



# Investor presentation

Financial results for year ended 31 March 2022



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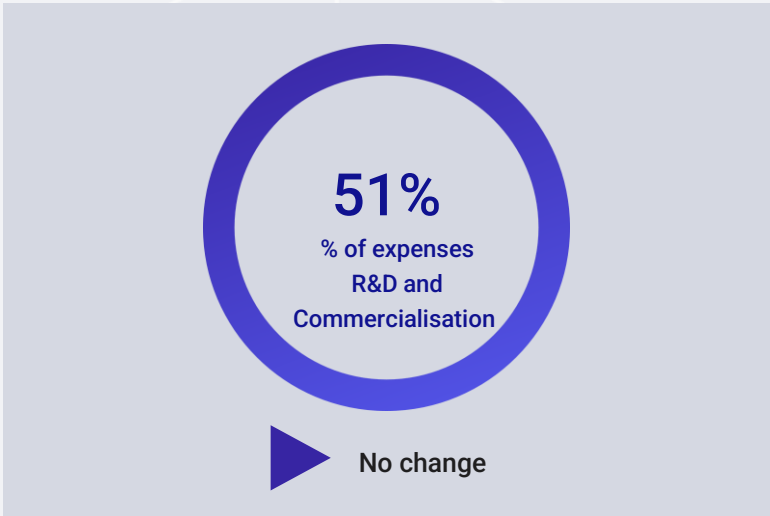
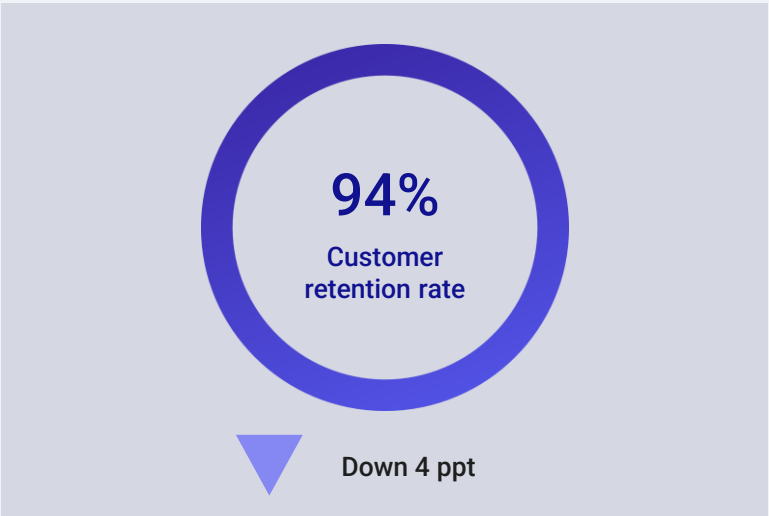
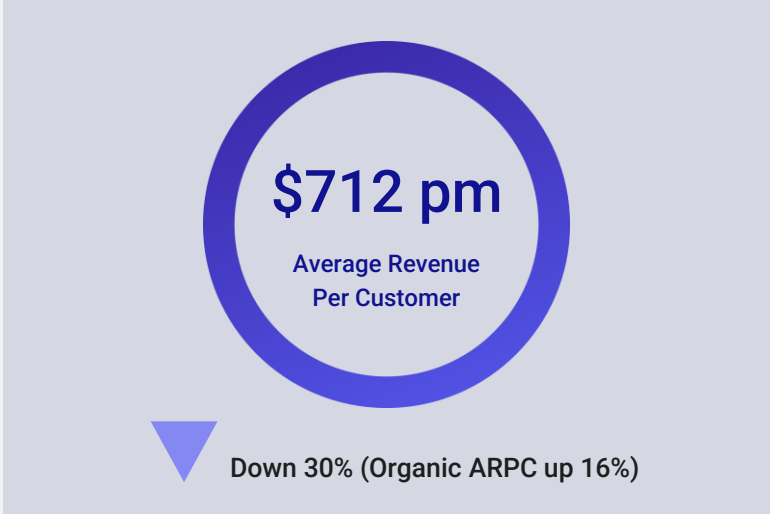


**AJ Smith**  
CEO & Director



**Deidre Campbell**  
Chief Financial Officer

# Key performance indicators



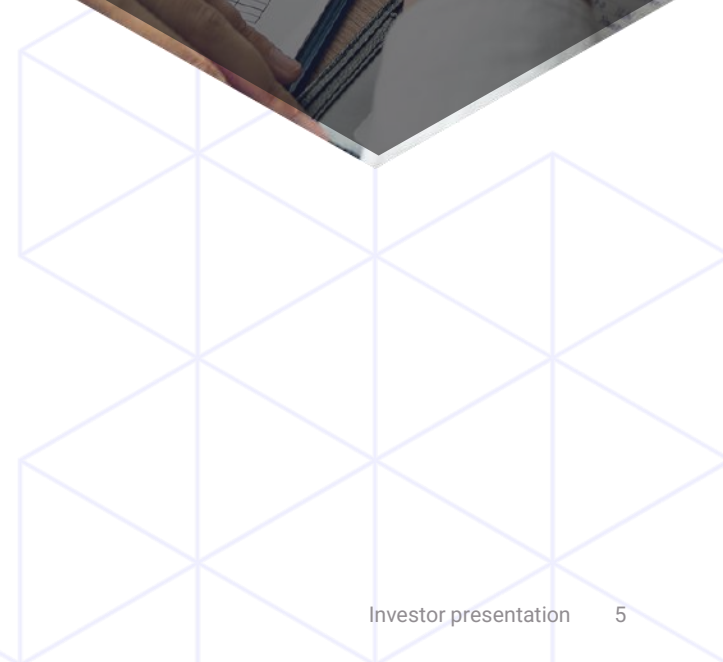
Note, all comparisons are against FY21 unless otherwise indicated.

# Financial summary

Strong organic growth, accelerated with targeted acquisitions

	FY22	FY21	% Change
<b>Revenue</b>			
Trading revenue	\$3.9m	\$1.6m	136%
Other income	\$1m	\$0.7m	42%
Total income	\$4.9m	\$2.3m	108%
<b>Costs</b>			
Total expenses	\$14.4m	\$8.2m	76%
<b>Profit (Loss)</b>			
EBITDA <sup>1</sup>	(\$9.5m)	(\$5.9m)	63%
Net profit (loss) after tax	(\$10.8m)	(\$6.6m)	64%
<b>Cash position</b>			
Cash and cash equivalents	\$5.9m	\$1.4m	320%

<sup>1</sup>Earnings before interest, tax, depreciation & amortisation



# Business highlights

We're making solid progress on executing our business strategy

- **Organic growth** has primarily been driven by Prodoc sales in New Zealand
- **Providing new solutions** to existing customers is proving an effective way to grow revenue, alongside targeted acquisitions
  - Cube for exporters
  - FreightLegend for Freight Forwarders (FY23)
- **Product enhancements and integrations** build value and create stickiness among users
- **Established organisational capabilities** to scale up
- **Completed three acquisitions** diversifying customer base and building capabilities



