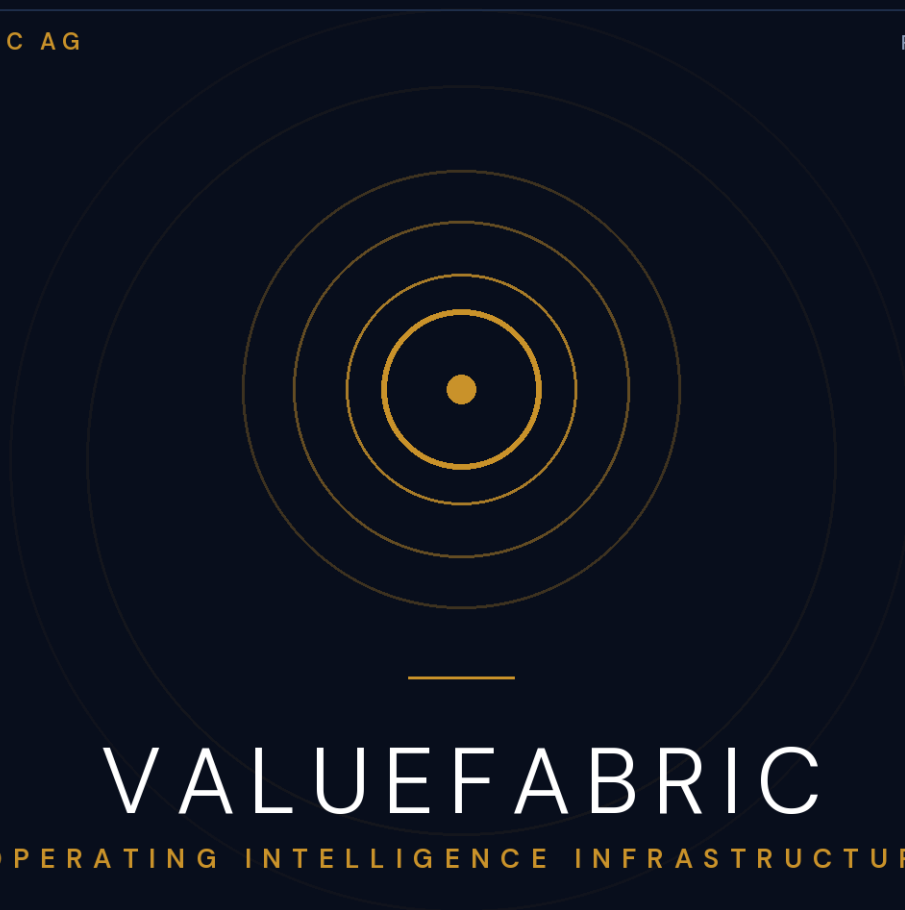




VALUEFABRIC

OPERATING INTELLIGENCE INFRASTRUCTURE

Founding Commercial Partner & Business Developer

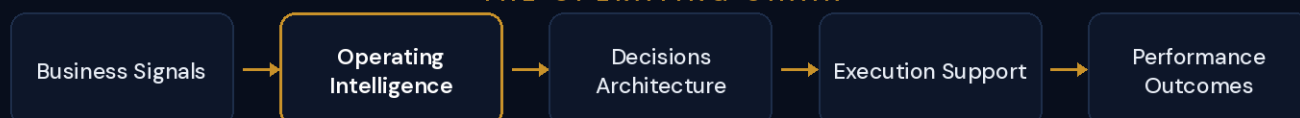
Logistics · Transportation · Distribution · Warehousing

LOGISTICS & SUPPLY CHAIN · PERFORMANCE-BASED · EQUITY

USA · Europe · Middle East · Asia-Pacific

VALUEFABRIC AG · REMOTE / INTERNATIONAL

THE OPERATING CHAIN



FOUNDING COMMERCIAL PARTNER / BUSINESS DEVELOPER

Build our logistics vertical internationally

INDUSTRY FOCUS Logistics · Transportation · Distribution	ALSO Warehousing · Supply Chain	ENGAGEMENT Performance-based · Equity
LOCATION Remote / International	FOCUS REGIONS USA · Europe · Middle East · Asia-Pacific	COMPANY ValueFabric AG

THIS IS NOT AN EMPLOYEE VACANCY

ValueFabric is looking for a Founding Commercial Partner / Business Developer — Logistics & Supply Chain to help build our logistics vertical internationally.

