



ASX: YOJ

## Investor Presentation

November 2022



**YOJEE SaaS LOGISTICS** | SEE THE WORLD FLOW

[www.yojee.com](http://www.yojee.com)

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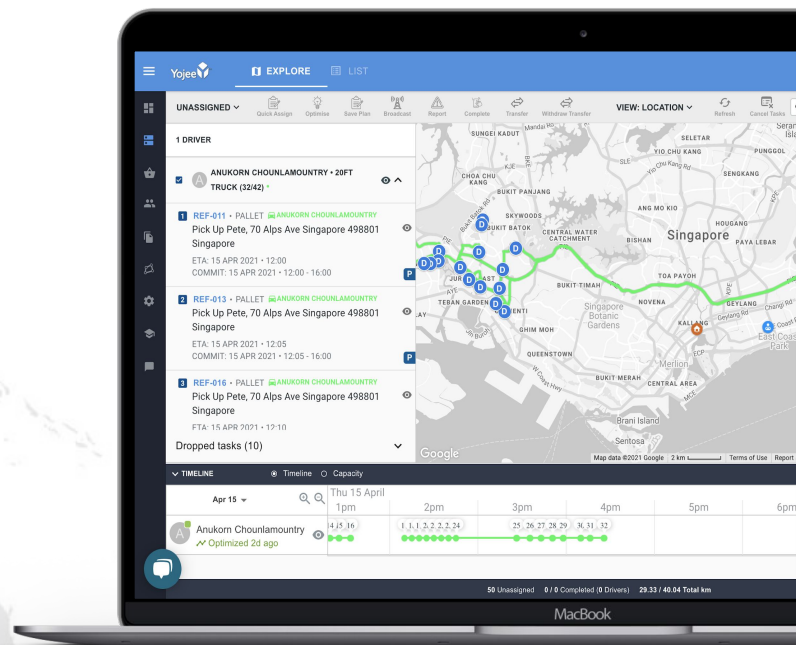
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Our Vision is to enable **APAC's road freight networks** to become the **most efficient** and **reliable** in the world.

Yojee is a unique road transportation management platform that enables freight forwarders and their delivery partners to:-

- ✓ Increase operational efficiency
- ✓ Improve customer satisfaction
- ✓ Scale without complexity



# YOJEE ON A PAGE



## Summary

- High growth global business
- APAC greenfield
- Large TAM
- Runway for growth
- Disruptive technology
- Deep moats
- Enterprise and B2B customer focus
- Outstanding unit economics
- Clear path to profitability
- Strong board & management team



## Market Trends

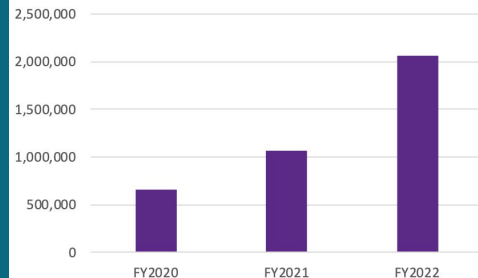
- Supply Chain and Logistics
- SaaS
- Cloud
- Sustainability / ESG
- Fintech ready\*
- Exc. China manufacturing



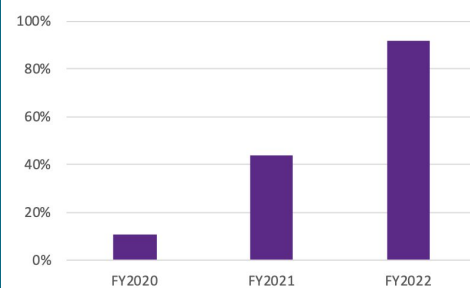
## Highlights

- Strong focus on greenfield APAC Region
- Pioneer of Software powered logistics networks
- Hundreds of leading APAC transporters already active on network
- Top Global Enterprise Client Base
- High gross margin usage based SaaS model
- Lean operating costs

Revenue (Trade)



