



ASX Announcement: 2025/88

21 November 2025

**2025 AGM – Lead Independent Director, Executive Chair and CEO addresses**

Today's AGM addresses by WiseTech Global Lead Independent Director Andrew Harrison, Executive Chair & Chief Innovation Officer Richard White, and CEO Zubin Appoo are attached, along with the associated presentation slides.

Further information about the AGM, including the Notice of AGM, can be accessed online at [www.wisetechglobal.com/investors/shareholder-services/#annual-general-meetings](http://www.wisetechglobal.com/investors/shareholder-services/#annual-general-meetings).

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Authorized for release to ASX by Katrina Johnson, Group Company Secretary & Head of Regulatory Affairs.

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**About WiseTech Global**

WiseTech Global is a leading developer and provider of software solutions to the logistics, global trade and supply chain industry globally. Our customers include over 17,000<sup>1</sup> of the world's logistics companies across 193 countries, including 47 of the top 50 global third-party logistics providers and 24 of the 25 largest global freight forwarders worldwide<sup>2</sup>.

Our mission is to change the world by creating breakthrough products that enable and empower those that own and operate the supply chains of the world. At WiseTech, we are relentless about innovation, adding over 5,700 product enhancements to our global CargoWise application suite in the last five years while bringing meaningful continual improvement to the world's supply chains. Our breakthrough software solutions are renowned for their powerful productivity, extensive functionality, comprehensive integration, deep compliance capabilities, and truly global reach. For more information about WiseTech Global or CargoWise, please visit [wisetechglobal.com](http://wisetechglobal.com) and [cargowise.com](http://cargowise.com)

<sup>1</sup> Includes customers on CargoWise and non-CargoWise platforms whose customers may be counted with reference to installed sites.  
<sup>2</sup> Armstrong & Associates: Top 50 Global 3PLs & Top 25 Global Freight Forwarders ranked by 2023 gross logistics revenue/turnover and freight forwarding volumes – updated 14 August 2024.

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### Lead Independent Director's address

Before I hand over to Richard and Zubin, I'd like to take a few minutes to speak on behalf of the Board.

This meeting is an important one. It's a time for us to reflect, to be transparent, and to thank you, our shareholders, for the trust you continue to place in this company, the Board, our people, and our leadership.

The past 14 months, and in particular the last few weeks, have been challenging and, for many, unsettling. The ASIC investigation announced this year has attracted attention and media headlines, and I understand that naturally raises questions and concerns.

Let me be very clear: this matter is only in the investigation stage, and no charges have been brought against any individual. Nor have any allegations been made against WiseTech Global. It is still in relatively early stages and is a process that will take time. While there's a limit to what we know and can say right now, I want to assure you that both the Board and management are cooperating with the authorities. We take this very seriously and are closely monitoring the situation as it evolves. We are focused on making decisions that protect WiseTech's stability and long-term success. Everything we do is guided by a strong sense of responsibility to our shareholders, the whole WiseTech team, and the business we're proud to serve.

We know that speculation can have real impacts – on our people, on confidence, and on shareholder sentiment. But what I can assure you is that WiseTech was built over three decades on a solid foundation by a combination of organic and inorganic growth initiatives and a diverse and highly skilled team that continues to grow. Testament to this solid foundation, is the fact that, as of 30 June 2025, we were already serving 17,000 of the world's logistics companies across 193 countries, including 47 of the top 50 global third-party logistics providers and 24 of the 25 largest global freight forwarders worldwide. And since that time, we have completed our acquisition of e2open, which results in even greater scale and market reach for WiseTech going forward. Importantly, there remains a large runway for further growth and shareholder value creation from ongoing product developments, leveraging AI and continuing to identify strategic acquisitions that enable us to expand WiseTech's total addressable market.

What truly defines WiseTech is our people. More than 7,000 dedicated team members across the world continue to deliver innovation and excellence every single day. Their continued focus and resilience speak volumes about the culture that's made WiseTech a world-leading technology company in global trade and logistics.

Earlier this year, the Board commissioned an external advisory firm to conduct a survey of the top 50 large domestic and international institutional shareholders to inform key decisions on matters including the appointment of further independent non-executive directors. The survey findings revealed several common themes:

- First, those shareholders wanted the Company to publish a summary of the findings of the Board Review into matters relating to Richard.
- Second, while there was overwhelming support for Richard's ongoing involvement and commitment to the Company, including overseeing its product innovation and strategic growth plans, shareholders wanted to see a clear succession plan – notably, a candidate with a strong software and product development background and knowledge of the Company's products, markets and methods.
- Third, those shareholders expected an orderly, seamless and gradual transition, over a reasonable timeframe, to a new CEO supported by Richard, while maintaining operational continuity, product innovation, and a growth focus.
- Fourth, those shareholders expected WiseTech to strengthen board independence as a priority through the appointment of new independent non-executive directors, with the survey results strongly supporting a considered process that ensured the requisite balance of skills and perspectives (including experience drawn from international logistics and global technology) as well as appointments that support board governance, performance and continuity.
- And finally, those shareholders expressed a desire for regular engagement with members of the Board and executive team, to build on the positive momentum from the Company's 2024 Investor Day.

We listened and took action.

In March, the then-Board provided an update on the Board Review and released additional findings that had been made since the previous findings were released in

November 2024. Under the current Board, the Board Review process continues with support and advice from Seyfarth Shaw and Herbert Smith Freehills Kramer, and the Board remains committed to evolving its governance processes with the advice and support of our advisors.

Since the shareholder survey was conducted, the Board has also appointed four independent non-executive directors with a range of skills and experience, including international logistics, global technology, business growth, and governance.

These are the skills and areas of experience that shareholders had told us they would like to see in any new director appointments. The appointments of Chris, Sandra and Rob have brought additional depth, independence and broader perspectives to our Board, which is balanced against the continuity and extensive history of WiseTech knowledge offered by the longer-serving members of our Board.

As WiseTech continues to grow and expand its global reach and geographic footprint, it's essential that our Board evolves alongside it. We're continually refreshing the mix of skills and experience around the table to ensure we have the right expertise and governance oversight for our next phase of growth. We will continue to evolve the Board with more independent non-executive directors in the near future. We plan to announce the appointment of at least one additional independent non-executive director by 31 December 2025.

While the Board is going through its renewal to bring fresh perspectives and diverse skills and experience, it is equally important to adopt a balanced approach for Board renewal by introducing new independent directors while safeguarding the depth of knowledge and intellectual property the Board has developed. With Charles and Mike's retirement, Maree's role is essential to maintain continuity, which is critical during the transition period to minimize disruption and enable the Board and management to stay focused on strategic execution. Maree, who retires and offers herself for re-election to the Board today, co-founded WiseTech Global with Richard in 1994 and has been an Executive Director since 1996. As Head of License Management, Maree has been deeply involved in the commercial model since the firm's inception. Her insights are particularly critical as we navigate the transition to the new CargoWise commercial model. The Board believes her unique vantage point helps to ensure continuity and provides nuanced understanding of the complexities inherent in this type of transition.

