

18 June 2020

Yojee Investor Presentation

Yojee Limited (Yojee or the Company) (ASX: YOJ), a cloud based software as a service (**SaaS**) logistics platform that seamlessly and uniquely manages, tracks and optimises freight movements along the entire logistics chain, is pleased to release an Investor Presentation.

This announcement has been authorised by the Board of Directors of Yojee Limited.

-ENDS-

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About Yojee Limited (ASX: YOJ). Yojee is a cloud based software as a service (SaaS) logistics platform that seamlessly and uniquely manages, tracks and optimises freight movements along the entire logistics chain, from sender to end customer, across borders and between logistics providers (land, sea, air), with subcontractors and for multi-leg journeys. Rarely is a single carrier servicing an entire goods journey from sender to end customer, or exclusively using one type of transportation method. Yojee provides connectivity and more efficient planning along the entire journey. Yojee's customers are predominantly third-party logistics providers (3PL) and logistics subcontractors (2PL) who benefit from:

1. **Managing, Tracking and Auditing goods movements.** All job and location data is made easily accessible and can be shared with up and down stream providers end to end. Customers experience improved delivery windows.
2. **Route and schedule optimisation.** Tracking data allows 2PL and 3PL operators to generate cost savings through Yojee's powerful optimisation capability across vehicle selection, utilisation and routing.

Yojee's solution is flexible and integrates seamlessly through API's into existing logistics provider systems to access and share key data across part or all of the goods journey. The more segments that use Yojee, the more powerful it becomes. Yojee's business is focused on Asia and is expanding rapidly. Yojee's platform has evolved through recent technological developments in cloud-based computing and information processing capability. Future steps now under development will see Yojee further advance logistics, its connectivity and route optimisation through distributed ledger blockchain technology. This will see smart information access and activation, providing logistics companies and agencies information such as location, size and weight data, and customs requirements that is timely, contextually accessible and highly secure.

Yojee services the logistics market at both the SME and enterprise levels with a focus on APAC and to date has signed multi-year agreements with two top 10 global freight forwarders operating in the region.



SOLVING SUPPLY CHAIN'S MOST DIFFICULT PROBLEMS

LOGISTICS PLATFORM [SaaS]

 **ASX : YOJ**
Investor Presentation
June 2020
www.yojee.com

WHAT SOLUTION IS THE LOGISTICS INDUSTRY DEMANDING?

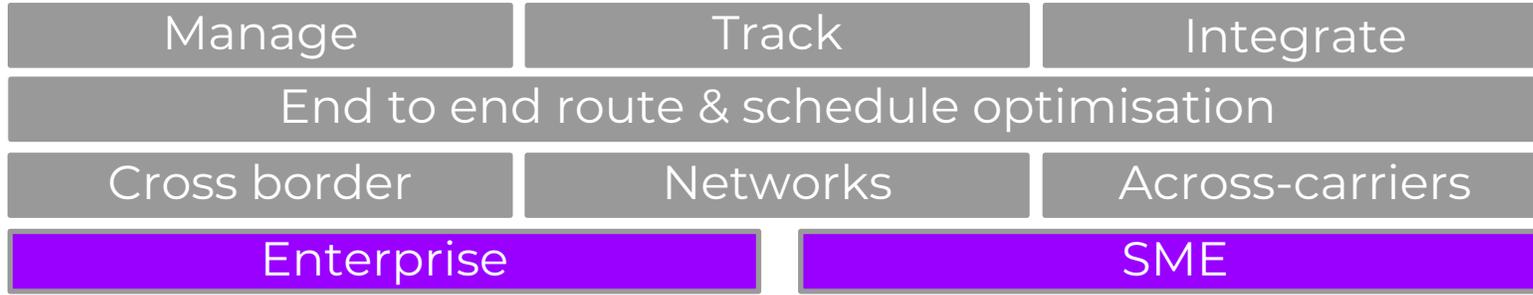
VISIBILITY · ACCOUNTABILITY · CONTROL™

YOJEE HAS SOLVED THIS WITH ITS
TECHNOLOGY PLATFORM SAAS SOLUTION





LOGISTICS PLATFORM [SaaS SUBSCRIPTION]



