



Presentation for IFCBAA

International Forwarders & Customs Brokers Association of Australia
(IFCBAA) National Conference, May 2026

www.yojee.com

ASX YOJ

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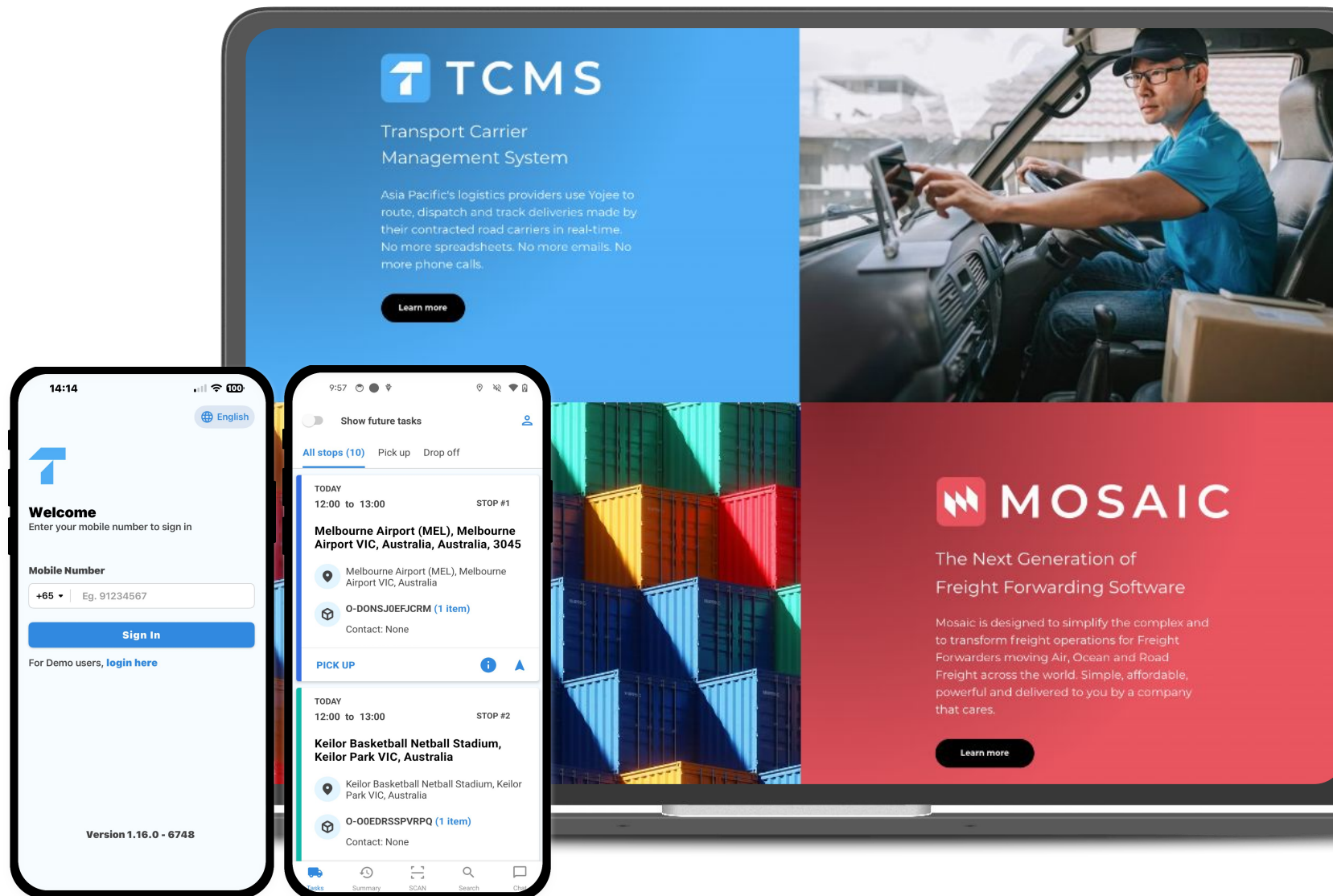
Creators of World Class Logistics Tech

Empowering Global Logistics

Our technology empowers Freight Forwarders and Shippers with a seamless, global platform for managing and executing cargo movements.

Uniting the Ecosystem

Our products unite supply chain participants in a community-driven ecosystem, simplifying execution while disrupting traditional logistics models at scale.



Yojee At A Glance

Shares on issue

355M

at 31 March 2026



Market Cap

\$106.63M

at 12 May 2026 (@\$0.315)



Cash in Bank

\$4.58M

at 31 March 2026



Share Ownership



- **Top 20 Holders:** 62.04%
- **Others:** 37.96%

As of 31 March 2026

Board of Directors

Shannon Robinson

Non Executive
Chair

Davide Bosio

Non Executive
Director

Frank Guerra

Non Executive
Director

Mark Connell

Chief Executive Officer &
Director

Why We Are Capable

Establishing credibility through leadership strength



Mark Connell

Chief Executive Officer &
Director

Mark has 30 years of experience in technology and logistics globally, a strong background in engineering, sales, marketing, and product and project management, and a proven track record with companies such as Mainfreight and WiseTech Global.



