ANNUAL REPORT 2023

MASSY

HONOURING OUR *PAST*

Our Report

In 2022, our Annual Report unveiled our new vision - A Global Force For Good, An Investment Holding Company with a Caribbean Heart. This year, that vision has already begun to blossom. Even as we have celebrated the milestone of our centennial, with pride in our signal achievements and gratitude for all those on whose tireless shoulders we have been carried through the years, our eyes have been fixed on the fresh vistas that lie ahead.

Growth and expansion are in our sights, yes, but always pursuant to our philosophy and our strategic approach, and always maintaining our keen sense of who we are and what we stand for - uniquely rooted in our common strength, our Caribbean Heart. THAT's why we can look forward with confidence to the future - to the next hundred years, and beyond!

www.massygroup.com

You will find this Annual Report published on our website.
In the event of any difference between the on-line and printed versions, the information in the on-line version prevails.
The printed version is provided for your convenience.

The Social Responsibility Report is available on-line only.

Read our Annual Report online

Read our SRR Report online

Contents

Our Vision

A Global Force For Good
An Investment Holding Company with a Caribbean Heart

Our Purpose

We are a Group that is inspired by a purpose:

A Force for Good;
Creating Value,
Transforming Life.

This purpose defines who we are, what we do and how we work.

Our Values

Honesty & Integrity

Our actions match our words. We believe that everything that we do must be able to withstand the test of public scrutiny.

Responsibility

We are responsible stewards of our businesses and our communities and we are accountable to each other and to our Stakeholders.

Collaboration

Understanding different perspectives and constantly working to create a space where everyone fearlessly shares ideas, is an ideal to which we are all committed

Growth & Continuous Improvement

We strive for leadership and global competitiveness in the business sectors in which we operate.

Love & Care

We believe that everybody matters, and that everyone deserves to be treated with kindness, respect, consideration and compassion.

Our Performance

As quoted in Trinidad and Tobago Dollars (TT$)

$14,195M
Revenue
$12,327m - 2022: +15%

$1,229M **
Profit Before Tax
$995m - 2022: +24%

¢38.61
Earnings per Share
¢41.12 - 2022: -6%

¢15.83
Dividends per Share
¢15.68 - 2022: +1%

41.0%
Dividend Payout Ratio
38.1% - 2022

6.97%
Total Return to Shareholders
18% - 2022

$1,637M *
Salaries & Wages
$1,563m - 2022: +5%

$11.16M
Community Contributions
$11m - 2022: +1%

$414M *
Statutory Contributions
$327m - 2022: +27%

As quoted in United States Dollars (US$)

$2,107M
Revenue
$1,828m - 2022: +15%

$182M **
Profit Before Tax
$148m - 2022: +24%

¢5.73
Earnings per Share
¢6.10 - 2022: -6%

¢2.35
Dividends per Share
¢2.33 - 2022: +1%

41.0%
Dividend Payout Ratio
38.1% - 2022

6.97%
Total Return to Shareholders
18% - 2022

$243M *
Salaries & Wages
$232m - 2022: +5%

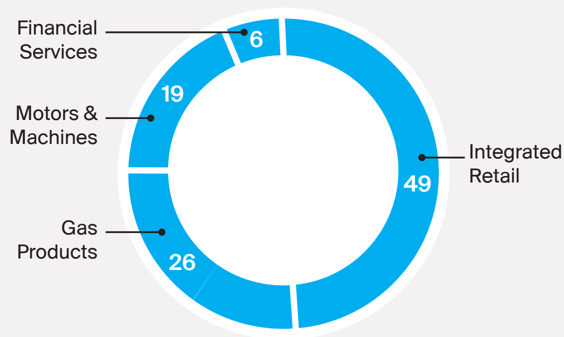
$1.66M
Community Contributions
$1.63m - 2022: +1%

$61M *
Statutory Contributions
$49m - 2022: +27%

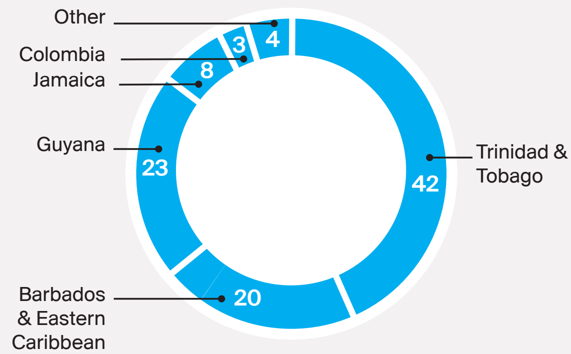
** Includes discontinued operations* ***From continuing operations*

Profit Before Tax (%)

by Portfolio/Line of Business



by Territory



*Excluding Corporate Office

TT$1.2B

recorded Profit Before Tax

15%

increase in Revenues

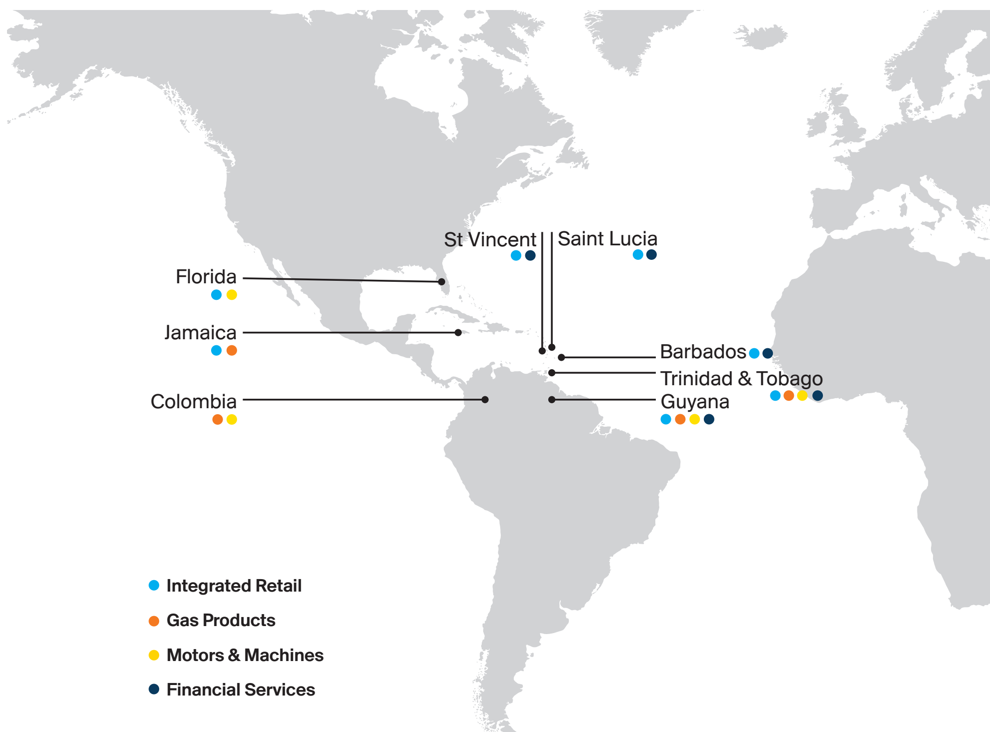
24%

increase in Profit Before Tax

6%

decrease in Earnings per Share

Territories in which we operate



60+

Companies

13,000+

Employees

Our Portfolios

Major Operating Companies

Integrated Retail

Trinidad & Tobago

Massy Integrated Retail Ltd.:

Massy Stores (Trinidad)
(division of Massy Integrated Retail)

Massy Distribution (Trinidad)
(division of Massy Integrated Retail)

Guyana

Massy Distribution (Guyana) Inc.

Massy Stores (Guyana) Inc.

Barbados

Massy Stores (Barbados) Ltd.

Massy Distribution (Barbados) Ltd.

Jamaica

Massy Distribution (Jamaica) Limited

Saint Lucia

Massy Stores (SLU) Ltd.

Massy Distribution (St. Lucia) Ltd.

St Vincent

Massy Stores (SVG) Ltd.

USA

Massy Distribution (USA) Inc.

Massy Stores (USA) LLC

Gas Products

Trinidad & Tobago

Massy Gas Products (Trinidad) Ltd.

Massy Carbonics Ltd.

Caribbean Industrial Gases Unlimited
(50%)

Massy Gas Products Manufacturing (Trinidad) Ltd.

Guyana

Massy Gas Products (Guyana) Ltd.

Jamaica

Massy Gas Products (Jamaica) Limited

IGL Limited

Colombia

Massy Energy Colombia S.A.S.

Granados Gomez & CIA S.A. Empresa de Servicios Publicos Gas, Gragos S.A. E.S.P. (Gragos)

Motors & Machines

Trinidad & Tobago

Automotive

Massy Motors Ltd.

Massy Automotive Components Ltd.

Massy Motors Best Auto Ltd.

Master Serv Limited

Massy Motors (Tobago) Ltd.

Industrial Equipment

Massy Machinery Ltd.

Guyana

Massy Motors (Guyana) Ltd.

Colombia

Massy Motors Colombia S.A.S.

Mazko S.A.S.

Auto Orion S.A.S.

Massy Motors Premium S.A.S.

Vehiculos Y Seguros Ltda.

Automontaña S.A.S.

Germania Motors S.A.S.

Autolux S.A.S.

Seguros Automontaña S.A.S.

Autogalias S.A.S.

Massy Motors Bogota S.A.S.

Massy Motors Rentals S.A.S.

USA

Massy Motors and Machines

Miami Distribution Inc.

Holding Companies

Massy Holdings Ltd. | Massy (Guyana) Ltd. | Massy (Barbados) Ltd. | Massy Integrated Retail Ltd. | Massy Energy (Trinidad) Ltd.

Massy Gas Products Holdings Ltd. | Massy Transportation Group Ltd. | Massy Motors Colombia S.A.S.

Corporate Information
As at September 30

Chairman
Mr. Robert Riley

President and Group CEO
Mr. Gervase Warner

Directors
Mr. Robert Riley, Chairman
Mr. Gervase Warner, President & Group CEO
Mr. James McLetchie, Group CFO
Mr. David Affonso
Mr. Nigel Edwards
Mr. Marc-Kwesi Farrell
Mr. Patrick Hylton
Mr. Peter Jeewan
Ms. Soraya Khan
Mrs. Luisa Lafaurie Rivera
Mr. Suresh Maharaj
Mr. Vaughn Martin
Mr. Bruce Melizan

Corporate Secretary
Ms. Wendy Kerry

Assistant Corporate Secretary
Mrs. Shalini Rambachan Maharaj

Registered Office
63 Park Street
Port of Spain
Trinidad and Tobago
West Indies
Telephone: 868 625 3426
Facsimile: 868 627 9061
Email: info@massygroup.com
Website: www.massygroup.com

Audit and Risk Committee
Mr. Peter Jeewan, Chairman
Mr. Patrick Hylton
Ms. Soraya Khan
Mr. Suresh Maharaj
Mr. Bruce Melizan
Mr. Gervase Warner, ex-officio

Governance, Nomination and Remuneration Committee
Mrs. Luisa Lafaurie Rivera, Chairwoman
Mr. Nigel Edwards
Mr. Marc-Kwesi Farrell
Mr. Robert Riley, ex-officio

Auditors
PricewaterhouseCoopers
11-13 Victoria Avenue
Port of Spain
Trinidad and Tobago
West Indies

Principal Bankers
RBC Royal Bank (Trinidad & Tobago) Limited
55 Independence Square
Port of Spain
Trinidad and Tobago
West Indies

Registrar and Transfer Office
The Trinidad and Tobago Central Depository Limited
10th Floor
Nicholas Towers
63-65 Independence Square
Port of Spain
Trinidad and Tobago
West Indies
Telephone: 868 625 5107-9
Email: registrar@stockex.co.tt
Website: http://www.stockex.co.tt/

Sub-Registrar
Jamaica Central Securities Depository Limited
Registrar Services Unit
40 Harbour Street
Kingston
Jamaica
Telephone: 1 876 967 3271
Email: jcsdrs@jamstockex.com
Website: http://www.jamstockex.com

Notice of Annual Meeting

To: All Shareholders

NOTICE IS HEREBY GIVEN that the One Hundredth Annual Meeting of Shareholders of Massy Holdings Ltd. ("the Company") will be held at the **Ballroom, Hilton Trinidad and Conference Centre 1B Lady Young Road, Port-of-Spain, Trinidad and Tobago, on December 18, 2023, at 10:00 a.m.** in a hybrid format whereby Shareholders may attend and participate in the Meeting either in person or electronically via a live webcast for the following purposes:

1 To receive and consider the Report of the Directors and the Audited Financial Statements for the financial year ended September 30, 2023, together with the Report of the Auditors thereon.

2 To elect and re-elect Directors for specified terms and if thought fit, to pass the following **Ordinary Resolutions:**
   a THAT, the Directors to be elected and re-elected, be elected and re-elected en bloc; and
   b THAT, in accordance with the requirements of paragraphs 4.4.1, 4.4.2 and 4.6.1 of By-Law No. 1 of the Company, Mr. Nigel Edwards be and is hereby elected a Director of the Company to hold office until the close of the third Annual Meeting of the Shareholders of the Company following this election; and
   c THAT, in accordance with the requirements of paragraphs 4.4.1 and 4.6.1 of By-Law No. 1 of the Company, Mr. David Affonso, Mr. Patrick Hylton, Mrs. Luisa Lafaurie Rivera and Mr. Robert Riley be and are hereby re-elected Directors of the Company to hold office until the close of the third Annual Meeting of the Shareholders of the Company following this election; and

3 To re-appoint the incumbent Auditors and authorise the Directors to fix their remuneration and expenses for the ensuing year.

By Order of the Board

Wendy Kerry
Corporate Secretary

November 22, 2023

Notes to the Notice of Annual Meeting

1 Shareholders participating in the Meeting electronically are required to **pre-register during the period commencing on November 27, 2023 and ending at 4:00 p.m. on December 15, 2023.** Once you have pre-registered and are confirmed as a Shareholder, you will receive an email with the Meeting credentials (a Zoom link, Meeting ID and password) to remotely attend the Meeting.

A Proxy holder may be authorised by the Shareholder to use the login credentials to attend the meeting on behalf of the Shareholder. Further details to pre-register and attend electronically via the live webcast are included in the enclosed **Appendix 1 - Guidelines for Shareholders' Pre-Registration and Online Attendance at Massy Holdings Ltd.'s One Hundredth Annual Meeting.**

2 Members are reminded that the By-Laws provide that the Directors may require that any Member, Proxy or duly Authorised Representative, provide satisfactory proof of his/her identity before being admitted to the Annual Meeting.

3 No service contracts were entered into between the Company and any of its Directors.

4 A Member of the Company entitled to attend and vote at the above Meeting is entitled to appoint a Proxy to attend and vote in his or her stead. Such Proxy need not also be a Member of the Company. Where a Proxy is appointed by a corporate member, the Form of Proxy should be executed under seal or signed by its attorney.

5 Corporate members are entitled to attend and vote by a duly Authorised Representative who need not himself be a member. Such appointment must be by resolution of the Board of Directors of the corporate member.

6 Attached is a Form of Proxy which must be completed, signed and then deposited with the Secretary of the Company, at the Company's Registered Office, 63 Park Street, Port of Spain, not less than 48 hours before the time fixed for holding the Meeting. Forms may also be emailed to **corporate.secretary@massygroup.com**.
Shareholders wishing to appoint a Proxy may also visit the website **www.massygroup.com** to download a Form of Proxy.

Shareholders who return completed Forms of Proxy are not precluded from attending the Meeting either in person or electronically via the live webcast instead of their Proxies and voting via that medium if subsequently they so wish.

Item 1 - Presentation of Consolidated Financial Statements and Auditors' Report

The Consolidated Financial Statements of the Company for the year ended September 30, 2023, and the Auditors' Report thereon are included in the Annual Report which is published on the Company's website: **www.massygroup.com.**

Item 2 – Election and Re-Election of Directors

The Board presently consists of 13 Members. Messrs. David Affonso, Nigel Edwards, Patrick Hylton, Robert Riley and Mrs. Luisa Lafaurie Rivera will retire on rotation at the end of this meeting, and being eligible, will be seeking either election or re-election.

Following are the biographies of the eligible persons proposed as nominees for election and re-election as Directors of the Company and for whom it is intended that votes will be cast pursuant to the form of proxy enclosed:

Mr. David Affonso - 58 years of age

In over 30 years with the Group, David has served on the Boards of many companies and in particular many of the Group's Retail and Distribution companies across the region. David currently serves as Chairman of the Group's Integrated Retail Portfolio which is comprised of more than 67 Supermarket doors and 7 food and non-food distribution businesses across the Caribbean from Florida, USA to Guyana, South America. The Integrated Retail Portfolio currently accounts for approximately 63 percent of the Group's revenue and 53 percent of its profit before tax.

In addition to his role as Chairman of the Integrated Retail Portfolio David also serves as Chairman of Massy (Guyana) Ltd. and has led several Group wide initiatives including cost reduction and procurement, he has also previously served as chairman of the Group's Investment Committee.

Mr. Nigel Edwards - 52 years of age

Nigel is the Executive Director of the Trinidad and Tobago Unit Trust Corporation (UTC) and has served in several executive positions, primarily in the financial services sector, over his career of over 25 years. Prior to his current role at the UTC, he served as their Chief Financial Officer. Before joining the UTC, he served in multiple roles, including Chief Executive, Executive Director, Finance Director, and Corporate Secretary in a diverse commercial group in Trinidad and Tobago.

Nigel has served as a non-executive Director on several listed companies on the Trinidad and Tobago Stock Exchange and on several public interest company Boards. Throughout his career, he has guided multiple complex mergers and acquisitions, corporate reorganisations and restructuring efforts. He remains in active service to public authorities and several volunteer community organisations across Trinidad and Tobago.

He is the holder of an MSc. Finance from the London Business School and a BSc. Management Studies from the University of the West Indies, St. Augustine. Nigel is also a Fellow of the Chartered Association of Certified Accountants (FCCA).

Mr. Patrick Hylton - 60 years of age

Patrick has a career in banking and finance spanning over 30 years and has earned his place among Jamaica's legendary businessmen.

His vast experience in the financial services sector includes leadership roles as: President & Group CEO of the NCB Financial Group, Managing Director of the Financial Sector Adjustment Company (FINSAC) in Jamaica (a government appointment) and President of the Jamaica Bankers Association. In 2020, he was conferred with the Order of Jamaica for distinguished contribution to the Financial Sector and Philanthropy.

Patrick has brought a pragmatic approach to the Board given his vast experience in retail and distribution, private equity, and insurance contributing to the Group's journey as an Investment Holding Company.

Mrs. Luisa Lafaurie Rivera - 63 years of age

Luisa has held leadership roles in both private and public enterprise including a position as Minister of Mines and Energy in Colombia.

Luisa has a wealth of experience in the energy sector, as founding partner of Sumatoria, advisor to Synergy Group Corp. and CEO of Ocensa SA and CENIT SAS.

Luisa brings a fresh and diverse perspective to the Board as an economist with experience in finance and investment, contributing to the Group's strategic growth, new market entry and assessments of investments.

Mr. Robert Riley - 66 years of age

Over more than two decades, Robert has held a variety of executive management and senior legal positions in major multinationals, including: Head of Safety and Operations Risk, Safety Risk Leadership and Culture, BP p.l.c., London; Chairman and Chief Executive Officer, BP Trinidad and Tobago; and Vice President, Legal and Government Affairs, Amoco and BP/Amoco. Robert was awarded the Chaconia Medal (Gold) by the Republic of Trinidad and Tobago for his contribution to National Development.

