

Honey, I shrunk the World (temporarily)



I am writing during a moment of a very fragile truce in one of the most dramatic conflicts affecting the world, the one between the USA, Israel, and Iran. Deaths, destruction, and the real economy once again at risk of recession. Which means rising poverty, instability, and potential new conflicts.

The world is no longer the one that was growing, becoming more global and more open every day, reducing barriers and, along with them, poverty. One billion fewer people living in extreme poverty between 1990 and 2019, mainly concentrated where globalization has most transformed economies: China, Vietnam, Indonesia, India. Less so in Africa, and we know how important it is to fully integrate it into a global and mature worldwide supply chain.

This is what Freight Forwarders, producers, and those who export or import root for. Generally speaking, the more aware and better trained workers, capable of navigating open waters.

The phrase "When Goods Don't Cross Borders, Armies Will" is attributed to Frédéric Bastiat, a 19th century French liberal economist and philosopher. Today we know that not even armies can completely stop the flow of goods. They can, however, alter routes, complicate them, concentrate them in a few hands. But today we also know that any war, any pandemic, or any blocked strait is not forever. The natural tendency, though rarely predicted in newspapers, is a return, sooner or later, to openness. To exchange. To trade. That is human nature.

And so the "propensity to truck, barter and exchange" will once again lead us to meet and come together. The 2026 meeting is ready, organized, defined. We expect at least 200 of us in one of the – forgive me, I'm partisan - most beautiful cities in the world, Rome. From November 1st to 4th, and then, as always, on the 5th, the leisure day!

And there are no excuses this year. Omnes viae Romam ducunt. All roads lead to Rome. Were these words spoken with the 12th ALN and the 7th BAM meetings in mind?

"We manage currency risk"

Supporting logistics companies in a volatile global market: Interview with Marlon Van Der Horst, Country Manager of Monex Europe in the Netherlands

Let's start from the beginning: who is Monex?

Monex is a global financial services group with a strong international presence. We operate across major financial hubs in North America, Latin America, Europe, and Asia, supporting businesses wherever they operate. Our focus is on helping clients manage international payments and foreign exchange needs in an increasingly globalised economy.

When was the company founded?

Monex was established in 1985, and over the years it has grown into a trusted partner for companies dealing with international transactions and foreign exchange. Since its foundation, the group has continuously expanded its capabilities and geographic reach, building longterm relationships with clients operating across borders.

What scale are we talking about today?

Today, Monex serves more than 66,000 clients worldwide, spanning corporates, financial institutions, and private capital

MONEX

clients with international currency needs. Our scale is not only reflected in our client base, but also in the depth of expertise across the group.

How is Monex structured globally?

Monex is structured as a global group with fully licensed and regulated entities across key financial markets, allowing us to offer true global coverage and a followthesun service model.

This global footprint is underpinned by our parent company, Monex S.A.P.I. de C.V., which has a strong and longstanding presence across Latin America, particularly in Mexico, where the group has been active for several decades.

In Europe, we operate through two core entities based in Spain, both with branches in the Netherlands. Monex Europe S.L. is a licensed payment insti-

tution regulated by the Bank of Spain, while Monex Europe Markets S.V. is an investment firm regulated by the CNMV. This dual structure enables us to serve clients across the EU under the appropriate regulatory framework.

We have a similar setup in the UK, where Monex Europe Ltd holds a payments licence and Monex Europe Markets Ltd is authorised as an investment firm.

In North America, we operate through

Monex USA, a fully regulated entity in the United States, and Monex Canada Inc. in Canada. In Asia, we are represented by Monfx, a licensed and regulated entity serving clients across the region.

Together, this structure allows Monex to support clients globally with local regulatory oversight, strong governance, and seamless service across time zones.

What is Monex's core business?

At its core, Monex helps companies manage the currency side of their operations.

What does that mean in practical terms?

We facilitate international payments that involve foreign exchange. For example, if a company reports in euros but needs to pay a supplier in US dollars, Monex manages both the currency conversion and the execution of the payment.

So it's not just about payments?

Exactly. A key part of our work is helping businesses manage foreign exchange risk.

Why is FX risk such a big issue for companies?

Many companies generate revenues or incur costs in currencies different from their functional currency—the one used in their financial reporting. This creates exposure, either on the cost side, the



revenue side, or both.

How does Monex address this challenge?

We work closely with clients to design hedging strategies tailored to their cash flow profiles. The goal is to reduce the impact of currency fluctuations, giving companies greater predictability and helping them achieve more stable financial results.

So ultimately it's about control and visibility?

Exactly. Effective FX management improves financial planning and provides better visibility on break-even points.

Monex works closely with the logistics sector. How does this collaboration typically look?

We partner with logistics companies worldwide, helping them optimise and protect their foreign currency cash flows.

Why is logistics particularly exposed to

FX risk?

