pakajo

THE WORLD SHIPS.

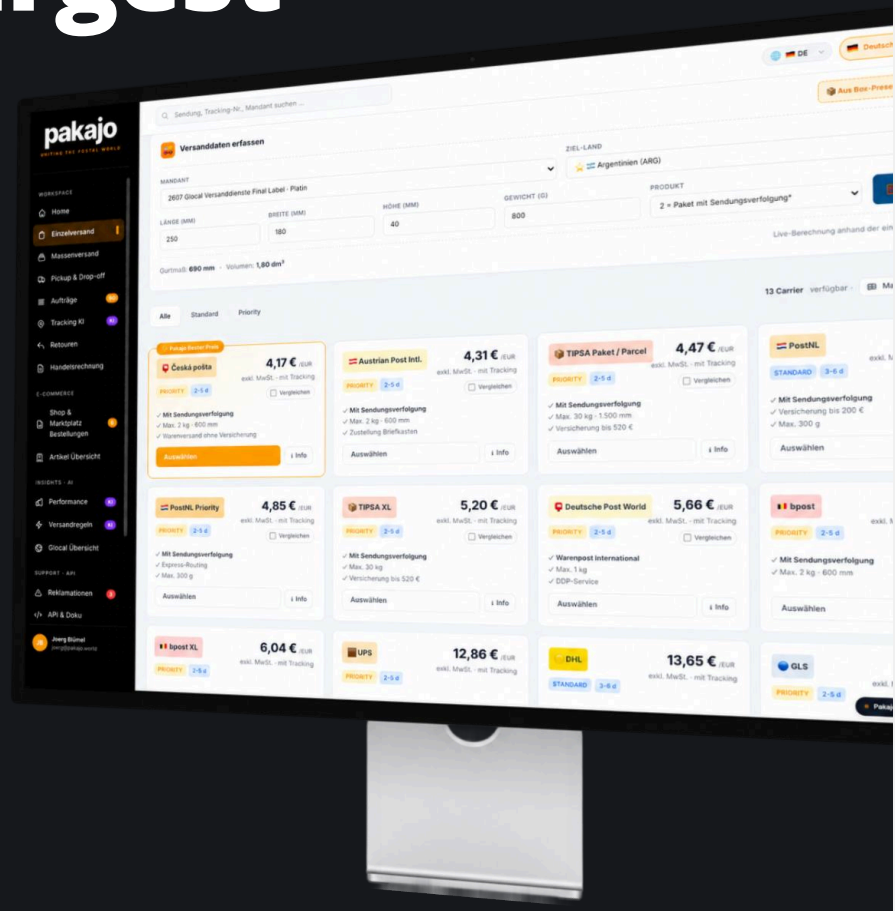
pakajo connects.

UNITING THE POSTAL WORLD



We are building the largest global local delivery network.

Shipping from any country to any country
at local domestic rates.



WHAT IS THE PROBLEM?

Worldwide shipping is inefficient and problematic.

Cross-border additional costs

International shipping costs are 2 to 3 times higher than domestic rates. Retailers lose margin and cannot offer free shipping.

Customs clearance is becoming increasingly complex

New US tariffs, EU IOSS rules, and reforms in China make compliance more difficult.

No comprehensive coverage

Each provider is only cost-efficient in their home market. No one delivers worldwide at domestic rates.

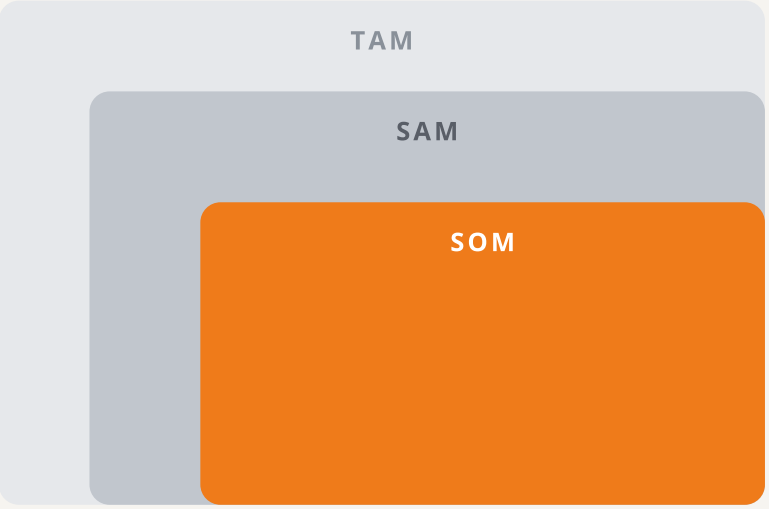
Lack of consolidation

Each shipment is cleared individually. This drives operational costs and prevents economies of scale.