Robert brings to the Board experience in global leadership and business management.

Item 3 – Re-Appointment of Incumbent Auditors

PricewaterhouseCoopers are the incumbent Auditors of the Company. It is proposed to re-appoint PricewaterhouseCoopers as Auditors of the Company to hold office until the next Annual Meeting of Shareholders.

This Appendix Forms Part of The Notice of Meeting of Shareholders of Massy Holdings Ltd. dated, November 22, 2023

Appendix 1

Guidelines for Shareholders' Pre-Registration and Electronic Attendance at Massy Holdings Ltd.'s One Hundredth Annual Meeting

Pre-Registration for Annual Meeting

To attend the Meeting in-person, Shareholders are encouraged to indicate their intention by notifying the Company during the period commencing on **November 27, 2023**, and **ending at 4.00 p.m. on December 15, 2023**, via any of the following ways:

- Email: **corporate.secretary@massygroup.com**
- Website: **www.massygroup.com**
- Telephone: **(868) 625-3426 Ext. 2202/2136**

To attend the Meeting electronically, Shareholders are **required** to pre-register during the period **commencing on November 27, 2023,** and **ending at 4.00 p.m. on December 15, 2023,** via the following steps:

- Visit **www.massygroup.com**
- Complete the form - type in full name, address, valid identification number (ID Card, Passport or Driver's Permit) and valid email address in the spaces provided.
- Click "Submit" to complete your request.
- Once you are confirmed as a Shareholder or proxy on record, you will receive an email confirming your attendance with meeting credentials (a Zoom link, Meeting ID and password) to attend the live webcast meeting.

Attendance at Annual Meeting

In-Person Attendance

- Shareholders attending the Meeting in person are encouraged to arrive at least 30 minutes before the Meeting commences to complete the registration process.

Electronic Attendance

- Shareholders attending electronically who have received the Meeting credentials, will need to download the Zoom app, as **voting can only be done from the Zoom app.** There is no need to create a Zoom account.
- Click on the Zoom link provided in your confirmation email. This is an example only of how the link will look: **https://otago.zoom.us/j/123456789**
- If a pop-up appears on your computer asking to open the link in the Zoom app, select "Allow".
- Please enter the Meeting I.D.
- You **must** enter your full name (First Name and Last Name) as pre-registered.
- Enter password.

Notes

- As an electronic attendee to this meeting, you will **NOT** be able to unmute your microphone or turn on your camera. You will **NOT** be able to see or message other attendees. You will have the ability to see and hear the Chairman of the meeting, as well as any presentations made at the meeting. You will be able to vote on the resolutions put before the meeting, and you will be able to post questions during the question and answer segment.

- For security reasons, you will **NOT** be able to login and view the meeting on more than one device at a time.
  - If switching devices, you will need to log out of the current device first.
  - The invitation link received, will only work on one device, so please do not share this link.
- You will have an opportunity to ask questions by text only, via the Q&A section of your Zoom app when prompted by the Chairman.
- To return to the meeting after asking a question click "Close".
- Do not use the "Hands Up" feature for this meeting as it will not be acknowledged.
- When it is time to vote on the Resolutions, a pop-up screen will appear stating the Resolution number e.g., "Resolution 1" and the text of the resolution. Simply click (press for touch screens) on the button next to the word "For" or "Against" depending on your vote.
- Please select carefully, as you cannot change your vote or vote multiple times.
- Please be advised that the use of the Zoom app requires either a working smart phone/tablet with enough space for installation or a working computer and an internet connection.
  - Remember, internet browsers do not support voting, so you must download the Zoom app on your computer or smart phone/tablet before the event.
- We recommend the use of a high-speed internet connection and a fully charged mobile device. If on a wi-fi network, limit the amount of video streaming from other devices.
- Massy Holdings Ltd. is **NOT** responsible for the reliability of Shareholders' devices or internet connection speed.

Our Board of Directors

As at September 30

Robert Riley

Chairman of the Board

Appointed
May 2023

Non-Executive Director

Appointed
October 2019

Committee
Governance, Nomination and Remuneration, Member (ex-officio)

Birth year
1957

Nationality
Citizen of Trinidad and Tobago
Citizen of United Kingdom

Gervase Warner

President & Group Chief Executive Officer

Appointed
December 2009

Executive Director

Appointed
September 2004

Committee
Audit and Risk, Member (ex-officio)

Birth year
1965

Nationality
Citizen of Trinidad and Tobago

James McLetchie

Executive Vice President & Chief Financial Officer

Executive Director

Appointed
August 2023

Committee
None

Birth year
1973

Nationality
Citizen of Trinidad and Tobago

David Affonso

Executive Vice President & Executive Chairman, Integrated Retail Portfolio

Executive Director

Appointed
April 2019

Committee
None

Birth year
1965

Nationality
Citizen of Trinidad and Tobago

Nigel Edwards

Non-Executive Director

Appointed
December 2022

Committee
Governance, Nomination and Remuneration, Member

Birth year
1971

Nationality
Citizen of Trinidad and Tobago

Marc-Kwesi Farrell

Non-Executive Director

Appointed
February 2022

Committee
Governance, Nomination and Remuneration, Member

Birth year
1982

Nationality
Citizen of Trinidad and Tobago

Patrick Hylton

Non- Executive Director

Appointed
January 2012

Committee
Audit and Risk, Member

Birth year
1963

Nationality
Citizen of Jamaica

Peter Jeewan

Non-Executive Director

Appointed
January 2022

Committee
Audit and Risk, Chairman

Birth year
1969

Nationality
Citizen of Canada

Soraya Khan

Non-Executive Director

Appointed
December 2019

Committee
Audit and Risk, Member

Birth year
1975

Nationality
Citizen of Trinidad and Tobago

Luisa Lafaurie Rivera

Non-Executive Director

Appointed
October 2020

Committee
Governance, Nomination and Remuneration, Chairwoman

Birth year
1960

Nationality
Citizen of Colombia

Suresh Maharaj

Non-Executive Director

Appointed
April 2017

Committee
Audit and Risk, Member

Birth year
1949

Nationality
Citizen of Trinidad and Tobago

Vaughn Martin

Executive Vice President & Executive Chairman, Gas Products Portfolio

Executive Director

Appointed
October 2022

Committee
None

Birth year
1975

Nationality
Citizen of Trinidad and Tobago

Bruce Melizan

Non-Executive Director

Appointed
June 2021

Committee
Audit and Risk, Member

Birth year
1967

Nationality
Citizen of Trinidad and Tobago

Robert Riley

Chairman of the Board
Non-Executive Director

Qualifications

- Consortium EMBA, Thunderbird, The American Graduate School of International Management
- Legal Education Certificate, Council of Legal Education
- LLB (Honours), the University of the West Indies
- BSc. (Honours), Agricultural Sciences, the University of the West Indies

Skills and Experience

Over more than two decades, Robert has held a variety of executive management and senior legal positions in major multinationals, including: Head of Safety and Operations Risk, Safety Risk Leadership and Culture, BP p.l.c., London, Chairman and Chief Executive Officer, BP Trinidad and Tobago; Vice President, Legal and Government Affairs, Amoco and BP/Amoco. Robert was awarded the Chaconia Medal (Gold) by the Republic of Trinidad and Tobago for his contribution to National Development

Robert brings to the Board experience in global leadership and business management.

External Directorships

- Robert Riley Leadership and Energy Consulting LLC
- Republic Financial Holdings Limited

Gervase Warner

President & CEO
Executive Director

Qualifications

- MBA, Harvard Graduate School of Business Administration
- BSE, Electrical Engineering and Computer Science Engineering, University of Pennsylvania

Skills and Experience

Gervase has served the Group for nearly 20 years, joining as a Director and holding the position of Executive Chairman of the Energy & Industrial Gases Business Unit. Prior to joining the Group, he spent over a decade in International Management Consulting at McKinsey & Company managing a portfolio of clients across a wide range of industries, in the United States, Latin America and the Caribbean.

External Directorships

- Citicorp Merchant Bank Limited
- The Arthur Lok Jack Graduate School of Business
- United Way Trinidad and Tobago

James McLetchie

Chief Financial Officer
Executive Director

Qualifications

- MBA in Finance and Management Information System (MIS), Purdue University, USA
- Association of Chartered Certified Accountants (ACCA)

Skills and Experience

James brings more than 30 years of financial, Mergers and Acquisitions (M&A), transformation, and strategy experience to Massy, with an emphasis on international M&A and growth. James started his career as an auditor, at Price Waterhouse in Trinidad. After 7 years, he left Price Waterhouse as an audit manager to complete his MBA in Finance and Management Information System (MIS) at Purdue University in the United States. He then joined PricewaterhouseCoopers, working in their Chicago, Los Angeles, and New York City offices, working with clients in many sectors to integrate their acquisitions focused on designing and delivering the full potential and synergies of those acquisitions.

James later joined McKinsey & Comapany, where he spent 13 years designing and leading M&A integration programs until 2021. He was part of the McKinsey & Company global M&A leadership team and led the Merger Management and Organisation teams for the UK and Irish offices. He worked "on the ground" in over 30 cities across the world in countries including Brazil, Chile, United States, United Kingdom, Germany, France, Turkey, Japan and India, just to name a few.

Most recently, James was Senior Vice President of Integration at AVEVA Group, a FTSE 50 company and world leader in industrial software company specialising in Power and Oil and Gas. James was responsible for integrating and delivering the value from AVEVA's largest acquisition as well as their most ambitious business model transformation to drive their global growth ambitions.

David Affonso

Executive Vice President & Executive Chairman, Integrated Retail Portfolio
Executive Director

Qualifications

- BA Economics, University of Western Ontario, Canada

Skills and Experience

In over 30 years with the Group, David has served on the Boards of many companies and in particular many of the Group's Retail and Distribution companies across the region. David currently serves as Chairman of the Group's Integrated Retail Portfolio (IRP) which is comprised of more than 67 Supermarket doors and 7 food and non food distribution businesses across the Caribbean from Florida, USA to Guyana, South America. The Integrated Retail Portfolio currently accounts for approximately 63 percent of the Group's revenue and 53 percent of its profit before tax.

In addition to his role as Chairman of the IRP, David also serves as Chairman of Massy (Guyana) Ltd. and has led several Group wide initiatives including cost reduction and procurement, he has also previously served as Chairman of the Group's Investment Committee.

Nigel Edwards

Non-Executive Director

Qualifications

- Association of Chartered Certified Accountants (ACCA)
- MSc. Finance from the London Business School
- BSc. Management Studies from the University of the West Indies, St. Augustine.

Skills and Experience

Nigel is the Executive Director of the Trinidad and Tobago Unit Trust Corporation (UTC) and has served in several executive positions, primarily in the financial services sector, over his career of over 25 years. Prior to his current role at the UTC, he served as their Chief Financial Officer. Before joining the UTC, he served in multiple roles, including Chief Executive, Executive Director, Finance Director, and Corporate Secretary in a diverse commercial group in Trinidad and Tobago.

Nigel has served as a non-executive Director on several listed companies on the Trinidad and Tobago Stock Exchange and on several public interest company Boards. Throughout his career, he has guided multiple complex mergers and acquisitions, corporate reorganisations and restructuring efforts. He remains in active service to public authorities and several volunteer community organisations across Trinidad and Tobago.

He is the holder of an MSc. Finance from the London Business School and a BSc. Management Studies from the University of the West Indies, St. Augustine. Nigel is also a Fellow of the Chartered Association of Certified Accountants (FCCA).

External Directorships

- Trinidad and Tobago Unit Trust Corporation
- Trinidad and Tobago Revenue Authority

Marc-Kwesi Farrell

Non-Executive Director

Qualifications

- MBA, Harvard Business School, USA
- MPhil, Technology Policy, University of Cambridge, UK
- S.B. Chemical Engineering, Massachusetts Institute of Technology (MIT), USA

Skills and Experience

Marc-Kwesi is the founder and CEO of the award-winning Ten to One Rum. Prior to Ten to One, Marc-Kwesi previously held several roles at Starbucks, where he was the company's youngest Vice President, leading its eCommerce business, U.S. Retail Lobby and Beverage Innovation, during his tenure. His earlier professional career path includes roles at Fidelity Equity Partners and Bain & Co, along with degrees from MIT, Cambridge University, and Harvard Business School.

Marc-Kwesi brings a fresh perspective on innovation, entrepreneurship, and global business to the Board, while contributing to the Group's diversity and global vision.

External Directorships

- Wheels Up (NYSE: UP)
- Ten to One Rum

Patrick Hylton

Non-Executive Director

Qualifications

- Business Administration (Upper Second Class Honours), University of Technology, Jamaica
- Associate Chartered Institute of Bankers (ACIB), London
- Honorary Doctor of Laws, University of the West Indies

Skills and Experience

Patrick has a career in banking and finance spanning over 30 years and has earned his place among Jamaica's legendary businessmen. His vast experience in the financial services sector includes leadership roles as: President and Group CEO of the NCB Financial Group, Managing Director of the Financial Sector Adjustment Company (FINSAC) in Jamaica (a government appointment) and President of the Jamaica Bankers Association.

In 2020, he was conferred with the Order of Jamaica for distinguished contribution to the Financial Sector and Philanthropy. Patrick has brought a pragmatic approach to the Board given his vast experience in retail and distribution, private equity, and insurance contributing to the Group's journey as an Investment Holding Company.

External Directorships

- NCB Financial Group Limited, NCB Insurance Agency & Fund Managers, NCB Capital Markets Ltd.
- Guardian Holdings Limited, Guardian General Insurance Limited, Guardian Life of the Caribbean

Peter Jeewan

Non-Executive Director

Qualifications

- Chartered Professional Accountant, Chartered Accountants of Ontario
- BA Commerce, University of Toronto

Skills and Experience

Peter's career spans various roles in accounting, tax, finance, sales and business at industry-leading organisations. He was President and CEO of the Lannick Group of Companies, Canada's largest regional finance and accounting specialist firm and President and CEO of Vaco Canada. His forte is connecting people and processes to execute on strategy and achieve outstanding results.

Peter's global and innovation experience coupled with his background in the banking sector has honed his ability to execute on strategy and to connect External Directorships people and processes in keeping with the Group's people centric focus.

External Directorships

- Vaco Canada

Soraya Khan

Non-Executive Director

Qualifications

- MBA International Finance, University of the West Indies
- Certified Public Accountant
- BSc. Accounting, Finance and Management Information Systems State University of New York, USA

Skills and Experience

Soraya is a finance executive with over twenty years' experience within multinational organisations, she has held the positions of: Chief Financial Officer, Citibank, Head of Finance, Centrica Energy and is currently Head of Finance, International Operations at Woodside Energy. Her valuable experience covers corporate governance, company divestments, project valuations and sanctioning, strategic operational planning and forecasting, and treasury and financial controls.

Soraya is also a Board member of Women in Action for the Needy and Destitute (WAND), a non-profit organisation established over 20 years ago, which is dedicated to improving the lives of the less fortunate across all communities.

Soraya's attention to detail, experience in finance, corporate banking and energy sectors make her well equipped to contribute to the Group's strategic direction.

External Directorships

- Woodside Energy (Trinidad-2c) Ltd., Woodside Energy (Trinidad-3a) Ltd., Woodside Energy (Trinidad) Holdings Ltd., Woodside Energy (GOM) Inc., Woodside Energy Boliviana Inc., Woodside Energy (Americas) Inc.,
- Hamilton Brothers Petroleum Corporation, Hamilton Oil Company Inc.
- Women in Action for the Needy and Destitute

Luisa Lafaurie Rivera

Non-Executive Director

Qualifications

- EMBA, Universidad de los Andes, Colombia
- Postgraduate Degree, Finance, Universidad de Los Andes, Colombia
- BS, Economics, Pontifica Universidad Javeriana, Colombia

Skills and Experience

Luisa has held leadership roles in both private and public enterprise including a position as Minister of Mines and Energy in

Colombia. Luisa has a wealth of experience in the energy sector, as founding partner of Sumatoria, advisor to Synergy Group Corp. and Chief Executive Officer (CEO) of Ocensa SA and CENIT SAS.

Luisa brings a fresh and diverse perspective to the Board as an economist with experience in finance and investment, contributing to the Group's strategic growth, new market entry and assessments of investments.

External Directorships

- Mercantil Colpatria S.A.
- National Development Finance Company (FDN) S.A.
- Transportadora de Gas Internacional S.A (TGI)

Suresh Maharaj

Non-Executive Director

Qualifications

- MBA, Mellen University
- Bachelor of Science Degree, Mellen University

Skills and Experience

Suresh is a highly recognised International Banker and Global Senior Executive with 43 years of experience in the financial services industry. Prior to his retirement from Citibank in 2015, he held the position of Chief Executive Officer (CEO) for Citibank Caribbean, Central America and Equador, with responsibility for Citibank's Corporate, Commercial and Investment and Consumer operations. He also served in the position of CEO and Country Head for the Company's operations in the Philippines and Guam.

Suresh brings to the Board experience in investment banking, mergers and acquisitions, divestments, top-line growth, corporate finance, risk management, organisational restructuring, and global market identification.

Vaughn Martin

Executive Vice President & Executive Chairman, Gas Products Portfolio Executive Director

Qualifications

- Executive MBA, Distinction, Arthur Lok Jack Graduate School of Business
- Association of Chartered Certified Accountants (ACCA), Omardeen's School of Accountancy

Skills and Experience

Vaughn brings over twenty-eight years of Financial and Business Management experience in various business sectors, with twenty five of these spent in the Oil and Gas industry. Prior to his appointment, Vaughn held the position of Senior Vice President Strategic and Other Investments for two years. He has held several other executive roles within the Massy Group including Managing Director at Massy's joint venture company, Massy Wood Group Ltd., Country Manager in both Suriname and Ghana and Finance Director of Massy's Energy & Industrial Gases Business Unit.

Vaughn recently completed the Advance Management Program at Harvard Business School and holds an Executive MBA from the Arthur Lok Jack Graduate School of Business and is FCCA-designated by the Association of Chartered Certified Accountants. As a past national volleyball athlete, Vaughn maintains his passion for sport which continues to fuel his involvement in several sporting activities across Trinidad and Tobago.

Bruce Melizan

Non-Executive Director

Qualifications

- MBA, Cranfield University, UK
- BSc (Honours), Electrical Engineering, Queen's University, Canada

Skills and Experience

Bruce's career spans multiple industries and since moving to the United Kingdom more than twenty-five years ago, he has worked internationally in outsourcing, project finance and equipment rental in both Financial Times Stock Exchange listed and private equity owned businesses including Interserve Plc and Algeco SA. In addition to his Massy role, Bruce also Chairs ES Global, a global leader in demountable overlay and EcoSync, a PropTech/CleanTech startup out of Oxford University.

Bruce brings a diverse skill set to the Board and his experience in data and digital transformation, innovation, and entrepreneurship aligns with the Group's vision and strategy.

External Directorships

- Project Prestige TopCo Ltd. (trading as ES Global Ltd.)
- EcoSync Ltd.
- Sianda Ltd.

