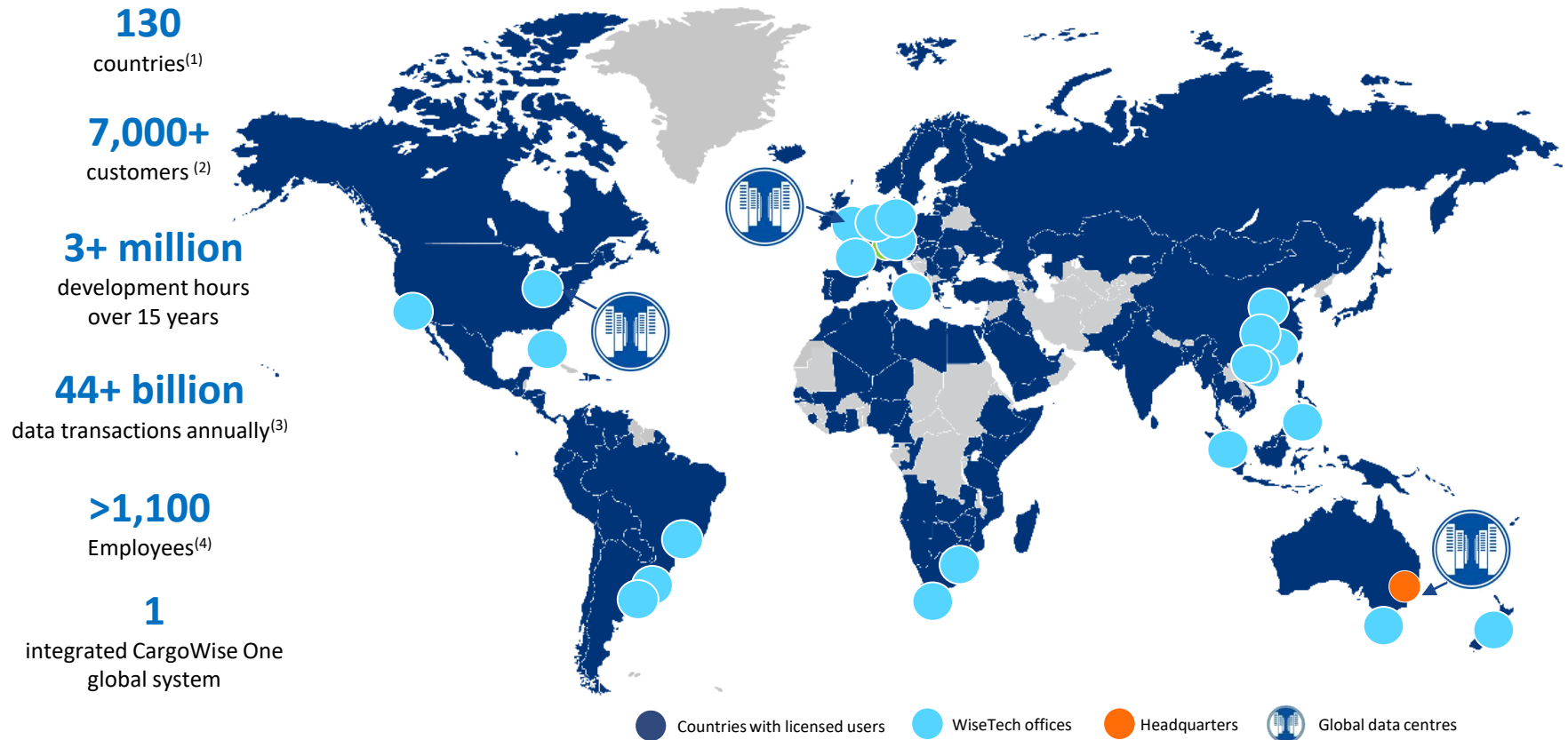**FIVE LEVERS OF GROWTH STRATEGY**

WiseTech Global – Strategy and Technology
Founder & CEO, Richard White

Product, Technology and Strategy Day, 4 May 2018

A leading provider of software to the logistics industry globally

130
countries[1]

7,000+
customers [2]

3+ million
development hours
over 15 years

44+ billion
data transactions annually[3]

>1,100
Employees[4]

1
integrated CargoWise One
global system

Countries with licensed users   WiseTech offices   Headquarters   Global data centres

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1

Global logistics industry and the competitive environment
What's ahead in 2018 and beyond

TECHNOLOGY

Fragmentation

Specialisation

Proliferation of micro point systems

'Sneakerware'

IOT

Aging legacy platforms dominate

Disparity of code/islands of data vs cloud/global access

COMMERCIAL IMPERATIVES

Exponential volume growth

Demand for faster throughput

Margin pressure

Capital constraints

Logistics high margin industry - for the successful few

Economic 'summer'

COMPETITION

Blurring of 1PL/2PL/3PL

Leaders pulling ahead

Deep systems capability driving value (not discounts)

Legacy platforms LPs ripe for acquisition

REGULATORY PRESSURE

Increasing regulation & complexity

Onerous penalties

Constant ongoing change (single window, system upgrades, Tariffs, Blocks, Trade Wars, Political change)

Digitisation slow to implement

3PL

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Industry and competitive environment - WTC
What's ahead in 2018 and beyond

3PL industry in rapid evolution

- Consolidation continues, for 3PL and 2PL providers scale is key
- Increasing demand for integrated ecosystems to improve productivity and competitiveness
- Growing demand, few new commercial provider entrants of scale
- Borders blurring across the logistics industry
- 3PL e-commerce growth, growing 15%+ in key regions driven by consumer spending and increased cross-border purchasing requiring new solutions
- High growth in 3PL logistics, upcycle = stronger inertia around switching platforms

Governments

- Constant ongoing change centred around single window, system upgrades, border control or political change such as Brexit
- Increasing compliance fines to address risks, increasing regulation add-ons
- Digitisation is essential but implementation slow
- Supportive environment for software solution providers

E-commerce growth driver

- E-commerce volumes are simultaneously pressuring and expanding 3PL businesses
- Increasing cross-border transactions to facilitate e-commerce
- E-commerce dismantling offline bricks and mortar, now impacting online retailers and potentially dis-intermediating wholesalers while both using, and competing with, 3PLs
- E-commerce giants becoming 3PL for their own operations and for third parties – strategy is build/buy and hoard
- E-commerce players expanding in significant ways into new markets

> *3PL revenues from e-commerce activity are growing faster than the overall 3PL market.*
> *3PL e-commerce revenues are expected to generate a compound annual growth rate of 15.7% versus overall 3PL market growth of 6.0% for the period 2016 to 2020.*
>
> **Armstrong & Associates 2017**

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Needs of all logistics providers

Real-time visibility

Control over margins

Risk-free, cross-border execution

Faster multi-modal movement

More efficient use of resources

Error reduction

Solution in sight

Integration

Digitisation

Automation

Single source of truth, cleansed + verified global data sets

Guided decision-making

Exception-driven intervention

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Operating system for global logistics

Integrated modules covering key logistics transactions…

- Freight forwarding
- Customs clearance
- Warehousing
- Land transport
- Liner & agency
- Container station/yard
- E-commerce

- BorderWise
- Geo compliance
- Schedules
- WiseRates
- Booking
- Tracking & events
- Netting & reconciliation

Integrated modules for enterprise wide…

- Accounting & invoicing
- Customer relationship management
- Workflow & automations
- Integrated messaging
- Document manager
- Human capital management

Integrated Identity Management, Security and SSO

WiseTech GLOBAL

WiseTech difference, transformation track record

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WiseTech difference, transformation track record – *PRODUCT PLATFORM*

Expanding offshore requires bottom up global solution

Cannibalised AU business by building single source-code, global platform

Launched integrated regional platform: AU, NZ, UK, US, SG (2004)

Ultimately created the integrated global logistics execution platform (2014)

Focus on the hardest pain point (cross-border execution)

Freight forwarding + deep expertise in customs clearance + regulatory compliance

Build globally, configure locally

Developed specialised logistics accounting capability for each country of operation

Universal engines with local configurations

Scale requires uniformity, not more resources

Auto configuration: works 'out of the box'

Disciplined approach to product and platform, 'mass customisation'

Every feature available to all

Solve with technology, new architectures, engineered processes

Integration, not fragmentation

Data entered once, reused and visible across platform

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WiseTech difference, transformation track record – *REVENUE*