## Customers

- 20 new customers in A/NZ
- 16 mid-market and enterprise customers now on Cube



## Product

- Cube launched
- 348 product enhancements
- Multiple key ecosystem integrations<sup>1</sup>



## Organisation

- Listed on the NZX
- Established governance framework
- Increased expertise



## Acquisitions

- Freight (formerly Cyberfreight)
- SpeEDI Solutions
- FreightLegend
- Rfider (FY23)

1. Including Vero insurance, INTTRA Bookings, INTTRA Schedules, CargoSmart – Schedules, Trade-Van.



# Our opportunity



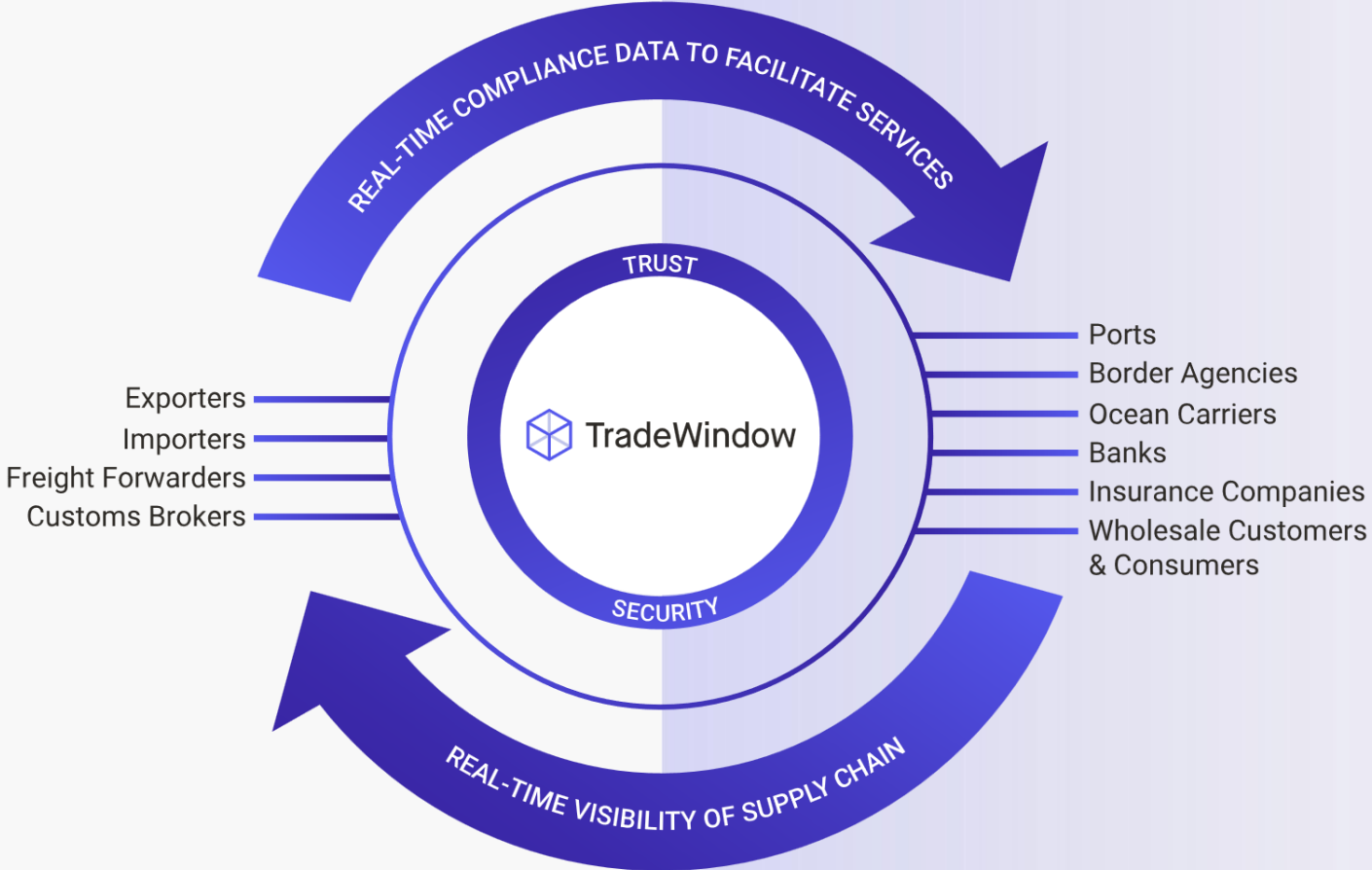
# We're building a global trade platform

## Data supply

Software to capture, format and aggregate data to meet trade compliance requirements

## Data demand

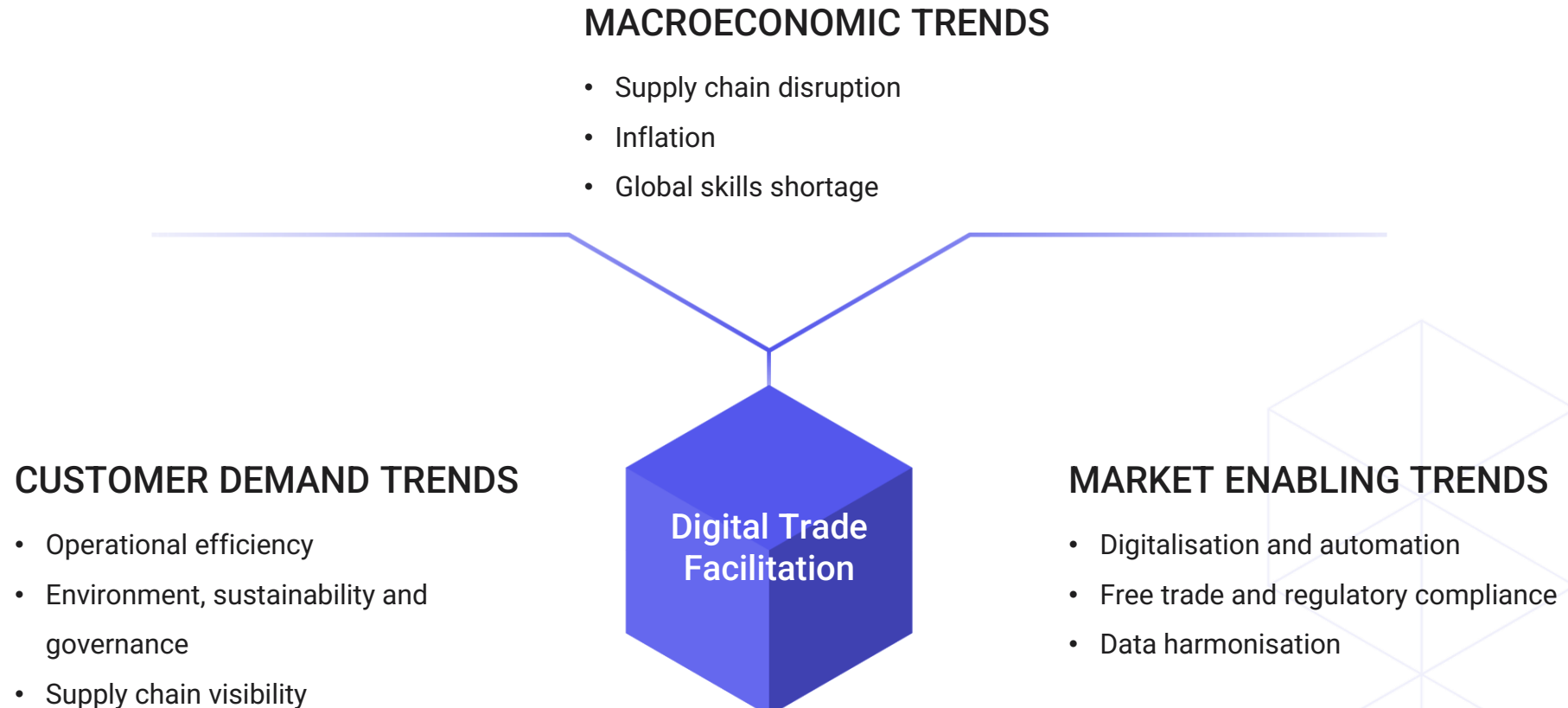
Permissioned access to trusted data needed by supply chain partners to deliver their service





