

# Investor Day

3 DECEMBER 2025



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#### Presentation of information

- The financial data in this presentation is provided on a statutory basis but in a non-statutory presentation format (unless otherwise stated)
- **Pro forma (PF)** Where the abbreviation "PF" is used, financial measures for periods prior to FY17 are provided on a pro forma basis. Information on the specific pro forma adjustments is disclosed on page 116 of WiseTech Global's 2019 Annual Report
- Currency All amounts in this presentation are in U.S. dollars unless otherwise stated
- **FY** refers to the full year to 30 June, 1H refers to the six months to 31 December, and 2H refers to the six months to 30 June
- **Rounding** Amounts in this presentation have been rounded to the nearest \$0.1m. Any differences between this presentation and the accompanying financial statements are due to rounding. Amounts shown as "-" represent zero amounts and amounts less than \$50,000 which have been rounded down

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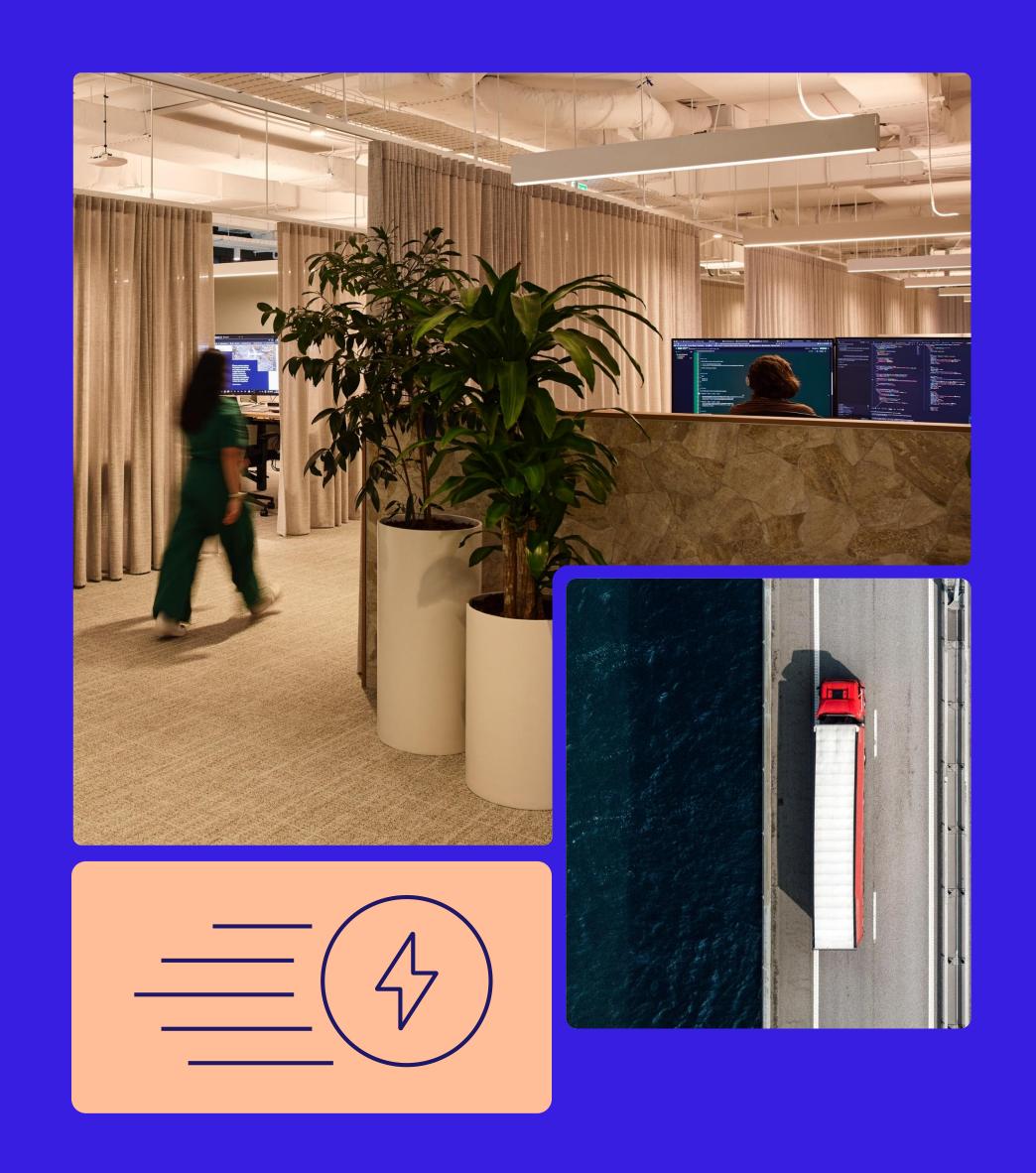




Tudor Maxwell Head of WiseTech Academy

# CEO welcome

ZUBIN APPOO





#### WiseTech Global Limited Board



**Richard White** Co-Founder & **Executive Chair** 



**Andrew Harrison** Lead Independent Director



Rob Castaneda Independent Non-Executive Director



**Chris Charlton** Independent Non-Executive Director



Sandra Hook Independent Non-Executive Director

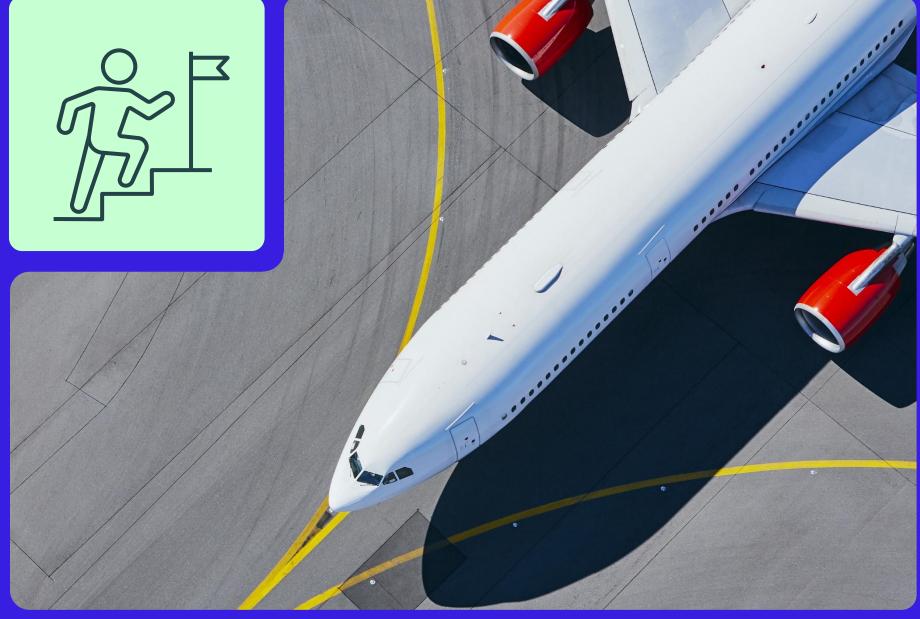


Maree Isaacs Executive Director, Co-founder and Head of License Management

# New commercial model

CARGOWISE VALUE PACKS









**Caroline Pham** Interim Chief Financial Officer



Zubin Appoo Chief Executive Officer



Gene Gander General Manager Global Sales

## CargoWise Value Packs

All the power of CargoWise: fully packaged, no separate charges

216+

Forwarding, Customs, Warehouse, and Land Transport related functions and modules 116+

New software capabilities targeted at importer's & exporter's needs

198+

Capabilities purpose-built for logistics providers

125+

New and high value functions, modules, and features

### New CargoWise commercial model



# Pre-2008

OTL

One-time license



# 2008

#### MUL

Module user license

- Per user
- Per module
- Per month



## 2014

#### STL

Seat plus transaction license



# 2025+

#### **CVP**

CargoWise Value Packs a pure transactional license

- 4<sup>th</sup> generation evolution of our commercial model
- The highly compelling licensing model is an extensive and valuable package of logistics and supply chain software capabilities
- Enables deeper penetration into our existing customer base and expansion into new segments including SMEs
- Ensures we're positioned to capture the full commercial value of Al