As Lead Independent Director, and on behalf of the Board, my focus is on ensuring that WiseTech upholds high standards of governance, transparency, and stewardship as we pursue our long-term vision, and that we're aligned with evolving expectations from key stakeholders, including regulators, the business community, and of course, you, our shareholders.

Since re-joining the Board in April of this year, I have viewed my current tenure as transitional in nature. Once the new board is fully in place and working well, I intend to step down, with another non-executive director assuming the role of Lead Independent Director. As such, if elected today, I would not anticipate serving a full three-year term.

Richard continues to be involved in product innovation and strategic growth plans in his role as Chief Innovation Officer, providing operational continuity and insights in product innovation as requested by shareholders.

And importantly, we addressed shareholder feedback regarding succession planning and key person risks by appointing a new permanent CEO in July, Zubin Appoo. Zubin's deep product and technology expertise, his leadership experience, and his extensive understanding of WiseTech's culture and history of innovation, mean he's brought unique product insights, clarity, pace, and renewed energy to the business. The Board has been impressed with how Zubin's sharpened our innovation focus and strengthened execution and productivity since being appointed CEO.

With Zubin now at the helm, this marks an exciting new phase for WiseTech, and the Board fully supports his vision and leadership. We have great confidence in his ability to guide the company forward, building on our strong foundations while driving the next wave of transformation.

As Zubin will outline shortly, we're continuing to make progress on our strategic priorities under his leadership, from integration activities for e2open, to the announcement and upcoming launch on December 1<sup>st</sup> of our new commercial model, to introducing AI capabilities in our products as well as internally at WiseTech to drive efficiency, and advancing our work on Container Transport Optimization. These are important initiatives that will set us up for long-term growth and global leadership well into the future.

On behalf of the Board, I would like to acknowledge and thank Andrew Cartledge for stepping in as Interim CEO in October last year, and for assisting with a smooth

transition to Zubin this year. I also thank Andrew for his previous contributions as WiseTech's CFO and wish him well for his retirement at the end of this year.

I would also like to address the feedback we've received from some proxy advisers regarding our remuneration report and incentive decisions.

We understand and respect that shareholders take their voting responsibilities seriously, and we welcome that scrutiny. The Board spent a great deal of time considering the unique circumstances of FY25, a year with multiple challenges outside of management control, but also one where the team continued to deliver against key strategic objectives.

Our decision to partially carry forward unearned incentives into FY26 wasn't taken lightly. It was a one-off, carefully considered decision, designed to ensure fairness and maintain momentum during a period of transition. The incentive remains fully at risk, tied to high levels of performance expectations, and aligned with long-term shareholder value through equity vesting over three years. It is the people and knowledge at WiseTech that drives our intellectual property. In a competitive market, our goal is to incentivize and retain the best talent across the industry – especially as we focus on executing on our long-term value creation initiatives like e2open, our new commercial model, and Container Transport Optimization. Our aim, as always, is to balance accountability with fairness to reinforce a high-performance culture, to retain key talent and to keep WiseTech moving forward sustainably.

Despite the challenges over the past 14 months, the fundamentals of this business remain very strong. Our technology, our people, our customer relationships, and our strategy continue to deliver results.

We're looking ahead to a future where WiseTech continues to drive innovation that transforms global supply chains, creates value for shareholders, and sets new standards for excellence in our industry.

To our shareholders, thank you for your confidence and support. To our employees, thank you for your resilience and commitment. And to our leadership team, thank you for your integrity and focus through what's been a demanding period.

We remain confident, united, and determined and we'll continue to show, through our actions and our results, why WiseTech remains one of Australia's great global success stories.

Thank you and I'll now hand over to Richard.

## Executive Chair's address

Good morning everyone, and welcome to WiseTech Global's Annual General Meeting for 2025.

Thank you for joining us. Today is about reflecting on WiseTech's performance and achievements over the past year and looking to the opportunities ahead.

Whilst this year has undoubtedly been a challenging one, our team has remained focused on delivering the Company's vision to be *the* operating system for global trade and logistics. Throughout this past year, our team has shown great resilience and continued to drive growth while executing on the Company's strategic priorities.

### Leadership and people

When I returned to the Board in February as Executive Chair and Chief Innovation Officer, I committed to working with the Board to ensure we had a strong and seamless succession plan. As Andrew highlighted, the appointment of Zubin as our permanent CEO marks an important milestone in our succession planning, as does our Board renewal.

Our succession planning goes much wider than just the CEO or Board roles. It also encompasses our senior leadership, software development, product and technology management, ensuring we develop and grow the incredible talent we have amongst our 7,000 plus team members.

At our Investor Day in early December, you will get a chance to hear directly from many of our senior leaders and have the opportunity to see the depth and breadth of talent we have within the business.

### Innovation and product development

In addition to succession planning, my focus, since returning to WiseTech as Chief Innovation Officer in February has been to work collaboratively with the team to ensure we drive innovation at scale and develop a strong pipeline of new product developments and enhancements. You will hear shortly from Zubin on the progress we have made in this regard, particularly in relation to leveraging the data and insights from our acquisition of e2open, integrating AI automations and management capabilities into CargoWise, using that same AI engine to drive efficiency across WiseTech itself, and the announcement and upcoming launch of

our new commercial model, and advancing our work on Container Transport Optimization.

## **Future and thanks**

As we look ahead, I see a WiseTech that has increased its reach significantly, has access to larger addressable market with new adjacencies, is more innovative, more global, and more deeply embedded in the world's logistics processes and supply chains than ever before.

With Zubin leading a talented team, a renewed and diverse Board, and an unmatched product suite, we are focused on the opportunities ahead. As one of Australia's most successful global tech companies, and the leader in technology solutions for global trade and supply chain logistics, we're continuing to push the boundaries of innovation in one of the world's most vital industries, driving the next phase of our growth.

I want to take a moment to acknowledge Charles Gibbon, who retired from the Board in June, and Mike Gregg who retired this week. Both served WiseTech incredibly well for around 20 years, and both have been remarkable contributors to our success.

Charles and Mike have provided significant business acumen, thoughtful advice, and invaluable knowledge throughout WiseTech's journey. Their impact on this company runs deep, and their role in its history will be remembered well into the future.

Putting Charles' and Mike's and the team's contribution into perspective, when they joined the company 20 years ago, we had just delivered an annual revenue of \$10.4 million Australian dollars and this year, with their efforts and the efforts of many others, the company has grown its revenue by more than 200 times and has become the leading global provider of international trade and logistics software.

An Australian founded company, that dares to take its technology, conceived and built here, to the world is an achievement every Australian can respect and be proud of.

Finally, I want to thank the WiseTech team for their passion and brilliance, our customers and partners for their trust and collaboration, and of course, you, our shareholders, for your ongoing belief in WiseTech.

The future that our team is building is extraordinary, and we are more committed than ever to making it a reality.

Thank you. And I'll now hand over to Zubin for his CEO address.