Shane D'Aprile

Chief Product Officer

Shane has over 25 years of extensive experience in operations, sales, change management, and leadership roles within the international and domestic logistics sector. Shane previously worked for WiseTech Global and successfully founded OrangeLime Consulting.



Rob Cotter

Chief Growth Officer

Rob is a seasoned industry veteran with over 35 years of experience across the logistics value chain including leadership roles at Mainfreight, Agility, AGS, CT Freight & Jetpets. Rob will spearhead the commercialization and market expansion of Yojee.



Julien Evano

Chief Technology Officer

Julien is a seasoned engineering leader with 20 years of experience scaling SaaS and Fintech powerhouses like WiseTech Global, Safewill, and IXUP. A specialist in driving startups from Seed to Series B+, Julien is responsible for Yojee's long-term technology vision and platform architecture, ensuring tight alignment between product strategy and global technical capabilities.

Why We Are Capable

Establishing credibility through leadership strength



Scott McCorquodale

Consultant, Enterprise Solutions

Scott is a highly regarded industry expert in the international air cargo industry, with over 30 years of executive experience across the airline and transportation technology sectors. From leading digitalisation at Qantas and CCN to driving global connectivity programs at WiseTech, his contribution to the industry is widely recognised.



Lester De Leon

Finance Director

Lester is a senior finance and strategy professional with over 18 years of experience at elite global institutions. His background includes leadership roles in FP&A and cross-border business growth at Amazon, Goldman Sachs, and Standard Chartered Bank. He is a Chartered Accountant (CA ANZ) and holds an MBA from Imperial College London.



Nadia Marks

Director of People, Culture & Transformation

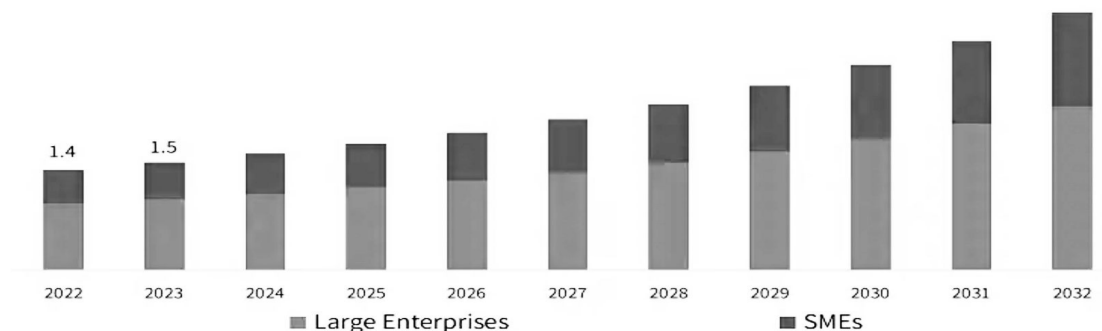
Nadia is a People, Culture & Transformation leader with deep experience supporting fast-growing organisations across Australia and Asia. She specialises in building scalable people systems, enhancing culture and capability, and guiding teams through change, bringing a strategic, human-centred approach to Yojee's growth.

Software Market Opportunity

The Global Freight Forwarding Software Market size is valued at **USD 1.5 billion** in 2023.

It is expected to grow **10% CAGR** between 2024-2032 owing to the growth of E-commerce industry across the globe.

Freight Forwarding Software Market, By Enterprise Size, 2022 – 2032, (USD Billion)



Source: [Global Market Insights](#)

Global Forecast (2024 - 2032)

2023 Market Value
USD 1.5B

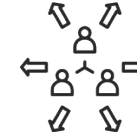
2032 Market Value
USD 3.5B

CAGR (2024 - 2032)
> 10%

The Yojee TCMS Difference

Yojee's **Transport Carrier Management System (TCMS)** integrates into core business systems and provides the land freight network with the tools to replace emails, spreadsheets, phone calls and text messages.

Designed for both **contracted carrier transport networks and owned fleets**, our platform digitises road freight operations, enabling real-time collaboration between all parties. With **always-on visibility and control**, execution tools for your carriers and fleet, businesses can manage their transport networks more efficiently — whether coordinating external carriers or dispatching their own drivers.



