

EROAD Annual Shareholders Meeting

Safer and more sustainable roads

28 July 2022



IMPORTANT INFORMATION

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CORETEX

The Coretex merger completed on 30 November 2021. All financials include 4 months of Coretex.

NON-GAAP MEASURES

EROAD has used non-GAAP measures when discussing financial performance in this document. The directors and management believe that these measures provide useful information as they are used internally to evaluate performance of business units, to establish operational goals and to allocate resources. Non-GAAP measures are not prepared in accordance with NZ IFRS (New Zealand International Financial Reporting Standards) and are not uniformly defined, therefore the non-GAAP measures reported in this document may not be comparable with those that other companies report and should not be viewed in isolation or considered as a substitute for measures reported by EROAD in accordance with NZ IFRS.

The non-GAAP measures are not subject to audit or review. Definitions can be found in the FY22 Annual Report.

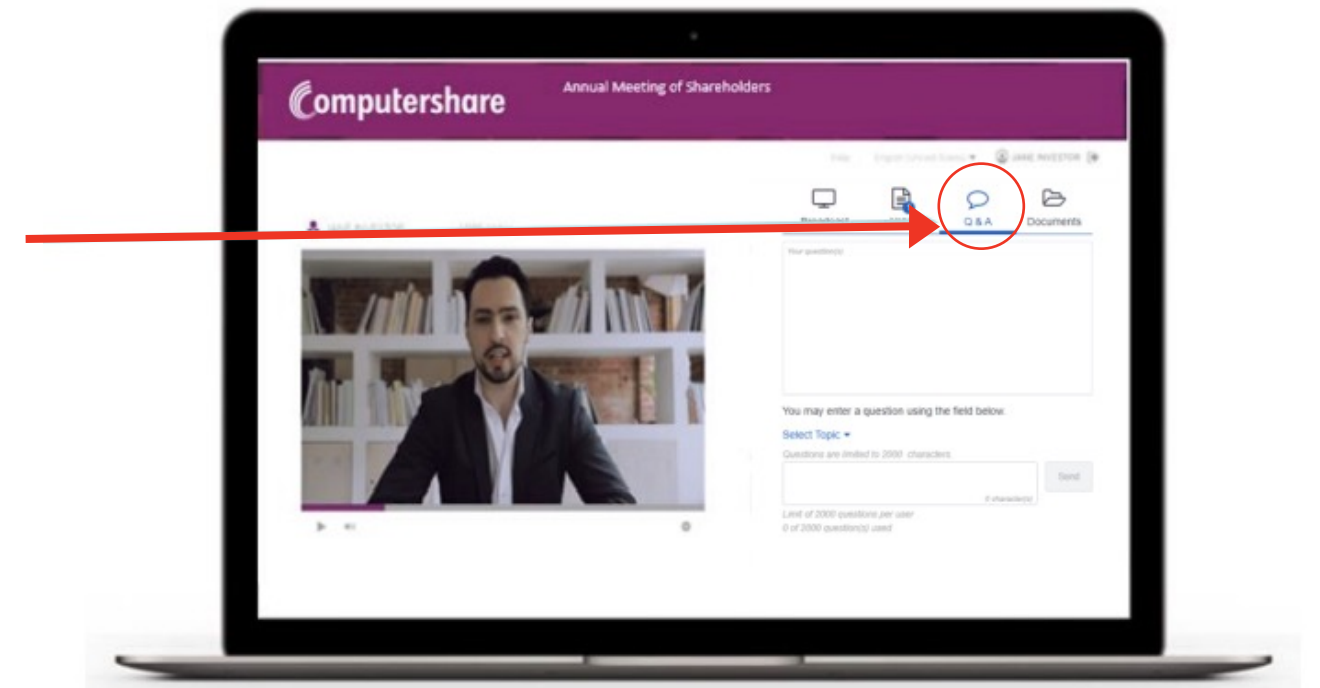


HOW TO PARTICIPATE ONLINE

Shareholder & Proxyholder Q&A Participation

Written Questions: Questions may be submitted ahead of the meeting. If you have a question to submit during the live meeting, please select the Q&A tab on the right half of your screen at anytime. Type your question into the field and press submit. Your question will be immediately submitted.

Help: The Q&A tab can also be used for immediate help. If you need assistance, please submit your query in the same manner as typing a question and a Computershare representative will respond to you directly.

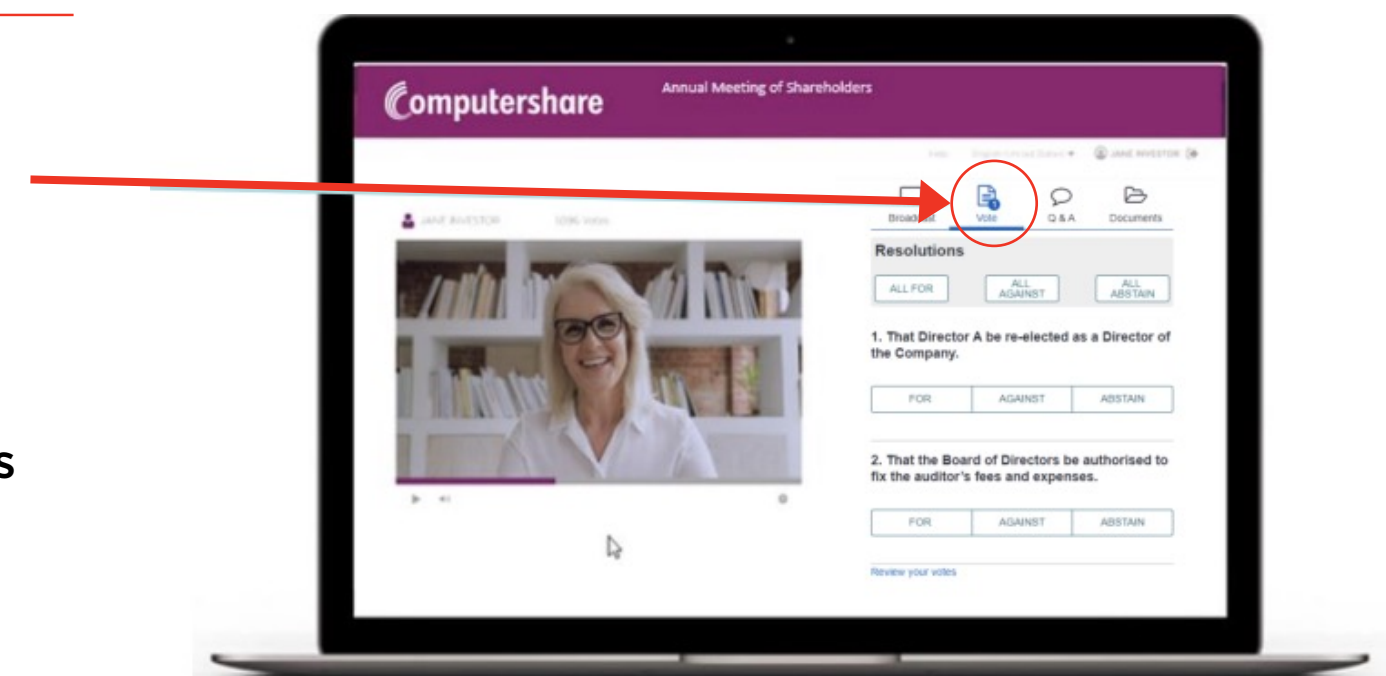


Shareholder & Proxyholder Voting

Once the voting has been opened, the resolutions and voting options will allow voting.

To vote, simply click on the Vote tab, and select your voting direction from the options shown on the screen. You can vote for all resolutions at once or by each resolution.

Your vote has been cast when the tick appears. To change your vote, select **'Change Your Vote'**.



