Targeting Africa's Logistics Decision Makers



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# Editor's

# Message



elcome to the inaugural edition of Logistics Business Africa, a quarterly publication dedicated to promoting the transport and logistics sector across this vast and vibrant Continent.

Logistics Business Africa aims to bridge the information gap that has long hindered optimal decision-making in our sector. We specialise in identifying the unique challenges of the African continent, including crossborder regulatory complexities and infrastructure limitations, while also considering the vast opportunities and innovative solutions that abound. Our mission is to provide transport and logistics managers with actionable insights that drive operational excellence and strategic advantage.

As Africa stands at the threshold of unprecedented economic integration through the African Continental Free Trade Area (AfCFTA), the role of efficient logistics and transport systems has never been more critical. Transport and logistics serve as the arteries of economic integration, enabling the free movement of goods that the AfCFTA

Intra-African trade reached \$208 billion in 2024, growing by 7.7% year-on-year. With Africa's total trade reaching \$1.4 trillion and exports rising sharply by 9.8% to \$682 billion, it is essential that the continent's logistics infrastructure evolves rapidly to support this growth trajectory.

This inaugural edition focuses on the technological revolution that is transforming African logistics. Our cover story, "Leapfrogging Technology in Logistics," explores how integrated solutions are enabling African companies to bypass traditional developmental stages, much like mobile banking transformed financial services.

Our comprehensive guide, "10 Essential Vehicle Tracking Technologies Every Transport and Logistics Manager Must Know," demystifies complex technologies from RFID integration to Al-powered predictive analytics. The article addresses the specific challenges of implementation in Africa, while also highlighting opportunities for competitive differentiation.

Additionally, we look at "Data-Driven Fleet Management" through Powerfleet's SaaS Mix solution, which demonstrates how Softwareas-a-Service platforms (SaaS) are democratising access to sophisticated fleet management capabilities across Africa's diverse logistics ecosystem.

We acknowledge that logistics is an inherently multi-modal field, encompassing road transport, rail, maritime, aviation, warehousing and last-mile delivery. Future editions will explore each of these critical components in depth. We will be examining a number of key issues, including port efficiency initiatives, rail corridor developments, warehouse automation and emerging technologies transforming freight movement across the region.

We will showcase case studies from across the Continent, providing regulatory updates that will affect cross-border trade, and offering insights from industry leaders who are at the forefront of logistics.

We invite you to join us on this journey as we chronicle and contribute to Africa's logistics revolution.



#### Opportunity

#### Editor **Nick Barnes**

editor@logisticsbusinessafrica.co.za

+27 010 055 3356

#### Web/Sub-Editors Jimmy Swira

jimmy@logisticsbusinessafrica.co.za

#### Anita Anyango

Anyangoanita18@gmail.com

#### Sales and Marketing Winnie Sentabire

winnie@logisticsbusinessafrica.co.za +27 83 530 6832/+27 010 055 3356

#### **Angeline Ntobeng**

angien@logisticsbusinessafrica.co.za +27 78 322 5938/+27 010 055 3356

#### Accounts

#### **Precious Chirunga**

Accounts@logisticsbusinessafrica.co.za +27 010 055 3356

#### Art Director/Layout **CVLC Communication**

catherine@cvlc.co.za

+ 27 87 133 0525 / 083 300 0331

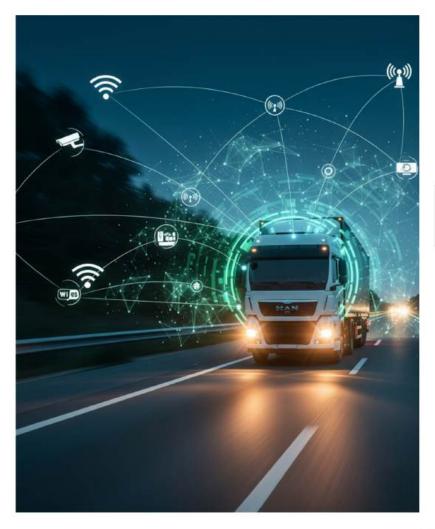
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info@logisticsbusinessafrica.co.za +27 010 055 3356

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# 10 Essential Vehicle Tracking Technologies Every Transport and Logistics Manager Must Know

As transport across Africa becomes more digital, tracking vehicles is about more than just knowing where they are. Today's systems give managers live updates, improve safety, reduce costs, and help fleets run more smoothly. Here are some of the top technologies making a big difference in the transport industry.