The market doesn't need more shipping providers, but local infrastructure in every country plus a central platform that connects all customs processes.

HOW BIG IS THE MARKET?

Huge market. Growing fast. Cross border eCommerce leads the way.



TAM **€650 billion**
Global CEP market *year 2024

SAM **€197 billion**
Cross-border parcel market DACH + EU + USA + LATAM

SOM **€2.5 billion**
Addressable glocal corridor
*What pakajo can realistically capture in three years.

Valuation analysis: €500 million and more company value

+10.6% p.a. global CEP growth. Cross-border growth is outpacing overall growth due to e-commerce.

HOW CAN PAKAJO CREATE A SOLUTION?

What if shipping abroad cost the same as shipping at home?

1 Local delivery infrastructure

Direct contracts with national postal services in 23 countries. Local rate groups without international surcharges. pakajo labels count as domestic shipments.

+

2 Consolidated linehaul

Own bulk freight movements from country to country. Cost-share model that scales with volume, not distance.

+

3 One-click customs

All customs handled automatically, for a whole batch of shipments at once. No paperwork for the merchant, pakajo takes care of the rest.

=

Ship worldwide at local rates

Competitors have one of the three. pakajo combines all three, and that is the whole advantage.

THE SECRET OF THE PRODUCT

A shipping software that turns every cross-border parcel into a domestic shipment.

1 Software platform

Merchants book shipping, customs, and tracking in one place, with connections to common shop systems and smart AI features.

+

2 Own delivery network

Direct contracts with national postal services in 23 countries. pakajo buys at local domestic rates, not at reseller rates.

+

3 How pakajo makes money

On every parcel, pakajo earns the spread between buying at local domestic rates and selling with a markup. The software subscriptions add steady monthly revenue.

In short: pakajo is the software that bundles shipping, clears customs automatically, and delivers worldwide at local rates. The more merchants join, the cheaper and stronger the network becomes.

THE PROOF OF CONCEPT

Example USA: the first resolved crisis corridor.

The Market Trigger

New US import tariffs since August 2025

Every European retailer faces:

· Higher cross-border costs
· More complex customs processing
· Loss of competitiveness
· Elimination of duty-free status

pakajo's Solution

US Post + US Parcel, live since Q4 2025

· Local US rates via pakajo carrier integration
· Consolidated customs clearance through the Customs Engine
· Tracking, insurance, and transparent customs calculation in one API

€3.40 Ø margin per shipment on this corridor

HOW IS THE PROCESS?

The journey of a package, from door to door.

First Mile
The merchant hands over the shipment to the local carrier in Germany.

DOMESTIC RATE GERMANY

pakajo Customs Engine
Consolidated linehaul to the destination country and a single customs clearance per corridor.

ONE PROCESS INSTEAD OF THOUSANDS OF INDIVIDUAL CUSTOMS CLEARANCES

Last Mile
The local carrier in the destination country delivers it as if it were a domestic shipment.

