



## Investor Presentation

July 2021

ASX: YOJ

**Visibility**

**Accountability**

**Control**

**YOJEE SaaS LOGISTICS** – See The World Flow

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



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# CORPORATE HIGHLIGHTS

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Yojee Logistics Platform fully functional and currently supporting significant demand for implementation of digitised logistics hubs

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## Global Enterprise Clients Contracted and Generating Revenue in SE Asia

(Global top 10 freight forwarders operating in well over 100 countries each)

100+

## Leading Trucking Companies

(Subcontractor network)

126

Logistics hubs

## Embedded Growth Pathway

(Yojee Platform currently lives in 6 hubs live with existing Enterprise Clients, 2 undergoing implementation)

12%

## Logistics as a percentage of Global GDP<sup>1</sup>

## Ed Clarke

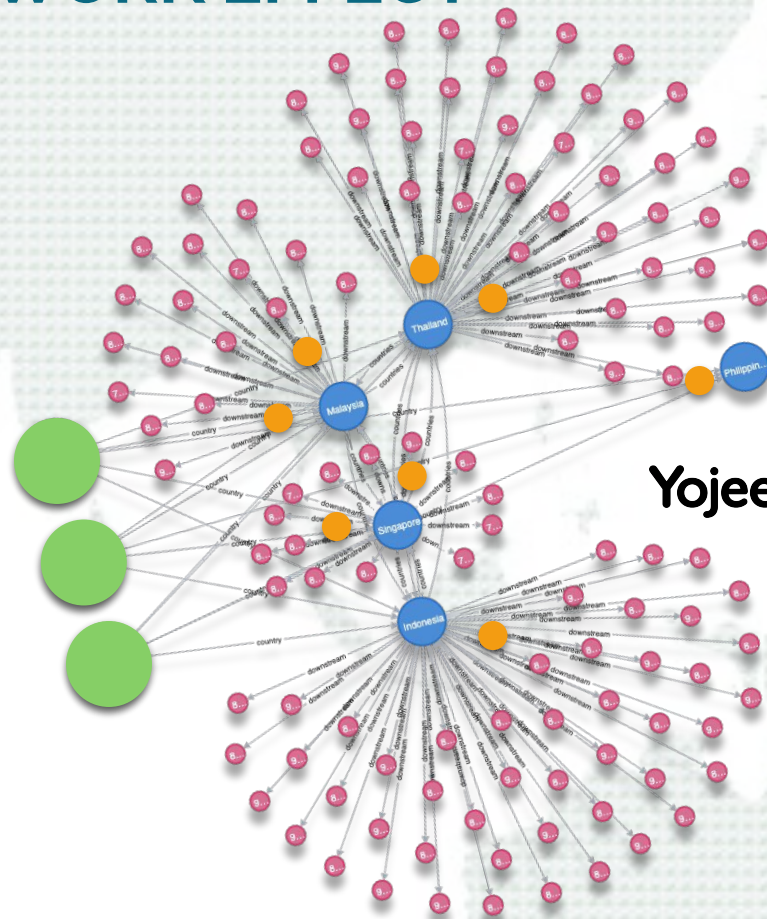
Co-founder & MD

“As a founder, you have ambitions to create something both valuable as a business, and valuable to society. In our case, we set out to facilitate the flow of freight movements into a single ecosystem, simplifying the complex and reducing carbon emissions for a greener planet. It is profoundly satisfying to have developed and own proven technology to achieve this, and some of the largest companies in the world joining us in creating new levels of efficiency.”

<sup>1</sup> Armstrong & Associates, Global 3PL Market Size Estimates, 2019 Logistics Cost, March 2020

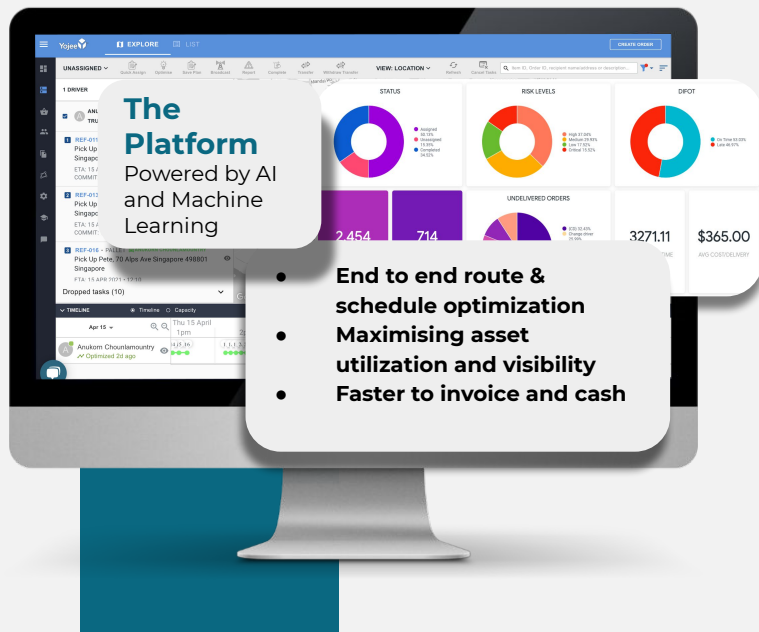
# YOJEE'S GROWING **NETWORK EFFECT**

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# MEET YOJEE

Yojee exists to facilitate the flow of freight movements into a single ecosystem, making the complex process of managing land transport simple and accessible to all players and reduce carbon emissions for a greener planet.