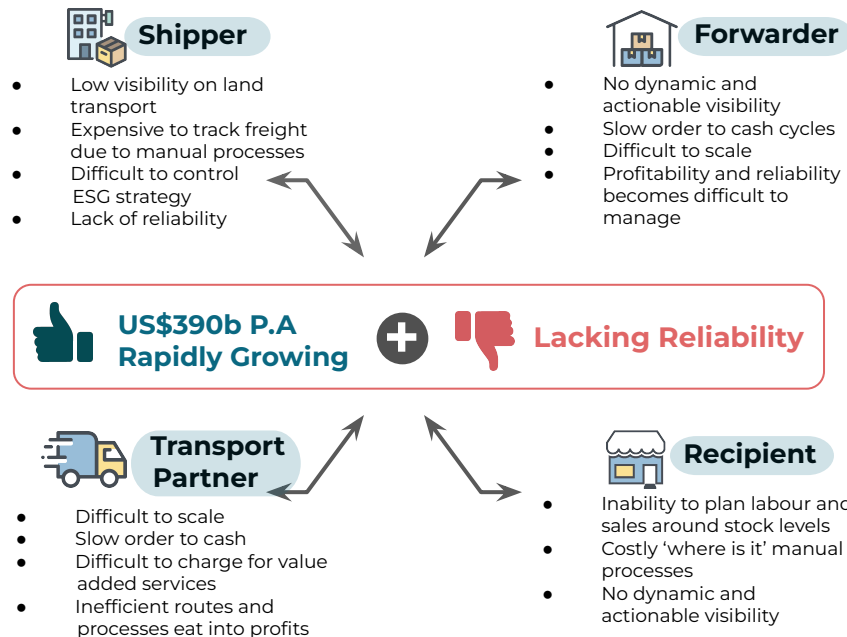
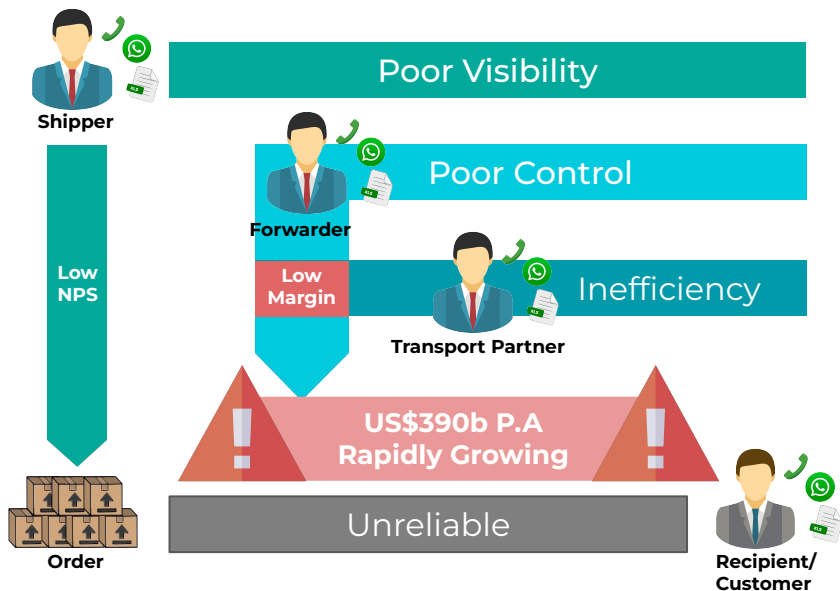
Revenue Per Share Growth





# WHY APAC: APAC IS THE WORLD'S LARGEST THIRD PARTY LOGISTICS REGION

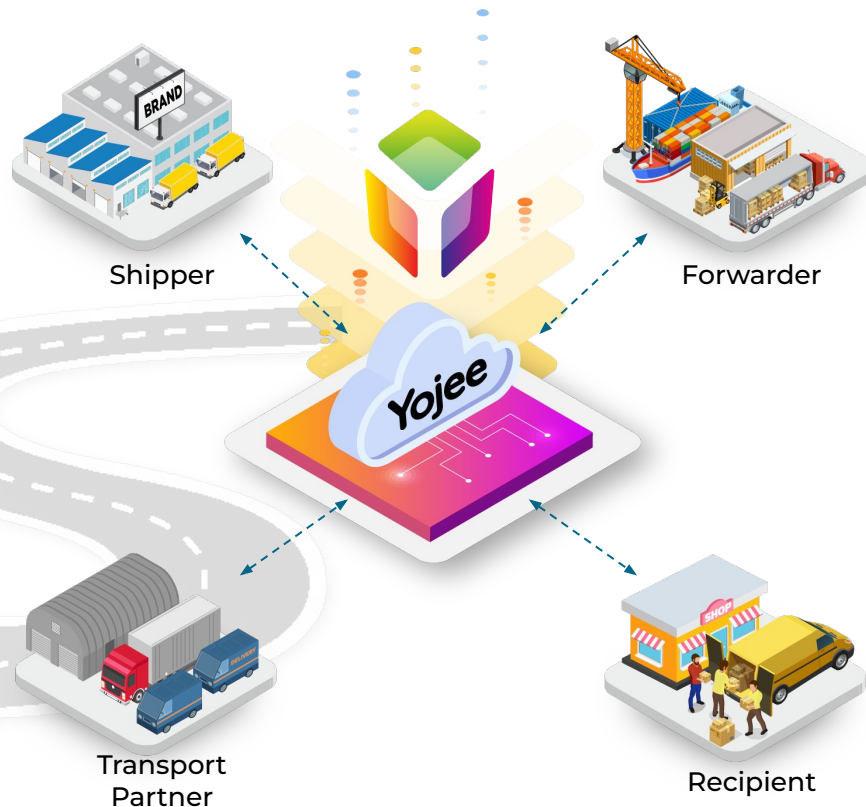
US\$390b Annual Revenue and growing fast is not yet **connected and well managed** due to lagging technology adoption and fragmentation of providers.



