



UNLOCKING
TRADE CORRIDORS

CONNECTING
SUPPLY CHAINS

INVESTING IN
INFRASTRUCTURE





Grindrod Limited is the holding company of a dynamic organisation listed on the Johannesburg Stock Exchange (JSE) with more than 100 years of experience in South Africa's freight movement and related industries.

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+ OVERVIEW

GRINDROD LIMITED
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GRINDROD LIMITED

Grindrod's business is about moving cargo by road, rail, sea and air, and providing integrated logistical and specialised services.

It is a global business represented in 31 countries and is uniquely positioned to service Africa trade flows.

In pursuing a strategy of becoming a fully integrated freight logistics service provider, Grindrod is focused on moving dry bulk, liquid bulk, containerised cargo and vehicles, investing in infrastructure along trading corridors, connecting commodities and customers.

Grindrod is committed to promoting regional economic growth by pioneering joint ventures and capital projects developing infrastructure, port concessions and terminal capacity.

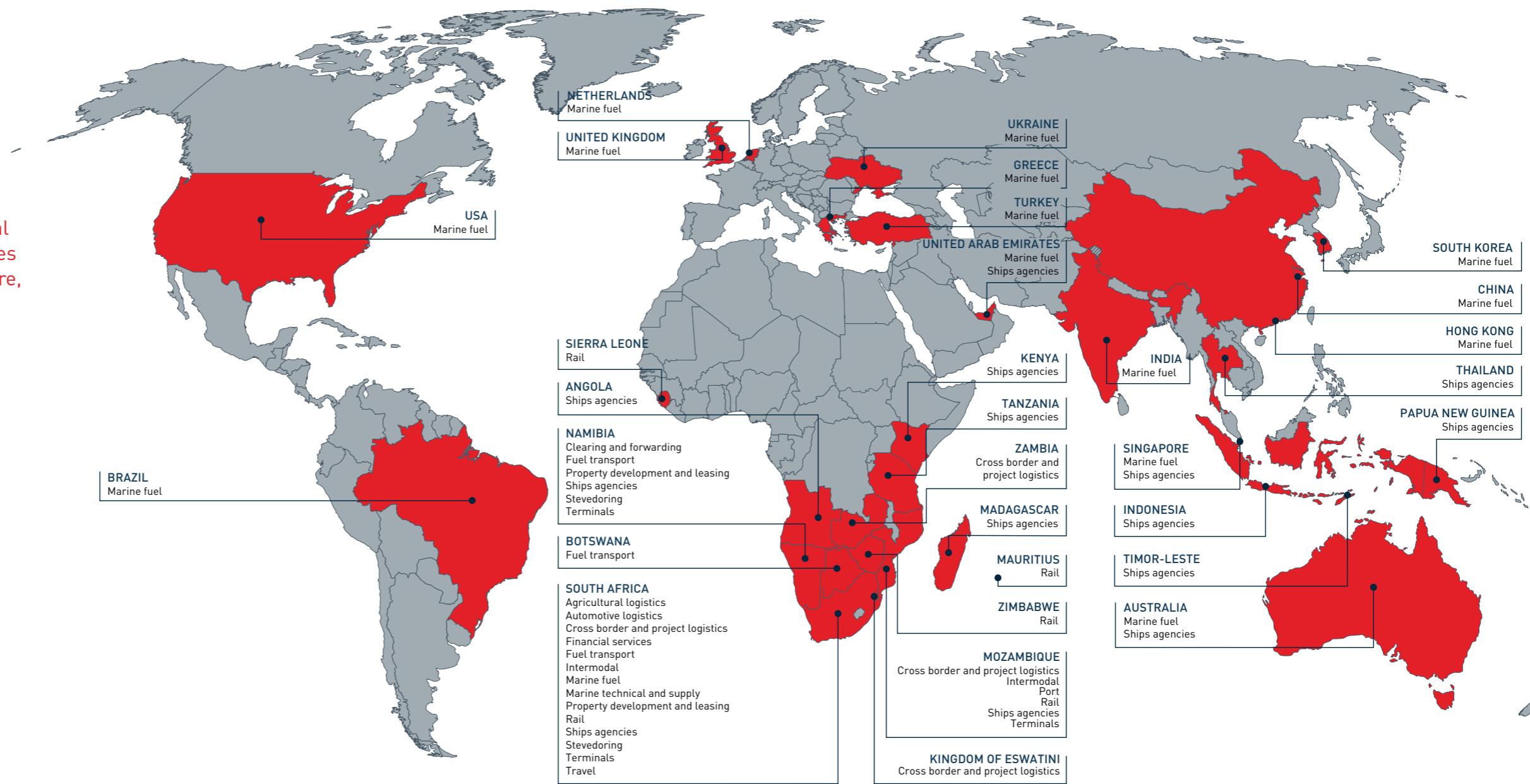
Grindrod views empowerment, transformation and education as an important aspect of its corporate responsibility.

109
years of experience in Africa

5 000+
capable people delivering a wide range of services

31
number of countries we are represented in

SUPPLY CHAIN
operations are strategically positioned to service trade corridors



OPERATIONS



Grindrod has two main areas of operation:
Financial and Freight services.

FINANCIAL SERVICES

The division comprises of Grindrod Bank, a competitive investment bank providing bespoke financial services to its private, corporate and institutional clients, as well as an active investment business through a shareholding in Bridge Fund Managers and a passive investment business through a shareholding in CoreShares, a leading African ETF manager.

FREIGHT SERVICES

The focus is on infrastructural development along specific import/export corridors ensuring delivery of cargo from pit to port and then on to international markets.

The freight services division provides services for the integrated movement of dry bulk, bulk liquid, containerised cargo and vehicles along specific import/export corridors. With a focus on these specific cargo types, the operations provide road transportation, rail, port operations, terminal operations, intermodal solutions, warehousing, storage, stevedoring, ships agency services, container feeder services in Southern Africa through Ocean Africa.

Container Lines (OACL), travel agency services and all facets of traditional logistics.