The logistics sector is highly sensitive to macroeconomic and geopolitical developments, which can significantly impact exchange rates.

What kind of solutions do you offer?

One of the most common tools is the forward contract.

It allows a company to lock in an exchange rate for a specific amount and time period—typically from one up to five years for longer-term projects.

What are the advantages of a forward contract?

It eliminates uncertainty.

When the contract is executed, the transaction is carried out at the pre-agreed rate, regardless of market movements.

But logistics companies often deal with uncertain timing. How do you handle that?

That's a very good point. For this reason,

we also offer flexible forward contracts.

How do they differ from standard forwards?

They work in a similar way, but with added flexibility. Companies can draw down the contract at any point within its validity period, making them ideal for businesses with unpredictable payment or receipt schedules. Also, if there are delays the contract can be rolled.

What about companies that want protection but also some upside?

That's a common demand. Many clients ask: "What if the market moves in my favour after I lock in a rate?"

And what's your answer?

Through our investment license—Monex Europe Markets S.V.—we can offer MiFID-compliant structured hedging solutions for eligible clients. These strategies provide protection against adverse movements while allowing some partici-

pation in favourable market trends.

Who can access these more advanced solutions?

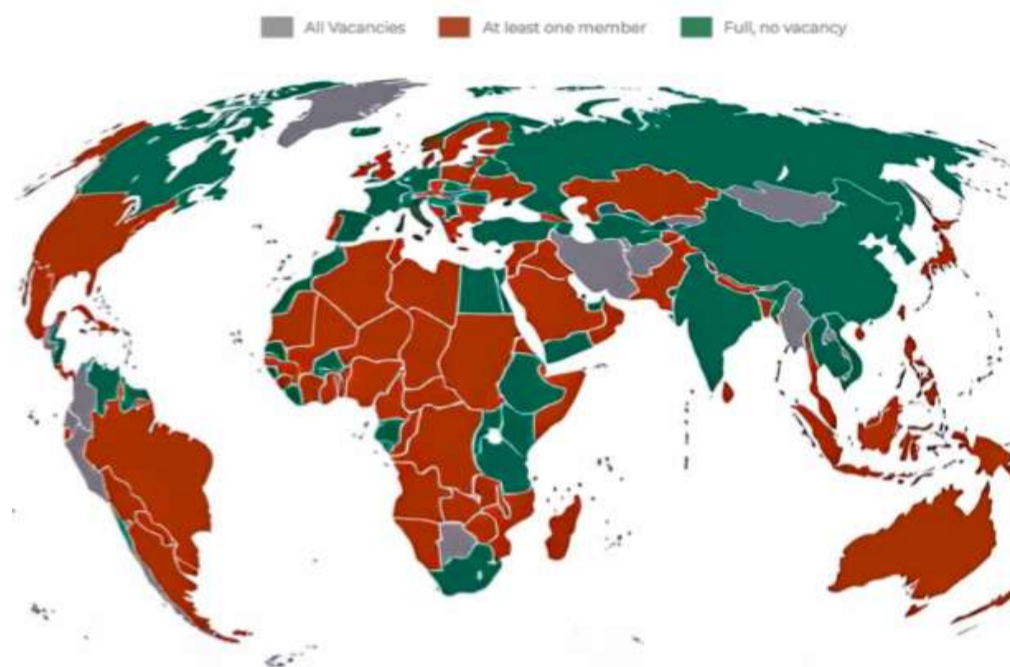
To qualify as a professional client under MiFID, a company must meet at least two of the following criteria: a turnover of at least €40 million, a balance sheet of €20 million, or cash of €2 million.

And if a company doesn't meet those thresholds?

There is also an elective process. Companies can be assessed based on their financial knowledge and experience to determine whether they can access these solutions.



ALN and BAM adopt an equitable world map in a pioneering business initiative



Africa Logistics Network (ALN) and **By All Means (BAM)** have adopted an Equal-Area World Map on their websites, replacing the Mercator projection to more accurately represent the true size of countries and continents.

The initiative reflects growing global awareness — supported by institutions such as the African Union — about distortions in traditional maps that often misrepresent regions, especially in the Global South.

The new map is available on the Covered Areas pages of the ALN and BAM websites.

Through this visual tool, visitors can

quickly see which countries are covered by ALN or BAM members and where opportunities remain for new members to join.

Unlike the Mercator projection, which distorts the size of regions, the equal-area map provides a more balanced and realistic view of the world.

By adopting this cartographic approach, ALN and BAM become among the first international logistics networks outside the fair-trade sector to use an equitable world map as a communication tool, reinforcing their commitment to transparency, innovation, and fair global representation.


Your network always with you

We are excited to introduce the new ALN Mobile App, designed to keep you connected to the Network wherever you are.


Find partners in seconds, access the full Members List (PDF/Excel) and stay updated with the latest news and network updates — all in one place.

Fast, simple, always accessible.


Download now on App Store & Google Play.