Not a traditional salaried sales role.

Not consulting.

Not a fractional business-development assignment.

It is an **entrepreneurial opportunity for someone who understands the logistics industry, has relevant senior relationships and wants to build a vertical business together with ValueFabric.**

Commercial participation is based on performance, revenue contribution and long-term value creation, with the potential for equity participation.

ABOUT VALUEFABRIC

Connect the signals earlier

ValueFabric is building an Operating Intelligence Infrastructure for mid-market companies, Private Equity, Venture Capital, Family Offices and portfolio companies.

Our operating architecture connects:

**BUSINESS SIGNALS → OPERATING INTELLIGENCE → DECISIONS ARCHITECTURE →
EXECUTION SUPPORT → PERFORMANCE OUTCOMES**

For logistics companies, operational changes frequently become financially important before they are fully visible through conventional monthly reporting.

| ValueFabric is designed to connect those signals earlier.

WHY LOGISTICS?

Connected signals reveal a developing trajectory

Logistics businesses operate across complex combinations of:

- ERP;
- transportation–management systems;
- warehouse–management systems;
- fleet systems;
- finance;
- customer platforms;
- planning;
- workforce systems;
- procurement;
- and operational reporting.

Relevant signals may include:

- fleet utilisation;
- warehouse utilisation;
- OTIF and service performance;
- subcontractor costs;
- route profitability;
- labour productivity;
- customer concentration;
- receivables;
- cost-to-serve;
- forecast accuracy;
- working capital;
- margin;
- and cash conversion.

Viewed separately, management may explain each movement.

Connected together, they may reveal a developing performance trajectory.

For example:

UTILISATION FALLS → SUBCONTRACTOR COSTS RISE → SERVICE RELIABILITY
WEAKENS → CUSTOMER RISK INCREASES → MARGIN PRESSURE → RECEIVABLES
SLOW → WORKING CAPITAL RISES → CASH CONVERSION WEAKENS

| That is the type of connected intelligence ValueFabric is designed to create.

YOUR MANDATE

Build ValueFabric's position within logistics and supply chain

You will:

- identify priority logistics companies;
- develop senior relationships with CEOs, CFOs, COOs and operational leaders;
- identify logistics-focused Private Equity and investment firms;
- open qualified executive conversations;
- understand the client's operational and financial challenges;
- develop opportunities together with the ValueFabric team;
- identify strategic industry partnerships;
- identify potential design partners;
- support commercial proposals and negotiations;
- remain involved through conversion;
- and create recurring business.

TARGET ENVIRONMENTS

Where the logistics opportunity sits

Potential target companies include:

- transportation companies;
- freight operators;
- distribution businesses;
- warehouse operators;
- third-party logistics providers;
- contract logistics;
- supply-chain businesses;
- last-mile operators;
- specialist logistics companies;
- and PE-backed logistics platforms.

TYPICAL CLIENT PROBLEMS

Beyond another dashboard

Relevant commercial conversations may begin around:

- utilisation;
- margin erosion;
- subcontractor dependency;
- service-level deterioration;
- OTIF;
- route economics;
- customer concentration;
- cost-to-serve;
- labour costs;
- receivables;
- working capital;
- liquidity;
- forecast accuracy;
- and fragmented operational information.

The objective is not simply to show management another dashboard.

The objective is to understand:

- What is changing?
- Why does it matter?
- What happens next?
- Where should management intervene?
- Did the intervention actually work?

