



The Cartrack DNA

THIS HANDBOOK IS A MEMENTO OF OUR PHILOSOPHY.



OUR MISSION

To establish the leading on-the-ground operations cloud



Our data will drive the entire ecosystem. From insurance and car sharing, to workforce optimisation and vehicle buying or selling.



Our story

- The telematics industry had become complacent. Customers' true needs were neglected, technology wasn't scalable, and there was a lack of vision for the future of the industry.
- Backed by a *disruptive business model and culture*, we set out to market with a solution that focused on solving our customers' problems. We believe things can be easier, and fundamentally that's what we do. **We make things easier for our customers' so that they can deliver on their missions faster and better.**



Zak Calisto

Founder



Key things about our winning recipe

- 1. We do everything ourselves
 - We believe in being totally vertically integrated so that our goals are always aligned and we can keep control of our quality and customer experience.
- 2. Innovation in everything we do
 - When we hit a wall, we find a way around it, over it, under it or through it.
- 3. If it can't scale, we won't do it
 - We do not focus on niche markets and customers, we focus on problems most of our customers face. We build products that are great for all markets, not just one.



Our quick history



Launched in South Africa with **Track & Trace** focus

2004

Launched **entry level Cloud Fleet Management**

2007

100K
subscribers

2008



Expansion into **Europe**

2009-2010

Launched **Fleet Optimization Platform**

2013

JSE IPO

2014



Expansion into **Asia Pacific**

2014-2015

1M
subscribers

2019



Beta launch of **Next Generation Platform**

2020

70,000+
commercial
customers

2021

1.4M+
subscribers

76,000+
commercial
customers

Our team today

- 3,400+ headcount
- 40+ nationalities



Who we are today?

- Everything we have achieved humbles us. We look at the massive opportunity ahead and know that we are still a **start-up**.



Our core principles



Honesty, transparency and integrity

- We are not interested or distracted by gossip or negativity.
- We do not have time for big egos.
- When things go wrong, talk about them. If you have an idea about how we can improve, tell us. If you're unsure about whether you should do something, ask us.
- We believe in being totally open with everyone about our strengths and weaknesses so that we can win as a team. Do the right thing, we always face the truth.



Take ownership, be accountable

- “But I sent them an email” means nothing to us. You are in charge of making sure things happen and discover what needs to change for us to improve. Doing our job is not good enough, we want to create tangible value and impact.



Be entrepreneurial

- Everyone has ideas, what sets us apart is we bring those ideas to life. Pinpoint the challenge, understand the cause, prototype a solution and solve the problem.
- Most things don't need to be perfect, few things do. We focus on those few things and get them out fast, that is how we make great products.



Our guiding principles



The world is changing, so must we

- The only consistent thing about how we operate is that we are inconsistent. We are better today than we were 1 year ago, that means we do things differently to how we did them 1 year ago. We are agile, see change coming and adapt quickly.



Move fast and focus on impact

- Things will never be perfect. We believe in getting things out there so that we can start adding real value faster and improve our solutions based on real world feedback.



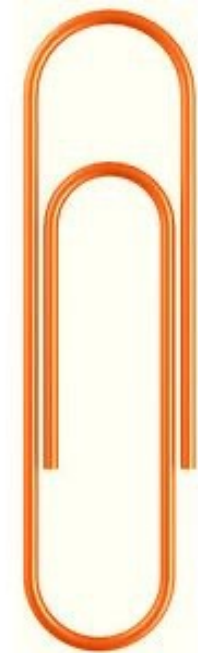
Spend money as if it were your own

- We do not believe in throwing money at problems. We are not cheap, but we are definitely not fancy. **We are simple.** Get quotes, compare prices, always negotiate and only spend money when you can't hustle without it.
- We make something out of nothing, and most times the result is better than what we would have done if we had spent more money.