Highly Fragmented Carrier Ecosystem



Inconsistent Infrastructure & Cross-Border Delays



Language & Communication Gaps



Manual & Paper-Based Processes Still Dominate

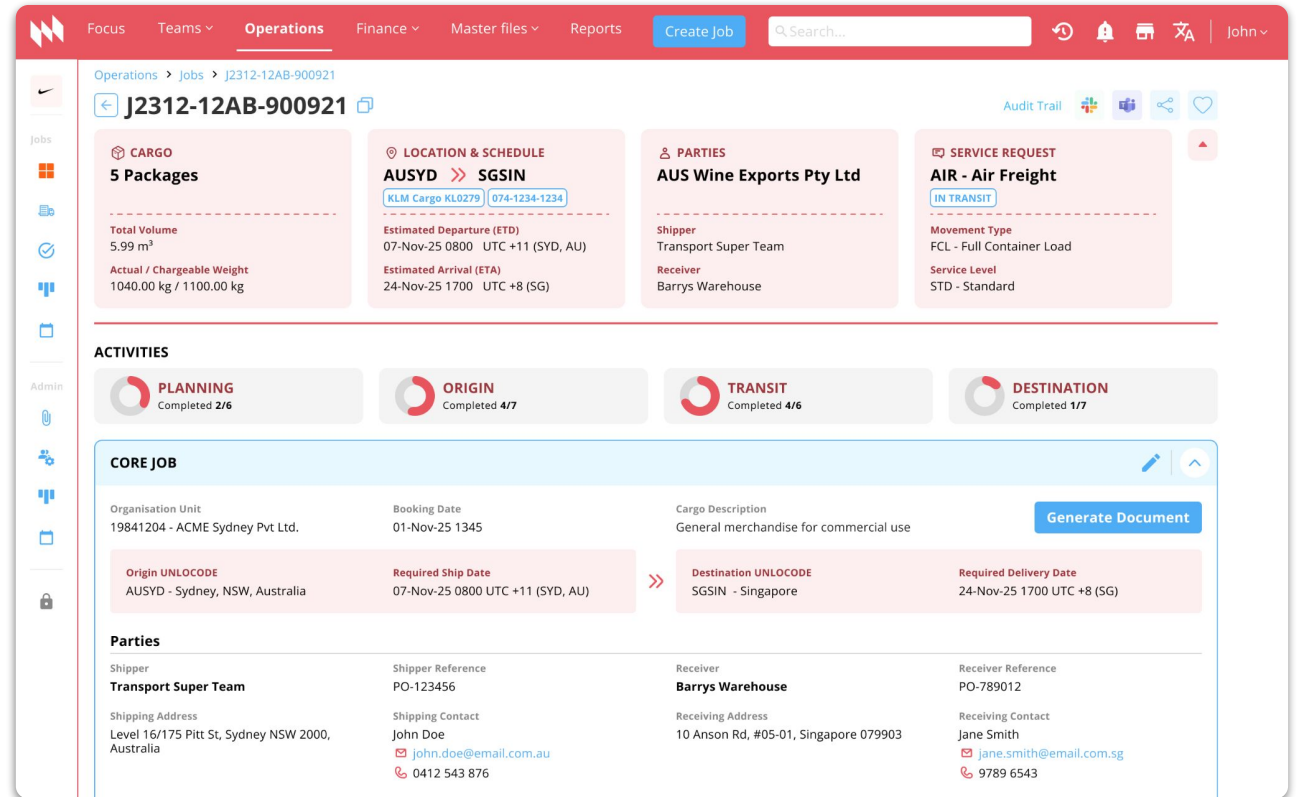


Regulatory Fragmentation

Be The Future of Freight

**We Don't Build
For Logistics.
We **ARE**
Logistics**

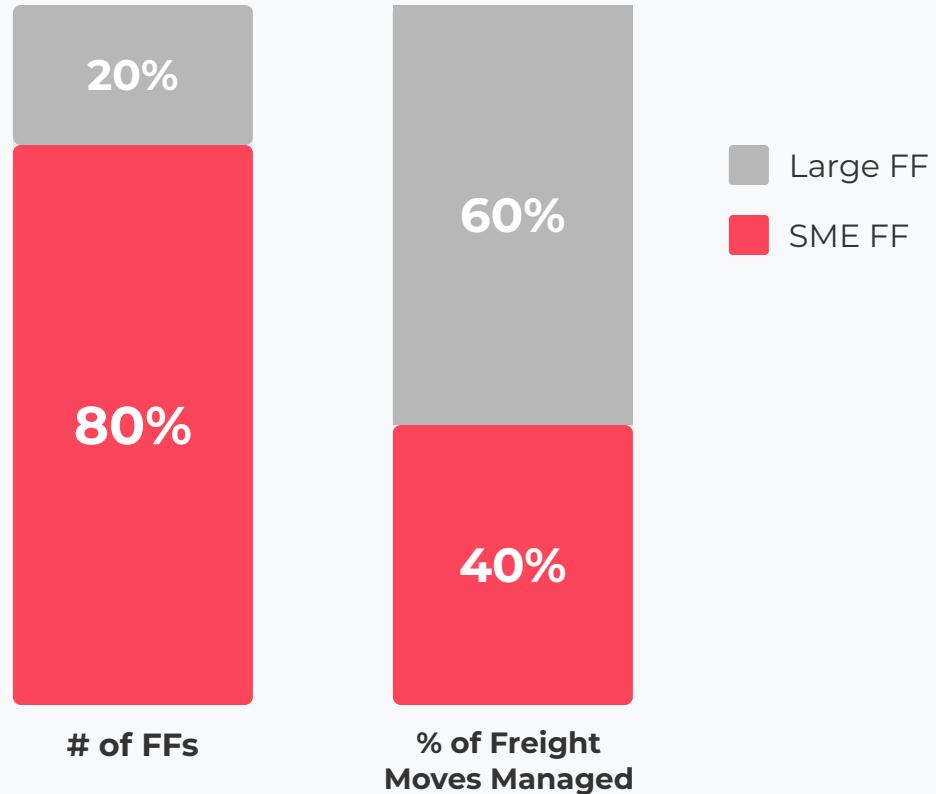
Human-first. AI-enabled. Built by people from the industry who've run freight desks, managed customs compliance, and built carrier networks globally.