# Digital trade is centre stage

Market trends have delivered a window of opportunity



# Our opportunity

TradeTech is an emerging market with initial solutions displacing manual paper-based processes, emails and spreadsheets

## Productivity

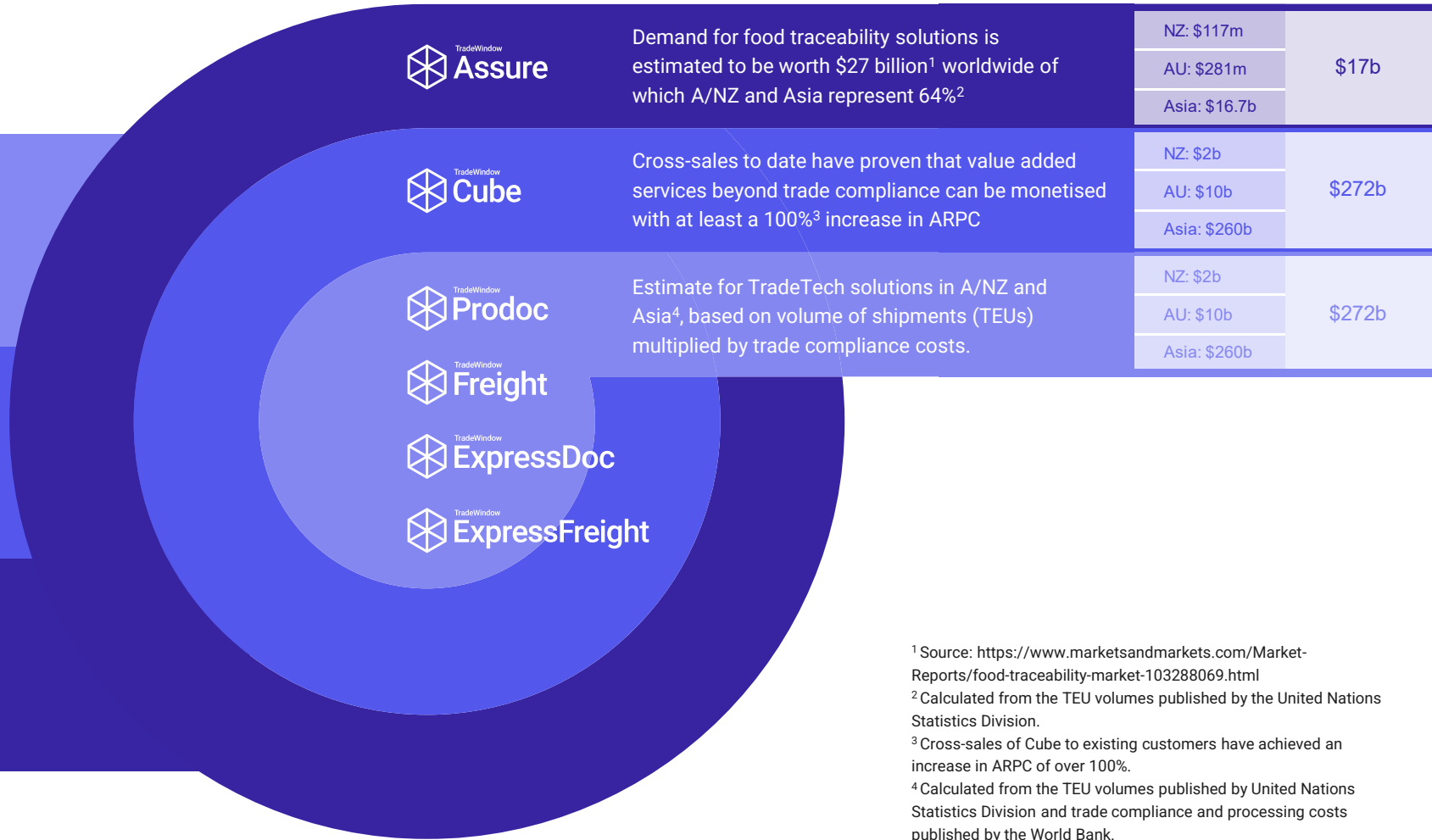
Integration of operational systems for superior efficiency

## Connectivity

Secure collaboration & sharing through a fully integrated system

## Visibility

Differentiated quality assurance and provenance



<sup>1</sup> Source: <https://www.marketsandmarkets.com/Market-Reports/food-traceability-market-103288069.html>  
<sup>2</sup> Calculated from the TEU volumes published by the United Nations Statistics Division.  
<sup>3</sup> Cross-sales of Cube to existing customers have achieved an increase in ARPC of over 100%.  
<sup>4</sup> Calculated from the TEU volumes published by United Nations Statistics Division and trade compliance and processing costs published by the World Bank.