DOMESTIC RATE USA

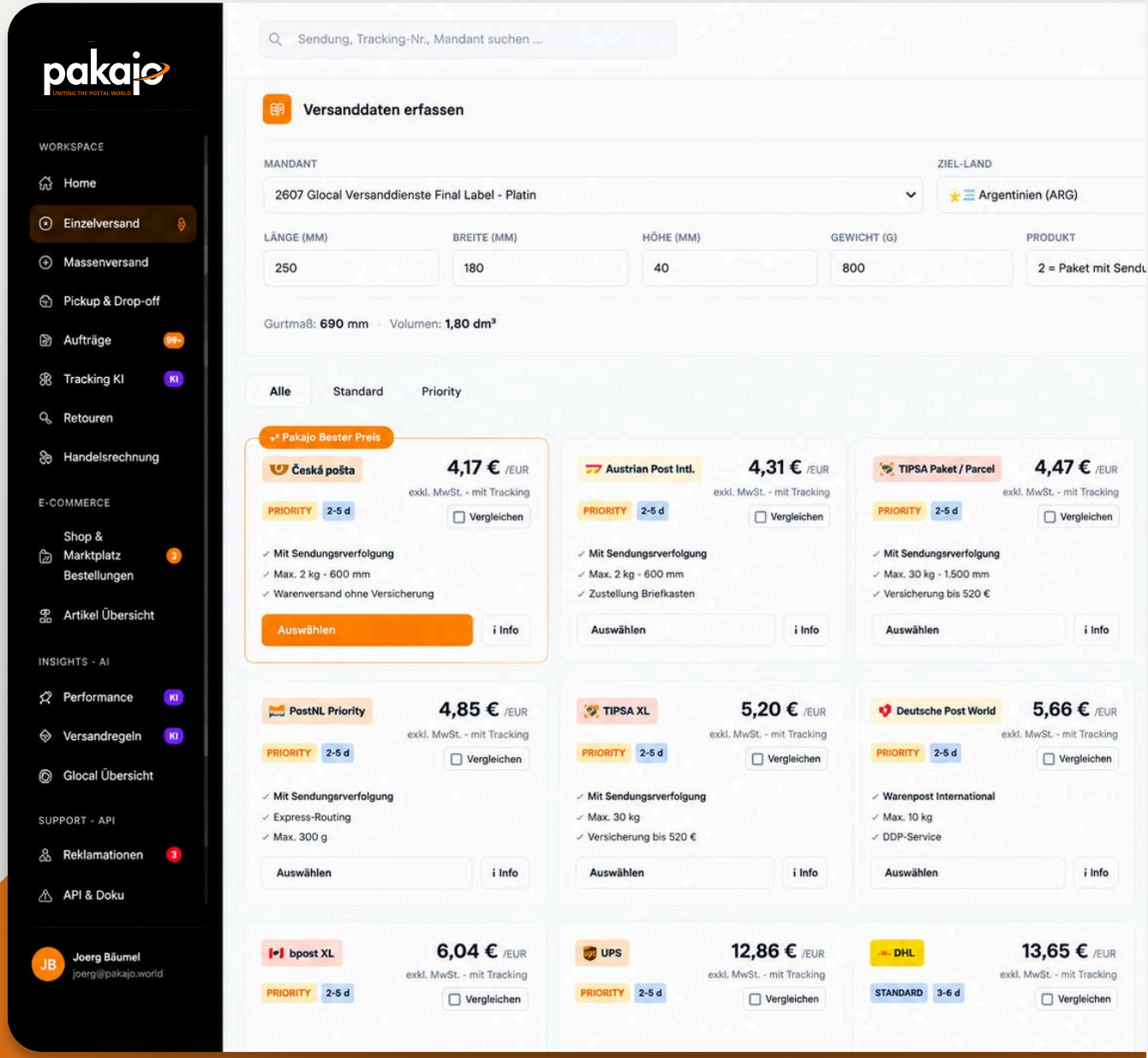
Delivery
The recipient receives the package with tracking and transparent customs calculation.

57 %

cheaper than traditional cross-border

Ship Global,
pay Local.

Smarter shipping. Simply better.



WHAT WE ACHIEVED SO FAR

We are growing. And proving the USP.

1.6 million+
Shipments processed

€4.7 million
Run-rate revenue 2026
+51% YoY

€957
Ø revenue / customer / month

1,600+
B2B customers [1]