The Freight Services division also offers physical supply of bunkers and marine fuel trading through the Cockett Group.

A vast network of influence, specialised skills, strategic relationships and joint ventures (including successful BEE ventures), ensures that Grindrod is able to deliver on the most complex of freight services.

Grindrod is exposed to agricultural commodities through the agri logistics and support businesses Senwes and NWK. Grindrod holds a 20% share in each.



GROUP STRUCTURE

Grindrod, listed on the Johannesburg Stock Exchange (JSE), is based in South Africa and is represented by subsidiaries, joint ventures and associated companies in 31 countries worldwide, employing more than 5 000 skilled and dedicated people.

22.71%

Remgro

10.09%

Grindrod Investment Proprietary Limited (Grindrod family)

9.40%

Government Employees Pension Fund

8.39%

Newshelf 1279 Proprietary Limited (B-BBEE consortium)

9.17%

PSG Konsult

AN INTEGRATED SUPPLY CHAIN FOR BULK CARGOES

FINANCIAL SERVICES

BANKING

96.5% Grindrod Bank

INVESTMENTS

96.5% GFS Holdings (Pty) Ltd

100% Grindrod Private Property Equity (Pty) Ltd

FREIGHT SERVICES

PORT

PORT CONCESSION

24.7% Maputo Port Development Company (MPDC)

TERMINALS

CAR TERMINAL

70% Grindrod Maputo Car Terminal (MCTL)

DRY-BULK TERMINALS

65% Terminal de Carvão da Matola (TCM)

100% Grindrod Mozambique Limitada (GML)

100% Grindrod Terminals, Richards Bay

49.9% Richards Bay (RBTG)

75% Port of Walvis Bay, Namibia

LIQUID-BULK TERMINALS

30.5% Oiltanking Grindrod Calulo, Durban (OTGC)

30.5% Oiltanking Grindrod Calulo, Cape Town (OTGC)

STEVEDORES

100% Bay Stevedores, Richards Bay

49% Grindrod Namibia Stevedoring, Walvis Bay

LOGISTICS

AUTO ROAD TRANSPORTATION

100% Grindrod Automotive

FUEL ROAD TRANSPORTATION

100% Grindrod Fuelogic

100% Petrologistics (Botswana)

INTERMODAL

100% Grindrod Intermodal

100% Grindrod Logistics Mozambique Limitada

SEAFREIGHT LOGISTICS

100% Ocean Africa Container Lines (OACL)

CROSS BORDER AND PROJECT LOGISTICS

100% Grindrod Logistics Africa

CLEARING AND FORWARDING

42.5% Röhligr-Grindrod

SHIPS AGENCY, MARITIME TECHNICAL SERVICES AND LOGISTICS

100% Sturrock Grindrod Maritime (SGM)

100% Novagroup (Proprietary) Limited

RAIL SERVICES

74% NLPI Group (Main-Line Operations)

55% GPR Leasing Africa

55% GPR Leasing South Africa

100% Grindrod Rail Consultancy

MARINE FUEL

MARINE FUEL

50% Cockett Marine Oil

AGRICULTURAL LOGISTICS

AGRICULTURAL LOGISTICS

21% Senwes

20% NWK Limited



GRINDROD BOARD

The Grindrod **EXECUTIVE COMMITTEE** is responsible for the day-to-day management of the group.



MIKE HANKINSON
BCom CA (SA)
Chairman
Grindrod Limited



ANDREW WALLER
CA (SA)
Chief Executive Officer
Grindrod Limited
Executive Director



XOLANI MBAMBO
CA (SA)
Financial Director
Grindrod Limited
Executive Director



DAVID POLKINGHORNE
BCom, M.A (Oxon)
Chief Executive Officer
Grindrod Financial Services
Executive Director

NON-EXECUTIVE DIRECTORS



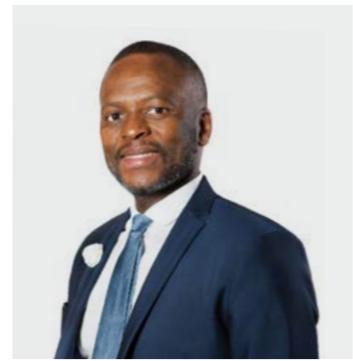
RAYMOND NDLOVU
Business Studies (Hons)



ZOLA MALINGA
CA (SA)



NKULULEKO SOWAZI
MA (UCLA)



SANDILE ZUNGU
BSc (Mech. Eng.), MBA



MKHUSELEI FAKU
MSc BA (Law)



PIETER UYS
MSc Engineering, MBA



GRANT GELINK
CA (SA), BCompt
(Hons), BCom (Hons),
H Dip Education, Dip
Public Administration

+ FINANCIAL SERVICES

GRINDROD BANK
INVESTMENT BUSINESS



FINANCIAL SERVICES

GRINDROD BANK

Grindrod Bank maintains a strong focus on developing its intellectual capital. Accordingly, it sources extraordinary individuals, with exceptional drive and professional expertise, to create a truly dynamic niche bank.

Grindrod Bank is a specialist bank with activities primarily in the following areas:

TREASURY

The Treasury division is responsible for balancing and managing the daily cash flow and liquidity of funds within the bank. The division also handles the bank's Domestic Medium Term Note Programme ("DMTNP"), deposit book, asset/liability management and cash instruments.

INVESTMENT BANKING

The Investment Banking division provides mezzanine, growth and acquisition finance (typically leveraged buy-outs and empowerment transactions) relating to corporates with enterprise values ranging from R50 - R500 million. Loan sizes range from R30 - R120 million with emphasis placed on established businesses with history of strong cash-flow generation.

CORPORATE LENDING

Grindrod Bank's corporate lending activities are concentrated on invoice discounting and corporate banking which encompasses a variety of corporate

lending activities such as overdrafts and black empowerment funding. These loan portfolios have a diverse exposure to various industries and counterparties.