The screenshot displays the MOSAIC web application interface for a specific logistics job. The top navigation bar includes tabs for Focus, Teams, Operations (selected), Finance, Master files, and Reports, along with a 'Create Job' button and a search bar. The main content area is titled 'Operations > Jobs > J2312-12AB-900921'. It features several key sections: 'CARGO' (5 Packages, Total Volume 5.99 m³, Actual / Chargeable Weight 1040.00 kg / 1100.00 kg), 'LOCATION & SCHEDULE' (AUSYD to SGSIN via KLM Cargo KL0279, with departure and arrival dates and times), 'PARTIES' (Shipper: Transport Super Team, Receiver: Barrys Warehouse), and 'SERVICE REQUEST' (AIR - Air Freight, IN TRANSIT, Movement Type: FCL - Full Container Load, Service Level: STD - Standard). Below these are progress indicators for 'ACTIVITIES' (PLANNING: 2/6, ORIGIN: 4/7, TRANSIT: 4/6, DESTINATION: 1/7). The 'CORE JOB' section provides details on the Organisation Unit (19841204 - ACME Sydney Pvt Ltd.), Booking Date (01-Nov-25 1345), Cargo Description (General merchandise for commercial use), and a 'Generate Document' button. It also lists 'Parties' with their respective references, shipping addresses, and contact information.

**“MOSAIC doesn't automate people out of jobs.
It automates the friction out of their day.”**

MOSAIC Initial Target Market



80% of the market - initial customer profiles.

ANZ forwarders & brokers $\approx$ 80% of total providers.

Control the flow.

That 80% influences $\approx$ 40% of all freight movements.

Immediate revenue upside.

Capture range translates to **$\sim$ \$0.6m – \$3m+ per month** (Depending on penetration).

Initial focus, then expand.

We are focusing initially on Australia and New Zealand before rolling out MOSAIC globally and scaling revenue.

- FF = Freight Forwarder. A freight forwarder is a logistics specialist or company that acts as an intermediary, organizing the transport of goods from producers to markets on behalf of shippers. Acting as "travel agents for cargo," they manage the end-to-end logistics, including negotiating rates, documentation, and cargo consolidation.

Why Now

INCUMBENTS

1

Stuck in the Past

Limited drive to innovate

2

M&A Patchwork

Costly, slow, stitched systems

3

Built for Tier 1s

Over-engineered, burden for SMEs

4

Pricing Pain

Fees keep climbing, margins squeezed

5

Underwhelming Support

Users rank support as #2 priority, still neglected

MOSAIC



Market Ready for Change

Designed for disruption



Community & Connected Focused

Connect, share, grow faster



Fit-for-Purpose

Simple for SMEs, powerful & scalable for all



Simple, Transparent Pricing

Fair, predictable, no hidden fees



Customer-First Support

Real people, responsive, trusted

Why We Are Different



Human-First Technology

- Smart & Intuitive
- User-Focussed Design
- Seamless Navigation
- Built for Efficiency
- AI Centric - Tess



Community

- Build your supply chain community.
- Collaborate through internal, private, and public networks seamlessly
- Outsource and tender with ease
- Scale and compete via community resources and shared networks



Connected

- MOSAIC Marketplace
- Connected Workspace - emails and calendars all within platform
- Bring Your Own Tech (BYOT) - integrates seamlessly with what you already use



Beyond Freight Forwarding

- Innovative tech is more than its core offering.
- MOSAIC is designed to unlock tomorrow's opportunities.
- Future growth engines

You Can't Code Experience

Global logistics isn't a software problem, it's an operational reality we've lived for decades.



Institutional DNA

- 100+ years of combined logistics experience
- Alumni of Mainfreight, WiseTech, Agility, Qantas Freight
- We know the pain because we've lived it



AI That Understands Freight

- AI without domain context can produce confident but wrong answers
- AI is built on decades of freight operations knowledge: weight variances, rolled vessels, customs compliance



Community & Connected

- Collaborate through internal, private, and public networks
- MOSAIC Marketplace: integrated emails and calendars
- Bring Your Own Tech, seamless with what you already use



Beyond Freight Forwarding

MOSAIC is designed to unlock tomorrow's opportunities. Innovative tech that goes beyond the core offering, future growth engines built into the platform.