AGENDA

1. Chair's Address
2. CEO Address
3. Financial Statements and Auditor's Report
4. Resolutions



CHAIR'S ADDRESS



SAFER AND MORE SUSTAINABLE ROADS

**KEEP THE
COMMUNITY SAFE**



**CONSERVE AND
IMPROVE THE
ENVIRONMENT**



**SUPPORT ECONOMIC
GROWTH**



FY22 AT A GLANCE

**FINANCIAL RESULTS REFLECT INVESTMENT
IN CAPABILITIES FOR FUTURE GROWTH**

**SIGNIFICANT PERIOD OF TRANSITION
DESPITE CHALLENGING MACRO-ECONOMIC
CONDITIONS**

**WELL POSITIONED TO BUILD GROWTH
MOMENTUM OVER FY23 AND BEYOND**

OUR BOARD



GRAHAM STUART
Chairman, Independent Director
Appointed January 2018



BARRY EINSIG
Independent Director
Appointed January 2020



TONY GIBSON
Independent Director
Appointed October 2009



SUSAN PATERSON
Independent Director
Appointed March 2019



SARA GIFFORD
Independent Director
Appointed April 2022



SELWYN PELLETT
Executive Director
Appointed December 2021

CEO SUCCESSION



BOARD FOCUS FOR FY23

**COMPLETE THE
CORETEX INTEGRATION**

**ENGAGED CULTURE
ALIGNED TO VISION OF
MERGED COMPANY**

**KEEP BUILDING
MOMENTUM IN
NORTH AMERICA**

STRATEGY REFRESH

**HIGH RETENTION RATES
IN NEW ZEALAND AND
AUSTRALIA**

**IMPROVED OPERATING
LEVERAGE**

CEO ADDRESS

Mark Heine

Chief Executive Officer





WE ARE **EROAD**

**SAFER AND MORE
SUSTAINABLE
ROADS**

**REGULATORY
AND SPECIALISED
TELEMATIC
SOLUTIONS**

**OVER 200,000
CONNECTED
VEHICLES**

**STABLE ASSET
RETENTION RATE**

GROWING AMRR

**TARGETING
STRONG GROWTH
OF AT LEAST
\$250M BY FY25**

SOLVING CUSTOMER PROBLEMS



PRODUCTIVITY



**REGULATORY
COMPLIANCE**



ROAD SAFETY



FOOD SAFETY



**PROOF OF
SERVICE**



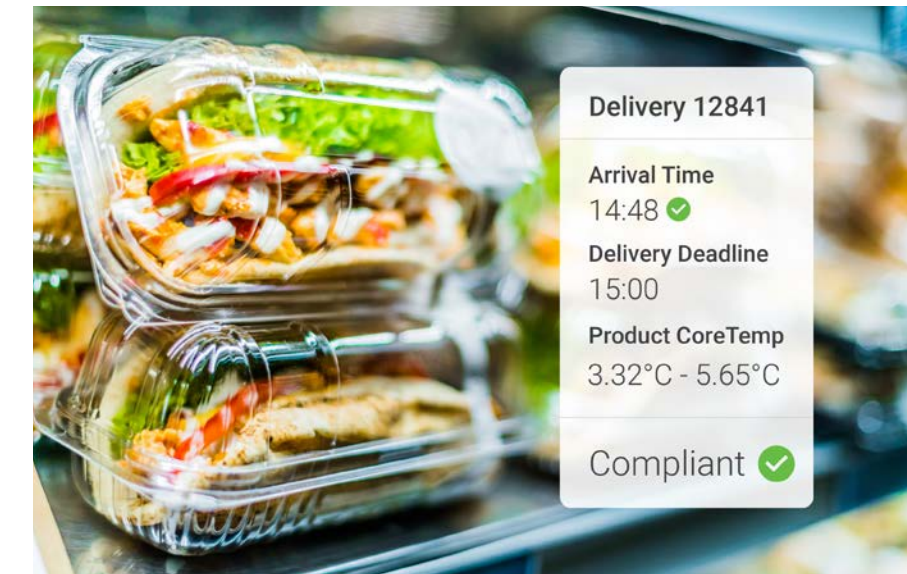
**CERTIFICATION
OF QUALITY**

SOLVING CUSTOMER PROBLEMS ACROSS 4 INDUSTRIES

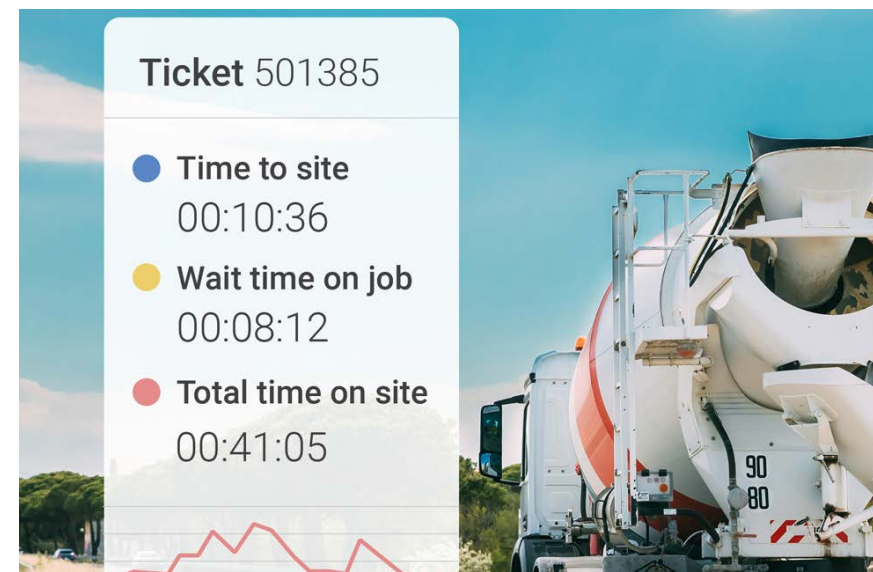
IN CAB PROFESSIONAL TRANSPORT



REFRIGERATED TRANSPORT



CONSTRUCTION



WASTE AND RECYCLING



OUR NEXT GENERATION OFFERING

ALL VEHICLES. ALL ASSETS. ONE PLATFORM



DRIVER DEVICE

- ELD & DVIR
- Hours of Service
- Messaging
- Navigation
- Job Workflow
- Supports 3rd Party Apps (Routeforme)



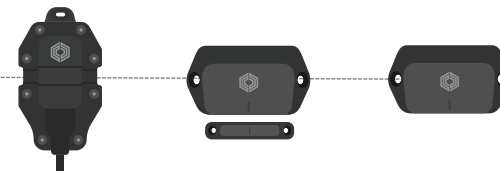
CAMERAS

- HD Video streaming
- Incident resolution
- Driver Behavior

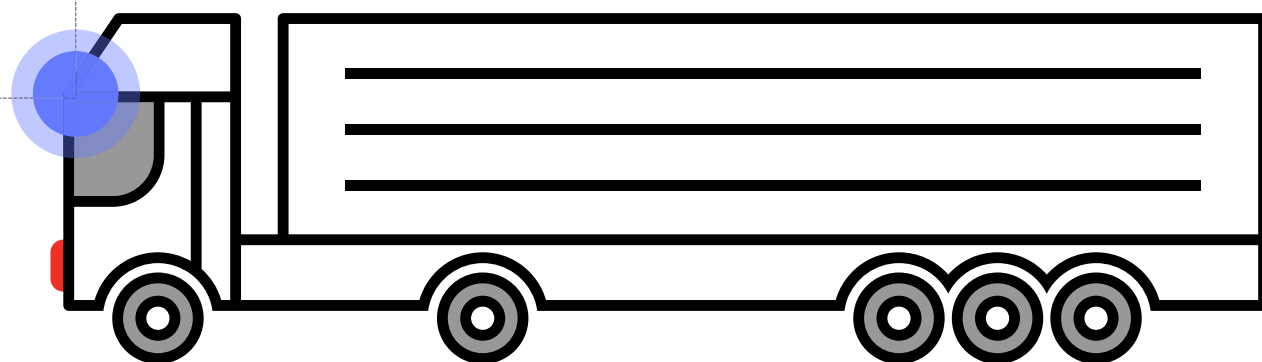


COREHUB

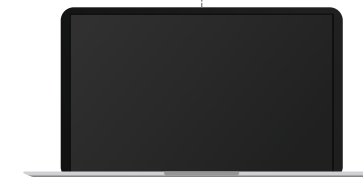
- Wi-Fi Hub
- Idle Time
- Accelerometer
- Engine Fault Codes