PROPERTY LENDING

This division provides traditional mortgage and mezzanine funding to the commercial and industrial property markets. The focus is on strong locations and property fundamentals with mid-market size properties with an average loan size of between R20 million and R50 million. Emphasis is always placed on having a strong and stable tenant base with non-specialised assets, with experienced property clients. Grindrod Bank has an established track record in this regard and property related lending has always been a significant part of Grindrod Bank's business.

CORPORATE FINANCE

Grindrod Bank's corporate finance division provides its clients with a comprehensive range of corporate finance advisory and execution services, including capital raising, listings and IPO's, mergers and acquisitions ("M&A"), black

economic empowerment transactions, valuations, JSE Sponsor and regulatory compliance. Grindrod Bank corporate finance is the sub-Saharan African member of Oaklins. Oaklins is the world's most experienced mid-market M&A advisor with over 800 professionals working from 60 offices in 40 countries across 6 continents thereby enabling Grindrod Bank corporate finance to execute cross border M&A transactions.

CAPITAL MARKETS

The Capital Markets Division originates and trades unlisted cumulative redeemable preference shares issued by large South African institutions in addition to subsidiaries of Grindrod Bank. In addition to these preference share market making activities the Capital Markets division assists in marketing and placing Grindrod Bank issued notes in terms of the Grindrod Bank Domestic Medium Term Note Programme (DMTNP).

RETAIL CARD SERVICES

The Retail Division offers banking product and services via FSB registered financial intermediaries who on-provide these banking services to their clients as part of their own unique and differentiated offerings. These intermediaries, often referred to as co-brands, may offer Maestro or MasterCard branded debit cards under terms & conditions governed by a co-branding agreement entered between the financial intermediary and Grindrod Bank.



FINANCIAL SERVICES

INVESTMENT BUSINESS



| EXTENSIVE SKILLS AND EXPERIENCE

ASSET MANAGEMENT

Grindrod Financial Services conducts its active investment business through a shareholding in Bridge Fund Managers (previously Grindrod Asset Management). Bridge Fund Managers is involved in both wealth management activities and investment products.

EXCHANGE TRADED FUNDS

Grindrod Financial Services conducts its passive investment business through a shareholding in CoreShares. CoreShares is a leading African ETF manager with a particular focus on Smart Beta.



+ FREIGHT

LOGISTICS
PORT AND TERMINALS
MARINE FUEL





ROAD TRANSPORTATION GRINDROD AUTOMOTIVE

Grindrod Automotive is a prominent transporter of motor vehicles in Southern Africa, providing finished vehicle distribution and logistical services to the motor manufacturers, importers and distributors.

Integral to the business are the electronic data interfaces with clients, which includes a vehicle tracking system accommodating real-time tracking of vehicles, web-based user interface, advanced electronic data interchange interfacing and automated messaging together with a mobile tracking application.

The division is ISO 9001 / 14001 / 18001, RTMS certified and is highly rated in the motor vehicle delivery industry for risk management, reliability, customer service and ability to meet deadlines.

Finished vehicle logistics are undertaken by car carriers, rail, sea, or self-drive options throughout Southern Africa.

Substantial vehicle storage facilities are available in both Durban and Gauteng, which complement an extensive footprint of depots and representation throughout South Africa. In addition, storage, stockyard management and value-added activities for the upfitment, homologation and vehicle preservation are available. The Grindrod Group also offers clearing and forwarding and cross border facilitation services. The Maputo Car Terminal offers an additional Port of import and export for the South African OEMs.

The depot network covers all the major centres in South Africa with extensive bonded and duty paid storage available in both Gauteng and Durban.

SAFE AND RELIABLE AUTO CARRIER LOGISTICS

ROAD TRANSPORTATION

GRINDROD FUELOGIC AND PETROLOGISTICS

Grindrod Fuelogic, Fuelogic Namibia and Grindrod Petrologistics specialise in the road transportation of fuel and liquid petroleum gas across South Africa and its neighbouring countries. Transport activities include secondary and primary distribution to various oil majors in South Africa, Botswana and Namibia. The business has established long-term partnerships with customers, which include, but are not limited to Sasol, Chevron, Total, Totalgaz, Puma and Vivo.



FUEL TRANSPORTATION FROM REFINERY TO RETAIL

GRINDROD FUELOGIC, NAMIBIA

Based in Walvis Bay, the Namibian operation provides both primary and secondary distribution of fuel as well as bunkering.

GRINDROD PETROLOGISTICS

Based in Botswana, Grindrod Petrologistics is focused on both primary and secondary distribution as well as the bridging of product from South Africa and Namibia into Botswana. Its operational footprint in Botswana is extensive and includes both major cities and towns (Gaborone and Francistown). In addition the distribution of lubricants on a dedicated fleet is also offered both in Gaborone and Francistown.

The business continuously strives to deliver excellent customer service and is focused on the highest safety standards. KPI dashboards are sent to their clients on a daily basis measuring the key metrics of the contractual obligations.

INTERMODAL

GRINDROD INTERMODAL

Upgraded terminals, redesigned processes and a footprint across Southern Africa, firmly positions the business as a market leader in container services, warehousing and transport.



| CAPE TOWN INTERMODAL TERMINAL (CTIT)

Grindrod Intermodal offers warehousing and distribution solutions including cross dock and bonded warehousing:

Full range of transport services for full and empty containers by road and rail (on all routes between Transnet Port Terminals and Transnet Freight Rail terminals), within the borders of South Africa

Containerisation of bulk commodities (minerals)

Comprehensive empty and full container depot services

Sales of new and used shipping containers

The warehousing operation offers high levels of operational expertise to our

diverse client base from blue-chip organisations to smaller companies.

Situated nationally, warehouses are dedicated to specific contracts or cargo types, including FMCG, steel products, ferrochrome, cars, CKD components, sugar and unitised bulk cargo.

Services include container packing and unpacking, cargo handling, storage and distribution, as well as varied customs services. Certain facilities are licensed to handle bonded cargo and also provide groupage services. In the project cargo arena, our lashing team has a reputation for custom solutions with specialised cargo. Wash bays, reefer and dry container maintenance and repairs are also offered at some facilities.