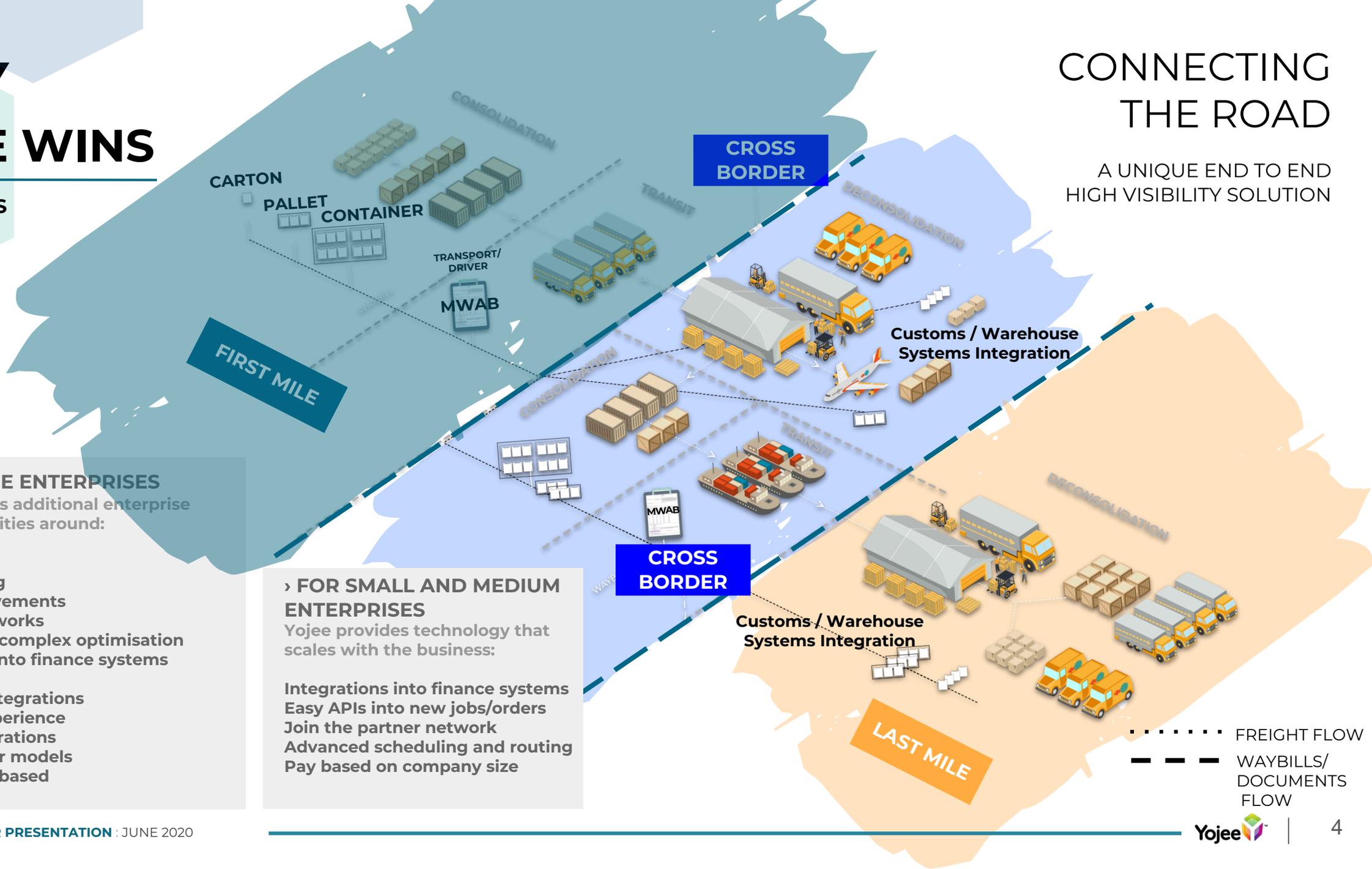
* e.g. customs clearance and management systems (order, warehouse) such as APIs into CargoWise (Wisetech Global)

WHY YOJEE WINS

BEST IN CLASS INNOVATION

CONNECTING THE ROAD

A UNIQUE END TO END HIGH VISIBILITY SOLUTION



› FOR LARGE ENTERPRISES
Yojee provides additional enterprise grade capabilities around:

- Cross-border
- Cross-docking
- Multi-leg movements
- Complex networks
- Large scale + complex optimisation
- Integrations into finance systems
- IoT ready
- Telematics integrations
- Customer experience
- Partner integrations
- Subcontractor models
- Secure cloud based
- Encryption

› FOR SMALL AND MEDIUM ENTERPRISES
Yojee provides technology that scales with the business:

- Integrations into finance systems
- Easy APIs into new jobs/orders
- Join the partner network
- Advanced scheduling and routing
- Pay based on company size

..... FREIGHT FLOW
- - - WAYBILLS/ DOCUMENTS FLOW

THE PLATFORM

POWERED BY ALGORITHMS AND AI

Powerful and highly integratable for Visibility, Accountability and Control

- End to end route & schedule optimization
- Maximising asset utilization
- Asset type



THE FEATURES

BEST IN CLASS INNOVATION



Full Package Visibility

Seamless end to end visibility from consolidation and deconsolidation of movement data from individual packages through to containers



Fleet Track & Trace

Know where your fleet is at every step of the way



Route & Schedule Optimisation + ETAs

AI powered real-time route and dynamic schedule planning



Smart Assign & Manage

Suggest and autonomously assign jobs and manage a range of job by job requirements



Actionable Data

Accurate capacity and freight planning



Cross Border and Domestic Networks

Line haul product developed in partnership with major freight movers providing nested manifests and more



Control Tower

Manage your own fleet and downstream partners with full control and visibility



Driver App

Showing best routes, assigning tasks, and chat functionality all in one place

THE CAPABILITIES

BEST IN CLASS INNOVATION



Mass Optimisation

Optimise multiple deliveries across multiple drivers in real time. Run optimisation on first mile, last mile and line haul operations on a single platform.



Price Management

Configure and manage your cost per delivery based on the cost variables of your fleet.



Capacity Planning

Our advanced algorithms reduce the turn-around time of deliveries by planning the jobs based on capacity variants, vehicle scheduling and anticipated volume.



Asset and Resource Management

Understand your hub operations, vehicle fleet, drivers movements and service zones through real-time visibility and simple to use cloud based dashboards.



Consolidation & Deconsolidation

Combine several smaller shipments into one full load. Reduce the cost of shipment and make delivery of goods quicker.



Cross-Border

Collaborate across multiple parties across borders. Standardise your processes across the entire supply chain at a desired level.

Our logistics clients are demanding **visibility**, **accountability** and **control** over their supply chains. Rarely is a single carrier servicing an entire goods journey from sender to end customer, or exclusively using one type of transport method.

It's uneconomical for SME logistics providers to develop their own system. Global players are struggling with the complexity across their global supply chains to maximise asset utilisation and asset type, and margins. They are demanding better technology in their supply chains and want to solve problems like – will a delivery be more profitable if we offload to a subcontractor?

Ed Clarke

Co-Founder & Managing Director
Yojee



VISIBILITY

Gain unobstructed view across your supply chain to meet customers' demand with real time information.

ACCOUNTABILITY

Have confidence in your vendors or partners delivering the value that you're promising to your customers.

CONTROL

Have the ability to make intelligent business decisions in real time through their entire supply chain.