- **Visibility**  
Incomplete supply chain visibility is hindering companies with their logistics strategy, growth and profitability.
- **Accountability**  
Managing risk and accountability remains a top business priority for the majority of supply chain leaders.
- **Control**  
Companies are struggling to meet the increasing customer demand and at the same time, to gain more control of their operations including cash flow.

**For all companies of all sizes**



# OPTIMISING FOR **A BETTER PLANET**

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## CO2

89% Increase in delivery efficiency & 30% reduction in distance travelled

## STOP

Child Labor  
Supporting control of responsible supply chains

## GROW

Green strategies improve top line and align with cost savings

Yojee exists to **see the world flow**. We set out to create the most efficient land transport networks, from end to end. We are committed to creating world leading technology and supporting our customers in:

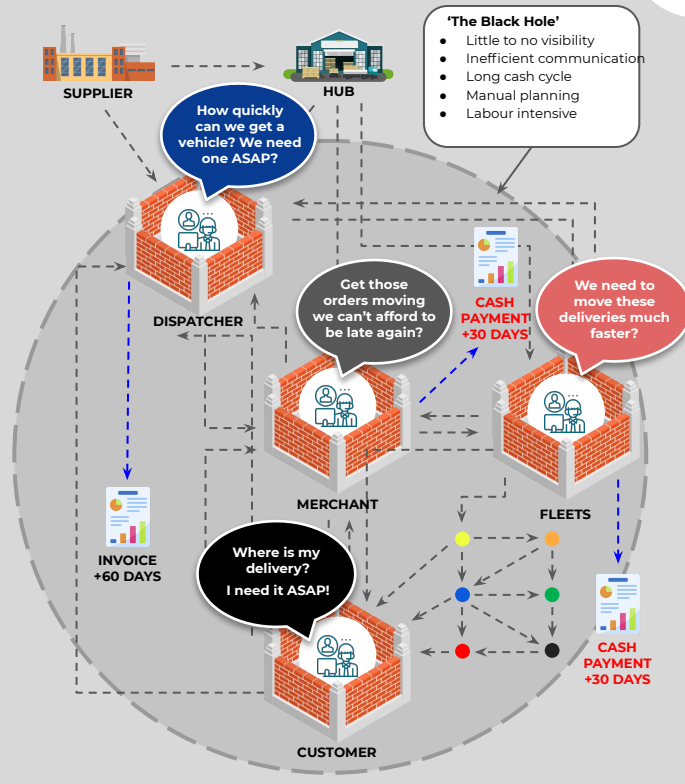
- Reducing CO2 Emissions
- Making smarter cost versus environment decisions
- Reducing paper and waste
- Supporting responsible supply chains
- Preventing child labour

We aim to see our rivers flow and green along our highways carrying freight optimised by Yojee Technology.

# THE YOJEE PLATFORM

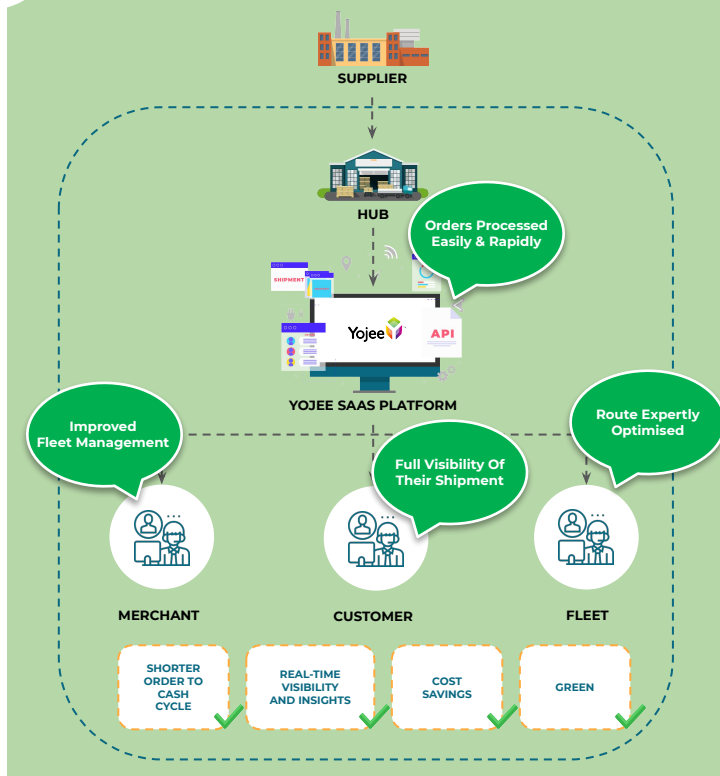
VS

## Traditional Broken Model



Yojee exists to facilitate the flow of freight movements into a single ecosystem, making the complex process of managing land transport simple and accessible to all players and reduce carbon emissions for a greener planet.