# TradeWindow is building for global growth

Medium-term focus on New Zealand, Australia and Asia



Team of 90<sup>1</sup> subject matter experts spanning four countries




Customer base of 454 organisations across APAC



Proven solutions with material revenue streams



ISO 9001, ISO 27001, PAS99 certified

 Where we have customers

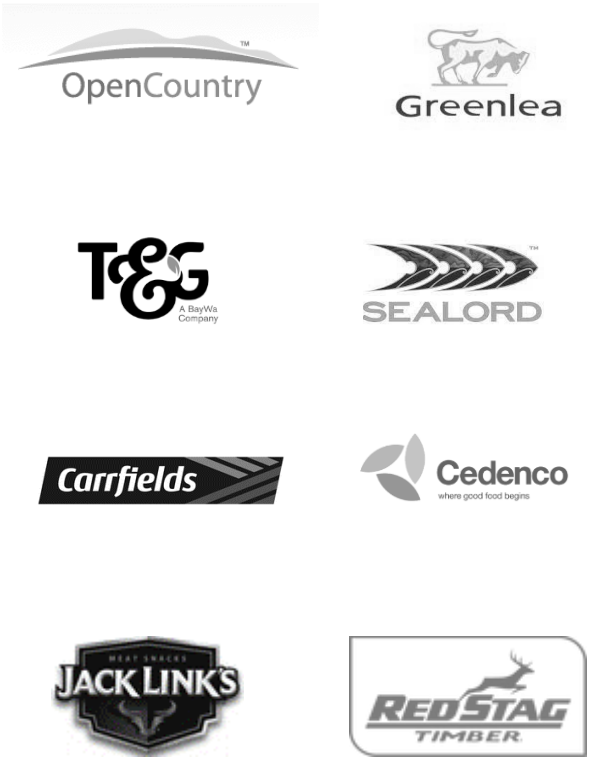
 Remote staff

 Offices

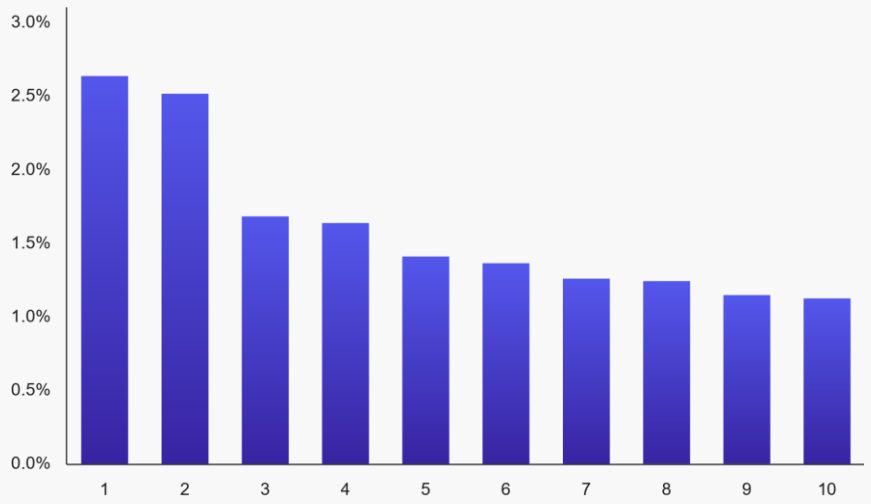
<sup>1</sup> Full Time Equivalent as at 30 April 2022

# 450+ organisations use our technology

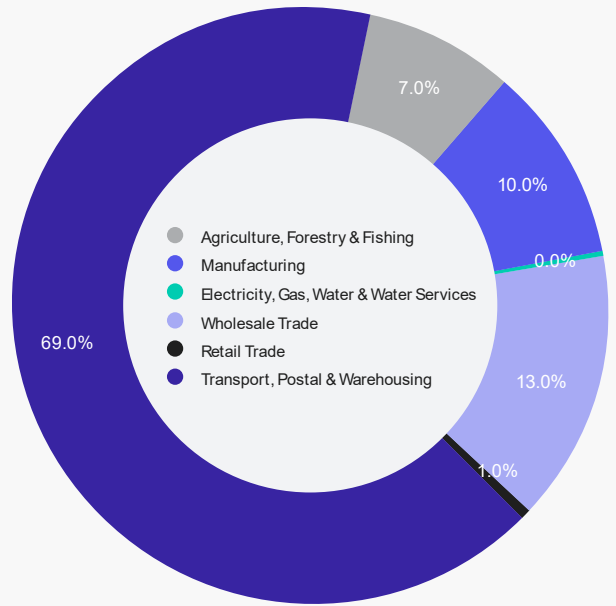
Our customers include exporters, importers, freight forwarders and customs brokers



Top 10 Customers % of trading revenue



Customer base by sector



Note, logos don't correspond to top 10 customers.