UNIQUE END TO END SOLUTION

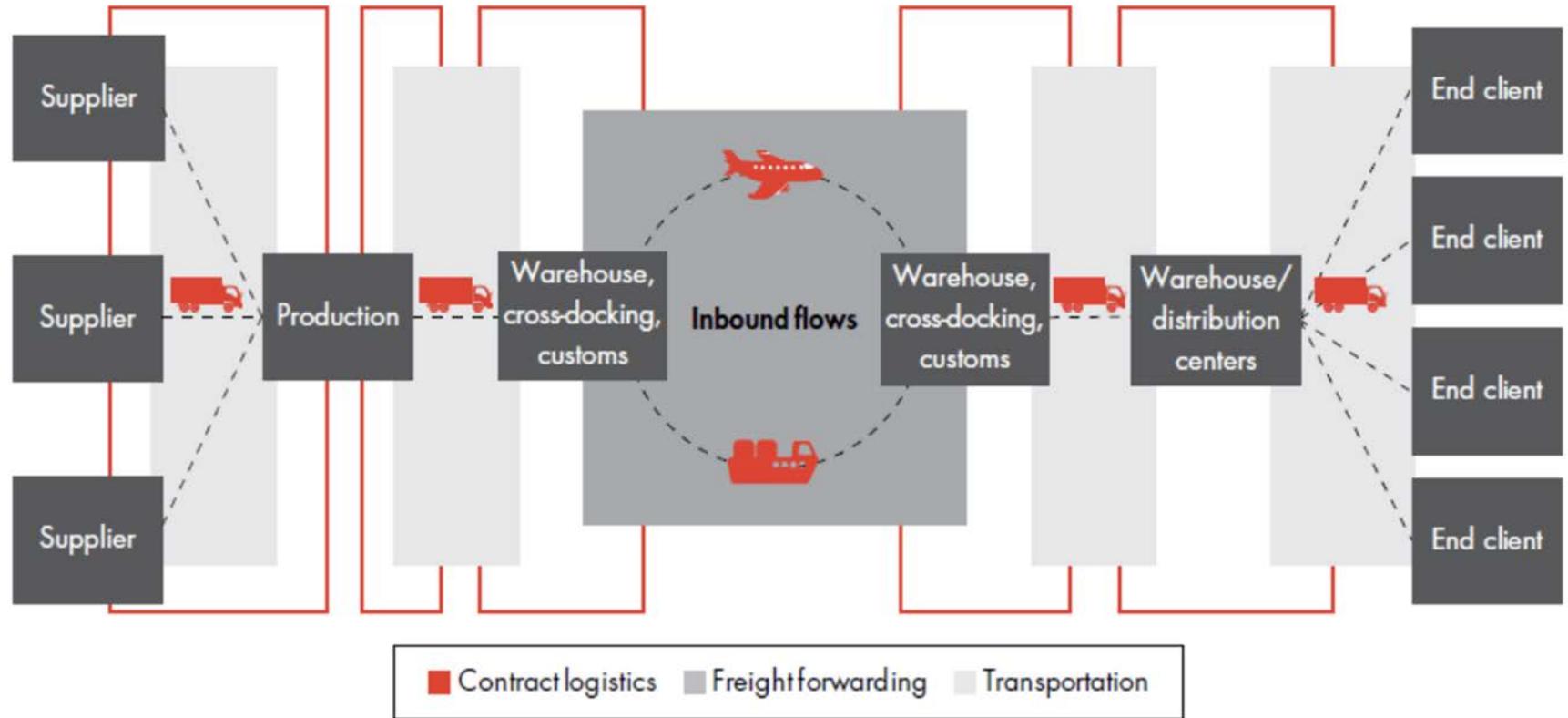
Yojee Delivers Flexibility, Agility and Scalability to drive global networks or large scale local deployments across the supply chain.

Surpassing the requirements and objectives of our clients' clients.

- Driving better planning
- Driving greater insights
- Driving stronger relationships and traction.

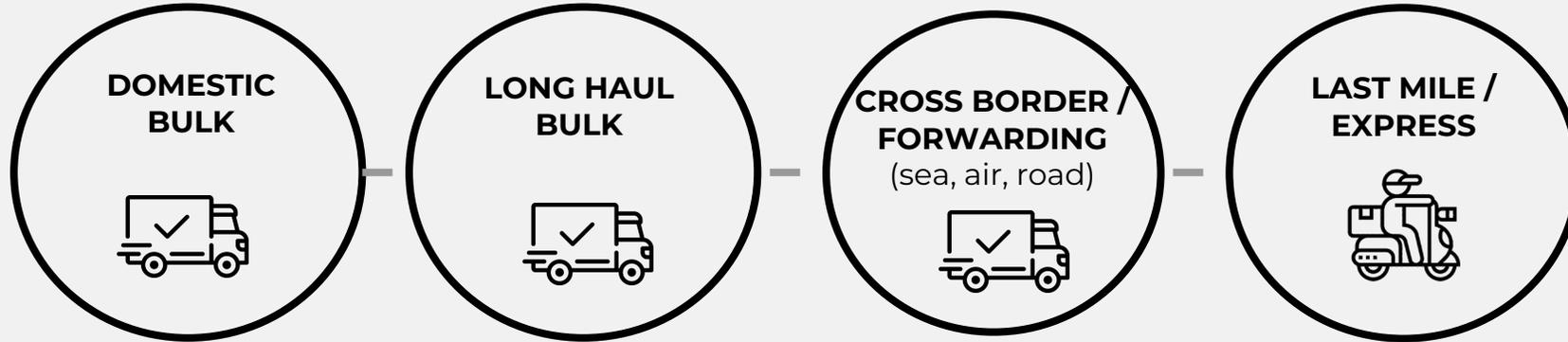
Figure 1: Outsourced logistics activities (contract logistics, freight forwarding and transportation) are deeply interconnected, with some overlap