## Yojee Seamless SaaS Platform



# CHALLENGES ADDRESSED IN ONE PLATFORM

TENS OF THOUSANDS OF ROUTES **EXPERTLY OPTIMISED** AND ASSIGNED IN SECONDS

## Add Rules And Be On Time

Delight your customers while executing against a large number of rules such as narrow delivery time windows.

## Large Operations Made Easy

Solve large scale operations without large scale teams.

## Lower Operating Expenses

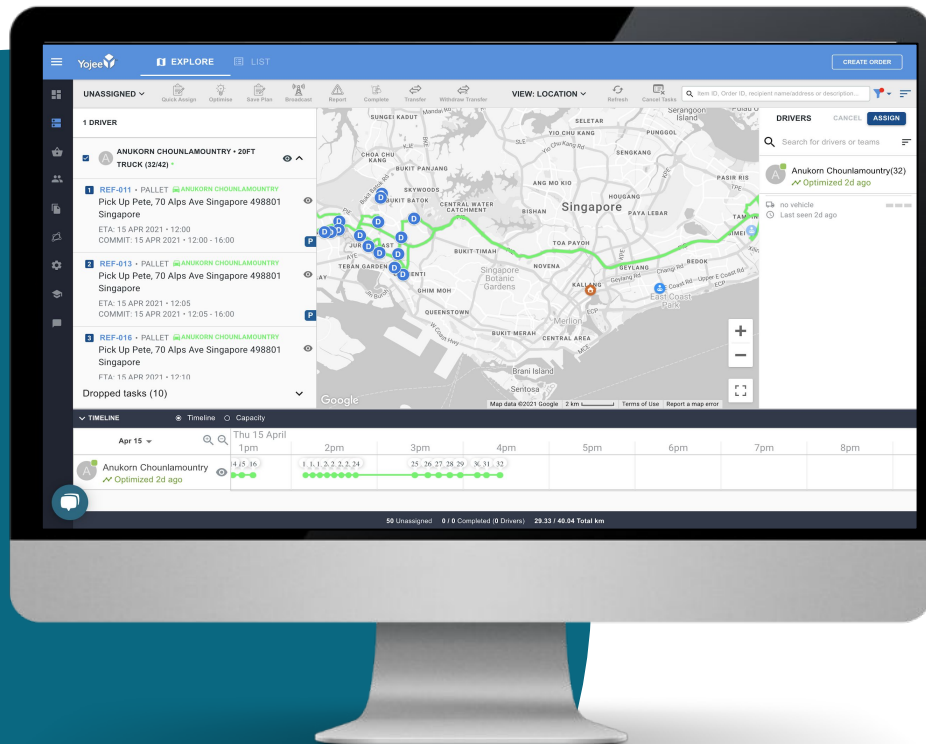
Eliminate manual route planning, understand profitability and attain peak ROI for assets.

## Leverage Real-Time Best Route Information

Monitor and replan against intelligent map and traffic data.







# PLAN & RE-ROUTE ON DEMAND

**Expertly optimized route plans in seconds**  
Control to make decisions on the fly.

**Timeline**  
Drag and drop orders instantly to replan and adjust.

**Plan, Respond and Adapt**  
Plan in advance or adjust on the fly.

**Late Orders Solved**  
Add late orders to routes and re-optimize.

# PROCESS ORDERS **EASILY & RAPIDLY**

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## User Friendly Interface

Simple user experience, create delivery bookings in seconds.

## Booking Page

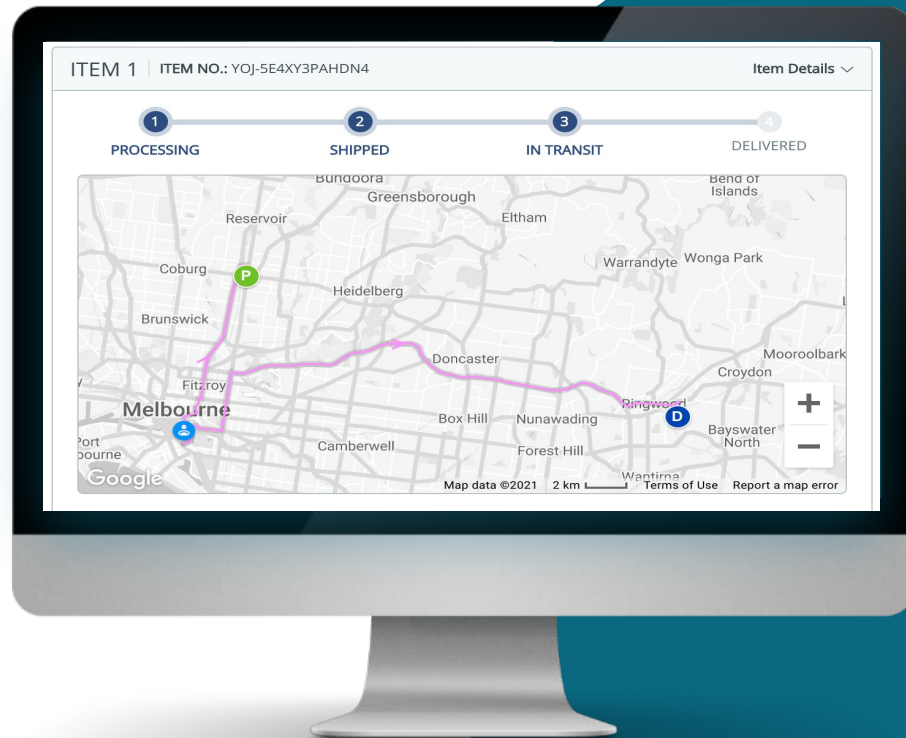
Intuitive customer facing booking and tracking portal.