### CargoWise Value Packs

All the power of CargoWise: fully packaged, no separate charges



Significant potential CargoWise cost savings



Built into a single transaction fee for simplicity



Dramatically reduce or eliminate software overheads



Transparent, simpler billing for your customers



# Al: driving productivity







Zubin Appoo Chief Executive Officer



Mirta Fagundes Dos Santos Team Leader, Artificial Intelligence



**Andrew Cumming** Senior Product Manager

## Our approach to Al

30+ years of software automation

~\$1B invested in R&D over last 5 years

#### **CUSTOMERS**

- Productivity
- Risks

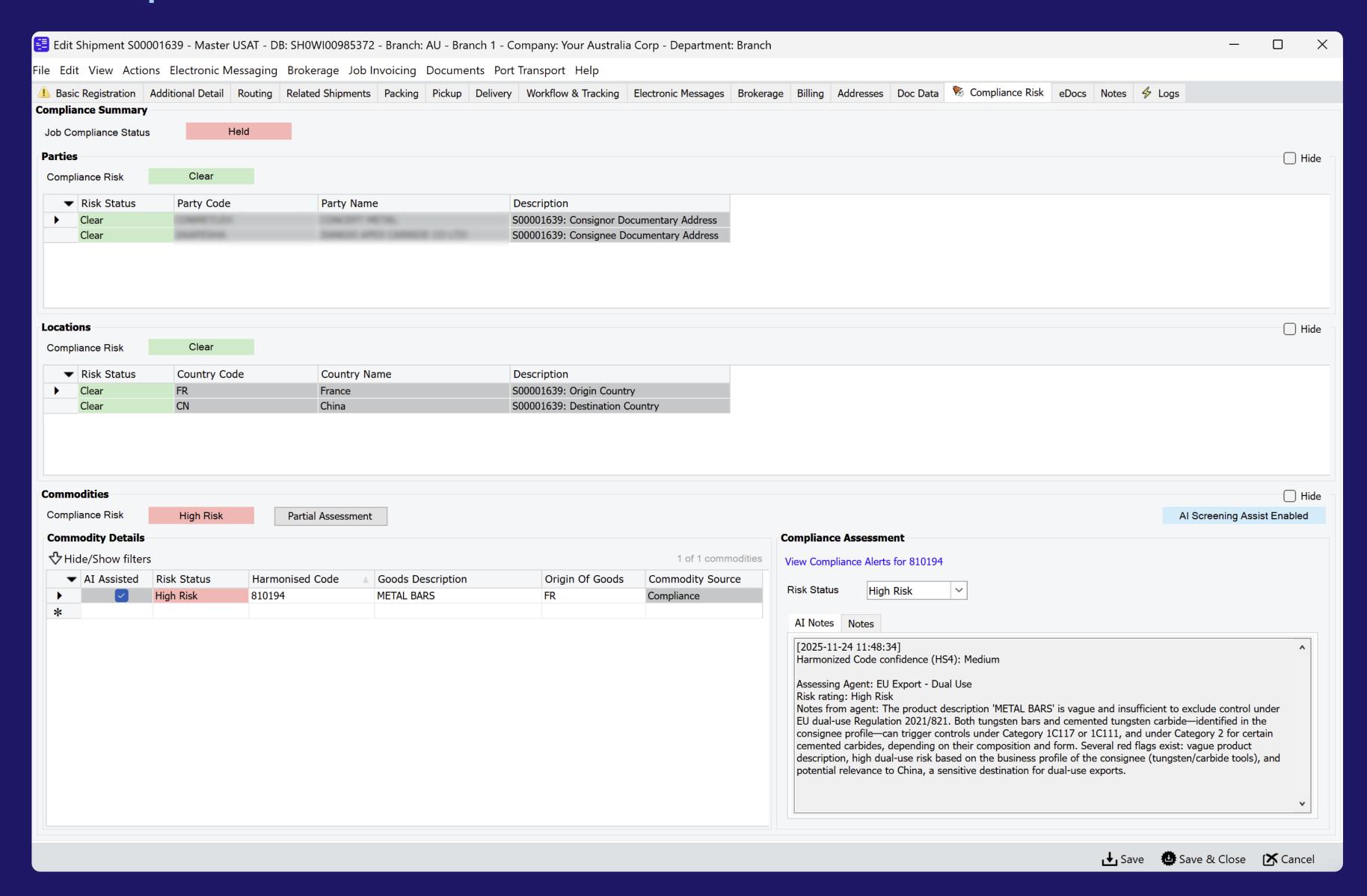
#### WISETECH GLOBAL

- **Efficiency**
