

# HOW WE CREATE VALUE

## CAPITAL INPUTS

### OUR RESOURCES AND RELATIONSHIPS



#### RESOURCES

The funds that are available to Grindrod to conduct business, which in turn result in increased capital.

Total equity of R8.8 billion  
Borrowings: R2.8 billion  
Cash and cash equivalents: R2.6 billion



#### ASSETS

The physical infrastructure that Grindrod creates, develops, acquires and manages to provide services to grow the business.

Physical assets: Port, Terminals, Warehouses, Depots, Road fleet, Rail infrastructure and rolling stocks  
Capital expenditure: R767.4 million



#### SKILLS

The intangible assets that add value to the services and products Grindrod offers and to its ability to achieve operational and financial targets.

Technology systems and infrastructure  
Knowledge and skill  
Training and staff development  
Intellectual property



#### PEOPLE

Grindrod's workforce, with their skills, experience and resilience.

3 787 competent employees  
Diversity and inclusion training  
Health and Safety: 244 employees attended training during 2022



#### RELATIONSHIPS

The internal and external stakeholders that contribute to, or are affected by, Grindrod's business activities and success.

A well-established reputation  
Taxes and social contribution spend: R0.4 billion  
Strong stakeholder relationships  
Synergistic community relationships



#### ENVIRONMENT

The earth's natural assets that make life and human activity possible.

Wildlands Conservation Trust Blue Fund spend: R50 000  
Water intensity: 24.3 kl per Rand revenue  
Electricity: 5 916 kWh/FTE

DRIVEN BY OUR PURPOSE



## OUTCOMES

WE DELIVER VALUE ACROSS THE FOUR STRATEGIC OBJECTIVES OF OUR ESG TRANSFORMATION FRAMEWORK (REFER TO PAGE 26)

### PROSPERITY FOR ALL

- 17.0% return on equity from core operations
- 11.4% return on invested capital from core operations
- HEPS 111.5 cents (continuing operations)
- 3.3 dividend cover
- Tax paid R418.6 million
- R1.4 billion in wealth distributed to employees



### REGENERATIVE ENVIRONMENT

- 27.4% reduction in greenhouse gases
- 151 834 kl of freshwater consumed
- 24.3 kl freshwater consumption intensity



### SOCIALLY INCLUSIVE DEVELOPMENT

- Zero fatalities
- 19 safety incidents
- 0.38 LTIFR
- 270 training sessions conducted
- 1 322 training participants
- 14 Management Development Programme (MDP) participants
- 27 Youth Employment Service (YES) programme participants
- 20 internships made available targeted at African talent
- B-BBEE Level 3 Grindrod Limited and B-BBEE Level 1 GSA
- Enterprise Supplier Development (ESD) spend: R10.8 million



### GOOD GOVERNANCE

- Nil cases of bribery
- Nil cases of corruption
- TRACE international certification
- International Organisation for Standardisation (ISO) certification

