

## **WiseTech Global Investor Day 2025**

### **CEO welcome – Zubin Appoo**

Good afternoon and welcome to our 2025 WiseTech Global Investor Day. It's fantastic to have you here with us at our Sydney headquarters, and to everyone joining online, thanks for shipping yourselves in virtually. We've planned a fast, efficient, fully-optimized session for you today – and just like the efficiencies we deliver to our customers across the global supply chain, today's Investor Day will be just as streamlined – no queues at the doors, no lost paperwork, and absolutely no unexpected delays.

Today is important. It gives us space to step out of the day-to-day and show you exactly what we've been building. What's changed. What we've delivered. And where we're taking this company next. I want to acknowledge the WiseTech people here today – including our Board, our leadership team, this year's presenters and many of last year's presenters who helped lay the foundation for the momentum you're about to see. Their work powers everything you'll hear today, and I'm incredibly proud of what they've achieved.

We've designed today's program to reflect the top priorities that are shaping WiseTech right now, our big rocks. These are the initiatives that move the needle, drive value and define our future.

These big rocks, and everything we do, anchor back to why we exist. We build products that solve the most complex, high-stakes problems in global trade and logistics – and for our customers, that translates into two things that matter above all else: efficiency and throughput at levels they couldn't previously reach, and compliance and risk reduction in a world where global trade is only becoming more complex.

You'll see how our new commercial model, the CargoWise Value Packs, aligns value, technology and long-term customer relationships in a way that strengthens both our economics and theirs.

We'll take you through our work on container transport optimization, a major industry pain point where WiseTech is uniquely positioned to deliver real, industry-wide disruption.

We'll show you how we're harnessing AI to drive productivity across our products and inside WiseTech itself, building on three decades of automation leadership and pushing it far beyond what the industry has today.

And you'll hear an update on our integration of e2open and what it unlocks. The breadth of problems we can now solve across the entire global supply chain is unlike anything we've tackled before.

You'll also hear from our independent directors. They bring diverse and significant global experience across technology, supply chain, compliance and governance and we're genuinely excited for you to hear directly from them today.

When we look back even just two years, WiseTech is almost unrecognizable. At that time, our core focus was primarily international freight forwarding and customs. With the acquisition of e2open, that's changed significantly and deliberately.

We've expanded our total addressable market in a meaningful way. We now have the reach, the data, the network, the capability and the technology to operate across the entire supply chain, from planning and procurement, through transportation and visibility, all the way to execution. This is transformative and it opens the door to a much larger, long-term opportunity for WiseTech.

Our work on Container Transport Optimization is another major step in expanding our total addressable market. By solving one of the industry's most persistent and costly pain points, we're opening up an entirely new segment of value that WiseTech is uniquely positioned to lead.

Throughout these transformations, we've remained anchored to our 3P strategy: Product, Penetration and Profitability. And we always come back to the fourth P that enables the other three: our People.

As we bring our expanded portfolio together, including e2open, and as a product-led company, we're aligning our work under a set of product pillars that will shape how we build, integrate and scale from here. These pillars will provide clarity, discipline and direction as we drive the next phase of WiseTech's growth.

This approach will enable us to deliver a platform that is simpler, more powerful, and more connected for our customers and partners globally.

And none of this is possible without the strength of our team. Our wide-span management model gives people real ownership, real accountability, and the freedom to drive meaningful outcomes, all aligned to our big rocks. Outcomes for their teams, for our business, for our customers, and ultimately for our shareholders.

When you put this all together, the scale of our market, the evolution of our product strategy, the depth of our technology, the breadth of our data, and the caliber of our people, the opportunity ahead of us is extraordinary.

This next chapter is about execution and long-term value: taking everything we've built, everything we've acquired, and elevating it into a true, global, end-to-end supply chain marketplace – and the operating system for global trade and logistics.

I want you to walk away today with three clear messages.

First, we are deep innovators. We are not just a software vendor. We are redefining the industry. We disrupt legacy thinking, we disrupt ourselves, and we consistently convert the massive efficiencies we create into meaningful customer and shareholder value.

Second, we said we would deliver, and we are delivering. We have made strong progress integrating e2open and shaping our future product strategy. We're advancing the rollout of Container Transport Optimization with ACFS. We have built AI capabilities that materially

improve efficiency, accuracy and throughput. And we have already transitioned around 95% of our customers to our new commercial model.

Third, we are uniquely positioned because of the unparalleled data flowing through our platform. No one else has the depth, breadth or real-time visibility across global trade that we do – and that advantage compounds every day.