Customers' supply chain and logistics segments



Source: Bain & Company

MARKET SEGMENT



HUGE MARKET OPPORTUNITY

THE LOGISTICS VERTICAL



SOLVING COMPLEX PROBLEMS

Yojee is solving global leaders' problems in the fast growing area of Contract Logistics

Defined as

- Long term contracts
- Higher Margins due to value added services
- Ecommerce, Pharma, Industrials, Retail and Tech lead.
- Demands high levels of visibility through control towers
- Specific workflows require agile transport technology to support and optimise per contract

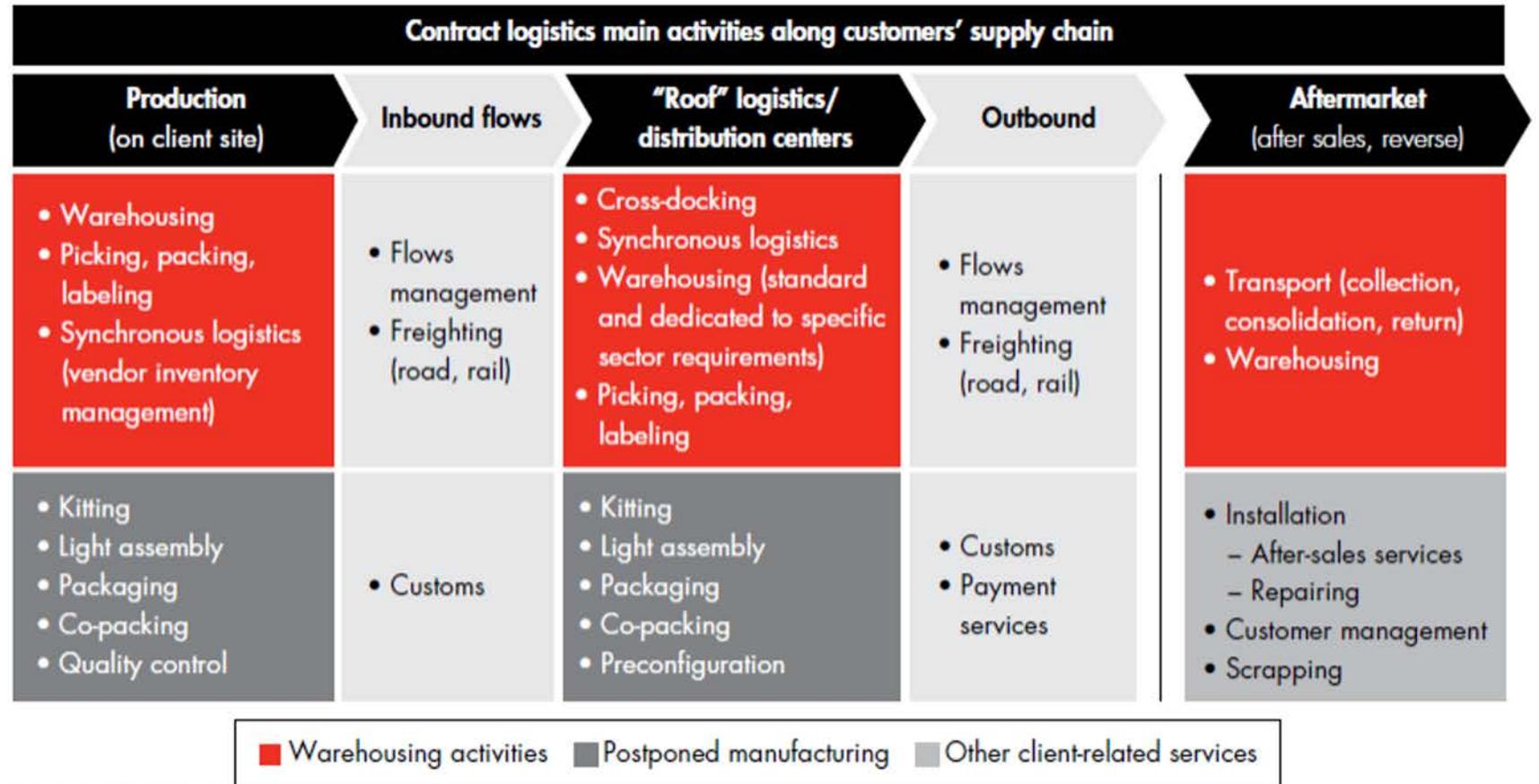
YOJEE IS WORKING WITH:

- 2 of Global Top 10 in Commercial multi-year contracts
- 3 further Global Top 10 companies in Advanced Discussions

Opportunity in Contract Logistics Sector Alone

- \$100b plus annual revenue and fast growing market
- High fragmentation and opportunity for expansion as supply chains continue to outsource
- Ecommerce, Pharma, Industrials, Retail and Tech lead where advanced technology is expected

Yojee can uniquely handle complex logistics problems in an agile and cost effective manner, quickly deploying solutions and enabling our clients to surpass their clients expectations.



Source: Bain & Company



OUR CLIENTS AROUND THE WORLD



YOJEE IS WORKING WITH:

2 of Global Top 10 in Commercial multi-year contracts**



* Excludes many agreements with smaller clients and also collaboration with major logistics companies i.e DB Shenker, UPS and Singapore Airline Cargo

** 18 May 2020: <https://www.asx.com.au/asxpdf/20200518/pdf/44hxixntqbnqf6.pdf>, 15 May 2019: <https://www.asx.com.au/asxpdf/20190515/pdf/4453j9d9747b5y.pdf>

PLATFORM SUBSCRIPTION

SME*

\$400-1,500+ monthly
per hub + transactions

MNCs*

\$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.

Deep integration into clients' supply chains support long term commercial relationships and sustainability.

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.