- Speed from ideation to market

Focused agents + powerful data + deep industry knowledge

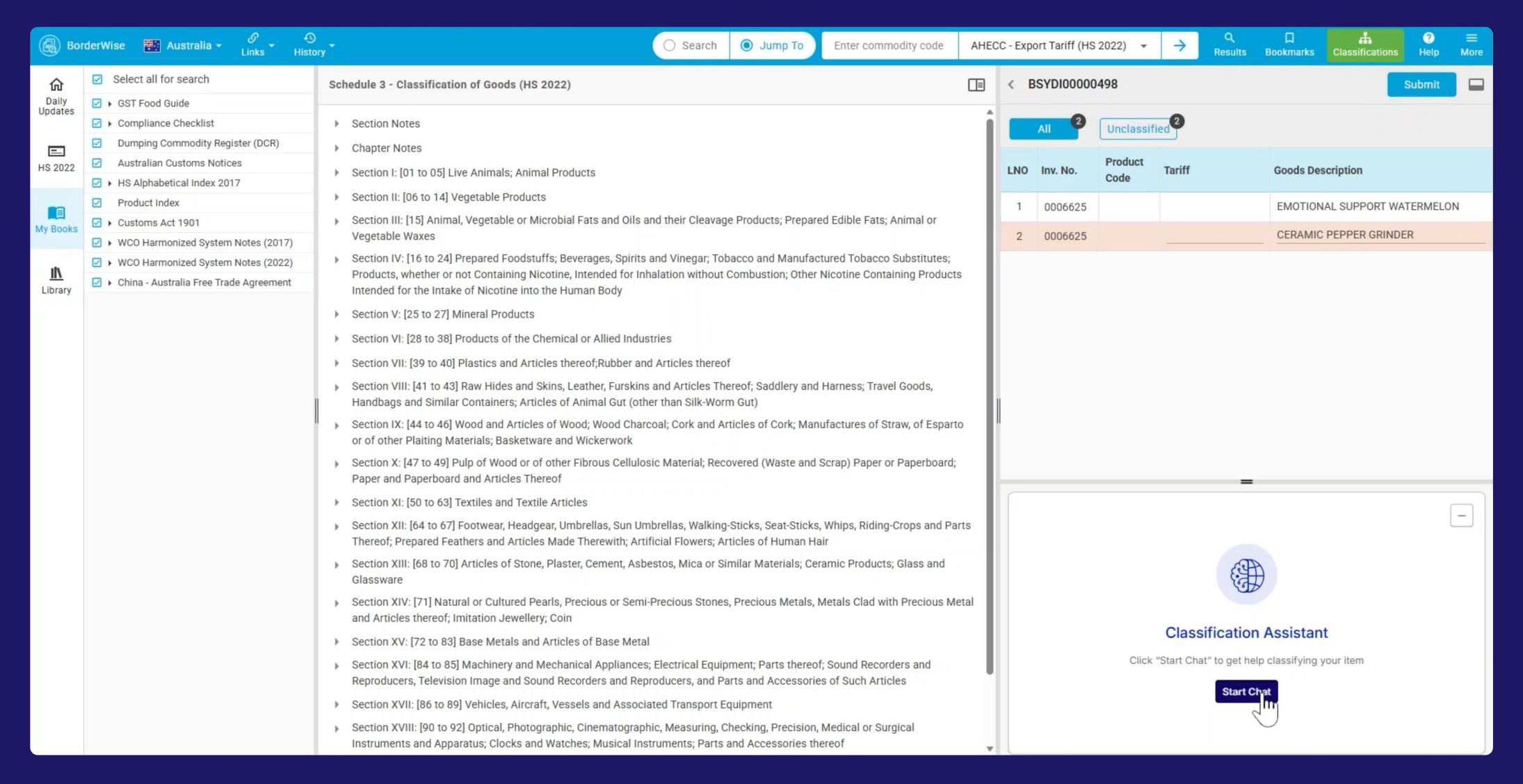


## ComplianceWise





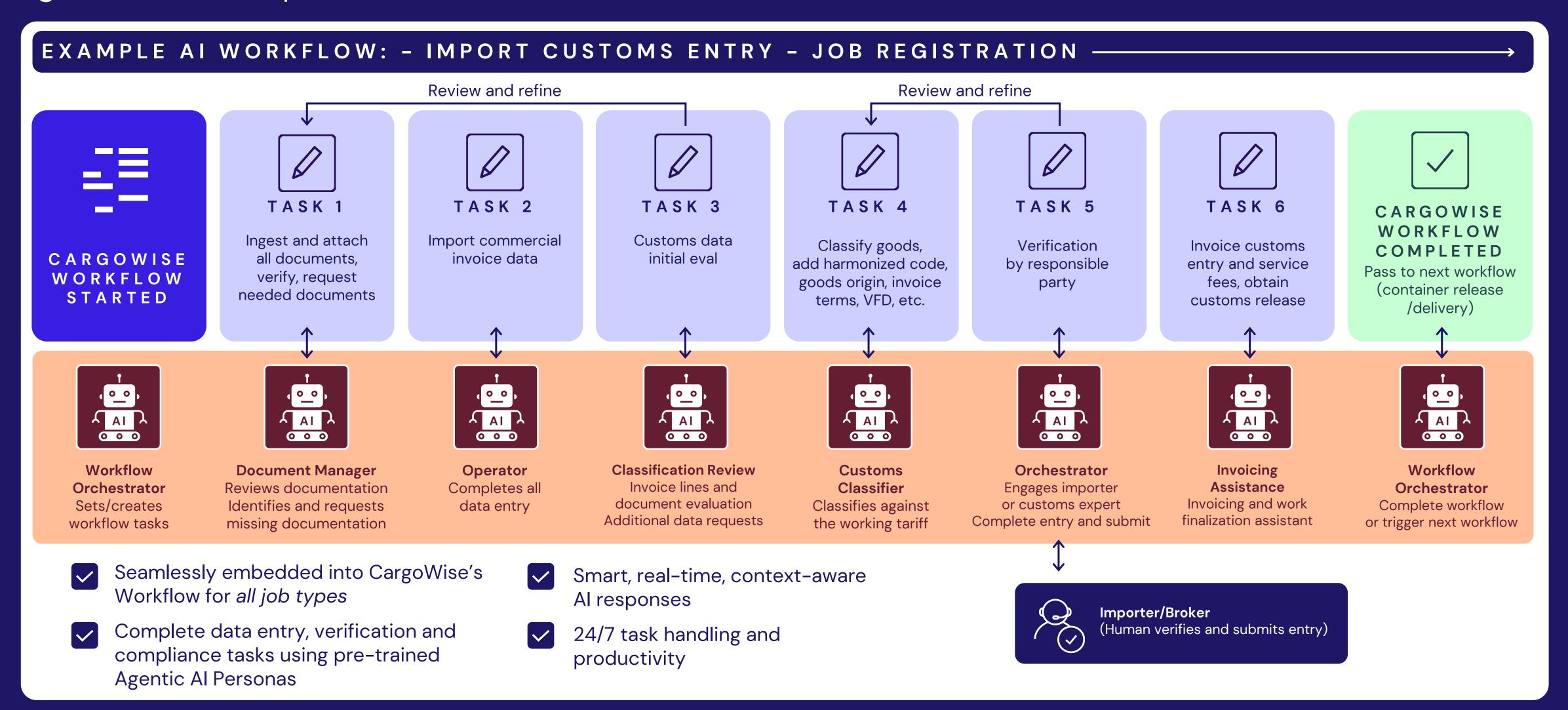
#### Al classification assistant





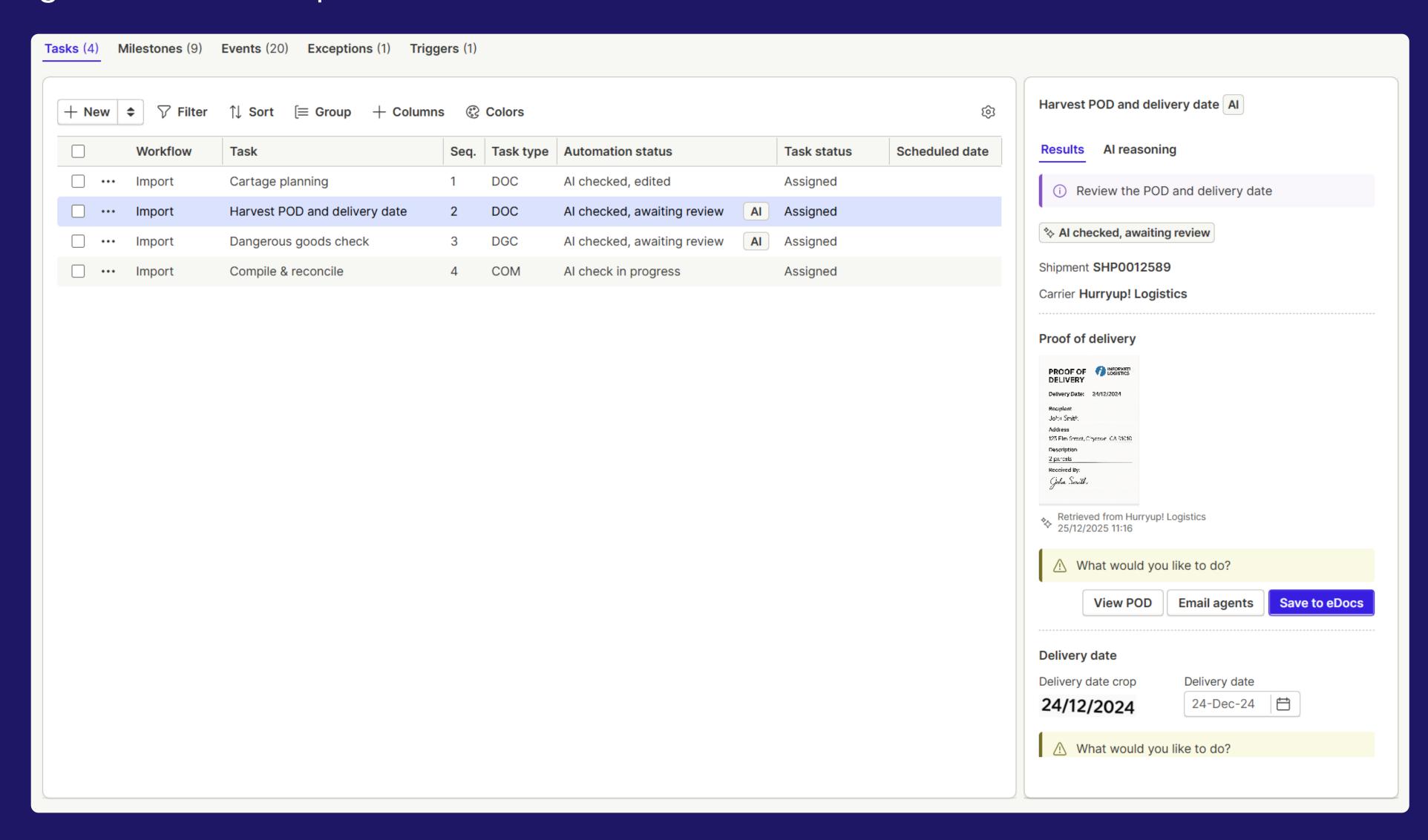
## Al Workflow Engine uses Agentic Al Personas

Agentic Al driven operations automate tasks and lower labor costs



## Al Workflow Engine uses Agentic Al Personas

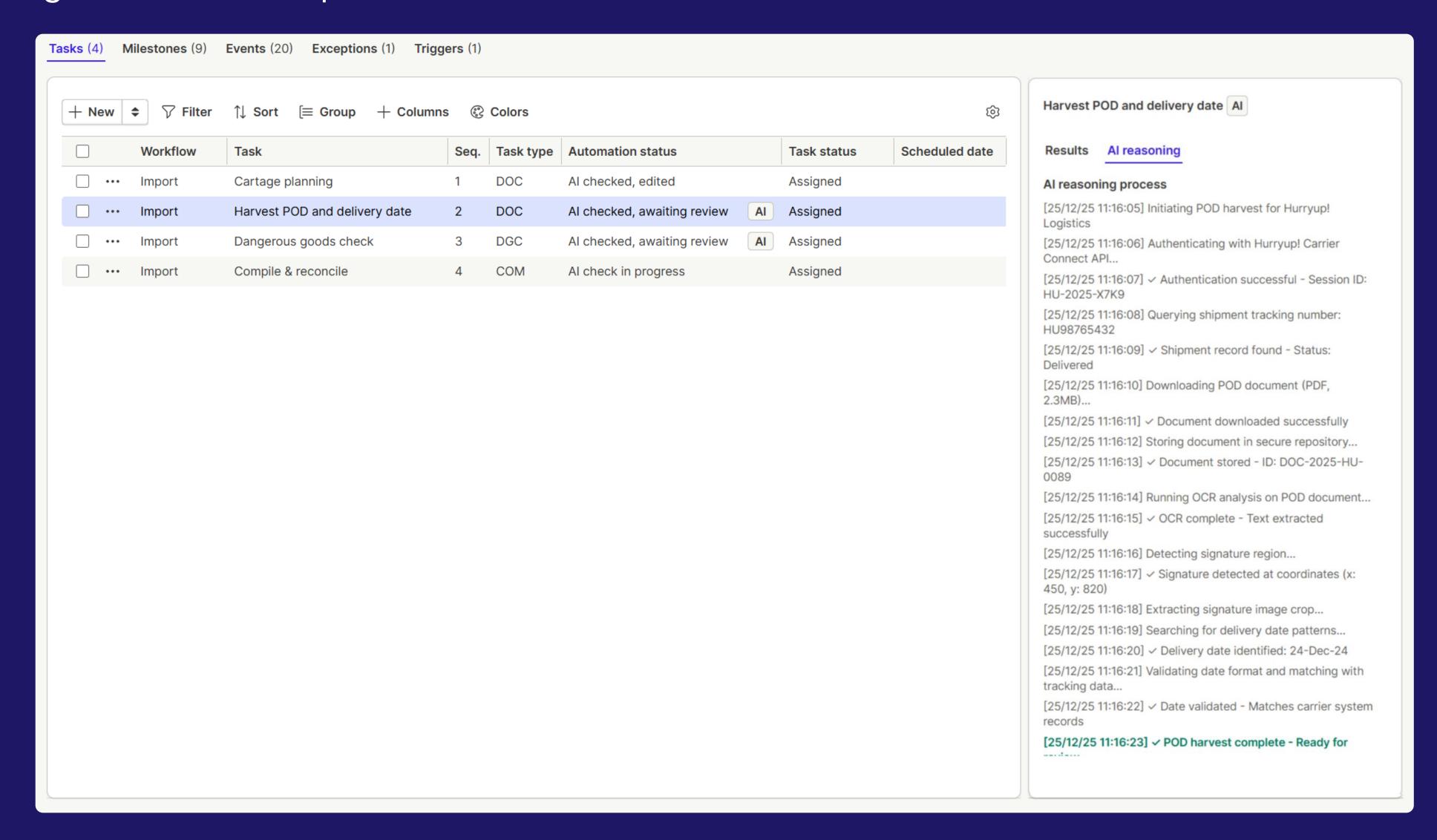
Agentic Al driven operations automate tasks and lower labor costs





### Al Workflow Engine uses Agentic Al Personas

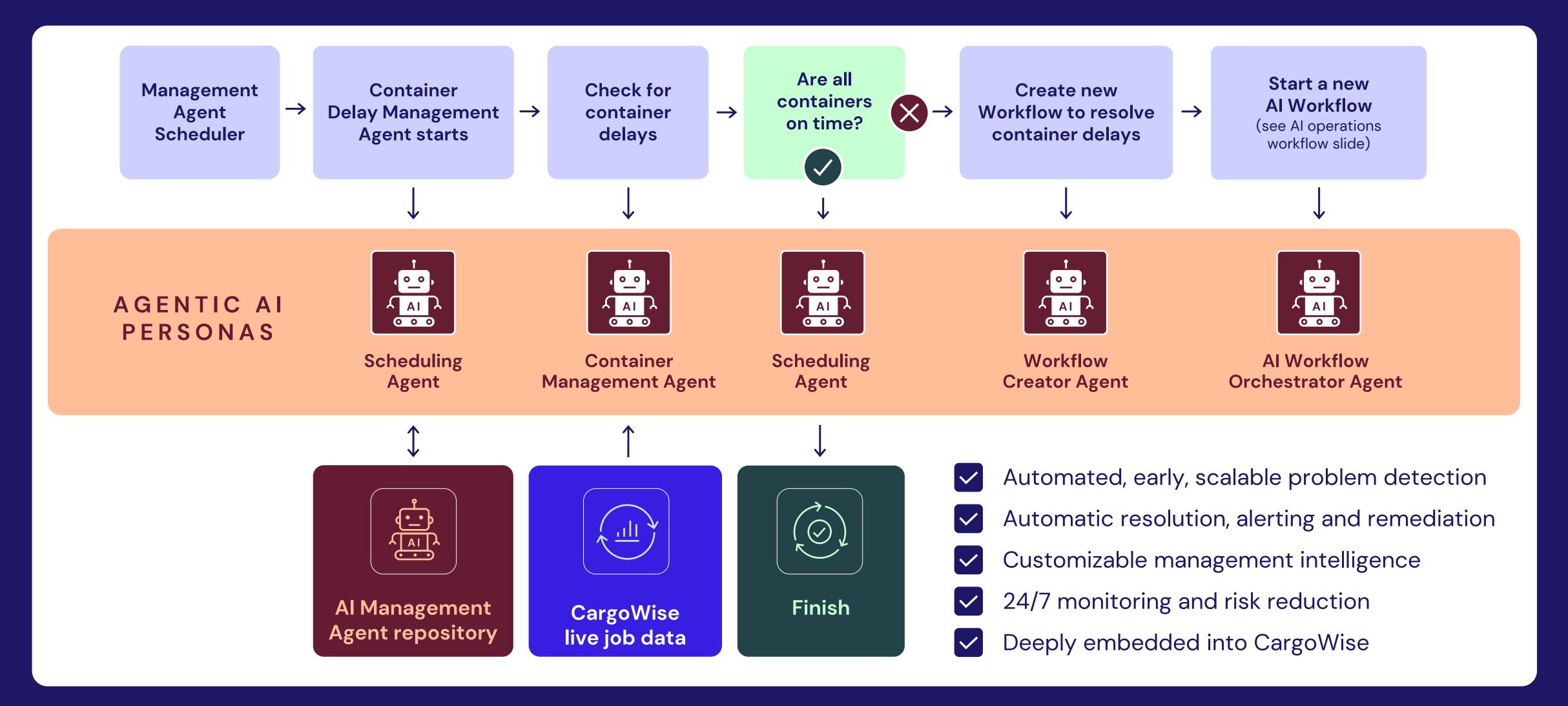
Agentic Al driven operations automate tasks and lower labor costs