Dear Valued Stakeholders

Massy is now one hundred years old, and I am extremely proud of our Massy team for pursuing the significant transformation of the Group from its heritage as a Caribbean conglomerate to becoming a focused investment holding company, operating responsibly and consciously. As our Group embarks upon its next 100 year journey, it also does so with a renewed Vision of being 'A Global Force for Good, An Investment Holding Company with a Caribbean Heart.'

A Message from Our Chairman Robert B. Riley

In the wake of the COVID-19 pandemic, we have experienced two years of health scares, lockdowns, and disruptions in supply chains. This has led to a world marked by increasing nationalization, global conflicts (such as those in Ukraine and Gaza), and both threats and opportunities arising from the rapid availability and adoption of artificial intelligence. Additionally, we are facing higher interest rates to combat record high inflation, economic contraction in China, stagnation in Europe, and recession-defying growth in the United States (US) economy. Furthermore, we are witnessing increasing polarity worldwide and more frequent extreme weather conditions. The challenges and complexities of our world have reached unprecedented levels.

Notwithstanding the unprecedented challenges and complexities of our time, we at Massy believe that our renewed spirit and vision is exactly what we need in this new era on which we embark.

The Group's vision and its conscious and healing operating paradigms are critical in the times we face. The Group's devolution of autonomy and engagement of leadership with increased accountability deep within the organisation are important principles for operating in the complex environment in which we find ourselves. The fact that we are 100 years old speaks to our people's resilience and our businesses' sustainability. Recent changes to focus the Group on the industries in which we have experience and scale, combined with more decentralised decision-making, permits the businesses within the Group to respond to the many changes and challenges with agility but with consistency in approach.

I would like to thank our colleagues for their hard work, dedication and love and care for each other, throughout the year. Every team and colleague has had their own challenges to face and has risen to meet those challenges incredibly well, together. We got very clear this year that, at Massy, 'there is no me without you' – our colleagues, customers, families, communities, suppliers, investors are all critical to the Massy ecosystem.

$US182M

profit before tax from continuing operations grew 24% over the previous year

TT15.83¢

total declared dividend for fiscal year 2023

I wish to thank our Stakeholders for the trust that they have placed in us to be a responsible business, whether that's by supporting the communities we serve and source from, managing our environmental impacts or contributing to a healthier, more inclusive society.

We are in this together, every single Massy person and every single person that touches Massy... our Caribbean Heart must touch yours. We must be inspired moving into our next century – with Love, Care, Healing, Compassion, Sustainability, and leveraging technology in a way that transforms lives for people.

Massy's 2023 Performance

We are strongly committed to the premise that as a business, the delivery of consistent and improving business performance is fundamental to our ability to deliver our purpose and vision. The world, including Massy, has had several volatile and challenging years, and we are grateful that 2023 has been one of relative stability although headwinds remain. Oil prices remain healthy, tourist numbers continue to rebound and head towards pre-pandemic levels in the Caribbean. Guyana continues to experience one of the highest growth rates in the world and Jamaica has benefitted from a relatively stable exchange rate in Fiscal Year (FY) 2023. Challenges such as increasing interest rates just at the time the Group increased its borrowings to fund acquisitions, and depreciation in the Colombian peso this year have been accommodated through the Group's overall performance. The Colombian economy has still grown despite the volatile exchange rate and high interest rates. We have confidence in the long-term outlook for that country.

As we continue to execute our strategy to focus our efforts on the three core industry Portfolios, I am pleased to report that Massy's Portfolios and Lines of Business teams have grown across the Group's core territories and delivered commendable results for yet another year. All Portfolios recorded double digit growth with acquisitions in FY2023 contributing to incremental growth in the Integrated Retail and Gas Products Portfolios. Profit Before Tax from Continuing Operations grew by 24 percent to TT$ 1,229 million (US$182 million) in FY2023. As Discontinued businesses fall off the Group's Profit and Loss and the one-off gains on sale of assets and businesses are not repeated, there are expectedly lower earnings from Discontinued Operations. In fact, Discontinued Operations produced a Profit After Tax (PAT) loss in FY2023 of TT$20.4 million (US$3.0 million) versus a PAT contribution of TT$169 million (US$25 million) in FY2022. As a result, Group's PAT (After Discontinued Operations) declined by 5 percent to TT$813 million; and Earnings Per Share declined by 6.1 percent to TT 38.61 cents.

The Massy Group is continuously committed to creating value for its shareholders and hence, we have declared a final dividend of TT 12.68 cents per share, which brings to total dividend for FY2023 to TT 15.83 cents per share which is an increase in the total dividend from FY2022.

Board Changes

In May 2023, we said goodbye to Robert Bermudez who retired from the Board and the Chair. I am grateful for the way that Robert has paved for me and us all. Robert's humility, business acumen, integrity and straight forward approach has made him a leader of leaders and a mentor and guide for many. On behalf of the Board and Directors and all of Massy's Stakeholders, I wish to thank him for his sterling service and contribution over a long period to Massy and to us all.

Luisa Lafaurie Riveria succeeded me as Chair of the Governance, Nomination and Remuneration Committee ("GNRC") and on assuming the Chair, I became an ex-officio Member of that Committee. Luisa has deep experience in all matters of Governance and great wisdom and judgement from an extensive career in Colombia which included serving as the Minister of Energy and several posts as Chief Executive Officer of companies in the oil and gas sector.

Last December we welcomed Mr. Nigel Edwards as an Independent Director. Both Nigel and Marc-Kwesi Farrell agreed to serve on the GNRC this year and we look forward to their contributions.

Mr. James McLetchie joined the Company as the Group Chief Financial Officer and was appointed as an Executive Director effective August 15, 2023. We extend a warm welcome to James.

Our Lens into the Next One Hundred: Our Pursuit of Purpose

I believe that our individual purpose on this planet – the reason for our existence – is that we are here to ensure that we heal, thrive and live together in a prosperous, caring and abundant world. I also believe that business is a critical part of leading that trajectory. At Massy, our pursuit of growth is driven by our pursuit of our purpose and our desire to expand the experience of operating in a conscious organisation. We believe that by our work we will facilitate a kind of growth that won't only change the trajectory for one person, or one family, but for many generations to come.

Operating with a Caribbean Heart

As we have embraced true care and human-centred leadership, we have been able to unleash an Energy that drives the performance of our organisation.

A Message from Our Chief Executive Officer Gervase Warner

Dear Valued Stakeholders

On February 1, 2023, the Massy Group celebrated its 100-Year Anniversary. This is a significant milestone for the Group. Throughout our 100-year journey, the lessons we've learned along the way, our successes, and the mistakes we've made, have all helped us grow and shape who we are today. We have seen that our approach of love and care, tapping into our "Caribbean Heart", with a disciplined focus on our three main Portfolios, results in stronger engagement and leads to greater prosperity for all.

As part of marking Our100, we have recommitted to an Employee Ownership initiative to ensure that all Massy employees are given an opportunity to own shares in the Group. We believe Massy's success should be everyone's success and we are committed to creating opportunities for our employees to enjoy financial benefits as we expand our global footprint. While, Massy employees in Trinidad & Tobago have long participated in an Employee Stock Ownership Programme (ESOP), we are currently pursuing an initiative to ensure that every employee across all territories has an opportunity to become a vested owner in Massy.

In Jamaica, all employees were granted a gift of US$100 worth of Massy shares in 2023; and we are exploring further initiatives to ensure that all our 13,000+ employees enjoy some ownership stake in the Group.

Our100 also includes "Forces For Good" impact initiatives which empower our people to lead and determine how and where best our resources would be channelled. Empowering our Massy family to personally select meaningful community projects to receive funding allowed our people to actively participate in shaping their communities. The engagement of our employees across all the territories in which we operate was overwhelmingly positive and resulted in the selection of 47 projects from all 8 countries in which the Group has significant operations. We will report on the impact of these projects as they are pursued and implemented.

We are confident that the strategic actions and organisational transformation over the last several years positions the Massy Group to continue its success and resilience as we forge forth on our new vision for the next 100 years:

"A Global Force For Good, An Investment Holding Company with a Caribbean Heart"

Our 100th year, 2023, was another commendable year for the Group's financial performance and strategic execution. Third Party Revenue grew by 15 percent from TT$ 12.3 billion (US$1.8 billion) in Fiscal Year (FY) 2022 to TT$14.2 billion (US$2.1 billion) in FY2023. Profit Before Tax (PBT) from Continuing Operations grew by 24 percent from TT$995 million (US$148 million) in FY2022 to TT$1.2 billion (US$182 million) in FY2023; and Profit After Tax (PAT) from Continuing Operations grew by 21 percent. All Portfolios recorded double digit growth with acquisitions in FY2023 contributing to incremental growth in the Integrated Retail and Gas Products Portfolios. Growth was also enhanced by the performance of the Divested Funds Portfolio (DFP) and TIRCL investment portfolios which were rebalanced in favour of more conservative fixed income investments versus a heavier weighting in equities for the first half of FY2022. This resulted in a positive improvement of TT$55 million (US$8 million) for the Group's results. With acquisitions worth US$240.5 million in FY2023, the Group's Debt to Equity increased from 25 percent to 46 percent, but the Group maintains TT$1.3 billion (US$191 million equivalent) in cash at the end of the year.

Proud New Shareholders

As part of Our 100 celebrations in Jamaica, Massy employees were gifted US$100 in Massy shares

Strategy Update

The Group's Corporate Strategy remains consistent and follows from the new vision statement with three simple components:

- **Growth and Global Expansion**
- **Capital Management to Increase Value for Stakeholders**
- **Operating with a Caribbean Heart**

Growth and Global Expansion

In FY2023, we successfully closed three significant acquisitions:

1. Rowe's IGA Supermarkets: independent supermarket chain of 7 stores in Jacksonville, Florida, USA;
2. Air Liquide Trinidad & Tobago Ltd: a manufacturer and supplier of industrial and medical gases in Trinidad & Tobago; and
3. IGL (St. Lucia) Limited: the parent company of a distributor of LPG, and manufacturer and distributor of industrial and medical gases in Jamaica.

$US2.1B

revenue grew by 15% from US$1.8 billion in fiscal 2022

US$182M

PBT from Continuing Operations grew by 24% from US$148 m in fiscal 2022

US$21M

in PBT from three new acquisitions

The Group deployed over US$240.5 million in capital to consummate these transactions during the fiscal year. An additional TT$1.1 billion (US$158 million) in Revenue and TT$142 million (US$21 million) in PBT were derived specifically from the three deals in aggregate. We are actively engaged in efforts to integrate the companies within the Massy Group. These integration efforts are not only focused on capturing the desired synergies for enhanced financial performance, but also on ensuring cultural integration and alignment with our core values for wider stakeholder value creation.

After divesting non-core assets over the past few years, the strategy of focusing the Group on the three Portfolios continues to pay off and these acquisitions demonstrate the benefits of such focus. During the year, we strengthened our commitment to global expansion by executing focused business development activities as well as implementing key structures to sustainably propel this effort. For example, we hosted a Global Expansion Summit in April 2023 which brought together several executives from both the Portfolios and Investment Holding Company for problem-solving and fostering alignment on global expansion. We also conducted roadshows and market visits to specific territories in the US, Europe, and Africa throughout the year to strengthen relationships with key stakeholders including investment bankers, financial advisors, law firms and prospective partners which has already supported the development of our investment opportunity pipeline.

Expanding our Retail Footprint

New acquisitions in 2023, 7 Rowe's supermarkets have been fully integrated into our retail operations and are out-performing initial expectations

Bringing New Energy

Our purchase of IGL Jamaica enables greater efficiencies and allows us to better serve the robust and active Jamaican liquified petroleum gas (LPG) market

We commenced the process of developing pitchbooks and investment prospectuses to engage key stakeholders and provide clarity on where each respective Portfolio will focus, not only in terms of participating within industry sub-sectors but also as it relates to geographic coverage. Additionally, we established clear roles between the Investment Holding Company and Portfolios with respect to various phases involved in Merger and Acquisitions (M&A) execution as we continue to source, assess and integrate new acquisitions internationally.

Capital Management to Increase Value for Stakeholders

We continue to enhance our approach to capital management to increase returns to shareholders and overall value to our key stakeholders. As we advance our capabilities to better manage and allocate capital as an evolving global Investment Holding Company, I would like to highlight some areas that are currently being addressed to operationalise this component of our corporate strategy.

Firstly, **unlocking new capital is critical to fuel our growth and global expansion initiative**. Over the last three years, our programmatic divestment initiative provided most of the new capital, and this continued in FY2023, as we unlocked US$21.5 million equivalent from the sale of non-core real estate assets in Barbados and Jamaica. As we continually pivot towards greater international investments, the Group will increasingly rely on other sources of capital to fund expansion: free cash flow generated internally by our operations and capital available from external sources. Internally, the Group Corporate Treasury (GCT) function continues to mature, placing greater emphasis on cash management, the tracking and projecting of cash balances across the Group. This has enabled greater transparency on the generation and usage of cash across our operations, allowing the Investment Holding Company to have greater insight on how much capital is available by territory, and crucially in which currency. Externally, we have been strengthening our international network to broaden the channels for raising debt that allows us to lever our equity investments. It should be noted that the three acquisitions mentioned above were partially funded with third-party debt amounting to US$106 million and borrowing from the margin line on the DFP investments of US$127 million. While this reduced our weighted average cost of capital, it increased our Debt to Equity ratio to 46 percent which remains well within a tolerable limit. We will continue to responsibly use these sources of capital going forward, using improved cash management processes to ensure that we have adequate cash flows to service all our capital providers in the form of interest, principal, and dividend payments.

Secondly, we have consistently reported that **US$ earned from the divestment of non-core assets have been directed to a Divestment Funds Portfolio managed by fund managers in the US.** As at September 30, 2023, the Group held approximately US$172 million in funds invested through the DFP for the most part invested in fixed income bonds. The DFP fund managers provide a margin line for borrowing that is secured by the DFP balances. To fund its equity investments in the acquisitions described above, the Group has accessed the margin lines from fund managers for US$127 million. The Group maintains an attractive spread between the interest paid on its fixed income investments and the interest costs from the margin lines being used. As interest is paid from fixed income investments, proceeds are used to pay the interest on the margin lines and to reduce the margin line balances as well. The gains from the DFP reported in the Group's Profit and Loss represent the net of interest earned from fixed income investments and interest paid on the margin lines. The Group is therefore holding financial investments securing more than 100 percent of the margin line borrowings. If the DFP financial assets are netted off the margin line borrowings, the Group's Total Borrowings would reduce by TT$854 million (US$127 million) and Debt to Equity ratio would drop from 46 percent to 35 percent.

Lastly, we have been **enhancing the structures in place to effectively allocate available capital to fuel growth and create shareholder value.**

Following the implementation of the two-stage approval process mentioned last year, the Group is focused on further codifying how capital is allocated between potential projects that are competing for funding and on what the optimal capital structure is across the Group. The introduction of this Capital Allocation Framework will form part of our approval process for new investments and will be formally implemented in FY2024.

Operating with a Caribbean Heart

Operating with a Caribbean Heart is a distinctive element of the Massy Strategy. Ten years into the journey of becoming a Conscious Company and now on the path to becoming a Healing Organisation, we have come to deeply appreciate the natural, authentic warmth of Caribbean people that is universally appealing. As we have released the bonds of learned command and control behaviours and embraced true care and human-centred leadership, we have been able to unleash an Energy that drives the performance of our organisations. When the spirits of people are respected and people are listened to and cared for, people have fun and authentically express love for one another and what they do. By creating such an environment, we are able to unlock the very best in people in a business setting, which redounds to their quality of work and engagement with customers. As we replicate this Energy around the world, we are expanding the sphere and influence of that Caribbean Heart.

Expanding Our Reach in IMG

The Air Liquide Trinidad acquisition has allowed us to provide service to several markets in both Central and South America

The empowerment of our people is very aligned with the operating strategy that has seen the Group devolve authority to and empower our Portfolios. We are proud of the work that we have done to evolve our leadership ethos and expectations. At Massy, opportunities and expectations for leadership are extended to all employees. Each employee has the opportunity to lead in their own way through suggestions, ideas and observations. The behaviours we expect of leaders extend to all our employees. Of course, with the expanded responsibility of leading people, expectations of leaders are enhanced. We are committed to the continued advancement of our leadership agenda, and our Massy Learning Institute (MLI) provides the structure and platform for our continuous improvement. Our Expectations of Massy Leaders program delivered through MLI and the 360-degree lens for feedback that this facilitates, continues to drive transformative change for leaders at all organisational levels. Additionally, in 2023, over 100 executives across several territories were exposed to the concept of The Healing Organisation in workshops facilitated by Dr. Raj Sisodia and Dr. Neha Sangwan. We recognise that our deepest insights come from our employees and as result of this latest work on conscious leadership, we have also launched a series of Listening Sessions aptly named "Real Talk", to allow us to listen more closely to employees at all levels across the Group.

Our commitment to operating with a Caribbean Heart guides our approach to the evolving landscape of Environmental, Social, and Governance (ESG). As the consciousness of businesses and society has grown, the importance of ESG in guiding the operations of companies has become more important. Massy's culture of care over several scores of years provides a strong platform for our authentic expression of ESG. Historically, the Massy Group has been deeply involved in making contributions to the societies in which it operates through charitable donations and employee volunteerism. The Group has also been continuously improving its diversity and inclusion among employees, executives and board members. Our adoption of the principles of Conscious Capitalism has further accelerated our inclusivity and respect for people. Massy has been a regional leader in Governance of its Group as one of the first publicly traded companies in the region and our Corporate Governance section of this Annual Report outlines the Group's comprehensive Governance structures and standards that are grounded in our values. While many of our companies have adopted significant and pioneering initiatives to do our part to protect the environment, we recognise that we can do more and become more quantitative and explicit in reporting on our progress in this area. With upcoming International Financial Reporting Standards (IFRS) S1 regulations coming into effect for Massy's FY2025, the Group will do the requisite work in FY2024 to be ready for the standard and to better showcase its environmental impact initiatives.

Empowering Our People to Drive Change

Our Forces for Good program gave employees the deciding voices and votes to determine how and where our resources would be channelled

Embodying C.A.R.E.

Our C.A.R.E. acronym illustrates the Group's approach to developing an ESG framework consistent with our values of Love and Care

To kick-off our approach to being more systematic about ESG objectives and reporting, the Group held an ESG Summit with the executive and the Board at the end of FY2023. In this Summit, we outlined opportunities and inspirational examples for Massy businesses in the ESG journey and we also adopted Massy's own acronym for ESG that is more consistent with our values of Love and Care.

As we pursue our journey in ESG the Massy Group will be guided by its C.A.R.E. framework:

- C Commit to be a force for good for our customers and communities
- A Accountability in our practices and governance
- R Responsibility for healing our environment
- E Empathy and support for our employees

In FY2024, we will engage the Group's Portfolios, Corporate Office and other businesses in developing customized approaches for the adoption of C.A.R.E. We will assess our business models against the relevant challenges the world faces and develop objectives and specific plans that should well exceed the requirements of impending regulation.

In Closing...

I would first like to express my personal appreciation to our longstanding Chairman Robert Bermudez, who retired after serving on the Board of Massy Holdings Ltd. for twenty-six years. Robert inspired the executives at Massy to dream big, to have bold aspirations. He encouraged focus and the drive for greater autonomy deeper in the organisation; and his trust generated the confidence to achieve extraordinary results. He was always a staunch advocate for the welfare of employees and encouraging abundance created through growth to be shared throughout the entire organisation. We are eternally grateful for his wisdom, counsel, and inspiration. He has left us with an energy of Abundance, Confidence and Possibility. A legacy that will serve us well for the next 100 years. On behalf of the executives, employees and board of directors of the Massy Group, I express our gratitude to Robert and wish him much happiness and fulfilment in his retirement.

