

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



LOGISTICS pages 53 and 54

Intermodal

We provide solutions through our warehousing, distribution, container depot and transport capabilities. Our container depots in Johannesburg, Cape Town, Gqeberha 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

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

Clearing and forwarding

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

50% Röhligh-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, Kenya, 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, Röhligh-Grindrod secures preferential rates and delivers reliable, cost-effective, flexible solutions.

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.

UGANDA
Cross-border and project logistics
Intermodal
Marine logistics
Other logistics services

SIERRA LEONE
Rail

DRC
Rail

ZAMBIA
Cross-border and project logistics
Rail

NAMIBIA
Clearing and forwarding
Rail
Seafreight
Ships agency
Stevedoring
Terminals

SOUTH AFRICA
Clearing and forwarding
Cross-border and project logistics
Intermodal
Maritime technical services
Rail
Seafreight
Ships agency
Stevedoring
Terminals

UAE
Ships agency

MALAWI
Rail

KENYA
Ships agency

TANZANIA
Cross-border and project logistics
Intermodal
Other logistics services
Marine logistics
Rail
Ships agency

MADAGASCAR
Ships agency

MAURITIUS
Rail
Marine logistics
Value added services

ZIMBABWE
Rail

MOZAMBIQUE
Clearing and forwarding
Cross-border and project logistics
Intermodal
Port
Rail
Seafreight
Ships agency
Stevedoring
Terminals

KINGDOM OF ESWATINI
Cross-border and project logistics

THAILAND
Ships agency

PAPUA NEW GUINEA
Ships agency

SINGAPORE
Ships agency

INDONESIA
Ships agency

TIMOR-LESTE
Ships agency

AUSTRALIA
Ships agency