IoT TAGS & SENSORS



- Full Suite of APIs
- Qualified Integration Team
- Penske Integration
- HOS APIs for JJ Keller



MyEROAD / 360 ENTERPRISE SOLUTION

- Analytics
- Dashboards
- Reporting
- Alerting
- Mapping
- Replay
- Action Engine
- IFTA

NEW ZEALAND



NORTH AMERICA

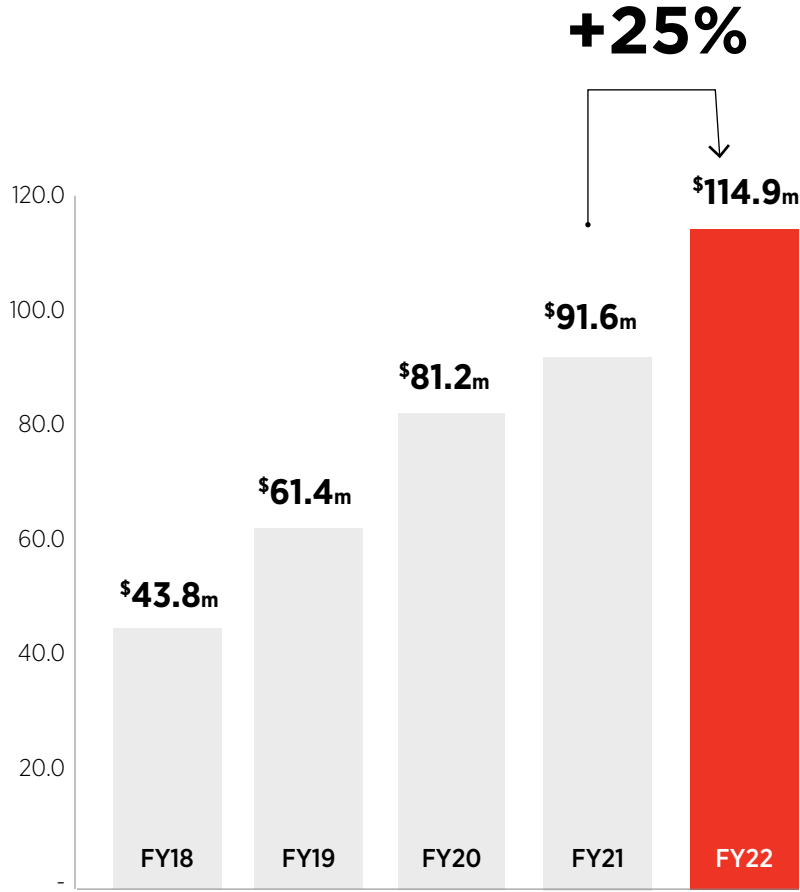


AUSTRALIA

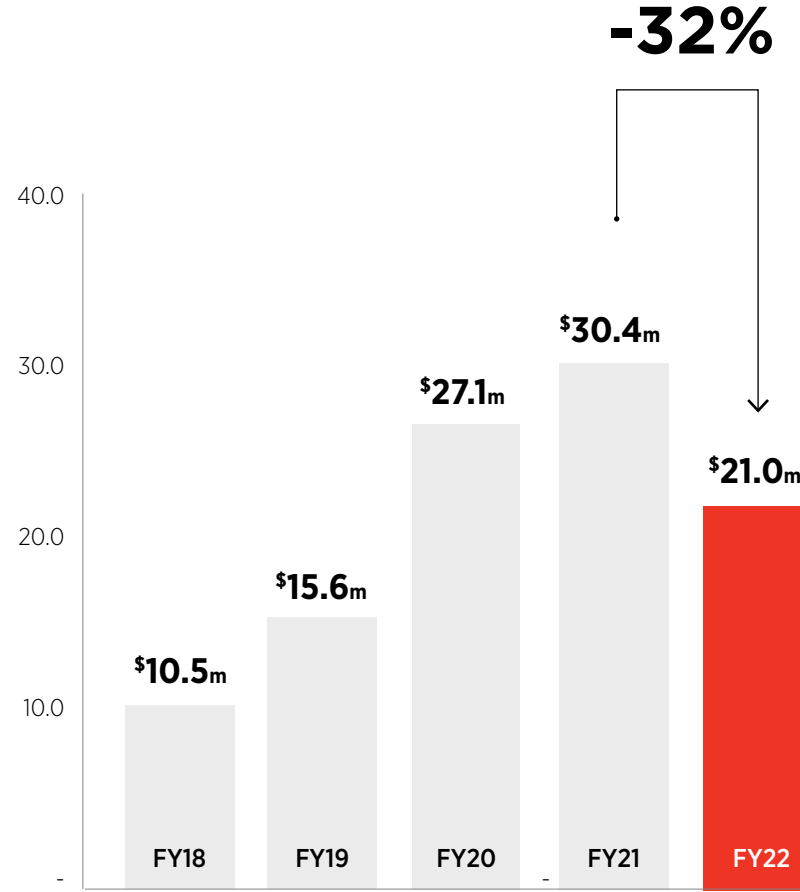


FINANCIAL PERFORMANCE REFLECTS INVESTMENT IN CAPABILITIES FOR FUTURE GROWTH

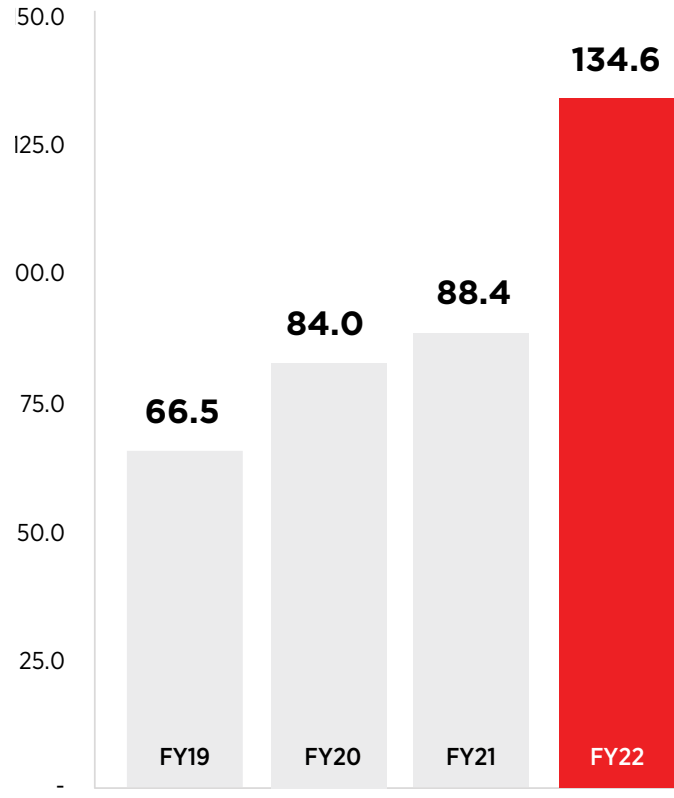
REVENUE



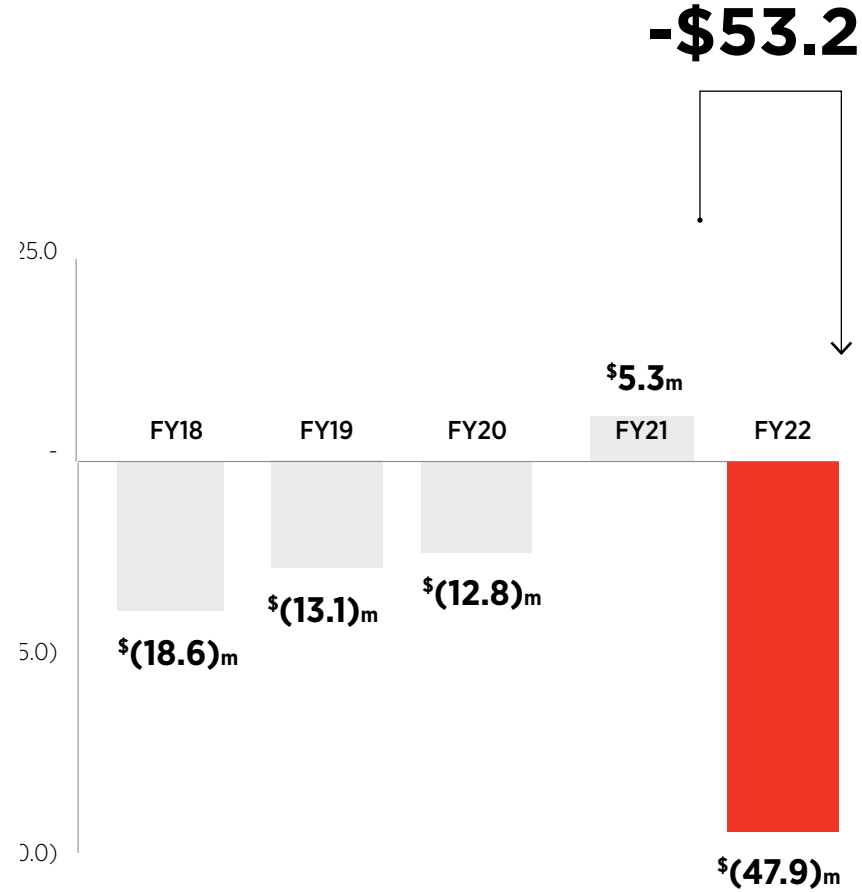
EBITDA



ANNUALISED MONTHLY RECURRING REVENUE (\$M)