#### 1. GPS Tracking with Geofencing

RFID stands for Radio Frequency Identification. It helps track goods inside a vehicle — down to the pallet or even the item. RFID tags can be passive (short range) or active (longer range). It's very useful when transporting valuable items like electronics or medicine, where knowing the exact location is important.

#### Did you know?

Some African transport companies have improved delivery accuracy by up to 25% using geofencing.

#### 2. RFID for Tracking Cargo

RFID stands for Radio Frequency Identification. It helps track goods inside a vehicle — down to the pallet or even the item. RFID tags can be passive (short range) or active (longer range). It's very useful when transporting valuable items like electronics or medicine, where knowing the exact location is important.

#### Quick Fact:

Passive tags now reach 12 metres, and active ones can send signals for kilometres.

#### 3. IoT Sensors for Full Monitoring

IoT means Internet of Things — smart devices connected to the internet. These sensors track many things:

- Temperature for cold items like food
- Humidity for sensitive goods
- Vibration to detect rough driving
- Fuel levels to prevent theft
- Engine health to avoid breakdowns



# Feature | Technology & Innovation

#### 4. Telematics and Driver Behaviour Tracking

Telematics systems watch how the driver behaves — such as speeding, harsh braking, or quick turns. This data can show risky habits, and companies can use it to coach drivers to be safer and more fuel-efficient. Some systems even use Al to guess if an accident might happen based on driving style and road conditions.

#### 5. Mobile Apps and Handheld Devices

Smartphones and handheld devices (PDAs) are now part of daily fleet operations. Drivers use apps to:

- · Get instructions
- Capture proof of delivery (with photos and digital signatures)
- · Communicate with managers

These systems also update data in the cloud, so everyone including clients — can see progress. Most apps even work when there's no internet signal.

#### Good to know:

Offline features mean work doesn't stop in remote areas.

#### 6. Satellite Tracking in Remote Areas

Some African routes have poor mobile coverage. Satellite trackers fill this gap. They send signals from anywhere, even where there's no cell network. New satellite devices have batteries that can last for months - ideal for long-haul or cross-border trips.

#### Real Benefit:

Reliable communication and tracking across rural and isolated regions.



#### 9. Cameras with AI

Blockchain creates a digital history of goods — from loading to delivery — that can't be changed or faked. It's useful for:

- High-value cargo
- Medical goods
- · Products that need proof of origin

This builds trust between shippers, customers, and regulators.

#### 7. AI for Predicting Problems

Artificial Intelligence (AI) is changing how companies use tracking data. Al systems can:

- Suggest better routes
- Predict delays
- · Spot vehicle problems before they happen

This helps managers plan ahead, avoid breakdowns, and deliver on time.

#### Smart insight:

Al can predict part failures before they cause costly downtime.

#### 8. Blockchain for Cargo Records

Blockchain creates a digital history of goods — from loading to delivery — that can't be changed or faked. It's useful for:

- · High-value cargo
- Medical goods
- · Products that need proof of origin

This builds trust between shippers, customers, and regulators.

#### 10. System Integration (APIs)

Tracking systems now connect with other business software, like:

- · ERP (finance and stock)
- WMS (warehousing)
- · CRM (customer service)

This means everything works together, and managers can see all operations on one screen.

#### Result:

Better decision-making and smoother logistics across the business.

Final Word: "Technology's greatest contribution is not replacing human drivers; it is making them more capable, safer and more valuable than ever before."