Keep it simple

- Fancy words don't impress us, they confuse us. Fancy reports that miss the bigger picture don't impact the business, they misguide us. Simple things are the hardest to achieve, we make sure **we cut through all the dazzle** and understand what is truly important.



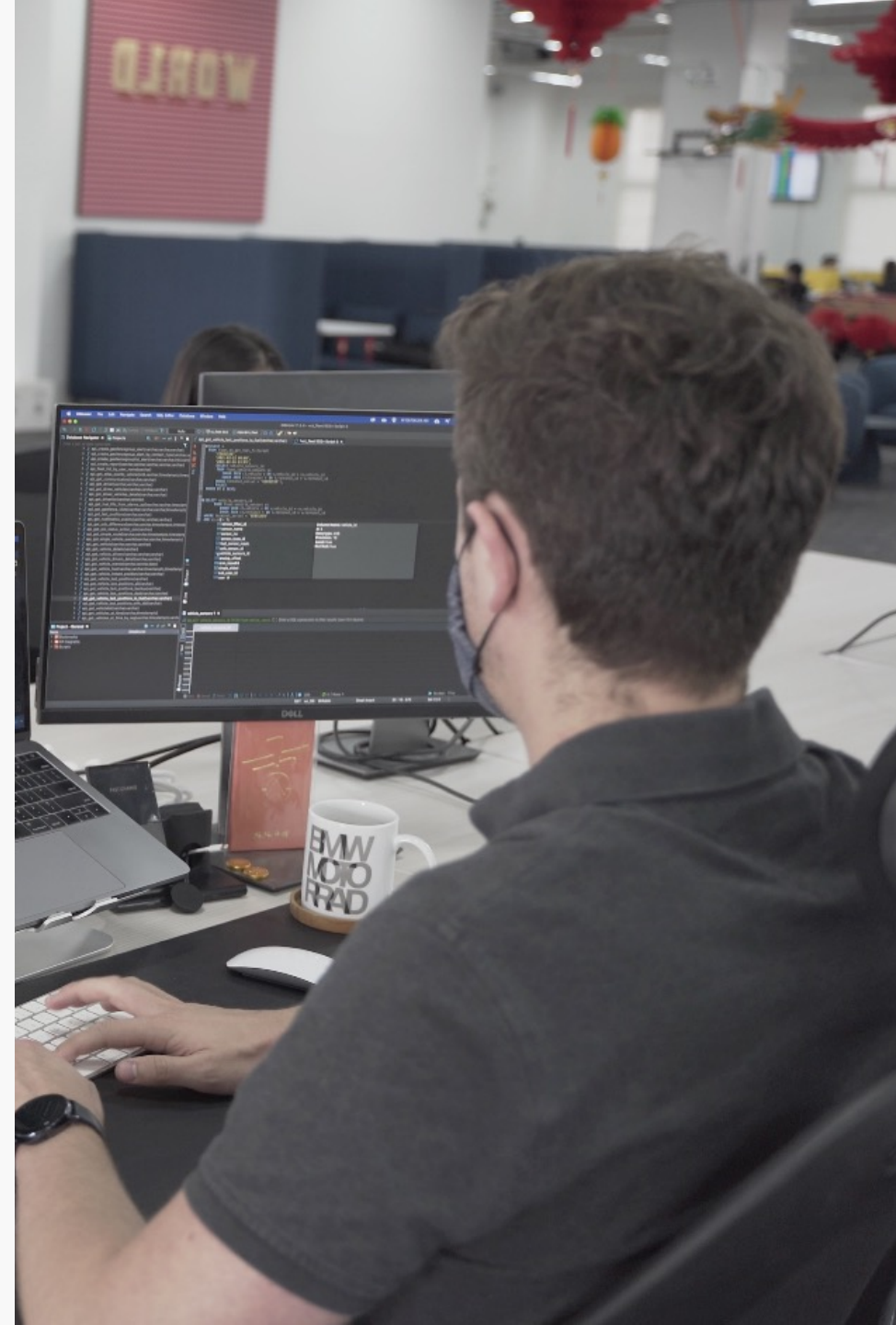
Talk less, do more

- Don't approach someone until you've thought about how to solve the challenge yourself. If you need help it's because you've tried and you really need it. There is always something to **learn from trying yourself**, even for challenges you know nothing about.