As we bid farewell to Robert Bermudez, we welcome Robert Riley as the Group's new Chairman. Robert was an accomplished executive who led bpTT's business for many years and is a Chaconia Gold awardee from the Government of the Republic Trinidad and Tobago for his contributions to national development while serving as bpTT President. He is also an accomplished international executive who served as the Global Head of Safety and Operational Risk for BP PLC. Robert has a deep connection to the Group's purpose and vision. His leadership is already making a great contribution.

I would also like to welcome James McLetchie who joined the Group as Executive Vice President and Group Chief Financial Officer in the last quarter of FY2023. James brings more than 30 years of financial, M&A, transformation, and strategy experience to Massy, with an emphasis on international M&A and growth. Most recently, James was based in the United Kingdom as Senior Vice President of Integration at a FTSE 50 industrial software company specialising in Power and Oil and Gas. James looks forward to bringing his experiences 'home' to support the Group's bold and exciting vision for the future.

Vaughn Martin generously supported the Group taking on role of Acting Group Chief Financial Officer prior to James' appointment, while at the same time managing the responsibility of Executive Vice President and Executive Chairman of the Gas Products Portfolio. I want to express my gratitude to Vaughn for taking on this additional responsibility, and to recognise the strong management team of Gas Products who made it possible for him to do so.

At 100, we understand our commitment to the Caribbean, and all the countries in which we operate. We lean into the duty of being the very best corporate citizen that we can be. **For us, "A Force for Good" is not a catch phrase - but our ethos, the fundamental core of our being that defines what we do and how we do what we do.**

Most importantly, at 100, we understand our commitment to our teams, our staff – our Massy people past and present. We know that it is our people that create our success. Our people's knowledge and skills; their tenacity and bravery; their ingenuity and creativity; their humanity and compassion. **Our people are our head and our heart. Our people are what makes Massy, MASSY.**

My report would not be complete without thanking and expressing deep appreciation for our customers, suppliers and shareholders. Without your support the Group could not achieve its greatness. Thank you for your continued support and loyalty. We look forward to continuing to create value for you through another 100 years.

Pursuing significant growth, responsibly

The Group continues to make outstanding progress on our strategy and the exceptional growth from our continued operations reflects our target business strategies at work

Review from Our Chief Financial Officer James McLetchie

Dear Shareholders,

I'm humbled but excited to join Massy as the Group Chief Financial Officer (CFO) in August of this year. In my capacity as CFO, I have the honor and privilege to update you on the Group's consolidated financial performance for fiscal year 2023.

As you heard from the Group CEO, the Group continues to make outstanding progress on our strategy and the exceptional growth from our continued operations reflects our target business strategies at work. Our existence as an Investment Holding Company has continued our journey to empower our portfolio companies as performing operators in our local and regional markets. This year, in keeping with our strategies for global expansion, and resulting diversity in risk, cash flow and currency exposure, we continued to expand into international territories to achieve our Global Vision. At the same time, we continue to stay focused on the current businesses to ensure they continue to deliver on their full potential for the Group.

With results like this, it is easy to miss the challenges of the current environment. Amidst continued rising inflation for most of 2023, global and regional economic challenges, geopolitical concerns from the ripple effects of the ongoing war in Ukraine, we are proud to report double-digit growth of 21 percent in in Profit After Tax (PAT) from Continuing Operations.

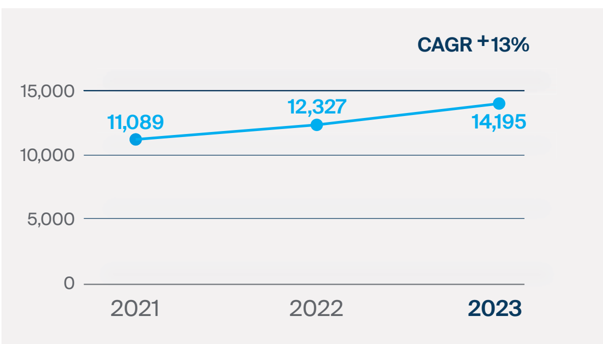
The Group has successfully acquired three value-creating entities whilst prudently managing associated financial and other risks. We have proven we can remain strategically focused, highly resilient to pursue significant growth responsibly.

We are excited by what the future holds for the Massy Group of Companies, and we will 'go out into the world' with confidence, while being firmly grounded by our Purpose and Core Values.

2023 Financial Performance Overview

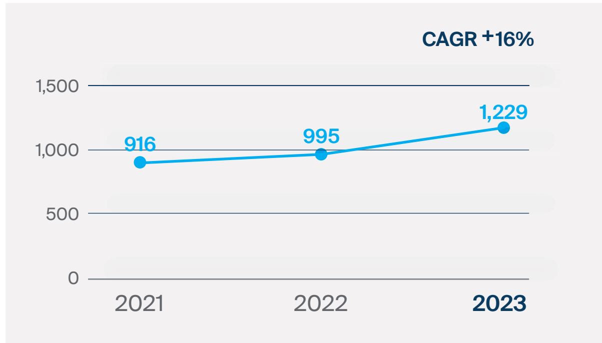
Massy Holdings Ltd. (MHL) Third Party Revenue increased to TT$14.2 billion (US$2.1 billion) in 2023 up 15 percent from 2022. Integrated Retail Portfolio (IRP) Revenue grew by 20 percent, while Gas Products and Motors & Machines Portfolio Revenues grew by 11 percent and 5 percent respectively.

Revenue (TT$M)



The Group continued with robust performance in 2023 with Profit Before Tax (PBT) from Continuing Operations reaching TT$1,229 million (US$182 million) from TT$995 (US$148) million in 2022 which represents growth of 24 percent. We are excited and energised by the performance of our portfolios/LoBs whose combined performance contributed to a 15 percent improvement from the prior year. Furthermore, our three core portfolios all recorded double digit growth in 2023! The Integrated Retail Portfolio aided by its Rowe's IGA acquisition continued its strong performance with growth of 23 percent in PBT from 2022, Gas Products followed suit with a 12 percent increase over 2022 supported by their acquisition of Air Liquide Trinidad and Tobago Limited and I.G.L. (St. Lucia) I.B.C Limited and the Motors & Machines Portfolio saw an increase of 10 percent from 2022.

Profit Before Tax (TT$M)



In FY 2023 the DFP recorded a gain of TT$17 million (US$2.6 million) with a positive variance of TT$51 million (US$7.5 million) versus its losses of TT$33 million (US$4.9 million) in FY 2022, these losses were curtailed in FY 2022 when the Group revised its investment philosophy thereby limiting further losses and volatility while at the same time making a significant contribution to Group profits.

Acquisitions

In FY 2023, the Group had three major acquisitions: Rowe's IGA supermarkets in Jacksonville, Florida (US$47 million), Air Liquide operations in Trinidad (US$51.5 million with a deferred consideration) and IGL Jamaica (US$142 million).

Rowe's IGA acquisition closed on December 12, 2023, and is a major step in achieving the Group's global vision as it provides an excellent beachhead for further niche supermarket acquisitions in the United States, while providing strength in hard currency cash generation.

In January, the Group acquired Air Liquide's operations in Trinidad solidifying the Group's position as the leading industrial gas manufacturer and distributor in the region and generating additional export opportunities.

The IGL Jamaica acquisition closed in May 2023, and this consolidated the Group's position as the leading LPG business in the region and will also provide access to additional economies of scale to bring efficiencies to consumers.

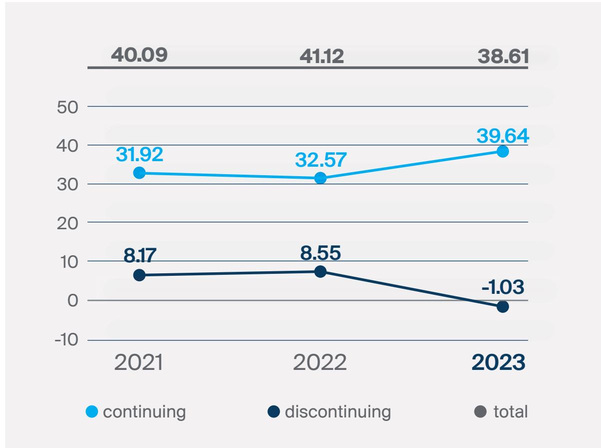
The outlook for the Group continues to be full of potential. We believe we have exportable value creation capabilities in 3 very specific businesses. This will allow us to successfully acquire and grow the companies in our core portfolios delivering results that are accretive to both earnings and cash flow .

MHL's Performance

The Group is taking the opportunity to live out its Purpose through its celebrations and engagement initiatives around its 100 Year Anniversary (Our100). On February 1, 2023, the Group celebrated its 100th Anniversary. This is a significant milestone for the Group. Throughout our 100-year journey, the lessons we've learned along the way, our successes, and the mistakes we've made, have all helped us grow and shape who we are today.

Financially, the Group continues to perform commendably. As mentioned above, PBT from Continuing Operations and PAT from Continuing Operations grew by 24 percent and 21 percent respectively. As mentioned in the Chairman's message, we expected PAT from Discontinued Operations to decline in FY2023, knowing that the companies whose operations were discontinued in FY2022 would no longer contribute to the Group and some of the one-off gains on sales of assets and companies (such as Massy United) would also not be repeated in FY2023. In FY2023, Discontinued Operations produced a loss of TT$20.4 million (US$3.0 million) mainly derived from impairments associated with non-core real estate assets and businesses in Barbados slated for divestment in FY2024. This is in comparison to PAT contribution of TT$169 million (US$25 million) from Discontinued Operations in FY2022. As a result, the Group's Profit After Tax (After Discontinued Operations) declined by 5 percent to TT$813 million; and Earnings Per Share declined by 6 percent to 38.61 TT cents per share. EPS from Continuing Operations grew by 22 percent while EPS from Discontinued Operations declined by 112 percent.

Earnings Per Share (TT¢)



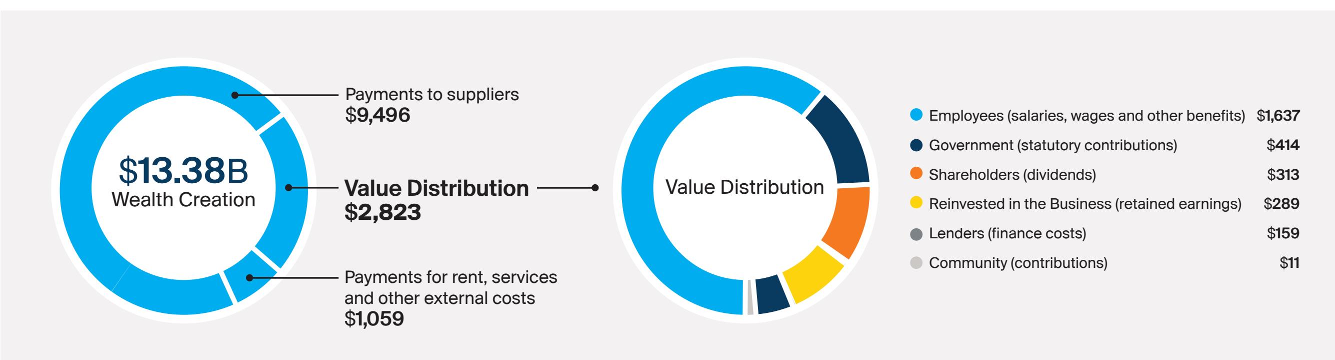
Wealth Creation and Value Distribution

Cash generated from operating activities increased by 18 percent from TT$681 million in 2022 to TT$802 million in 2023. This cash flow from operations growth, is driven by the efficient conversion of our increase in PBT into cash. This was further enhanced with increased working capital through inventory management and increased deposits from our Financial Services Line of Business. As we continue to put plans in place for additional growth, we will continue to put increased emphasis on working capital management to ensure an efficient cash conversion from our businesses.

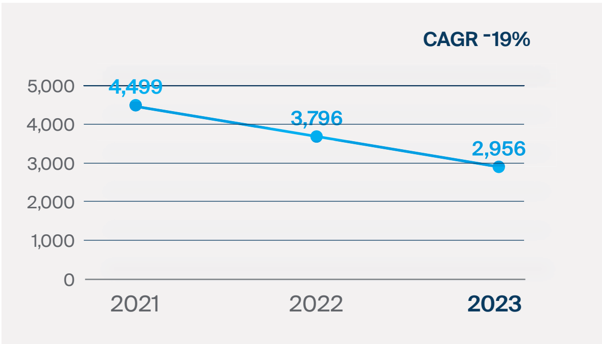
The Group's working capital ratio decreased by 22 percent in the current year primarily due to the margin loans taken to fund our acquisitions.

Wealth Creation and Value Distribution (TT$M)

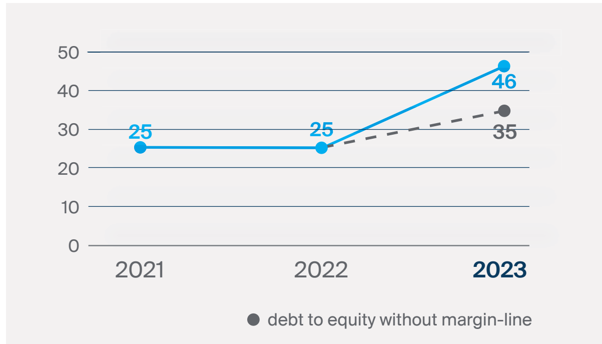
Including held for sale



Group Working Capital (TT$M)

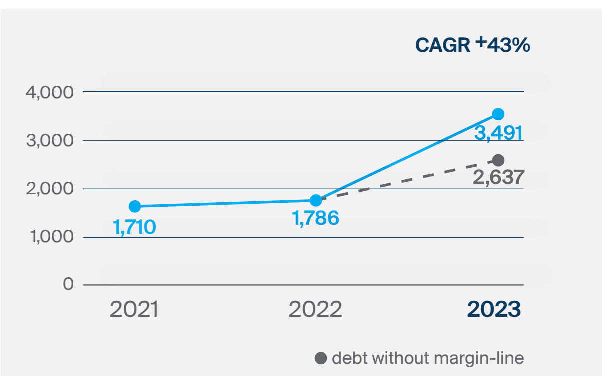


Debt to Equity (%)



Group debt has been on an upward trajectory as we have increased our debt in 2023 (as previously mentioned) shown in the table below. The Group's debt to equity ratio has increased from 25 percent to 46 percent which in comparison is above the Caribbean Conglomerates average benchmark of 23.89 percent, but below the LATAM Peer Group median benchmark of 50.18 percent. As mentioned in the Letter from the Group CEO, the Group is holding financial investments securing more than 100 percent of the margin line borrowings. If the DFP's financial assets are netted against the margin line borrowings, the Group's Debt to Equity ratio would drop from 46 percent to 35 percent. It must be noted that in March 2023, CariCRIS reaffirmed its overall 'High creditworthiness' rating for the Group.

Group Debt (TT$M)



MHL Share Performance and Investor Return Analysis

Our Shareholder performance is best illustrated by the Total Return to Shareholders (TRS) generated during the financial year as this comprises the sum of share price appreciation percent and return on cash dividends paid. For FY2023, the TRS is 6.97 percent made up of 3.61 percent due to share price appreciation [TT$4.88 - $4.71) divided by $4.71] and a 3.36 percent 12-month return on cash dividends paid [TT$0.1583 per share divided by TT$4.71 closing FY2022 price]. Comparatively, the Trinidad and Tobago Composite Index (TTCI) had an annual TRS of -6.99 percent for the period matching our financial year i.e., negative returns for the period matching MHL's financial year, further highlighting the strong performance of our shares in FY2023.

Massy's shares continue to appeal to different types of investors as our strong and consistent dividend return maintains its lead over Caribbean and LATAM Peer Groups thus attracting income investors. Our Price-to-Earnings (P/E) ratio from Continuing Operations trailing below Caribbean and LATAM Peer Groups maintains the attraction for growth investors who believe that Massy's vision, strategic business model and strong capitalisation

	Market CAP TT$million	P/E[1] Multiple	Dividend[2] Yield %	Debt/ Equity %
Massy	9,659	12.3	3.36	45.88
Average Caribbean Conglomerate Peer Group	7,715	18.8	2.77	23.89
Median Latin American[3] Peer Group	19,010	14.4	2.98	50.18

Notes:
1 Based on EPS from Continuing Operations only. PE based on Continuing and Discontinued Operations is 12.6x
2 Based on the 12M Trailing Dividends Paid relative to the Share Price at the End of the Financial Year
3 Represents the selected Peer Group average
4 Determined independently by BICS Best Fit as per Bloomberg

will further drive high growth and consequent share price appreciation.

MHL's P/E ratio from Continuing Operations declined in FY2023 from 14.5x to 12.3x, as EPS from Continuing Operations surged 22 percent year-on-year while MHL's share price increased 3.61 percent for the financial year. Compared to both sets of regional Peer Groups, Massy is seen to have good upside potential for further share price growth, as our P/E ratio of 12.3x trails the benchmark levels for both groups at 18.8x and 14.4x for the Caribbean and LATAM Peer Groups respectively. The table also highlights Massy's capacity to favourably drive Shareholder Value going forward, as the low level of gearing highlights the Company's ability to access additional debt capital for organic and/or acquisitive growth opportunities.

Over the last 5 years, the Massy share has outperformed both local and international benchmarks. This is demonstrated in the following table which looks at the performance of a $100 investment in Massy from September 2018 to September 2023 versus an identical investment in the TTCI and the S&P 500 Index for the same period assuming that all dividends were reinvested.

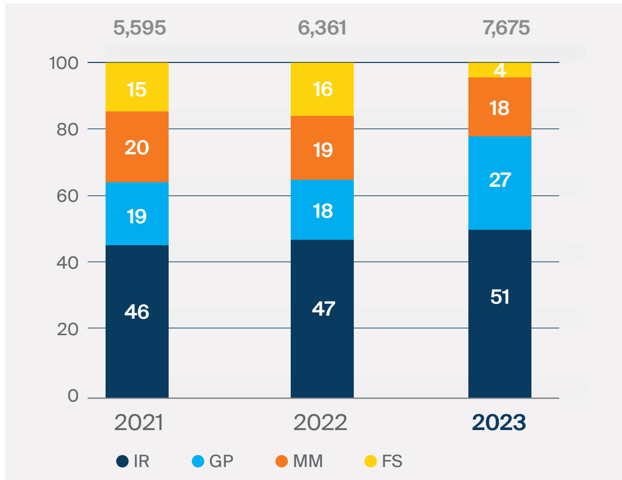
	Massy	TT Composite Index	S&P 500 Index
Opening Price (Sep 28 2018)	**2.35**	1219.43	2913.98
Closing Price (Sep 29 2023)	**4.88**	1209.63	4288.05
% price	**107.7%**	-0.8%	47.20%
Dividends	**41.1%**	15.6%	13.20%
Total Return	**148.8%**	14.8%	60.30%
Value of $100 investment in 2018	**$248.78**	**$114.77**	**$160.31**

The above demonstrates the superior performance of an investment in the Massy share over the last five years, as you would have more than doubled your money (148.8 percent return) by investing in Massy at the end of September 2018 whereas you would have only achieved approximately 15 percent to 60 percent total returns by investing in the domestic and international benchmark equity indices.