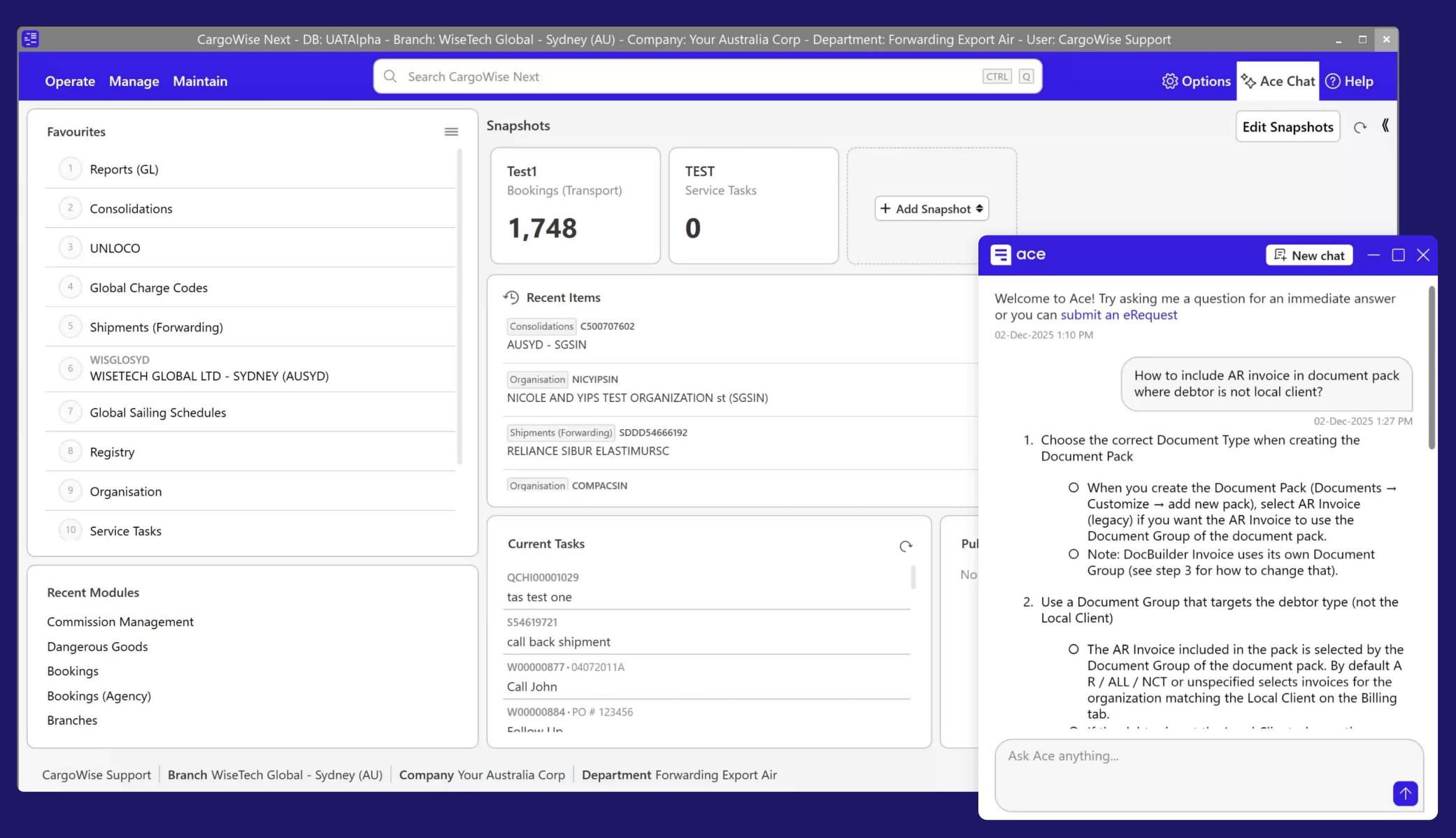


### Al Management Engine

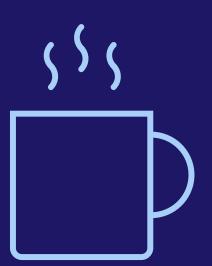
Efficiency through Al problem detection and exception management at scale



#### ACE chatbot







# We're on a break

OUR BROADCAST WILL RECOMMENCE AT ~ 2:30PM



# Container Transport Optimization







**Richard White** Co-Founder & Chief Innovation Officer

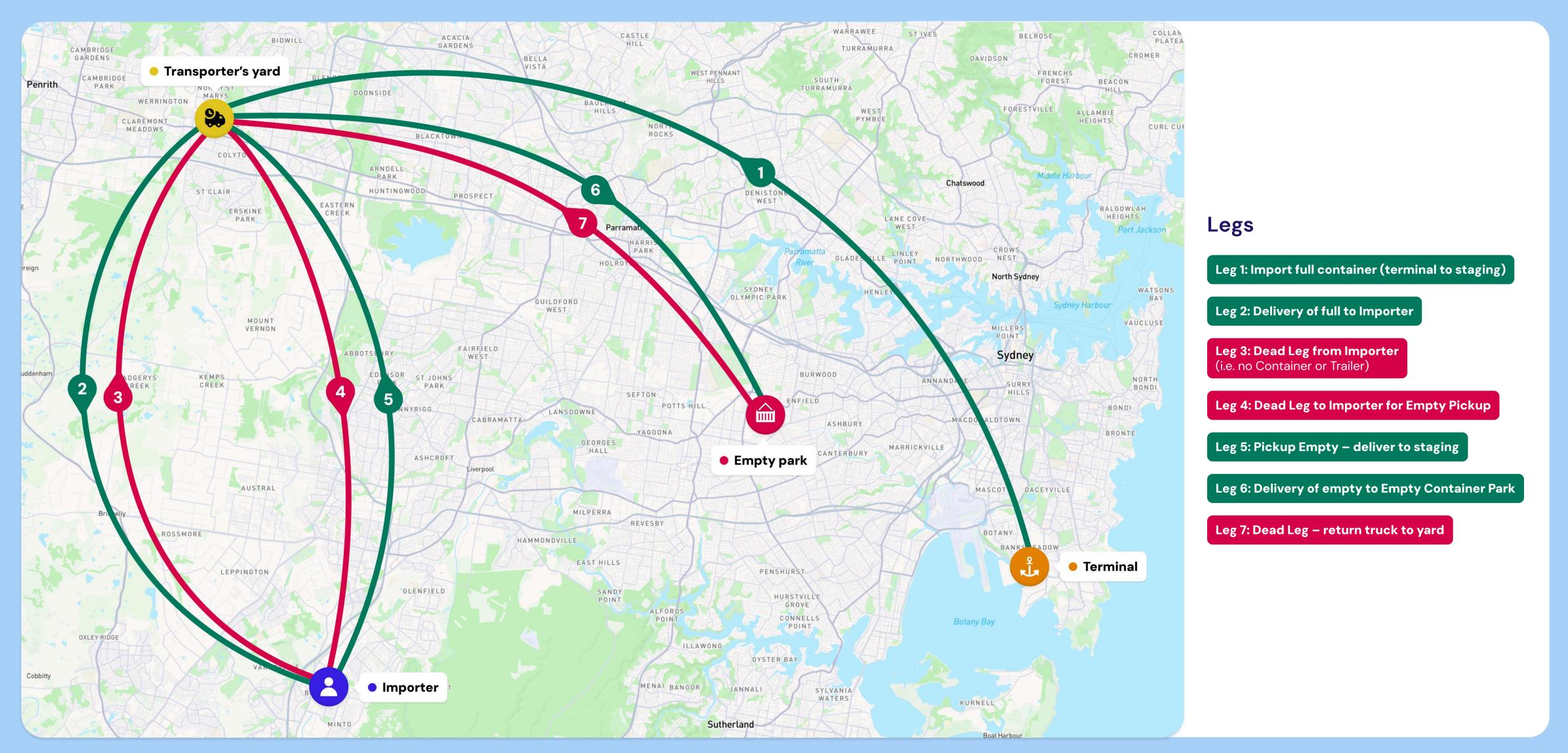


**Zubin Appoo** Chief Executive Officer



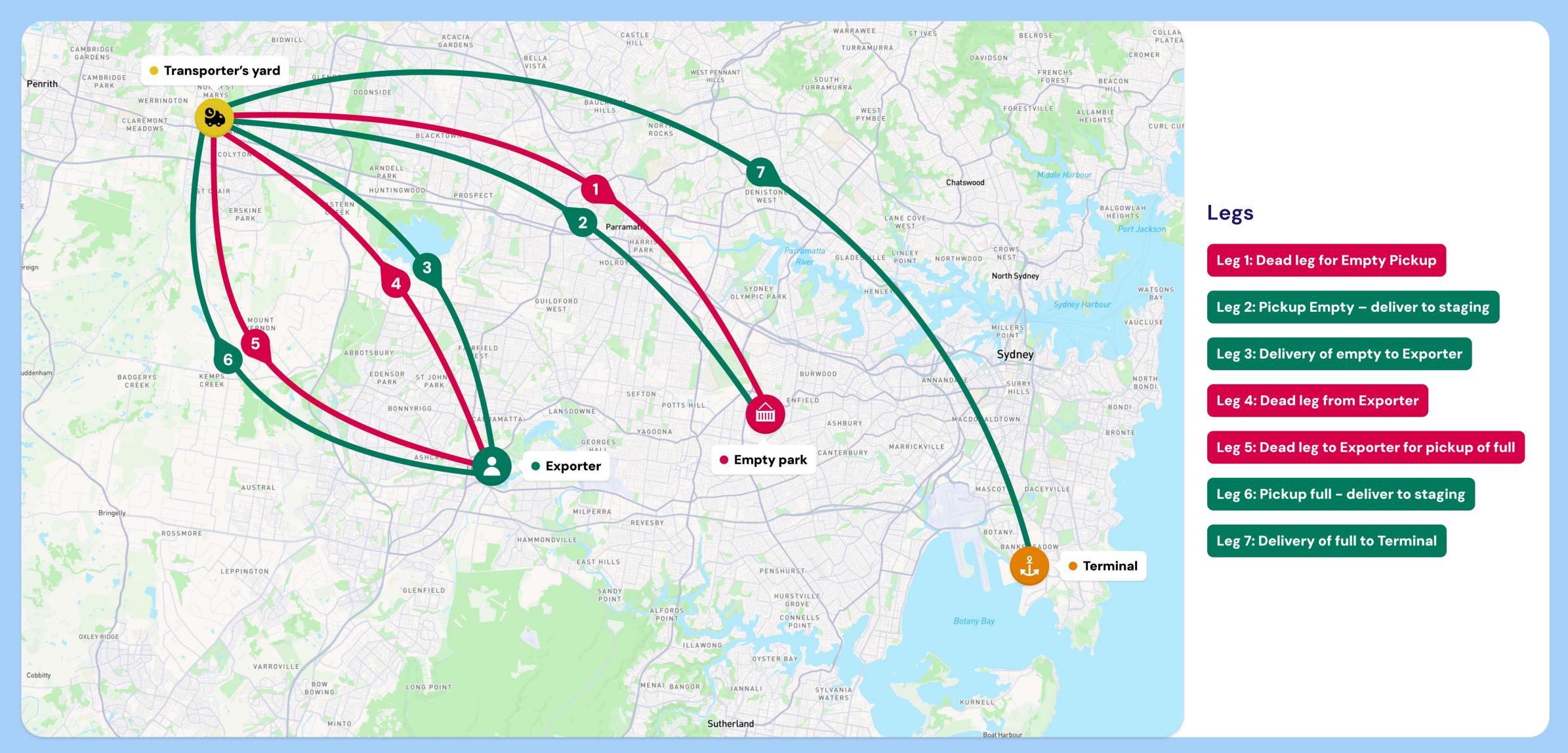
Michael Toolan Product Portfolio Leader – Domestic Delivery & Multimodal Shipper Platform