# YOJEE'S TRANSFORMATIVE **MISSION**

“Our platform digitises APAC's road freight networks to deliver **sustainable growth** through uninterrupted capacity and a **better more reliable delivery experience**.”

**The Yojee Platform**



# MEET THE YOJEE LEADERSHIP TEAM



**Managing Director & Co-Founder**  
Ed Clarke

Ed has led Sales and Marketing and raised funding from Asia and Silicon Valley with two successful Asia Pacific based startups taking innovative blue ocean technology platforms to market in areas such as Real-Time Communication, Big Data Marketing and E-Commerce.



Cloud Communications



**Chief Finance Officer**  
Ciarán Gunne

Ciarán is an FCCA qualified CFO with 15 years experience mainly in investment banking and consulting. Ciarán has spent most of his career working in a variety of finance management positions with Accenture in Europe and Barclays in Asia.



**Chief Product Officer**  
Mark Connell

Mark has over 25 years of experience in Technology and Logistics globally, with a strong background in Engineering, Sales and Marketing and, Product and Project Management with a proven track record with companies such as Mainfreight and WiseTech Global.



**Chief Revenue Officer**  
Darren Palfrey

Darren has over 20 years of experience in the global supply chain and logistics industry. He has spent the past decade leading and scaling technology start-ups that enable companies to operate their supply chains more efficiently and effectively, as well as driving digital transformation at MNCs such as Li & Fung.



**EVP Technology & Innovation**  
Ilya Isaev

Ilya has worked for over 15 years on numerous projects from concept, design, development and implementation. He takes pride in coding to consistently high standards and regularly refreshes his skills to keep up with ongoing developments. Ilya is passionate about leading and coaching my team members for excellent results while developing business successful applications.



## Board of Directors



**Chairman**  
David Morton

David is a corporate banker with a career spanning 40 years at Westpac and HSBC. He has recently returned to Australia after 12 years working in Asia.



**Non-Executive Director**  
Ray Lee

Ray is a port management executive with over forty years international logistics and shipping experience including as a former Director of DP World Australia and played a key role leading DP World's Australasian port operations.



**Non-Executive Director**  
Gary Flowers

Gary started his career as a lawyer and was National Managing Partner of Sparke Helmore. He was Chief Operating Officer at Mirvac Group and was instrumental in turning around the Mirvac Group during the GFC.



**Non-Executive Director**  
Saskia Groen-Int-Woud

Saskia brings to Yojee a highly relevant background from senior executive roles including with world number two logistics shipping operator Maersk culminating as the global CEO of Damco.



**Company Secretary**  
Sonu Cheema

Sonu is a company secretary and CPA qualified accountant working with public and private companies in Australia and abroad.



# The Yojee Difference





# UNIQUE SUPPORT FOR END TO END LOGISTICS

## BRING YOUR OWN ERP

Our technology platform seamlessly integrates with the world's leading ERPs cross border platforms and e-commerce marketplaces.

## FROM CONTAINER TO PARCEL

Yojee can support end to end land transport making it a one of a kind system for forwarders and transporters.