## Seamless API Integration

Integrates with any platform including ERPs, Cargowise, Customer Systems and much more.

## File uploads

Upload other order formats such as email and spreadsheets.



# DRIVER MOBILE APP WITH **POWERFULLY SIMPLE** ROUTE VISUALISATION AND COMMUNICATION

## Automatic Route Planner and Visualisation

Improves delivery times, reduces administration and avoid wasted mileage.

## Improved Communication With Drivers & Dispatchers

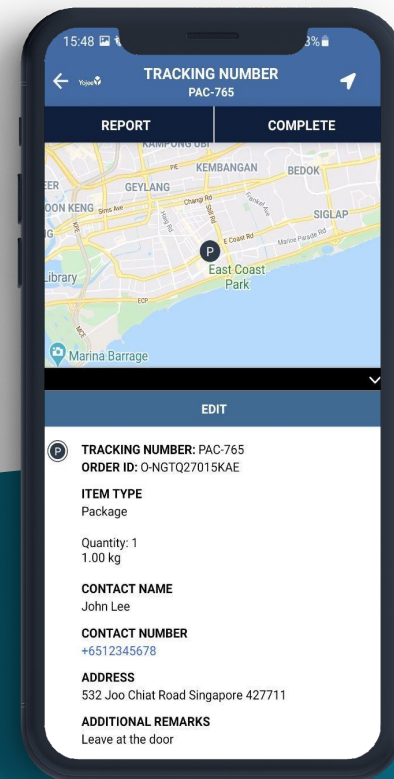
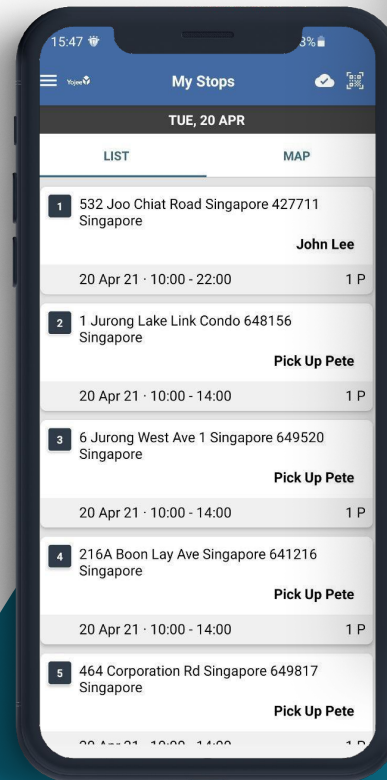
In-app direct messaging empowers real time communication.

## Real Time, Responsive Route Optimisation

Navigation for drivers.

## Help your Drivers Rapidly Respond To Changes

Push notifications for new jobs and updates.