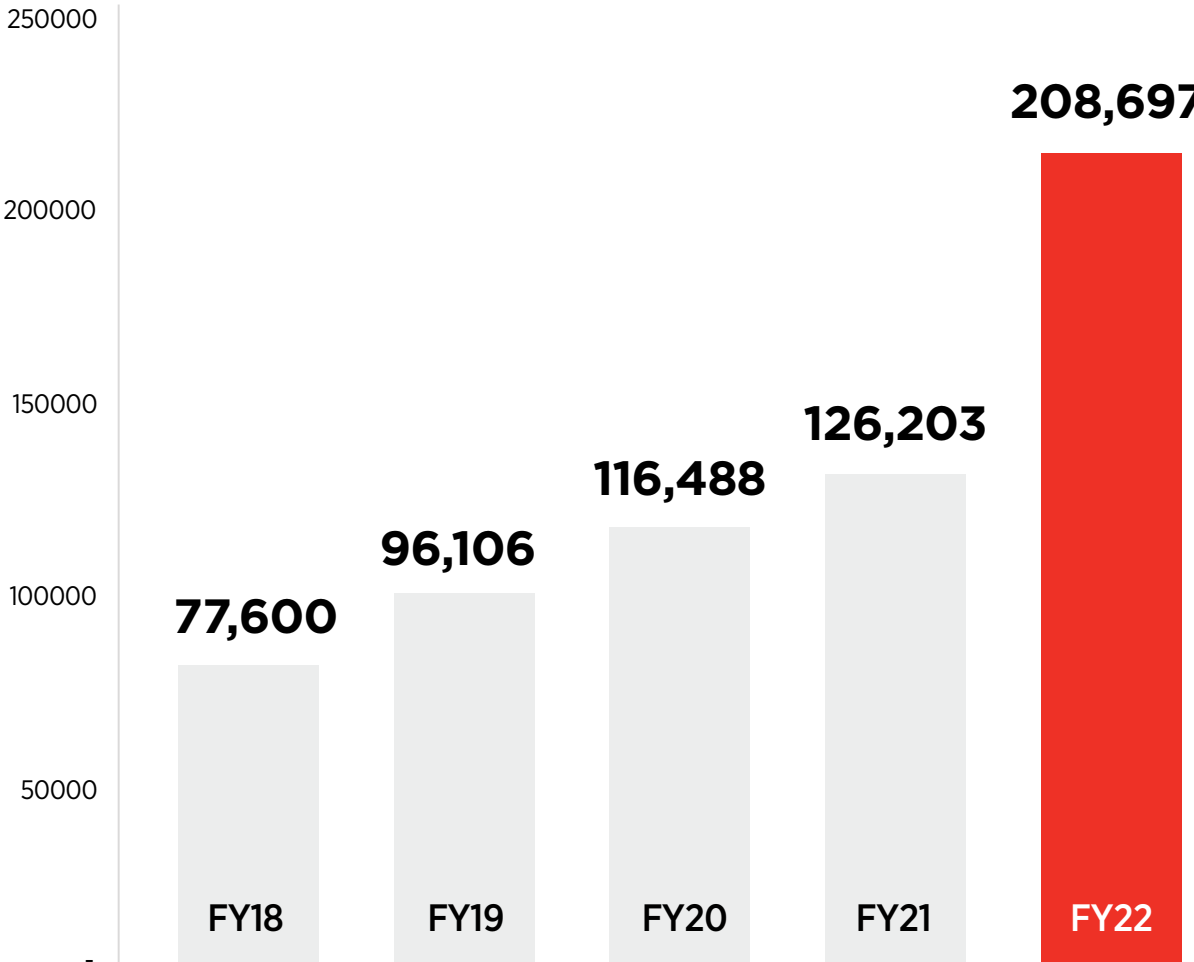


FREE CASH FLOWS EXCLUDING MERGER

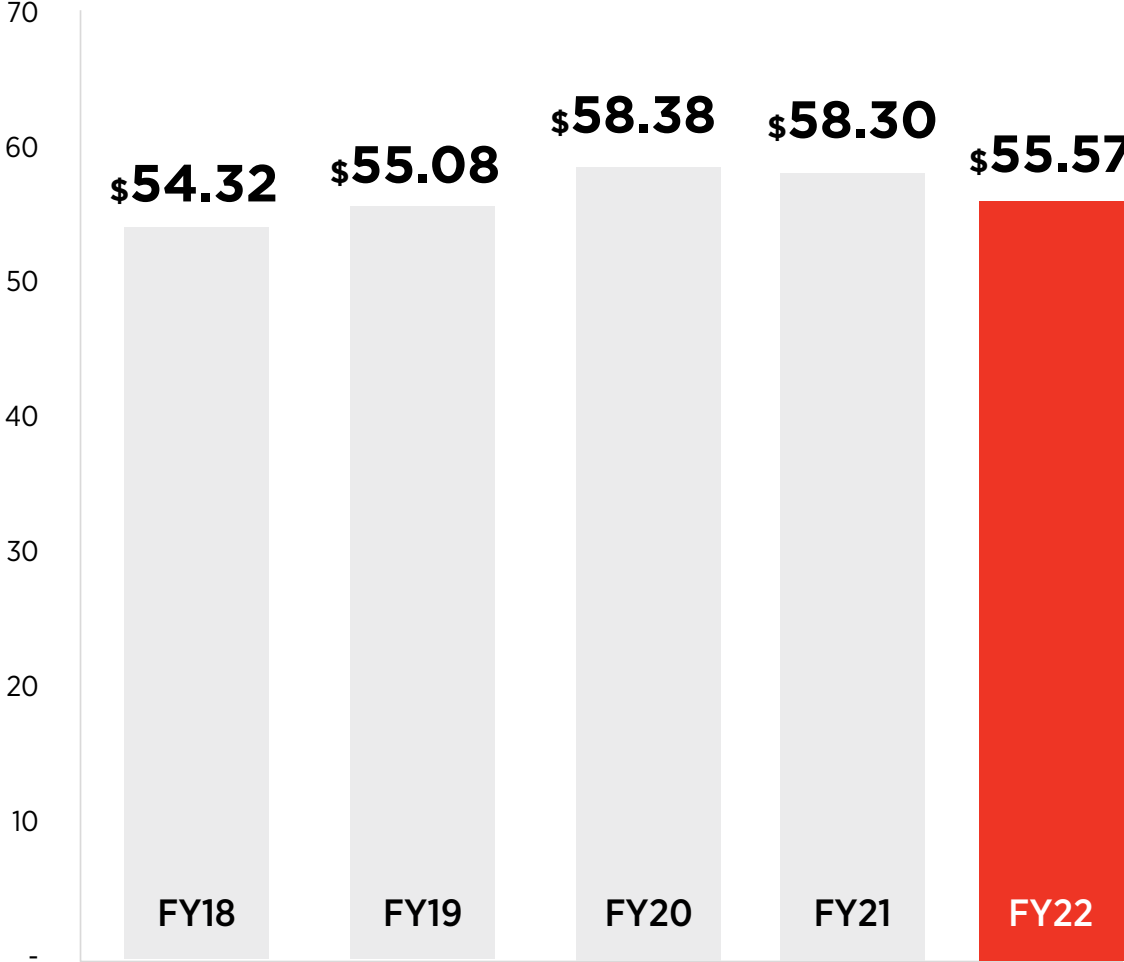


KEY PERFORMANCE METRICS

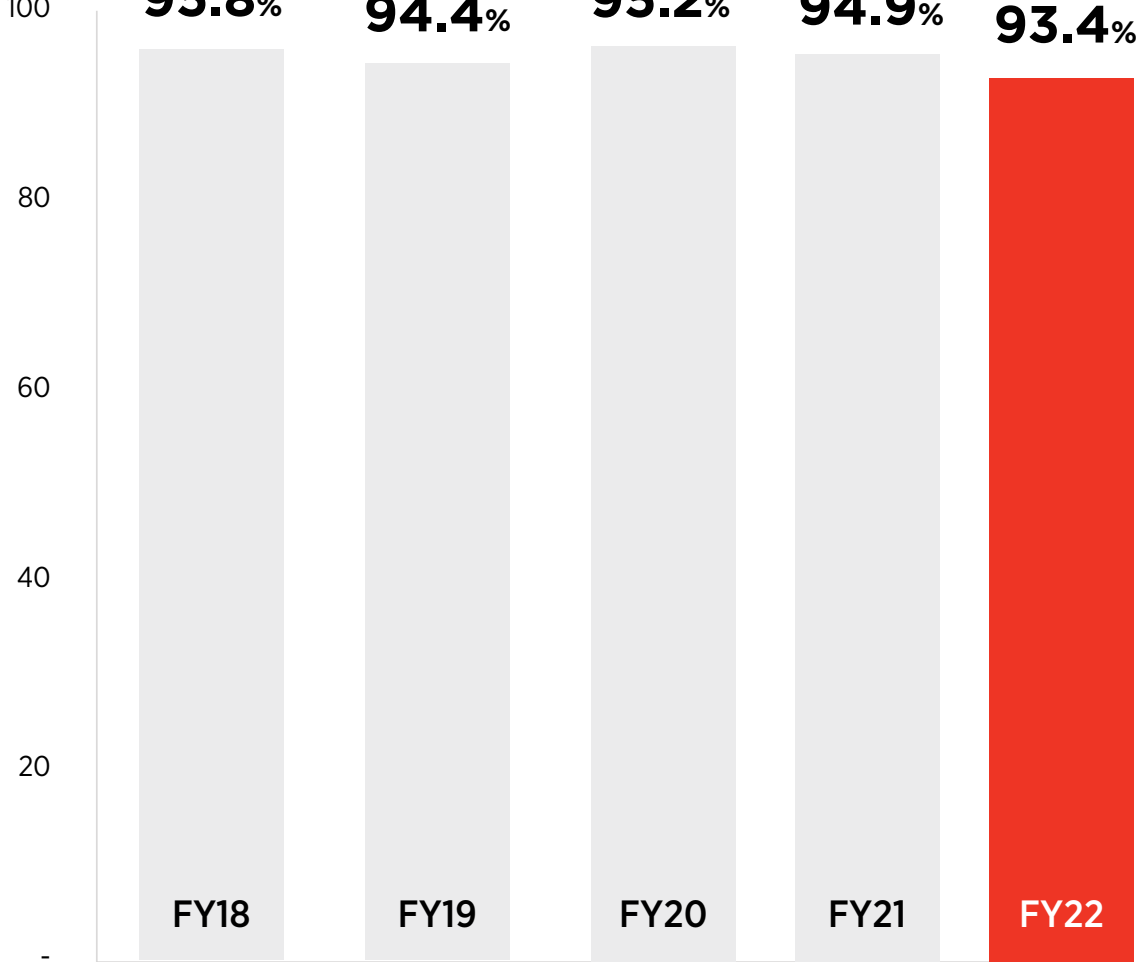
CONTRACTED UNITS



ARPU



EROAD STAND ALONE ASSET RETENTION RATE



CORETEX INTEGRATION ON TRACK WITH SIGNIFICANT PROGRESS MADE TO DATE

✓ **Sales underway with next generation platform and hardware solutions**

✓ **Supply chain integration complete**

✓ **3G to 4G upgrade programme in North America largely complete**

✓ **Engineering teams now integrated with focus on integration of key platform and products by end of 2022**

✓ **Integrated Sales Teams and aligned go-to-market strategy**

✓ **Integration of EROAD and Coretex teams complete with on-going change management to build an inclusive, diverse and collaborative culture**

FY23 PRIORITIES

**Revenue growth momentum in
New Zealand and North America**

**Maintain an engaged culture aligned to the
vision of the merged company**

**Deliver key product and platform integration
by the end of CY2022 to enable delivery of
enhanced SaaS products to build growth
momentum further and support retention**

FY23 OUTLOOK

Growth momentum expected to build with successful conversion of North American enterprise pipeline opportunities

Targeting Revenue of at least \$250 by FY25

Anticipate Revenue between \$150m - \$170m in FY23

Expect improved operating leverage from FY24

Targeting normalised EBIT of between -\$5m to breakeven

QUESTIONS



RESOLUTIONS



VOTES RECEIVED (AS AT 27 JULY)

42.73% OF VALID
SECURITIES VOTED

	Votes			
	For	Against	Abstain	Discretion
Resolution 1	41,236,821	562,866	6,857	2,103,088
Resolution 2	41,666,787	9,212	130,545	2,103,088
Resolution 3	41,703,492	96,195	6,857	2,103,088
Resolution 4	37,275,497	4,527,000	4,047	2,103,088
Resolution 5	37,035,574	97,171	4,660,899	2,115,988

RESOLUTION 1

Election of Selwyn Pellett

That Selwyn Pellett, having been appointed by the Board and only holding office until the Annual Shareholders' Meeting, be elected as an Executive Director of EROAD.



RESOLUTION 2

Election of Sara Gifford

That Sara Gifford, having been appointed by the Board and only holding office until the Annual Shareholders' Meeting, be elected as a Director of EROAD.



