

# Commerce & Logistics Infrastructure

Connecting global supply from Turkey & China to North African demand — through sourcing, fulfillment, and last-mile execution under one system.

**\$5.9M+**

TOTAL GMV  
Since early 2023

**400K+**

CUSTOMERS SERVED  
Cumulative since launch

**500K+**

APP DOWNLOADS  
iOS & Android

**~15K**

MONTHLY ORDERS  
Current run rate

# Why E-Commerce Fails in Morocco

The gap isn't demand — it's the infrastructure to serve it reliably.



## Fragmented Supply

Inflated prices from multiple intermediary layers with no quality control or consistency.



## Unreliable Fulfillment

Long cross-border delivery windows with no tracking visibility or accountability.



## COD Complexity

High cash-on-delivery rates create return cycles and operational cash drain that breaks most models.



## Trust Deficit

Inconsistent quality and weak post-purchase experience erode repeat purchase and buyer confidence.

**KEY INSIGHT**

*Cross-border e-commerce fails without supply control and strong local execution.*

# An Operations-Led Commerce Model

Not a classic marketplace. An infrastructure-driven platform that controls cost, speed, and quality end to end.

01

## Integrated Inventory Model

Selective inventory ownership with direct sourcing — better margins, quality control, and supply reliability built in.

02

## Direct Sourcing

Partnerships in Turkey & China eliminate intermediaries and improve cost structure by 20–35%.

03

## Integrated Logistics

End-to-end COD management, returns handling, and last-mile execution built as a core capability — not outsourced.

04

## Technology Layer

ERP + WMS + marketplace stack controlling cost, speed, and quality at every operational touchpoint.

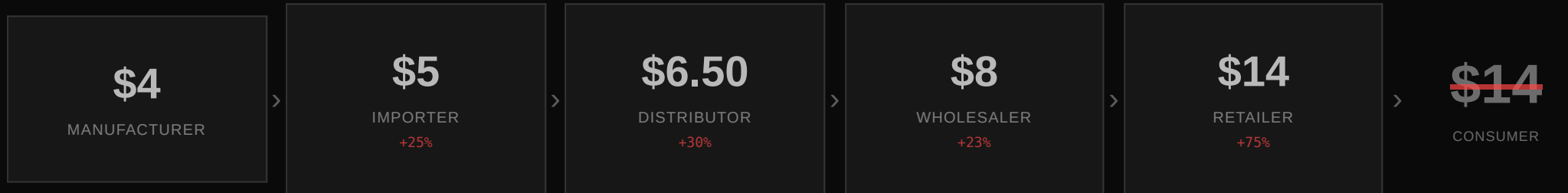
— THE ADVANTAGE

# 50% Lower Cost to Consumer

By cutting four intermediaries out of the supply chain, Justyol delivers the same product at half the price.

TRADITIONAL SUPPLY CHAIN

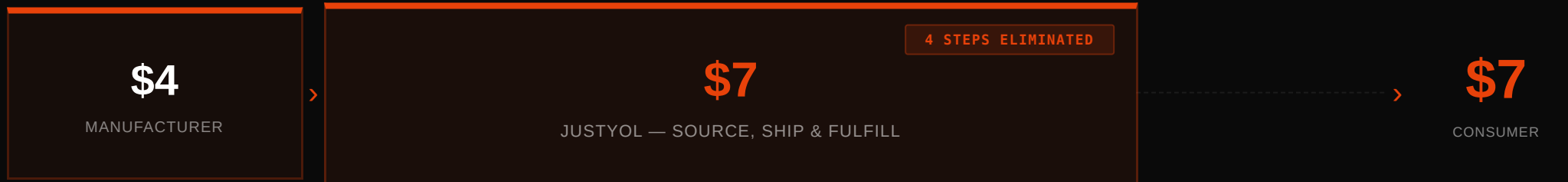
4 MIDDLEMEN · \$14 FINAL PRICE



VS

JUSTYOL DIRECT MODEL

50% SAVING



50%

4

00 25%

— TRACTION

# Real Validation, Real Numbers

Focus to date has been execution quality and contribution margins — not aggressive top-line scaling.