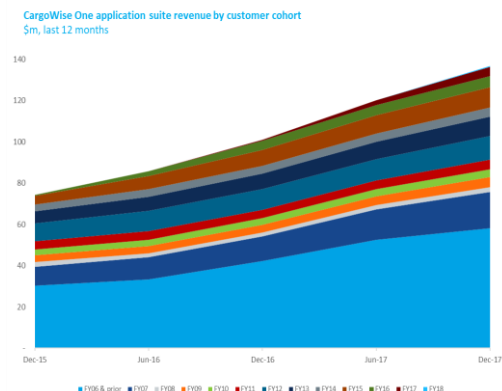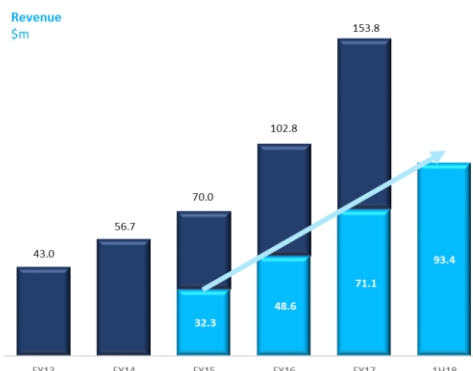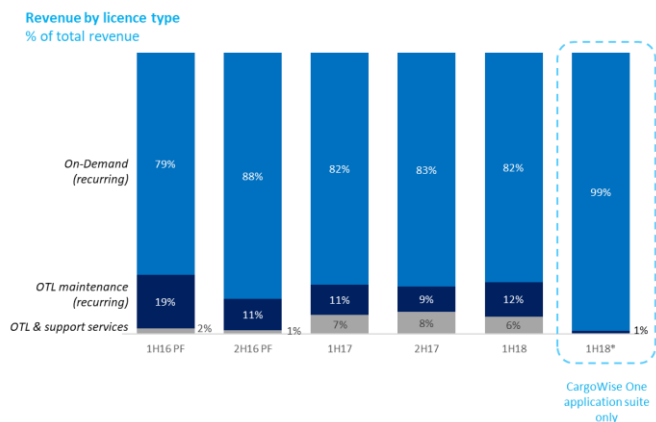|	
Create pure recurring revenue	Early move to On-Demand licensing (2008) Transition existing OTL to On-Demand Launched transaction-based licensing – disciplined application (2014) Transition existing to pure Seat+ Transaction-based licensing
Create pricing simplicity	One standard price list, no need to negotiate
Behaviours drive revenue	Behavioural discounts: driving volume increases, prepayment, commitment, swift rollouts, module extension
Data-led strategy	Pay attention to transaction revenue growth and customer attrition

Revenue by licence type
% of total revenue

On-Demand (recurring): 1H16 PF 79%, 2H16 PF 88%, 1H17 82%, 2H17 83%, 1H18 82%, 1H18* 99%
OTL maintenance (recurring): 1H16 PF 19%, 2H16 PF 11%, 1H17 11%, 2H17 9%, 1H18 12%
OTL & support services: 1H16 PF 2%, 2H16 PF 1%, 1H17 7%, 2H17 8%, 1H18 6%, 1H18* 1%

CargoWise One application suite only

Revenue $m
FY13 43.0, FY14 56.7, FY15 70.0, FY16 102.8, FY17 153.8
FY15 32.3, FY16 48.6, FY17 71.1, 1H18 93.4

CargoWise One application suite revenue by customer cohort
$m, last 12 months

8

WiseTech difference, transformation track record – *COST EFFICIENCY*

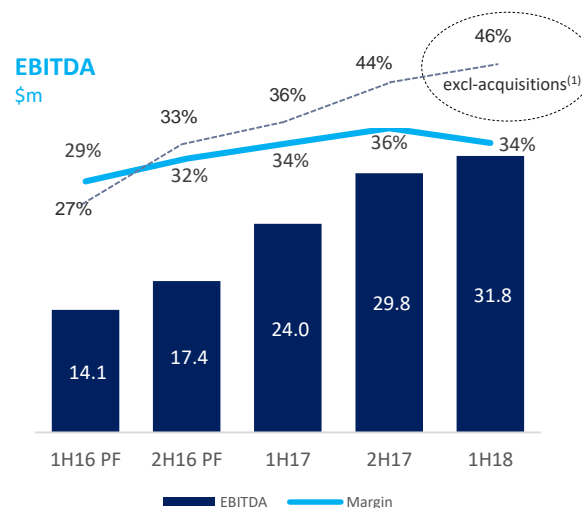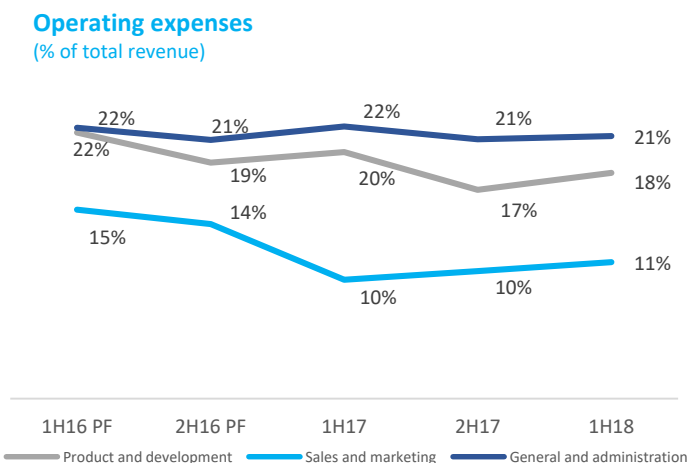|	
Build assets, not churn	Inversion of *product* spend vs usual sales & marketing – prioritise asset development
Eliminate costly bottlenecks to growth	Remove consulting: evolve to channel partner organisations Continuous rollout and expansion with no further sales effort – use and revenue grows as customers add transactions, modules, geographies and industry consolidation
Solution over service	Self on-boarding, workflow and configuration tools, channel partners, minimal WTC resources. Focus on 2nd and 3rd level helpdesks, customers establish and run 1st level helpdesks
Automation	Automated education: built 24/7 certification platform Automated training content platform: videos, use cases and 'user-how-to' guides Auto-billing platform, 130 countries, invoices issued monthly without manual intervention Automated software release + platform upgrade

Operating expenses
(% of total revenue)

General and administration: 22%, 21%, 22%, 21%, 21%
Product and development: 22%, 19%, 20%, 17%, 18%
Sales and marketing: 15%, 14%, 10%, 10%, 11%

1H16 PF   2H16 PF   1H17   2H17   1H18

— Product and development   — Sales and marketing   — General and administration

EBITDA
$m

Margin: 27%, 29%, 32%, 33%, 34%, 36%, 34%, 36%, 44%, 46% excl-acquisitions[1]

EBITDA: 14.1, 17.4, 24.0, 29.8, 31.8

1H16 PF   2H16 PF   1H17   2H17   1H18

■ EBITDA   — Margin

9

1. Acquisitions are those businesses acquired since 2012 and not embedded into CargoWise One.

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WiseTech difference, transformation track record – *TECHNOLOGY*

**Innovation lead
+ fast follower**

Early deployment 2011 to full cloud – customers transition over 2 years

Establish data centres worldwide

Built "High Volume Low Value" capability 2006, launched e-commerce 2013

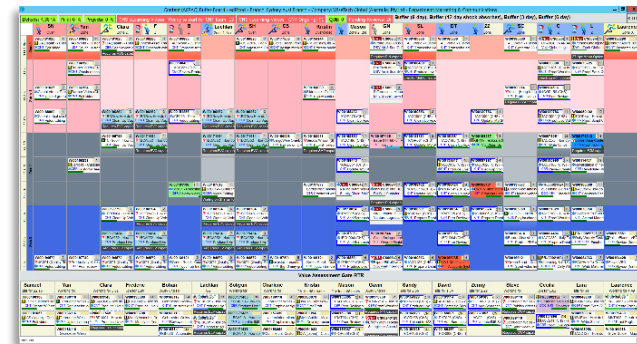**Architectures and engines
over 'sweatshops'**

2012, GLOW 'build once architecture', evolve to build software, minimal coder involvement

2013, built PAVE, since applied across global dev workforce – decimated defect rates, exponential growth in development productivity, 500+ new product enhancements annually