RESOLUTION 3

Re-election of Susan Paterson

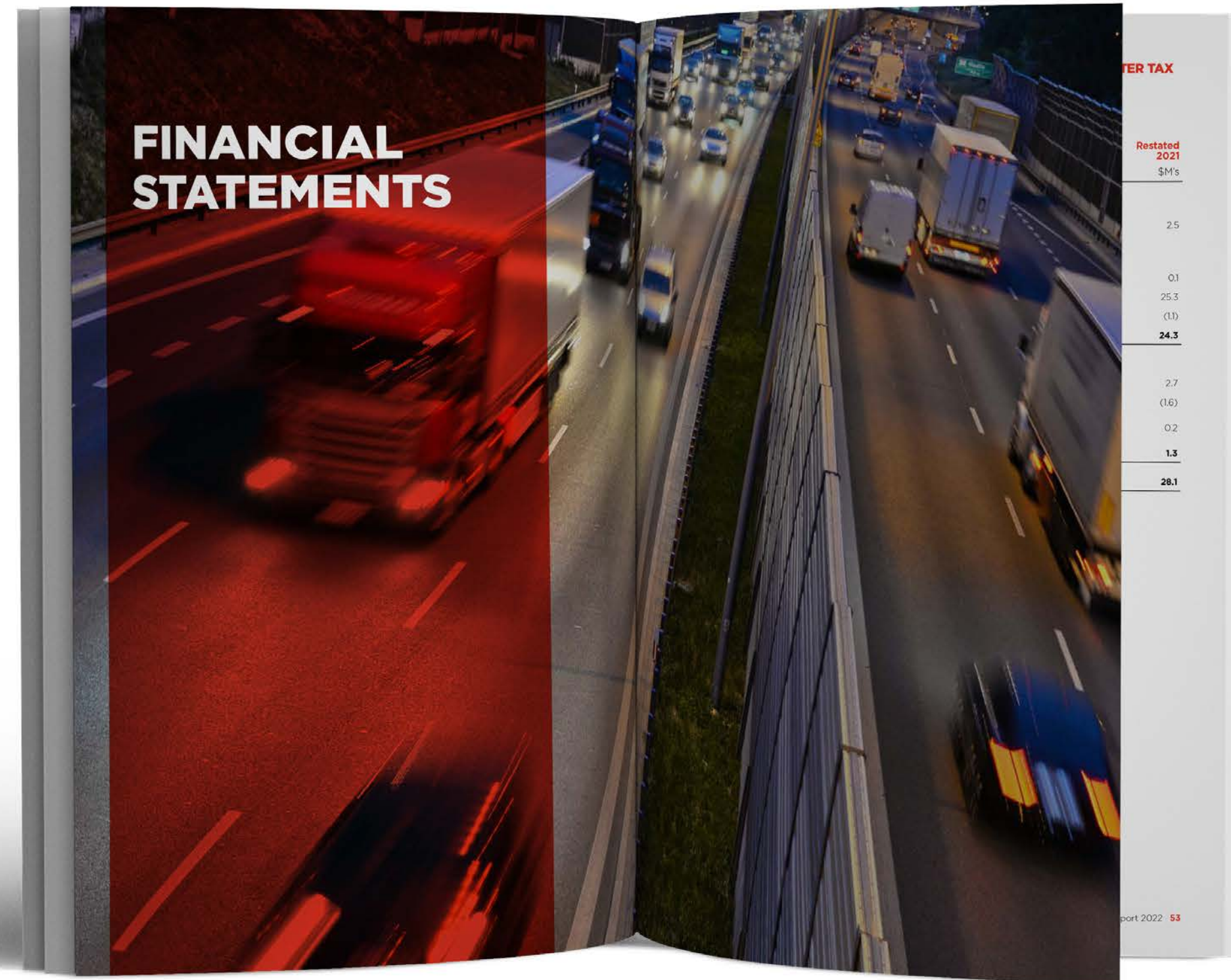
That Susan Paterson,
having retired in
accordance with NZX
Listing Rule 2.7.1, be
re-elected as a Director
of EROAD.



RESOLUTION 4

Auditor's Remuneration

That the Directors be authorised to fix the fees and expenses of KPMG as auditor of EROAD.



RESOLUTIONS 5

Nonbinding Say on Pay vote

That EROAD's Remuneration Report for the year ended 31 March 2022, as set out in the FY22 Annual Report, be adopted.



QUESTIONS





EROAD

EROAD Limited Annual Shareholders Meeting Chair and CEO Address

28 July 2022

Chair Address

It is a privilege for me to deliver this address as Chairman of your Board. Your Board and management have worked diligently as your agents through this past year.

EROAD is a purpose led company that aspires to create safer and more sustainable roads. Sustainability is core to our business; we are beginning on our journey towards our net zero strategy. We are focusing our efforts not only on reducing our own emissions but also on developing solutions that will support our customers in their efforts to reduce their emissions. I encourage you to read our inaugural sustainability report that demonstrates the work that we are doing in this space and shows our commitment to continued improvement and advancement.

Over the past year the EROAD share price has fallen by 60% against the benchmark of technology stocks in general experiencing a 30% drop. Notwithstanding the challenging macro environment, it is clear that the company has also not met shareholder expectations. Your board has a sharp focus on improving the company's performance.

While our New Zealand and Australian businesses had a good year EROAD's performance in North America prior to the merger with Coretex fell well short of our expectations, as did some aspects of our corporate operations. Your board has embarked on a course of positive changes to ensure that EROAD will perform more consistently and deliver on its growth strategies.

The appointment of Mark Heine as Chief Executive Officer, is a major step in this regard. Mark has a deep understanding of the business, and the Board is confident that he has the capabilities to lead EROAD through its next phase of growth. More on this shortly. The board has also commenced a process to appoint a new Chief Financial Officer. The merger with Coretex in the second half of the year provides our North American business with greater critical mass and importantly fill critical technology gaps with the CoreHub hardware and the Core360 SaaS platform as well as acquiring critical capabilities for winning and retaining large enterprise customers.

Despite some challenges there were also some notable achievements in the past year. Our

New Zealand business delivered yet another year of solid growth, not only adding new customers but also delivering greater value to our existing customers. We never take customer retention for granted and it was pleasing that several key customers in New Zealand renewed their relationships with EROAD. In April last year we announced that essential services supplier Ventia had become a customer in both New Zealand and Australia. During the year our Australian business passed through the important milestone of breaking even at the EBITDA level. We also announced partnerships with Phillips Connect in June and Seeing Machines in August last year. In October we launched EROAD Clarity Solo dash camera. And in March this year we announced the refinancing of our debt facilities.

By far the most significant activity last year was the merger with Coretex. The merger was announced in July and brought about a successful equity placement of \$64.4 million to our large and institutional shareholders and a \$16.1 million Share Purchase Plan issue to our retail shareholders. Although we got off to a late start, and the merger occurred at a time when we experienced unprecedented supply chain and labour market disruptions, the integration with Coretex is now progressing well. The Coretex merger is a game changer for EROAD. It represents a doubling down on our North American growth strategy. And it is critical that we follow this up by sharpening our focus on this market and capitalising on the value we acquired.

The Board is coming to the end of a three-year phase of renewal. In December Selwyn Pellett joined the Board as an Executive Director to support EROAD through the initial integration period with Coretex. Selwyn makes a valuable contribution to the Board and with Steven Newman's resignation from the Board, and subject to Selwyn being elected by shareholders, we will seek to extend this term. At the end of March this year the Board spent a week visiting EROAD's North American operations. During that visit we were able to welcome Sara Gifford to the Board. Sara is our second North American resident director and is well versed in logistics, transportation, product implementation and sales. The board is conscious of the need to balance institutional knowledge and continuity with fresh ideas and new perspectives and will continue to ensure that we have the right mix of skills and experience around the board table to govern the business and to serve Shareholders' interests well.

It is often said that the appointment of a CEO is the most consequential decision that Boards make. As such this has been a key focus for the Board during the past year. The Board worked hard to ensure the process was rigorous and robust. We commenced a formal search process in late 2021, with the appointment of the international recruitment firm Caldwell and Partners. The search was well progressed at the time of Steven Newman's earlier than expected resignation in April.

When Steven announced his resignations, the Board had no hesitation in appointing Mark Heine as Acting Chief Executive Officer. It is fair to say, with Steven resigning from both the CEO and Board positions the Board felt the need to re-examine the skillset required. At the same time the Board was seeing first-hand the impact Mark's leadership was having on the business. We were impressed by Mark's leadership and commercial skills, and he has breathed fresh air into EROAD. In late May the Board made the decision to ask Mark to join the process, Mark took time to consider this invitation and then after he had completed a formal assessment and interview process, the Board selected Mark ahead of the other

candidates for the role.

I would like to take this opportunity to acknowledge Steven Newman's very significant contribution to EROAD.