# Progress against our strategy



# Our strategy



## Our vision

End-to-end connectivity across global supply chains



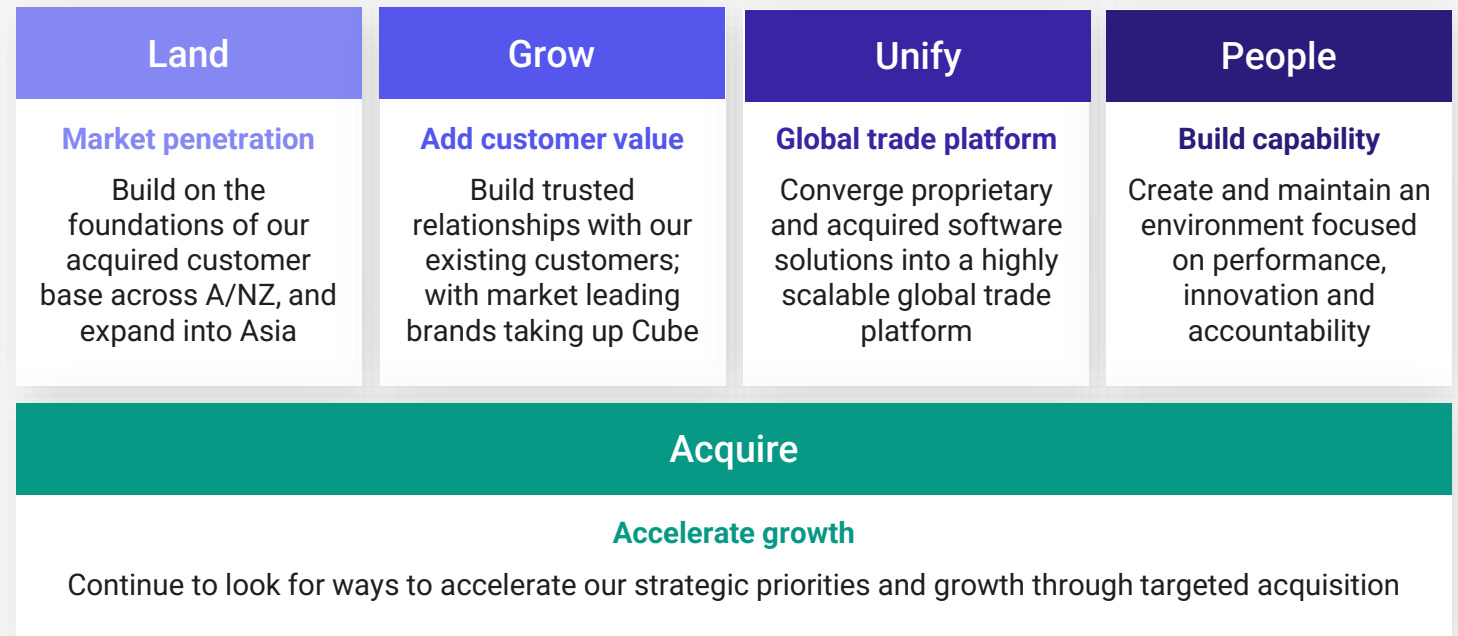
## Our mission

To make global supply chains more productive, connected and visible

## Strategic summary

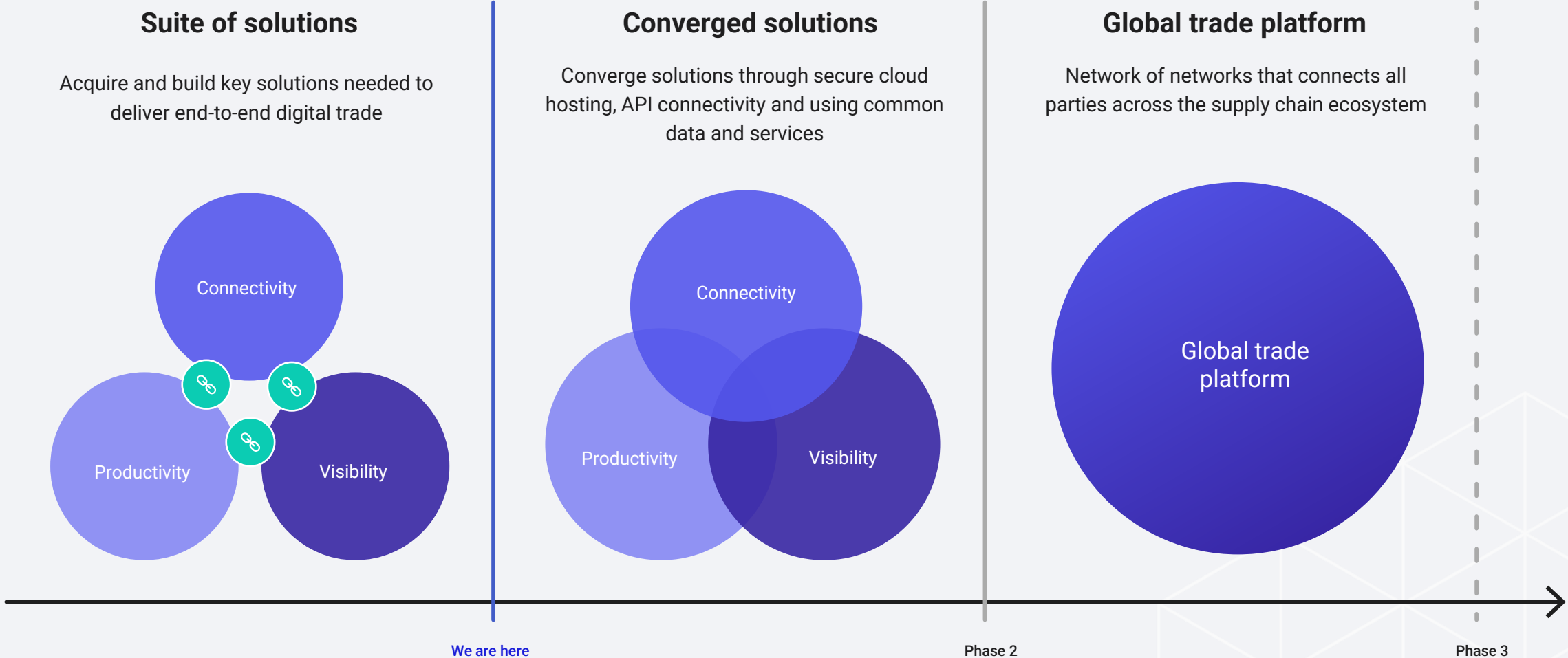
Trusted digital trade facilitation delivered through a global trade platform that connects our customers with their supply chain ecosystem

## Our strategic priorities



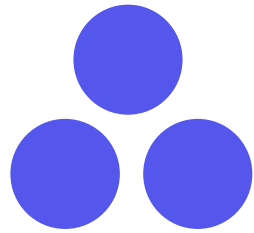
# Our product strategy

We're converging proprietary and acquired solutions into a single global trade platform

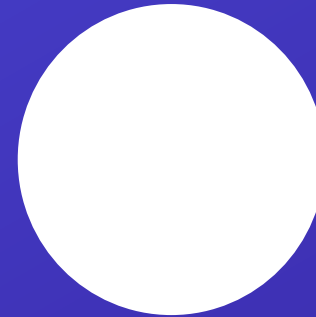


# A digital connected global trade platform

Our vision is for a modular platform that consolidates and integrates data, back-end processes, and automates workflow



- ✓ Common services and architecture patterns
- ✓ Configuration over implementation
- ✓ Cloud-hosted
- ✓ Automated software deployment



- Simplify and standardise the technology stack
- Rapid integration
- Low-touch rapid deployment
- Single data entry
- Consistent UI/UX



# Delivering against our strategy

FY22

FY23 and beyond

## Land

- ✓ Further consolidated market leadership in NZ
- ✓ Commercial launch of Cube in NZ
- ✓ Entry into the Australian market, winning 'banner brand' customers

- Build market share in Australia through organic sales focused on mid-market exporters and SME freight forwarders
- Establish a managed service offering in A/NZ
- Establish indirect sales channels in A/NZ and Asia

## Grow

- ✓ Newly-acquired customers
- ✓ Commenced cross-selling Cube to existing Prodoc customers
- ✓ Commenced cross-selling FreightLegend to existing Freight customers

- Deliver data visualisation and insights tools
- Establish 24/7 customer support
- Deliver customer capability training to provide a pipeline of certified users

# Delivering against our strategy

FY22

FY23 and beyond

## Unify

- ✓ Commercial release of trade contracts, bookings and schedules and origin modules
- ✓ Assimilated acquisitions into TradeWindow's organisational structure

- Converge proprietary and acquired capabilities and new solutions into a single platform
- Convert legacy solutions to cloud native
- Deliver data-driven solutions

## People

- ✓ Established product, onboarding and support functions
- ✓ Recruited Country Manager, Australia
- ✓ Organisation restructure prioritising for speed of delivery and revenue growth

- Offshore low risk roles to access talent and build resilience
- Establish a leadership training programme
- Greater use of benefits to attract and retain experts
- Recruit further team members across both commercial and R&D roles

# Our network in New Zealand has momentum

Broad range of services provided across the industry in established, growing market