WHAT WE BRING TO MARKET

Entry points into one Operating Intelligence layer

Potential ValueFabric entry points include:

- **Logistics Performance Intelligence**

Connecting operational, financial and commercial signals to management decisions and Performance Outcomes.

- **Diagnostics & Assessments**

Identifying margin, cash, working-capital, commercial and operational pressure.

- **13-Week Liquidity & Working Capital Control**

Relevant where receivables, supplier payments, working capital or liquidity require tighter control.

- **Value Creation Programs**

Connecting:

DETECT → INTERPRET → DECIDE → EXECUTE → MEASURE → LEARN → PROVE

- **Execution Support**

Turning identified problems into accountable interventions.

- **Performance Signal Engine**

Continuous monitoring of the Business Signals that require management attention.

PRIVATE EQUITY & PORTFOLIO OPPORTUNITY

Company and portfolio level

Logistics businesses are frequently part of Private Equity portfolios and buy-and-build strategies. ValueFabric can therefore work at both company and portfolio level.

The commercial pathway can become:

INVESTMENT FIRM → PORTFOLIO PRIORITISATION → LOGISTICS COMPANY →
INTERVENTION → VERIFIED OUTCOME → PORTFOLIO INTELLIGENCE

We are especially interested in candidates who combine logistics industry access with relationships across Private Equity, Family Offices or portfolio operations.

WHO WE ARE LOOKING FOR

Logistics access with commercial ownership

Relevant backgrounds may include:

- logistics;
- transportation;
- freight;
- warehousing;
- supply chain;
- distribution;
- logistics technology;
- TMS or WMS software;
- ERP;
- operational consulting;
- finance transformation;
- enterprise technology;
- or Private Equity portfolio operations.

Ideally, you bring:

- a strong logistics network;
- relationships with senior executives;
- proven new-business experience;
- understanding of operational and financial logistics drivers;
- experience selling complex B2B propositions;
- and an entrepreneurial mindset.

WHAT SUCCESS LOOKS LIKE

Measured through commercial outcomes

Success means creating:

- qualified target accounts;
- executive conversations;
- logistics partnerships;
- portfolio-company introductions;
- design partners;
- paid engagements;
- commercial revenue;
- and recurring Operating Intelligence opportunities.

The progression is:

RELATIONSHIPS → OPPORTUNITIES → CLIENTS → REVENUE → RECURRING
REVENUE

THE COMMERCIAL & EQUITY MODEL

Based on performance and value creation

The structure is based on performance and value creation and may combine:

- performance-based compensation;
- revenue participation;
- milestone-based economics;
- and equity participation.

Equity participation reflects contribution, commitment, commercial outcomes and long-term company-building value, and remains subject to applicable ValueFabric corporate and governance arrangements.

The principle is straightforward:

CREATE VALUE → PARTICIPATE IN THE VALUE CREATED

WHAT THIS IS NOT

Who this role is not for

This is not designed for:

- candidates primarily seeking a fixed salary;
- traditional salespeople waiting for leads;
- consultants looking for another assignment;
- fractional business developers;
- networkers who only make introductions;
- or executives who want a title without commercial accountability.

We are looking for an entrepreneur — not an employee.

INTERESTED IN BUILDING VALUEFABRIC WITH US?

Tell us what you could build in your first 90 days

Send us a short introduction covering:

- your logistics or supply-chain experience;
- the markets where your network is strongest;
- your relevant executive relationships;
- Private Equity or portfolio experience where applicable;
- examples of opportunities you have personally created and closed;
- and what you believe you could build with ValueFabric during your first 90 days.

contact@value-fabric.com

ValueFabric AG · Operating Intelligence Infrastructure

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BUSINESS SIGNALS → OPERATING INTELLIGENCE → DECISIONS ARCHITECTURE →
EXECUTION SUPPORT → PERFORMANCE OUTCOMES

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