Not All SaaS Survives. Here's Why Yojee Does.

The same forces disrupting generic software are accelerating demand for infrastructure-grade logistics tech.

Dimension	SaaS at Risk	MOSAIC
Market Breadth	Horizontal platform, serves all industries	Vertical: freight forwarding and customs only
Software Type	Feature app: AI can replicate at near-zero cost	Mission-critical workflow infrastructure: operators cannot afford it to fail
Switching Cost	Low: easy to replace with a cheaper AI-built alternative	High: network, integrations, and embedded workflows create natural lock-in
Domain Moat	None: code is the only asset and code costs near zero to replicate	Deep: 100+ years of lived logistics and compliance experience that no AI can train away
Relationship with AI	Threatened: AI displaces the product entirely	Amplified: AI needs Yojee's context to work in logistics. We are the layer AI plugs into.

AI As A Teammate

The industry doesn't need AI to take the wheel. It needs AI that knows when to help and when to get out of the way.

The shift the industry is ready for:

- AI in freight and customs is not one thing. It sits on a spectrum from **automating repetitive tasks** to **working alongside your team** to enabling entirely **new ways of operating**
- Most operators are somewhere in the **middle of that spectrum** right now. And that is exactly where the value is
- The difference between AI that replaces and AI that supports is not the technology. It is the **design philosophy** behind it.

Three things AI as a teammate actually does:



Takes the grind away

- Automates data extraction, document processing and routine communications
- Frees your team from work that was never the best use of their time



Works with your people

- Flags risks and guides decisions in real time
- Human always in the loop, always in control



Opens up new possibilities

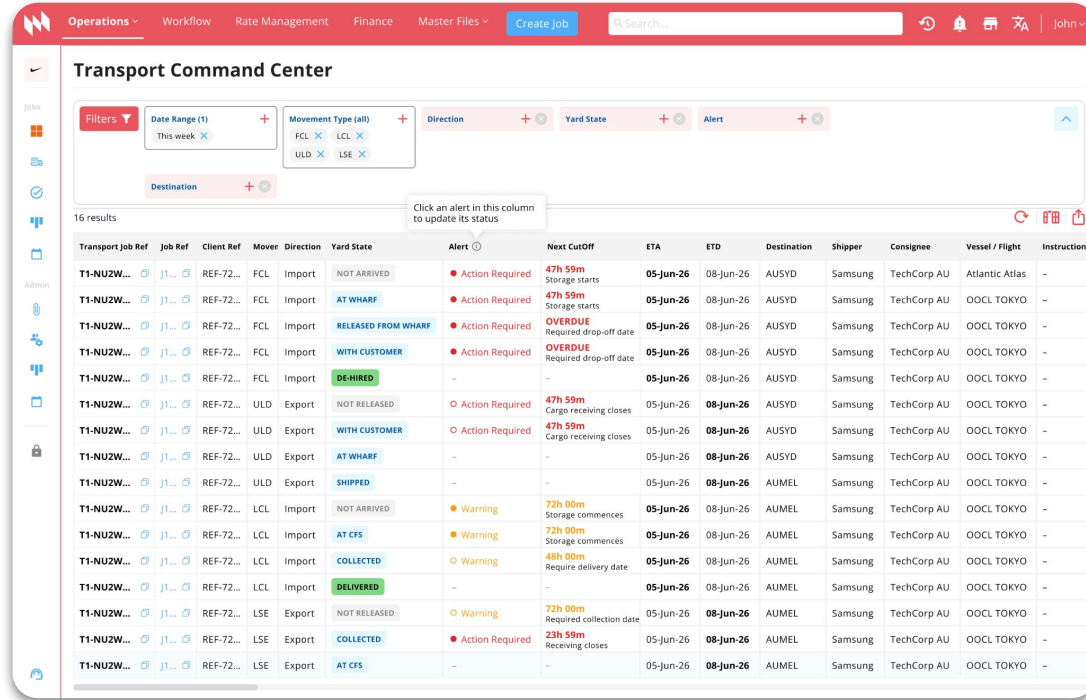
- Gives experienced operators capacity to focus on what matters
- Advisory, relationships, and judgment calls no software can replicate



The best AI in freight and customs is not the one that replaces your best people. It is the one that makes your whole team perform like your best people.



Built for the People Who Keep Global Trade Moving.