Looking ahead to FY23, we expect growth momentum to build through the year with the successful conversion of North American enterprise pipeline opportunities. The enterprise pipeline remains robust with a total of eighteen enterprise customers at the pilot stage across all the markets, representing some 30,700 in-cab and trailer units. The Board has provided revenue guidance for FY23 in the range of \$150 million to \$170 million, the width of the range reflecting the uncertain timing of achieving larger enterprise sales. We have forecast group revenue of at least \$250 million by the 2025 financial year and we believe we have the expanded product range and capabilities to get us there.

Quite simply FY23 is a year of delivery. The goals for this year are straightforward. We have six priorities:

First, we must complete integration with the Coretex business and maximize synergies from this merger.

Second on the back of the integration we must build momentum in our North American market, without taking a backward step in New Zealand or Australia.

The Board and management team are conscious that top-line growth without returning improved operating leverage is not sustainable or conducive to building shareholder value.

In FY23 we will complete building the platform and the business model that will deliver improved EBIT margins and we will sharpen our focus on the management of costs.

EROAD is undergoing significant change on a number of fronts, and it is vitally important that we retain the engagement and passion of our talented staff through these changes.

EROAD 2.0 is an initiative that reviews every aspect of our Employee Value Proposition to ensure that we capitalize on the best of our past as well as what Coretex has brought to the table.

Chief Executive Officer Address

Hello everyone. I've met many of you before at previous Annual Shareholders Meetings but I'm honoured to be standing here today speaking to you as EROAD's Chief Executive Officer. My three months as Acting Chief Executive Officer has reinforced my view that EROAD is extremely well positioned with the merger of Coretex, providing an excellent platform for future growth. I'm delighted to have accepted the role as Chief Executive Officer and to lead EROAD at a pivotal point in its history.

Let me start by thanking both Steven Newman and the EROAD team for their support as I transitioned into the Chief Executive role. I know the EROAD team and strategy well, which

has made my transition into this role a seamless one. Our people are crucial to EROAD's success so I'm excited to lead such a talented and motivated team. Together, I firmly believe we can deliver on our strategy and drive this business forward.

Before I discuss the year that was, and the priorities for FY23, it is worth pausing for a moment to reflect on why EROAD remains a compelling investment proposition.

We are passionate about, and dedicated to, creating safer and more sustainable roads. We provide regulatory and specialised telematics services together in a bundle typically with hardware. We describe ourselves as a hardware enabled SaaS business. We have over 8,000 customers in New Zealand, Australia and North America who between them have over 200,000 connected vehicles. We have an attractive business model. We are growing recurring revenue. We are growing from both new customers and, of course, an increase in revenue as a result of products and solutions being sold to existing customers. We maintain over 90 percent of our customers on contract renewals and with this model we expect to grow to at least \$250m by the end of March 2025. EROAD employs talented and capable teams in New Zealand, Australia and North America. Last year we invested significantly in building capability through research and development and, in the case of inventory, to ensure a continuity of service in light of global supply chain disruption. We also merged with Coretex in FY22 and this leaves us well positioned to be a leading player in the Australian, New Zealand and North American telematics markets.

With our hardware and software solutions EROAD has always, and continues to look to solve, customer problems. Our customers have a range of problems that they seek to solve. Productivity is getting more difficult to improve and our customers are struggling to find more drivers and vehicles. This means that they need to utilise their assets more effectively and efficiently and for a longer period of time. EROAD can provide customers with deep insights on how to maximise the use of the assets.

We still have to help our customers meet their regulatory compliance requirements. As our customers' drivers are driving more, and need to use their assets further, it is really important that they operate safely, within the work time rules and comply with their road user charging obligations.

With more vehicles on the road, road safety gets greater attention. That has led us to develop our camera solutions and other products which enable our customers to get insight on the drivers' activity. These insights help our customers monitor driving behaviour and can be used to train drivers in order to improve safety outcomes on the road.

With the merger of Coretex, we've also unlocked the ability to solve customers' problems around food safety. Refrigerated products, as well as other products which need cooling, such as vaccines, require constant temperature monitoring. Our products enable customers to monitor and record how these products are being transported, and their core temperatures, to ensure that there is assurance around the safety of those products when they reach their destination.

Proof of service is becoming of utmost importance for our customers as well. Our customers in the civil maintenance or construction, and their customers, want to have a verifiable record of service, proving delivery of services and the timing of delivery. And our customers can

certify the quality of the products that they are delivering with our solutions.

Our technology is helping solve customer problems across the four verticals that we operate in. We continue to invest in these verticals because we believe these are key areas of growth going forward to enable us to reach our growth targets. So, as we continue to grow, we will continue to invest in these verticals by providing solutions for them.

If we look a bit more deeply into our verticals, there are four main verticals which we are targeting. EROAD has historically been in the in-cab professional transportation vertical. EROAD's regulatory technology complements the more advanced technology stack that Coretex brings to the table. So, we're quite excited about getting deeper and broader in professional trucking.

In terms of refrigerator transportation, we see real opportunity for growth in the US and we are investing more here. The CoreHub solution helps unlock and enable that market, as well as the CoreTemp monitoring product that we have launched. EROAD has been historically strong in construction, particularly in New Zealand. Teaming up with Coretex has helped us get stronger in the North American market with the range of products we now offer up there, including the introduction of the waste and recycling product suite.

With the merger of Coretex we obtained access to CoreHub being EROAD's next generation product. This is a graphic that shows how CoreHub interacts with the various solutions that we have. It acts as the heart in the cab. The CoreHub is our next generation IOT device, with edge-computing power, which enables more to be done in the vehicle and quicker visualisation and realisation to the driver.

A driver uses the driver device screen to manage their regulatory obligations, whether that's around work time with our electronic logging solution, or by ensuring that that vehicle is fit for purpose with our driver vehicle inspection report. The device also helps drivers understand routing and navigation to ensure that they are efficient and effective during their work day.

That IOT hub can then be connected with camera solutions, whether it's an entry level Core Vision or the more advanced Clarity Dashcam, which help our customers better understand the risk to their drivers on the road.

We've also added IOT tags and sensors to our product set, and that enables us to reach into different verticals through the CoreHub. For example, in the civil construction vertical we can help customers with the quality of concrete that is being poured by helping them understand the rotations that are happening in the vehicle.

In the refrigeration vertical, our sensors can monitor core temperatures in vehicles to ensure maintenance of appropriate temperature for the goods. All of that can be visualised back at the home base on the Core360 software platform. The Coretex merger unlocks a huge range of solutions for our customers which deal with the customer problems we've talked about earlier.

Now let's look at the last financial year and the performance across the markets we operate

in. New Zealand had an exceptional year last year. Contracted units grew by 22%. EROAD alone grew organically to be over 100,000 units. 70% of this growth was generated from our current customer segments adding additional products and services, such as Clarity Dashcam, Logbook and BookIt. 30% growth was as a result of new customers. This demonstrated the continued opportunities we see in New Zealand as we evolve with our customers.

When it comes to asset retention, we're still maintaining strong asset retention rates. Indeed we increased over the course of last year. That includes our continued partnership with Downer in New Zealand, which we're particularly happy about, as well as the other enterprise opportunities that we realised during the year. And customers are also adding on additional subscriptions, such as to our logbook and our inspect products.

Turning to North America. It's fair to say North America was challenging and that was driven by COVID and the uncertainty that it caused to our small and medium customers.

When it came to the renewals, some of our small and medium customers were reducing the fleet sizes, which had a consequential impact on our churn. These renewal discussions were driven by the 3G to 4G upgrade programme, which we are coming to the end of.

With Coretex as part of the team now, and their greater focus on enterprise accounts, we're actually seeing higher retention rates. That's helped us regain momentum. Not only by the fact that Coretex was more established in the enterprise space, but the products and market fit has also helped us grow and execute on our sales strategy.

Going forward we are talking to customers around the next generation offering and that's opened up opportunities for us. We currently have eight Enterprise customer pipeline opportunities at the pilot stage in North America relating to potential opportunities of c26,000 units.

And finally Australia. With Australia we're satisfied with performance during the course of last year. Signing up Ventia as a customer was a highlight. We have completed the roll out with them now. Also, with the merger with Coretex, we brought on further enterprise fleets. This has enabled us to start establishing credibility with customers in the enterprise side of the business.