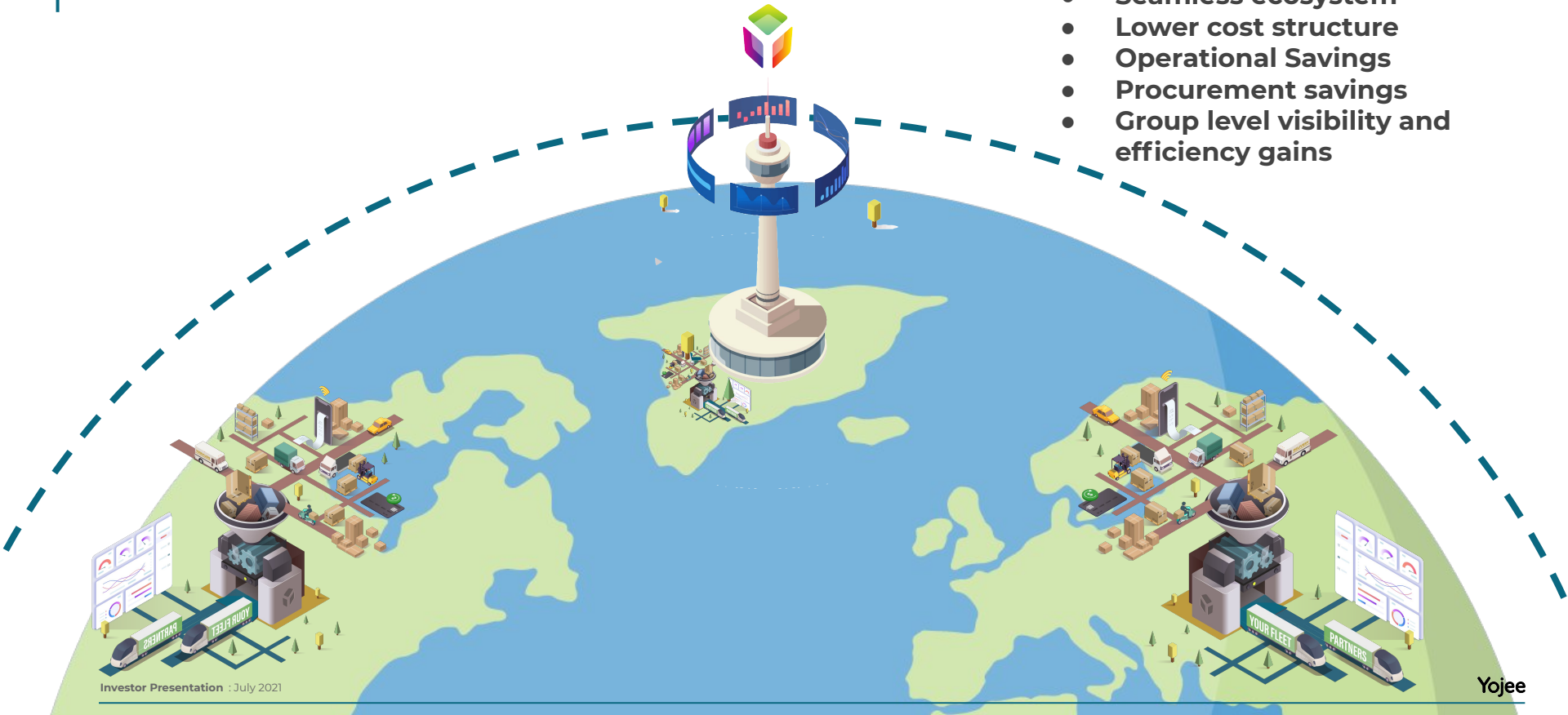


# THE YOJEE NETWORK EFFECT

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## Network Growth Model

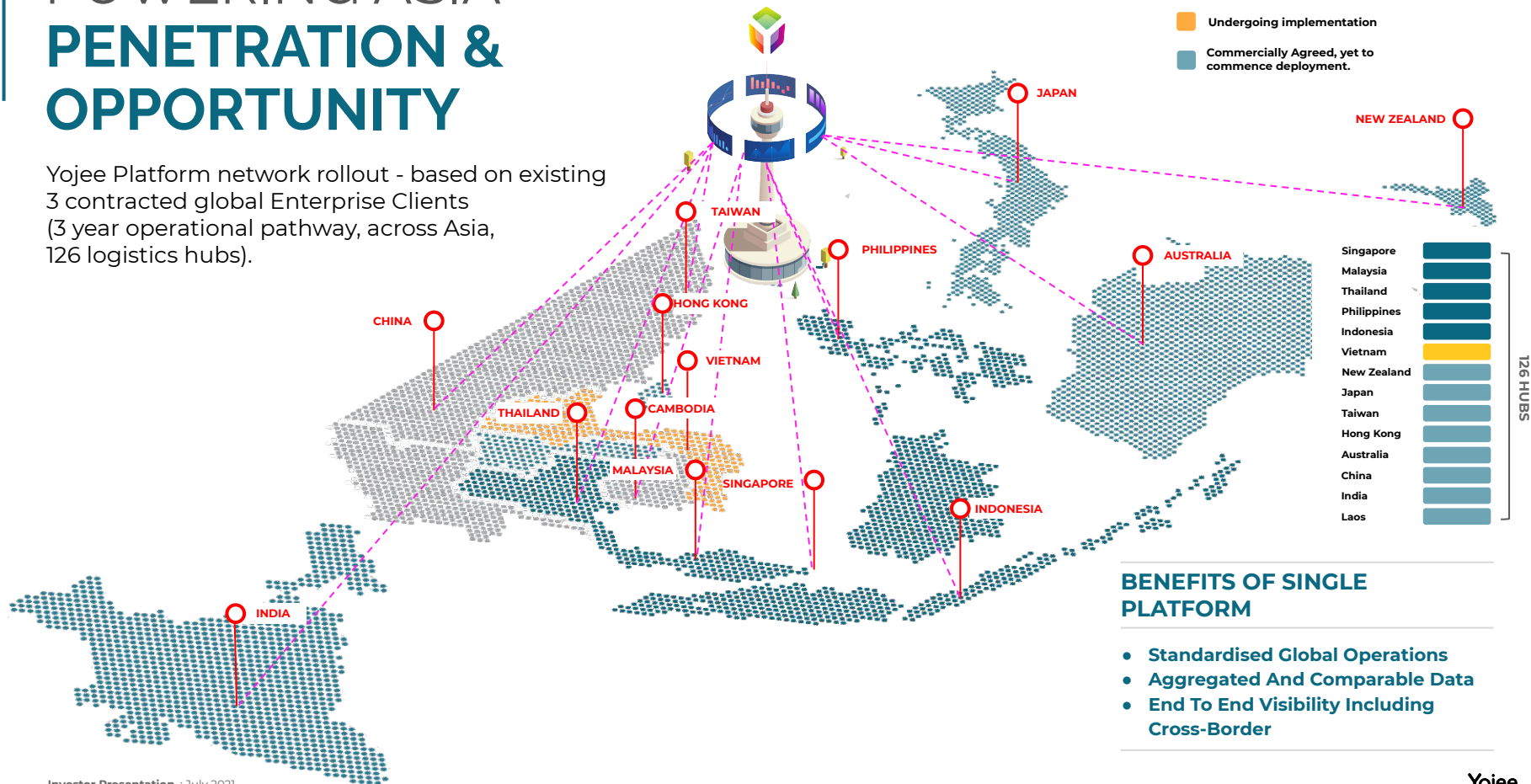
- Land and expand
- Seamless ecosystem
- Lower cost structure
- Operational Savings
- Procurement savings
- Group level visibility and efficiency gains