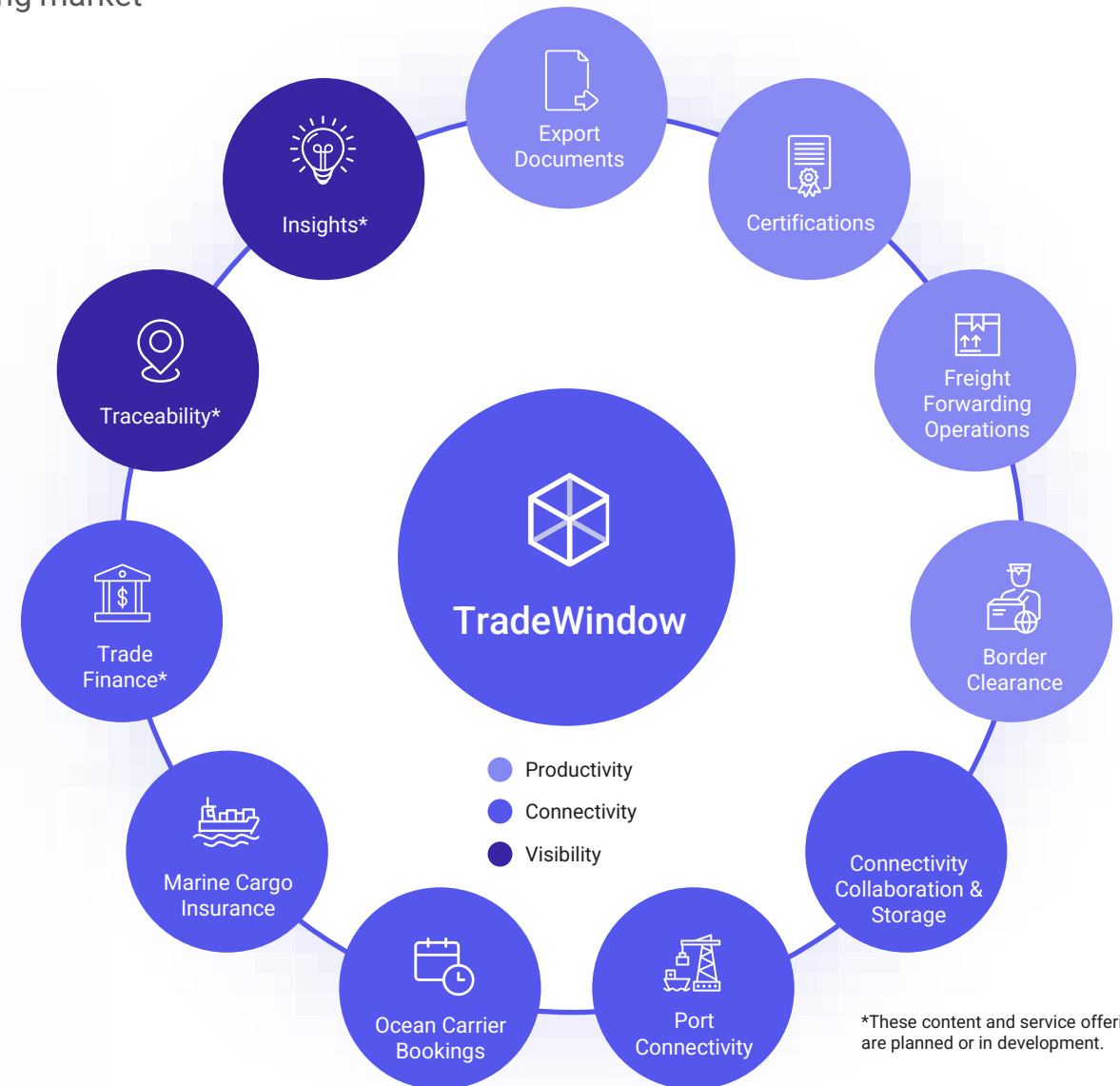
## Our key product offerings in New Zealand

- Prodoc is NZ's #1 export document solution
- Origin provides a fast turn-around Certificate of Origin service
- Freight and ExpressFreight<sup>1</sup> provide the solutions needed by forwarders, importers and customs brokers
- Cube allows for trusted collaboration across supply chains
- PortConnect is the bridge to the Port of Tauranga and Ports of Auckland (FY23)
- INTTRA and CargoSmart connect to majority of the world's ocean carriers
- Connectivity with Vero for marine insurance
- Assure will enable supply chain traceability, to be enhanced with the acquisition of Rfider

## FY22 revenue

- Revenue up 67% to \$2.4 million

<sup>1</sup>ExpressFreight is SpeEDI



\*These content and service offerings are planned or in development.

# Strong foundations established in Australia

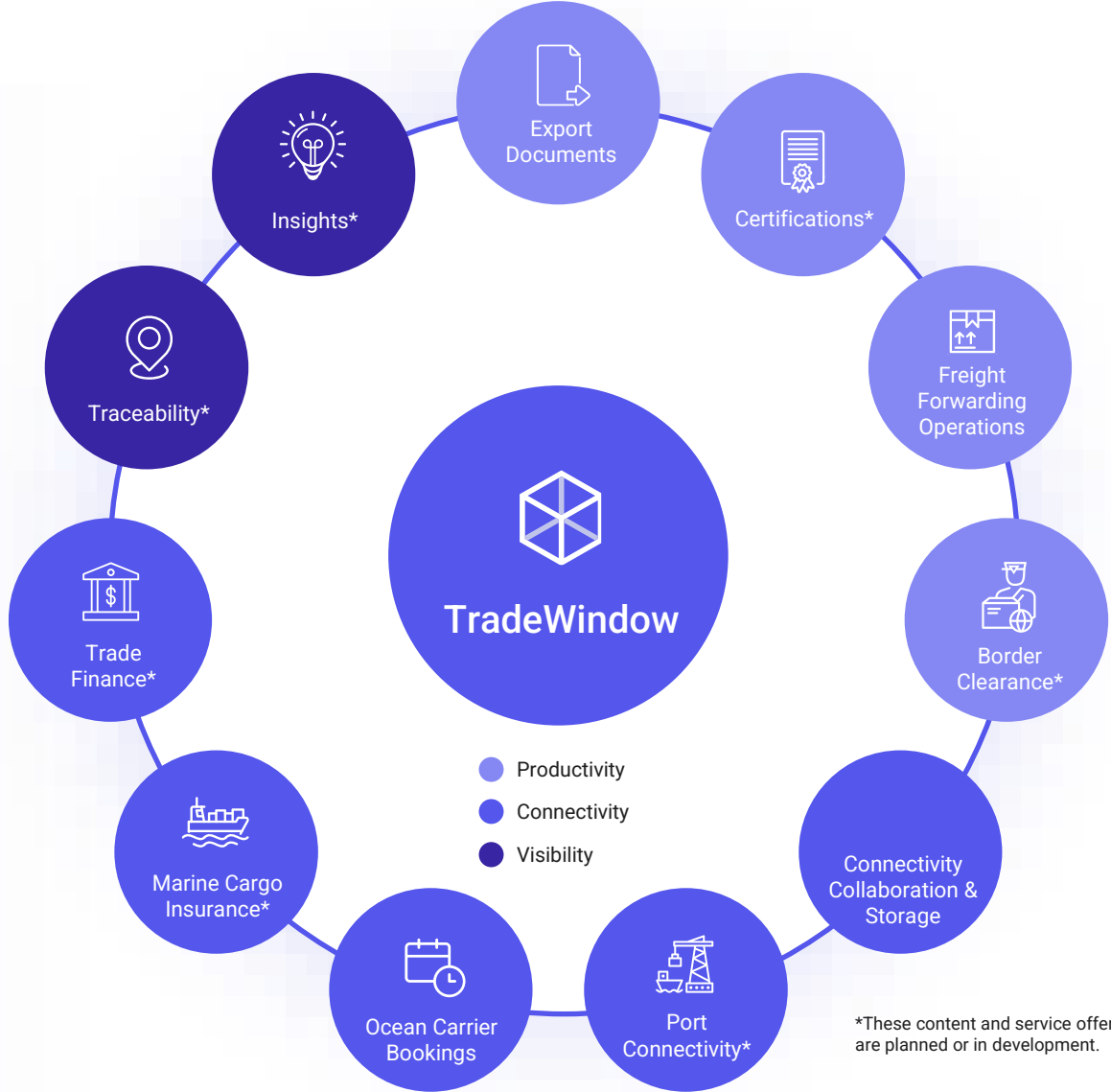
Focus on accelerating growth in FY23

## Our key product offerings in Australia

- Prodoc is being used by leading seafood and FMCG brands
- Origin is being localised for the Australian market
- Freight is well positioned to serve the SME sector
- Cube, Assure and data insights tools can be rolled out with minimal localisation
- INTTRA and CargoSmart are global solutions with no need for localisation

## FY22 revenue

- Revenue up 520% to \$1.4 million (driven by the Freight acquisition)



\*These content and service offerings are planned or in development.