As we continue to develop and integrate our product solution between EROAD and Coretex during the course of this year, we'll start seeing those solutions flow down from North America into Australia. This will further open up opportunities in the construction vertical in particular. In the meantime, we are focused very much on continuing to talk to our customers around our EROAD Clarity Dashcam products and the health and safety benefits that product brings, as well as our asset tracking solutions, EROAD Where and EROAD micro tags.

Looking at our financial performance, revenue grew this year. It is in part to do with Coretex being there for four months and EROAD for the 12, but it's also underpinned by the strong year that New Zealand has had. NZ has had a stellar year. The revenue for that segment grew by \$10 million. Our reported EBITDA is down 32%. In part that's to do with the one-off transaction and integration costs, and some one-off acquisition revenue. When we normalise

for both those elements the drop is 5%. That's due to the growth in our operating costs, some of which is Coretex and some is increased spending in areas of investment. We've looked at key teams and lifted our marketing in preparation for growth.

Our annualised monthly recurring revenue, or AMRR, casts forward a 12-month view of where our recurring revenue sits. For the end of FY22 that metric was over \$134m. This is a significant step up and reflects Coretex's and EROAD's recurring customer base for a full year. Free cashflows in FY22 was impacted by a combination of the merger of Coretex, R&D investment and growth in inventory as global supply chain pressures were addressed.

EROAD recently renegotiated a new syndicated debt facility of \$90 million to provide future capacity to grow. Our available liquidity of \$72 million, which includes our bank facilities and cash on hand, will support the R&D and integration investment planned for FY23 and fund hardware to enable EROAD to pursue Enterprise opportunities.

As to our KPIs, we reached over 200,000 connected vehicles in FY22 as we focused on building scale in our markets. Our growth was made up by two components. The merger with Coretex added over 66,000 units in growth, predominantly in North America, more than doubling the size of our presence in that market. When it comes to organic growth, that was, in terms of composite growth, over 16,000 units, predominantly in New Zealand. We're really impressed by how New Zealand business continues to grow organically and how it grew by over 11,000 units in the financial year.

ARPU has dropped slightly reflecting Coretex's historical selling model of outright hardware sales. We've also seen the mix of in-cab and trailers change with the acquisition of Coretex. Ultimately our underlying ARPU will grow with the introduction of our complementary products, our Solo and Connect Clarity Dashcams, Phillips Connect trailer tracking product, the other add-on products we're selling. Our asset Retention Rate remained over 90%.

We are making significant progress on the Coretex integration. As mentioned before, a critical area that we've been working on is our supply chain. As we've all seen globally, many companies, including EROAD, are impacted by supply chain challenges. When it comes to the increase in different types of product sets that we have, that does increase our exposure and the supply chain risk. We have invested in the team to make sure we're on top of the risks in the area and we're satisfied with the progress we've made.

Sales activities are well integrated across our markets as well. There's been cross-training of our sales teams and they are very much focussed on their various verticals they are working on with that training. We are aiming to have our key product and platforms fully integrated by the end of this year and we're seeing good progress on that front. And our 3G to 4G upgrade programme is almost complete. So, the underlying churn we're seeing from this should reduce as we finish that swap out programme.

In FY23 EROAD has three priorities. The first is to build growth momentum in both North America and New Zealand. The merger with Coretex accelerated our growth strategy, and particularly in North America. As mentioned earlier, the strategy in North America is based around the four verticals that we operate in, being professional trucking, refrigeration, construction and waste & recycling.

We have recently launched our Corehub Extreme product in North America which will support customers in the refrigeration vertical. This product utilizes the edge computing 4G technology I spoke about earlier and we're confident it can take on the incumbent suppliers in this space.

We are also investing in our marketing engine in North America to capitalise on the opportunities here. Over the first quarter of FY23, EROAD's share of voice for North American telematics company was 24% - far larger than the market share of our competitors. We are also leveraging the greater enterprise sales capability we have brought on through the merger. This has strengthened our pipeline in North America and provided a greater span of industries and customer size to serve as reference accounts in this market.

In New Zealand we continue to see opportunities to capitalize on and we target to continue to grow by 10% year on year. Our market leading sales and customer support teams consistently unlock sales opportunities as we go about growing our market share.

It was great seeing almost 600 current and potential customers last week at EROAD's Fleet Day in Hamilton – an event where we focus on helping our customers have safer and more sustainable fleets. This event is now about the same size, if not larger, than the other transport industry events that are held in New Zealand. This reflects the scale and support EROAD has in New Zealand.

The second priority is to build and maintain an engaged culture that's aligned to the vision of the merged company. We refer to this company as 'EROAD version 2.0.' We're doing this in a time when the competition for talent is as competitive as it's ever been. However, we believe we largely have the team in place to deliver. This team is passionate about EROAD, its purpose and our strategy.

As CEO I have been focused on empowering this team to ensure they can deliver for our customers. This has been by removing silos in the business and re-aligning teams so resources can be better targeted to get new product out the door or sales converted.

We found that the dynamic telematics market was moving quicker than EROAD. We have therefore taken steps to speed up by devolving decision making and empowering our product managers and engineers by introducing more scalable, customer facing agile development teams and reshaping our hardware team to deliver product to market quicker. We have also been focused on stopping things that do not directly deliver on our growth and the business plan. We are being deliberately focused on our delivery and are reshaping EROAD to this end.

The third priority is to deliver on the key product and platform integration by the end of this calendar year. Capitalising on the merger with Coretex we expect to deliver key products and platform integration that will enable further growth.

This is an important priority for the business. By having a web platform that can visualize data and insights from both EROAD and Coretex hardware, as well as third parties, enables a more seamless customer experience. It also allows cross selling and upselling opportunities

to customers including for SasS products.

Finally, our FY23 outlook. We expect that growth momentum will further build through the year with the successful conversion of our North American and New Zealand pipeline opportunities.

Underpinning this expectation, across all of our markets, we currently have 18 pilots with enterprise customers that represent over 30,000 units and 10,000 micro tags. However, as you would expect, revenue growth in FY23 will reflect the lumpy nature of enterprise sales and the phasing of them in our hardware and software roll outs. In addition to growing revenue, there are a number of enterprise customers that will renew their contracts during the year.

As Graham mentioned earlier, we anticipate our revenue will be between \$150 million and \$170 million. This reflects a full year of Coretex contribution, growth across all the markets, and the realisation of the investments that we made last year and will continue to make this year.

The last year has been a year of significant investment in capability. This is in preparation for growth and this investment will continue into FY23. As a result, we're targeting a normalised EBIT of between a loss of \$5m to break even in the coming year. We expect in the following year we will start seeing the benefit of operating leverage and that the bottom-line result will improve.

As mentioned earlier, in the longer term we're targeting to deliver strong growth in revenue to at least \$250 million by March 2025. We have set these goals knowing that in FY23 we can do better than we did in FY22. But also being aware that we are operating in more challenging market conditions.

The competition for talented staff has never been fiercer, the tide has quickly turned in our capital markets, inflation is at the highest levels this century and in each of our markets COVID-19, and its aftereffects, continue to disrupt our supply chains and suppress economic growth.

EROAD's solutions deliver bankable returns on investment for our customers at a modest level of capital expenditure for them. This factor alone should ensure that we can navigate through an economic downturn without losing too much momentum. As fuel prices increase, and the demand for data and managing assets becomes greater, the case of installing EROAD becomes more compelling.

The sound investments made over the recent years, and those that will be completed during FY23, will ensure that we have the people and the technologies to provide winning solutions to our customers and to deliver on our purpose of providing safer and more sustainable roads.

We have made significant investment in our capability and now is the time to deliver on that investment. We will sharpen our focus to ensure delivery on our North American strategy

while retaining focus on our successful New Zealand business and the growth Australia provides in the medium term.

We know we must execute on what is in front of us and rebuild the credibility with our shareholders. We are confident we can deliver for you.