## ANY LANGUAGE

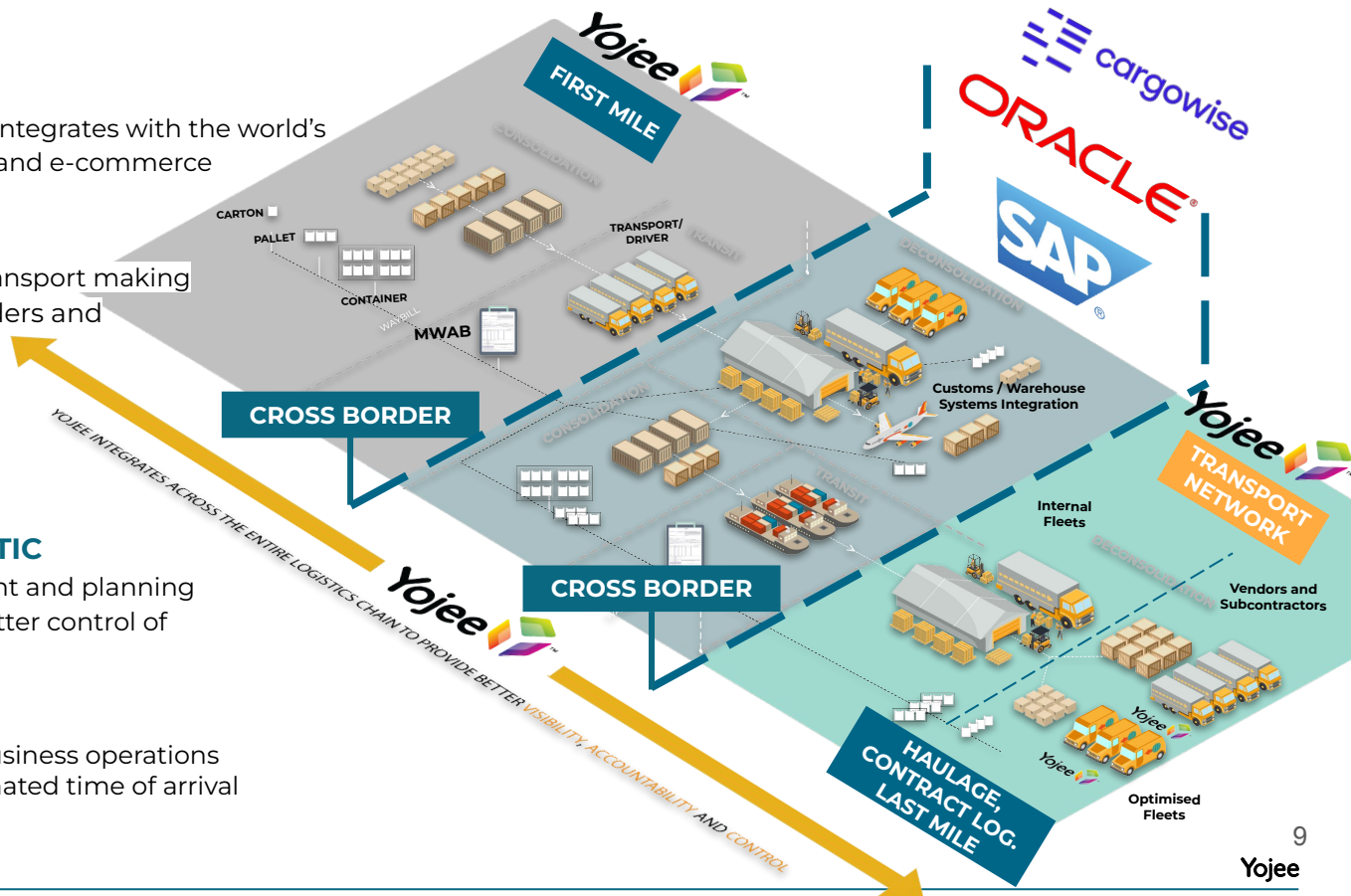
Support any language, across fleet managers and drivers

## IMPORT, EXPORT AND DOMESTIC

By using a single system, procurement and planning becomes more efficient and gives better control of execution and reliability

## DRIVE END CUSTOMER VALUE

Allows freight owners to plan their business operations with more confidence knowing estimated time of arrival across all legs of the journey



# YOJEE'S **UNIQUE VALUE PROPOSITION**



## Why **Forwarders** Need

- Unique value proposition in sales cycles to the shippers (visibility and data)
- Faster time to cash through electronic proof of delivery
- Improve reliability with reports on transport partner performance
- Greater efficiency (reduce empty legs and double charges)
- Customer satisfaction goes up and cost of service drops
- One Click Connectivity to Transport partners



## Why **Transporters** Need



- Offer industry leading visibility and execution to forwarders and shippers to meet SLAs and delivery schedules
- Move to paperless, with easy integrations into ERP systems and instant
- One click connectivity to forwarders
- Better understand profitability and greater ability invoice for value added services
- Save money on fuel and labour