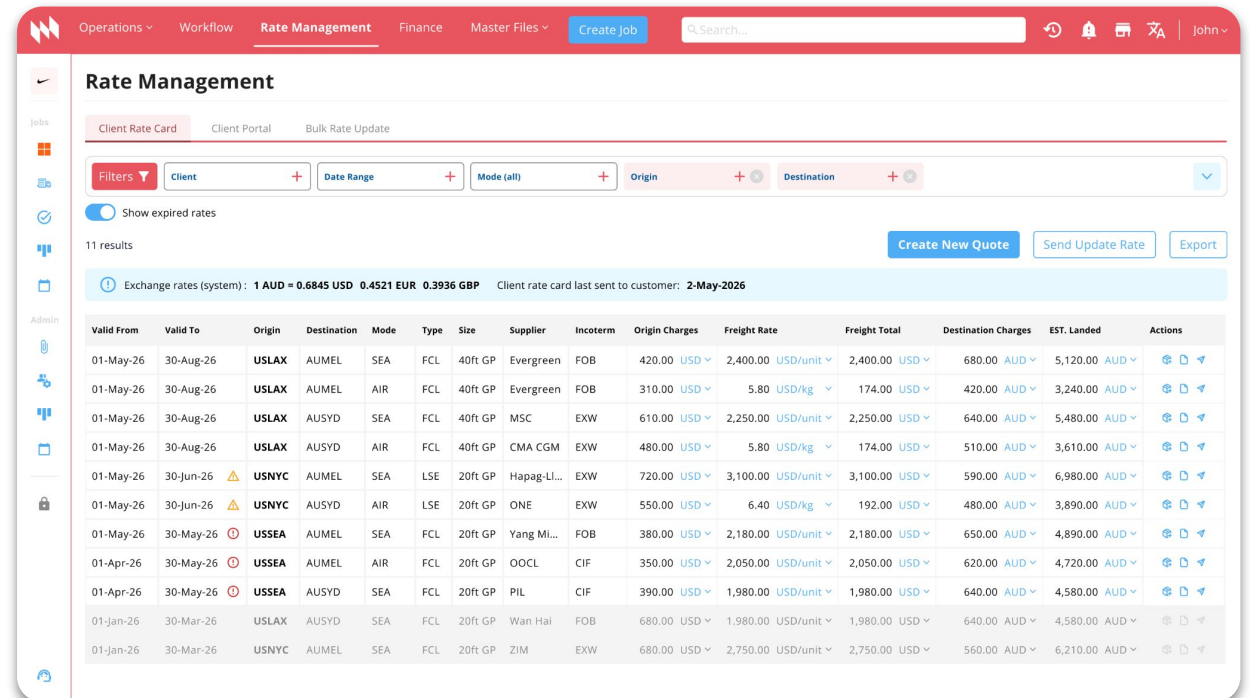
Transport Job Ref	Job Ref	Client Ref	Mover	Direction	Yard State	Alert	Next CutOff	ETA	ETD	Destination	Shipper	Consignee	Vessel / Flight	Instruction
T1-NU2W...	J1...	REF-72...	FCL	Import	NOT ARRIVED	Action Required	47h 59m Storage starts	05-Jun-26	08-Jun-26	AUSYD	Samsung	TechCorp AU	Atlantic Atlas	-
T1-NU2W...	J1...	REF-72...	FCL	Import	AT WHARF	Action Required	47h 59m Storage starts	05-Jun-26	08-Jun-26	AUSYD	Samsung	TechCorp AU	OOCL TOKYO	-
T1-NU2W...	J1...	REF-72...	FCL	Import	RELEASED FROM WHARF	Action Required	OVERDUE Required drop-off date	05-Jun-26	08-Jun-26	AUSYD	Samsung	TechCorp AU	OOCL TOKYO	-
T1-NU2W...	J1...	REF-72...	FCL	Import	WITH CUSTOMER	Action Required	OVERDUE Required drop-off date	05-Jun-26	08-Jun-26	AUSYD	Samsung	TechCorp AU	OOCL TOKYO	-
T1-NU2W...	J1...	REF-72...	FCL	Import	DE-HIRED	-	-	05-Jun-26	08-Jun-26	AUSYD	Samsung	TechCorp AU	OOCL TOKYO	-
T1-NU2W...	J1...	REF-72...	ULD	Export	NOT RELEASED	Action Required	47h 59m Cargo receiving closes	05-Jun-26	08-Jun-26	AUSYD	Samsung	TechCorp AU	OOCL TOKYO	-
T1-NU2W...	J1...	REF-72...	ULD	Export	WITH CUSTOMER	Action Required	47h 59m Cargo receiving closes	05-Jun-26	08-Jun-26	AUSYD	Samsung	TechCorp AU	OOCL TOKYO	-
T1-NU2W...	J1...	REF-72...	ULD	Export	AT WHARF	-	-	05-Jun-26	08-Jun-26	AUSYD	Samsung	TechCorp AU	OOCL TOKYO	-
T1-NU2W...	J1...	REF-72...	ULD	Export	SHIPPED	-	-	05-Jun-26	08-Jun-26	AUMEL	Samsung	TechCorp AU	OOCL TOKYO	-
T1-NU2W...	J1...	REF-72...	LCL	Import	NOT ARRIVED	Warning	72h 00m Storage commences	05-Jun-26	08-Jun-26	AUMEL	Samsung	TechCorp AU	OOCL TOKYO	-
T1-NU2W...	J1...	REF-72...	LCL	Import	AT CFS	Warning	72h 00m Storage commences	05-Jun-26	08-Jun-26	AUMEL	Samsung	TechCorp AU	OOCL TOKYO	-
T1-NU2W...	J1...	REF-72...	LCL	Import	COLLECTED	Warning	48h 00m Require delivery date	05-Jun-26	08-Jun-26	AUMEL	Samsung	TechCorp AU	OOCL TOKYO	-
T1-NU2W...	J1...	REF-72...	LCL	Import	DELIVERED	-	-	05-Jun-26	08-Jun-26	AUMEL	Samsung	TechCorp AU	OOCL TOKYO	-
T1-NU2W...	J1...	REF-72...	LSE	Export	NOT RELEASED	Warning	72h 00m Required collection date	05-Jun-26	08-Jun-26	AUMEL	Samsung	TechCorp AU	OOCL TOKYO	-
T1-NU2W...	J1...	REF-72...	LSE	Export	COLLECTED	Action Required	23h 59m Receiving closes	05-Jun-26	08-Jun-26	AUMEL	Samsung	TechCorp AU	OOCL TOKYO	-
T1-NU2W...	J1...	REF-72...	LSE	Export	AT CFS	-	-	05-Jun-26	08-Jun-26	AUMEL	Samsung	TechCorp AU	OOCL TOKYO	-