GAUTENG DENVER

Gauteng Intermodal Terminal is the flagship facility. The 135 000m² state-of-the-art facility is ideally positioned to connect Gauteng to the world and the world to Gauteng via its privatrail siding and easy access to national highways.

DURBAN BLUFF ROAD

This state-of-the-art warehouse includes 28 000 m² open storage for mining, mineral and project cargo.

NEW PIER

Strategically located 1km from the Durban Container Terminal, this facility offers full and empty container staging, with capacity to handle mechanical repairs to all reefer containers as well as structural repair.

**CAPE TOWN
MAITLAND**
This terminal handles a wide variety of commodities through their warehouse and plays a significant role in the refrigerated food export market.

**EASTERN CAPE
KEMPSTON ROAD**
The terminal interfaces with the port of Port Elizabeth and Coega. Services include the handling of empty and full general, refrigerated and tank containers, specialising in refrigerated cargo as well as transportation, general depot and warehousing.

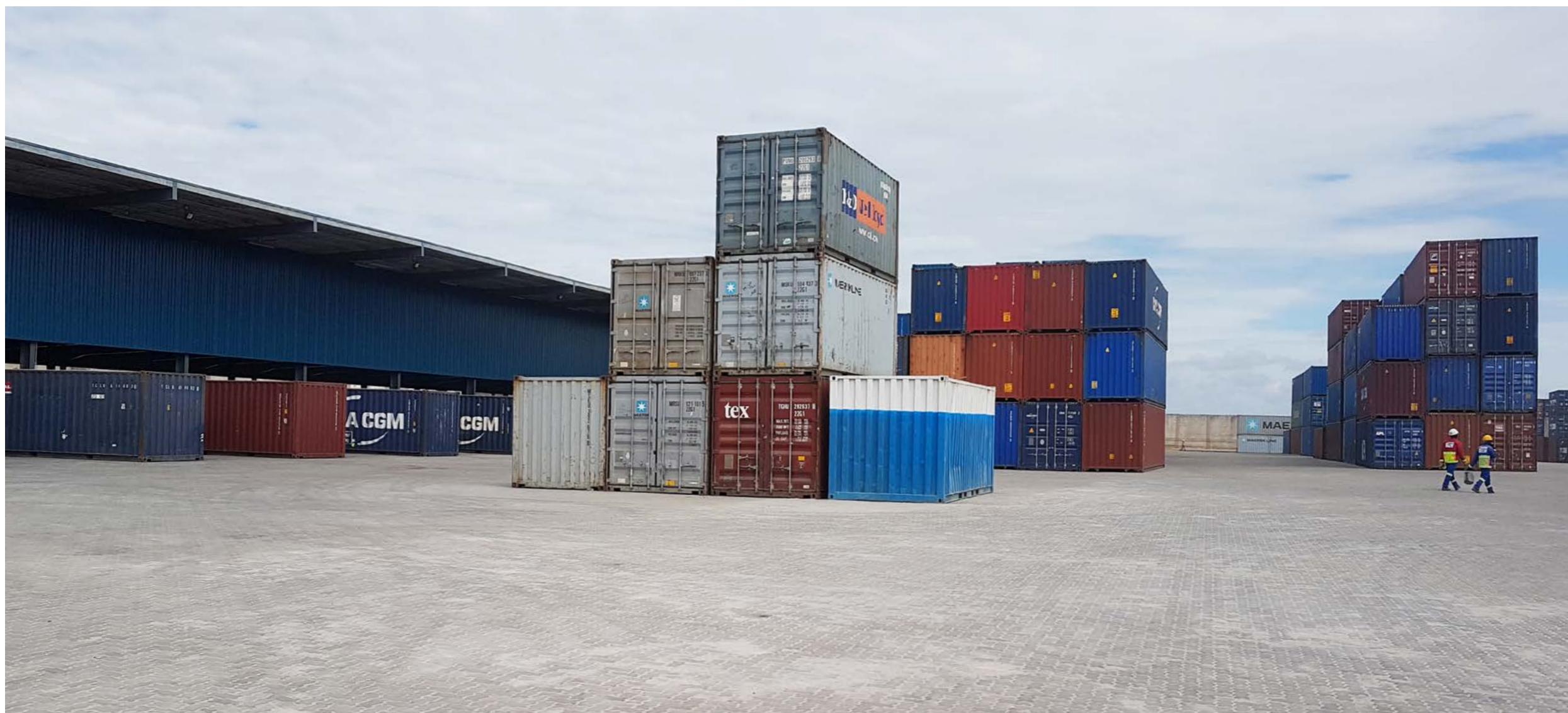


| DENVER, GAUTENG INTERMODAL TERMINAL (GIT)

INTERMODAL GRINDROD LOGISTICS MOZAMBIQUE

Based in South Africa, with representation throughout Africa, Grindrod has extensive experience in managing concessions and complex logistics in challenging environments.

| DEDICATED INTERMODAL FACILITY IN NACALA



MOZAMBIQUE

MAPUTO

The Maputo Intermodal Container Depot (MICD) was opened in 2011 as a joint venture with DP World. The terminal provides for the storage and handling of containers, including refrigerated containers, as well as the packing and unpacking of cargoes. MICD holds the concession for all the cargo packed at the port which has been granted until 2043.

Its position in the Port of Maputo is strategic between industrial areas of Southern Africa and major economic and industrialised regions of Eastern and Southern Asia. It has excellent inland shipping and road connections and is proudly ISO28000 certified.

Capacity:

- 200 000 tonnes of mineral products outside storage per annum
- 120 000 tonnes of general cargo warehouse storage per annum

NACALA

Grindrod's logistics contract awarded by Syrah in 2017, initiated the construction of a dedicated Intermodal facility in Nacala. The contract is to move bagged graphite from Syrah's mine in Balama to Nacala Port for export, a distance of 500 km. Key services offered by Grindrod Logistics Mozambique (GLM) include long-haul transport from the mine to the warehouse in Nacala storage and containerisation of the product and Sturrock Grindrod Maritime (SGM) provide the sub contracted and short-haul transport of the laden containers into the port as well as customs clearance services. At full production, Grindrod will be containerising 30,000 tonnes of bagged graphite per month.