* SME - small and medium sized enterprises, MNC - multinational companies (large enterprises)

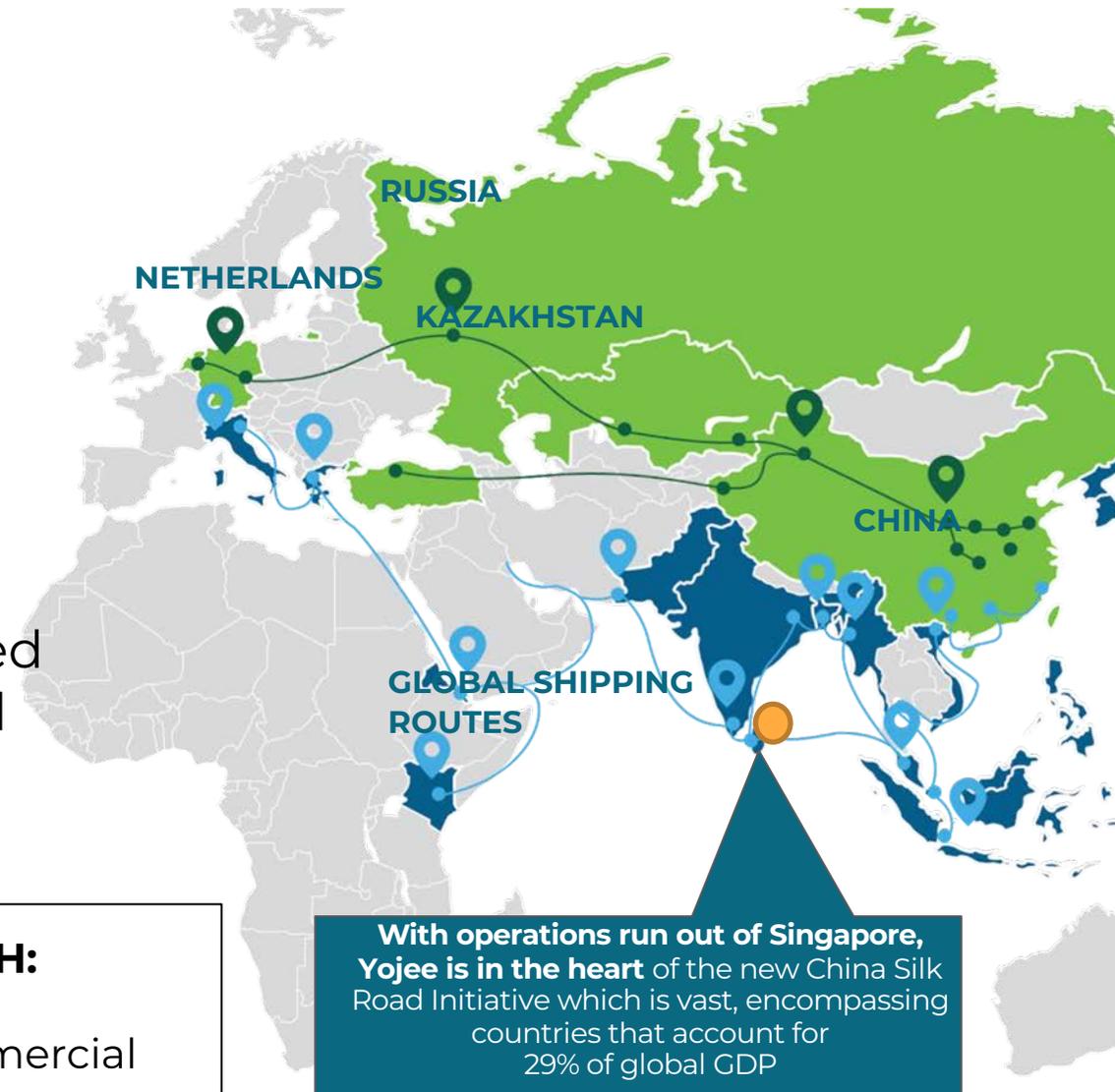
THE ROAD AHEAD

South East Asia Focus

Due to unprecedented logistics demand and complexity in the region

YOJEE IS WORKING WITH:

2 of Global Top 10 in commercial multi-year contracts*



MARKET OPPORTUNITY

Top global freight forwarders (3PL)

- DHL Supply Chain & Global Forwarding
- Kuehne + Nagel
- DB Schenker
- DSV
- Sinotrans
- Expeditors
- Panalpina
- Nippon Express
- UPS Supply Chain Solutions
- Bolloré Logistics
- C.H. Robinson
- CEVA Logistics
- Kerry Logistics
- GEODIS
- Hellmann Worldwide Logistics
- Kintetsu World Express
- Yusen Logistics/NYK Logistics

2018, Armstrong and Associates

The ASEAN freight forwarding market is anticipated to register a CAGR of more than 6%, during the forecast period (2019-2024)

2019, Mordor Intelligence

* 18 May 2020: <https://www.asx.com.au/asxpdf/20200518/pdf/44hx1xntqbnqf6.pdf>, 15 May 2019: <https://www.asx.com.au/asxpdf/20190515/pdf/4453j9d9747b5y.pdf>

THE GREAT CHINA BELT ROAD INITIATIVE

THE MARKET

TRUCKING LOGISTICS SEGMENT:

SINGAPORE, MALAYSIA, THAILAND

Annual logistics revenue of AUD\$1.2 bn*

*Based on 2 m registered trucks** charged at USD\$35 per vehicle per month at Yojee's standard pricing

Excludes potential from other forms of logistics i.e. shipping, last mile etc. and across other SE Asian countries

USE CASE

CHINA'S BELT AND ROAD INITIATIVE

China's belt and road initiative is the world's largest supply chain with \$8 trillion spending by 2027

This represents the biggest opportunity in logistics today

Yojee is commercialising its unique technology: leading multi-leg, end to end solution to support companies of all size

THE CHALLENGE

Overall, the largest road freight trade lanes are between China, Thailand, Malaysia and Singapore