# Life on Africa's Roads: From Paper Maps to Digital Dashboards By Samuel Mwangi | Long-haul truck driver, Nairobi



For the past fifteen years I have been driving trucks across East Africa. When I started in 2010, my cab was equipped with little more than a CB radio, a paper logbook, and a collection of well-worn road maps that I'd annotate with my own notes about fuel stops, safe parking spots, and which border crossings moved fastest on which days of the week.

Today, as I write this from a truck stop in Nakuru, my dashboard looks very different to how it did in the past. The transformation has changed how I work and what it means to be a professional driver in modern Africa.

#### The Digital Dashboard Revolution

The biggest change is the technology that's now part of my cab. My truck, which is a 2022 model, has a system that manages the fleet. This system tracks how much fuel the truck is using and how well the engine is running, and does this in real-time. The GPS navigation system shows me the fastest route, and also gives me live traffic updates, weather conditions and alerts me to roadworks or political demonstrations that might affect my journey.

But it's the Electronic Logging Device (ELD) that has really made a big difference for drivers like me. You don't have to worry about fiddling with paper logbooks to record driving hours any more. The ELD automatically keeps track of my hours of service, making sure I follow safety rules and protecting me from employers who might pressure drivers to go beyond legal limits. It has made the roads safer for everyone and given drivers like me more power when we are negotiating about how long it will take to deliver something.

#### Mobile Technology: The Driver's Best Friend

My phone is as important as my driving licence. I can find the cheapest fuel, parking and accommodation using various apps. The Trucker Path app, which now covers more of Africa, shows me real-time information about truck stops, including whether they have working toilets, hot food, and secure parking. This is important because it can make the difference between a comfortable night's rest and a miserable one.

Driver WhatsApp groups share information about the roads, police checkpoints and border delays. Last month, other drivers told me about flooding on the road between Mombasa and Nairobi. This meant I could take a different route and deliver my cargo on time, while other drivers were stuck for hours.

#### Financial Inclusion Through Technology

Maybe the biggest change has been in how we handle money. Mobile money platforms like M-Pesa have completely changed the way we receive payments, send money home to our families, and manage expenses while travelling. I no longer need to carry large amounts of cash or worry about finding banks in remote areas.

Digital payment systems have also made transactions easier at petrol stations and toll booths. Some new trucks have RFID tags that let you pay without touching anything. This means less time waiting and less chance of your money being stolen.



# -Life on Africa's Roads: From paper maps to digital dashboards

#### Safety and Security Enhancements

Modern trucks have advanced safety features that weren't available when I started driving. Systems that help drivers avoid accidents, warnings that tell drivers to stay in their lanes, and brakes that stop the vehicle automatically if there is an emergency have eliminated lots of accidents. My truck's dash cam is useful for two reasons. Firstly, it protects me legally in case of incidents. Secondly, it helps fleet managers identify areas where drivers need additional training.

GPS tracking also provides security benefits. If my truck is hijacked or stolen, the fleet management centre can track its location and work with the authorities. Some systems even allow you to stop the engine from working remotely, which makes it much harder to steal a truck.

#### **Challenges and Adaptation**

But this technological revolution has had its challenges. Learning to use these systems took time and training, which many older drivers found scary. The digital divide is real. If drivers aren't comfortable with technology, they risk being left behind in an industry that is becoming more and more connected. Infrastructure is still a problem in many parts of Africa. While major roads now have good mobile phone coverage, remote areas still have areas where you have no signal. Managing power is very important. This is because you need to make sure that your devices are charged when you're on a long journey.

There's also the question of cost. Technology has made many aspects of trucking more efficient, but it can cost a lot of money to buy modern trucks and pay for the data they use. Smaller operators sometimes find it hard to keep up with larger fleets that can afford the latest technology.

Things are changing really quickly, too. I've heard about trials of self-driving trucks in South Africa, but I don't think this technology will be used on Africa's many different roads for many years. Electric trucks are being tested on shorter routes, but the charging infrastructure needed for long journeys is still a long way off.