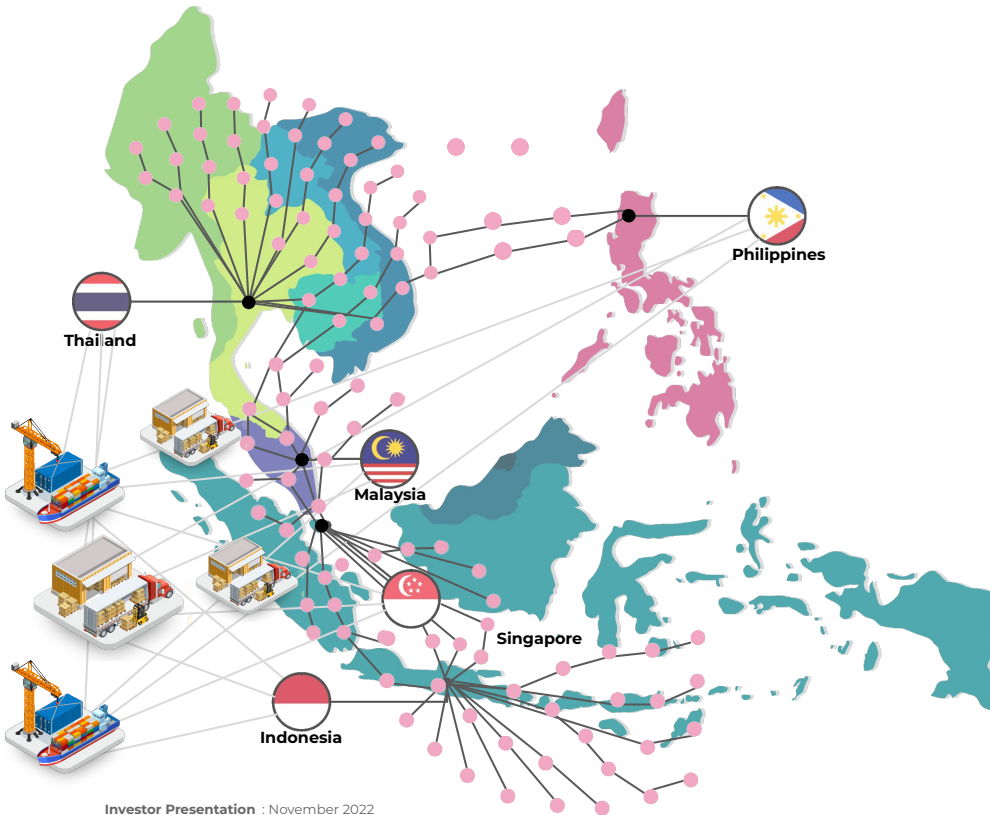


# UNIQUE TECH STACK FOR ROAD TRANSPORT



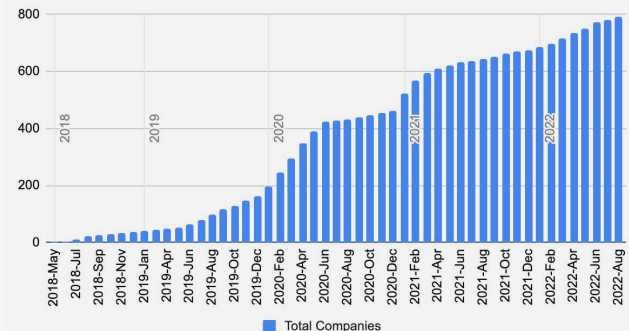
# POWERING APAC'S ROAD TRANSPORT

## Yojee Forwarder and Transport Partner Network



- ✓ **Seamless** cloud based road transport network software
- ✓ **Turnkey** or BYO network partners/subcontractors
- ✓ **Uninterrupted** capacity
- ✓ **Reliable** partner network
- ✓ **Standardised** + Localised
- ✗ **No Efficiency** loss from asset light model
- ✗ **No High** workload from changes and cancellations
- ✗ **No Visibility** loss
- ✗ **No Long** order to cash cycle
- ✗ **No high** cost to scale

Total Companies Onboarded to Yojees Platform Over Time



# HOW COVID-19 IS A TAILWIND FOR TECHNOLOGY



## Cross-Border Deliveries

- Shutdowns in ports across China has meant **land transport intra-asia is critical.**
- Slow lead times as there is limited airfreight capacity. **Businesses need to explore alternative routes to get their goods to market.**
- High cost of sea freight makes **trucking even more appealing**



## Fulfillment Centres

- Stock shortages – High demand has put pressure on transport partners to be **more responsive and flexible and provide greater visibility to end recipients.**
- Staff shortages – With an influx of orders, fulfillment centres are having to rapidly increase their workforce to satisfy demand. This is exacerbated by high numbers of staff on sick leave **means a broader range of transport partners is critical to meet demand**



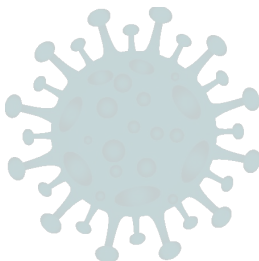
## Regional Warehouses

- 'Just in time' has become '**just in case**' as brands move more stock earlier causing backlogs and overstocking main warehouses **further fragmenting land transport**



## Consumers

- Huge increase in demand for goods, and expectation for tracking has made **transporters more accountable for technology adoption**
- Zero touch digital delivery means **technology is critical**