### **CEO's address**

Good morning.

It's a privilege to address you today at my first AGM as Chief Executive Officer of WiseTech Global. As CEO, my focus is on WiseTech's performance, strategic direction, and the long-term value we create for you, our shareholders.

I stepped into the role four months ago with a mandate to accelerate execution, sharpen focus, ensure WiseTech continues to deliver on its long-term vision and to position WiseTech to capture the enormous opportunities ahead. We are a company with a proven model, world-leading technology, and a culture of relentless innovation. Our track record is strong and our opportunity ahead is even greater.

WiseTech plays a critical role in the global trade and logistics ecosystem – an ecosystem that's more complex, more digital, and more interconnected than ever before. Our technology sits at the center of that transformation. Our responsibility, and my responsibility, is to ensure we execute consistently, allocate capital with discipline, and position WiseTech to lead this industry for the long-term.

### **FY25 financial performance**

FY25 was a year of real progress – strong execution and meaningful change. We delivered Total revenue of \$778.7 million up 13% organically on the prior year, of which \$682.2 million was CargoWise revenue which was up 17% organically on FY24.

Our EBITDA grew 26% to \$409.5 million, excluding the recent e2open acquisition, up 26% on FY24 and our Underlying NPAT grew by 30% to \$241.8 million.

Pleasingly we continued to generate strong cashflow of \$287.0 million which was up 31% on FY24, and the Board declared a fully franked final dividend for shareholders of 7.7 cents per share up 24% on the prior year.

## **CargoWise: our growth engine**

The engine of WiseTech's success is our organic growth, and a key component of that is CargoWise.

Since our IPO in 2016, recurring revenue from CargoWise has increased by more than \$615 million. That represents a compound annual growth rate of 31 percent over nine years. This is not theoretical growth. This is long-term, sustained market penetration at scale.

In FY25, we delivered our strongest year on record for top 25 global freight forwarder wins. Nippon Express and LOGISTEED alone represent three times the expected user base of all major global freight forwarder wins in the previous year.

Today, 14 of the world's Top 25 Global Freight Forwarders have rolled out, or are rolling out, CargoWise globally. The opportunity ahead remains significant as the rest prepare to move off legacy platforms and onto modern, integrated, AI-enabled technology.

Global trade is more complex today than it has been at any point in decades. Tariffs, embargoes, sanctions, restricted party rules and geopolitical volatility are increasing. CargoWise is well positioned to tackle these complexities through the two critical outcomes it delivers. It drives efficiency and productivity into the supply chain, and it manages the rising complexity and risk that global logistics operators cannot avoid.

With AI embedded into its workflows, CargoWise is well positioned to accelerate the speed of adoption and depth of penetration.

## **Looking ahead**

WiseTech is a high-performing business with a strong track record of year-on-year growth over the past three decades through relentless innovation and world-leading technology.

What genuinely excites me and the team are the enormous opportunities ahead to continue to grow. Before returning to the company this year, I spent nearly 15 years at WiseTech helping build our technology, products and culture. I deeply understand

the DNA of the business. This understanding is critical to my focus as CEO of ensuring WiseTech continues to be a high-performing, innovation-led business that compounds value over many years. Looking ahead, our priorities are to:

- Execute our strategy with discipline and urgency.
- Strengthen our operating model to drive efficiency, productivity and scale.
- Invest in transformative capabilities, especially AI, that enhance our product, deepen customer value, and expand our market reach.
- Maintain strong financial performance and discipline and deliver sustainable, long-term returns.

Although I have only been in the CEO role for four months, we have moved with speed and intent. The strategic priorities set out at our FY25 results, including the e2open integration, Container Transport Optimization, our new commercial model, and AI-driven efficiency, are well underway. We're seeing meaningful traction on a number of initiatives, stronger alignment across our teams and a level of operational momentum that positions us to deliver against the commitments we have made.

### **Delivering on our strategic objectives**

#### ***E2open***

We completed the acquisition of e2open in August and have already established a unified integration leadership team drawn from both organizations. Integration is progressing well and remains tightly aligned to the value-capture plan we outlined at the time of the transaction. We'll continue to provide updates on progress including at our Investor Day in December and 2026 half-year results, but I want to reinforce that WiseTech has years of proven capability in integrating strategic acquisitions and turning them into long-term value for shareholders.

The e2open acquisition is a clear example of the value-enhancing inorganic growth opportunities that are in line with our strategy. It fundamentally strengthens WiseTech in many critical ways.

For 30 years CargoWise has been the platform of choice for logistics service providers, including freight forwarders, customs brokers, and 3PLs. This has been the backbone of our business and a key driver of our success.

With a substantial percentage of ocean freight volume bypassing logistics service providers entirely and flowing directly between importers, exporters and shipping lines, e2open now extends our reach into this significant segment of the global trade and logistics ecosystem. This enables us to build a multi-sided marketplace that brings all the players in trade, logistics execution and the supply chain to a single place – powered by WiseTech.

In addition, e2open brings deep capability in supply chain planning including demand forecasting, supply planning, supplier management, inventory optimization, and network visibility for the world’s largest manufacturers, retailers and brands. These are tools and workflows that large importers and exporters rely on to design, operate, and optimize their end-to-end supply chains.

When combined, these capabilities give WiseTech something unique in the market: a technology ecosystem that spans the entire supply chain from manufacturing, planning and procurement through to booking, customs, international freight, warehousing, and final delivery.

This significantly expands our product suite, our market reach, and our data intelligence. It increases our total addressable market and strengthens our ability to deliver value to customers and shareholders. And it helps position WiseTech to lead the modernization of the global logistics ecosystem – an \$11 trillion industry – with a unified, AI-enabled platform that learns, predicts and optimizes in real time.

### ***New commercial model***

At our FY25 results, I outlined our new commercial model, designed to replace and significantly enhance the seat-plus-transaction model introduced in 2014.

On October 31<sup>st</sup> we officially announced the upcoming launch of the new model, with detailed information now available to more than 95% of global CargoWise customers. The new structure introduces CargoWise Value Packs, which simplify billing, reduce overheads for customers, allow for the recovery of the CargoWise fee from the importers and exporters, and deliver a substantially broader set of capabilities across international forwarding, customs, and warehousing.

Importantly, the new commercial model will go live on December 1st, with a large number of customers expected to transition on that date. We have designed this

transition to be seamless, value-aligned, and strongly supportive of long-term customer adoption.

## **AI**

A key area where we are making strong progress is embedding AI directly into our internal operations and into the CargoWise platform for our customers.

We've started integrating AI across core components of CargoWise, automating complex logistics operations such as data entry, customs classification, compliance checks, workflow triggers and exception handling. These are processes that historically required significant manual effort.

We have already taken several important steps:

- AI-enabled workflow automation is now operating within targeted areas of our platform, reducing cycle times and increasing accuracy and productivity. This includes the AI Classification Assistant, ComplianceWise and our Customer Service chatbot – all designed to deliver benefits to our customers.
- AI developer tools have been rolled out at pace across our Product & Development teams, accelerating engineering throughput and reducing time-to-value for new features.

