

**To Whom It May Concern**

**RE: LETTER OF REFERENCE**

Dear Sir / Madam

Hesscon (Pty) Ltd have been appointed as the Safety Consultants for the implementation of Grindrod Intermodal's safety management systems. The work undertaken is carried out with professional aptitude and expertise at the following sites:

1. Maitland, Cape Town
2. Stanbridge Site & Ries St, Port Elizabeth (in Process of moving to new site @ Kempston Rd)
3. Kaserne / Denver) & Middleburg Site (in a JV with Columbus Steel), Johannesburg
4. Bluff Road, Durban
5. Bayhead (Tanker Depot), Durban
6. Edwin Swales, Durban
7. Bremen Road, Durban

All aspects of Safety Management and implementation are overseen and Hesscon has further delivered training interventions in the following disciplines:

- OHS Act Compliance Training
- Various Legislative training (Basic Fire / Health & Safety Rep & First Aid)

The divisions that are working with Hesscon are, Intermodal, properties and Group Head Office.

We are able to rely on Hesscon and their professional efficient service and we recommend their services to any future customers. Should you require any further information, please do not hesitate to contact us.

Yours Sincerely



Chris Kapp