# Typical import (drop trailer) booking



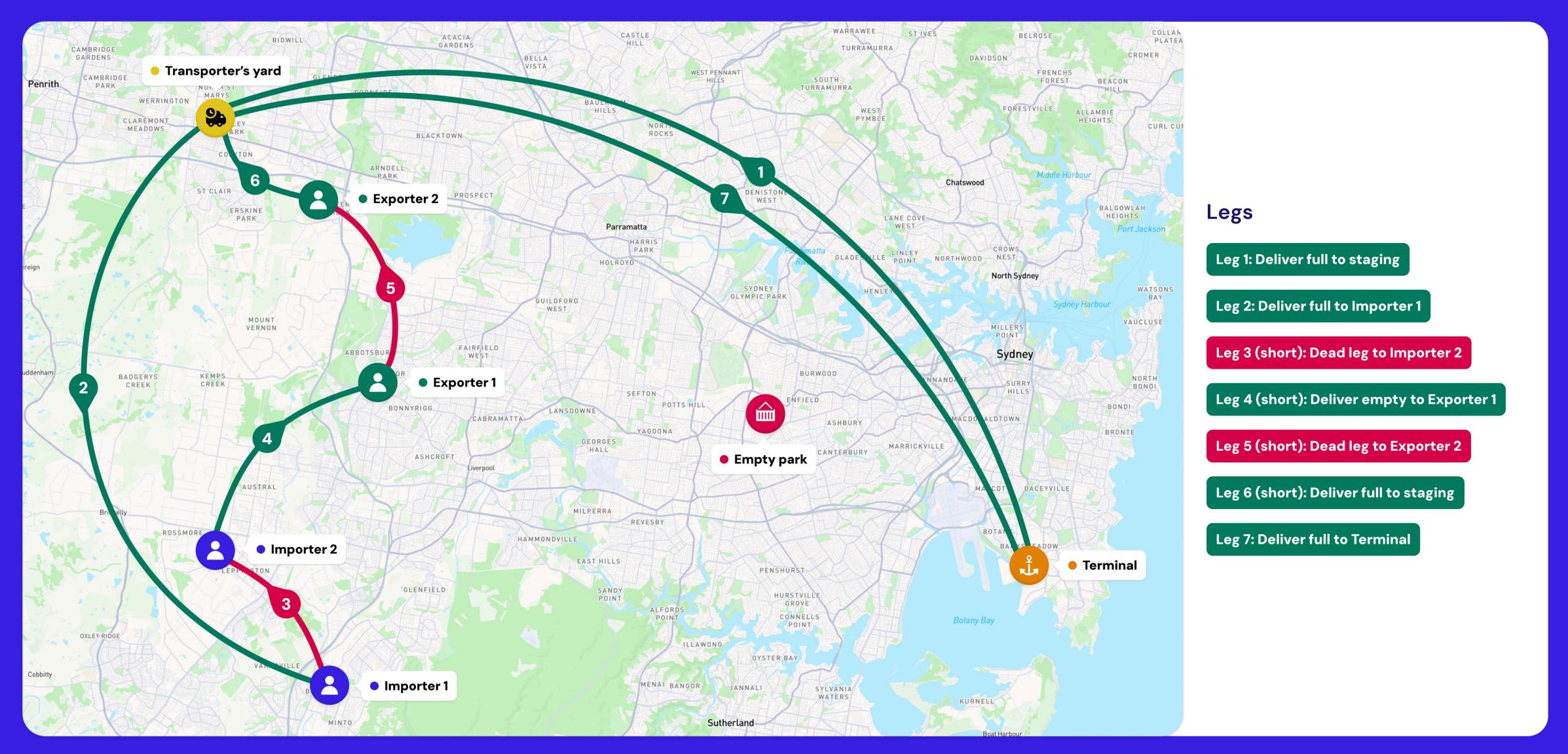


# Typical export (drop trailer) booking



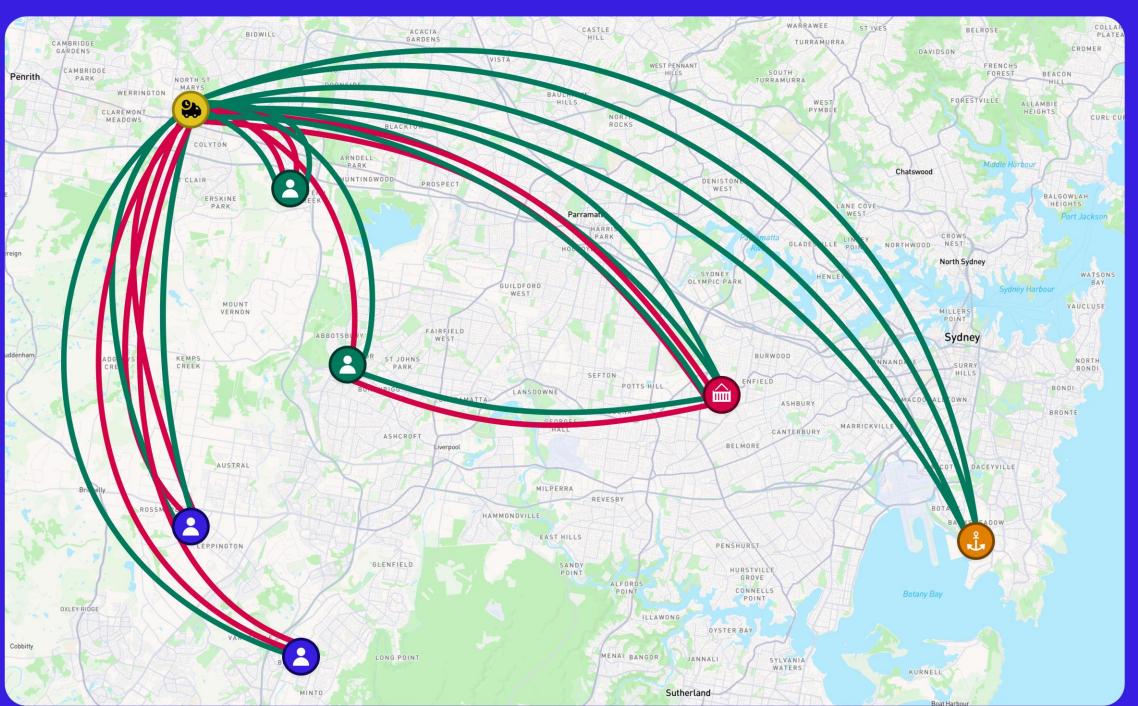


## CTO optimized (drop trailer) run sheet

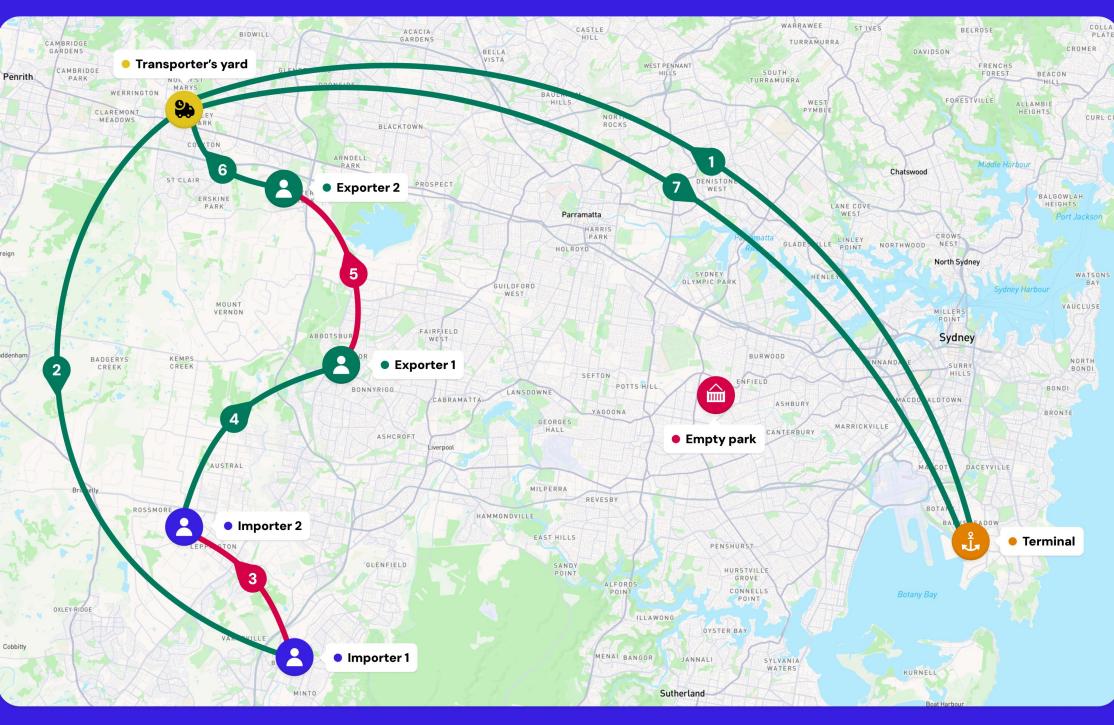


# Side-by-side comparison of Typical vs CTO

Before



After



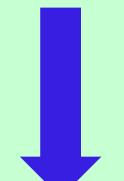
#### Benefits

#### Major direct cost reductions



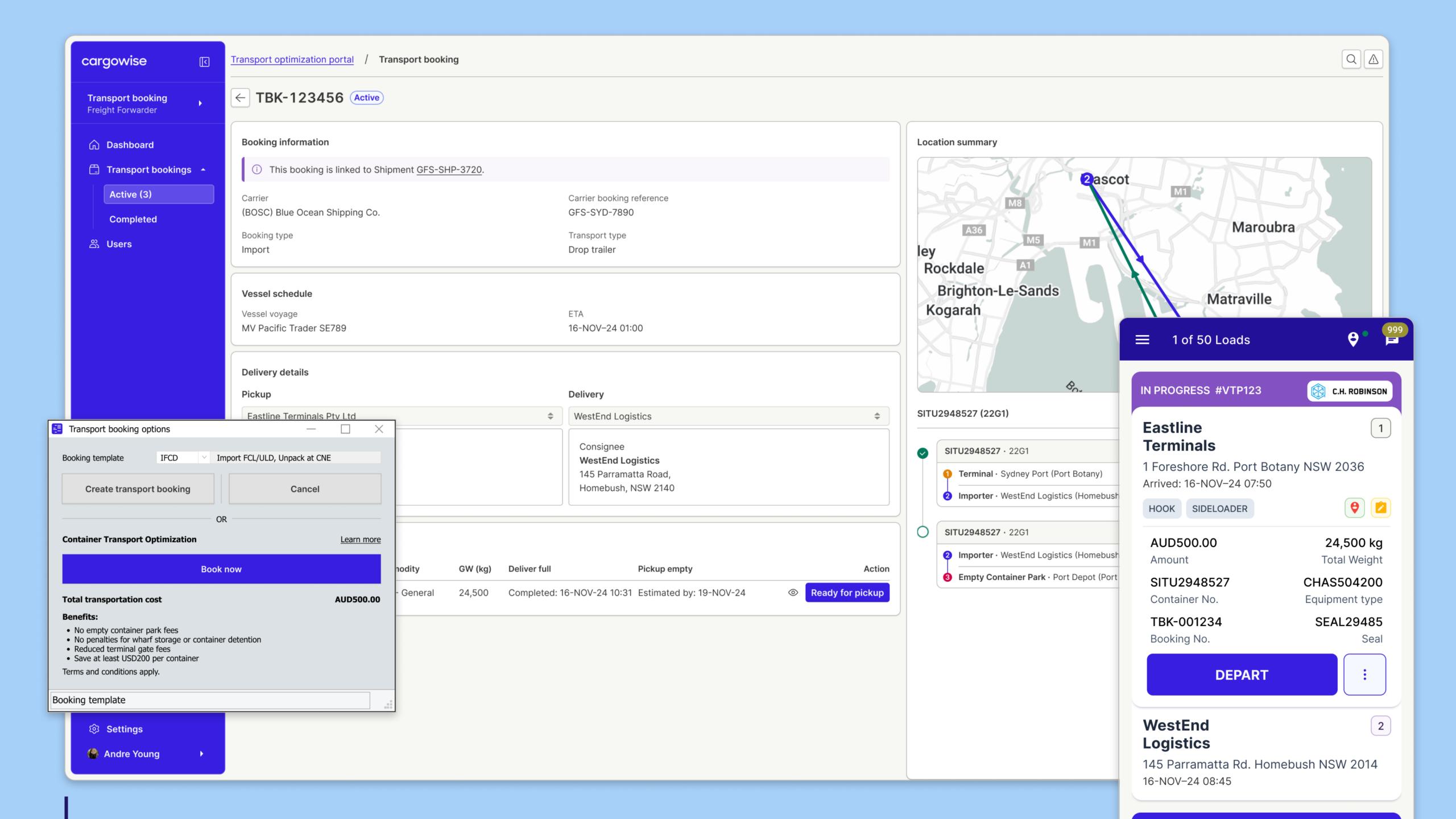
- Transportation costs
- Reduced terminal gate usage
- removed empty park gate fees
- Waiting times at ECPs
- Inspection fees
- Container storage and handling fees

#### Indirect (2<sup>nd &</sup> 3<sup>rd</sup> order) benefits



- CO2 emissions
- Less Vehicle wear and tear
- Lowered road use/wear and tear
- Lower traffic and congestion
- Less container storage required
- Better container utilization





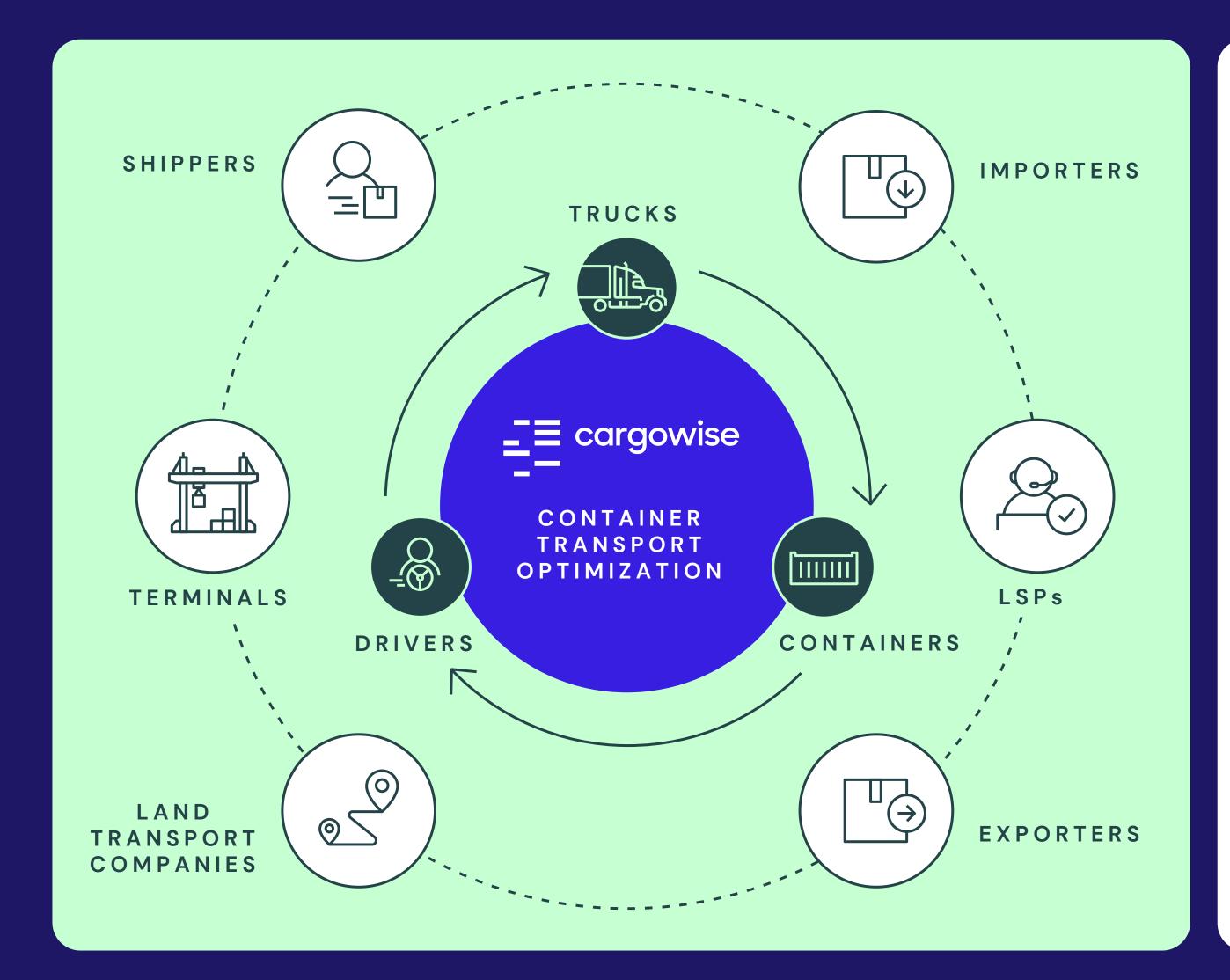


ACFS has been working with the CTO product team at WiseTech and they have access to real world data from our TMS (which is a WiseTech product). You can see from the partnership and work we have been doing, there is a substantial improvement that ACFS and WiseTech can create and deliver as this system moves from early experience to volume production.

**Arthur Tzaneros** - Managing Director & CEO, ACFS Port Logistics



## Container Transport Optimization (CTO)



- Enables transport companies, shippers, and logistics providers to maximize efficiencies across container movements using advanced optimization algorithms
- Sophisticated, optimized, automated planning and predictable execution and real time data
- Significantly lowers both operating costs and environmental impact
- E2open and INTTRA brings expanded visibility of nearly 40m additional containers across the supply chain
- Initial launch and revenues expected in 1H26, with continued product and commercial model maturation into FY27+, supporting growth beyond FY26 launch

WISETECH GLOBAL AND E20PEN

# Integration update







Mark Hall Chief Acquisitions & Integration Officer, CEO, e2open



Pawan Joshi Chief Strategy Officer, e2open



**Adam Henry** Product Portfolio Leader – Supply Channel Planning & Collaboration



**Anthony Hardenburgh** Product Portfolio Leader – Global Trade Management

## Strategically significant acquisition

A key step toward achieving our vision to be the operating system for global trade and logistics



Broadens WiseTech's ecosystem with a network of 500,000 connected enterprises including the establishment of a major foothold including connectivity to major ocean carriers, ~5,600 customers and 250+ blue-chip customers



Expands WiseTech's TAM via the addition of complementary product offerings, capturing 20 years of e2open's R&D and product M&A with a single transaction