To service this contract in Northern Mozambique, GLM developed a warehouse, and container and transport yard facilities with a total footprint of 60,000m².

Besides the significant investment in infrastructure and equipment, we have already employed 170 people. This is significant for the Mozambique economy, with almost 100% of staff being local.

The Balama logistics project is a true pit-to-port logistics chain.

SEAFREIGHT LOGISTICS

OCEAN AFRICA CONTAINER LINES



| MV BORDER IN PORT OF DURBAN



Ocean Africa Container Lines (OACL) operates a five vessel network in Southern Africa, calling Durban, East London, Port Elizabeth, Cape Town, Luderitz, Walvis Bay, Maputo and Beira.

The network provides a name-day feeder service to international carriers, ships regional and domestic cargo and provides customers with a complete freight logistics service including terminal operations, warehousing, distribution and inland transportation.

CROSS BORDER AND PROJECT LOGISTICS

GRINDROD LOGISTICS AFRICA



| TRANSPORTATION AND LOGISTICS SOLUTIONS

As a leading regional logistics service provider, our commitment is to meet customers' needs with exceptional service that consistently delivers.

Grindrod Logistics Africa (GLA) is a Level 1 B-BBEE Contributor and manages the logistics from start to finish to ensure 100% compliance and a trouble-free operation for all cross border and project shipments.

GLA's experienced in-house personnel manage all logistics processes and relationships with stakeholders. From a single shipment to a fully integrated service, we offer transportation and logistics solutions to all project customers.

CAPABILITIES

We offer customers a single point of contact and centralised invoicing for all services

Expansive network

We offer customers tailor-made solutions unique to their business with a solution-based delivery

Through collaboration within Grindrod Group, we are able to provide a full service offering as required

Quick adaptability to market demands and changes in the local and legal framework is passed to the customer

Specialist knowledge on all project cargo shipments that offer a reliable solution with qualified and professional staff

Independent cargo broker

SERVICES**Transport services**

Cross border road and rail logistics

Project management, logistics and solutions

Tailor-made project plans by linking exporters and importers to regional and international markets

Customs clearing and forwarding

On-site compliance and risk management

ISO Tank container leasing and logistics

South African agents for Bulkhaul a global tank operator

Abnormal and project cargo shipments

Specialist project cargo knowledge including petroleum, chemical and gas

Cargo broking

Accredited assurance

SARS (South African Revenue Authority) accredited

Member of SAAFF (South African

Association of Freight Forwarders) and

MCLI (Maputo Corridor Logistics Initiative)

CLEARING AND FORWARDING RÖHLIG-GRINDROD

| ALWAYS MOVING



| WORLDWIDE CLEARING AND FORWARDING



Röhlig-Grindrod LOGISTICS

Röhlig-Grindrod, a leading freight forwarder and logistics provider in South Africa is owned by Röhlig & Co Internationale, Grindrod Limited and Calulo Investments. Röhlig-Grindrod has an impressive, reputable and solid customer base across all industries.

The integrated service offering at Röhlig-Grindrod consists of freight forwarding, customs brokerage and related logistics solutions. The company is represented in all major trading centres across five continents through Röhlig & Co. This is further enhanced by the Grindrod network and facilities present throughout Southern and Sub-Saharan Africa.

Röhlig-Grindrod offers its customers total operational and management control over their shipments through worldwide clearing and forwarding, import, export and project cargo services, by sea, air or over land.

Röhlig-Grindrod's integrated information system provides customers with complete shipment visibility from order placement to final point of delivery. The system also provides management information enabling customers to optimise planning and review their overall supply chain performance.

As a level 2 value adding B-BBEE contributor with black ownership of 57.5%, Röhlig-Grindrod lives up to its brand values of being a solid and committed company.

SHIPS AGENCY, MARITIME TECHNICAL SERVICES AND LOGISTICS STURROCK GRINDROD MARITIME (SGM)

SGM offers a wide range of services to the maritime industry with 67 owned offices in 16 countries in Africa, Asia, the Middle East and Oceania.



| SGM SHIPS AGENCY - CAPE TOWN, SOUTH AFRICA

SGM offers a wide range of services to the maritime industry with 67 owned offices in 16 countries in Africa, Asia, the Middle East and Oceania.

With a strong focus on customer service and opportunities in emerging markets, SGM continues to grow from strength to strength.

Our Ships Agency represents ship owners, managers, operators and charterers from around the globe. Our long-standing partnerships have been established with highly successful local operations and

can provide our customers with top-class service, insight and knowledge of local authorities and suppliers.

Experienced staff members with local knowledge and expertise, delivering on our promises and ensuring our customers' needs are met.

SGM's Technical division offers technical assistance and support to vessels calling at Southern African ports in the form of marine engineering, safety equipment, life rafts and firefighting equipment servicing.



| MARINE AND INDUSTRIAL ENGINEERING



| MARINE SERVICES

The Offshore division is located at our head office in Cape Town, South Africa and operates physically in all the South African ports.

We are committed to provide service excellence and exceed our customers' expectations. Through ongoing training programmes we invest in our most important asset: an empowered and dedicated workforce.

Combined with Grindrod's port and infrastructure thrust into Africa, we offer an end-to-end solution, through a single point of contact.