Thank you again for being here. I'm excited about what we're sharing today and even more excited about where we're headed.

So, on that note, let's get started!

## **Closing remarks – Richard White**

Thank you all for joining us today.

I'd like to take a moment to reflect on the journey that brought us here – a journey that began more than 30 years ago, in a small basement in Newtown, Sydney, with my co-Founder Maree Isaacs, a credit card with five thousand dollars on it, and a simple idea: to build better software for Australian freight forwarders.

Back then, our focus was narrow, but the ambition was big. We were solving real problems for real people – helping freight forwarders operate more efficiently in a tough and rapidly changing industry. And as the value of what we were providing expanded, and our penetration across Australia and New Zealand grew, it became clear that the challenges we were solving weren't just local ones. They were global.

If we wanted to truly move the industry forward, we needed to think bigger – much bigger.

It took a few years and a lot of conversations with our customers and industry partners, before the vision became clear: to build the operating system for global logistics.

Not a tool. Not a module. But a global platform that addressed the root causes of inefficiency, fragmentation, and complexity across the supply chain.

That principle – *finding the root cause and solving for that* – has always been the driving force behind WiseTech. It's shaped every decision, every innovation, and every move we've made.

As we expanded beyond freight forwarding into customs, we saw how much value could come from bringing in businesses with deep experience, deep knowledge, and incredible talent. Acquisitions weren't just about scale – they were about accelerating our ability to solve complex problems, with people who had lived and breathed them for decades. That blend of organic innovation and strategic acquisition has made us stronger, more capable, and more global.

From those early days as a team of five, we are now over 7,000 deeply talented, passionate problem-solvers around the world. Each contributing to something significantly bigger than any of us could have built alone.

And I can honestly say, the scale of what we've become is far beyond anything I imagined when we started.

Today, with the addition of e2open and the incredibly complex challenges that exist across global supply chains, there is no team better equipped to take them on or deliver on our expanded vision to be the operating system for global trade and logistics.

The journey hasn't been without friction. Innovation moves fast; industries don't always keep the same pace. Especially one as old as international trade – arguably one of the foundations of civilization.

Change can be uncomfortable. But our role, indeed, our obligation, has always been to push forward. To solve industry-wide challenges, to drive transformation, to create genuine, lasting value right across the global supply chain. We're not selling software; we're enabling productivity, scalability and risk reduction, leading to better business outcomes.

What you've seen today from the team, is a continuation of that commitment. And it's exactly what you will continue to see from us in the months and years ahead.

I'm incredibly proud of what WiseTech has achieved. I'm proud of our innovation, and the people who drive this great, global business – they are the heart and brilliance behind everything we do.

I feel privileged to be part of a global business, and an industry that plays such an essential, positive role in the world. An industry that keeps economies moving, keeps products flowing, and connects people, communities and businesses everywhere.

Thank you for your belief in us, for your partnership, and for joining us today. The journey continues, and whilst we have had some big wins, there is still much to do, and the best is still to come.

## **Closing remarks – Zubin Appoo**

Thank you, everyone. What a fantastic day.

I want to offer a genuine and heartfelt thank you to all our presenters, our Board, our leaders, and the incredible teams behind the scenes who made today possible. Their preparation, their commitment and their passion for what we're building is extraordinary and I'm deeply grateful for the work they do every day.

And to all of you, whether you joined us here in Sydney or tuned in online, thank you. Your engagement, your questions, and your continued support mean a great deal to us. We don't take it for granted.

Today was about giving you a clear, honest view of the work we're doing: how we're integrating e2open, how we're evolving our product strategy, how AI and optimization are accelerating our progress, and how our people are driving real outcomes across the business. I hope you leave with a strong sense of the scale of our ambition, the discipline behind our execution, and the meaningful opportunity ahead for WiseTech.

As I said at the start, this is a company built on product, powered by people, and positioned for growth across the entire supply chain. Everything you heard today reinforces the momentum we're building and the confidence we have in the path ahead.

We are in the business of selling success.

We sell productivity. We sell innovation.

We give our customers the capability to become truly remarkable businesses.

We are not just a software vendor; we are a catalyst for value creation and growth.

So let me close with the three key messages I mentioned I hoped you'd walk away with today.

We innovate deeply.

We execute relentlessly.

And we hold the strongest trade data asset in the industry.

That combination is rare, powerful and positions us for everything that comes next.

For those here with us in Sydney, please stay, meet our teams, and spend time with the people who make this company what it is.

For those online, thank you again for being part of today.

On behalf of all of us at WiseTech: thank you for your time, your trust, and your partnership. We're excited for what comes next.