- Always be respectful of people's time and attention, and keep them in the loop before you change something
- Don't send 5 emails to get permission to speak to the person next to you.
- Walk to people and speak in person, and if you can't, give them a call. We believe in getting things done.
- If you are unhappy, what have you done to change that? "I wish someone would..." is not something we like to hear. **You are someone, you can do it.**



Nobody will spoon-feed you

- While everyone is always willing to help you, the reason we need you on our team is so that you can tell us what needs to be done, not the other way around.



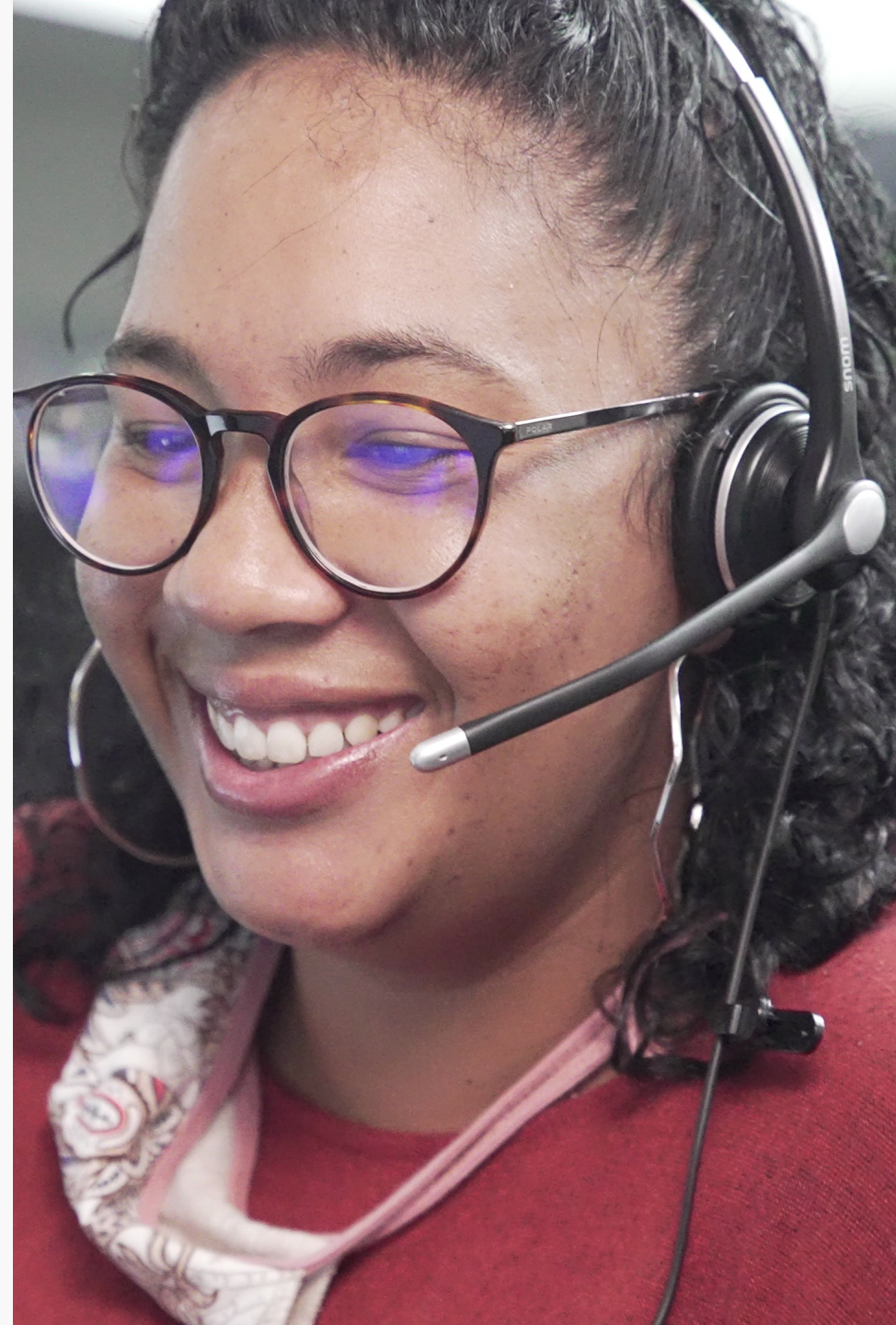
“Great artists steal”