These initiatives are designed to drive efficiency and productivity at scale across WiseTech, across our customers, and ultimately across the global logistics industry.

## ***New product development pipeline***

We have continued to make progress in delivering new product developments and enhancements. Through e2open and INTTRA, we now have expanded visibility of nearly 40 million additional containers across the global supply chain. When combined with WiseTech's existing technology, we will be able to apply advanced optimization algorithms to dramatically improve the efficiency of container movements, lowering operating costs, reducing waste, and materially reducing environmental impact of global trade.

Importantly, Container Transport Optimization or CTO represents a significant expansion of our total addressable market. In many ways, it will mirror what we have spent the past 30 years doing in international freight forwarding: taking a

fragmented, manual, and sub-optimized segment of global logistics and transforming it with a unified, data-driven, software-led approach. CTO applies that same proven playbook to the container transport space – a market that is large, global, and in need of modernization.

We are focused on our initial launch of CTO with revenue generation commencing during the year.

### **Driving sustainability and responsibility**

Turning now to sustainability. This is not separate from our business strategy; it's embedded within it.

Our impact will be felt through innovations like Container Transport Optimization and our Greenhouse Gas Calculator, and decades of R&D focused on efficiency, which assist in reducing unnecessary truck journeys, tracking emissions, cutting paper usage, and driving deep efficiency across global supply chains.

We're proud that in FY25 we offset 100% of our Scope 1 and 2 emissions and transitioned our Sydney headquarters to 100% renewable electricity, located in the 5.5-Star NABERS-rated Bourke and Bowden, the incredible building we're in today.

We continue to invest in people and skills through initiatives like the unique WiseTech Earn & Learn program, which supports 127 associate software engineers. And in FY25, the number of WiseTech Academy industry courses completed by participants outside of WiseTech increased by more than 50%.

I'm pleased to share that WiseTech Academy is now freely available to thousands of CargoWise customers globally, making world-class logistics education accessible to all.

### **Our people and culture**

Our people are the driving force behind everything we achieve.

Across a global team of more than 7,000 highly skilled individuals, including our e2open colleagues, we are united by a culture that combines positive urgency, true ownership, and uncompromising innovation. WiseTech is built by people who move fast, solve hard problems, and challenge the status quo at every turn. We disrupt our industry but also continually reinvent ourselves to stay ahead.

The leadership team and I are driving deep alignment on the priorities that matter, ensuring our teams are empowered with the data, tools, and clarity needed to execute at a high level. We are lifting our performance culture, sharpening accountability, and setting the pace for what success looks like for our customers and for our shareholders.

Clearly, this has been a challenging period, but it is precisely in these conditions that strong organizations distinguish themselves. Our people have shown resilience, focus, and professionalism. They have delivered under pressure, adapted quickly, and demonstrated the discipline required to execute at scale.

We are focused. We are accelerating. We are fully committed to delivering.

### **Outlook for FY26**

Looking ahead, we reconfirm our guidance and expect revenue between \$1.39 and \$1.44 billion and EBITDA of \$550 to \$585 million.

As outlined when we announced our FY25 Results in August, the e2open integration will temporarily impact margins – and that is exactly as planned. We have a clear execution roadmap, backed by more than three decades of successfully integrating strategic acquisitions and rebuilding margin strength. We know how to do this. Through disciplined execution, cost alignment, and synergy realization, we will restore and expand our margin profile over the medium term.

On December 3<sup>rd</sup> at our Investor Day, we will provide more details on the next phase of our strategy including the rollout of our new commercial model, and progress relating to Container Transport Optimization and the e2open integration.

### **Acknowledgements**

WiseTech stands at a defining point in its journey.

Our 3P strategy – Product, Penetration and Profitability – is the operating principle guiding every decision we make and every dollar we invest.

With e2open now part of our global footprint, the expansion of CargoWise, and a rapidly advancing AI pipeline, we are building a comprehensive, data-driven platform that solves the most complex problems in global trade and logistics. This is

transformational. We have the people, the capability and the discipline to reshape how global supply chains operate. We will set the pace. We will raise the standard. And we will deliver, because that is the culture of this company and the expectation I set as CEO.

I want to thank our team for their relentless drive, our customers and partners for their confidence, and our shareholders for backing this next phase of growth.

My commitment to you is simple: unwavering focus, disciplined execution, and value creation at scale.

I look forward to updating you on our continued progress at our 2026 half-year results in February.

Thank you.

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# Annual General Meeting

21 November 2025

Financial data: All dollar values are in U.S. dollars (USD) unless otherwise presented.

2025



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global

# WiseTech Global Limited Board and Officers



**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



**Zubin Appoo**  
Chief Executive Officer



**Katrina Johnson**  
Group Company Secretary  
& Head of Regulatory Affairs

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# Attend AGM online

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Online meeting guide

[wisetechglobal.com/investors/shareholder-services/#annual-general-meetings](https://www.wisetechglobal.com/investors/shareholder-services/#annual-general-meetings)