23
Countries with local infrastructure

441
Active lane corridors

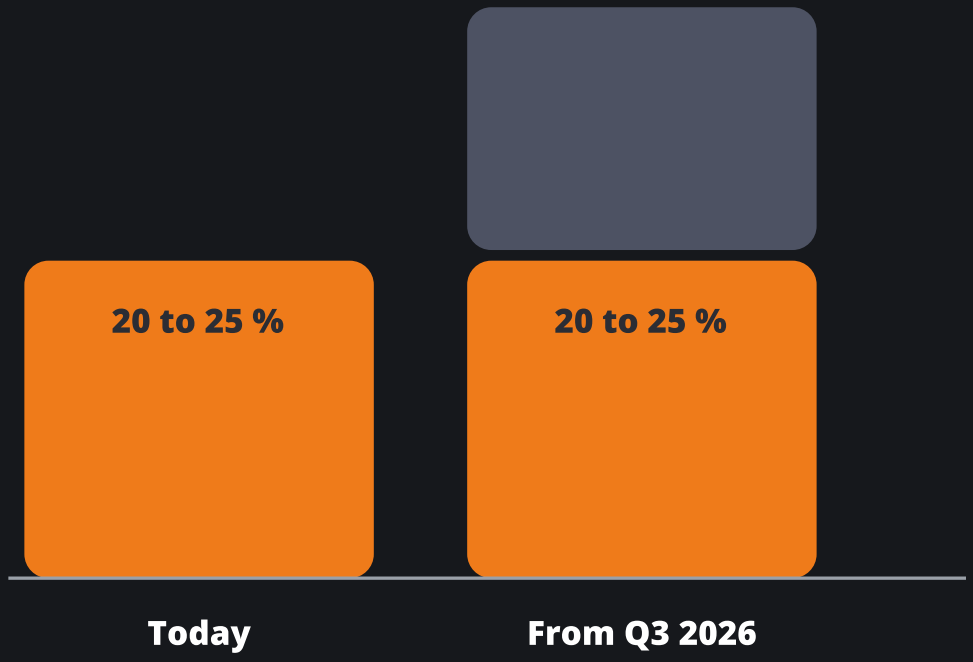
[1] *includes past and present customers*

Every new local country integration multiplies pakajo's own linehaul.

WHAT DOES THE BUSINESS MODEL LOOK LIKE?

Transaction margin today. Recurring revenue from Q3 2026.

The margin earns on every parcel from day one. Subscriptions add a second, recurring layer from Q3 2026.



Transaction margin today

Purchase	+ markup	Sales	Margin
€ 11,40	31,60 %	€ 15,00	= € 3,60 = 24 %

Earned on every parcel, across 23 countries and 441 corridors, scaling with volume.

Recurring subscriptions from Q3 2026

pakajo Pro plans add predictable monthly revenue on top.

THE EXTENDED BUSINESS MODEL

Global package revenue + AI + Subscription

Free
Entry-level

€0

- max. 50 packages / month
- Standard Rates
- 1 Tenant · 1 User
- pakajo Label
- 90 days archiving

Bronze
Smaller shippers

€29 / month

- up to 1,000 packages / year
- Bulk max. 100/run
- 1 Shop Integration
- pakajo Label
- 120 days archiving

MOST POPULAR

Silver
Growth & Scaling

€99 / month

- up to 5,000 packages / year
- 5 Glocal countries
- 3 Shop Integrations
- pakajo and final Label
- 180 days archiving
- Returns portal
- AI Tracking

Gold
Professional

€249 / month

- up to 10,000 packages / year
- 10 Glocal countries
- 10 Shop Integrations
- pakajo and final Label
- 365 days archiving
- Returns portal
- AI Tracking
- AI Pricing