- You are not a genius for re-inventing the wheel.
- See what other people (internally or externally) have done and build on from that.
- Spot the bad, remove it. Spot the good, keep it. Spot what's missing, add it.



Think, Implement, break, learn, repeat

- Do not be scared of breaking things, but be ready to fix them. We believe the only way to learn is by trying new things, and in that process we are definitely going to make mistakes and break a few things.



We are people

- We understand you have bad days, so do we. Being professional does not equal being corporate. We care about what we are doing, we are **passionate** about what we are building and that means our emotions are present. Sometimes things get heated, our environment is not a Cinderella movie, but at the end of the day we can put it all aside and grab a meal together. Fundamentally, we understand we all want the same thing and are working towards it together.



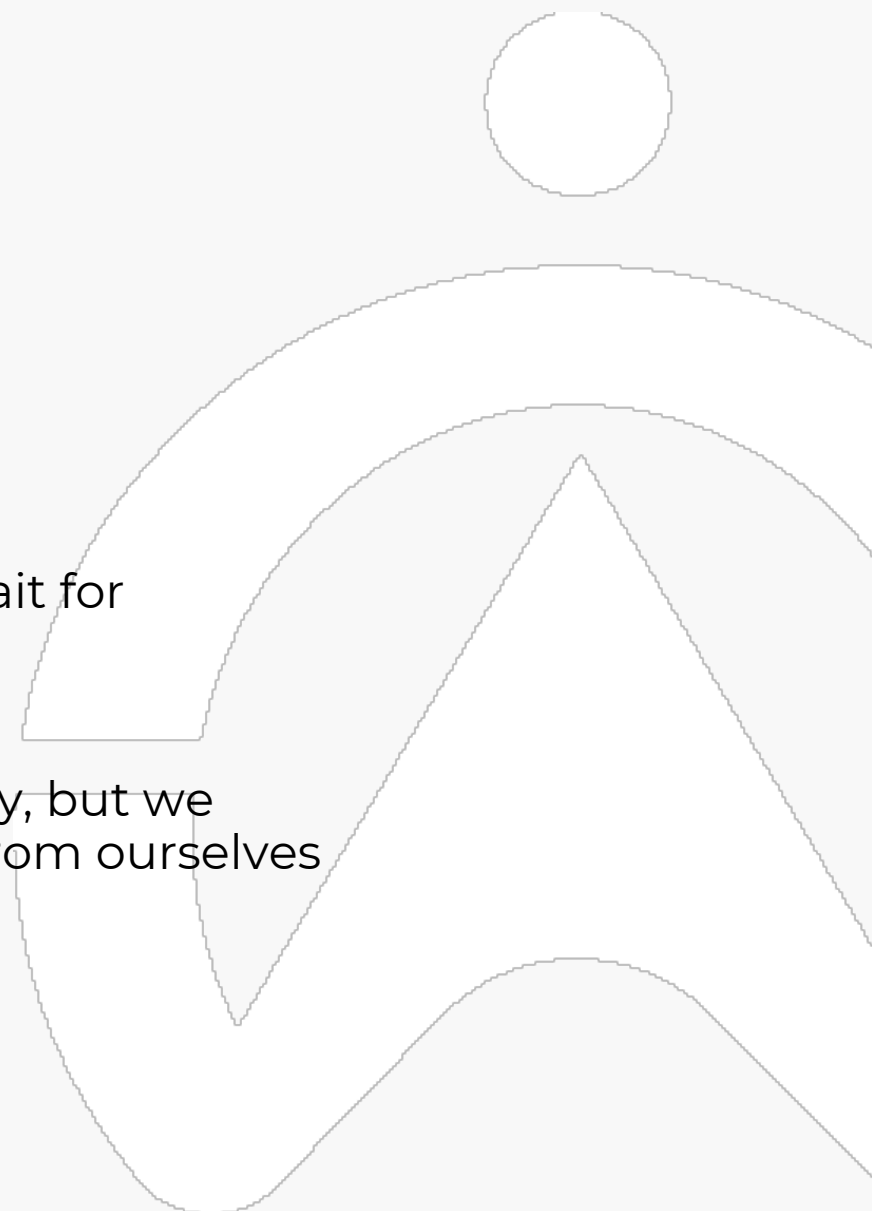
Get your hands dirty

- We are **operational entrepreneurs**. We believe we need on the ground knowledge and know how to understand how we can improve our business. We get involved, no work is ever below anybody.
- Pay attention to **detail**. Never present anything that you haven't examined every detail of yourself. If you don't feel comfortable answering questions about something you've put together, you need to get more involved and spend time understanding all elements.



We don't work in “tomorrow”

- We feel a sense of urgency in everything we do. We don't wait for tomorrow when we can do today.
- Our teams and our customers expect more from us everyday, but we want to be one step ahead of them and expect even more from ourselves



Use meetings as a last resort

- There's no need to have a meeting about something you can discuss over a quick call or walk-and-talk. 9 times out of 10, these type of discussions are far more productive and exciting than traditional meetings.
- When meetings are required there are strict ground rules:
 - Only invite the most crucial people
 - Have an agenda and circulate it
 - Everyone should bring thought out points, solutions or recommendations instead of using the meeting to develop them from scratch



People and development



We believe in learning on the job

- Everything looks easy in a textbook and on a spreadsheet, doing is how you will learn the toughest and realest lessons.
- We invest in your growth by giving you our time. We always focus on explaining things to our employees and making sure they understand why they are doing the things they are doing.