Many borders need to be crossed

Advanced information technology and digitisation is needed

Tracking and proof of delivery capability is vital to build shipper confidence

Partner network enabled technology requirement is required to enable planning and to maintain visibility

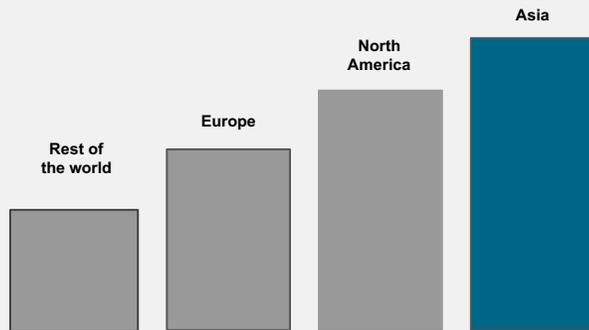
Proof of origin and transit is important to reduce corruption and ensure responsible supply chains

THE INDUSTRY

Supply Chain Maturity and Market Size

Asia is a huge and growing market that is a digital novice representing a huge opportunity for Yojee

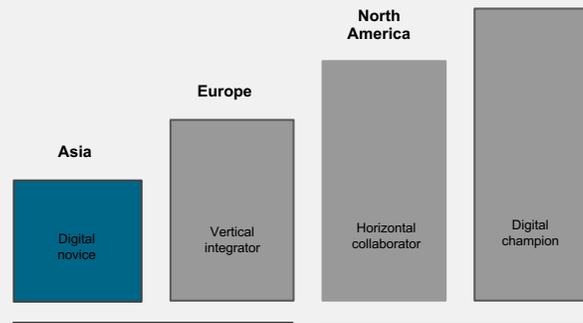
Logistics Industry by region size



Region market size \$

[statista 2020](#)

Stages of supply chain maturity

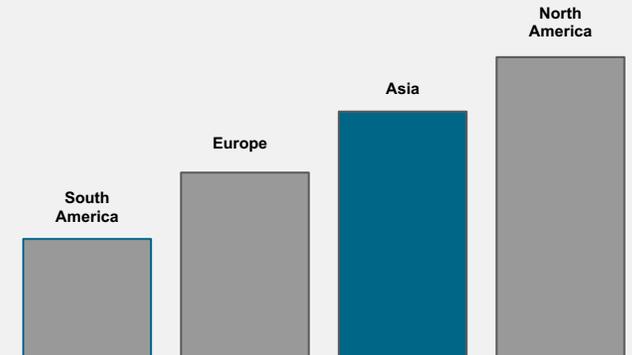


Transitional stages

Mature stages

Yojee Internal Research, 2020

Global Digital Transformation Spending In Logistics Market

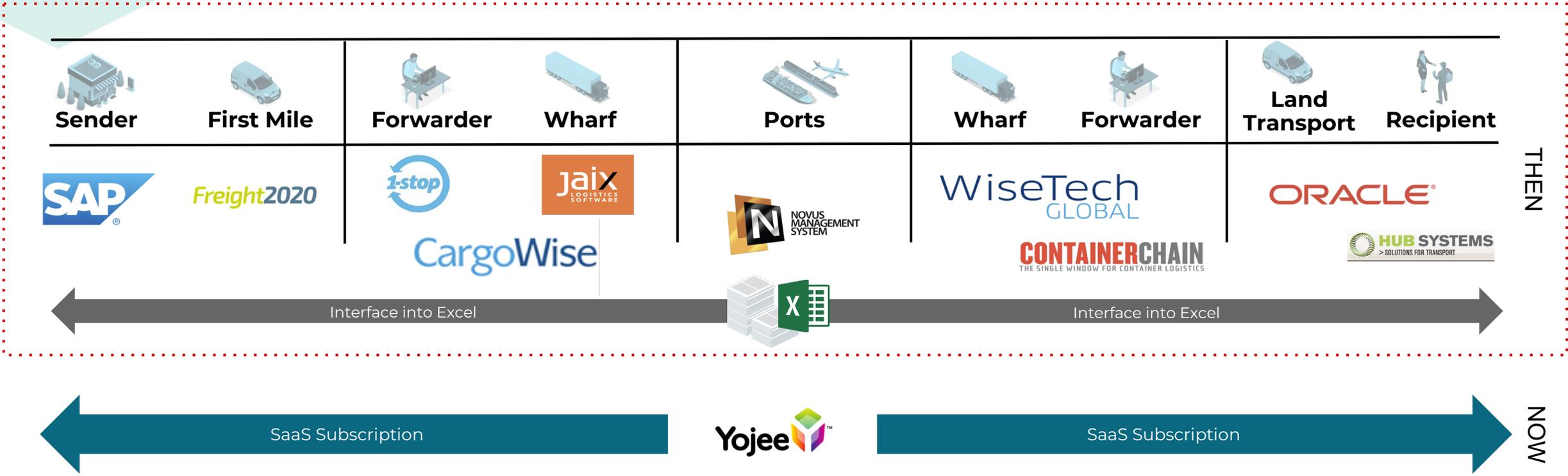


Spending in Logistics Market

[Transparency Market Research, 2018](#)

THE FRAGMENTED INDUSTRY

Legacy and enterprise software, is expensive and struggles to meet the needs of modern logistics due to the rise of contract logistics and ecommerce where agility, efficiency and customer experience is critical.