# POWERING ASIA - PENETRATION & OPPORTUNITY

Yojee Platform network rollout - based on existing 3 contracted global Enterprise Clients (3 year operational pathway, across Asia, 126 logistics hubs).



# GREAT SCALE

Achieved in last 12 months<sup>2</sup>

# 4,000,000+

Freight movement transactions processed by Yojee Platform.

## Addressable - medium term

3 year operational pathway  
(based on existing 3 global Enterprise Clients)

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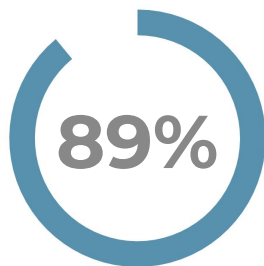
Countries in APAC  
**126 HUBS**

Existing Customer TAM<sup>1</sup>

# \$100bn

Existing Industry TAM

# US\$9tn<sup>3</sup>



Delivery  
efficiency<sup>2</sup>



Fuel/Cost savings in KM  
travelled<sup>2</sup>



Global Enterprise  
Customers<sup>2</sup>



Leading Trucking  
Companies

<sup>1</sup> Total addressable market (TAM) - combined annual revenue generated by Yojee's current 3 global Enterprise Clients in financial year 2020

<sup>2</sup> Achieved with Yojee Platform for Enterprise Clients as at 31 March 2021

<sup>3</sup> Statista, Logistics Market Costs, Accessed July 2021

1. Expanding beyond current countries within existing 3 global Enterprise Clients' global footprints

2. Signing agreements with additional Enterprise Clients (global freight forwarders and domestic leaders)



**3**

TARGET HUBS PER APAC  
COUNTRY



**126**

TARGET HUBS WITHIN  
EMBEDDED GROWTH



**\$300k p.a.**

HUB PROVEN  
VALUE

# ADDRESSABLE MARKET **VERTICALS**

Yojee is uniquely positioned to capture the global logistics market, which accounts for 12% of global GDP and is uniquely positioned to make complex processes simple



**e-Commerce,  
First Mile & Last Mile**

**\$580 bn mkt**



**3PL -  
Distribution**

**\$1,216 bn mkt**



**Forwarding**

**\$254 bn mkt**



**Haulage**

**\$3,891 bn mkt**



**Contract Logistics**

**\$440 bn mkt**



**4PL**

**\$56 bn mkt**

## Current problem

- Visibility for the client with ETA delivery updates - notifications
- Optimised planning of fleet to meet delivery time slots
- Track and trace of delivery and epods

- Delivery execution tool to maximum SLA performance
- Optimise your load density and route planning
- Capture delivery costs and streamline invoicing

- Optimised planning and fleet utilisation
- Minimising administration for client billing and delivery partner payments
- Cost management visibility when choosing carrier delivery options

## How we solve it?

- Maximise cost benefits when choosing delivery partners
- Maximise delivery density with optimisation
- Provide a streamlined customer experience

- Flexible booking and payment options for clients
- Manage delivery partnerships with an aligned data management process decreasing the cost of service
- Flexible mobility capabilities to capture and generate costs and proof of delivery

- Maximise cost benefits when choosing delivery partners
- Maximise delivery density with optimisation
- Provide a streamlined customer experience

Source  
Statista, Logistics Market Costs, Accessed July 2021  
Lloyd's Loading List Freight Directory News



# WE **SOLVE** END TO END

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**Cost Per  
Movement**

The further a parcel travels and legs required, the higher cost per kilogram. However due to this, last mile is the most profitable segment if well planned.

Yojee optimises across many legs and multiple variables, resulting in lower costs and improved profit margins.