Rate Management: From your biggest admin headache to your most powerful commercial asset.

Rate data has always been valuable, locked inside quote templates and invoices where it does nothing. **MOSAIC** breaks that open, turning every client rate card into a live intelligence layer that uncovers margin and delivers measurable value straight to the bottom line.

Transport Command Centre: Every signal. One screen. No surprises.

MOSAIC's Transport Command Centre puts coordinators in control before the clock runs out, eliminating the rework and missed cut-offs that hit the bottom line hardest.



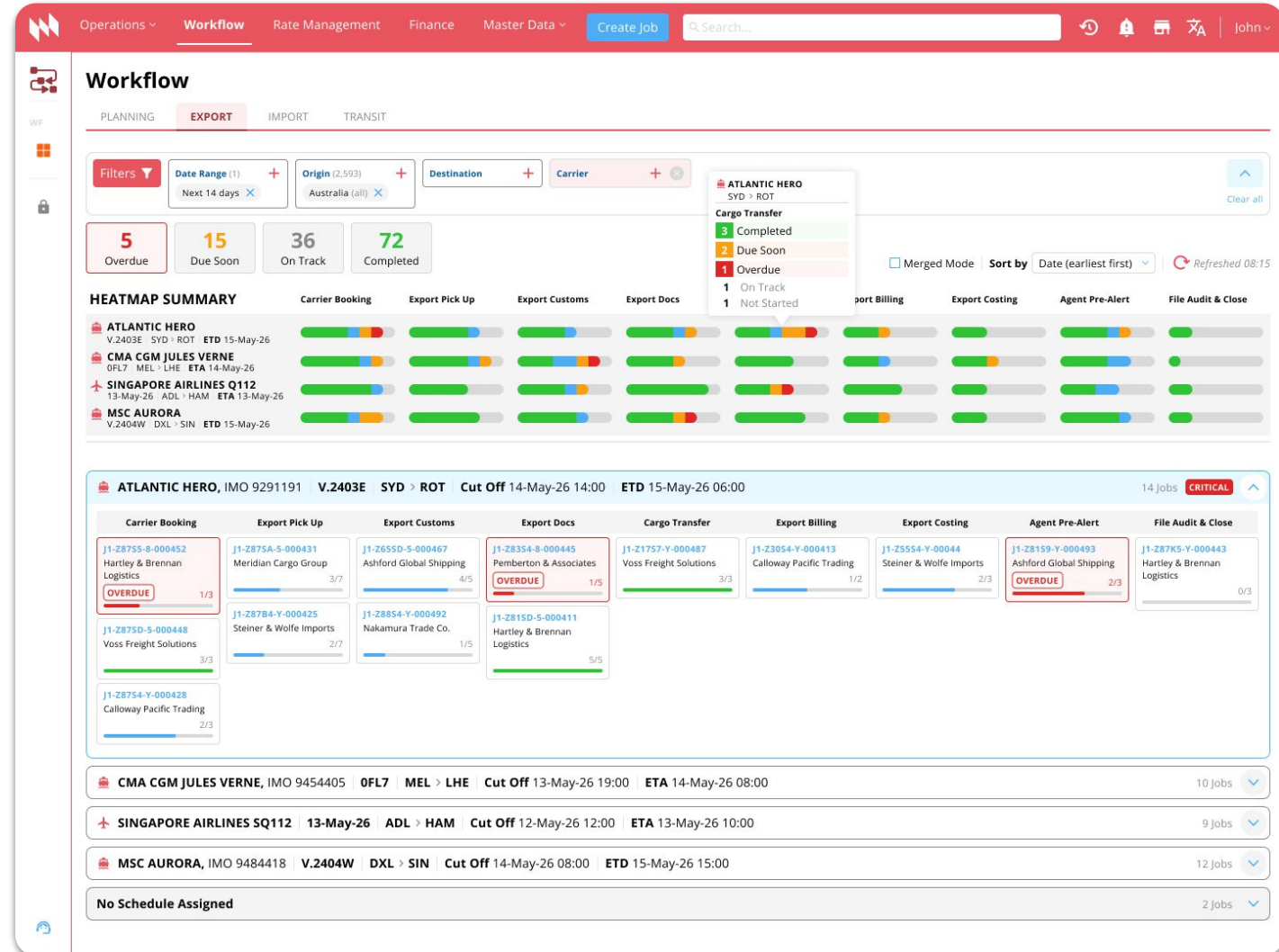
Valid From	Valid To	Origin	Destination	Mode	Type	Size	Supplier	Incoterm	Origin Charges	Freight Rate	Freight Total	Destination Charges	EST. Landed	Actions
01-May-26	30-Aug-26	USLAX	AUMEL	SEA	FCL	40ft GP	Evergreen	FOB	420.00 USD	2,400.00 USD/unit	2,400.00 USD	680.00 AUD	5,120.00 AUD	🔍 📄 🔄
01-May-26	30-Aug-26	USLAX	AUMEL	AIR	FCL	40ft GP	Evergreen	FOB	310.00 USD	5.80 USD/kg	174.00 USD	420.00 AUD	3,240.00 AUD	🔍 📄 🔄
01-May-26	30-Aug-26	USLAX	AUSYD	SEA	FCL	40ft GP	MSC	EXW	610.00 USD	2,250.00 USD/unit	2,250.00 USD	640.00 AUD	5,480.00 AUD	🔍 📄 🔄
01-May-26	30-Aug-26	USLAX	AUSYD	AIR	FCL	40ft GP	CMA CGM	EXW	480.00 USD	5.80 USD/kg	174.00 USD	510.00 AUD	3,610.00 AUD	🔍 📄 🔄
01-May-26	30-Jun-26	USNYC	AUMEL	SEA	LSE	20ft GP	Hapag-Li...	EXW	720.00 USD	3,100.00 USD/unit	3,100.00 USD	590.00 AUD	6,980.00 AUD	🔍 📄 🔄