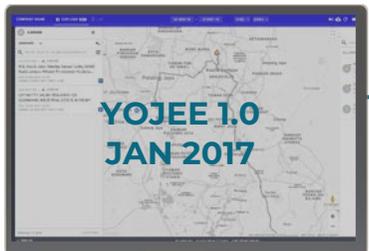


INTEGRATES ACROSS THE ENTIRE SUPPLY CHAIN TO PROVIDE BETTER VISIBILITY, ACCOUNTABILITY AND CONTROL

EVOLUTION OF THE PLATFORM

310+ APIs developed

- Logistics providers (3PL)
- Logistics subcontractors (2PL)
- Logistics ecosystem partners*



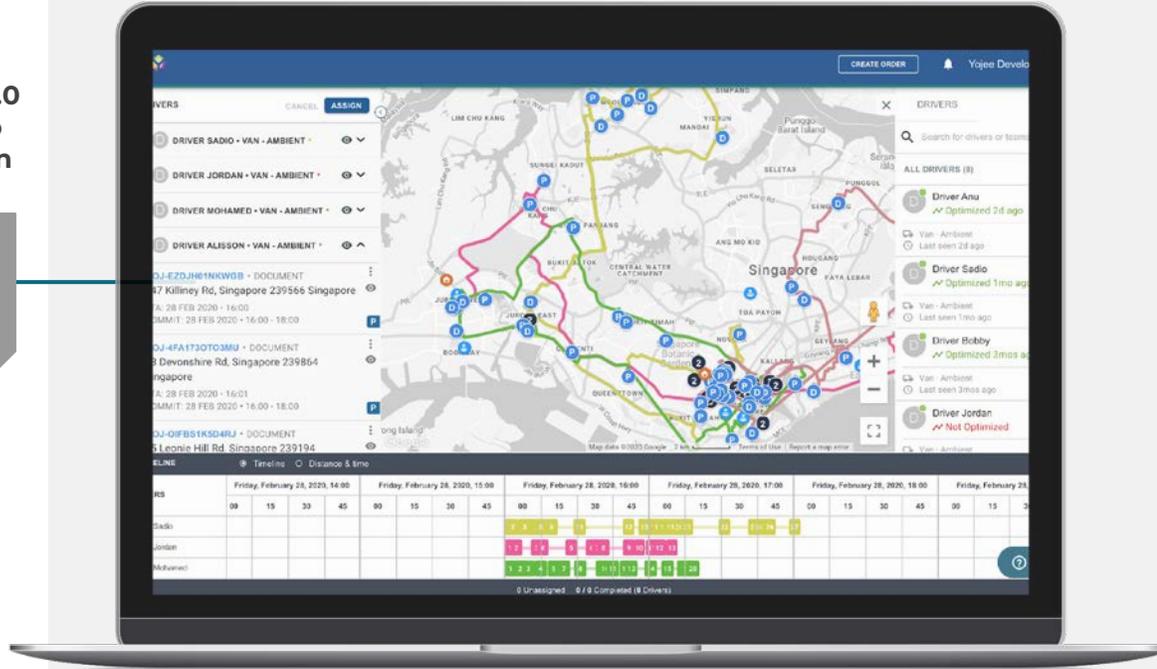
Introduced and tested with global players
Single code base with significant customisation needed

MAR 2018

Product reimagine in platform 2.0

Platform 2.0 went into production

JUL 2018



Platform 2.0 Released (Elixir and Cloud based)
SCALABILITY and ADAPTABILITY
with little customisation

- **BROADER APPLICABILITY (CATER FOR COMPANIES OF ALL SIZES AND CONFIGURATIONS)**
- **SUPPORTS MORE USE CASES AND INDUSTRY VERTICALS**
- **SMALLER TECHNOLOGY TEAMS REQUIRED**
- **SECURE CLOUD PLATFORM**
- **FASTER INNOVATION**
- **API MICROSERVICE MODEL**

* e.g. customs clearance and management systems (order, warehouse) e.g. APIs into CargoWise (Wisotech Global)

THE BOARD MEMBERS

YOJEE BOARD



DAVID MORTON
CHAIRMAN

David Morton is an experienced Corporate Banker with a career spanning 40 years at Westpac and HSBC. He has recently returned to Australia after 12 years working in Asia in a number of roles including Managing Director, Head of Corporate, Financials and Multinationals Banking, Asia-Pacific.



GARY FLOWERS
NON-EXECUTIVE DIRECTOR

25+ years strategy and leadership experience in innovative and high profile organisations operating in diverse sectors: Professional Services, Sports, Media, Entertainment and Diversified Property & Funds Management across private and public markets.



RAY LEE
NON-EXECUTIVE DIRECTOR

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



ED CLARKE
CO-FOUNDER & MANAGING DIRECTOR

3rd Technology startup from ground up. As Vice President of Sales at Temasys, Ed was part of a team that IBM recognized as one of the "Top-5 global startups to watch in 2014". Ematic Solutions now a leading big data e-commerce enabler in SE Asia.

ADVISORY BOARD



SHANNON ROBINSON
ADVISORY BOARD MEMBER

Shannon specialises in providing corporate and strategic advice in relation to M&A transactions, strategic capital raising, listing on stock exchanges (ASX and AIM), and managing legal issues associated with activities undertaken.



LYNN MICKLEBURGH
ADVISORY BOARD MEMBER

Executive with 20+ years experience leading digital transformation and operational change at a number of High Tech companies. Proven track record of solving scalability challenges for both small high growth companies and large enterprises.

CORPORATE YOJEE



ED CLARKE

**CO-FOUNDER &
MANAGING DIRECTOR**

3rd Technology startup from ground up. As Vice President of Sales at Temasys, Ed was part of a team that IBM recognized as one of the “Top-5 global startups to watch in 2014”. Ematic Solutions now a leading big data e-commerce enabler in SE Asia.



VIVEK GUDAPUR

**CHIEF TECHNOLOGY
OFFICER**

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.



CIARÁN GUNNE

**CHIEF FINANCIAL
OFFICER**

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.



PAUL BELL

**CHIEF EXPERIENCE
OFFICER**

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.



NICK ZABIKOW

**VICE PRESIDENT
OF GLOBAL SALES &
MARKETING**

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.