Built Universal Customs Engine – allow local customs builds in fraction of time

Exceptional speed to market – swift delivery of regulatory changes and new products

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**Productivity at the
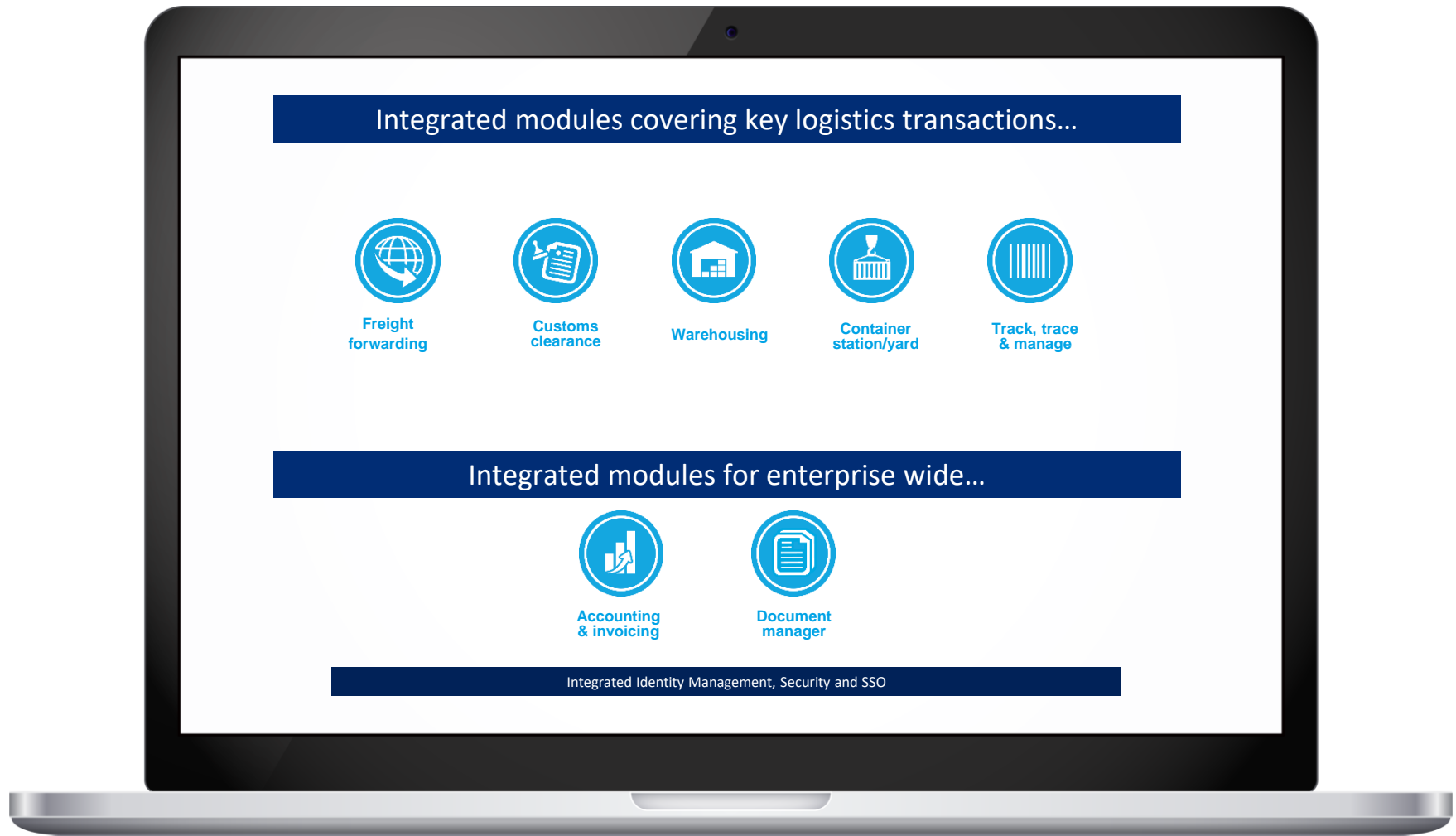centre of everything –
'use not users'**

Launched deeply integrated CW1 global platform, high productivity tooling

Workflow automation engine – transactions configured to flow from events

Introduce exception-based execution on CW1

**Leverage global data sets,
transaction sets, new
technologies**

Built global data sets – cleansed and verified

Utilising machine learning, NLP, guided decision making, to maximise the benefit of our vast data lakes and global transaction sets

Investigating myriad new technologies for logistics and CW1

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Operating system for global logistics 2004

Integrated modules covering key logistics transactions…

Freight forwarding **Customs clearance** **Warehousing** **Container station/yard** **Track, trace & manage**

Integrated modules for enterprise wide…

Accounting & invoicing **Document manager**

Integrated Identity Management, Security and SSO

WiseTech GLOBAL

Operating system for global logistics 2014

Integrated modules covering key logistics transactions…

- Freight forwarding
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Integrated modules for enterprise wide…

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Integrated Identity Management, Security and SSO

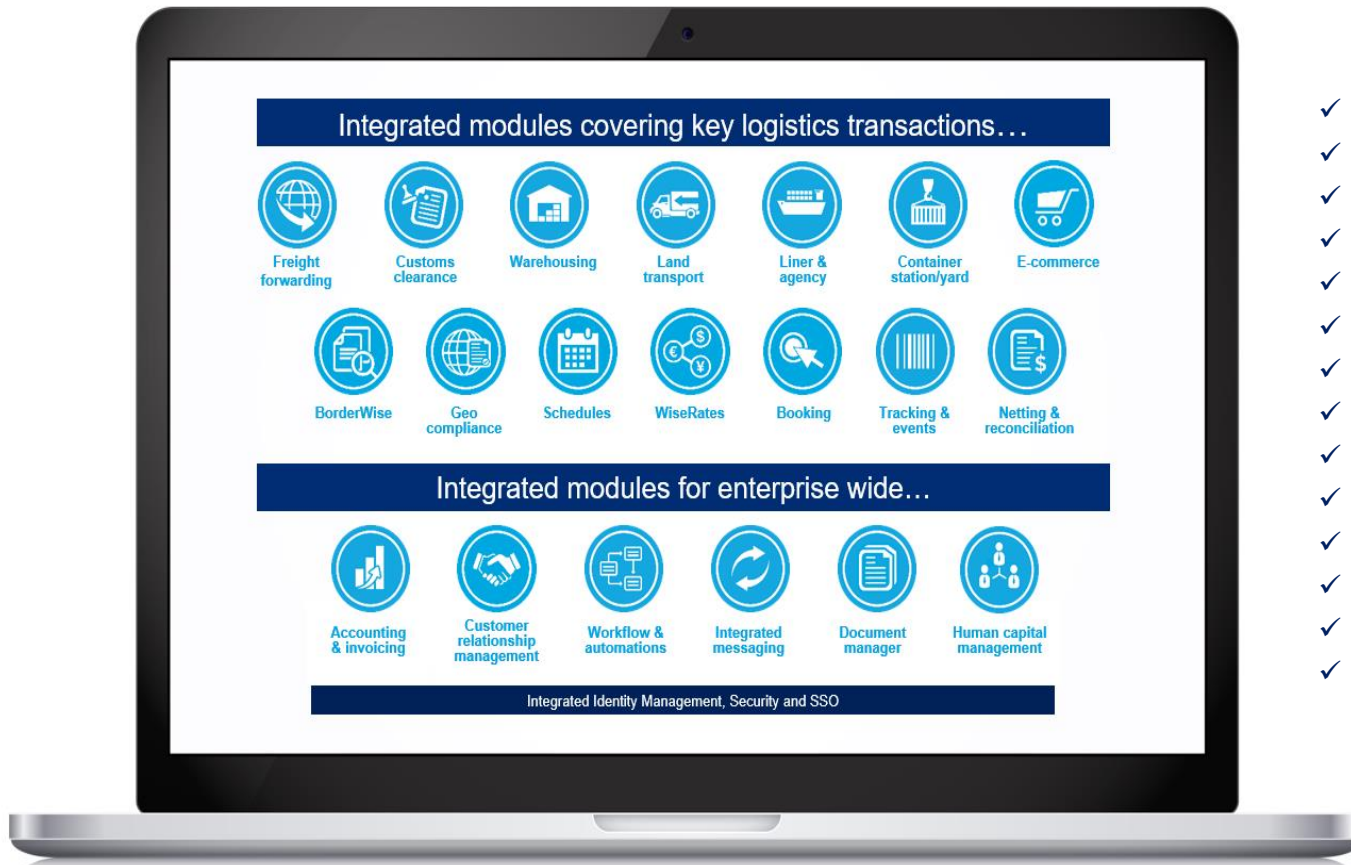WiseTech GLOBAL

Powerful high growth engine – CargoWise One integrated global platform
Strong foundation for future technology, seamless rollout, scalable capacity, global solutions