Enhances visibility across the shipping process that complement WiseTech's solutions to drive further customer benefits including freight efficiencies



Accelerates the delivery and take up of new and innovative solutions in global trade management (GTM) and container transport optimization (CTO)



Drives team growth with skills and expertise in industry and product development

Opportunity to acquire a scaled and profitable leading provider at an attractive valuation

Highly synergistic transaction with opportunity for significant value creation



### Our progress

The integration is a multi-year process leveraging our existing learnings. Our current focus is integration of the organization, working practices and adoption of the WiseTech Way.

#### We've made rapid progress

- Organizational alignment in progress
- Cost synergy targets well progressed

#### We confirmed expectations

- Great products
- Diverse talent
- A lack of deep integration from the business' acquisitive past
- E2open strategic review hindered their progress

#### We're excited and encouraged by

- High alignment with our strategic goals from team and customers
- Appetite for product-centric approach
- Supply chain customers with many of the same fundamental problems as our logistics customers and desire for change



## Our approach

#### We've set our strategy

- Build products which address industry problems our competitors cannot
- Grow revenue through penetrating our network
- Achieve efficiencies in our cost base

#### We're currently re-organizing the business for success

- Aligning resources behind our product and product initiatives
- Focusing our teams on core actions
- Flattening the leadership structure and empowering our teams

#### Our current focus areas

- Reducing customer attrition
- Delivering on Professional Services commitments
- Leveraging growth opportunities



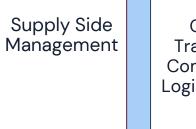
### E2open expands our ecosystem and extends our vision

#### Be the operating system for global trade and logistics

LOGISTICS TRADE TRADE



e2open





Global Trade Mgt Compliance Logistics Mgt

e2open



Domestic DC



Warehouse

WTC



Domestic Logistics

WTC/e2o



International Customs Warehouse

WTC



Landside Logistics

WTC/e2o



Customs and Border Compliance

WTC/e2o



International Freight



**WTC** 

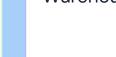


Customs and Border Compliance





Landside Logistics



International

**WTC** 



WTC/e2o

Domestic



Domestic DC Warehouse

WTC







e2open



Trade, Compliance Management

Planning, Demand Mgt

Supply,

Channel,

e2open

FLOW OF GOODS

#### BUILDING A TRUE MULTI-SIDED MARKETPLACE



Connecting carriers, logistics providers, terminals, transporters, traders, importers, exporters, shippers, brand owners, governments