# STRONG **DEFENDABLE** POSITION

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## CONNECTED

- GLOBAL LEADERS ACT AS MARQUEE MEMBERS OF NETWORK
- OVER A HUNDRED PARTNERS ALREADY PARTICIPATING AND GROWING
- CONNECTIVITY INTO BOTH THE COMMERCIAL AND PHYSICAL ENVIRONMENT (COST DECISIONS AND REAL TIME TRAFFIC)
- API DRIVEN END TO END NETWORKS



## NETWORK

- PARTNERS AND SUBCONTRACTORS CAN CONNECT IN UNDER 30 SECONDS WITH THE CLICK OF A BUTTON
- HIGH BENEFITS OF INVITING ALL PARTNERS INTO YOJEE NETWORK
- CAPABILITIES BETTER DISCOVERED AND CREATED
- FAST AND SIMPLE WAY TO A FULLY CONNECTED SUPPLY CHAIN



## INSIGHTFUL

- NETWORK DATA IS CAPTURED AND STORED TO PROVIDE INSIGHTS AND REPORTS
- ENABLES COMPLEX PREDICTIVE AND SELF LEARNING MODELS
- CONTINUED LEARNING TO CREATE CONTINUOUS INCREMENTAL EFFICIENCY GAINS
- NETWORK PLUS BUSINESS INTELLIGENCE LEADERSHIP



# UNIQUE SUPPORT FOR END TO END LOGISTICS

## World's largest global supply chain leaders

Yojee is working with several of the world's largest global supply chain leaders with over \$100 Billion in combined annual revenue.

## Seamless integration

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

## Enterprise-grade, end to end

We empower enterprise-grade transport projects from end to end.

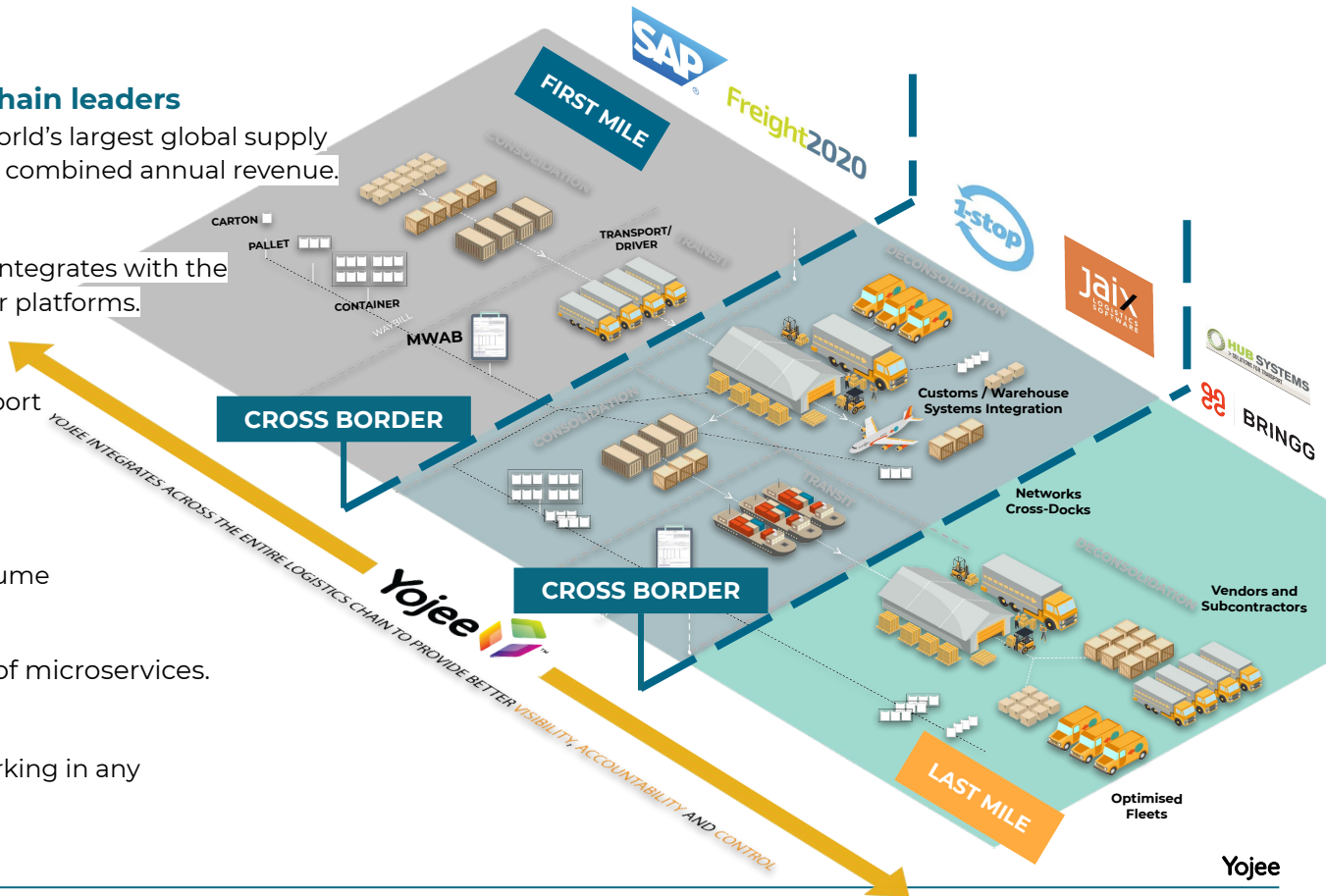
## High volume ecommerce distribution capability

Yojee lead in optimisation of high volume ecommerce distribution networks.