SHIPS AGENCY LINER

Sales/Brokering
Freight/Logistics coordination
Container tracking and logistics
Super cargo/vessels operations services
Cargo surveys
IT support
Husbandry agency

NON-LINER

Dry bulk, wet bulk, break bulk,
OPL, naval passenger vessels
Husbandry agency
Security services
Ship repair co-ordination
Supply chain logistics
Heavy lift projects
Crew assistance
Clearing and forwarding services

TECHNICAL MARINE SERVICES

Chandling

Supplier to the shipping industry of provisions and related supplies

Fire Safety

Sales and servicing of maritime firefighting equipment

Survival

Servicing of lifeboats, rescue boats, Fast Rescue Craft (FRC) and davits for lifeboats, rescue boats and FRC's Servicing and supply of life rafts Sales and servicing of marine safety equipment, immersion suits, lifejackets and electronic equipment

Warehousing

Bonded and Duty paid warehouse

ENGINEERING

Shipwright services
(Maritime cabinetry, shopfitting, carpentry and fibreglass mouldings)
Propulsion systems specialists
Marine mechanical systems and valves
Turnkey project management
Heavy engineering, machining and systems design
Steel manufacture and auxiliary marine systems
Auxiliary equipment supply and servicing

LOGISTICS

OFFSHORE LOGISTICS

Customised logistic solutions for the oil and gas industry

CONTAINER SERVICES

Storage and handling of empty marine containers
Containers repairs to industry standards
Pre-tripping of refrigerated containers
Mechanical repairs to reefer containers
Washing and cleaning of containers
Computerised tracking via EDI
Empty container transport
Reefer monitoring in port
Warranty repairs on reefer equipment
Cold treatment preparation for reefer containers

ACCREDITATIONS

SGM is a B-BBEE Level 2 contributor, ISO 9001:2015 certified, TRACE certified, a member of the South African Association of Ship Operators and Agents (SAASOA), the International Marine Purchasing Association (IMPA) and the South African Oil and Gas Association (SAOGA).



RAIL OPERATIONS AND LEASING SOLUTIONS THROUGHOUT AFRICA



RAIL RAIL SERVICES

Grindrod's rail division facilitates a seamless 'pit to port' rail logistics solution for freight customers on the African continent. Grindrod Rail focuses on providing improved efficiencies through its experience in coordinating logistics, managing concessions and providing cost efficient wagon leasing solutions.

RAIL CONSULTANCY SERVICES

RAIL FREIGHT BROKING SERVICES

Grindrod Rail Consultancy Services (GRCS) are the principal brokers of rail freight moving along the North South Rail Corridor (NSRC) between the DRC and South Africa.

GRCS's dedicated team of brokers have years of combined experience in the haulage of both mine inputs and mine exports into and out of the Congolese and Zambian Copperbelt.

GRCS acts as a single booking and contact point for the client by providing an interface role between the client and the relevant railway operators on the NSRC.

Clients receive one price, one invoice and a single point of contact for the complete rail logistics movement of their cargo.

GRCS's expertise covers diverse cargoes such as: copper - metal and concentrates, cobalt concentrates, chrome ore, coal, limestone, clinker, sulphur powder, sulphuric acid, mining chemicals, diesel and petrol, fertiliser, construction materials and general containers.

GRCS is able to provide clients with competitive and end-to-end tariffs on commodities across the corridor, and to advise and source the most appropriate type of wagons for their cargo.

DIGITAL RAIL FREIGHT BOOKINGS

GRCS is the exclusive agent for the RailFOX digital rail freight exchange in sub Saharan Africa.

RailFOX enables all freight requirements to be captured and matched to existing empty trip wagon capacities through an independent and transparent exchange, where bids can be posted and advertised.

RailFOX is leading the challenge to convert road to rail freight in the sub Saharan region of the continent, GRCS is proud to be a partner in developing this disruptive technology within the rail freight market in Africa.

RAIL CONSULTANCY

GRCS's team of experienced rail managers and engineers can offer mining clients a unique combination of independent advice and consultancy on a wide range of logistics solutions for mines in the region, where a combination of road, rail, port handling and sea freight services are required.

ROLLING STOCK ADVICE

GRCS have a wide range of experience in the design, manufacture, sourcing and financing of specific fit-for-purpose rolling stock across the Cape gauge network.

Our innovatively designed light weight flatbed container wagon is a solution for many freight requirements in Southern Africa where axle weight limits restrict payloads.

MANAGING CONCESSIONS

The NLPI Group, in which Grindrod has a controlling interest, operates in Zimbabwe through its subsidiary Beitbridge Bulawayo Railways (BBR). BBR was formed in 1997 in partnership with National Railways of Zimbabwe (NRZ) to manage the railway concession between Beitbridge and Bulawayo. The concession provides a key link in the North / South corridor and included a Build Operate Transfer (BOT) arrangement to construct 150km of new track and the upgrade of a further 172 km of existing track. Construction was completed in 1999 and operations commenced that year.

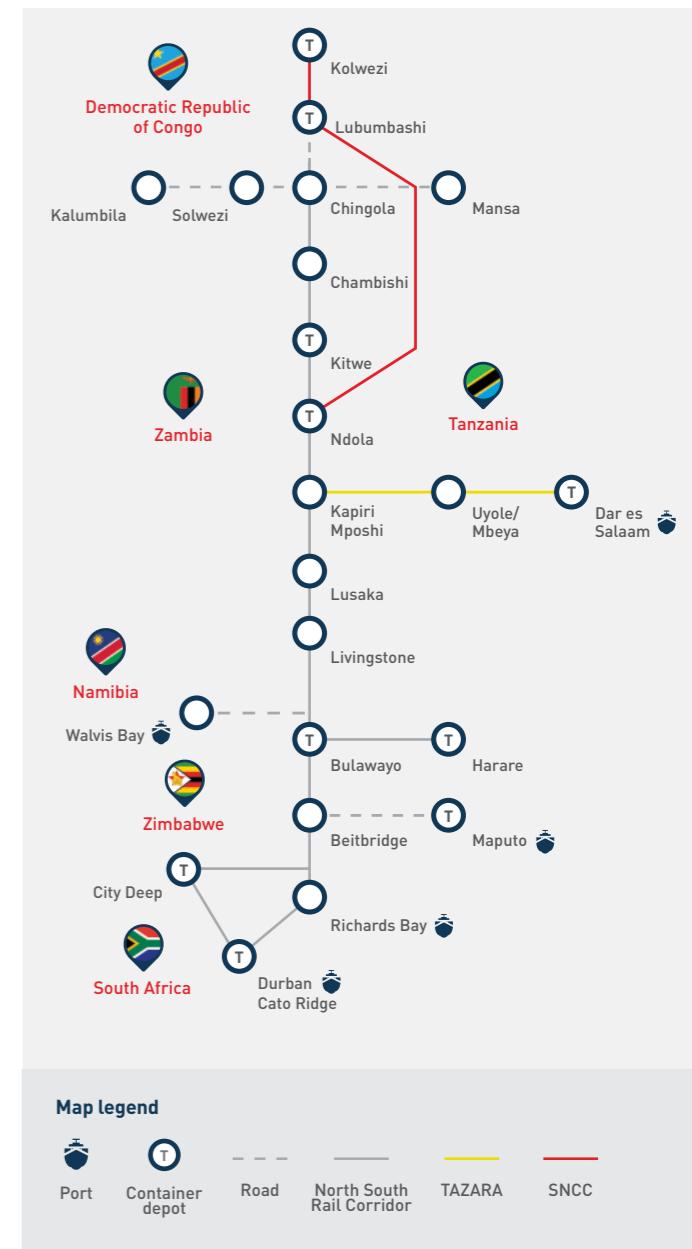
The concession completes a missing link between the South African border at Musina and Bulawayo on the North / South corridor and saves significant travel distance compared to the original route via Botswana. The concession runs until 2029.