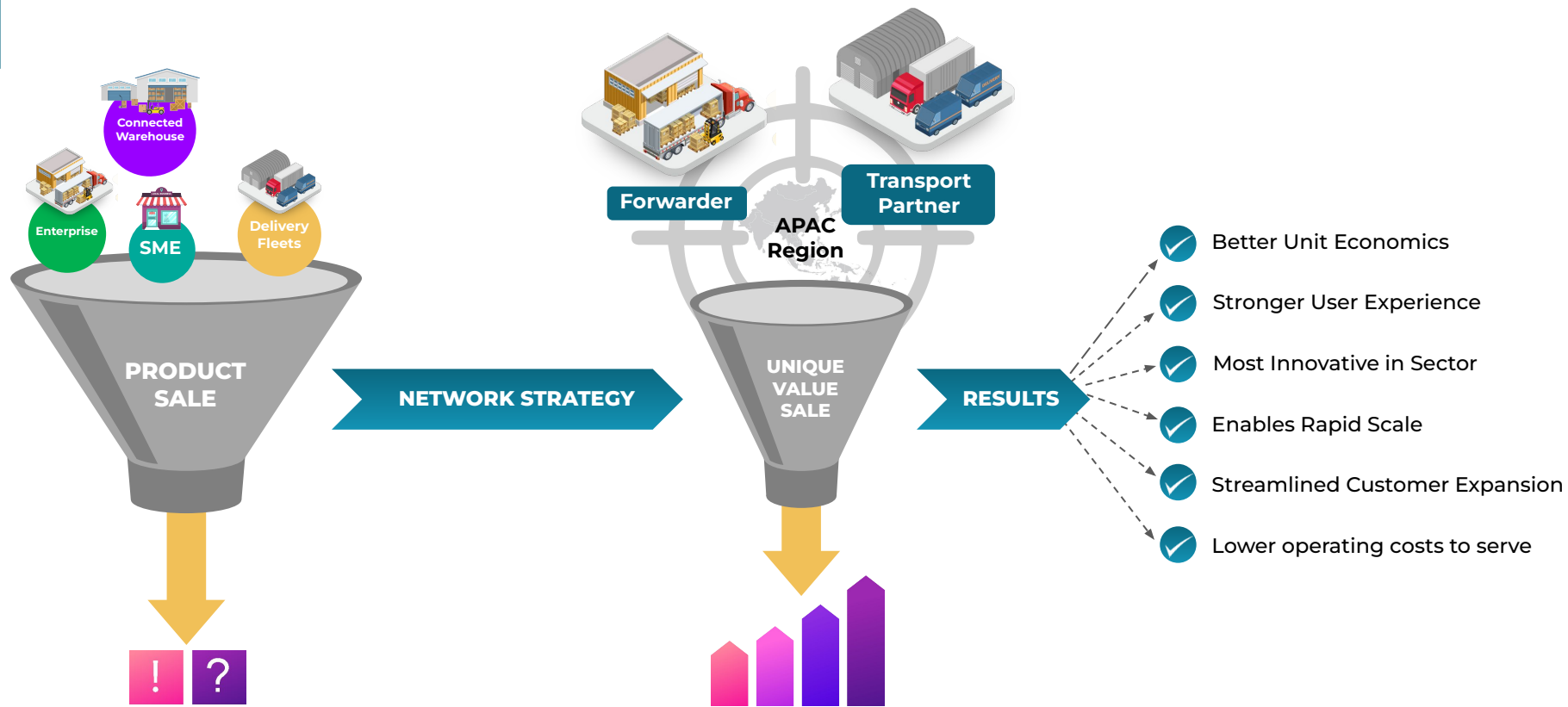




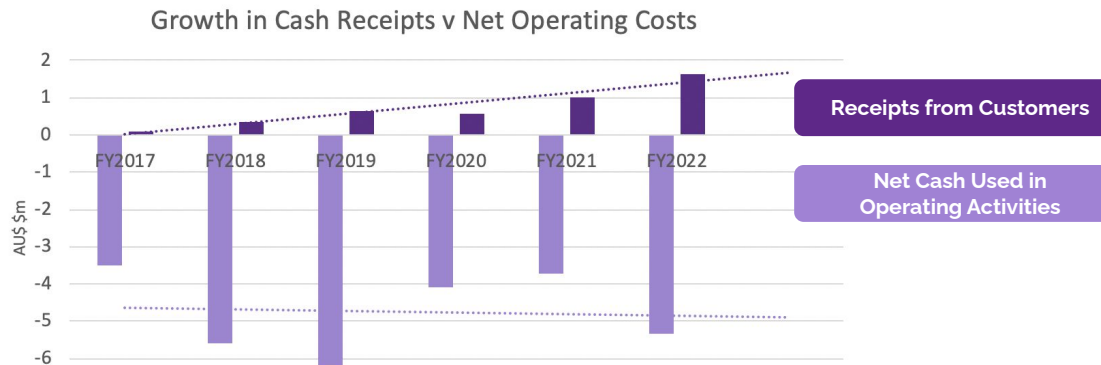
# The Business



# FY23: STREAMLINED OPERATIONAL FOCUS






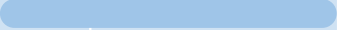

# YOJEE IS SCALING GENERATING TOPLINE GROWTH WHILE KEEPING OPERATING COSTS CONSTANT



FY20	<b>Minimum Viable Enterprise Product Phase:</b> 1st Top 10 enterprise signed	Company validating its enterprise platform. 6 months for initial deployment to client
FY21	<b>Developing Product Value Proposition:</b> 2 Top 10 enterprise signed + 3 expansions signed	Focus on customer satisfaction platform and speed of delivery. Platform maturing and adapting to requirements of a broader range of very large customers.
FY22	<b>Product Market Fit:</b> Further top 10 enterprise signed + 100s of Transport Partners join platform creating foundational forwarder and partner network infrastructure	Focus on the growth and success of the partner network to create success stories and supply and demand for the platform. Onboarding can be done in just 2 weeks in many cases meaning product fit is achieved and business is ready to scale. Investment in this period increased to fast track the product fit to commence scale
FY23 (Now)	<b>Market Development:</b> Move from product focus to go to market and growth focus.	Focus moves from product development to go to market development. Large target group of customers put together with discussions and pilots with many already in advanced stages. Company running a structured and focused go to market campaign to land and expand and accelerate revenue growth repeatedly through the forwarder and transport partner value proposition