What excites me most is how technology is making our industry more professional. Young people now see truck driving as a career that requires technical skills, not just the ability to drive. Driver training programmes are adding more modules on technology use, and some companies offer ongoing education to help

#### The Human Element Remains

Even though there's a lot of technology, the basics of good trucking haven't changed. You still need to be patient when you're crossing borders, you need to respect other road users, and you need to be able to solve problems in new ways when things go wrong. Technology has made us more efficient and safer, but it hasn't replaced the need for experienced, professional drivers who understand this continent's unique challenges.

I am grateful for how far we've come as I prepare to continue my journey to Kampala tomorrow morning.

"The mix of human experience and new technology is creating opportunities for African logistics that seemed impossible just 10 years ago."

In my view, drivers who are happy to accept change will have a better future.

Samuel Mwangi is a long-haul truck driver based in Nairobi, Kenya. He drives routes covering East and Central Africa.





CtrlFleet is the next-generation Transport Management System (TMS) that's transforming logistics operations. Purpose-built to eliminate the inefficiencies of disconnected tools and manual processes, CtrlFleet brings together every aspect of your transport workflow-planning, compliance, tracking, and communication-into one powerful, real-time platform.

Whether you're managing a single fleet or coordinating across multiple regions, CtrlFleet gives you unmatched visibility and control from dispatch to delivery.





# Redefining Fleet Management for the Digital Age

In an industry where efficiency, compliance, and real-time visibility are paramount, CtrlFleet emerges as a transformative force in transport management. Founded in early 2024 by logistics veterans Renko Bergh and Wichard Sullwald, CtrlFleet was created to address the fragmentation and manual inefficiencies plaguing traditional fleet operations.

At its core, CtrlFleet is a cloud-based Transport Management System (TMS) designed to unify every facet of road freight logistics. From dispatch and driver communication to client updates and compliance tracking, the platform offers a holistic solution that brings together all stakeholders, dispatchers, planners, drivers, and clients, into a single, real-time ecosystem.

#### **Key features of CtrlFleet include:**

- Real-Time Monitoring: Leveraging live telematics integrations, CtrlFleet provides continuous tracking and status updates for the entire fleet, enabling proactive management and decision-making.
- Dynamic Scheduling: An intuitive drag-and-drop scheduling system allows for efficient task assignment and rearrangement, ensuring maximum productivity and adaptability to unexpected changes.
- Customer Portal: Clients gain transparency through up-to-date tracking links, viewing order statuses and vehicle locations for all active, completed, and scheduled orders.
- Driver App: A dedicated application enables drivers to receive instructions, navigate to destinations, and complete orders with electronic proof-of-delivery (e-POD) and sign-on-glass features, streamlining communication and task management.
- Custom Workflows: The platform supports the creation of unique, customized workflows per order, catering to specific customer requirements and effectively managing risks.

CtrlFleet's commitment to innovation is further exemplified by its continuous evolution based on user feedback and industry trends. The platform fosters a collaborative community among its users, offering resources, webinars, and training sessions to maximize the system's value.

Already trusted by major fleets across South Africa, CtrlFleet is helping logistics teams transition from reactive problem-solving to proactive control, reducing administrative burdens, boosting uptime, and enhancing performance.



# A Proactive Way Of Reducing Operator Error

#### BACKGROUND

#### Some fun

As our product does use Al it is an opportunity to demonstrate Al's usefulness. You can either read this article or click on the link below to listen to an Al panel discuss the contents of the article! https://rb.gy/yxbbvp

#### Let's get down to it

A study done in 2018 in an underground mechanical operation in the South African coal mining industry showed that 45% of all accidents were related to judgement error.

Judgement error relates to an operator's failure to see, recognise and react to hazards, particularly during risk assessments (SLAM) and machinery operation. For the purpose of this article, we will refer to this as psychomotor or visual motor ability.

Despite efforts to remove the reliance on human judgement through what we would call a mechanistic approach, using such interventions as the fitting of governors, proximity monitors, telematics and the tightening of operating procedures, judgement error stubbornly remains a significant problem.