CargoWise One

Integrated modules covering key logistics transactions…

Freight forwarding • Customs clearance • Warehousing • Land transport • Liner & agency • Container station/yard • E-commerce

BorderWise • Geo compliance • Schedules • WiseRates • Booking • Tracking & events • Netting & reconciliation

Integrated modules for enterprise wide…

Accounting & invoicing • Customer relationship management • Workflow & automations • Integrated messaging • Document manager • Human capital management

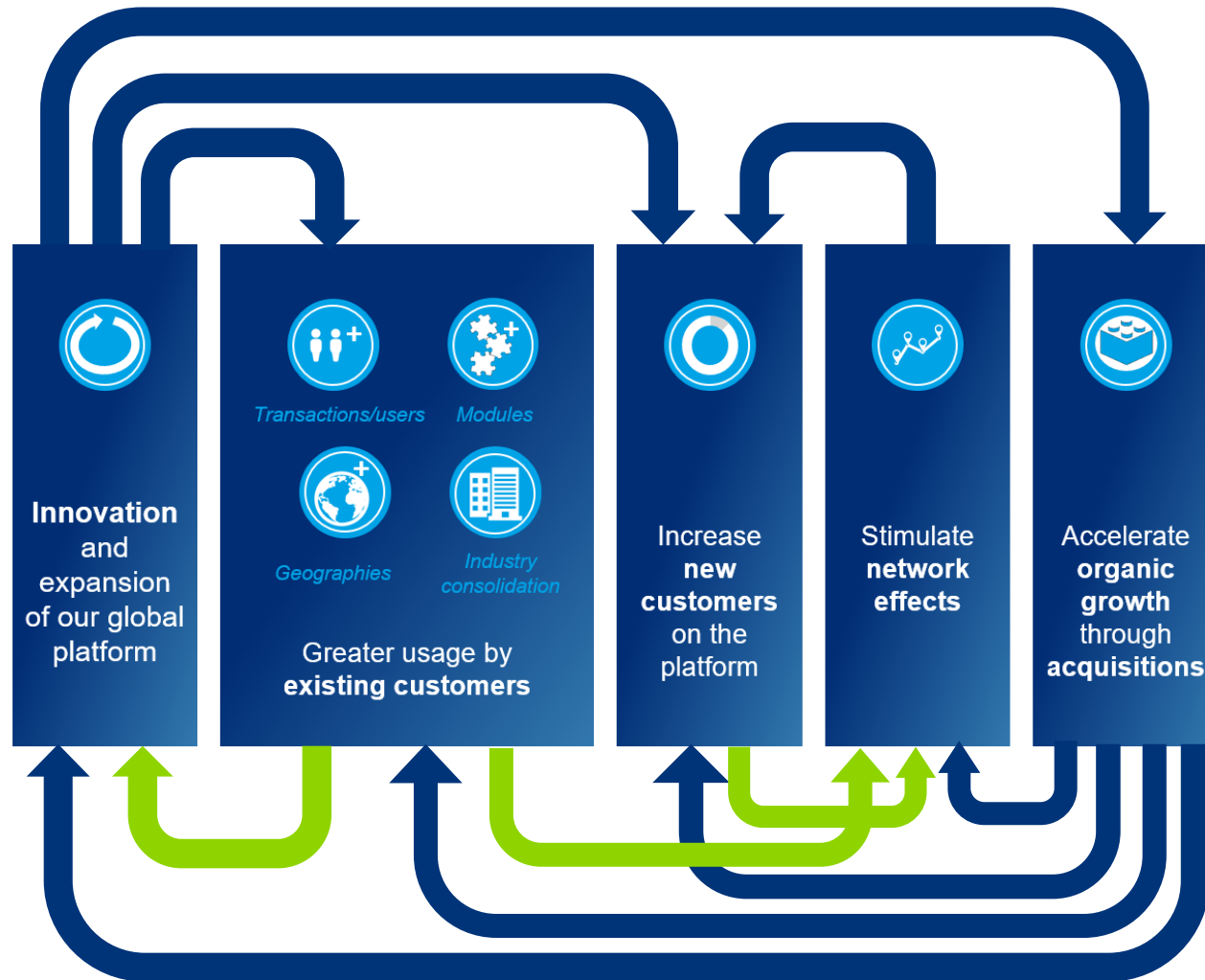Integrated Identity Management, Security and SSO

- ✓ scalable to any size of business
- ✓ global reach – 130 countries
- ✓ deeply integrated with real time visibility
- ✓ reduces risks, costs and data entry
- ✓ detailed compliance
- ✓ 30 languages
- ✓ data entered only once
- ✓ automations and delegations
- ✓ built-in productivity tools
- ✓ on-demand/transaction-based licensing
- ✓ global data sets and execution engines
- ✓ swift on-boarding, efficient sales process
- ✓ open-access
- ✓ available anywhere, anytime

Relentless platform expansion with over 500 enhancements annually

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Our five levers of growth

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Innovation & expansion through acquisitions drive new users, greater usage & network effect

Innovation and expansion of our global platform

Transactions/users

Modules

Geographies

Industry consolidation

Greater usage by **existing customers**

Increase **new customers** on the platform

Stimulate **network effects**

Accelerate **organic growth** through **acquisitions**

Action drives customer

Customer drives action

15

WiseTech GLOBAL

Accelerating organic growth through innovation and acquisitions

innovation

Truly global solution

Global integrated CW1 500+ enhancement annually

Global freight forwarding

Global customs

Global data sets

Global rates

Global schedules

Global bookings

Global tracking & events

Global invoicing

Global e-commerce

Cloud, on-demand, all devices

Fast adoption

Transaction growth

Increasing inbound queries

Development partner requests

New ecosystem participants

expansion

Geographic expansion
Zsoft
Compu-Clearing
Core Freight
znet
ACO
Intris
Prolink
Bysoft
ABM Data Systems
CustomsMatters
EasyLog
Forward
Softcargo

Adjacencies
Cargoguide
CargoSphere
Microlistics
Digerati
TradeFox
CMS Transport

Increasing inbound queries

Existing customers reactions

Increasing awareness of WTC progress on global solution for borders

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Acquiring businesses for geographic expansion – solving buy or build?
Small targeted acquisitions in key regions provide safer, faster, stronger entry to new markets

We buy into market positions that would take years to build, integrate swiftly, and drive value across platform

Why buy, not build?

Seamless entry into new markets with:
- Industry experts
- Local leadership
- Quality customer base
- Local infrastructure and offices

Risk reduction
- Known entry cost
- Earnouts help retain mgmt
- Addresses war for talent

Accelerates expansion
- Move rapidly with certainty
- Targeting manufactured trade flows – high growth

intris
WISETECH GLOBAL GROUP
MARKET LEADER BELGIUM

znetgroup
WISETECH GLOBAL GROUP
GERMANY KEY EU TRADE

LSPsolutions
WISETECH GLOBAL GROUP
NETHERLANDS

customsmatters
WISETECH GLOBAL GROUP
LEADER IRELAND

ABM Data Systems
WISETECH GLOBAL GROUP
IRELAND & EU

EasyLog
WISETECH GLOBAL GROUP
FRANCE

aco Informatica
WISETECH GLOBAL GROUP
ITALY

Forward
WISETECH GLOBAL GROUP
LATIN AMERICA

Prolink
WISETECH GLOBAL GROUP
TAIWAN & CHINA

Bysoft
WISETECH GLOBAL GROUP
MARKET LEADER BRAZIL

SOFTCargo
Software Solutions
WISETECH GLOBAL GROUP
LATIN AMERICA

Rapid expansion since January 2017:

11 customs focused acquisitions

Delivering strong positions in:
- Belgium
- Brazil
- France
- Germany
- Ireland (2)
- Italy
- Taiwan, China
- 16 countries across Latin America

Added **~250** talented industry experts and developers

Integrate product immediately – embed new product over time, utilising Universal Customs Engine

Integration scalable

Upfront cost of only **~$57m** plus earnouts in future years

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Adjacencies feed into our innovation pipeline to build ecosystems

Targeting key plug-ins to our global development or multi-regional adjacencies that can scale

We are **accelerating convergence of technologies** by adding targeted acquisition of key adjacencies to our innovation pipeline to build valuable ecosystems and global product sets.