FY24-25 (Next)	<b>Acceleration:</b> Customers cohorts move faster, are larger and expand rapidly as networks value and GMV scale rapidly	Expose the full value of Yojee as the cloud based B2B road freight marketplace in the Asia Pacific region as the place for uninterrupted capacity and most reliable delivery in a market worth over \$400b growing at 7% p.a



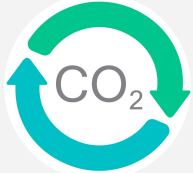

# GO TO MARKET FY23 AND BEYOND

		FY22				FY23				FY24				FY25				APAC TAM US \$Bn (Est. Capturable)
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Foundational Enterprise Clients	<ul style="list-style-type: none"> <li>Growing Revenue per hub and driving further hub deployments</li> </ul>																	\$50+b (0.15%)
New Enterprise	<ul style="list-style-type: none"> <li>Target new enterprise accounts based on Ideal customer profile</li> <li>Strong repeatable to to market activities with strong CAC/LTV metrics</li> </ul>																	\$390 (1%)
Transport Partner SaaS	<ul style="list-style-type: none"> <li>Capturing the full value of the hundreds of transport partners as full value SaaS Customers</li> </ul>																	\$2,883 (1%)
Finance	<ul style="list-style-type: none"> <li>Capturing the full gross market value of the network to support cash flow and financing activities</li> </ul>																	\$3,444 (0.5%)
Other Services	<ul style="list-style-type: none"> <li>Supporting the entire network with value added services where data, insights and integrations provide channels to additional revenue</li> </ul>																	TBC

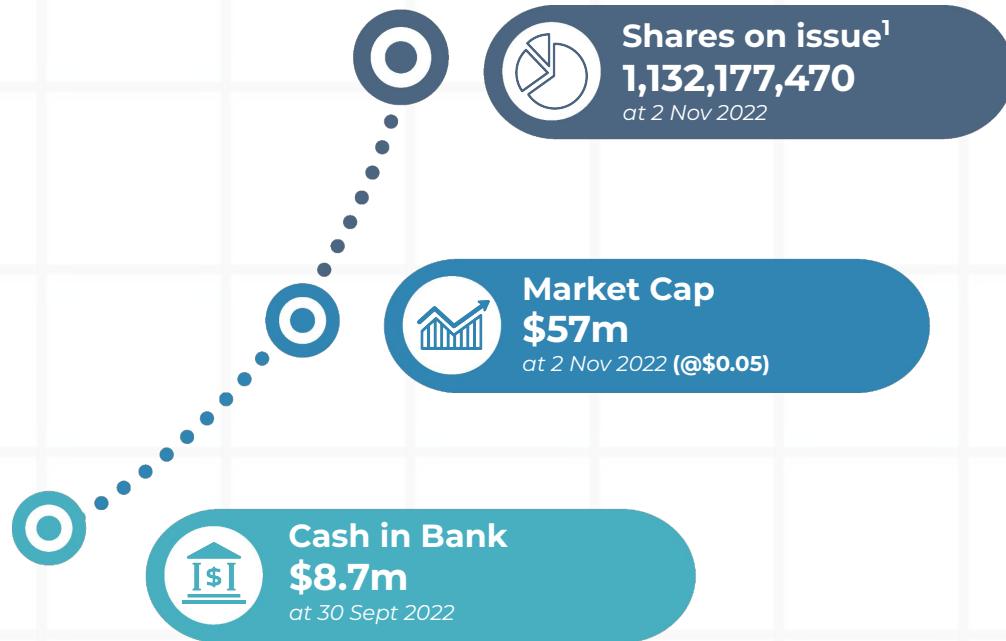
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<https://www.mordorintelligence.com/industry-reports/asia-pacific-road-freight-transport-market>  
<https://www.statista.com/statistics/254875/third-party-logistics-revenue-size-by-region/>