While incredibly useful, the drawback of the mechanistic approach has been that it is reactive (action taken after a recorded event has happened) and often punitive in nature. In other words, pressure is put on the operator for bad

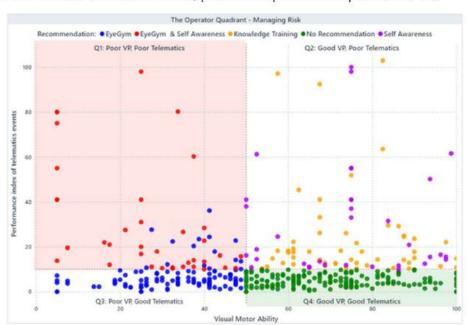
results - without understanding what is causing them.

Because psychomotor ability starts to decline sharply in an operator's early 30s, understanding the level of skills is extremely helpful.

We will use telematics data of underground light duty vehicles (LDVs) to demonstrate what we are talking about.

#### Improved understanding

By graphing Driver Bureau's annual psychomotor assessment scores against the machine telematic data in 5 mines, a much clearer picture emerges of what is causing the results.



#### A few insights emerge from the graph above:

(Note that each dot represents a driver or operator )

- 1. Operators with poor eye-brain-motor scores can still operate safely, provided they are aware they have a problem and are extra careful.
- 2. We can often easily and quickly move operators from quadrant 1 to 3 with targeted Al-driven feedback to individuals, using the annual assessment and our feedback module.
- 3. We can improve eye-brain-motor skills, moving operators into quadrant 4, using daily EyeGym training amounting to nine sessions of 10 minutes a year (on tablets or PCs).

#### What does our Visual Performance Journey do?

#### We have two levels:

Level 1: Base line and feedback. This involves an annual Psychomotor assessment on a PC or tablet and feedback using Al in some cases to target areas needing attention.

Level 2: EyeGym Training on tablets or PCs. This involves Eye-Brain-Hand exercises in approximately 9 sessions of 10 minutes each.

#### Does it actually work?

To answer this question, a series of studies were done using telematics data to measure if the products were making a difference on the

machines.

Typically, improved telematics results - particularly harsh operating - means less fuel consumption and less accidents, resulting in higher machine availability.



The program is not meant as an employment screening tool; it is a

tool to manage psychomotor ability, which declines with time.

VISUAL PERFORMANCE JOURNEY 60% 55% Safety Improvement 50% telematics scores 40% 28% 30% 20% 14% 10% 0% % 0% Baseline Assessment and EyeGym Training EyeGym Training Feedback (Mines) (Fuel Tankers) 90 min/p.a. 450 min/p.a.

Study reviewed and verified by Prof P. Lyne

Drivers Bureau can be used to pass data via API to telematics companies who may be wanting to enhance their reporting ability, or deliver the Visual performance journey directly to a mine.

Mines using a 12-hour shift with training days and access to PCs or tablets once a month are ideally suited to the product.

The system comes with an optional rewards system (airtime) to encourage operator EyeGym training.

Andrew Crickmay is the owner and founder of several businesses, all of which use seemingly unrelated datasets to create massive, unexpected value. Drivers Bureau is one such business.

https://www.driverib.com/ For a demo, please contact support@driverib.com





# How Technology is Transforming Trucking's Human Element

The digital revolution has fundamentally re-shaped both the role of the truck driver and the very definition of vehicle safety, creating ripple effects throughout the world's transport industry.

Nowadays, operating a truck entails a wider range of responsibilities than simply steering, accelerating, and braking. The modern truck cab has evolved into a mobile command centre, equipped with sensors, cameras and intelligent systems that work in harmony with human expertise.

This technological renaissance is not about replacing drivers, rather it is about empowering them with tools that enhance safety, efficiency and job satisfaction whilst addressing the industry's most pressing challenges.





#### Driver Assistance

Today, Advanced Driver-Assistance Systems create virtual safety nets around every journey. Combined with Collision Avoidance Systems, modern trucks use forward-facing radar and cameras to detect potential hazards, providing warnings and initiating automatic emergency braking.