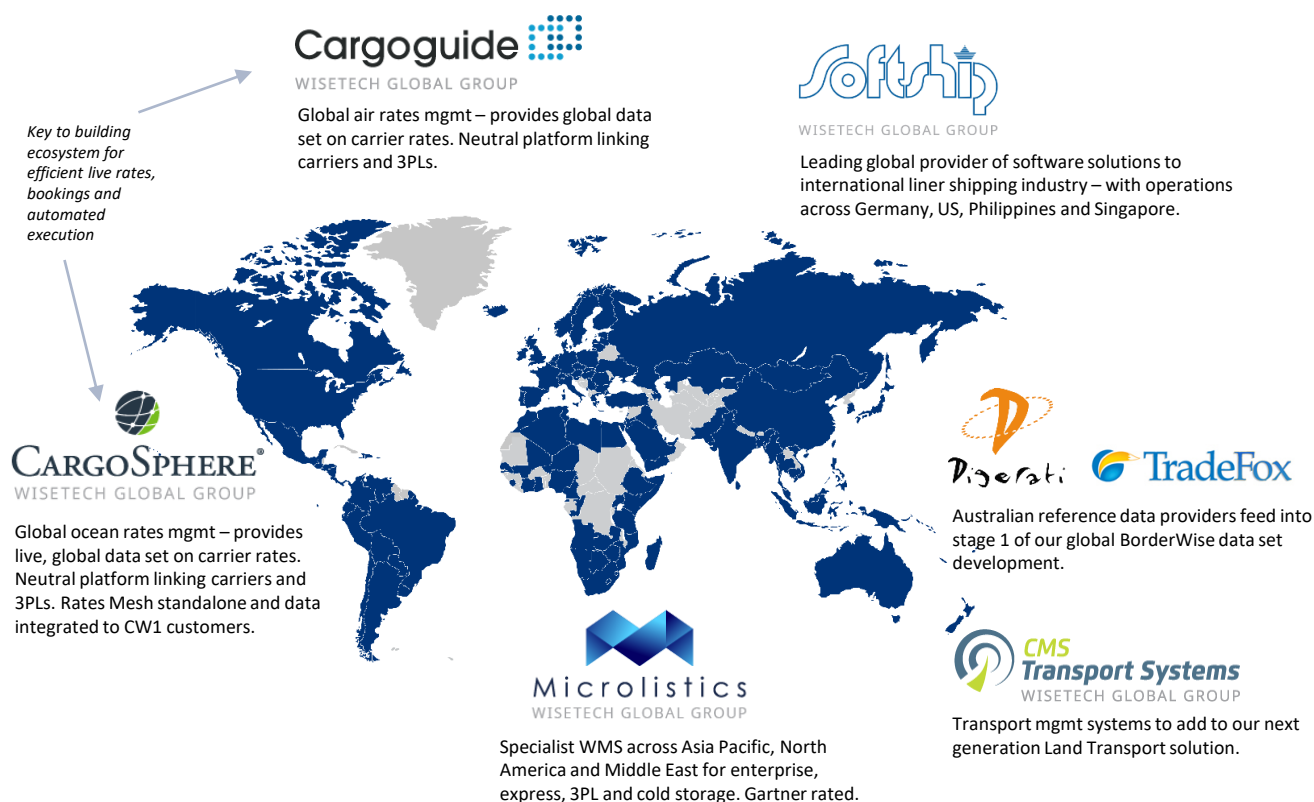1H18 acquisitions focus on expanding TAM in ocean, air, land transport, warehousing and data provision

We look for adjacencies that we can scale from domestic multi-region to global product capability, and either:

1. Provide a core element for key ecosystem development; or
2. Expand our next generation development of existing CW1 modules; or
3. Feed into global data set for machine learning and automation

Since 2017, we've added **~200** talented industry experts and developers

Integrate or embed is bespoke to the adjacency

Upfront cost of **~$72m** plus earnouts in future years

Key to building ecosystem for efficient live rates, bookings and automated execution

Cargoguide
WISETECH GLOBAL GROUP

Global air rates mgmt – provides global data set on carrier rates. Neutral platform linking carriers and 3PLs.

Softship
WISETECH GLOBAL GROUP

Leading global provider of software solutions to international liner shipping industry – with operations across Germany, US, Philippines and Singapore.

CARGOSPHERE®
WISETECH GLOBAL GROUP

Global ocean rates mgmt – provides live, global data set on carrier rates. Neutral platform linking carriers and 3PLs. Rates Mesh standalone and data integrated to CW1 customers.

Digerati **TradeFox**

Australian reference data providers feed into stage 1 of our global BorderWise data set development.

Microlistics
WISETECH GLOBAL GROUP

Specialist WMS across Asia Pacific, North America and Middle East for enterprise, express, 3PL and cold storage. Gartner rated.

CMS Transport Systems
WISETECH GLOBAL GROUP

Transport mgmt systems to add to our next generation Land Transport solution.

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Acquiring businesses to accelerate organic growth
Acquisitions focus on manufactured goods trade flows or technology adjacencies

Geographically we are following the G20 *plus* 20 assessed on manufactured goods trade flows
Significant progress made with 23 countries acquired since January 2017
Now covering 30 countries in total for customs processing
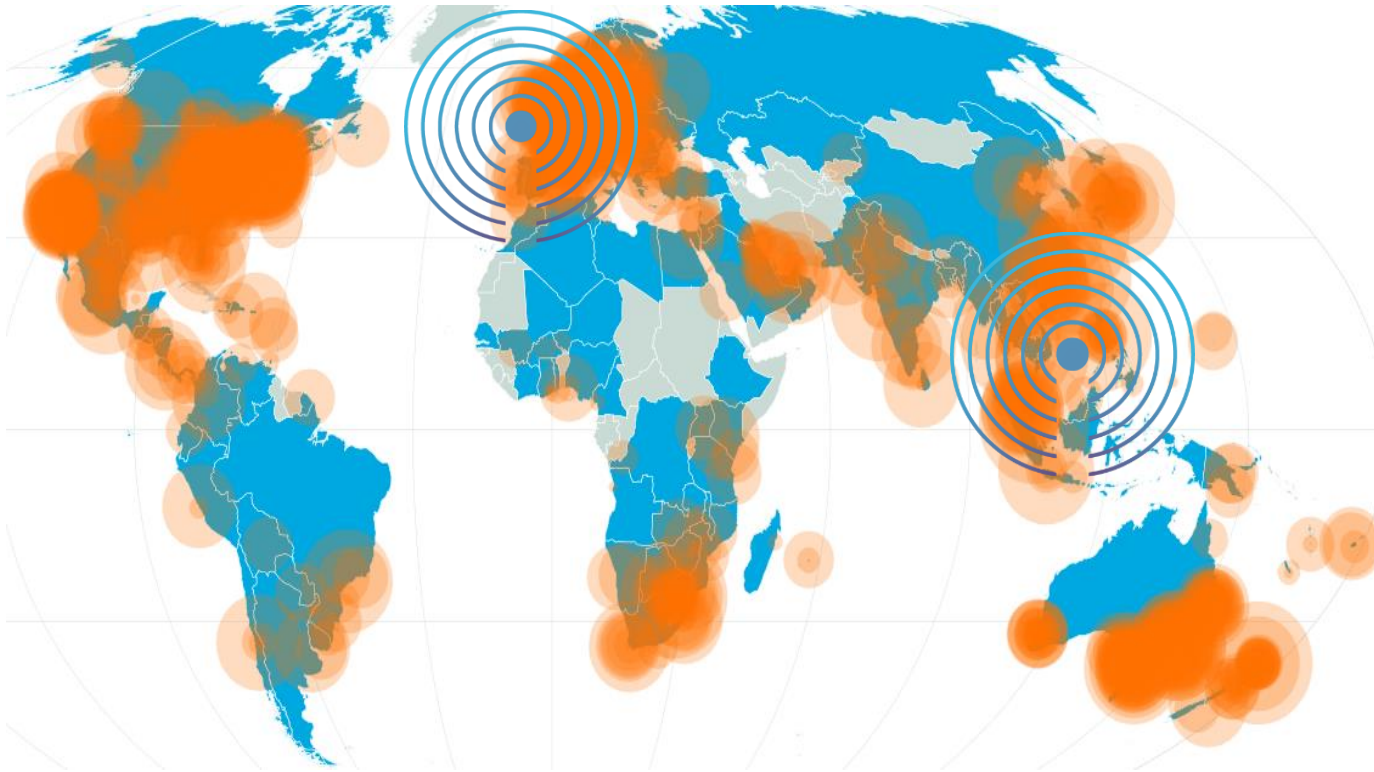
What we target