Access virtual meeting

<https://meetings.openbriefing.com/WTC25>



How to vote

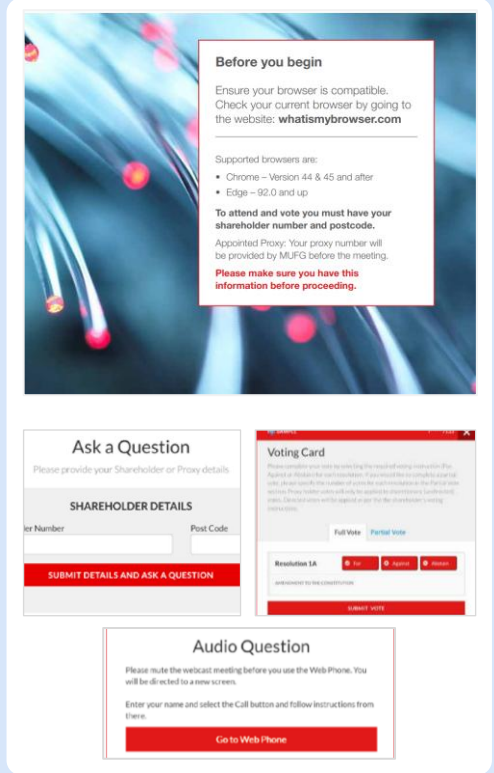
Click '[Get a Voting Card](#)' button



How to ask a question

Click '[Ask a Question](#)' or '[Audio Question](#)' button

HELP NUMBER: +61 1800 990 363



# How to ask written questions through the online meeting platform

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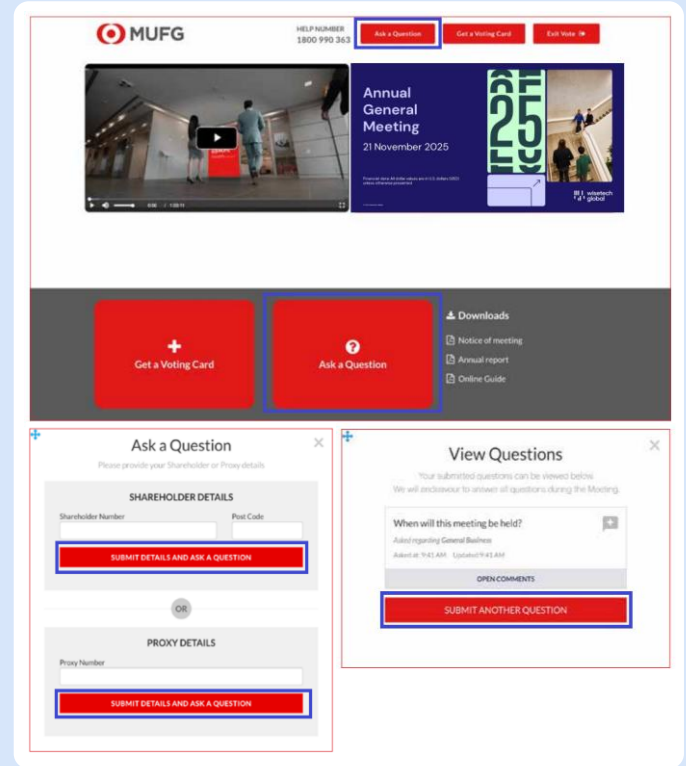
1. Click **'Ask a Question'** button either at the top or bottom of the webpage.

2. Enter your Shareholder Number (SRN/HIN) and postcode or Proxy Number and click **'Submit Details and ask a Question'**.

3. In the **'Regarding'** section click on the drop down arrow and select the category/resolution for your question.

4. Click in the **'Question'** section and type your question and click on **'Submit'**. You can view your questions in **'View Questions'** section.

5. Click **'Submit Another Question'** in **'View Questions'** box if you would like to ask another question.



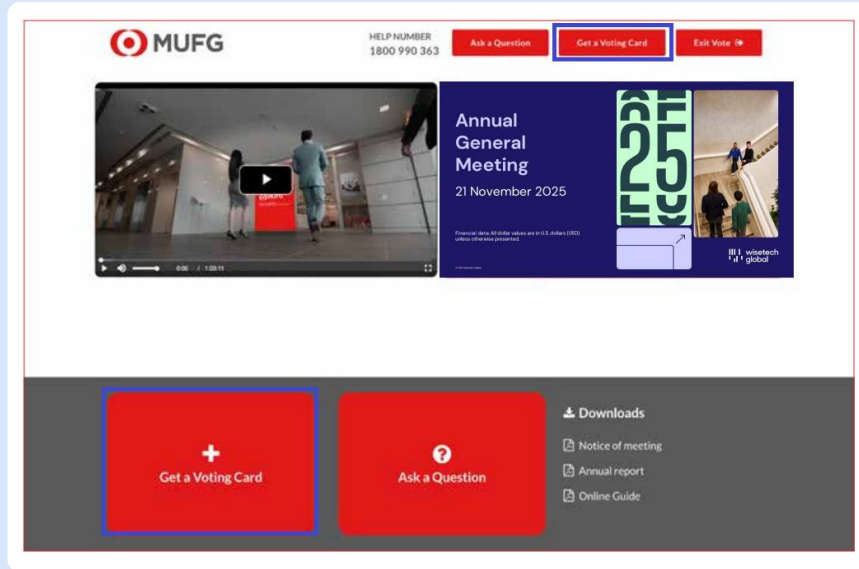
# How to ask audio questions

1. Click '**Go to Web Phone**' button.
2. Type in your name and hit the green call button to be in the meeting and listen to proceedings. Select '**Start Call**' on the microphone test box.
3. When the Chair calls for questions on each resolution, **press \*1** on your keypad to notify the operator that you have a question.
4. When it is your time to ask your question, the moderator will introduce you to the meeting, your line will be unmuted and you will be prompted to speak.

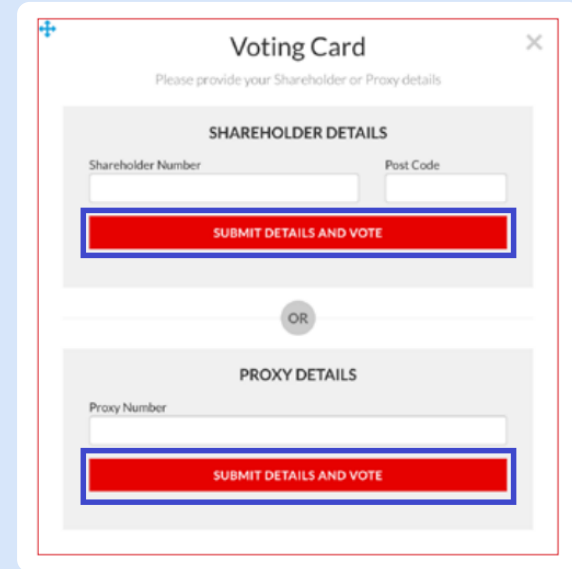
The screenshot displays the 'Audio Question' interface. At the top, a red-bordered box contains the title 'Audio Question' and instructions: 'Please mute the webcast meeting before you use the Web Phone. You will be directed to a new screen.' Below this, it says 'Enter your name and select the Call button and follow instructions from there.' A prominent red button with a white border is labeled 'Go to Web Phone'. Below the button, a video feed shows 'John Smith' with a green call button overlaid. To the right, a microphone test box shows 'Select Microphone' with three options: 'Default - Microphone Array (Realtek High Definition Audio/USB)', 'Communications - Microphone Array (Realtek High Definition Audio/USB)', and 'Microphone Array (Realtek High Definition Audio/USB)'. There is an 'Audio Test' section with a 'Click to test your audio setup' button and a checkbox for 'Always show settings before connecting'. At the bottom, a keypad interface shows 'Me John Smith' on the left and 'The Conference' on the right, with a central keypad containing numbers 1-9, \*, 0, and #. A red call button is at the bottom center.

# How to vote on items of business by poll

1. Click '**Get a Voting Card**' button either at the top or bottom of the webpage.



2. Enter your Shareholder Number (SRN/HIN) or Proxy Number and click '**Submit Details and Vote**'.



# How to vote on items of business by poll (continued)

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3. Select either **'Full Vote'** or **'Partial Vote'**.
4. Place your vote by clicking **'For'**, **'Against'** or **'Abstain'** voting buttons.
5. If you would like to submit a partial vote, ensure you enter the number of votes for any or all resolutions.
6. Click **'Submit Vote'** or **'Submit Partial Vote'** button to complete your vote.