01-May-26	30-Jun-26	USNYC	AUSYD	AIR	LSE	20ft GP	ONE	EXW	550.00 USD	6.40 USD/kg	192.00 USD	480.00 AUD	3,890.00 AUD	🔍 📄 🔄
01-May-26	30-May-26	USSEA	AUMEL	SEA	FCL	20ft GP	Yang Mi...	FOB	380.00 USD	2,180.00 USD/unit	2,180.00 USD	650.00 AUD	4,890.00 AUD	🔍 📄 🔄
01-Apr-26	30-May-26	USSEA	AUMEL	AIR	FCL	20ft GP	OOCL	CIF	350.00 USD	2,050.00 USD/unit	2,050.00 USD	620.00 AUD	4,720.00 AUD	🔍 📄 🔄
01-Apr-26	30-May-26	USSEA	AUSYD	SEA	FCL	20ft GP	PIL	CIF	390.00 USD	1,980.00 USD/unit	1,980.00 USD	640.00 AUD	4,580.00 AUD	🔍 📄 🔄
01-Jan-26	30-Mar-26	USLAX	AUSYD	SEA	FCL	20ft GP	Wan Hai	FOB	680.00 USD	1,980.00 USD/unit	1,980.00 USD	640.00 AUD	4,580.00 AUD	🔍 📄 🔄
01-Jan-26	30-Mar-26	USNYC	AUMEL	SEA	FCL	20ft GP	ZIM	EXW	680.00 USD	2,750.00 USD/unit	2,750.00 USD	560.00 AUD	6,210.00 AUD	🔍 📄 🔄

MOSAIC Workflow

The entire operation, organised around how freight actually moves: visible, prioritised, and ready on Day 1.

One screen. Every vessel. Every flight. Every deadline. Every exception.

The operations team always knows exactly where to look because the work is already waiting for them.



What's Next

**IFCBAA &
CBAFF
Introduction**



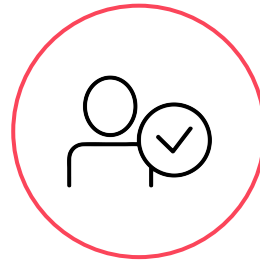
 CY25Q2

**Beta Client
Testing**



 CY26Q1

**First Live
Customer**



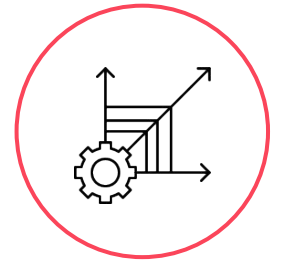
 CY26Q2

**Commercial
Launch**



 CY26H2

Growth ANZ



CY27

Contact Us



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