Many Original Equipment Manufacturers (OEMs) also incorporate Lane Departure Warning systems into their vehicles. This technology monitors road markings continuously, alerting drivers when fatigue or distraction causes unintentional drift - a crucial intervention given that driver fatigue remains one of the leading causes of serious accidents.

New trucks are also learning to recognise when their drivers are falling asleep. Fatigue monitoring systems use facial recognition technology and artificial intelligence to track eye movements, head position, and blinking patterns.

When signs of drowsiness emerge, these digital co-pilots issue immediate alerts, potentially preventing catastrophic incidents before they occur. It is a level of vigilance that never tires, never loses concentration, and never looks away.

At the same time, telematics systems facilitate dynamic route optimisation by analysing real-time traffic patterns, weather conditions and road closures to suggest the most efficient paths. Digital Toolkits Mobile applications have become comprehensive digital toolkits, offering a range of features including fuel price comparisons and parking availability updates. This connectivity enhances efficiency and reduces driver stress and uncertainty, while making the profession more attractive to a new generation of operators.

In addition, Internet of Things sensors continuously monitor a variety of parameters, including engine performance, brake wear and tyre pressure. Rather than waiting for breakdowns to occur, drivers now receive advance warnings about potential issues, allowing for pro-active maintenance that prevents costly roadside failures. Smart Tyre Pressure Monitoring Systems exemplify this approach, preventing dangerous blowouts whilst optimising fuel economy.

OEMs continue to innovate, engineering what industry leaders call "mobile safety platforms." These are vehicles that are designed from the ground up with collision prevention as a primary objective. This represents a fundamental shift from the traditional approach of building robust trucks that could withstand crashes to creating intelligent vehicles that actively work to prevent them from occurring.

### Greater Transparency

The introduction of Euro NCAP's (New Car Assessment Programme) Truck Safe programme has led to a significant increase in transparency regarding truck safety performance. This independent assessment evaluates vehicles across three critical stages. The focus is on safe driving practices, collision avoidance strategies, and ensuring safety measures are in place in the event of a crash.

Euro NCAP's initial ratings, released in late 2024, revealed significant performance discrepancies between truck manufacturers, with some achieving maximum five-star ratings, while others received a single star. This disparity is driving rapid innovation across the industry. Truck models that received five-star ratings incorporate next-generation collision warning systems that already exceed upcoming European legislation requirements.

The focus on vulnerable road users by truck OEMs is a particularly crucial development for African markets, where pedestrians, cyclists and motorcyclists often share road space with heavy vehicles. Intelligent side-detection and turn assist systems use radar to detect cyclists and can actively brake trucks to prevent collisions during turning manoeuvres, addressing one of urban logistics' most persistent safety challenges.



Man and Machine As Africa's logistics networks continue to expand to support growing economies across the continent, the integration of modern safety technologies becomes increasingly important. The hope is that a combination of human expertise and artificial intelligence will create a new paradigm where accidents become increasingly rare, efficiency reaches new heights, and the profession of truck driving evolves into something more sophisticated and more rewarding.

The implications of this are far-reaching, extending beyond individual vehicles and drivers. Fleet operators are finding that investing in advanced safety technologies deliver measurable returns through reduced insurance premiums, lower maintenance costs, improved fuel efficiency, and enhanced driver retention.

Even greater transformation is in the pipeline, with autonomous systems gradually assuming more responsibilities whilst human operators transition into more supervisory roles.

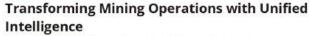
"Technology's greatest contribution is not replacing human drivers; it is Even so, making them more capable, safer and more valuable than ever before."

# Delivering Data-driven Fleet Intelligence



"By unifying data across all mobile assets and providing real-time, decision-grade insights, Powerfleet empowers mining operations to enhance safety, improve efficiency and reduce costs."

Mining operations must manage high-value assets efficiently and safely to remain competitive and compliant. From material-handling equipment in facilities to vehicle fleets navigating the site terrain, these companies need comprehensive visibility and control to optimise operations and uphold strict safety standards.