- You may cast your live vote at any time during the AGM
- You must log on to the online platform to cast the live vote
- Live voting will close approximately five minutes after the close of the AGM

The screenshot shows a web interface for casting a vote. At the top, there is a red header with the text 'SAMPLE' and a user ID '\*\*\*\*\*7133'. Below the header is the title 'Voting Card' and a paragraph of instructions: 'Please complete your vote by selecting the required voting instruction (For, Against or Abstain) for each resolution. If you would like to complete a partial vote, please specify the number of votes for each resolution in the Partial Vote section. Proxy holder votes will only be applied to discretionary (undirected) votes. Directed votes will be applied as per the the shareholder's voting instructions.' Below the instructions are two buttons: 'Full Vote' and 'Partial Vote'. Underneath, there is a section for 'Resolution 1A' with three buttons: 'For' (selected), 'Against', and 'Abstain'. Below this is the text 'AMENDMENT TO THE CONSTITUTION'. At the bottom, there is a large red button labeled 'SUBMIT VOTE'.

# Agenda

Lead Independent Director's address

Executive Chair's address

CEO's address

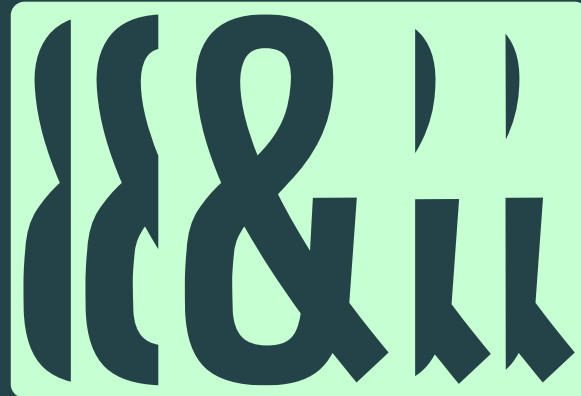
Formal business

Poll

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# Lead Independent Director's address

ANDREW HARRISON



# Board composition

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**Andrew Harrison**  
Lead Independent Director



**Chris Charlton**  
Independent  
Non-Executive Director



**Sandra Hook**  
Independent  
Non-Executive Director



**Rob Castaneda**  
Independent  
Non-Executive Director

# Executive Chair's address

RICHARD WHITE



## Board retirements



**Charles Gibbon**

Independent Non-Executive Director



**Michael Gregg**

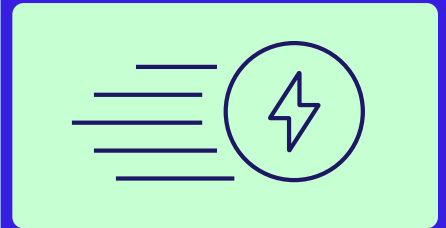
Independent Non-Executive Director

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# CEO's address

ZUBIN APPOO



# FY25 financial performance

EBITDA margin rate ahead of expectations

**Total revenue \$778.7m**  
**↑ 13% organically<sup>1</sup>**  
(↑ 14% reported)  
on FY24

Total revenue growth **\$95.1m**  
Recurring revenue **98% (↑ 1pp)**

**CargoWise revenue \$682.2m**  
**↑ 17% organically**  
(↑ 18% reported)  
on FY24

Total CargoWise revenue growth **\$104.5m**  
CargoWise recurring revenue **99%**

**EBITDA ex. e2open M&A<sup>2</sup> \$409.5m**  
**↑ 26%**  
(↑ 17% reported EBITDA)  
on FY24

EBITDA margin ex. e2open M&A<sup>2</sup> **53% (↑ 5pp)**  
Reported EBITDA margin **49% (↑ 1pp)**

**Underlying NPAT<sup>1</sup> \$241.8m**  
**↑ 30%**  
on FY24

Statutory NPAT **\$200.7m (↑ 17%)**  
Underlying EPS **72.8 cps (↑ 30%)**

**Free cash flow \$287.0m**  
**↑ 31%**  
on FY24

Operating cash flow **\$436.5m (↑ 25%)**  
Free cash flow conversion rate **75% (↑ 8pp)**  
51% Rule of 40<sup>1</sup>

**Final dividend 7.7 cps**  
**↑ 24%**  
on FY24

Fully franked  
Payout ratio 20% of Underlying NPAT

# CargoWise penetration

Expected users from two new Top 25 wins in FY25 are greater than 3X FY24 wins

**Two new global rollouts** by LGFFs<sup>1</sup> secured since 1 July 2024:

- Nippon Express (Top 25)
- LOGISTEED (Top 25)
- Two Top 25 wins in FY25 vs. typically one in prior years

**Two transitions** from 'Contracted' to 'In Production':

- Hellmann
- FedEx

**Three additional organic rollouts 'In Production':**

- SPARX
- MOL Logistics
- Mondiale VGL

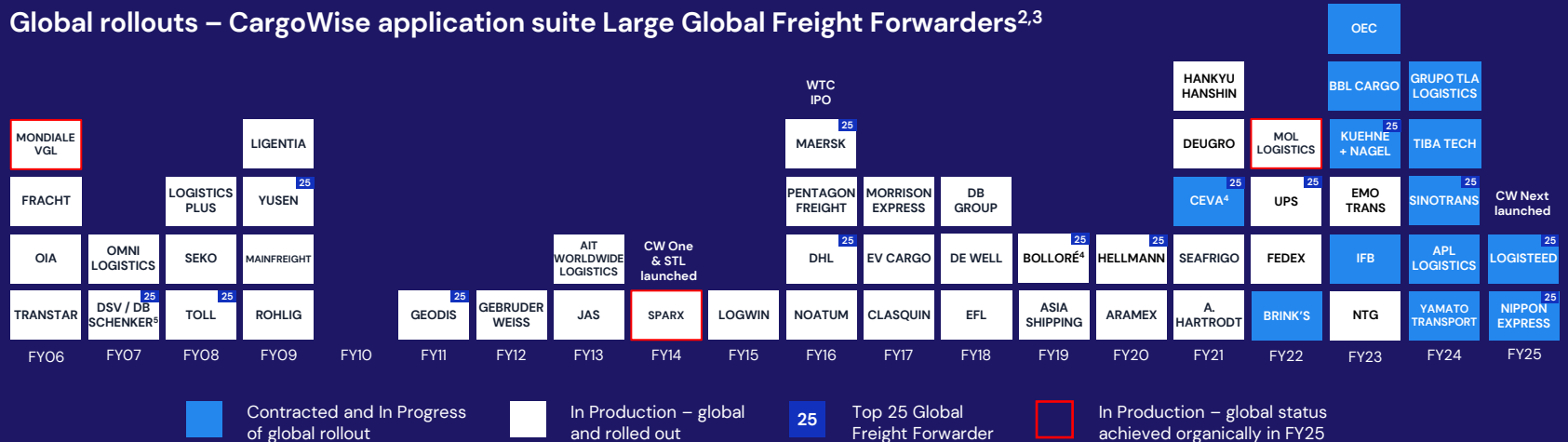
**Recent industry consolidation:**

- DSV #3 acquires DB Schenker #4 Top Global Freight Forwarder<sup>5</sup>
- Nippon Express acquires cargo-partner

Since 1 July 2024: CargoWise had global rollouts 'In Production' or 'Contracted and In Progress' with **55 LGFFs**:

- **42 'In Production'**<sup>1</sup>
- **13 'Contracted and In Progress'**<sup>1</sup> (i.e. in the process of a global rollout)
- Including 14 Top 25 customers

## Global rollouts – CargoWise application suite Large Global Freight Forwarders<sup>2,3</sup>



1. See definitions on slide 45 of FY25 Investor presentation.
2. Reconciliation of global rollouts reported at FY25 on slide 44 of FY25 Investor presentation.
3. Customers have been categorized in the financial year that reflects the later of their CargoWise application suite revenue cohort or global contract signing date (if applicable).
4. CEVA and Bolloré to be consolidated into a single customer in the future following Armstrong & Associates, Inc reporting.
5. DSV completes acquisition of Schenker, 30 April 2025.