Enterprise
Tailored for scale

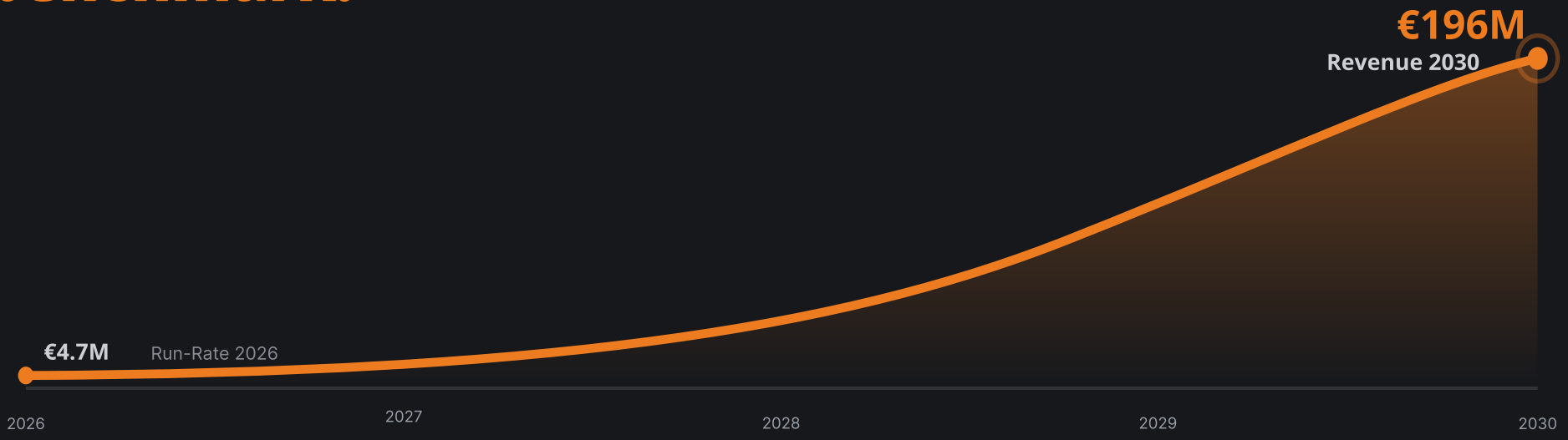
On request

- 20,000+ packages / year
- all 441 corridors
- Unlimited Bulks
- pakajo and final Label
- Unlimited archiving
- Returns portal
- AI Tracking
- AI Pricing
- white Label solutions

Glocal corridors are unlocked starting from the Silver tier. Enterprise has access to all 441 routes.

WHAT ARE OUR EXPECTATIONS REGARDING GROWTH AND REVENUE?

2026 displays the run rate. 2030 displays the benchmark.



*These figures refer to 2030.

€196M
Revenue

20M
packages shipped per year

€10M +
Profit

WHO ARE POTENTIAL COMPETITORS?

No one combines local infrastructure with consolidated customs clearance.

	pakajo	Sendcloud	Shipstation	Easyship	Packlink
Local carrier infrastructure	✓	–	–	–	–
Proprietary customs engine	✓	–	–	–	–
Consolidated linehaul	✓	–	–	–	–
One-label solution	✓	✓	✓	✓	✓
AI tracking	✓	–	–	–	–
Billing by the gram	✓	✓	–	–	–

pakajo is the only one with a checkmark in every row, especially in the three that generate margin.

WHAT MAKES PAKAJO UNIQUE?

Why pakajo is not copyable.

Own local delivery infrastructure

No reseller rates. pakajo is a contract partner of the national postal and parcel services and purchases at domestic rates.

Proprietary Customs Engine

In-house developed customs clearance tool for aggregated cross-border clearance. No other aggregator model has this.

Aggregation across customers

pakajo consolidates shipments from all merchants on every route. Utilization and customs consolidation improve with each additional customer.