# Delivering against our strategy

## FY22

### Acquire

- ✓ Acquired Cyberfreight (Freight)
- ✓ Acquired SpeEDI Solutions (ExpressFreight<sup>1</sup>)
- ✓ Acquired FreightLegend

## FY23 and beyond

- Acquired Rfider (FY23)<sup>2</sup>
- Target incumbent software solutions to accelerate entry into new markets
- Target adjacent software solutions that deliver complementary capability to the global trade platform

<sup>1</sup>SpeEDI solutions will be rebranded to ExpressFreight during FY23.

<sup>2</sup>Subject to completion.

# Rfider acquisition

Post balance date acquisition will extend reach into primary industry supply chains

## Transaction summary

- Rfider is an all-in-one solution for collecting, securing and sharing item-level traceability and process data within and across organisations.
- Rfider has customers in Australasia, Europe, USA and South America.
- The agreement is conditional and settlement is expected on or before 31 July 2022.

## Transaction benefits

- Rfider has developed a mobile interface that can be rapidly deployed in complex chains to capture many points of data.
- This will allow TradeWindow to extend its reach deeper into primary industry supply chains by providing traceability all the way back to the points of cultivation and production.
- In particular, it will strengthen TradeWindow's offer for customers who compete on transparency of origin, ethical practices, sustainability and quality.
- It will give TradeWindow positive exposure to an additional estimated \$16.8bn<sup>1</sup> worldwide market opportunity for food traceability.

<sup>1</sup> Source: <https://www.marketsandmarkets.com/Market-Reports/food-traceability-market-103288069.html>



# Financial overview



# Financial performance

Trading revenue up 136% driven by organic growth and acquisitions

\$000s	FY22	FY21	Change \$	Change %
Trading revenue	3,878	1,642	2,236	136%
Other income	999	702	297	42%
<b>Total income</b>	<b>4,877</b>	<b>2,344</b>	<b>2,533</b>	<b>108%</b>
Employee benefits expense	10,830	6,343	4,487	71%
Other expenses	3,594	1,864	1,730	93%
<b>Total expenses</b>	<b>14,424</b>	<b>8,207</b>	<b>6,217</b>	<b>76%</b>
<b>EBITDA<sup>1</sup></b>	<b>(9,547)</b>	<b>(5,863)</b>	<b>(3,684)</b>	<b>63%</b>
Depreciation & amortization	1,667	1,070	597	56%
Net finance expenses	170	141	29	21%
Income tax	(560)	(476)	(84)	18%
<b>Net loss after tax</b>	<b>(10,824)</b>	<b>(6,598)</b>	<b>(4,226)</b>	<b>64%</b>

- **Trading revenue** up 136% to \$3.9m, total income up 108% to \$4.9m (includes acquisitions)
- **Employee costs** up 71% to \$10.8m, driven by planned investment in new employee resources and employees who have joined through acquisitions
- **Other expenses** rose 93% to \$3.6m, driven by listing related costs of \$1.1m
- **Net loss of \$10.8m** after tax includes office premises lease up \$0.2m and acquisition amortisation and interest up \$0.3m

<sup>1</sup> EBITDA – Earnings before interest, tax, depreciation & amortisation



# Revenue by type and country

Subscription + transaction pricing model provides upside opportunity while retaining predictable revenue streams

Revenue by type \$000	FY22	FY21	Change %
Transactional	1,622	873	86%
Subscription	1,596	420	280%
Services	226	144	57%
Installation	434	205	112%
<b>Total trading revenue</b>	<b>3,878</b>	<b>1,642</b>	<b>136%</b>
Other income	999	702	42%
<b>Total income</b>	<b>4,877</b>	<b>2,344</b>	<b>108%</b>

Trading revenue by country \$000	FY22	FY21	Change %
New Zealand	2,356	1,409	67%
Australia	1,446	233	520%
Asia	76	0	100%
<b>Total trading revenue</b>	<b>3,878</b>	<b>1,642</b>	<b>136%</b>

- **Strong, sustainable revenue** through predictable subscription and transaction revenue
- **Transactional revenue** increase included a shift to transactional pricing for the majority of Prodoc customers
- **Subscription revenue** was significantly up, mainly due to the acquired Freight businesses
- **Strong organic growth** of 32% from Prodoc, Cube and Origin solutions
- **Other income** – increase from R&D tax credit grant
- **Strong momentum in New Zealand and Australia** with 67% and 520% revenue growth, respectively

# Average revenue per customer (per month)

Organic ARPC up 16%, newly acquired customers provide cross-sell opportunity

Organic business	FY22	FY21	Change %
Subscriber <sup>1</sup> customer nos. period end	134	123	9%
Ave Subscriber customer nos.	131	111	
Ave monthly revenue per customer \$	1,183	1,022	16%

Acquired freight businesses	FY22	FY21	Change %
Subscriber customer nos. period end	320	0	100%
Ave Subscriber customer nos.	287	0	
Ave monthly revenue per customer \$	492	0	100%

Ave monthly revenue per customer	FY22	FY21	Change %
Subscriber customer revenue \$000	3,565	1,362	162%
Subscriber customer nos. period end	454	123	269%
Ave Subscriber customer nos.	418	111	
<b>Ave monthly revenue per customer \$</b>	<b>712</b>	<b>1,022</b>	<b>-30%</b>

<sup>1</sup> Subscriber customers are those that are licensing TradeWindow's software and generate monthly subscription revenue. These customers may also generate transaction, services & installation revenues. It excludes certificate and other revenue.