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# Strategic priorities

## ✓ e2open acquired

Completed strategically significant acquisition of e2open on 4 August 2025, expanding our total addressable market (TAM) in the \$11+ trillion global trade and logistics market. Integration on track.

## ✓ Recently launched new CargoWise commercial model ready to rollout

New CargoWise commercial model expected to drive long-term product adoption, deeper market penetration and additional value creation through deep AI workflow and management engine opportunity.

## ✓ Breakthrough products progressing towards revenue generation

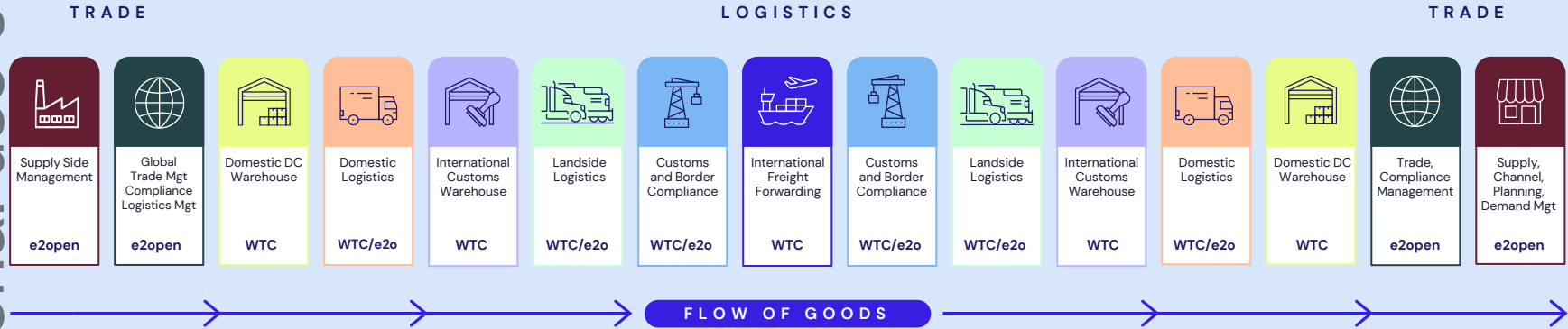
CargoWise Next rolled out; potential value of Container Transport Optimization has increased, strategic partnership with ACFS Port Logistics announced.

**Significant long-term value creation opportunities**

# E2open expands our ecosystem and extends our vision

## Be the operating system for global trade and logistics

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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

# New CargoWise commercial model

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→  
**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 pack –  
a pure transactional  
license

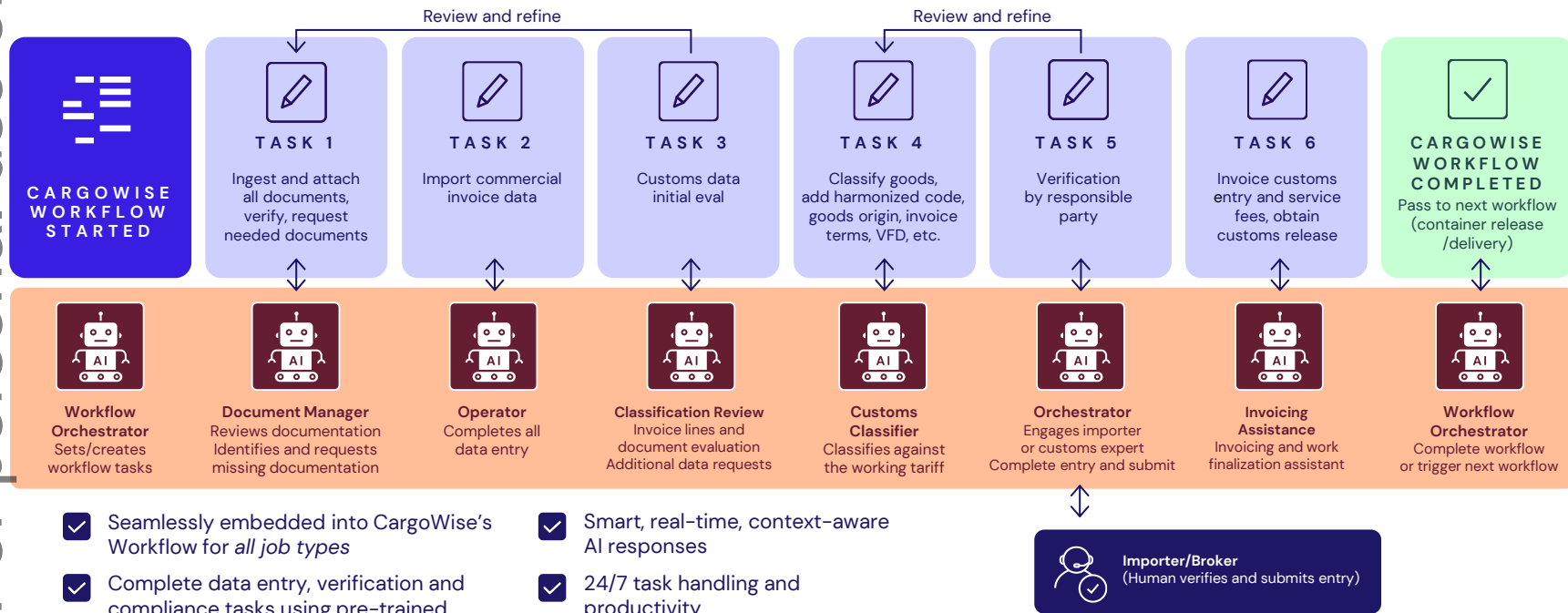
- ✓ **4<sup>th</sup> generation evolution** of our commercial model
- ✓ **The highly compelling licensing model** is an extensive and valuable package of logistics and supply chain software capabilities