- Strongly entrenched solution providers in non-English speaking markets with complex cross-border compliance requirements

- New geographies focused on manufactured goods trade flows (not GDP)

- New, complex, adjacent competencies to plug-in to our global development or multi-regional adjacencies that can scale to global

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Accelerating organic growth – our M&A machine

Internal M&A capacity

- Origination
- Due diligence *(ex. local tax, in-country legals)*
- Completion execution
- Integration
- Embedding
- Customer transition

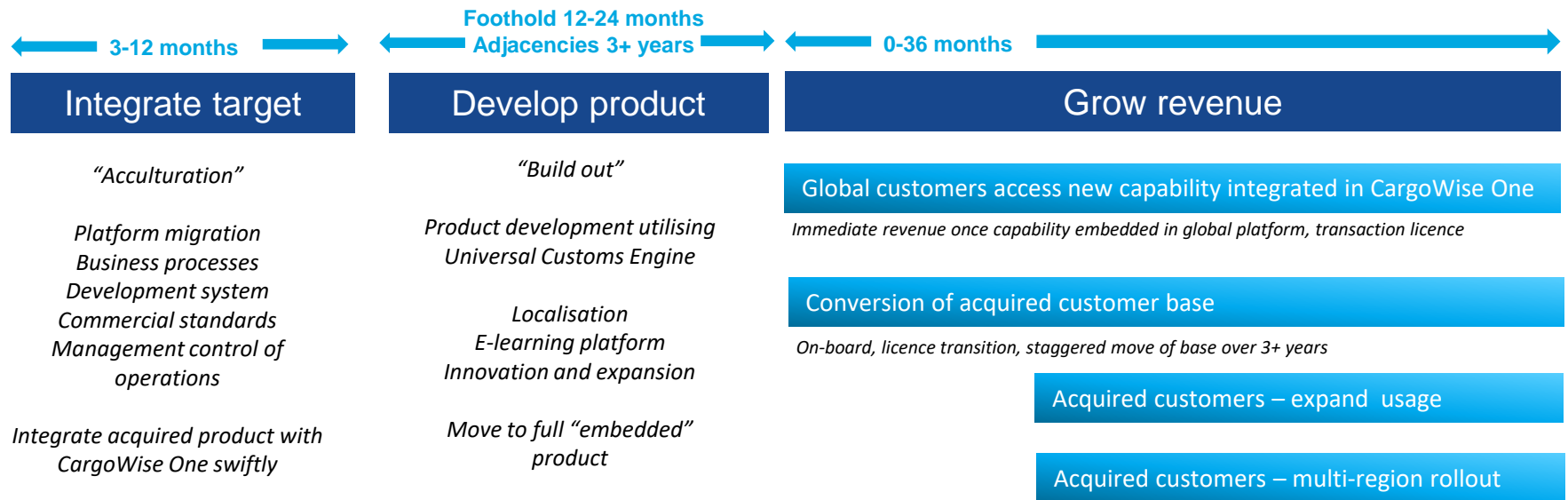**Source and buy assets that are not for sale**

Cultural fit is key

Self-integrating acquisitions allows for rapid scale

WTC architectures PLUS integration milestone kits

PAVE
UCE architecture
Culture & alignment
Conversion & sales
Finance & HR
Brand & communications
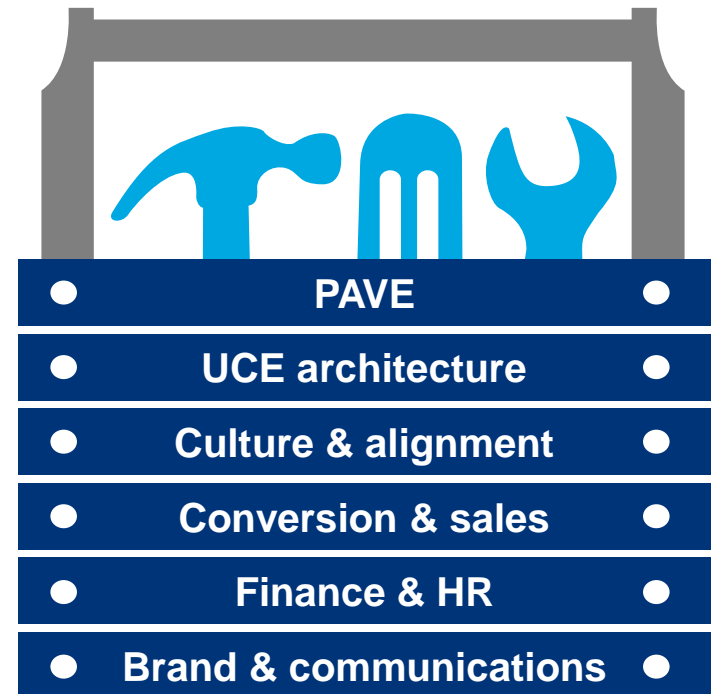
Acquisition – integration process + value components

Stage 1 integration completed swiftly, we focus on long-term product capability and growing revenue

3-12 months

Foothold 12-24 months
Adjacencies 3+ years

0-36 months

Integrate target

Develop product

Grow revenue

"Acculturation"

Platform migration
Business processes
Development system
Commercial standards
Management control of operations

Integrate acquired product with CargoWise One swiftly

"Build out"

Product development utilising Universal Customs Engine

Localisation
E-learning platform
Innovation and expansion

Move to full "embedded" product

Global customers access new capability integrated in CargoWise One

Immediate revenue once capability embedded in global platform, transaction licence

Conversion of acquired customer base

On-board, licence transition, staggered move of base over 3+ years

Acquired customers – expand usage

Acquired customers – multi-region rollout

Acquisition and integration value components

Skilled staff
Developers, customer services and industry experts

+

Local infrastructure
Geographic presence
Potential data/service centre

+

New capability
Expand CargoWise One platform

+

Global customer $
Additional transaction revenue stream and network effect

+

Acquired customer $
Initial revenue stream + move to CargoWise One transactions + growth in usage

+

Acquired regional $
Revenue stream from related offices worldwide

= $$$

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Acquisitions accelerate organic growth
China expansion: case study – key foundation within region

- **Organic entry accelerated with Zsoft acquisition**
- **Operations cover development, sales, support and content**
- **Servicing global 3PLs in China and commencing CW1 sales locally**
- **China foundation now established for rapid Asia expansion**

Laying the foundation

- 2008: international customers first take us to China
- 2013-4: Nanjing Software Development Centre
- 2015 Zsoft (FF) acquisition and integration of Shanghai, Shenzhen, Guangzhou
- 2016 rebrand, build translation teams for e-learning, sales/marketing content
- 2017 commence China customs development, establish WisePartner
- FY18 acquire Prolink, sign leading Taiwan FF on CW1
- 2018 complete contract mechanism, simplified Chinese e-learning, collateral, website, customer portal, recruit further WisePartners
- 2H18 begin major sales drive for key customer segments
- Foundation work in China = solid base for rapid expansion to Hong Kong + Taiwan
- ~ 165 staff incl 55 developers across China +Taiwan – active CW1 further development
- 2H18 Japan office opened

Significant opportunity

- Largest export market globally
- ~5,500 NVOCCs
- ~41,000 freight forwarders and agents
- ~5,000 govt registered Class A forwarders
- 700,000 logistics service providers, +15% pa
- Top 100 FF median revenue ~USD160m

Key customer streams

1. Global/regional 3PLs and FF operating in China
2. Large Chinese co. globalising
3. Larger Chinese-based organisations
4. Transition of relevant Zsoft customers