The NLPI group also enjoys an access agreement with NRZ to operate trains between Bulawayo and Victoria Falls. Total volumes carried, of around 1 million tonnes of general freight annually, consists of sulphur, fuel (diesel), clinker, coal, copper, cobalt and containers.

ROLLING STOCK LEASING AND FINANCE

Grindrod Pembani Remgro Leasing Africa (GPR Leasing) is a joint venture between Grindrod and Pembani Remgro Infrastructure Fund to provide innovative and cost effective leasing solutions to the African rail industry.

NORTH / SOUTH RAIL CORRIDOR



stock whilst freeing up cash-flow and balance sheet capacity for core business.

Short-term and tailored leasing solutions are available to suit the client's requirements. The leasing solutions could include procurement, finance, insurance, refurbishments and /or day-to-day maintenance lease solutions across the African continent with rolling stock performance guarantees for the period of the lease.



| DELIVERING SKILLS AND EXPERIENCE ON A GROWING DEMAND

PORT MAPUTO PORT DEVELOPMENT COMPANY

The Maputo Port Development Company (MPDC) is a national private company in which Mozambican Railway Company (Caminhos De Ferro De Mozambique) (49%), Grindrod (24.7%), DP world (24.7%) and local partners (1.6%) are shareholders. MPDC secured the port concession until 2033 with the option of extending for a further 10 years.



MPDC hold the rights to finance, rehabilitate, construct, operate, manage, maintain, develop and optimise the entire concession area. The company also holds the powers of a port authority, being responsible for maritime operations, piloting, towing (tugboats), stevedoring, terminal and warehouse operations, as well as the port's development plan.

The Port Master Plan, approved by the Government of Mozambique, sets out a strategy for the future development of the port and provides a framework for berth and channel improvements, development of landside facilities and expansion of service corridors and other associated infrastructure.

The dredging of the access channel to the Port of Maputo was completed in December 2016, allowing capesize vessels with a sailing draft of up to 14.2 metres on the tide to enter the port.

In excess of US\$ 500 million has already been invested by MPDC, its shareholders and sub-concessionaires, which has resulted in volumes increasing year-on-year. It is expected that volumes handled through the port will increase to 40 million tonnes by 2020, a considerable growth from the 5 million tonnes handled at the start of the concession in 2003. A further US\$ 300 million will be invested in the port which will create more than 43 000 jobs, directly or indirectly. The upgraded port and infrastructure will live beyond the concession period and will contribute to the economic growth of the country for years to come.

The Port of Maputo is ideally positioned as a gateway to the Sub-Saharan region. MPDC and its sub-concessionaires have the capital, skills and experience to deliver on the growing demands for a competitive regional import and export corridor.



| PORT OF MAPUTO CONTAINER DEPOT

TERMINALS

DRY AND LIQUID BULK TERMINALS

The facilities are ideally positioned across southern Africa to offer an efficient service to importers and exporters of various commodities.

| GRINDROD TERMINALS - STACKER RECLAIMER



Grindrod has long-standing relationships with the numerous mining houses, commodity traders and large industrial consumers.

Having invested in infrastructure and assets required to handle a variety of bulk commodities, Grindrod is able to offer its customers storage (warehousing, open stockpiling and silo storage), cargo flow management, ship loading or discharging, stevedoring, clearing and

forwarding, stock management and daily reporting and rail scheduling.

The operations have demonstrated further commitment to the provision of a world-class service through the achievement of ISO compliance. Furthermore, the business is in the process of implementing Supply Chain Management software that will allow our internal users and our clients to view the status of their cargo, their stockpile



| MAGNETITE FACILITY - PORT OF MAPUTO

position and performance of the operation at any of our terminals in near-real time. Customised dashboards will display execution against pre-defined KPIs as the cargo is moved from pit to port.

The consignment management module of our application will also be available for our clients to use so that they can manage their own shipments moving through any of the ports in which we operate.

This software has been installed in both the Richards Bay (South Africa) and Maputo (Mozambique) terminal facilities.

DRY BULK TERMINALS WALVIS BAY, NAMIBIA

Capable of handling various dry bulk imports and exports, the terminal is located within the main port of Walvis Bay. At present, the handling of coal, copper concentrate, zinc and lead form the majority of the operation, however the terminal has the capacity to handle additional dry bulk commodities.

RICHARDS BAY

Grindrod with RBT Resources have a MoA with Transnet SOC for provision of rail and port services through the Navitrade facility and the dry bulk terminal at Richards bay for the export of coal. The MoA makes provision for the

export of 4.5Mt of coal in the first phase followed by a ramp to 20Mtpa dependent on signed up demand in subsequent phases of development. Kusasa Terminal has warehousing (60 000m³) and silo capacity predominantly used for heavy minerals (phosphate rock and metal ores). These facilities are also conveyor connected to the port.