Portfolio/LOB Performance

The Group's invested capital in our three main portfolios has steadily increased over the last 3 years from 85 percent in 2021 to 96 percent of all invested capital in 2023, as we divest the few remaining non-core assets and continue to integrate our new acquisitions, we expect to fortify our positions and progress growth within our main Portfolios/LOBs.

Invested Capital (%)

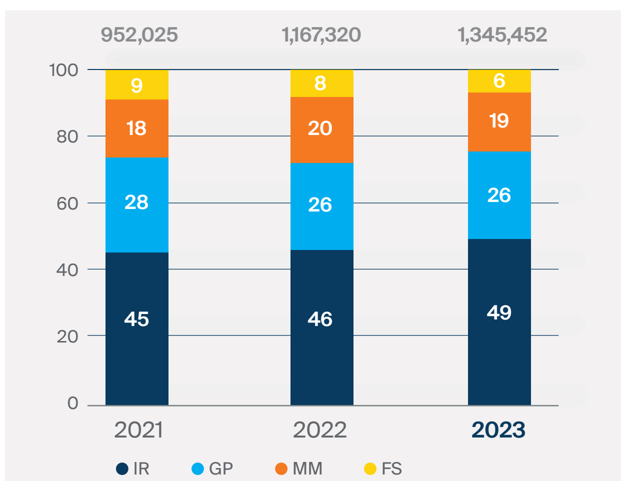


We continue to assess the performance of the Portfolios and the Lines of Business both comparatively within the Massy Group and across relevant industry benchmarks. Included are some of the measurements used in that assessment for your consideration:

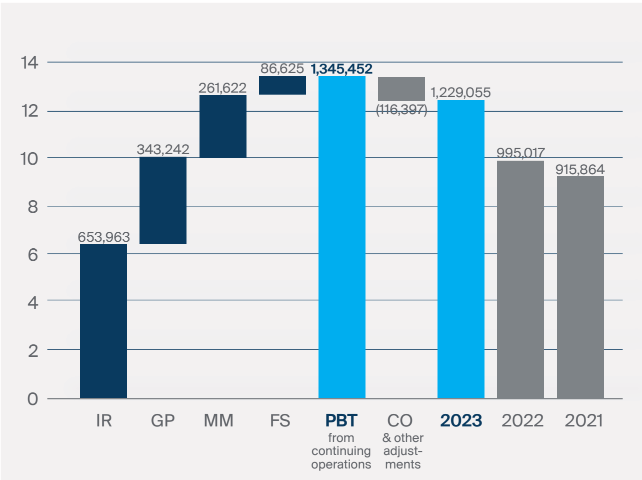
1 Portfolio Line of Business Contribution to the Massy Group's PBT
2 Portfolio and Line of Business Contribution to the Massy Group's EPS
3 Portfolio and Line of Business Return on Net Assets

Continuing Operations PBT (%)

Contribution by Business Unit (TT'000s)

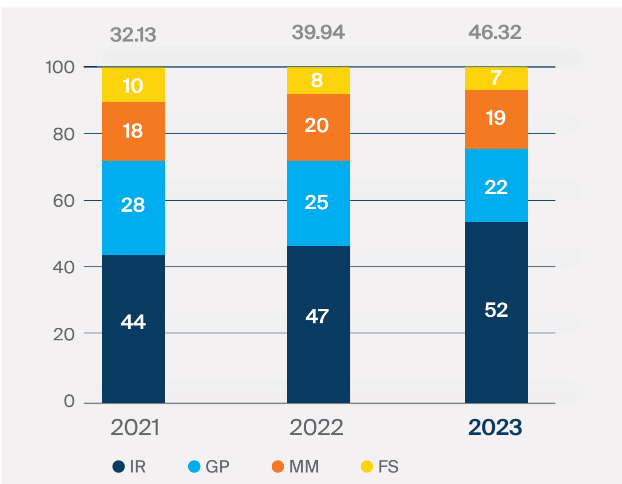


Group Profit Before Tax (TT$'000s)

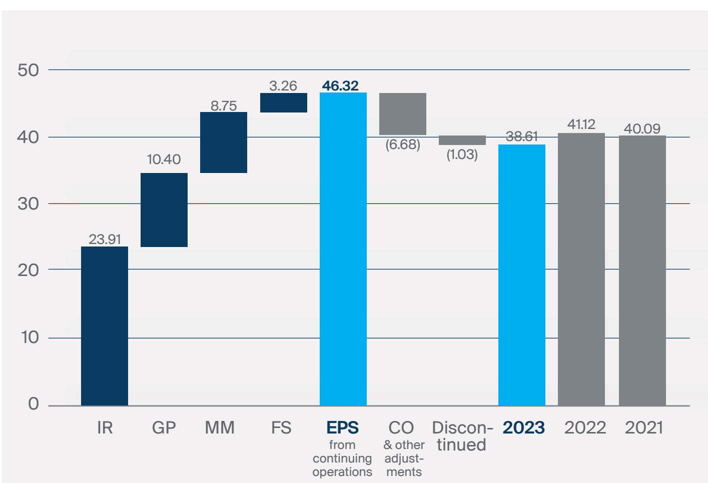


Continuing Operations EPS (%)

Contribution by Business Unit (¢)



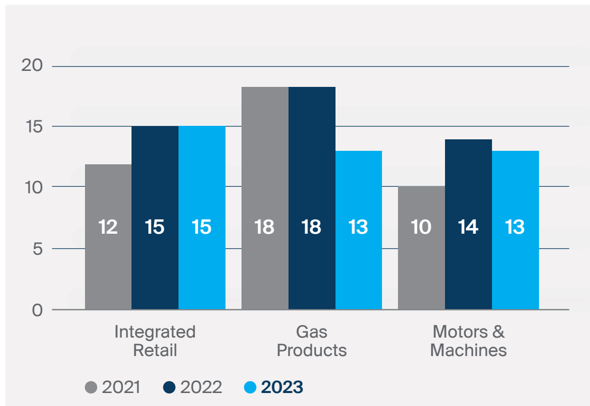
Earnings Per Share (TT¢)



The Integrated Retail Portfolio led contributions with 63 percent of Group Revenue, 49 percent of Group PBT and 52 percent of EPS. Motors & Machines contributed to 23 percent of Group Revenue, 19 percent of Group PBT and 19 percent of its EPS. While Gas Products contributed 13 percent of Group Revenue, 26 percent of Group PBT and 22 percent of EPS.

The Portfolio's contribution to Return on net assets is shown below:

Return On Net Assets (%)



Conclusion

In conclusion, the financial year 2023 has been a milestone in our journey as we evolve for the next 100 years of Massy impact.

I want to also add, consistent with our Group CEO's vision, I firmly believe that conscious capitalism is effectively realized through conscious leadership. At Massy, embodying this philosophy means aligning our corporate actions with our unique Caribbean Heart to deliver extraordinary impact. We are on this journey and stand committed to being a global force for good, demonstrating that Massy Group can thrive as both a successful and conscious organisation.

On behalf of the management team, like our Chairman and our Group CEO, I extend my sincere gratitude to our employees, customers, partners, and you, our shareholders, for your unwavering support and confidence in Massy.

Corporate Risk

Group Risk Update

The Group's Enterprise Risk Management (ERM) Framework continues to ensure the business is sustainable and resilient through its robust process for the identification, mitigation, and monitoring of risks across the Group. We continue to focus on having the proper governance and processes in place to ensure that our business is sustainable and resilient to meet our regulatory and customer expectations. The table below represents the Group's most critical risks.

RISK CATEGORY	RISK
Credit	Credit Concentration
Strategic	Strategy Execution Digital Disruption
Market	Investment Portfolio Management
Operational	Supply Chain Disruptions FX Liquidity
IT	Cybersecurity & Data Governance

Financial Year 2023 was a year in which the Group effected a transition from centrally driven coordination of ERM and risk management, to Portfolios and their Audit and Risk Committees driving reviews of risk registers and ERM frameworks for their business and reporting results and insights to the Corporate Office for communication and review by the Board's Audit and Risk Committee. Risk Registers and the management of the ERM framework are now well established as the responsibility of the individual portfolio companies and provide the essential practical framework for the respective boards, leadership and management to catalog and manage company risk.

Cyber Risk

Cyber Risk continues to deserve special attention. Over the past year we have taken a comprehensive risk-based look at our cybersecurity posture, by identifying, analysing, and evaluating the potential risks faced by the Group. Our dedicated Information Technology (IT) professionals have worked relentlessly alongside our global and local cybersecurity experts ensuring that the cybersecurity controls we implement are appropriate to risks we encounter. We conducted local onsite SWAT engagements to perform detailed vulnerability scans on all systems and networks throughout all the Group's operations. Vulnerabilities identified were all thoroughly documented, and remediation plans executed. As we know that new risks continue to arise, vulnerability scans will be conducted on an ongoing basis and all operations throughout the Group have (or will shortly have) contracted cyber monitoring services from reliable providers.

Since sustaining a cybersecurity breach in April 2022, the Group has implemented a holistic cybersecurity posture and readiness to prevent, detect, contain, and respond to threats to our information assets. We have also gained a quantitative understanding of the risks arising out of the ever-changing global cyber threat landscape relative to our current security resiliency and how we can continuously improve our business resilience effectively and efficiently. All our people have contributed to building a cyber-safe culture by immersing in the continuous Group wide cyber-awareness training – we know this is vital to enhancing and sustaining our cyber safe-culture.

As AI technology advances, so do the cyber threats that target businesses across the globe. These threats are becoming more frequent and complex, requiring us to be vigilant and prepared. As we continue our cybersecurity maturity journey Massy is committed to safeguarding the interest of our customers, employees, and all stakeholders by implementing rigorous security measures at every level, in every Portfolio, country and region. Ensuring a secure business environment is paramount for the trust and success of the Group. Our dedication to data protection, data privacy and cybersecurity means the safety of our customers and stakeholders information remain in focus. We regard a robust security framework as not only an essential requirement, but a key principle that guides our operations, building trust among all stakeholders and facilitating the long-term success and well-being of the Group.

Through this journey, Massy's Information Technology staff have developed the skill sets that enable them to adequately perform cybersecurity related tasks. The organisation has successfully become more security centric in its business and technological operations; and the Group now has a standardised approach to cybersecurity and governance that is performed within each of the businesses and the corporate office by their respective teams. Going forward, our technology teams and business will focus on completing outstanding remediation recommendations and fully implementing a comprehensive Governance, Risk and Compliance (GRC) framework for the management of cyber risks throughout the Group.

Business Resilience

Through our century of existence, Massy's adaptive and agile approach to business has contributed considerably to our longevity and success. Our shift to establishing autonomous portfolios is intended to take the fullest advantage of this flexibility and enhances our ability to respond, while the continued strengthening of our Group's governance structures ensures robust and responsible oversight.

As we move to implement our own customised models for reporting on and measurement of Environmental, Social and Governance (ESG) metrics (see the Group Chief Executive Officer and Corporate Governance yeports for additional details on our C. A. R. E. framework), we are embracing a forward-looking approach to business resilience. Individual portfolios are already reporting on key areas such as employee engagement, supplier compliance and environmental stewardship. Additional metrics are being developed and will be assessed in combination with centrally coordinated initiatives such as analysis of data from our Employee Assistance Programme and holistic care under the Wellness and Benefits team, leadership and development under the Massy Learning Institute, and our Business Integrity programmes.

We will continue to develop appropriate methodologies for benchmarking and tracking our trajectory towards strategic resilience. Inculcating a proactive, rather than reactive, mindset towards risk management and foregrounding forecasting and risk mitigation, including through the use of business intelligence systems and other technological tools, will see us well-placed to weather the uncertainties of a swiftly changing world.

Emerging Risks

We also note that changes in the external environment – political, social, financial – are occuring rapidly, and while they may not yet have a material impact on the Group's operations, we recognise that inflation, impending ESG regulations, social unrest / inequality, further supply chain and commodity disruptions arising from wars in Ukraine and the Middle-East, and climate change are emerging risks which we think will become more important over the next 12 months to 24 months.

At the end of July 2023, the Group's Vice President, Chief Risk Officer resigned to immigrate to Canada. As at the time of writing this report, the Group is still in the process of recruiting an appropriate replacement. The first round of recruiting with a search firm was not successful. A second round has commenced.

Our Executive Management Team

As at September 30

Gervase Warner

President & Chief Executive Officer

Joined Group
2004

Gervase has been President and Group CEO since 2009. He joined the Group in 2004, as a Director of Massy Holdings Ltd.and has served as the Executive Chairman of the Group's Energy and Industrial Gases Business Unit. Prior to his Massy experience, his career included a position as Partner at the international management consulting firm, McKinsey & Company, where Gervase spent 11 years serving clients in the United States, Latin America and the Caribbean across a wide range of industries.

James Mc Letchie

Executive Vice President & Chief Financial Officer

Joined Group
2023

James is the financial and strategic advisor to the Group CEO and the Board and is responsible for the accuracy and integrity of the financial statements of the Group. His career spans over 20 years in Mergers and Acquisitions (M&A) and international growth, including key roles in consulting, technology transformation and M&A integration. James also has extensive experience of audit and consolidations as a chartered accountant earlier in his career. His 25 years of international market experience plays a strong role in supporting the Group's global growth ambitions.

David O'Brien

Executive Vice President Global Expansion

Joined Group
2005

David brings a wealth of experience having served on the Boards of several Massy companies. Under his leadership the Motors & Machines Portfolio expanded outside of the Caribbean region to become a leading automobile dealership group in Colombia and established a regional distribution hub in Miami. In his current role as Executive Chairman, Global Expansion David works with the Group CEO and the Portfolio Chairmen to develop international expansion opportunities consistent with the Group's aspiration to expand beyond the Caribbean Basin.

David Affonso

Executive Vice President & Executive Chairman, Integrated Retail Portfolio

Joined Group
1989

In over 30 years with the Group, David has served on the Boards of many companies and in particular many of the Group's Retail and Distribution companies across the region. David currently serves as Chairman of the Group's Integrated Retail Portfolio which is comprised of more than 67 Supermarket doors and 7 food and non-food distribution businesses across the Caribbean from Florida, USA to Guyana, South America.

Julie Avey

Executive Vice President
People & Culture

Joined Group
2010

Julie is passionate about the people and culture of the Massy Group. "We are working to unleash the potential of the creativity and abundance of each Massy employee, so that we can delight our customers and all of our stakeholders and fearlessly thrive in this age of disruption." Julie was previously General Manager of the car dealerships in Massy Motors in Colombia, the first acquisition in Colombia by the Massy Group. She is also co-founder and Chair of Nudge – the Massy-powered Caribbean Social Enterprise organisation.

Wendy Kerry

Senior Vice President
Corporate Governance
& Corporate Secretary

Joined Group
2011

Wendy is a Barrister of the Honourable Society of the Middle Temple in England and Wales and an Attorney at Law in Trinidad and Tobago. At Massy, her focus is Corporate and Securities law, Corporate Governance and Sustainability. She also serves as a Director on the Trinidad and Tobago Stock Exchange. Wendy is committed to achieving values-based results through the empowerment of people and the fostering of ethical, responsible and sustainable business.

Vaughn Martin

Executive Vice President
& Executive Chairman,
Gas Products Portfolio

Joined Group
1997

With over 25 years of financial and business management experience under his belt, including 21 years spent in the oil and gas sector, Vaughn brings a wealth of knowledge to his leadership role in the Gas Products Portfolio. Within the Group, he has also held several other executive positions, including that of Managing Director at Massy Wood Group Limited.

Angélique Parisot-Potter

Executive Vice President
Business Integrity &
Group General Counsel

Joined Group
2016

Angélique is a qualified UK Solicitor and, as the Group General Counsel, she leads a high performing team of ethical legal professionals. She also leads and develops the Group's business integrity framework. Prior to joining the Group in 2016, Angélique had extensive international experience, spanning over 15 years in the oil and gas sector, working in the United Kingdom, Brazil, Trinidad and Tobago and Egypt.

Roger Ramdwar

**Vice President
Internal Audit**

Joined Group
2019

Roger is a career Internal Auditor with over 30 years' experience, of which in excess of 20 has been leading internal audit functions in publicly listed entities across the Caribbean Region. He leads a team spread across six countries and has articulated a vision for internal audit, that aligns with the Group's and Portfolio's strategic objectives and the expectations of its stakeholders.

Marc Rostant

**Executive Vice President
& Executive Chairman,
Motors & Machines
Portfolio**

Joined Group
2006

Marc assumed responsibility for the Motors & Machines Portfolio in October 2022, assuming responsibility from the previous Chairman with whom he worked closely for several years. Marc joined the Group in 2006 and has held multiple roles across the organisation. Most recently Marc was based in Colombia where he was instrumental in leading the growth of the Massy Motors dealerships and Enterprise Holdings car rental franchise across multiple cities in Colombia.

Integrated Retail

Who we are

The Integrated Retail Portfolio (IRP) comprises a traditional supermarket retail business with 67 modern retail stores operating in six territories in South Florida and the Caribbean. Six full-service distribution businesses representing a number of international FMCG (Fast Moving Consumer Goods) and pharmaceutical brands make up the rest of the Portfolio. While IRP owned and operated Distribution companies are located in the five largest islands in the Caribbean, from our base in Miami, Florida, our distribution network touches every island in the Caribbean chain.

Our focus in 2023

The Integrated Retail Portfolio (IRP) achieved another year of strong revenue and Profit Before Tax (PBT) performance in 2023 driven by the acquisition of Rowe's IGA supermarkets, organic growth, improved product availability and the continued strengthening of the tourism sector in Barbados and the Eastern Caribbean.

2023 also marked the expansion of the Portfolio's retail business outside of the Caribbean with the acquisition of Rowe's IGA supermarkets in Jacksonville, Florida. The seven Rowe's IGA stores have increased our family by over 400 associates and have contributed revenue of TT$798 million (US$118.4 million) and PBT of TT$30.3 million (US$4.5 million) in the 9.5 months since acquisition. The acquisition provides the base for the further expansion of the Portfolio's Retail footprint in the lucrative US market which is consistent with it achieving its ambitious growth objectives.

In 2023 our distribution businesses achieved double digit PBT growth driven by the acquisition of significant new product lines, market share expansion and the effective management of the supply chain to ensure the availability of key items. Operationally, much was done during the year to improve efficiency and reduce Go to Market costs by revisiting our conventional approach to the trade and introducing technology where appropriate to improve the effectiveness of the assets deployed.

7,300+
Employees

67
Retail stores
in 6 countries

1M
sq. ft.
retail space

15
Distribution
warehouses
in 6 countries

845K
sq. ft.
warehouse
space

30
Pharmacies

Even as we focused on delivering strong PBT growth, significant effort was placed on adequately resourcing the Portfolio with the necessary human resources, IT, physical infrastructure and other assets necessary to ensure the long-term sustainability of our businesses.