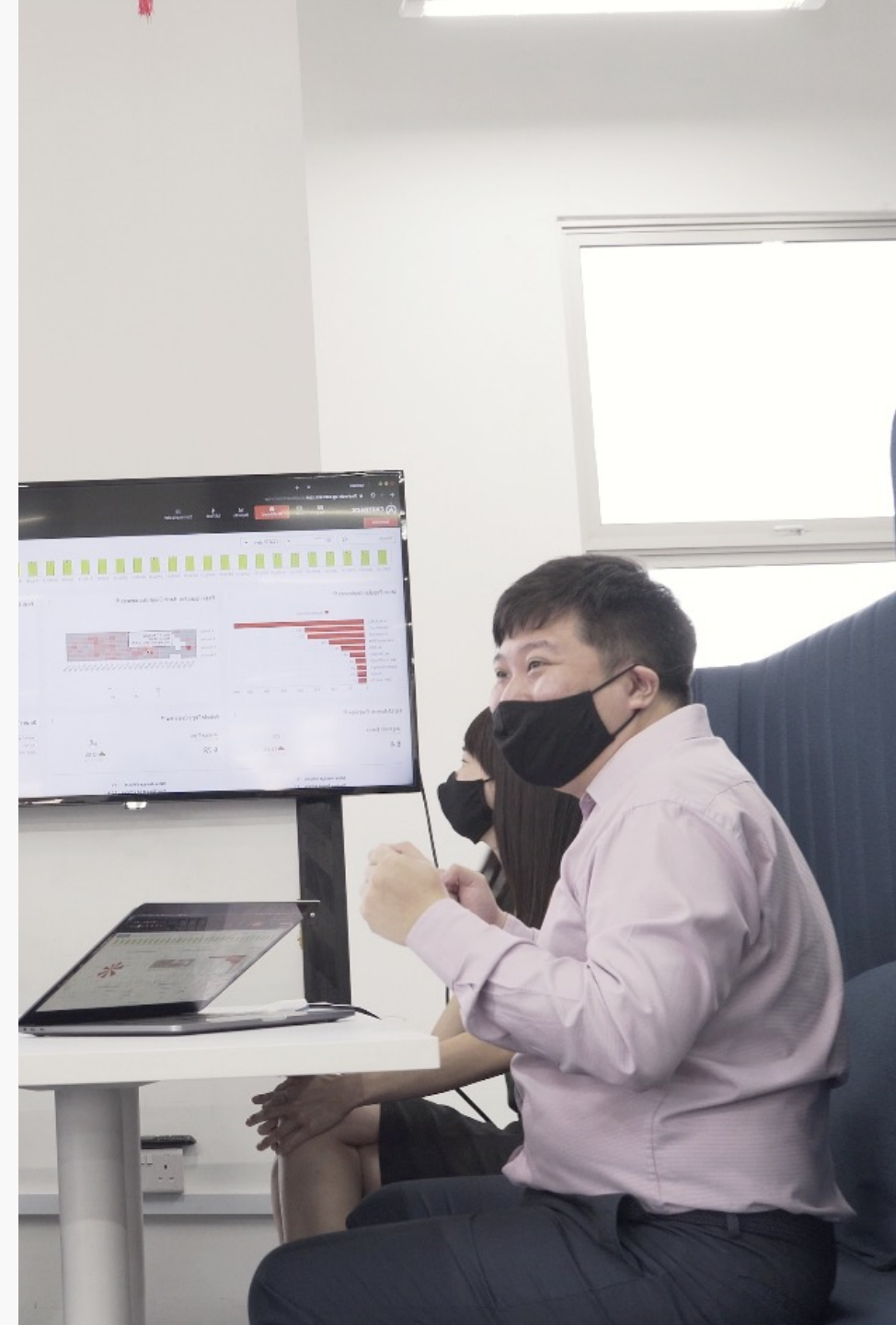
You are not in a box

- We operate like a start up. That means our structure is flat and flexible, if you have ideas about how to improve things that aren't in your day to day job scope, **spea**k up.
- A job description acts as guidance to your daily tasks, but that is not all you will be doing. We expect you to get **involved** in whatever needs to be done to accomplish our mission.



5 word titles don't do it for us

- At Cartrack we do not believe in sexy titles that tell people exactly how senior or smart you are. Titles don't mean much to us, we focus on actions and impact.



An office is an anchor point

- We believe that the best work comes from teams that are constantly learning from each other and have a strong sense of belonging when they are together. We believe this chemistry is best built by having constructive conversations in person and really getting to know one another. We want our teams to grow and flourish together, not as individuals.
- We understand some work is best done in a quiet space from home, but working from home is not our default.



Salaries

- We believe in renumerationing our team fairly. Your salary is based on your **impact** towards our mission, not what another company is willing to offer you or your previous career. We agree on a fair salary when you join us and are not ones to increase salaries based on how much time has passed since your last increment.
- When you **leave your comfort zone** and **increase your impact**, we can do great things together and feel your passion towards our cause. When you create more than you did yesterday, we will make sure that you **feel appreciated**- also in a monetary way.



A close-up photograph of several hands of different skin tones stacked together in a circle, palms facing up. The hands are wearing various colored sleeves, including brown, grey, and white. The image has a warm, orange-toned filter. The text "Let's build the future of smart mobility together." is overlaid in white, sans-serif font across the center of the image.

Let's build the future of smart
mobility together.