(NB: revenue appears in Existing/New/Acquisitions)

China

Japan

Taiwan

Innovation investment

Significant pipeline of longer-term innovations across existing verticals and new adjacencies

~600 product upgrades and enhancements annually

37% of revenue invested in 1H18

50% of employees focus on innovation and product development

>670,000 unit tests executed every 45 mins

>$200m invested FY14-FY18F

Major development focus on:

- Productivity
- Global data sets
- Machine learning
- Natural language processing
- Guided decision making
- Global automations
- HVLV logistics (e-tail)
- Regulatory environment changes

Over 3,000 product upgrades and enhancements added to the global platform over last 5 years

Our FY18 commitment: >$65m in innovation and development

Work faster, harder, smarter

PAVE
- Productivity Acceleration Visualisation Engine

GLOW
- 'Build once' architecture and 'coding without coders'

Universal Customs Engine
- Accelerating complex customs localisations

Reduce cost, time, error, risk

WiseRates
- Global data sets
- Real-time access
- Immediate booking

Global Tracking
- Global air/ocean schedules, container and air waybill tracking

BorderWise
- Risk reduction
- Due diligence
- Cost efficiency

Supply chain behavioural change

GEOCODE
- Global address cleansing
- Geocoding
- Master data de-duplication

Global data sets
- Multi-modal rates, schedules, bookings
- Compliance data
- 3PL supply chain

Machine learning
- Process automation
- Guided decision making
- Natural language processing

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Cargo chain – building an ecosystem

Schedules
AIR
SEA
RAIL

Rates
WiseRates
Cargoguide
CargoSphere

Booking

Netting & reconciliation

Tracking & events
EVENT BASED
AUTOMATION

* Freight forwarders * Consolidators/NVOCC * Carriers * 3PL * BCO/Shippers *

FF network * Multiple transfer system * Payers

Events CW1 * Ports * Carriers * Stevedores * Container FS/Yards * AIS

Needs of all logistics providers

- ✓ Real time visibility
- ✓ Control over margins
- ✓ Faster multi-modal movement
- ✓ More efficient use of resources
- ✓ Error reduction

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Trade and border compliance ecosystem – pain points abound

AT BORDER

Border clearance
Customs entry
Permits
Certificate of origin

IN COUNTRY

Accounting
Taxation
Languages
Localisations

ACROSS BORDER

International conventions
Embargo
Denied parties
SOLAS/VGM

IMPORTER EXPORTER BORDER AGENCY

FREIGHT FORWARDER CUSTOMS AGENT CARRIER TRUCKING

DIRECT AND ELECTRONIC AGENCY LODGEMENT
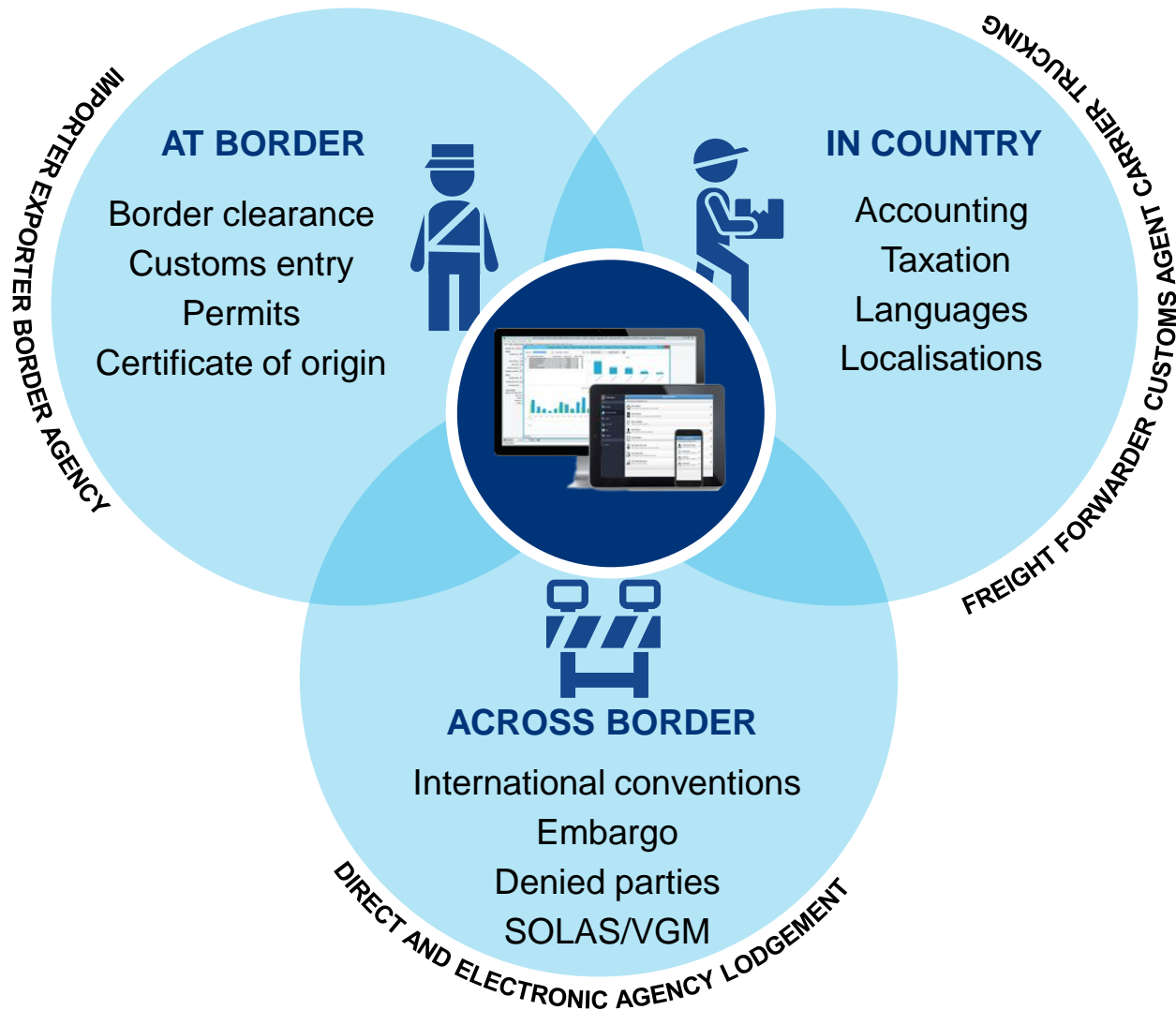
Needs of all logistics providers

✓ Control over margins

✓ Risk-free, cross-border execution

✓ Faster multi-modal movement

✓ More efficient use of resources

✓ Error reduction

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E-commerce volumes and speed demand 'light touch' execution

Border management + compliance risks are the largest pain-point of international logistics and e-commerce

What challenges do you face with your cross-border e-commerce (other than cost)?

Challenge	%
Navigating customs compliance	51%
Tracking cross-border delivery	46%
Managing delivery expectations	43%
Managing cross-border risk	35%
Seamless customer experience	35%
Cross-border logistics	30%
Cross-border returns	24%
Cross-border partners	22%
Collecting data - intl. customers	19%
Managing cross-border demand	16%
Processing foreign currencies	3%

Source: EFT report – Supply Chain Hot Trends 2018 Q1&Q2

Retail e-commerce sales worldwide, 2016-2021
Trillions and % of total retail sales

Year	Trillions	% of total retail sales
2016	$1.9	8.7%
2017	$2.3	10.1%
2018	$2.8	11.6%
2019	$3.3	13.1%
2020	$3.9	14.6%
2021	$4.5	15.5%

Source: eMarketer June 2017
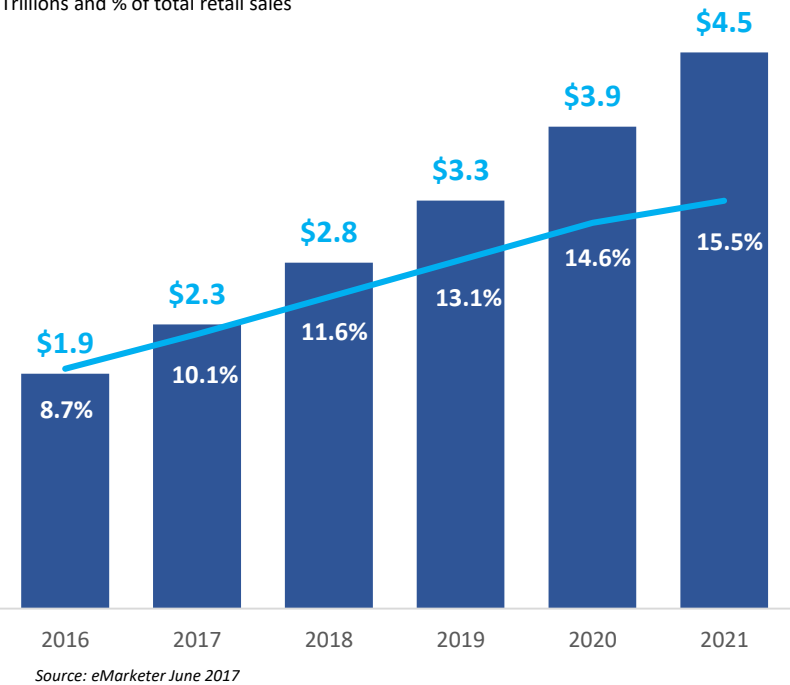
"By 2020, an estimated 45 percent of online shoppers will purchase goods from other countries, which represents a four-fold increase in the value of cross-border sales since 2014."