AFRICA LOGISTICS NETWORK



BY ALL MEANS



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A center to develop African trade

With Afreximbank, an African Trade Center of the African Export-Import Bank (Afreximbank) will be created in Egypt, aimed at supporting the expansion of trade and investment across the continent. The announcement was made during a ceremony in the New Administrative Capital, attended by Prime Minister Mostafa Madbouly. The center, called the Afreximbank African Trade Center (AATC), will be the first of its kind in North Africa and forms part of a strategy to strengthen African economic integration. Speaking at the presentation event, Madbouly emphasized that the

initiative represents a new chapter in the continent's commercial transformation and helps consolidate Egypt's role as a central player in African trade dynamics. According to the explanation provided, the AATC will serve as a key hub for African businesses, hosting trade information platforms and market-monitoring systems, as well as spaces dedicated to training, research, and innovation. The center is also expected to become a venue for major trade and investment events, in line with the objectives of the African Continental Free Trade Area (AfCFTA).



Gabon: QR Code payments launched

Gabon has officially launched QR Code payments through the Madigipai program, introduced by the government in collaboration with the BEAC (Bank of Central African

States) and GIMAC (the regional inter-bank organization). The system allows citizens to pay for goods and services by scanning a code with their operator's Mobile Money app,

without the need for cash or a bank card. Madigipai is already active in more than 1,000 retail outlets and aims to improve security, transparency, and financial inclusion by reducing the use of cash

and increasing efficiency in both public and private transactions.

Original article published on Africa & Affari.

Tariffs removed on exports to Malaysia, opportunity for agriculture

Customs duties on Kenyan agricultural products exported to Malaysia have been eliminated. This is established by a new partnership between the East African country and the Asian nation. The agreement is

presented as an important step forward in strengthening bilateral cooperation between the two countries. It also represents an opportunity for Kenya to expand market access for its farmers internationally and to improve the

competitiveness of Kenyan products in the Malaysian agricultural market. "The elimination of these tariffs is important given the current structure of our trade, with Kenya's main exports to Malaysia including

tea, coffee, flowers and avocados," said President William Ruto.

Original article published on Africa & Affari.

Members News

FREIGHT IN TIME SUCCESSFULLY DELIVERS 40 TRUCKS OF BITUMEN FROM MOMBASA TO RWANDA



Freight In Time successfully handled a major project cargo operation involving the tran-

sport of 40 trucks of bitumen from Mombasa, Kenya, to Ngoma, Rwanda, supporting a key road construction project aimed at strengthening regional infrastructure and improving connectivity between communities.

EUROBRIDGE FIRST IN MALTA TO UNLOAD NON-EU CARGO

EuroBridge Shipping Services Ltd. has achieved a major milestone by becoming the first Maltese company authorised to unload

non-EU groupage cargo directly in its own warehouse, outside a customs-controlled area.



GTZ SHIPPING DELIVERS 7 AMBULANCES FROM DUBAI TO SAUDI ARABIA

GTZ Shipping LLC succes-

fully completed a cross-border road transportation project involving 7 ambulances delivered from Dubai, UAE to Al Khobar, Saudi Arabia.



CSC TRANSPORT LIMITED SUCCESSFULLY COMPLETES

RORO

CSC Transport Limited successfully completed a RORO bulk shipment of building steel formwork from Lianyungang Port, China, to Mombasa, Kenya.



BSMG HANDLES CARGO DISCHARGE OF VESSEL ECO MONEGASQUE AT NOUAKCHOTT

Benteyga Shipping Mauritania Group (BSMG) successfully handled the cargo discharge of the vessel ECO MONEGA-

SQUE at the Port of Nouakchott, involving 18,000 metric tons of bulk urea delivered to the client Al Wafa.



ROSEN LOGISTICS HANDLES EXCAVATOR SHIPMENT FROM CHINA TO MOROCCO



Xiamen Rosen Logistics Ltd successfully handled the shipment of an excavator from Jingjiang, China to Casablanca, Morocco.

ETLS SHIPS TWO FERRARI CARS FROM JEDDAH TO GENOA WITH PRECISION AND HEART



Elite Trust for Logistics Services proudly shares a high-value shipment with emotional significance: the air transport of two Ferrari cars from Jeddah to Genoa.

DANTON INTERNATIONAL LOGISTICS HANDLES TRANSPORTATION OF 97 BESS UNITS FROM CHINA TO LITHUANIA

Danton International Logistics successfully handled the transportation of 97 Battery Energy Storage System (BESS) units from Taicang, China to Klaipeda, Lithuania.

Each unit weighed 45 tons and was classified as Class 9 Dangerous Goods, loaded into 20HC containers with one unit per container.



AFRICA LOGISTICS NETWORK

12 TH ANNUAL MEETING

ROMA 2026

7 TH ANNUAL MEETING

COMBINED MEETING
1-4 NOVEMBER 2026