A message from our Chairman David Affonso

Revenue by Country

Trinidad and Tobago	32%
Barbados	23%
Eastern Caribbean	17%
Guyana	13%
Jamaica	4%
USA	11%

TT$8,993M

Third Party Revenue 2023, representing a 20% increase over 2022

TT$654 M

2023 Profit Before Tax, a 23% growth over the previous year

15%

2023 RONA

Our performance highlights

	RETAIL	DISTRIBUTION
Trinidad & Tobago	Trinidad Retail recorded strong PBT growth on prior year driven by a focus on the store perimeter and full year operation of its new stores - Brentwood and Couva.	While the business benefitted from the acquisition of new lines and stabilization of the supply chain, this was offset by the loss of pharmaceutical based pandemic related revenue streams and increased competition in the parallel market.
Barbados	Barbados Retail achieved double digit PBT growth on prior year driven by a strengthening of the tourism sector and continuously adapting to customer demand.	Barbados Distribution achieved double digit growth in both revenue and PBT vs. prior year. Strong tourism, new lines and improved route to market have all contributed to this growth.
Guyana	Guyana Retail's PBT has grown steadily every year and achieved an operating profit in FY2023. The increase in economic activity and store traffic along with management of expenses all contributed to the positive performance.	Guyana Distribution experienced another year of double digit PBT growth driven by the acquisition of two major lines, the deepening of distribution in the down trade and buoyancy in the economy.
Eastern Caribbean	Similar to Barbados, our retail operations in the Eastern Caribbean were bolstered by a strong tourist season. Year-on-year PBT growth was also driven by the recently opened Dennery Supermarket, improved stock availability and category expansions.	Saint Lucia Distribution experienced significant year-on-year PBT growth through the acquisition of new lines and increasing its customer base.
USA	Rowe's IGA was acquired in December 2022, and has contributed 9.5 months of revenue and PBT to the Portfolio's results. The Rowe's acquisition has out-performed initial expectations.	USA Distribution achieved strong revenue and PBT growth through the acquisition of new lines for Regional distribution and strong organic growth from existing lines. The gain on disposal of the Medley Warehouse in Miami, Florida, at the end of the financial year further boosted the reported results of this business.
Jamaica		Jamaica Distribution delivered another strong year with double-digit PBT growth achieved in both its consumer and pharmaceutical

Our Team Keeps Growing

The newly-acquired Rowe's Supermarkets are now fully integrated into our operations - and have shown stellar performance!

Strategy in Action

The strategic focus of the Integrated Retail Portfolio centres around retail footprint development, distribution portfolio expansion, mergers and acquisitions and operational efficiency through technology adaptation.

Retail Footprint Development

In the last year, we have opened one new retail door – Massy Stores Dennery in Saint Lucia and have completed upgrades to numerous stores across the portfolio. Additionally, seven supermarkets were acquired in Jacksonville, Florida under the Rowe's IGA banner. These supermarkets have been fully integrated into our retail operations and we continue to explore synergies where feasible.

Distribution Portfolio Expansion

In Distribution, we have added new lines in every territory and opened new warehousing space in Barbados (Brandons), Guyana (Montrose) and Florida (Medley) to support this growth. The Medley warehouse has subsequently been sold and the Portfolio has acquired a new 170,000 sq. ft. warehouse facility in Jacksonville, Florida, which is three times the space used by Massy Distribution in Medley, providing ample room for IRP's growth plans.

Operational Efficiency

We continue to adopt appropriate technology across the Portfolio. During the year, over 50 self-checkouts have been installed in stores in Trinidad and Barbados, decreasing the wait time for customers and offering a new and convenient shopping experience to our customers.

Risk Analysis

The Risk Management Framework continues to be integral to the IRP and is reviewed annually for relevance. Across the Portfolio, risk information is considered in decision making and resource allocation and forms an integral part of the performance management systems across the Portfolio.

The IRP continues to maintain a flexible, but cautious approach to the management of most of its business risks in order to achieve its objectives. We are however unwilling to accept any deviation from high standards on the health and safety of our employees and customers and in areas such as data privacy and information security. We have intensified our efforts to further mitigate risks in these areas and ensure that business continuity plans are routinely reviewed and updated.

232K sq.ft.

increased retail footprint

250K sq.ft.

increased Distribution warehouse capacity

50+

self-checkout units were installed in Massy Stores throughout Trinidad & Barbados

Our Portfolio Audit and Risk committee meets quarterly to review the management of risk across the Portfolio and to ensure conformity to the parameters set and expectations of both the Portfolio and the Parent boards.

Our Stakeholders

A Great Place to Work

Our employees continue to be at the heart of our business. Throughout 2023, we have continued to focus on the health and wellness of our people, ensuring support and growth in both their professional and personal lives. The emphasis in 2023 has been on ensuring that our teams have access to the support they need to navigate the rapidly changing economic and social landscape across the region with increased life skill training, communication and engagement.

Health, Safety and Wellbeing

The IRP continues to take proactive steps to eliminate risks from the operations and has achieved a Total Recordable Injury Frequency (TRIF) score below 2.0 for three consecutive years. In Fiscal Year (FY) 2023, the TRIF score of 1.4 was a marginal increase on prior year (1.2) mainly from an increase in Days Away from Work Cases (DAWFCs). There were no Restricted Work Injuries (RWIs) in 2023, and Medical Treated Incidents (MTIs) notably decreased.

Expanding Our Horizons

Our newly-acquired 170K sq. ft. warehouse space in Jacksonville, Florida, will facilitate the growth of our US Distribution business

The Health, Safety, Security and Environment (HSSE) Culture score, which measures employees' attitudes and perceptions in key health and safety areas, increased from 74 percent in FY2022 to 76 percent in FY 2023.

Employee Health & Safety

	2023	2022
Days Away from Work Cases	121	93
Lost Workdays	1,330	826
Restricted Work Injuries	0	1
Total Recordable Incident Frequency (TRIF)	1.4	1.2
HSSE Culture Survey	76%	74%

Investing in our People

Training and development of our people remains a key priority across the IRP in both technical and leadership areas. Each year, our training and development agenda is linked to our strategy of nurturing the next generation of leaders through appropriate leadership development courses and innovative retail/distribution centric programmes to ensure that we maintain a results driven culture and excellent stakeholder interactions aligned with the Massy Values across the Portfolio.

In 2023, numerous programmes were conducted across the portfolio such as the IRP Immersion Programme in Trinidad, which provides graduates with an opportunity to work in our businesses for one year on key projects which equip them with diverse skills critical to their future careers. The LeaderShift Program in the Eastern Caribbean focused on enhancing the thinking and skillset of high-potential employees, while the 4Rs for Location Managers in Saint Lucia addressed skills gaps and transformational leadership.

Additionally, employees across the region were exposed to a host of life and soft skills programmes such as emotional intelligence, health and safety, wellness, cybersecurity and self-confidence.

Employee Engagement

In 2023, we conducted a pulse survey to gauge our employee engagement across the Portfolio. The results were mixed but

Prioritising Customer Experience

From walk-in to checkout, we delight in offering our customers exceptional service

Dedicated to Equality

With a female staff complement of over 70% across the organization, IRP is committed to supporting and empowering women

showed increased engagement in most IRP organisations. We also had an increased number of engagement activities across the Portfolio including family days and other events to celebrate the Group's 100th anniversary, as well as staff awards, wellness challenges, football tournaments, and the celebration of national and international observances.

Feedback from the employee engagement survey along with focus groups and discussions will guide our employee programmes and initiatives in the new financial year.

Employees

	2023	2022
Employee Engagement Score	65%	64%
All Employees – Male:Female ratio	30:70	–
Senior Team – Male:Female ratio	51:49	–
Extended Leadership Team – Male:Female ratio	41:59	–

Diversity and Inclusion

Diversity and female empowerment are key drivers for the Integrated Retail Portfolio. With a female staff complement of over 70 percent across the organisation, we have ensured that many of our initiatives are geared towards empowering and supporting our female team members. In Trinidad, we continue to facilitate the LIFE programme which is designed to empower female employees and give them the opportunity to develop the skills and resilience to meet the challenges of their home and working life. This programme has now been expanded into the LIFT programme, which focuses on female supervisors and the Protégé programme, which focuses on females aged 14-19.

In Barbados, the IRP represented Massy locally by being a signatory on the document for the Adoption of Joint Policy Positions, which addresses Gender-Based Violence (GBV) at the workplace.

Introductory sign language and communication training was rolled out for employees in Barbados who interact with deaf employees and customers, and donations were made to the Barbados Council for the Disabled and Signature Interpretations.

Convenience at your Fingertips

Our customers can now enjoy self-checkout options for a speedy solution on those hectic days

Engaging with our Customers and Suppliers

Customer Service is a key pillar of, and differentiator for our business. We continue to focus and invest in Customer Service Excellence as a critical element of our success.

In 2023, the Retail business recorded strong performance in both customer satisfaction and customer loyalty, achieving scores of 74 percent and 94 percent respectively. Similarly, our Distribution business achieved strong customer satisfaction and supplier satisfaction scores of 76 percent and 87 percent respectively.

Customer Service

	2023	2022
Retail Customer		
– Satisfaction	74%	74%
– Loyalty	94%	94%
Distribution Customer		
– Satisfaction	76%	74%
– Loyalty	87%	90%

Supporting our Communities

Sponsorship of the Women's Caribbean Premier League

Massy supported the inaugural Women's Caribbean Premier League (WCPL) tournament in 2022 and renewed its commitment for a three-year period (2023-2025). It is the vision of both Massy and CPL to see the WCPL athletes be as globally recognised as their male CPL counterparts. We are also confident that the WCPL will continue to grow, inspire, and provide opportunities for sportswomen in the Caribbean and across the globe.

Supporting Heart Health and the Fight Against Breast Cancer

For the third consecutive year, Massy Stores in Trinidad, Barbados and Saint Lucia have supported the fight against breast cancer through the unwavering support from our customers and employees. Proceeds from the sale of our pink reusable bags in October, cancer awareness month, have been donated to the Trinidad and Tobago Cancer Society (TTCS), the Barbados Cancer Society's Breast Screening Programme and the Faces of Cancer in Saint Lucia.

Through the Heart to Hearts campaign, our Retail operations in Barbados donated part proceeds from the sale of the Massy Stores green reusable bags to the Heart & Stroke Foundation Barbados Inc.

Additionally, we leverage our Massy Stores Pharmacies across the region to offer free health testing, such as blood pressure and blood sugar tests, on select occasions to support preventative health measures across various communities.

Supporting Local Entrepreneurship

Massy Stores advanced the Nudge partnership to support local entrepreneurs who participated in the in-store activation of Nudge, namely through:

- Offering prime, on-shelf retail space to provide visibility for the items produced by the local entrepreneurs.
- Marketing and brand promotion through Massy Stores channels.
- Mentoring from senior retail experts to upskill entrepreneurs and enable them to compete with international brands, understand the principles of supplying to a large retailer and the demands that come with larger scale.

Supporting Farmers

In Saint Lucia, we continued our micro-financing programme to support the farming community and have invested over EC$100 thousand in loans to 52 registered farmers. The loans covered the purchase of water tanks, irrigation pipes and fittings, seedlings, fertilizers and other farm essentials. Since the registered farmers loans programme was started by Massy Stores (SLU) Ltd. in 2010, well over 750 registered farmers have been given interest-free loans to help improve various aspects of their business.

In Trinidad, our Distribution business has partnered with 50 registered farmers who provide us with a variety of local produce. All produce is washed and packaged within our facility then distributed to stores. Farmers are provided with access to products such as pesticides, fertilizers and seedlings, as well as educational workshops through our agricultural sales team.

Our Team Gives Back

Our employees across the region continue to contribute to the communities they operate in. IRP Trinidad supported over 20 affiliated charities, who receive year-round contributions. In Guyana, our stores supported the Tails of Hope Animal Rescue organisation and the Hope Children's Home. Massy Stores Saint Luciacontinues to be a strong financial contributor to the Saint Lucia National Community Foundation (NCF), which funds scholarships for students from low-income families, supports programmes that provide healthcare to the less fortunate, and helps reinforce youth at risk programmes.

Protecting our Environment

Since 2021, Massy Stores Trinidad has partnered with New Age Recycling and Mega Recycling to route cardboard boxes used by the stores to their recycling plants, where the boxes are crushed and re-formed into new boxes. Massy Stores (SLU) Ltd., through its mobile recycling trailer, continues to provide year-round opportunities for Saint Lucians to deposit plastic bottles, electrical and electronic waste and aluminium cans for recycling. On Global

Living Our Purpose

There's never a shortage of enthusiastic staff volunteers for projects to give back to our communities!

Recycling Day (March 18, 2023) the company hosted a reusables collection drive, which saw the collection of approximately 600 lbs. of electronic waste and 900 large bags of plastic bottles.

In all territories, Massy Stores continues to lead the charge in promoting the use of reusable bags to reduce the circulation of waste plastic in the environment. The company has also continued to make sustainable improvements, including:

- Incorporated insulated roofing designs and LED lighting at new and refurbished stores.
- VFD drives and digital compressors on refrigeration and air conditioning condensers.
- Switched to R-404A gas – a gas with zero ozone layer impact, used in new refrigeration equipment.
- Solar Photovoltaic systems can be found at 9 of our locations across Barbados and Saint Lucia.
- Installed UV light systems at select store locations.

Governance

Integrated Retail Portfolio Board

The Integrated Retail Portfolio Board continues to strengthen the subsidiary governance and the Portfolio's autonomy, which ensures the Portfolio's flexibility and agility in responding to the business' needs and challenges that may arise. The Board of Directors held seven meetings during FY2023.

Effective September 30, 2022, Ian Chinapoo and Randall Banfield resigned as directors of the IRP Board. Navin Thakur and David O'Brien were appointed as directors to the IRP Board effective December 1, 2022.

Effective January 23, 2023, Aaron Suite resigned as a director of the IRP Board. On the same date, Keesha Sahadeo was appointed as a director of the IRP Board.

Celebrating Our 100th Anniversary

- One Hundred indigenous fruit trees were planted across ten primary and secondary schools in Saint Lucia in March 2023.
- Under the theme "100 Years of Wisdom, our 100 meets theirs" Massy Stores (SLU) Ltd. in collaboration with the Department of Human Services held a special ceremony to honour the island's 24 living centenarians.
- IRP Barbados continued their partnership with the Holetown Festival and sponsored this year's school's costume-making competition, 'Everything Bajan'.

Celebrating Our First Century

We brought Our100 party to our Retail Stores with storewide customer savings and special employee events

Our Board

David Affonso
Executive Vice President & Executive Chairman
Integrated Retail Portfolio

Roxane De Freitas
Executive Director, Senior Vice President
Integrated Retail Portfolio

William Lucie-Smith
Independent Non-Executive Director
Chairman, Audit and Risk Committee

Suresh Maharaj
Independent Non-Executive Director

Ambikah Mongroo
Executive Director, Senior Vice President
Integrated Retail Portfolio

Jeremy Nurse
Non-Executive Director, Senior Vice President
Corporate Strategy & Transactions, Massy Group

David O'Brien
Non-Executive Director, Executive Vice President
Global Expansion, Massy Group

Keesha Sahadeo
Executive Director, Senior Vice President
Integrated Retail Portfolio

Alicia Samuel
Independent Non-Executive Director

Navin Thakur
Executive Director, Senior Vice President
Integrated Retail Portfolio

Portfolio Audit and Risk Committee

The Portfolio Audit and Risk Committee (PARC) is responsible for making appropriate recommendations for the Board's approval of the financial reporting process, risk management, the system of internal control and the audit process. The PARC held five meetings during FY2023.

What's Ahead

- Drive success of major retail partners with "Hero Brands".
- Expand our Distribution growth initiative.
- Drive growth and performance in US businesses.
- Execute on simplification, optimisation and digital initiatives.
- Execute ongoing capacity expansion, warehouse automation and fleet initiative: within Global Supply Chain.
- Develop, diversify and engage talent

Gas Products

Who we are

We are a dedicated provider of Liquified Petroleum Gas (LPG) for domestic and commercial use and of Industrial and Medical Gases (IMG) to upstream and downstream energy, construction, healthcare, manufacturing, agriculture, food and beverage, hospitality, water treatment, petroleum, and many other industries throughout the Caribbean. Our businesses are renowned for commitment to service excellence and safety, adhering to the highest industry standards and best practices. We pride ourselves on our integrity, business ethics, technical competence, efficiency, and service excellence. Our businesses are located in Trinidad and Tobago, Guyana, Jamaica, and Colombia.

Our focus in 2023

In fiscal 2023, we have invested considerable time and energy into tangible executions of our medium-term strategy, particularly in the arena of expanding our operations. Timely moves in our key markets have allowed us to sustain our position as a major player in industrial gases and LPG in the region.

With great sadness, we mark the loss of Massy Energy Engineered Solutions Ltd. employee Allanlane Ramkissoon in June 2023, and we continue to support his family through this challenging time. A complete and thorough investigation was conducted into the root causes of the fatal incident, the results of which have been reported to relevant regulatory authorities. Our Portfolio and the wider Group are committed to ensuring that lessons are learned to ensure safe working conditions for all our employees and stakeholders.

3,208
Employees

37
Territories served

35
Export territories

1,547K
LPG cylinders

97K
Oxygen & other cylinders

35.4K
LPG storage barrels

28
Production & filling plants

In 2023 our focus has been on consistent strategic execution, with the aim of aligning significant growth prospects with our history of predictable returns. Through the pursuit of judicious acquisitions, we are expanding our reach and capacity to better serve our customers.

A message from our Chairman Vaughn Martin

Revenue by Country

Trinidad	35%
Guyana	15%
Jamaica	28%
Colombia	22%

TT$1,801M

Third Party Revenue 2023, representing an 11% increase over 2022

TT$343M

2023 Profit Before Tax, a 12% growth over the previous year

13%

2023 RONA

Our performance highlights

Trinidad & Tobago	**Acquisition of Air Liquide Trinidad and Tobago Limited**
Guyana	**Completing and Commissioning of an Air Separation Unit (ASU) to produce oxygen and nitrogen in-country. The facility has the capacity to produce at double its current outputs and the possibility for exports** **An Argon filling plant which is now fully operational**
Jamaica	**Acquisition of IGL Limited** **Commissioning of an Oxygen Filling plant to service the north region of the Country**
Colombia	**Successful integration of our three LPG businesses optimising efficiency and increasing market share**

The growth moves executed this year will translate to superior customer experience and increased operational efficiencies, through integration of our new acquisitions Air Liquide Trinidad and Tobago Limited. (now renamed "Massy Gas Products Manufacturing (Trinidad) Ltd") and IGL Limited in Jamaica. The acquisition of Air Liquide will redound to our benefit both in terms of security of production and increased operational capabilities. Similarly, our purchase of IGL will allow us to retain our competitive advantage in a robust and active Jamaican Liquified Petroleum Gas market, and to maintain our high standards of service delivery to both residential and commercial customers.

Our construction and commissioning of an Air Separation Unit (ASU) in Guyana demonstrates our intent to be the long-term IMG solution for that market, and to provide the necessary support for its burgeoning industries. As with all our operations, we are directing our efforts intentionally towards sustainable development.

The Gas Products Portfolio (GPP) completed the year with solid revenue and PBT performances, driven by the acquisitions of the Air Liquide operations in Trinidad and Tobago and the IGL LPG and Industrial and Medical Gases business in Jamaica. There was organic growth in LPG for our existing businesses in Jamaica and Guyana, which was driven by our expansion of the non-cooking application of LPG in those territories along with increased volumes sold in the cylinder segment of the business.

As a result, the Portfolio achieved double digit Profit Before Tax (PBT) growth, generating third-party revenue of TT$1.8 billion (US$267 million) and PBT of TT$343 million (US$51 million) for FY 2023, representing 11 percent and 12 percent growth on the prior year respectively.