# LEADING APAC SUPPLY CHAIN **ESG ENABLER**

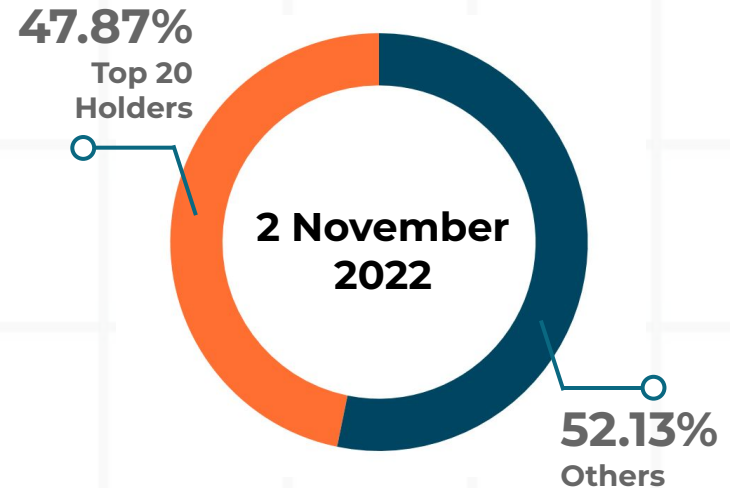


FY22 HIGHLIGHTS	FY23 FOCUS	
<b>Environment</b>  Increase efficiency on the roads through paperless operations, route optimisation and digital partner management saving up to 30%* on distance travelled	<b>Environment</b>  Move towards more powerful and actionable Co2 rating and optimisation tools that will enable APAC land transport to migrate profitably to lower emission freight movements and reduce millions of empty miles	
<b>Social</b>  Provide APACs leading family owned small transport companies with best in class technology to connect with global supply chains and scale with global brands and leading logistics companies	<b>Social</b>  Move APACs SME transport companies to a position of greater profitability awareness, expose further opportunity and create fintech ready businesses in the traditionally laggard transport space	<b>Engaging with industry associations to support and education on transformation and technology</b>
<b>Governance</b>  Focus on careful and compliant programs and policies through regular board meetings and committees	<b>Governance</b>  Board diversity and streamlining of strategy inline with the global macroeconomic conditions	<b>Certified ISO27001 In 2022</b>  

# CAPITAL STRUCTURE



<sup>1</sup> Excluding unquoted options and performance rights totalling 46,678,943



The background image shows a large container ship docked at a port. The ship's hull is dark blue with the letters 'UASC' visible. Several large gantry cranes are positioned along the ship's length, with the name 'CHARDKAI' visible on one of them. The sky is a clear, pale blue. The overall image has a blue tint.

# Appendix



### PLATFORM SUBSCRIPTION

SME

Est \$1,500 monthly  
commitment

Enterprise

\$1,500-30,000+ monthly  
commitment

## REVENUE MODEL GUIDE

### 2-3 YEARS TYPICAL INITIAL CONTRACT

Yojee has invested heavily in building enterprise grade technology to penetrate deeply and create stickiness across supply chains to enable ongoing growth and partner network development.

### TRANSACTION FEES

\$0.20 per Parcel  
\$0.40 per Pallet  
\$1.50 per Container



# Advisory Board



**Chairperson - Advisory Board**  
Shannon Robinson

Shannon is a corporate lawyer and corporate advisor to ASX and AIM listed and unlisted companies in areas including transaction, mergers and acquisition, strategic, capital raising and general corporate advice.



**Advisory Board Member**  
Graeme Halder

Graeme is a finance professional and held international roles as CFO of AIM and NASDAQ listed and unlisted companies including at Nord Anglia Education, Camco International and Command Security.



**Advisory Board Member**  
Rob Van Es

Rob has held CEO and senior executive roles in international companies including at Illumio and Reffind. He has significant experience in Go-to-Market strategy in the software industry.



## **Investors and media**

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## **See The World Flow**