Colliers International 'supply chain disruptors' 2017

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E-commerce 2nd generation, 'High Volume Low Value'

Providing scalable, high volume integrated solution for 3PLs facing e-commerce juggernaut

International e-commerce solution designed for higher volume levels

Country agnostic – founded on the global customs strategy

Designed for seamless rollout to CW1 customers and into their partner warehouses

Web-enabled, multi-user interface, multiple devices

Global rollout expected FY19

- Fully integrated, highly scalable, cross border solution for HVLV packages

- Next generation to our existing e-commerce product (AU)

- Full integration between freight forwarding, customs brokerage, warehousing, last-mile carrier management and online tracking

- Transaction-based licencing, cloud-enabled

- Immediate customer base from our existing e-commerce customers

- Currently in prototype test with development partner, then roll out to existing AU & NZ customers.

- Phase 1 launch complete FY18 with destination depot. Phase 2 origin warehousing, courier integration and automations in FY19.

Opportunity + 2019

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Opportunity

Logistics market size: across 1PL, 2PL, 3PL = ~A$14trillion

Global 3PL

- Top 150
- LP in each vertical and each domestic market

E-commerce

- 3PLs
- Express couriers
- E-commerce giants
- Postal services

Government

- Regulation
- Digitisation
- Integration

Domestic regulators

Global regulators

Industry bodies

Ecosystems

Ecosystems, once built, drive long term value that is near impossible to dislodge

Some of our products and innovations also apply to non-logistics markets
eg: PAVE (all industries) and GLOW (software development)
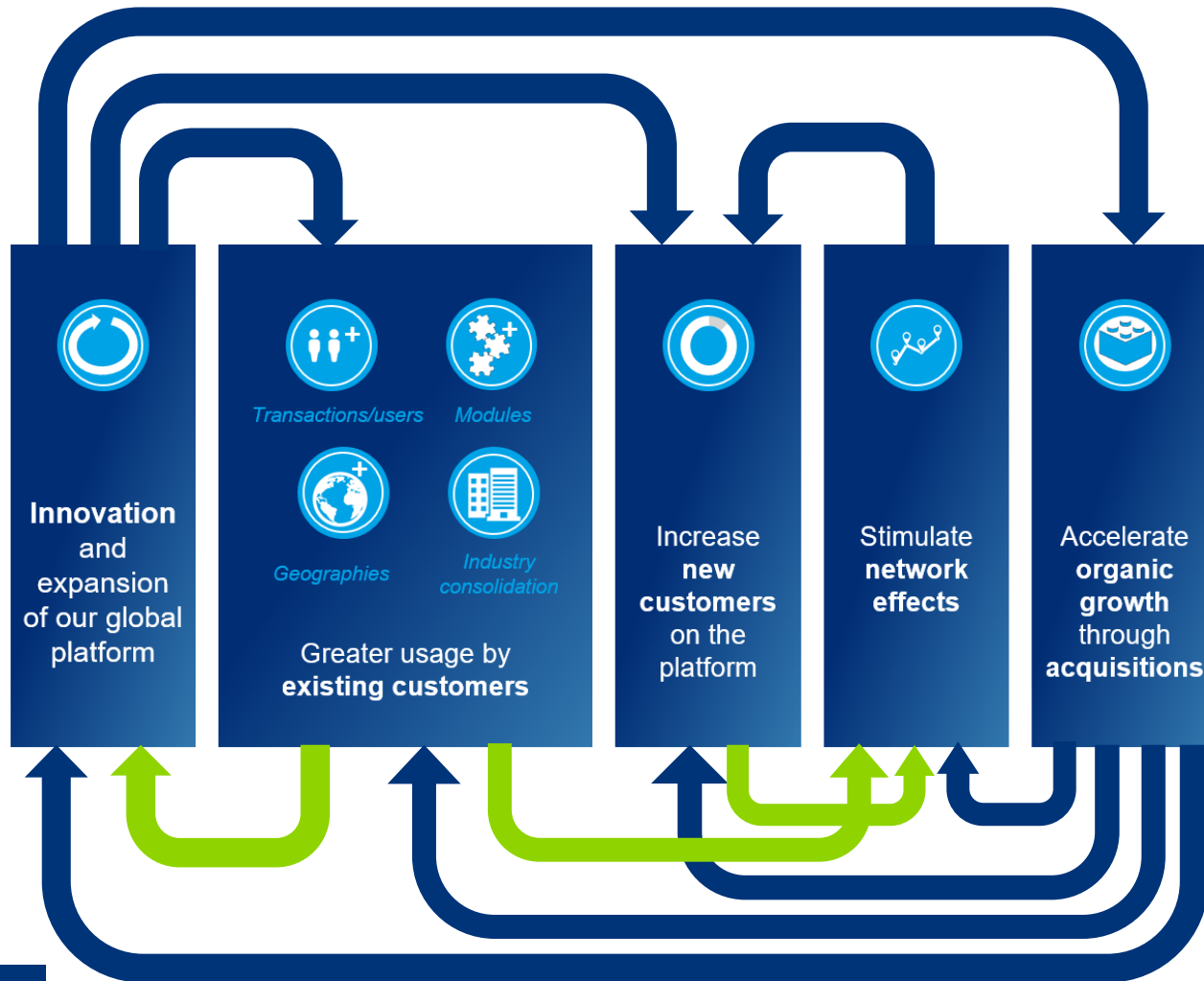
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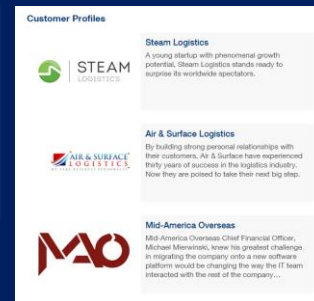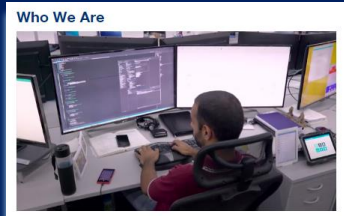
Presentations

Other materials
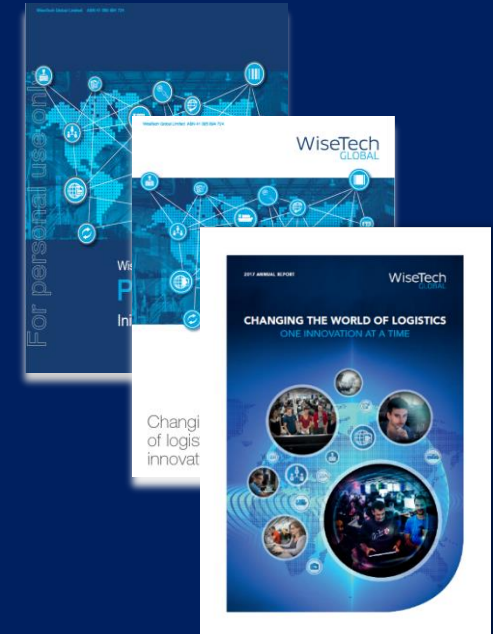
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- **FY** refers to the full year to 30 June, 1H refers to the six months to 31 December and 2H refers to the six months to 30 June.
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