IGL Jamaica, now part of the Massy family

This acquisition will allow us to maintain our high standards of service delivery to both residential and commercial customers in a robust and active Jamaican LPG market

Strategy in Action

Our acquisition activity has been the main driver of the execution of our strategy in 2023, providing avenues for both current and potential market growth as well as increased operational efficiencies.

Data analytics projects have also been a key initiative in supporting our strategy and operations and further inculcating a data-driven culture. Our goal is to be able to fully utilise market data using smart tracking and customised business intelligence platforms to guide service distribution and optimise capital expenditure.

Market Leadership

In 2023, there was an expansion of the Portfolio's market leadership in the Industrial Gases business in the region and the LPG business in Jamaica. The Air Liquide Trinidad acquisition allowed us to enter several markets in both Central and South America and consolidate our market leadership in Industrial and Medical Gases, while the IGL acquisition has made us the market leader in LPG and IMG in Jamaica. The Air Liquide and IGL acquisitions have contributed revenue of TT$284.8 million (US$42.3 million) and PBT of TT$111.5 million (US$16.5 million) in their 8.0 and 4.5 months respectively.

These acquisitions along with strategic projects completed in 2023 provide a solid base for the further expansion of the Portfolio's regional footprint in the lucrative Central and South American regions, along with the Northern Caribbean markets. This is aligned to our strategy of market leadership in the region as we seek to attain our ambitious growth objectives.

Operational Efficiency

Beyond offering enhanced market penetration, our acquisitions offer us new opportunities to share best practices across the organisation and to implement backward integrations that increase our operational efficiency.

Operationally, substantial work was done during the year to deploy technology to improve workflows and data security. In addition, several strategic projects were undertaken to facilitate more effective and efficient distribution of products in the Northern region of Jamaica. These projects included the upgrade of the discharge pipe filling line to the LPG storage facility and the installation of the Oxygen vaporisation unit in Montego Bay which was completed and commissioned.

The commissioning of our new ASU in Guyana now allows us not only to better serve our customers but affords Guyana the opportunity to become self-reliant in the production of oxygen and other industrial gases. It is a facility for the future, where we are currently producing at just 50 percent of our capability, and we consider it a landmark project that speaks to our long history of investment in Guyana. This facility, we expect, will provide long-term industrial benefits from the "in-country" production of oxygen and nitrogen, and provides the opportunity for Guyana to become an exporter of products in the future. We note that our operations in Guyana continue to be 100 percent locally staffed.

Risk Analysis

We place the highest priority on the management and mitigation of risk across our Portfolio's businesses, particularly regarding the safety of our employees, suppliers, and customers. Our Portfolio Audit and Risk Committee meets at least quarterly to carry out its mandate for oversight over financial reporting, the internal control environment, the audit processes of both Internal and External audits and enterprise-wide risk management framework of the Portfolio. This ensures that all Portfolio businesses conform to the policies and guidelines set by the Parent board as well as to the expectations and standards of the Portfolio boards and to global best-practice.

In fiscal 2023, we also devoted considerable resources to enhancing our cybersecurity and data protection. The Portfolio worked alongside a professional cybersecurity consulting team who guided our internal Information Technology (IT) team to work towards understanding our current security posture and to implement processes, policies, and tools to mature our cybersecurity readiness and adopt an Information Security Management Systems (ISMS) framework. This will ensure that we can track our progress, protect our corporate and stakeholders' data, and effectively report to our Stakeholders. At our current stage in the cybersecurity journey, we have assigned a dedicated Infrastructure and Security Manager at the Portfolio level, focusing on reviewing the security controls and vulnerabilities within the companies. We are working with the individual IT Operations teams to close identified vulnerabilities. We have also implemented vulnerability and Patch Management Programs to ensure we have a continual review process to monitor risks and mitigate them. Additionally, work was completed on classifying our data and designing customised methods of securing the data based on its sensitivity.

Our Stakeholders

A Great Place to Work
Investing in our People

As a critical component of our acquisition strategy, we have incorporated a robust change management process into our operations that has borne fruit in the smooth integration of the new members of our Massy Gas Products family.

Long-term benefits for Guyana

Our new Air Separation Unit allows the potential for Guyana to become an exporter of oxygen and nitrogen in the future

Employee Engagement - Seeking Feedback on How we can Make Employees Experience Better

The Gas Products Portfolio prides itself on being employee-focused and dedicated to creating a best-in-class work environment. As such, we remain dedicated to the safety of our employees, to maintaining an engaged team and to continuous improvement. To this end, we connect with our people through many avenues to seek feedback on what we can do better as we step into our second century of operations.

Based on our 2023 Engagement Survey, the Engagement Index for our portfolio was 75 percent, with a Safety Index of 83 percent and a Trust Index of 77 percent. Additionally, according to the survey, 80 percent of our employees felt satisfied with their respective companies and 84 percent felt proud to work in the GPP businesses. Our average employee turnover rate of 7 percent is indicative of the effort we dedicate to maintaining staff engagement.

Employees

	2023
Employee Engagement Score	75%
Safety Index Score	83%
Trust Index Score	77%

Health Safety and Wellbeing

We are committed to providing safe and secure working environments, with the objective of contributing to higher quality jobs and life.

Employee Health & Safety

	2023	2022
Days Away from Work Cases (DAFWC)	2	2
Lost Time Injury Rate (LTIR)	0.02	0.07
Total Recordable Incident Frequency (TRIF)	0.06	0.1
Significant Incident Frequency (SIF)	0.1	0.2

Diversity, Equity, and Inclusion

We believe that diversity, equity, and inclusion is not only a fundamental human right, but necessary for a sustainable world that fosters social development, innovation, and business performance. We encourage diversity, equal treatment, and the advancement of women as we strive to create and maintain a work environment devoid of all forms of discrimination, harassment, or victimisation.

Women in our Workforce

	2023
Women in our Workforce	19%
Leadership Team Executives	37%
Supervisory, Managerial & Executive Roles	23%
Promotions during FY2023	21%
An Engagement Index for females of 75%	

The IMG industry has historically been more male dominated, and these figures represent progress. However, we recognise that we can and will improve on female participation in the workforce, leadership teams and supervisory, management and executive roles.

We aim to support social inclusion, decent job creation, entrepreneurship, and creativity. We also strongly believe that employees and communities benefit from increased motivation and belonging by supporting them in their career paths, sharing culture and values.

Diversifying IMG

In a historically male-dominated industry, we recognise that we have a part to play in promoting female participation in our workforce at all levels

75th

anniversary of Massy Gas Products (Guyana) Ltd.

37%

of the executives on our leadership team are female

84%

of employees say they are proud to work at Massy Gas Products

Engaging with our Customers and Suppliers

Each business is committed to adapting to individual cultures and environments in their respective territories to create optimal outcomes and address the unique needs of its customers. Our customers are integral to the continued success and business continuity of the Portfolio.

Supporting our Communities

Massy Gas is a business with people at its heart. Our products and services touch nearly every aspect of people's lives, and we strive to remain ever conscious of our impacts. We have invested considerable work across the portfolio this year on Environmental, Social, and Governance (ESG) measurements and have taken a Portfolio approach to begin formal tracking and reporting of ESG metrics.

The Massy Gas Products Portfolio shares the view that literacy is the path to a well-educated, efficient, and sustainable society. Aligned with advancing the literacy agenda towards a more literate and sustainable society, the Massy Gas Products Teams in Trinidad, Guyana, Colombia, and Jamaica, have supported schools in the communities in which we operate, to make an impact and contribute to building a more inclusive society. Our Portfolio supports and joins efforts to accelerate progress towards the achievement of United Nations Sustainable Development Goal 4 (on education and lifelong learning).

Trinidad

The Gas Products Companies in Trinidad have continued to expand their social footprint for 2023 through providing support for several projects such as Habitat for Humanity – Evening Under the Stars, Waterloo Secondary School – Mathematics in the Lower School, a Christmas drive benefiting Ezekiel Children's Home and beach clean-up initiatives at Pt. Sable and Carli Bay as part of the United Way Day of Caring. On International Literacy Day, representatives from our Companies celebrated the power of reading by having "Joy of Reading" sessions with primary school students within the communities in which we operate. The aim of these sessions was to spark the joy of reading, promote vocabulary development, and inspire reading as a fun and enjoyable activity. These sessions were enjoyed and appreciated by all students.

Guyana

Massy Gas Products (Guyana) Ltd. (MGPGL) continued its "Transforming Life" campaign during the year. For more than a decade MGPGL has been offering "Stove Packages" to the marketplace with emphasis towards the depressed areas. These "Stove Packages" offer families the opportunity to change from using kerosene, coal, and wood to LPG for their everyday meal preparation. The Packages, comprising of a two burner stove, a filled cylinder of LPG, regulator, hose and clips are offered at subsidised pricing, approximately 40 percent off the retail price, to households, allowing them to save in excess of US$40 per package.

Our ongoing association with the Eccles Primary School where we support efforts to create a "best in class" learning environment led to the refurbishment of the students' lunchroom. MGPGL team also participated with the students in celebrating International Literacy Day campaign through reading and conversation with the students.

Protecting our Environment

We are proud of the spirit of volunteerism that brings out our staff and their families to support initiatives like this beach cleanup

Living United

We can always rely on our people to step up for the community - like the team at Massy Wood (Trinidad), seen here on the National Day of Caring

Colombia

Massy Gas Products in Colombia continues to provide support for 117 children via the Formemos Foundation, as well as supporting several schools throughout Colombia with donations of supplies and providing accommodation and air transport for Operation Smile. Additionally, its local Supplier Development programme provides targeted training to suppliers with identified opportunities for organisational improvement.

Jamaica

Massy Gas Products (Jamaica) Limited maintains a "Gas Pro" scholarship programme as a means of creating an impact in the lives of our community members while sharing in the development of future generations.

Protecting our Environment

Climate change is affecting all asset classes and companies are increasingly exposed to climate change risks and opportunities. Through our investments we aim to promote energy efficiency improvements and carbon footprint reductions, as well as the development of innovative low carbon products and services. LPG is one of the cleanest burning hydrocarbons.

We see LPG as a critical resource in the transition to a zero-carbon future. GPP operates in countries in which the alternative cooking applications are more harmful to the environment than LPG. We promote the use of LPG as a transition fuel to lower carbon emissions and to improve the quality of life for many people.

Celebrating Our 100th Anniversary

As we celebrated Our 100, we honored the resilience, adaptability, dedication, and support of our employees without whom we could not have reached this momentous milestone. As such, the Portfolio's celebrations focused significantly on honouring our employees' contributions to our success.

All our companies participated in the Massy 100 Watch Party on February 1, 2023, where we officially celebrated our Centennial and paved the way for a series of celebrations within the Portfolio.

In Colombia, celebrations were held to recognise and honor employees for their contributions to the growth of Massy. In Guyana, it was a dual celebration as Massy Gas Products (Guyana) Ltd. celebrated its 75th anniversary. In Trinidad, the Companies within the Portfolio held a collaborative Massy 100 Curry Duck Cookout event in addition to Trivia Games related to the "History of Massy". In Jamaica, the Massy Gas Products (Jamaica) Limited marked the centennial anniversary with a Thanksgiving Church

Service and fun activities such as Movie Night, Challenge Quiz and Themed Fridays, while a Family and Sports Day was held by our newly acquired IGL Limited. All employees of Massy Gas Products (Jamaica) Limited also received a gift of Massy Shares to commemorate the occasion.

These Massy 100 celebrations have contributed to a renewed sense of engagement, creative synergy, enhanced teamwork, and collaboration within the Gas Products Portfolio.

Celebrating Our First Century

As we celebrated Our 100, we honored the resilience, adaptability, dedication, and support of our employees without whom we could not have reached this momentous milestone

Gas Products Portfolio Board

Our Board

Vaughn Martin
Executive Vice President, Executive Chairman
Gas Products Portfolio

Ansar Abdool
Non-Executive Director, Assistant Vice President
& Chief Accountant, Massy Ltd.

Nigel Irish
Executive Director, Senior Vice President Finance
Gas Products Portfolio

Luisa Lafaurie Rivera
Independent Non-Executive Director

Suresh Maharaj
Independent Non-Executive Director

Alberto Rozo
Executive Director, Senior Vice President
Business Development, Gas Products Portfolio

Eugene Tiah
Non-Executive Director

Our Portfolio Board has been actively monitoring the performance and integration of our new acquisitions, while continuing to participate in ongoing ethics and governance training, in alignment with Massy's suite of Ethics Policies, statutory requirements and good governance best practices.

In 2022, we laid the foundation to connect our purpose more intentionally with our ESG strategy, to better understand and address the needs of customers, colleagues, partners, shareholders, and communities. In 2023, we advanced this work by further embedding ESG throughout our GPP corporate strategy, business operations, and governance structure. We have done a considerable amount of work this year across the Portfolio on developing ESG metrics and have taken a Portfolio approach to the collection of baseline data and reporting. requirements

"I am truly excited about the strides we have made in identifying clear pathways to facilitate and include ESG strategies in our operations. At the heart of our ESG approach is the commitment to long-term sustainability, aimed at positively impacting our people, our customers, the communities in which we operate and the environment, thus responsibly fulfilling our purpose – A Global Force for Good, Creating Value, Transforming Life" Vaughn Martin, Executive Chairman.

The Board met on 10 occasions (including Special Meetings) in fiscal 2023.

People and Culture Committee

The People and Culture Committee promotes and supports strategies for talent development and retention, succession planning and providing cross-territorial professional opportunities within the Portfolio.

Portfolio Audit and Risk Committee

The Portfolio uses its revamped IT Governance and Risk framework to continuously evaluate its data governance, security, business continuity controls and business process automations.

Board Committee Meetings

	NO. OF MEETINGS
Gas Products Portfolio Board	10
Audit & Risk Committee	5
People & Culture Committee	1

What's Ahead

- The deployment of technological and data analytics enhancements across the portfolio. This will enable enhanced stakeholder experiences and access to live market data to effect targeted interventions and improve forward planning.
- Full utilisation of the ASU facility in Guyana
- Embedding ESG as a way of doing business in the Portfolio
- Fully integrating our Jamaica Operations
- Global scanning of the market for opportunities that will fit into the Portfolio's strategy.

Motors & Machines

Who we are

Our companies provide sales and service representation to manufacturers and distributors of automobiles, trucks, industrial equipment and automotive components. We also offer short and long-term automobile, truck, and equipment rentals. Sales and service are provided directly to consumers as well as to businesses, particularly in the marine, energy, and power generation sectors. We currently operate automotive dealerships in Trinidad and Tobago, Colombia and Guyana. We are the Caterpillar dealer for Trinidad and Tobago, the importer for Nissan in 10 territories, the macro-distributor for Shell lubricants in 19 territories in the Caribbean region and the macro distributor for Moura batteries in 16 Caribbean, 7 Central American countries and 3 South American countries. We are also the franchise holder for Enterprise Holdings (National, Alamo, Enterprise car rentals) in 6 countries in the Caribbean and Colombia.

Our focus in 2023

In 2023, in keeping with the new corporate Vision that the Group unveiled last year, our overarching focus has been on expansion – by branching out into new territories, by extending our brand representation and footprint in existing markets.

Our ambitions for global expansion are bolstered by the strong relationships we have fostered over the years, both on a brand level with our new and longtime partners, and on a regional level through new relationships which we are developing in the countries where we have representation.

We are a People Portfolio. We strongly believe in the energy of abundance and are enriched when we share this abundance with all of our people throughout every level of the organisation. This continues to be a key executive tool that we use to incentivize and reward performance – when the business does well, our people do well also.

29
Showrooms

25
Service facilities

10.6K
New cars sold

2K
Used cars sold

168
Machinery units sold

1.6K
Vehicles in rental fleet

Our ambitions for global expansion are bolstered by the strong relationships we have fostered over the years, both on a brand level with our new and longtime partners, and on a regional level, through new developing relationships in the countries in which we operate.

A message from our Chairman Marc Rostant

Revenue by Country

Trinidad	47%
Colombia	44%
Guyana	9%

TT$3,215M

Third Party Revenue 2023, representing an 5% increase over 2022

TT$262M

2023 Profit Before Tax, a 10% growth over the previous year

13%

2023 RONA

Our performance highlights

Trinidad & Tobago

MOTORS

Volvo's new models and electrification have been well received, while Volkswagen and Subaru continue to enjoy strong brand equity despite availability issues.

Nissan continues to be the market leader in the pickup space, and the Hyundai Tucson remains one of our most popular offerings.

MG has performed exceptionally well during our first full year of distribution.

We opened two additional "Everything Automotive" centres in 2023, one in Barataria and one on Tragarete Road in Port of Spain.

MACHINES

We continue to be the market leader in the heavy-duty segment.

In 2023 we officially launched FarmTrak tractors.

Alongside our 100th anniversary we are also celebrating 95 years as a Caterpillar dealership.

We got approval from Caterpillar to carry its SEM line, providing a new more-economic option for the local market.

Guyana

MOTORS

During 2023 our most impactful event was the launch of the MG brand.

Our partnership with Moura has expanded to cover 16 Caribbean, 7 Central American and 3 South American countries, driven by the excellent relationship that we have built with them in Guyana.

The Guyanese economy continues to grow exponentially and we are positioning ourselves to continue to support that growth with additional brands and capacity.

This year we have purchased 4 acres of land in Essequibo to begin the construction of a new facility, further bolstering our footprint.

MACHINES

2023 saw the successful expansion of the UD brand into the Guyana market.

We continue to be an essential player in the provision of industrial equipment for Guyana's burgeoning oil and gas sector.

Colombia

MOTORS

We have launched a new dealership in Barranquilla, representing the brands imported by Astara - Volvo, Jeep, Dodge, Chrysler, Peugeot and Fiat.

We also expanded the National, Alamo and Enterprise car rental business, opening in several new cities and enjoying notable fleet growth.

USA

MOTORS

We have leased a new warehouse adjacent to the existing warehouse, increasing our capacity by 50 percent.

Our Miami operation has also signed the non-exclusive distribution contract for Goodyear tyres across the Caribbean.

2023 Performance Highlights

The Motors & Machines Portfolio (MMP) generated third-party revenue of Trinidad and Tobago dollars (TT$) 3,215 million (United States dollars (US$) 477 million) and Profit Before Tax (PBT) of TT$261.6 million (US$38.8 million) for Fiscal Year (FY) 2023, representing 5 percent and 10 percent growth on prior year respectively.

While Fiscal Year (FY) 2023 was a year marked by numerous challenges across the markets in which our portfolio operates, **our performance demonstrated the resilience, adaptability and unwavering commitment of our people and our partners.** Our operations in Colombia were challenged by i) a new vehicle market decline of 30 percent, ii) an interest rate increase of more than 700bp, and iii) a currency devaluation of over 15 percent. This is evidenced by the 51 percent decrease in PBT in Colombia. Furthermore, in FY2023, MMP impaired the full value of its investment in online used car platform Curbo, i.e., TT$14.8 million (US$2.2 million) but retained a license to use the software for MMP as it seeks to strengthen its digital capabilities in Colombia. These declines were offset by an outstanding performance in Trinidad and Tobago, where the PBT grew by 37 percent. The Portfolio also maintained stringent focus on cost control across the entire Portfolio and this, combined with the performance in Trinidad and Tobago resulted in the Portfolio's strong results.