Powerfleet's Unity is a SaaS-based, hardwareagnostic AloT platform that delivers complete operational visibility for mining operations. This innovative ecosystem ingests data from virtually any IoT device, OEM system, or external data source, applying artificial intelligence and machine learning to harmonise and simplify diverse datasets. By transforming fragmented operations into a unified system, Unity provides a single pane of glass for real-time intelligence and smarter decision-making.





Powerfleet stands apart as the only provider delivering a truly end-to-end AIoT ecosystem, integrating fleet, in-facility operations, and Al-driven safety solutions into a single integrated environment. Mining companies can manage everything from fleet vehicles to material-handling equipment through one unified platform, eliminating operational blind spots while ensuring businesses stay compliant, sustainable, and competitive. Unity connects all critical assets, people, and processes across the entire supply chain, spanning facilities, logistics hubs, and vehicle fleets.



#### Advanced Forklift Safety Solutions for Mining Environments

Within mining facilities, forklift operations present significant safety considerations. Powerfleet's comprehensive in-facility solutions address these challenges head-on:

- Pedestrian Proximity Detection: Al-powered vision systems proactively prevent accidents by identifying people and industrial vehicles, alerting operators to potential hazards before incidents occur.
- Forklift Gateway: This central hub provides wireless, automated tracking and management of powered industrial vehicles. It controls access based on driver credentials and enforces safety protocols, such as mandatory pre-use inspections.
- Digital Video Recorder: This system continuously records during vehicle operation and automatically saves video clips capturing events like impacts. It provides comprehensive records for incident analysis and driver coaching.
- · Speed Manager: Automatically reduces vehicle speed in response to qualifying events, preventing potential collisions before they occur.

# Delivering Data-driven Fleet Intelligence



#### Enhancing on-road fleet performance

Beyond in-facility operations, Powerfleet's solutions extend to vehicle fleets travelling between sites:

- . Real-Time Monitoring: Track vehicle location, status, and performance metrics to optimise routing and respond quickly to changing conditions.
- Driver Behaviour Analysis: Vision Al monitors driver fatigue and distraction, providing immediate alerts to prevent accidents before they happen.
- Maintenance Optimisation: Predictive analytics identify potential issues before breakdowns occur, reducing costly downtime and extending asset lifespans.

#### Driving operational excellence

Mining companies implementing comprehensive asset management solutions experience significant operational improvements across multiple business areas. Operations see reduced safety incidents through improved visibility, decreased fuel costs through optimised operations, and lower maintenance expenses through predictive analytics. For example, one construction equipment customer reported a 33% decrease in vehicle-related damage costs after implementing Powerfleet's comprehensive safety solutions.

Powerfleet's solutions are purpose-built for the mining industry's specific requirements, with modular components that can be selected based on operational needs and scaled as operations grow.



#### POWER@FLEET

Connects all critical assets, people, and processes across facilities and fleets



By unifying data across all mobile assets and providing real-time, decision-grade insights, Powerfleet empowers mining operations to enhance safety, improve efficiency, reduce costs, and maintain compliance - delivering measurable improvements to the bottom lin

#### For more information on how Powerfleet can transform your mining operations,

visit: www.powerfleet.com.

#### Why Partner with Powerfleet?

Mining operations partnering with Powerfleet gain significant competitive advantages through:

- Industry-Leading Expertise: With over 30 years of experience in fleet management and IoT solutions, Powerfleet brings unmatched industry knowledge to mining operations.
- End-to-End Coverage: A complete solution for managing both in-facility material-handling equipment and onroad vehicles from a single platform.
- Enhanced Safety: Al-powered solutions that proactively identify and mitigate risks before accidents occur, protecting both personnel and assets.
- Operational Efficiency: Data-driven insights that optimise resource utilisation, reduce fuel consumption, and streamline maintenance.
- Regulatory Compliance: Automated reporting and inspection tools that ensure adherence to industry regulations and standards.





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2025

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