Unique platform powered by **100's** of microservices.

## Any language

A truly global platform capable of working in any language.



# CAPITAL STRUCTURE

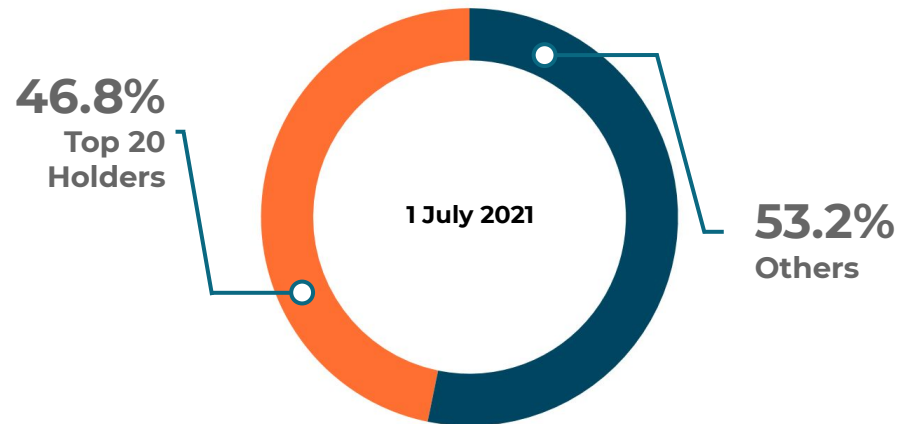
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**Shares on issue<sup>1</sup>** **1,112,518,578** at 1 July 2021

**Market cap** **\$211m** at 1 July 2021

**Cash at bank** **\$19.8m** at 31 March 2021

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





# MEET THE YOJEE **LEADERSHIP TEAM**

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**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.



**Chief Technology  
Officer**  
Vivek Aditya

Vivek built technology stacks from scratch to success for various VC backed companies in the Logistics and Fintech space including Singapore Post Group. Since joining Yojee Vivek built an enterprise grade technology team and deployed the future ready v2.0 platform.



**Chief Finance  
Officer**  
Ciaran Gunne

Ciarán is an FCCA qualified CFO with 15 year's 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 Experience  
Officer**  
Paul Bell

Paul is a Supply Chain Technology professional with 20 years experience across Supply Chain Consulting, Solution Development and Business Transformation. Paul has extensive experience in building and delivering Supply Chain and Logistics Systems Programs for clients in Australia and across Asia.



**Executive VP of Sales  
and Marketing**  
Nick Zabikow

Nicholas (Nick) is a logistics technology expert with success in building, scaling and leading organisations in the logistics tech space. Nick has extensive experience in building tech companies in the United States. Namely, Neopost. Where he drove rapid growth from the ground up.



**Executive VP of Product  
and Commercials**  
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.



**VP of People  
and Culture**  
Nadia Marks

Nadia is an experienced people & culture professional with 20 years experience across high-tech, oil & gas, engineering and financial services industries. Nadia has worked in a number of countries across Asia Pacific and Europe with a strong focus on business partnering and deploying strategic human capital initiatives.

# MEET THE YOJEE **DIRECTORS** **AND ADVISORY BOARD**

## 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.



**Company Secretary**  
Sonu Cheema

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

## 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**  
Lyn Mickleburgh

Lyn is a corporate professional and a Non-Executive Director of ASX listed Altium Limited. She has deep experience in SaaS business models and has held senior executive roles in US listed companies with Atlassian, Adobe Systems and Apple.



**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.



**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.

# Appendix



# Appendix 1

## Enterprise Client (global top 10 freight forwarders)

### Key enterprise and expansion agreements

#### Current 3 Enterprise Client agreements and ongoing expansion agreements

- New Enterprise Client agreement: [ASX announcement](#), 15/5/2019
  - Scope extended: [ASX announcement](#), 24/8/2020
- New Enterprise Client agreement: [ASX announcement](#), 18/5/2020
  - Scope extended (Philippines): [ASX announcement](#), 18/6/2021
  - Scope extended (18 additional countries): [ASX announcement](#), 28/6/2021
- New Enterprise Client agreement: [ASX announcement](#), 3/9/2020
  - Scope extended (3 additional countries): [ASX announcement](#), 25/5/2021



## PLATFORM SUBSCRIPTION

### SME

\$400-1,500+ monthly  
per hub + transactions.  
Small & Med. Business

### Enterprise

\$1,500-4,000+ monthly  
per hub + transactions.

## REVENUE MODEL GUIDE

### 2-3 YEARS TYPICAL CONTRACT LIFETIME

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.

## PLUS TRANSACTION FEE

\$0.20 per Parcel  
\$0.40 per Pallet  
\$1.20 per Container

*Eg: Company X pays \$1,500 p.m. plus \$500 in transaction fees (2,500 parcels delivered) for a \$2,000 monthly bill.*



## **Investors and media**

Glen Zurcher

+61 420 249 299

[investor@yojee.com](mailto:investor@yojee.com)

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# **See The World Flow**