Domestic and international trade compliance embedded across the platform





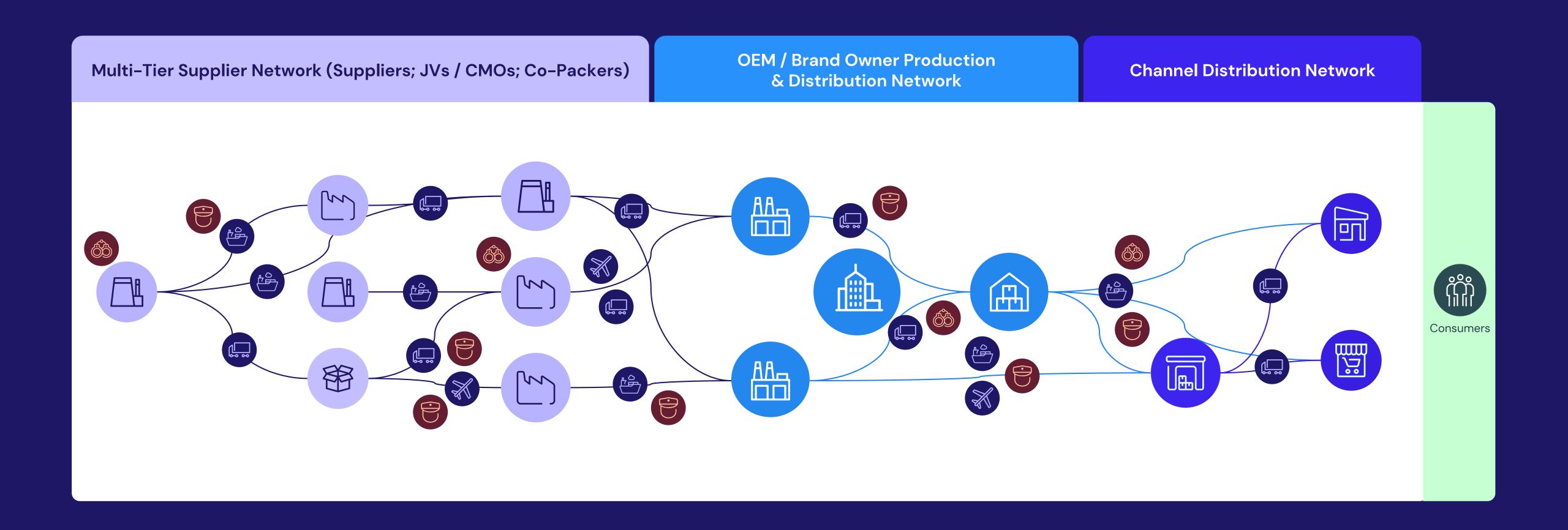
Improved planning, management, visibility, predictability, yield



Connecting the world of trade and logistics digital docs, straight through digital processing



### The increasing complexity of modern supply chains





### Competing wants and needs



CCO

COO

**CSCO** 

**CPO** 

CIO / CTO

**CFO** 

"I want to standardize processes and ways of working even if core systems vary across my enterprise"

"I want to modernize critical capabilities and reduce the total cost of ownership"

"I want to avoid of extended, expensive, resource-heavy, risk-laden RFx processes"

"I need broad and deep capabilities, but not necessarily best-in-class. Very good, or even pretty good, is good enough"

"I want to incrementally replace legacy software, but de-risk changeover efforts / timing"

"I want to simplify complex web of systems business users interact with"

"I want to break down internal silos by using capabilities from a single platform that is using the same data"

"Tech is advancing faster than the knowledge and understanding of my people – I want expert guidance from a trusted advisor"

"I want to add capability incrementally, avoiding high effort / cost / risk change projects"

"I want to work with as few vendors as possible"

"I want to connect with and work more closely with upstream and downstream partners"

"I don't want to be misled by the AI hype train"

WiseTech perspective



We have broad and deep capabilities that will meet the needs of our customers



We understand what is needed to tackle specific problems



We will be able to drive customer needs, not react to them

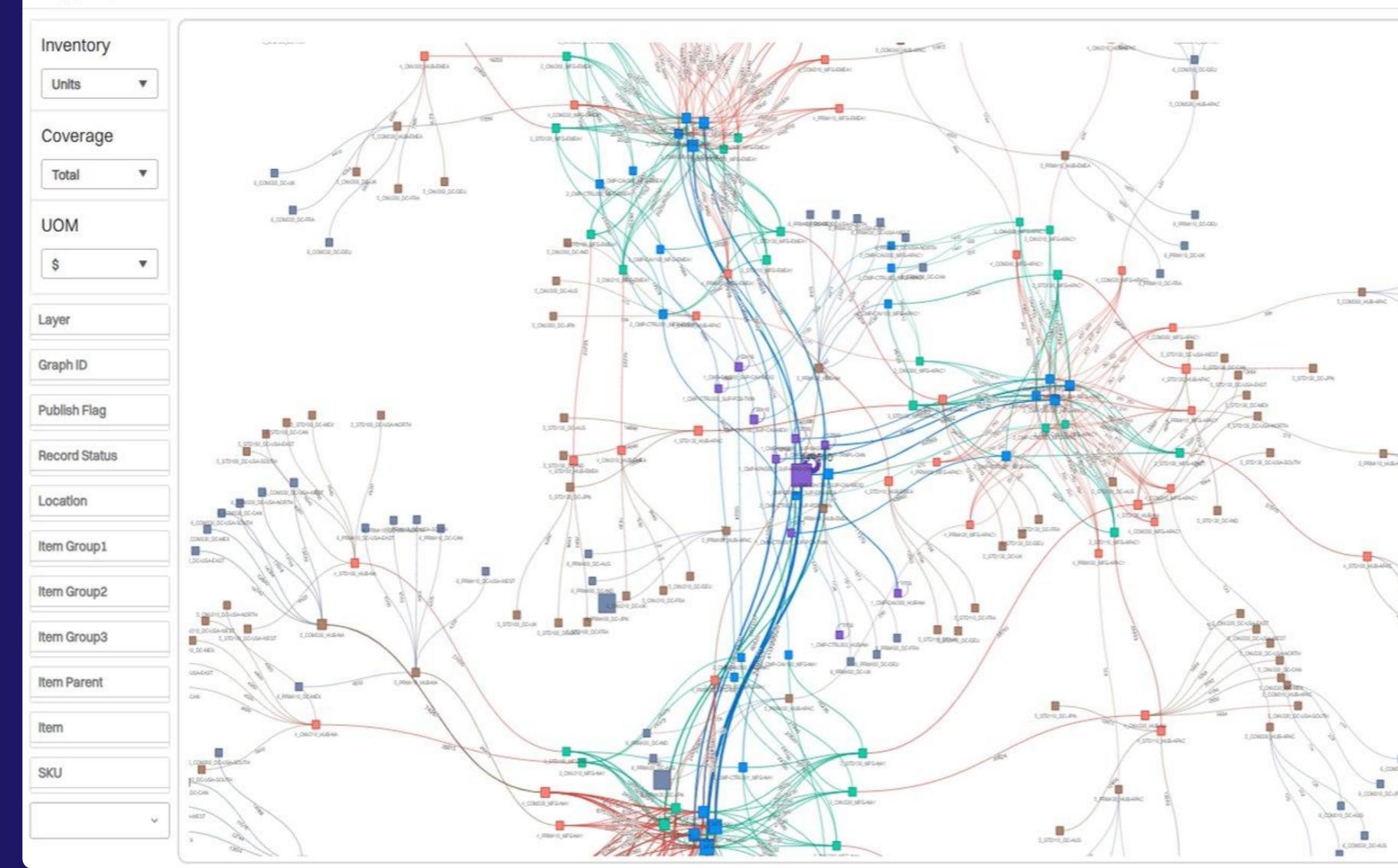


We will be able to educate the customer, and not let them choose the wrong path



#### Network





| Network Locatio | ns |       |  |
|-----------------|----|-------|--|
| Location Type   | Q  | Count |  |
| Totals          |    | 330   |  |
| Country DC      |    | 192   |  |
| Manufacturing   |    | 78    |  |
| Regional DC     |    | 50    |  |
| Supplier        |    | 10    |  |

| Location  | Q | Safety Stock  |
|---|---|---------------|
| Totals  |   | \$110,214,730 |
| DC-AUS - Australia Distribution Center          |   | \$3,711,064   |
| DC-CAN - Canada Distribution Center             |   | \$8,959,423   |
| DC-DEU - Germany Distribution Center            |   | \$6,546,012   |
| DC-FRA - France Distribution Center             |   | \$7,404,968   |
| DC-IND - India Distribution Center              |   | \$3,963,319   |
| DC-JPN - Japan Distribution Center              |   | \$4,233,581   |
| DC-MEX - Mexico Distribution Center             |   | \$11,751,192  |
| DC-UK - UK Distribution Center                  |   | \$7,648,305   |
| DC-USA-EAST - USA East Distribution<br>Center   |   | \$10,106,366  |
| DC-USA-NORTH - USA North Distribution<br>Center |   | \$10,738,862  |
| DC-USA-SOUTH - USA South Distribution<br>Center |   | \$8,300,391   |
| DC-USA-WEST - USA West Distribution<br>Center   |   | \$8,409,278   |
| HUB-APAC - APAC Regional Hub                    |   | \$29,404      |
| HUB-EMEA - EMEA Regional Hub                    |   | \$401,654     |
| HUB-NA - North America Regional Hub             |   | \$4,071,138   |
| MEG.ADAC1 - Shanzhan Diant                      |   | \$1 25A 202   |



### The WiseTech Trade / Supply Chain operating platform

**Planning & Upstream Supply Planning & Downstream Channel** Business **Planning** Collaboration Collaboration processes The connection to channel provides The connection to multi-tier supply provides the insight needed the insight needed for a better Distributor JVs / CMOs OEM / Brand for a better planning model planning model Owner M Supply chain network Retailer Channel / Customer Suppliers Suppliers Consumers DCs (Tier n) 翎 (Tier 1) The connection to planning informs The connection to planning, and other upstream partners provides a better demand shaping activities DCs Internal clearer understanding of demand Manufacturing Co-Packers Reseller Supplier Relationship Management; Connected Supply Chain Planning: Demand Platform Channel Insights, Shaping, Multi-Tier Supply & Manufacturing Management; Inventory, Supply, Production, and Collaboration capabilities Distribution Planning; S&OE, S&OP, IBP Collaboration; Risk Management Supply chains are inherently multi-enterprise, Further upstream, from tier 2 to tier n, this number with manufacturers / brand owners / BCOs working Some of our largest customer have thousands can exponentially increase, with added complexity Even a single large enterprise can comprise dozens when multiple tier 1 suppliers are competing for directly or indirectly with a huge numbers of of tier 1 suppliers alone of production and distribution locations the same tier 2 supply Supply chain partners management challenges Between every node in the network, internal or Compliance, including the right to do business, At every step in the supply chain there is potential The more connected we are, the less assumptions, external, it is critical to move materials as quickly risk identification and mitigation, and ESG for latency, waste, and misdirection guesswork, and hope, are required and cost efficiently as possible considerations are also extremely important WiseTech Global will offer a Trade / We will also play a pivotal role in In the AI age, humans will still Autonomous optimization will Solving these challenges for Supply Chain operating platform play a critical role, but they will pave the way for the selfhelping companies make sense of our customers with the that can handle this complexity at correcting, self-healing this complexity by determining the focus on value-adding activities WiseTech Supply Chain right approach in the right situation supply chain scale in a way that will leverage operating platform with the right prioritization numerous synergies