- ✓ **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 AI**

# AI Workflow Engine uses Agentic AI Personas

Agentic AI driven operations automate tasks and lower labor costs

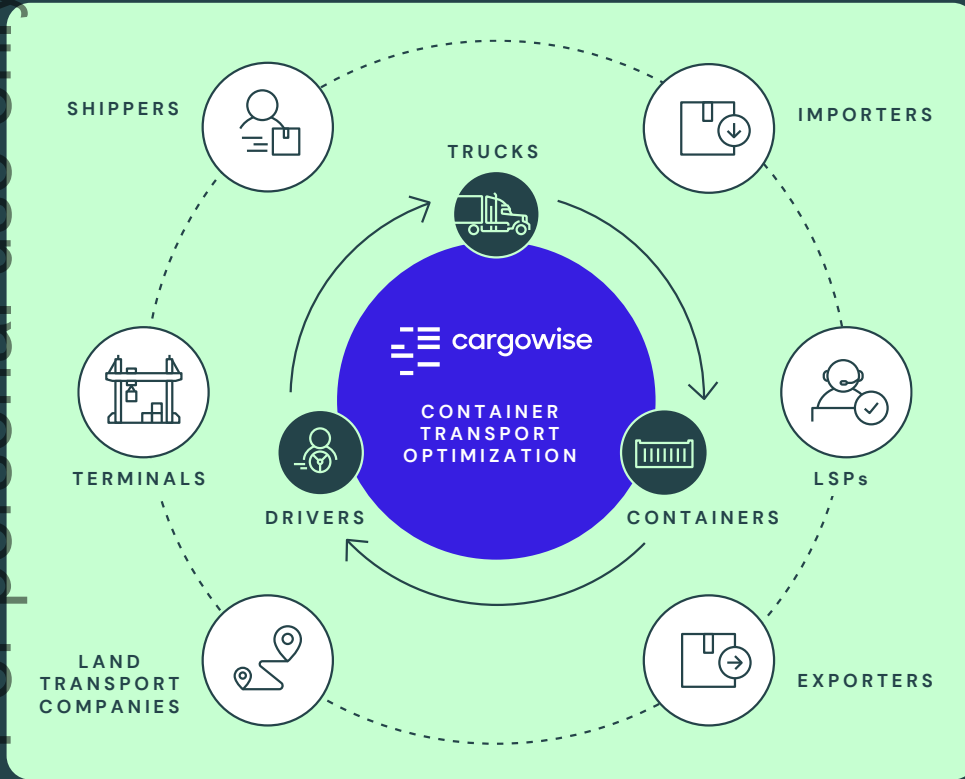
## EXAMPLE AI WORKFLOW: - IMPORT CUSTOMS ENTRY - JOB REGISTRATION



- ✓ Seamlessly embedded into CargoWise's Workflow for *all* job types
- ✓ Complete data entry, verification and compliance tasks using pre-trained Agentic AI Personas
- ✓ Smart, real-time, context-aware AI responses
- ✓ 24/7 task handling and productivity

# Container Transport Optimization (CTO)

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- ✓ 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 INTRRA 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

# Sustainability & ESG

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## Offset 100% of our Scope 1 and 2 emissions

Transitioned our Sydney headquarters to 100% renewable electricity.



## Continued to invest in people & skills

WiseTech Earn & Learn program supports 127 Associate Software Engineers.



## WiseTech Academy now free

For CargoWise customers globally, making world-class logistics education accessible to all.

# FY26 guidance

Strong growth outlook focused on strategic foundations for the future

## FY26 revenue

**\$1.39b – \$1.44b**

**79% – 85%**  
FY26 growth vs. FY25

## FY26 EBITDA

**\$550m – \$585m**

**44% – 53%**  
FY26 growth vs. FY25

## FY26 EBITDA %

**40% – 41%**

**(9)pp – (8)pp**  
FY26 vs. FY25

## FY26 guidance assumptions

Includes e2open from 4 August 2025, ~11 months in FY26

- 1 CargoWise: revenue growth of ~14% to 21%**
  - Organic growth led by LGFF rollouts and new & existing customer growth
  - Initial revenues from launch of CTO and rollout of the new commercial model, starting in 1H
  - 1H/2H skew ~3pp more weighted to 2H than in FY25 due to launch and rollout of new products and commercial model
- 2 Non-CargoWise:**
  - Minor revenue reduction as customers convert and non-recurring revenue exited, as expected
- 3 E2open revenue assumptions:**
  - In line with e2open full year-ended February 2026 pre-acquisition guidance (\$600m-\$618m), adjusted for expected reduction in professional services reflecting long-term strategic focus on recurring revenue
  - Range includes minor continued attrition in subscription revenue prior to implementing long-term retention strategies
- 4 FX: ~\$10m FX tailwind on total revenue, most in 2H**
  - FX tailwind partially offset with cost headwind, essentially neutral to EBITDA
  - See Appendix for sensitivity analysis
- 5 Operating expenses and cost of revenue:**
  - Margin expansion from remaining run rate savings from \$40m company-wide efficiency program
  - Phased restructure program ~\$18m annual run rate savings target by end FY27 with FY26 net cost out of ~\$9m
  - PD&D costs expected to moderate as R&D focus on hiring senior developers & leveraging AI
  - Development process efficiency with capitalized development in the ~55% range, excluding e2open
- 6 EBITDA and EBITDA %: expect FY26 EBITDA margin exit run rate 43% to 44%**
  - >10pp of margin rate dilution from first time consolidation of e2open
  - FY26 includes ~\$45m-\$50m of one-off e2open integration, retention and break costs driving 2-3pp of margin dilution
  - 2H margin expansion driven by cost efficiencies, launch of new products and roll-out of new commercial model

Guidance provided in line with these assumptions, those in the Appendix, slide 36 in the FY25 Investor presentation and to be read in conjunction with the FY25 pro forma on slide 15

Uncertainty around future economic and industrial production growth.

Prevailing uncertainties relating to sovereign and geopolitical risk may also reduce assumed growth rate.

# WiseTech's 3P strategy

**Vision:** Be the operating system for global trade and logistics

**People:** Powered by our talented people, and accelerated by our innovation culture and targeted acquisitions



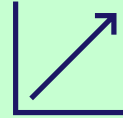
## Product

Extend technology lead



## Penetration

Expand market penetration



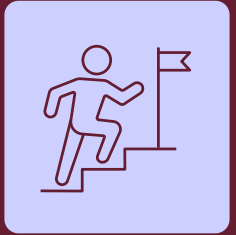
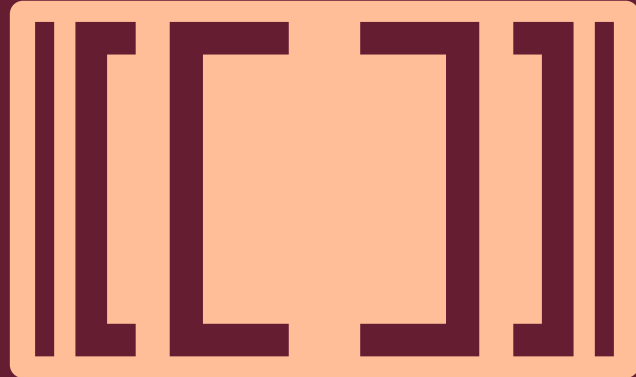
## Profitability

Enhance operating leverage

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2025



For more information visit  
[wisetechglobal.com/investors](https://wisetechglobal.com/investors)