Valley Terminal has warehousing capacity of 100 000m³ and is belt connected for imports directly from the Richards Bay dry bulk terminal (predominantly used for sulphur and other phosphates).

Seamunye Terminal, which has rail connection and road transportation to and from the port, offers warehouse storage and specialised services including containerisation, bagging and blending for numerous niche dry bulk commodities.

MAPUTO, MOZAMBIQUE

Grindrod's Terminal de Carvão da Matola (TCM) operates a dry-bulk terminal in Mozambique which has an export throughput capacity of 7.5 million tonnes, handling magnetite and coal.

Grindrod continues to work closely with Caminhos de Ferro de Mozambique (CFM) and Transnet Freight Rail to create export capacity for both the established and Junior Coal Mining community of Southern Africa.

Furthermore, Grindrod operates a facility in the Maputo main port known as Grindrod Mozambique Limitada (GML) where sized coal destined for the Turkish domestic market and iron oxide/magnetite is exported.

GML currently has a throughput capacity of 4 million tonnes per annum which includes sized coal and magnetite.

LIQUID BULK TERMINALS

Grindrod has a 30.5% shareholding in Oiltanking Grindrod Calulo (OTGC), the lead partner being Oiltanking. The business has specialised liquid bulk terminal facilities in Durban and Cape Town catering for the chemical, molasses and vegetable oil industries, as well as the concession to develop a bulk liquid fuel terminal in the Port of Ngqura.

| MAPUTO CAR TERMINAL – A TRANS-SHIPMENT AND DISTRIBUTION HUB



TERMINALS

MAPUTO CAR TERMINAL

The Grindrod Maputo Car Terminal is ideally situated for the import and export of vehicles delivering to, or manufactured in Gauteng. The terminal has an annual throughput capacity of 115 000 cars, 4 158 parking bays and spans an area of 85 109m².

Maputo Car Terminal (MCTL) is privately owned and is a trans shipment hub for the East and West coast of Africa and a distribution hub locally and internationally. Services include terminal handling, stevedoring, tallying, inspection and vehicle surveys, preservation and other value-added services.

MCTL operates to the specific standards and requirements of OEMs, shipping lines and customers, has fully documented standard operating procedures and is ISO 9001, 14001, 18001 accredited and Maputo Port ISPS compliant.

Höegh Autoliners, (a shareholder in the terminal), NYK, Massina, WWL, Eukor, Kline, Glovis and MOL, are some of the car carrying shipping lines that call at the port.

THE FACILITY INCLUDES

- 25 wagon rail siding
- 15 road carrier bays
- 28 inspection bays
- Excess of 3 berths
- 4 automated wash bays

TERMINALS

BAY STEVEDORES

Grindrod's stevedoring operations are in Richards Bay, Maputo and Walvis Bay. Stevedoring services include the handling of bulk commodities, break bulk commodities, containers and vehicles.



| HANDS-ON STEVEDORING AND CARGO HANDLING SERVICES

Bay Stevedores in the port of Richards Bay, was established in 1993 and specialises in the pay loading and separation of bulk cargo. A pay loader reach machine is lowered into the hold of the vessel, pushing cargo into position. Once the cargo is loaded and pay loaded, a welded wall of steel metal plates is put in place which separates it from the next cargo to be loaded.

Over and above the separations service, Bay Stevedores also provides stevedoring services for loading bulk and break bulk cargoes onto vessels as well as a discharging service for bulk cargoes using their own grabs and hoppers, front-end loaders or just labour services for when port appliances are used for discharging the cargo.

Bay Stevedores complements existing terminal operations in Richards Bay, and extends the service offering to Grindrod affiliated companies and third parties.

Grindrod Stevedores in Namibia, a joint venture between Grindrod (49%) and Adv. Shakespeare Masiza (51%) was established in 1993 and is strategically based in the port of Walvis Bay.

It offers a wide range of stevedoring and cargo handling services to the shipping and fishing industry and is involved in the discharge and load operations of container, break bulk, dry bulk and fishing vessels. This business prides itself in rendering an efficient, fast and reliable service that ensures faster turnaround for its customers whilst focusing on safety.

In our Maputo operations, stevedoring is handled in-house in both the car terminal and the magnetite, iron oxide and coal terminal.

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Cockett Marine Oil was founded in the UK in 1979 by Neil Cockett, whose aim was to provide an independent specialist marine fuel service to the shipping industry. Over the past four decades, the organisation underwent rapid expansion with the opening of strategic global offices in locations such as the USA, Brazil, South Africa, the Netherlands, Turkey, India, China, Singapore and Australia.

Since 2012, Cockett Group has been 50% owned by Vitol, the world's largest energy and commodity group, and 50% by Grindrod, an integrated logistics and specialised services group, both with a combined industry experience of 150 years. In the same year, we moved our

operational headquarters to Dubai as one of the world's prime east to west maritime hubs.

Today, Cockett Group is an international leader and acknowledged value-added reseller of marine fuels, lubricants and petroleum products, with an annual revenue in excess of US\$3 billion. We currently employ over 180 employees representing 30 nationalities based in 15 offices with 600 service points across five continents. Our multicultural working environment benefits our organisation and its counterparties by combining the best local business practices and international expertise to bridge business operations across the globe.

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One of South Africa's oldest travel management companies, is represented nationally, with branches in Durban, Richards Bay, Johannesburg and Cape Town.

TABLE MOUNTAIN OVERLOOKING CAMPS BAY, SOUTH AFRICA



The company is a member of IATA* and ASATA** ensuring best possible customer protection at all times. Being predominantly a corporate travel management company, all services required by the business traveler are provided. We also cater for the leisure client whether for international or domestic holidays.

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Air reservations, hotel bookings, car hire reservations, bus, coach and rail bookings, tours, visa administration, insurance applications and foreign exchange. Grindrod Travel has a dedicated department for the handling of ships crew reservations.

The Travel team also manage conferences, functions, and team building events.

*International Air Transport Association

**Association of South African Travel Agents





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