### What is Global Trade Management?

The regulatory environment that exporters and importers face daily

#### **EXPORTS**

- Who are you doing business with?
- Where are you doing business?
- What is my product and can it be exported?
- What is the ultimate end-use of my product

#### **IMPORTS**

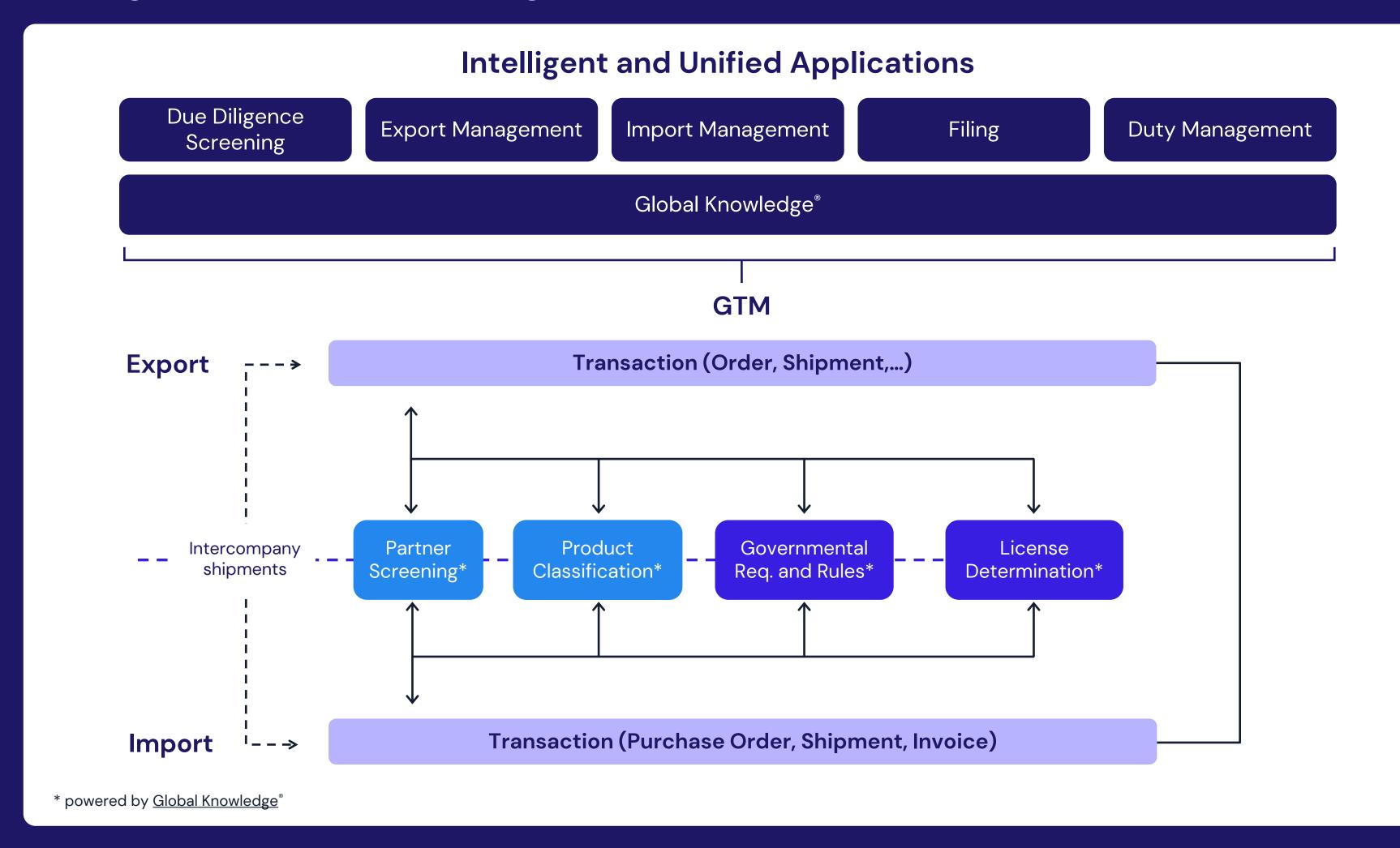
- Who are you doing business with?
- Where are you doing business
- What is my product and can it be imported?
- What duties, taxes and fees are associated with importing my product?

Tariffs, OFAC, BIS, UNSC, FDA, USDA, Interpol, EPA, Duties, Fees, (FTA-USMCA), COO, License



### Global Trade Management applications

Solving the complexity through automation



- Restricted party screening
- Classification
- **Export determination**
- Import duty/taxes/fees (landed cost)
- Import government agency requirements (admissibility)
- Documents and reporting
- Full audit capability



### Global Knowledge

Extensive coverage of the ever-evolving Global Trade Compliance world

- Number of updates in FY25<sup>1</sup>: 73.8 million for country compliance and RPS
  - 200+ Countries, Territories and Islands for which we have content coverage
  - ~1,000 Restricted Party Lists
- 5.6 million+ product classification records in English and Foreign languages
  - 2 million+ dutiable products maintained
- 3,000+ Preferential Trade Agreement lanes for which reduced duties are captured and maintained
  - 230+ FTAs with Rules of Origin content
- 7,500+ Trade Documents for Imports, Exports and FTAs
- 3,600+ Agencies/authorities are utilized for e2open's country coverage

#### Content coverage

- Rules of origin
- Export control
- Import control
- Documentation
- Landed cost

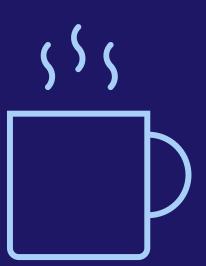






# Q&A session





### We're on a break

OUR BROADCAST WILL RECOMMENCE AT ~ 4:45PM



MEET OUR

## Independent Directors







**Andrew Harrison** Lead Independent Director Chair of Audit & Risk Committee Chair of Nomination Committee



**Chris Charlton** Independent Non-Executive Director



Sandra Hook Independent Non-Executive Director Chair of the People & Remuneration Committee



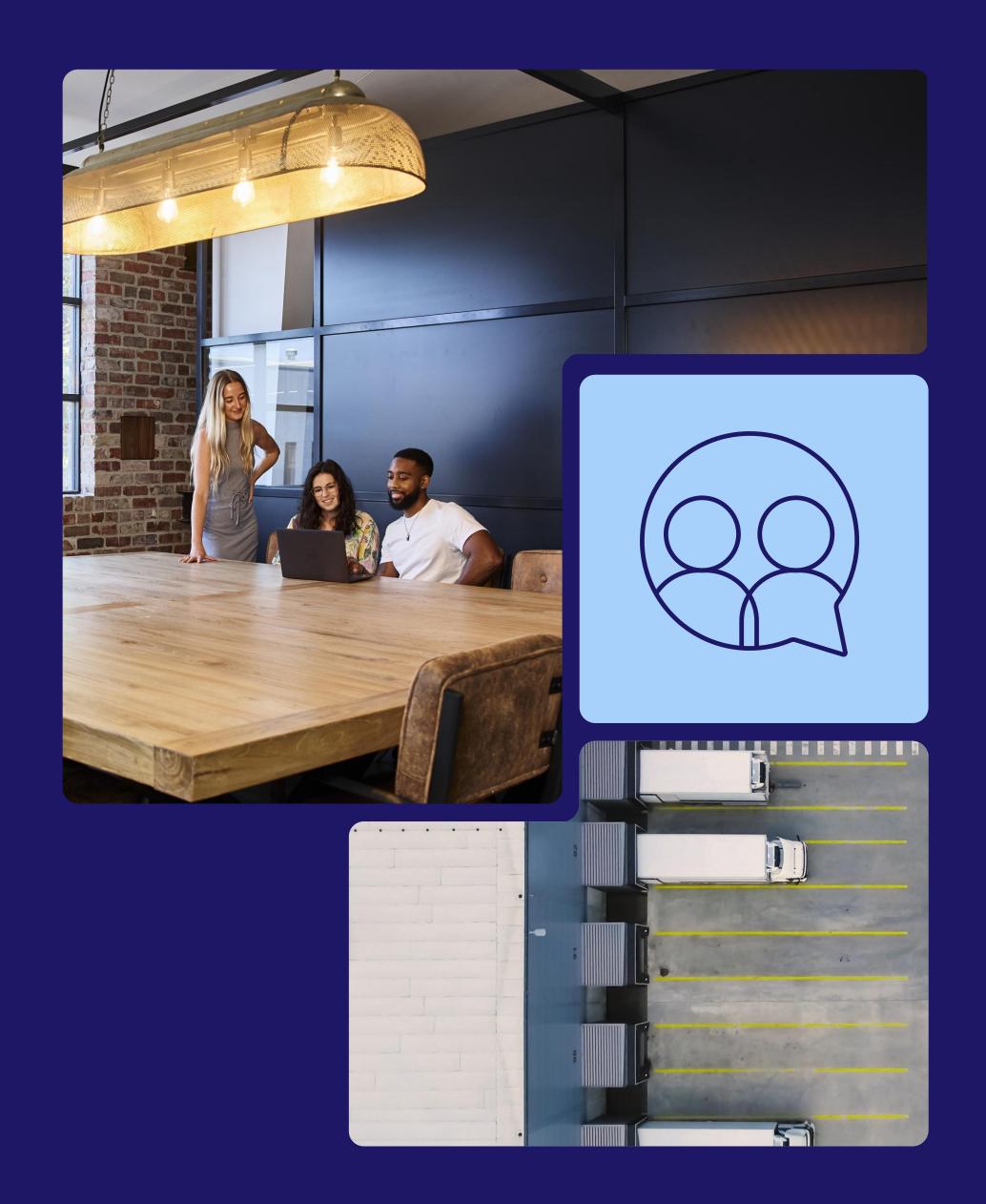
Rob Castaneda Independent Non-Executive Director



Katrina Johnson Group Company Secretary & Head of Regulatory Affairs

## Closing remarks

RICHARD WHITE





## Closing remarks

ZUBIN APPOO







## Thank you

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