OUR BUSINESS STRUCTURE

Through our presence in the port and terminals and our logistics capabilities, Grindrod is positioned to deliver on its purpose of making a positive difference in Africa's trade with the world, touching lives of the communities in which we operate. We offer tailored solutions across the supply chain for the efficient, end-to-end delivery of diversified cargo to the ports and on to global markets.



PORT AND TERMINALS pages 51 and 52

Port

Our investment in Maputo Port Development Company (MPDC) is the main concessionaire for the Port of Maputo, a convenient gateway to international export markets.

PORT CONCESSION **24.7%** MPDC



Terminals

Our infrastructure is designed to handle a variety of bulk/breakbulk commodities, vehicles and intermodal container packing facilities.

CAR TERMINAL

100% Maputo Car Terminal Limitada (MCTL)

DRYBULK TERMINALS

100% Grindrod Mozambique Limitada (GML)

100% Grindrod Terminals Richards Bay Proprietary Limited

100% Grindrod Multi Purpose Terminals, a division of Grindrod (South Africa) Proprietary Limited (GSA)

100% Grindrod Terminals Richards Bay, a division of GSA

75% Walvis Bay Bulk Terminals Proprietary Limited (Namibia)

65% Terminal de Carvão da Matola Limitada (TCM)

50% Maputo Intermodal Container Depot, S.A. (MICD) (Maputo)

STEVEDORES

100% Grindrod Stevedores (Richards Bay), a division of GSA

49% Grindrod Namibia Stevedoring Proprietary Limited (Namibia)

NON-CORE page 56

Marine fuels

Bunker fuel trading business.

50% Cockett Group

Private equity and North Coast property loans

Grindrod holds shares and investments in various companies.

100% GFS Holdings Proprietary Limited

100% Grindrod Property Private Equity Proprietary Limited



Intermodal

We provide solutions through our warehousing, distribution, container depot and transport capabilities. Our container depots in Johannesburg, Cape Town, Ggeberha and Durban provide logistics solutions that include container handling and storage, container structural repairs, reefer services, container transport and parts sales.

100% Grindrod Logistics Mozambique Limitada (GLM)

100% United Container Depots Proprietary Limited

75% Nacala Intermodal Terminal Investments

74.3% Indicus Dry Terminal Limitada

Clearing and forwarding

We offer freight forwarding, customs brokerage and related logistics solutions across five continents.

50% Röhlig-Grindrod (South Africa and Mozambique)

Ships agency and maritime technical services

We provide a ships agency, logistics and marine technical and engineering services to the maritime, offshore and oil and gas sectors.

100% Sturrock Grindrod Maritime (SGM) (Australia, UAE, Kenva. Madagascar, Mozambique, Namibia, Papua New Guinea, Singapore, South Africa, Tanzania and Thailand)

100% Novatech Proprietary Limited (Novatech)

100% Novamarine, a division of Novatech

100% Hesper Engineering, a division of Novatech

Rail

Our rail business provides full end-to-end customer logistics solutions, which include cost-effective rolling stock leasing solutions and rail operations.

100% RRL Grindrod Limited (Sierra Leone) (SL1)

100% RRL Grindrod SL2 Limited (Sierra Leone)

73.9% NLPI Group

42.3% Railco Africa Group

42.3% Grindrod Rail Consultancy Services Proprietary Limited

Transportation

We assess all options for transporting bulk/breakbulk cargo to a hub for storage, distribution or export. Road transportation is integrated into our logistics operations. Through strong strategic partnerships with reputable airlines, Röhlig-Grindrod secures preferential rates and delivers reliable, cost-effective. flexible solutions.

LOGISTICS pages 53 and 54

Cross-border, project logistics and marine solutions

With offices in all the major transit corridors in southern Africa, we can manage projects from start to finish for customers across many industries, and offer a feeder service across the southern African region.

100% Grindrod Logistics Africa (South Africa, Kingdom of Eswatini, Malawi, Tanzania, Uganda and Zambia)

50% Grindways Logistics Limited

49% Grindrod Logistics Proprietary Limited

12.5% East Africa Marine Transport Limited

The above structure is correct as at the report release date of 5 April 2023

Grindrod Limited 2022 Integrated Annual Report

ABOUT ABOUT OUR OPERATING OUR PERFORMANCE PRINCIPLES AND SHAREHOLDERS' CONSOLIDATED GENERAL THIS REPORT GRINDROD ENVIRONMENT STRATEGY REVIEW PRACTICES INFORMATION FINANCIAL STATEMENTS INFORMATION

OUR BUSINESS PROFILE

YEARS OF EXPERIENCE IN AFRICA

120+ years

CAPABLE PEOPLE DELIVERING A WIDE RANGE OF SERVICES

4 000 +

NUMBER OF COUNTRIES WE ARE REPRESENTED IN

23+

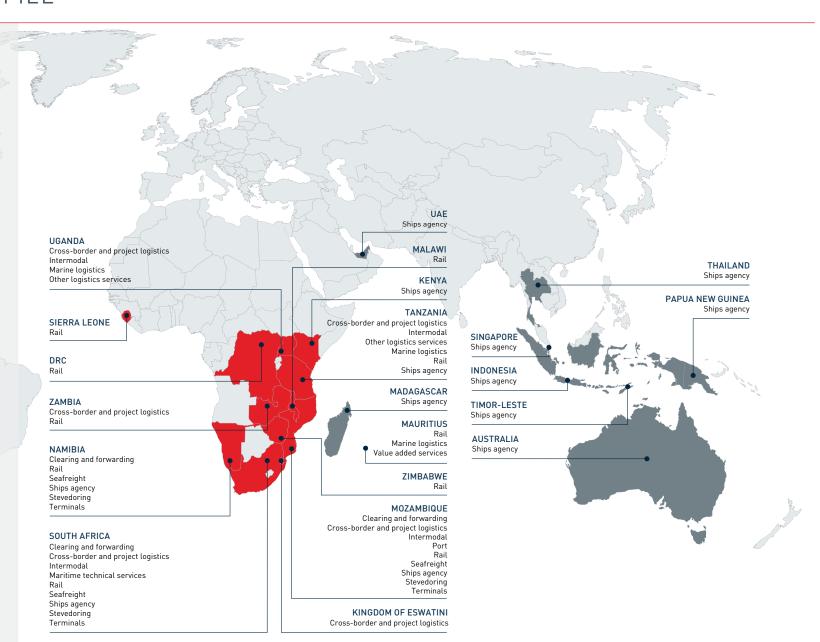
REVENUE

R24.4 billion

NET ASSET VALUE

R8.8 billion

* Includes contractor employees.



Grindrod Limited 2022 Integrated Annual Report

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