- **Increased monthly average revenue per customer (ARPC)** for organic business – up 16%
- **Overall ARPC reduced 30%** reflecting lower ARPC in acquired businesses. Confident in increase with cross-sell strategy
- **Acquisitions have delivered greater diversity** of customers including small and medium enterprise businesses

# Operating expenses / staff numbers

Higher expenses reflect planned investment in R&D, commercialisation and organisational capability

Employee benefits expense \$'000s	FY22	FY21	Change \$	Change %
Cost of goods sold	1,485	668	816	122%
Research & Development	4,592	2,783	1,809	65%
Sales & Marketing	1,971	695	1,276	184%
General and Administration	2,783	2,197	586	27%
<b>Total employee benefits</b>	<b>10,830</b>	<b>6,343</b>	<b>4,487</b>	<b>71%</b>

Staff nos. (FTE) as at 31 March 2022	FY22	FY21	Change \$	Change %
Cost of goods sold	17	9	8	86%
Research & Development	41	27	14	51%
Sales & Marketing	17	12	5	39%
General and Administration	15	9	6	70%
<b>Total staff nos. (FTE)</b>	<b>89</b>	<b>57</b>	<b>32</b>	<b>57%</b>

Other expenses \$'000s	FY22	FY21	Change \$	Change %
Cost of goods sold	459	377	83	22%
Research & Development	301	341	(40)	-12%
Sales & Marketing	559	346	213	62%
General and Administration	2,274	800	1,475	184%
<b>Total</b>	<b>3,594</b>	<b>1,864</b>	<b>1,730</b>	<b>93%</b>

- **Previously signaled investment in headcount** to support growth including 12 via acquisition
- **R&D up \$1.8m** to support current and future growth (employee numbers from 27 to 41)
- **No R&D cost capitalised** to balance sheet
- **Increased sales capability** in New Zealand and Australia
- **General and administration** up - building organisational capability (e.g. HR, Finance) to support listed environment and growth opportunities
- **Other expenses** included one-off listing costs (\$0.5m) and related ongoing costs increases (\$0.6m) (insurance, audit, professional)

# Financial position

Capital injection and acquisitions drive lift in total assets

\$000s	FY22	FY21	Change \$	Change %	Movements
Current Assets	7,852	2,023	5,829	288%	Cash up \$4.5m to \$5.9m. Receivables up \$1.3m including IRD R&D claims of \$1m
Non-Current Assets	8,663	4,115	4,548	111%	Acquired software \$1.4m. Goodwill \$1.5m. Lease asset \$1.4m
<b>Total Assets</b>	<b>16,515</b>	<b>6,138</b>	<b>10,377</b>	<b>169%</b>	
Current Liabilities	2,967	1,423	1,543	108%	Trade and other payables \$0.6m; lease \$0.5m; deferred income \$0.4m
Non-Current Liabilities	2,704	1,220	1,484	122%	Acquisition loans \$0.5m; lease \$0.9m
<b>Total Liabilities</b>	<b>5,670</b>	<b>2,644</b>	<b>3,027</b>	<b>114%</b>	
<b>Net Assets</b>	<b>10,845</b>	<b>3,494</b>	<b>7,350</b>	<b>210%</b>	
<b>Total Equity</b>	<b>10,845</b>	<b>3,494</b>	<b>7,350</b>	<b>210%</b>	Share capital/notes \$18.4m (Private capital raise \$15.0m, equity settled acquisition \$2.4m, staff share options \$0.9m). Retained earnings \$(10.8m).

# Cashflow

Balance date cash and cash equivalents of \$5.9m

\$000s	FY22	FY21	Change \$	Change %
<b>Operating Activities</b>				
Cash Received from Customers	4,040	1,673	2,367	141%
Cash Paid to Suppliers and Employees	(13,204)	(7,283)	(5,921)	81%
Income Tax Received	(8)	475	(483)	-102%
Grant Income	676	559	117	21%
<b>Operating net cash flow</b>	<b>(8,496)</b>	<b>(4,576)</b>	<b>(3,920)</b>	<b>86%</b>
<b>Investing net cash flow</b>	<b>(1,961)</b>	<b>(112)</b>	<b>(1,849)</b>	<b>1651%</b>
<b>Financing cash flow</b>	<b>14,976</b>	<b>5,114</b>	<b>9,862</b>	<b>193%</b>
Net Change in Cash	4,618	426	4,192	984%
Opening Cash	1,413	987	426	43%
<b>Closing Cash</b>	<b>5,933</b>	<b>1,413</b>	<b>4,520</b>	<b>320%</b>

- **Balance date cash** and cash equivalents of \$5.9m, up \$4.5m on FY21
- **Key activity during the year:**
  - Operating activity:
    - Cash from customers up 141%
    - Cash paid reflects higher expenses
  - Investing activity:
    - Mainly acquisition cash settlements \$1.6m
  - Financing activity :
    - Private capital raise \$15.0m
    - Acquisition loans net of repayments \$0.4m
    - Lease payments -\$0.4m
- **Actively working** with advisors and major shareholders to determine best funding path for future growth

# Average revenue per customer by revenue type (per month)

	FY22	FY21	Predominant brand
<b>Transactional revenues \$000</b>	<b>1,342</b>	<b>593</b>	<b>Prodoc/Cube + Speedi</b>
Ave Transactional customer nos.	159	111	
Ave monthly Transactional revenues per segment customer \$	702	446	
<b>Subscription revenues \$000</b>	<b>1,593</b>	<b>420</b>	<b>Prodoc/Cube + Freight</b>
Average Subscription customer numbers	389	111	
Ave monthly Subscription revenues per segment customer \$	341	316	
<b>Service revenues \$000</b>	<b>195</b>	<b>144</b>	<b>Prodoc/Cube + Freight</b>
Average Service customer numbers	389	111	
Ave monthly Service revenues per segment customer \$	42	108	

	FY22	FY21	Predominant brand
<b>Installation revenue \$000</b>	<b>434</b>	<b>205</b>	<b>Prodoc</b>
Total Install customer numbers	26	15	
Average Install revenues per new customer (one off) \$	16,699	14,078	
<b>Total Group Subscriber<sup>1</sup> revenues \$000</b>	<b>3,565</b>	<b>1,362</b>	
<b>Total Subscriber customer nos.</b>	<b>418</b>	<b>111</b>	
<b>Total average monthly revenue per customer \$</b>	<b>712</b>	<b>1,022</b>	
<b>Certificate &amp; other revenue \$000</b>	<b>313</b>	<b>280</b>	
<b>Total trading revenue \$000</b>	<b>3,878</b>	<b>1,642</b>	

<sup>1</sup> Subscriber customers are those that are licensing TradeWindow's software and generate monthly subscription revenue. These customers may also generate transaction, services & installation revenues. It excludes certificate and other revenue.



# Summary and outlook



# FY23 outlook

- **Clear strategy for FY23 and beyond**, focused on continued revenue growth in New Zealand and Australia, alongside the building of a global trade platform.
- **FY23 trading revenue** expected to be within a range of \$5.5 million to \$7.0 million; with total income between \$6.0 million and \$7.5 million.
- **FY23 guidance subject to:**
  - ongoing geopolitical and environmental uncertainty, including the impact of ongoing supply chain challenges; and
  - the timing of customer decisions and implementation of Cube and other solutions.
- **Guidance excludes revenue from any new acquisitions**, including the conditional Rfider acquisition as announced to the NZX on 17 May 2022.





# Summary

- **Strong delivery and momentum** on our priorities, including investment for growth. Growth is from new sales and deepening relationships with existing customers.
- **Global trade is undergoing significant transformation** and TradeWindow is well positioned to capitalise on favourable trends.
- **TradeWindow has strong fundamentals**, a diversifying customer base and we are delivering on our plans.
- **Compelling product set** is proving popular with existing, acquired and new customers.
- **Ongoing investment critical** to take advantage of the opportunity to build a global trade platform.





# Q&A