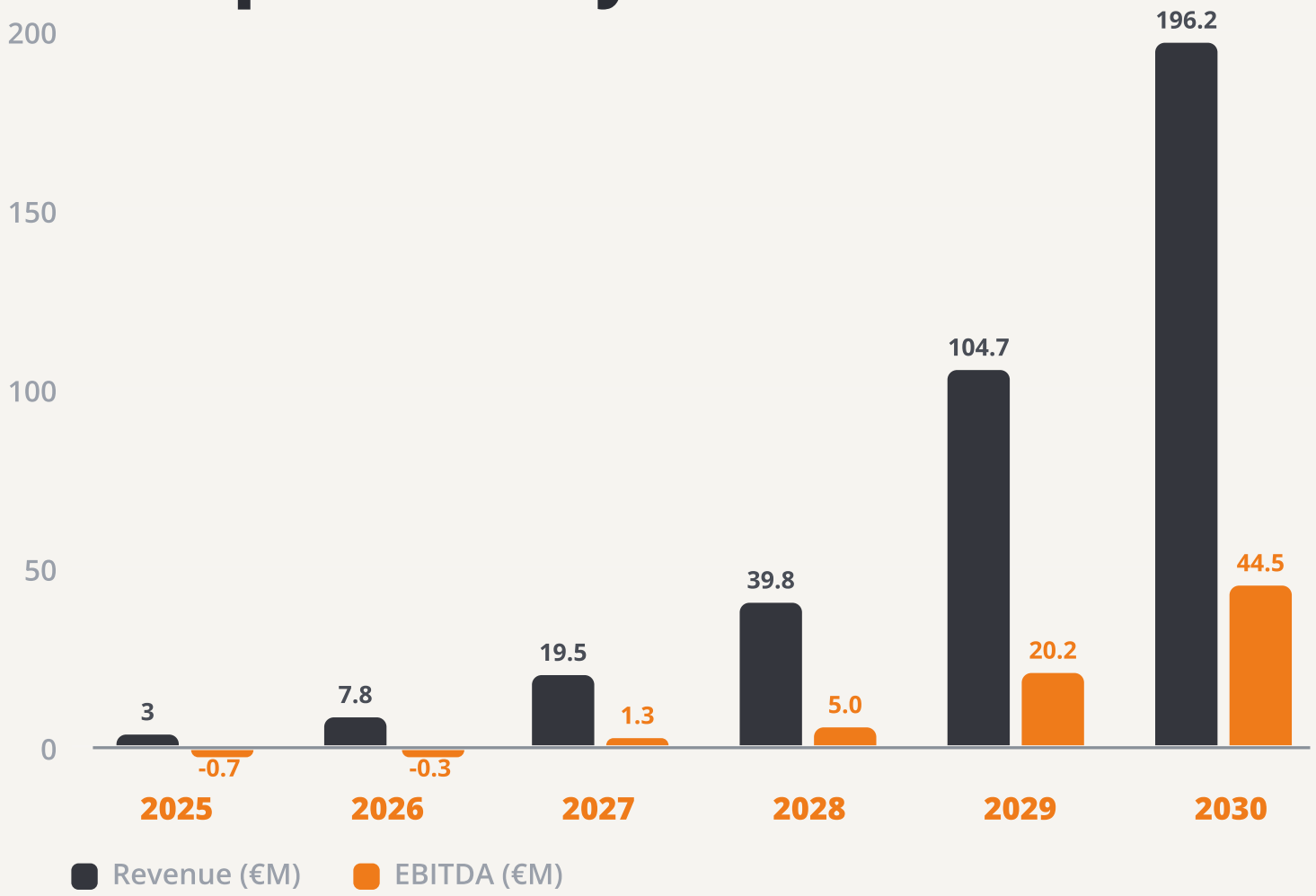
Global interoperability from day one

23 countries create 441 usable routes. The network becomes exponentially more valuable with each integration.

Competitors can copy individual components. However, the margin only arises from the combination of all three, and only pakajo has exactly that.

WHEN WILL PAKAJO BECOME PROFITABLE?

EBITDA profitability from 2027.



13×
Revenue growth from 2025 to 2028

1.5M
Shipments in 2026

€44M
EBITDA 2030

WHY THE MODEL WORKS

The margin is created in the system, not in the price.

1 Local Purchase Rates
pakajo pays the domestic rate in the destination country, not the international rate.

57 %
cheaper vs. cross-border

2 Consolidated Linehaul
Cost per package decreases by 90% with volume. Every efficiency gain remains as margin.

90 %
less linehaul per package

3 Consolidated Customs Clearance
One customs process per corridor bulk instead of 1,000 individual clearances.

under €1
operational effort

€3 or more contribution margin per package on glocal routes (US example) · traditional reseller models: around €1

pakajo structurally achieves a different margin through system design, not through cheaper purchasing.

THE NEXT GROWTH PHASE

Each milestone is a new corridor multiplication.

Q4 2025
US Post & US Parcel live
+20 corridors to the USA

Q1 2026
Joint Venture China logistics
+40 corridors via China

Q2 2026
Southern Europe market entry
21 more local carriers

Q3 2026
pakajo Pro Launch
USA → Europe Beta starts

Q4 2026
2.5 million shipments
Scaling via Enterprise

TEAM

With a background in the logistics industry.



Sonja Slottke
COO & Co-Founder
Deutsche Post / DHL,
Deutsche Post Global Mail



Michael Koch
CTO & Co-Founder
Michsoft Consulting, IT-Security Systems



Stefan Ramseier
Sales Co-Founder
Swiss Post International, ASENDIA, EDS Media



Natalie Bornemann
Head of Sales
20+ years sales, CSO experience, multilingual



Wolfgang Slottke
CFO & Co-Founder
DHL Exel Supply Chain, Logistics Controlling

pakajo



The future of shipping starts now.

Jörg Blümel · CEO & Founder, pakajo GmbH
joerg.bluemel@pakajo.world

Schedule a meeting now

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Important Notice

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