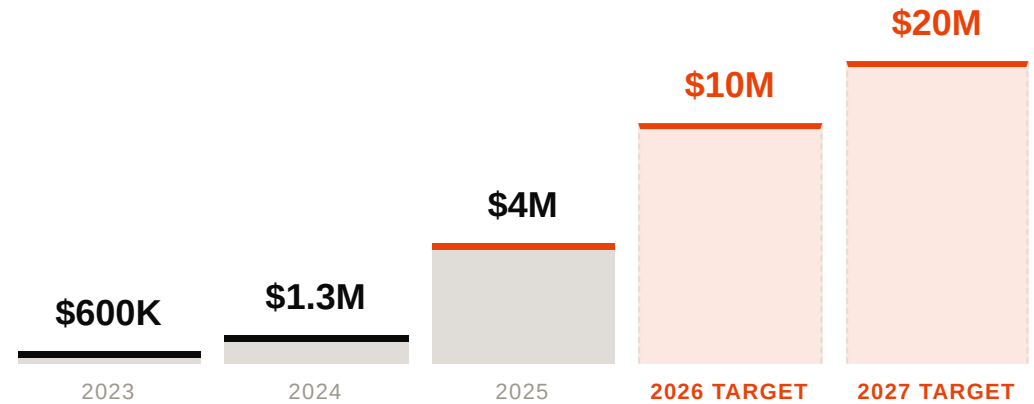
➤ Active operations across all key Moroccan cities

➤ Growing repeat purchase rate driven by quality & speed

➤ Improving contribution margins at every layer

➤ Gross margin range: 20–40% depending on category

GMV GROWTH TRAJECTORY



— Actual — Projected

**3x YoY growth** — from \$1.3M to \$4M in 2025, targeting \$10M in 2026 as we scale inventory and logistics.

# \$3.3M Cumulative Revenue

Recognized revenue from owned inventory and marketplace commissions — not just GMV.



**\$3.3M**

CUMULATIVE REVENUE

**144%**

YOY GROWTH (2025)

**~56%**

REVENUE / GMV RATIO

**\$5.9M**

TOTAL GMV TO DATE

# Why Morocco First

Not the easiest market — but the right one to build a repeatable North Africa playbook.

## **Fast-Growing Demand**

E-commerce penetration is still early-stage with strong year-on-year growth in online shopping behavior across Morocco.

## **Unmet Supply Demand**

Strong consumer demand for Turkish & Chinese products with almost no reliable cross-border channel currently in place.

## **COD Creates Defensibility**

High COD adoption is complex to manage — teams that execute well build durable competitive moats others can't copy cheaply.

## **Repeatable Playbook**

Morocco's profile — COD-heavy, trust-sensitive, price-elastic — mirrors target expansion markets across North Africa and East Africa.

# A \$50B+ Addressable Market

MENA e-commerce is one of the fastest-growing digital economies — Justyol is positioned at the infrastructure layer.

TAM

**\$50B+**

MENA E-Commerce  
Total Addressable Market

SAM

**\$2.8B**

Moroccan E-Commerce  
Projected by 2030

SOM

**\$200M+**

Multi-Market Opportunity  
Morocco + Kenya + N. Africa by 2030

**THESIS**

*Early-mover in infrastructure-led cross-border commerce captures disproportionate share as MENA e-commerce triples by 2030.*

# Strategic Sourcing Ecosystem

Better prices, reliable supply, and faster delivery — a structural cost advantage competitors can't easily replicate.

## Alibaba Group

DIRECT SOURCING PARTNER

Access to 200M+ SKUs with verified supplier network and priority logistics integration.

## Market Union (MU Group)

STRATEGIC PARTNER

Exclusive cross-border volume agreements and preferential pricing structures.

## Trendyol

TURKEY INTEGRATION

Real-time stock synchronization via direct API — Turkish supply flowing live into the marketplace.

## AliExpress

CERTIFIED PARTNER

Priority access and reduced logistics cost structures through certified partnership status.