CAPITAL STRUCTURE

Yojee Limited:  ASX : YOJ

Market capitalisation (16/6/2020)	AU\$51.2 m
Shares outstanding	985.34 m
Cash at bank (31/03/2020)	AU\$5.49 m

PRODUCT

Through to 2019 Achievements – product & initial scaling

- **Yojee Platform major upgrades:** v2.0 infrastructure build launched; new front end user interface launched (v3), Power Planner module, BoxApp application
 - **Integration:** customs, brokerage and forwarding platforms - over 310 APIs developed
 - **Deployable** across small, large enterprises and last mile delivery
-
- **Testing and pilots**
 - **SaaS recurring revenue model:** contracted + variable transactional revenue
 - **Scaling** applying network growth model
 - **Engaging with global logistics players**

CUSTOMER

THE ROLLOUT PATHWAY

2020 onwards* Goals – scaling SaaS Subscription Platform

- **Platform:** maintain stable, scalable platform
- **Product upgrade cycle:** delivering monthly innovation initiatives
- **Enterprise Projects:** continue to deliver on projects and realise associated revenue growth
- **Sales and Marketing and Customer Success team** build out to support growing opportunities and project delivery

* AU\$6.7m capital raise completed in Dec 2019 / Feb 2020 (placement & SPP) facilitating Yojee's next phase of growth

YOJEE SOLVING CLIENT PROBLEMS ACROSS THE SUPPLY CHAIN ECOSYSTEM

Refers to an individual or business that does not outsource to any logistic provider and does everything in-house.

1PL

A logistic provider that owns the means of transport and uses that for deliveries and transportation of goods.

2PL

Expert logistic provider that businesses can engage to help in all aspect of supply chain, distribution and custom.

3PL

A logistic solutions provider that businesses can outsource to strategically manage their supply chain and better meet their company goals.

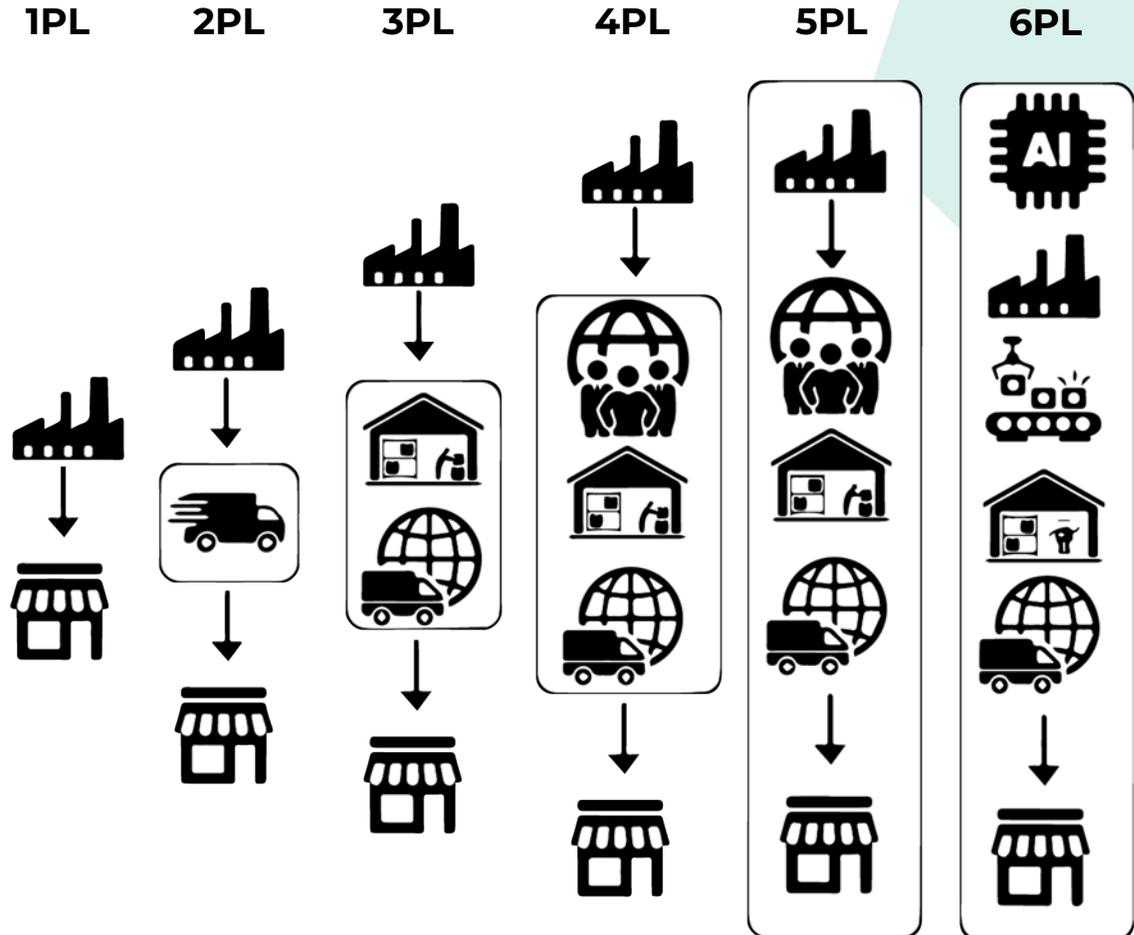
4PL

A logistics provider that will construct, organise and implement the best possible network, technologies and rate for a business supply chain.

5PL

Still mostly theoretical, 6PL is a fully integrated and partly automated supply chain solution monitored by artificial intelligence (AI), often referred to, as '*artificial intelligence driven supply chain management*'.

6PL



The background of the slide is a dark teal color with a white network pattern of interconnected nodes and lines. The Yojee logo is centered in the upper half of the slide.

YojeeTM

Investors and media

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CEO podcasts: <https://yojee.com/company/podcast/>

www.yojee.com

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