# Multiple Revenue Streams

Balanced between margin optimization and asset-light scalability.

01

## Direct Stock Sales

**25–40%**

GROSS MARGIN

Owned inventory with category-specific margins.  
Full control over pricing, quality, and delivery.

02

## Drop-Ship / Commission

**8–18%**

TAKE RATE

Variable commission based on category and logistics profile. Asset-light and highly scalable.

03

## Value-Added Services

**Growing**

REVENUE STREAM

Fulfillment, COD management, and logistics services for third-party vendors and brands.

# Improving at Every Layer





## PER-ORDER ECONOMICS (AVG)

Average Order Value	<b>~300 MAD</b>
Gross Margin (blended)	<b>20–35%</b>
COD Collection Rate	<b>&gt;80%</b>
Return Rate (managed)	<b>&lt;20%</b>
Customer Acquisition Cost	<b>~\$2</b>
Customer Lifetime Value	<b>~\$30</b>

LTV : CAC RATIO

**15:1**

## WHAT'S DRIVING IMPROVEMENT

-  **Sourcing cost reduction**  
Direct supplier contracts reducing COGS by 20–35% vs intermediaries
-  **Repeat purchase LTV**  
Growing LTV reduces effective CAC over customer lifetime
-  **Logistics per-unit cost**  
Volume scale improving delivery economics with last-mile partners
-  **COD collection efficiency**  
Process improvements reducing failed deliveries and return costs

# Where Justyol Sits

Between global platforms and local sellers — combining price, delivery speed, COD reliability, and trust.

COMPETITOR	STRENGTH	GAP	JUSTYOL
<b>Local Marketplaces</b> Jumia, Marjane Mall	✓ Local trust & fast domestic delivery	✗ Limited cross-border depth, slow imports	<b>CLOSES GAP</b>
<b>Global Cross-Border</b> Shein, Temu, AliExpress	✓ Price competitiveness, wide catalog	✗ 15–45 day delivery, no COD, weak returns	<b>CLOSES GAP</b>
<b>Social Sellers</b> Facebook, Instagram shops	✓ Low friction, social discovery	✗ No trust, no scale, no consistency	<b>CLOSES GAP</b>

**POSITIONING**

*Infrastructure-led commerce — supply control + local execution + trust. All three, together.*

# Phased & Playbook-Driven

We expand by replicating an operating playbook — not reinventing the model in each new market.

● LIVE

Phase 1

## Morocco

Core market. Proven playbook. Active operations across major cities with improving unit economics.

● PREP COMPLETE

Phase 2

## Kenya

First expansion market selected. Preparation phase completed. Ready to execute and replicate the Morocco model.

○ EXPLORING

Phase 3

## N. Africa

Libya, Algeria, Tunisia — markets matching the Morocco profile with similar COD behavior and supply gaps.

### MARKET SELECTION CRITERIA

COD-Heavy Environment

Limited Cross-Border Infrastructure

Strong Turkish & Chinese Demand

Similar Consumer Behavior

# Built Step by Step, Scaling With Purpose

From founding to multi-country operations — every milestone earned through execution, not hype.



CURRENT STAGE **Pre-Series A** | TOTAL RAISED **\$1.7M** | NEXT RAISE **\$1.5M**

# We're Open to the Right Conversations.

Justyol is selectively engaging partners who understand operations-led commerce in complex African and MENA markets.

## → Strategic Investment

Equity partners aligned with North Africa infrastructure buildout and long-term market development.

## → Regional Partners

Distribution, logistics, or market-entry partners in Kenya and other target expansion markets.

## → Category Expansion

Brand or supplier relationships to accelerate entry into new product verticals.

### RAISING \$1.5M – USE OF FUNDS

Inventory & Cross-Border Stock **30%**

Marketing & Customer Acquisition **25%**

Warehousing & Logistics **20%**

Technology & Platform **15%**

Hiring & Team Expansion **10%**

#### FUNDING TO DATE

**\$350K** Pre-Seed · 2023   **\$1M** Seed · Mid 2025   **\$350K** Bridge · Jan 2026