Massy Motors & Machines Portfolio generated an Earnings Before Interest, Taxes, and Amortisation (EBITDA) of TT$397 million (US$59 million) during the year, and this strengthened financial position sees the Portfolio well placed to support its growth aspirations, both organic and non-organic.

We owe these results to the creativity, commitment and professionalism of our people. Their dedication has been the driving force behind our achievements, and we are proud to have them as the backbone of our success.

Strategy in Action

As MMP continues to evolve, we find ourselves operating broadly in four business types. The first is new car importation and operation of dealerships (for sales of both new and used cars); the second is the provision of heavy equipment and trucks, the third is rentals, and the fourth is automotive-related retail and distribution. Our intention over time is to introduce more breadth and coverage under each of those categories.

The ultimate goal of this diversification is to ensure that we can be agile and maintain our ability to pivot through the strength and variety of our brand portfolio. This is a strategy to ensure our long-term sustainability in the industries in which we operate while facing significant disruption.

Strengthening ties

This year we have worked assiduously to incorporate into our logistics and supply chain system the existing Nissan dealers in the 8 additional territories for which we now have distribution rights

Celebrating 95 years with Caterpillar

We maintained a stellar performance track record in our 95th year as a Caterpillar dealer, achieving gold medal status in two of their five excellence programmes, silver in another and bronze in the final two

Regional Representation of High-quality Brands and Products

Our journey towards becoming a global player began with our entry into Colombia in 2014. Since then, we have been expanding our footprint in that country. We continue to leverage our longstanding relationship with Nissan to gain distribution rights to 8 additional territories and we have worked throughout the year to take on direct relationships with the existing Nissan dealers in these territories. All of these dealers have now been incorporated into our logistics and supply chain system. Moving forward, we will be focused on adding value for the customers and dealers we serve in these markets through line extensions, new model introductions and building economies of scale while demonstrating our capacity to lead a regional business.

Similarly, the success of our partnership with the MG brand in Trinidad, has led to an extension of that brand representation into Guyana this year, a clear testament to the strong relationships we seek to build with our brand partners, who are integral to our ongoing prosperity. This year of our centennial also marks our 95th year as a Caterpillar dealer, which is an incredible achievement and one we're proud to celebrate alongside Caterpillar, who have recently entrusted us with their economy SEM line of heavy equipment.

Expansion into Markets with Strong Growth Potential

Our Everything Automotive service offering in Trinidad under the aegis of Massy Automotive Components Limited (ACL) continues to grow, allowing us to offer parts, repairs, and service to customers even outside our network. With centres opening in Barataria and Tragarete Road, Port of Spain in 2023 and additional locations slated for Point Fortin, Rio Claro, and Tobago in 2024, we intend to carry on aligning ourselves with the right partners and with the right brands to ensure the highest quality of service.

Massy has historically enjoyed strong relationships in the territories where we operate, and maintaining mutually supportive bonds is a critical part of our involvement in the growing markets we serve. Our history in Guyana, for instance, dates back to Guyanese independence, and now with a team of 100 plus strong and counting we are focused on continued investment that will allow us to provide the necessary support for the developmental projects and requirements of the community at this exciting time.

95
years with Caterpillar in Trinidad & Tobago

50%
increased warehouse capacity in Miami

90+
Massy Motors & Machines employees honoured for exceptional performance

We have continued to introduce new brands into the market in Guyana, most recently with the very well-received launch of MG vehicles, and also the introduction of the UD brand of trucks. In terms of physical plant, we have purchased 4 acres of land in Essiquibo for the construction of a new facility which we expect to have on stream by 2026.

Through our relationship with the Brazilian battery manufacturer Moura, in Guyana, we have now expanded that partnership to cover 16 Caribbean countries, 7 Central American and 3 South American countries. Out of Miami, we have signed on as the distributor for Goodyear tires across the Caribbean region.

We continue to grow our footprint in Colombia with the launch of a new multi-brand dealership in Barranquilla, the fourth largest, and fastest growing city in the country. This move has deepened our relationship with the Astara importer group in Colombia.

We continue to build scale and market coverage with the National, Alamo and Enterprise brands across Colombia with new location openings and fleet growth.

Retaining and Building our Customer Base by Delivering Superior Service to our Customers

Customer satisfaction is integral to the success of all our businesses. We view the Massy customer experience as a key differentiator in both Motors & Machines businesses. We are committed to achieving an iconic customer service experience,

Growing in Guyana

We are focused on pursuing partnerships like the one with UD that this year allowed us to introduce the UD line of trucks to the Guyanese market

Bringing the best to our customers

We work with our suppliers to ensure that our technicians have access to the best training and technology

and have made encouraging strides, for instance in our car rental businesses where we have seen an uptick in customer feedback scores. One of the advantages of running a global portfolio, is that it permits us to learn from each other. As a result, we have been sharing learnings in this space as our Colombian entities are frequently recognised by the brands we represent as best-in-class, and these experiences form the benchmark across our entire Portfolio.

Our Everything Automotive retail footprint offers another opportunity to connect with customers in, and outside of, our network, providing convenient solutions in a comfortable environment. We pride ourselves on going above and beyond to deliver customer satisfaction.

Risk Analysis

MMP is committed to maintaining the highest standards of risk management and risk mitigation. We pay careful attention to Health, Safety, Security, and the Environment (HSSE) and service pillars across the breadth of our operations. We continue to manage our exposure through judicious decisions with regard to investments and financial management. Our Audit and Risk Committee ensures that we are consistently operating within the risk tolerance parameters set by the Parent Board, while meeting the expectations of our Portfolio Board and adhering to the standards of the countries in which we operate.

In 2023 we have given special attention to cybersecurity across the Portfolio, partnering with international firms to strengthen our cybersecurity defenses and will continue to refine our strategy while dedicating additional resources to reinforce this area. We conducted a comprehensive scan of vulnerabilities across our technological platforms using highly specialised tools designed for this purpose. The findings have been closely monitored, and various vulnerabilities have been mitigated. It's important to note that we have developed a strategic cybersecurity plan, generating best practices and frameworks to ensure the security of all technology. We plan to continuously review different cybersecurity records and conduct frequent scans to ensure we stay ahead of security issues. Additionally, we have implemented an awareness plan for all our employees on information and data security matters.

The assurance of information and data has a positive impact on the trust of our clients, their rights in the handling of the data we have about them, and the reputation of our brand.

We are also redesigning the entire infrastructure, networks, telecommunications, and systems through the implementation of enterprise architecture and software architecture, ensuring various layers of security, extending down to database levels. Ethical hacking operations will be initiated as a means of ensuring information system security. This will lead to strengthened disaster recovery plans and ensure business continuity at the system level.

Recognising and rewarding excellence

Over ninety of our top performing employees across the entire Porfolio were recognised for their achievements in our Centennial Awards ceremony which was held in Santa Marta, Colombia

Our Stakeholders

A Great Place to Work
Health Safety and Wellbeing

In 2023 MMP recorded a 4 percent increase in Days Away from Work Cases (DAWFCs) and a Total Recordable Injury Frequency (TRIF) score of 1.14. We maintain our hands-on approach to Health and Safety, which includes portfolio-wide training, inspections/audits, leadership walkarounds, safety talks and safety observations.

Both Massy Machinery and Motors have maintained ISO 9001:2015 certifications.

Employee Health & Safety

	2023	2022
Days Away from Work Cases	26	25
Total Recordable Incident Frequency (TRIF)	1.14	1.08

Investing in our People

We are a People Portfolio. Our principal focus in the people space this year was the celebration of our 100 years as a group. Across our Portfolio our people were responsible for planning and executing our varied events and celebrations as we marked this important milestone. We had cross country teams come together naturally to figure out the best way to celebrate our achievement. The collaboration across the Portfolio on the proposals and final selection of our "Forces for Good" initiatives was truly humbling and was a resounding display of our Caribbean heart beating strong.

As we elevate, expand and grow so will our teams. We are actively building in-house capabilities as we seek to reimagine what our ideal structure looks like inside the new Group paradigm of autonomous Portfolios. This year we've strengthened our leadership team with the addition of 5 new appointments at the Senior Vice President, Vice President and Acting Vice President levels, and will introduce further resources in 2024 to support our growth trajectory.

Massy Machines follows a five-year rolling development plan for executives in the organisation, and in addition to that has embarked on a mini graduate trainee programme, adding three graduates this year to the five it brought on last year. This year we celebrated our top performers in our Centennial Awards ceremony which was held in Santa Marta, Colombia. Over ninety of our top performing employees from Colombia, Trinidad and Tobago and Guyana were recognised for their achievements in an exciting event.

The Portfolio has invested in a new Human Resource (HR) Information System, Bamboo HR, which is being implemented in the Guyana and Trinidad and Tobago companies. The system will significantly impact our HR efficiencies, and greatly enhance the quality of service to our employees. We continue to be instructed by the feedback received in the Employee Opinion Surveys that we undertake in all the companies across the Portfolio.

We have invested in hundreds of hours of training and development for our people to ensure we are prepared to serve our customers and have had technicians frequently recognised on the world stage by the varied brands we represent.

Engaging with our Customers and Suppliers

Complementing the 100th year anniversary of the Massy Group, December 6, 2023, marks our 95th year as a Caterpillar dealership, a milestone we look forward to celebrating alongside our partners at Caterpillar.

We continue to enjoy an excellent performance track record with Caterpillar, achieving gold medal status in two of their five excellence programmes, silver in another and bronze in the final two. Our ultimate goal is to achieve gold in all five categories, as well as to be in full alignment with all six of their global statements (currently on target for four). Increased automation and connected supplier interfaces have enhanced our ability to meet these targets. Massy Machinery Ltd.'s Caterpillar sales force also participated in the CAT Ignite Program. Ignite was created to recognise dealer aftermarket sales reps for their acquisition of knowledge through training and use of its application to improve services sales execution and performance.

Beyond the CAT dealership our employees are making us proud on the global stage as well, with a technical team representing us at the Mack Trucks Mack Masters global aftersales competition finals for the second consecutive year and a technician who has been invited to participate in the Hyundai World Skill Olympics.

Our Customers

Our primary objective is to consistently delight customers by delivering exceptional service from the initial contact through post-sales support. We meticulously monitor and evaluate our performance in these aspects using Key Performance Indicators

Marking Our 100

Motors and Machines went all out in celebrating our centennial, most notably in the overwhelming participation in the employee-driven, employee-nominated Forces for Good.

(KPIs) and third-party assessments to guarantee our continuous pursuit of optimal outcomes.

In 2023, the Portfolio increased by 1 percent in customer feedback. In Trinidad our Motors business had a score of 89.8 percent while Machinery recorded 92 percent, and in Colombia we had a score of 94 percent. Our Guyanese operations reached 79 percent score.

Supporting our Communities

We continue to be involved in local community activities, aside from our contributions towards the work of the Massy Foundation. 2023 also saw the marked impact of Forces For Good, our employee-driven, employee-nominated projects.

Forces For Good created a huge amount of internal conversation as our people went all-in on nominating and backing projects that struck an emotional chord and were meaningful to them on a personal level. The enhanced connection and the sense of personal investment paid off in the number projects that were eventually nominated. We are proud to say that the "People's Choice" Forces for Good initiative came from our operations in Medellin.

Protecting our Environment

Environmental stewardship has top-of-mind awareness across the Portfolio, with an increasing focus in the dealership business on electric and hybrid models. 5 out of the 6 brands carried by Massy Motors Trinidad have an electric or hybrid offering, and 7 percent of our 2023 sales were electric or hybrid.

Our Everything Automotive service technicians also install home wall chargers for electric vehicles and hybrids, further extending the spread of charging points across Trinidad.

In Colombia our newly opened showroom premises in Barranquilla uses solar energy panels, our first facility to do so. We also continue to recycle or repurpose used oil via various methods across our regional operations. Additionally, in Guyana we have partnered with the Environmental Protection Agency to measure and ensure compliance on a number of metrics including noise pollution, air pollution, and wastewater.

Electrification stands to be a big disruptor to the automotive industry, and we couldn't be more excited! If you look across the brands that we represent, each one of them has brought a different piece of the puzzle to the market. We recently introduced the Nissan Xtrail E Power, an electric vehicle that practically never needs to be plugged into the charger – a new technology that's come into play means that it charges itself as it drives.

Powering electrification

Massy Motors is proudly bringing the latest technological developments to our customers, introducing new hybrid and fully electric models and supporting the installation of charging ports in both personal and public spaces

We also have recognized top-of-the-line models like the Ionic 5 from Hyundai, which was voted car of the year in 2022, a full electric car that's in the market now – and recently for MG, we have just launched the MG4. Massy Motors is solidly participating in the drive for electrification, and we are proudly bringing the latest technological developments to our customers.

Governance

Motors & Machines Portfolio Board

The Motors & Machines Portfolio Board of Directors held 7 meetings during FY2023, 1 of which was a special meeting.

Portfolio Audit and Risk Committee

The Portfolio Audit and Risk Committee (PARC) has responsibility for and oversight of the financial reporting process, risk management, the system of internal control and the audit process as well as the company's internal controls and compliance with laws and regulations. The PARC held 4 meetings during FY2023.

People and Culture Committee

The People and Culture Committee strives to balance the need for managing performance to deliver results against the constraints of various challenging environmental factors. The Committee held 2 meetings during FY2023.

Our Board

Marc Rostant
Executive Vice President & Executive Chairman
Motors & Machines Portfolio

Julie Avey
Non-Executive Director, Executive Vice President
People & Culture, Massy Group

Jean Pierre Du Coudray
Executive Director, Senior Vice President
Motors & Machines Portfolio

Nicholas Gomez
Independent Non-Executive Director

Bruce Melizan
Independent Non-Executive Director

Angélique Parisot-Potter
Non-Executive Director, Executive Vice President
Business Integrity & Group General Counsel
Massy Group

Ramnarine Persad
Executive Director, Senior Vice President
Motors & Machines Portfolio

Alvaro Serrano
Executive Director, Senior Vice President
& Chief Financial Officer, Motors & Machines Portfolio

What's Ahead

- The continued search for expansion opportunities outside of existing markets
- The construction of new showrooms and premises in all territories
- The expansion of the Everything Automotive service centres across Trinidad and Tobago
- Exploration of mobility solutions as autonomous vehicles and ride share solutions become more prevalent.

Financial Services Line of Business

Money Services Division

Trinidad & Tobago
Massy Remittance Services (Trinidad) Ltd.

Saint Lucia
Massy Remittance Services (St. Lucia) Ltd.

St. Vincent
Massy Remittance Services (St. Vincent) Ltd.

Guyana
Massy Remittance Services (Guyana) Ltd.

Barbados
Massy Card (Barbados) Limited
(Western Union Operations)

Financial Services Division

Trinidad & Tobago
Massy Finance GFC Ltd.

Revenue by Country

Trinidad	50%
Barbados	1%
Guyana	47%
Eastern Caribbean	2%

TT$163M

Third Party Revenue 2023, representing a 9% increase over 2022

TT$87M

2023 Profit Before Tax, a 4% decline over the previous year

9%

2023 RONA

Who we are

Massy's Financial Services Line of Business consists of two highly strategic operations that enable improved performance among our three core Portfolios. The Remittance Services division is a key foreign exchange earner for the Group while also providing strong returns on invested capital. It is an important partner of the Integrated Retail Portfolio and provides a remittance channel for its customers through its partnerships with MoneyGram and Western Union. Massy Finance GFC is an important partner to the Motor & Machines Portfolio, providing financing for customers purchasing vehicles and industrial equipment as a critical component of its business operations. Massy Finance GFC's foreign exchange license permits the Group to purchase foreign currency from third parties, greatly assisting the Group's currency sourcing needs.

Massy Finance Remittances

The Remittance Division has achieved its Financial and Strategic Business performance indicators for FY2023. Revenue growth of 3 percent over the prior year was attributed to the growth of 6 percent in Receive volumes and 12 percent in Send volumes. As an increasing share of Receive transactions originated from online senders at lower fees per transaction. We expanded our agent network with 8 new locations, bringing our total to 110 MoneyGram and 9 Western Union locations regionally. Our achievements through strategic planning, diligent execution, and the dedication of the entire division teams enabled us to succeed in Trinidad, Guyana, Barbados, Saint Lucia, and St. Vincent. Overall, customer Net Promoter Score (NPS) increased, indicative of our commitment to providing unparalleled value to our customers and agents.

As more remittance transactions are expected to be conducted through digital media, Massy Remittances has adopted a strategic imperative to acquire digital transaction capabilities. Our digital transformation journey has yielded significant progress, culminating in obtaining the E-Money License for Massycard (Barbados) Limited. Our efforts to upgrade infrastructure, embrace digital solutions, and prioritise customer experience have laid a strong foundation for future growth. We remain committed to delivering innovative digital products and services that provide enhanced convenience, security, and accessibility to our customers.

We are confident that our unwavering commitment to excellence, our strategic vision for digital transformation, and the team's dedication will propel the remittance division to new heights. The positive momentum will continue in the new financial year as we strive to improve our Foreign Exchange (FX) contribution to the group while maintaining our existing customers and increasing market share.

Massy Finance GFC

During the Financial Year 2023, Massy Finance GFC (MFGFC) continued on a path of commendable performance as it furthered its activities geared towards Group Enablement in the provision of financial solutions to the core industry portfolios and sourcing FX for the Group.

During 2023, MFGFC embarked on a transformation programme to become a technology enabled business, leveraging automation to drive a distinctive customer experience. The InstaLoan lending product has proven to be a resounding success, in terms of its entry into the digital lending space while meeting the unsecured borrower needs existing in the consumer credit arena. In its inaugural year, the InstaLoan portfolio has delivered favourable risk-adjusted returns. Success in this arena will be transferred to the car lending business in the future.

In 2023, the Company also enhanced its capacity with the addition of talent and a greater focus on Corporate Governance, Risk Management, Policy Implementation and Operating Procedures. Going forward MFGFC is in pursuit of a Digitisation and Information Technology transformation that is anticipated to yield a superior customer experience across all segments. Strategic focus will be placed on:

1 Supply of FX to the Group;
2 Growing traditional asset finance business with digital products;
3 Growing the InstaLoan portfolio; and
4 Maintaining the investment portfolio and Treasury support for the Group.

People & Culture

It has been a joy to be here, at Massy, for Our100, and to be able to share how we have celebrated our history and strengthened the foundations for the future. We are a Group that thrives on constant evolution. We are proud that we have been able to confront the ever-changing global landscape with transparency and accountability, maintaining the values that have made our success possible.

We entered our 100th year with a new vision: A Global Force for Good, an Investment Holding Company with a Caribbean Heart. Over the course of the past 12 months, we have been blown away by the impact and energy that has been unleashed by foregrounding that “Caribbean Heart”. In a world divided by differences, we feel confident in stepping forward to present our case for the power of collective authenticity; for the impact that is possible when we empower our people to stand up proudly and share their resilience, their warmth, and their boundless optimism with everyone they encounter.


MASSY
OUR
100

Replicating the Caribbean Heart

Currently the Massy family is over 13,000 strong, spread across 8 countries, and as we pursue our vision of Global Expansion, we have started capturing what it means to operate with a Caribbean Heart; the openness and warmth coupled with the strength and determination of character that enables us to celebrate and find joy even in the face of adversity.

In a rapidly changing world, we know that we don't have all the answers, but we do know that the way we choose to lead is vital to our success. We have embedded a human-centered process for listening, sharing, and iterating, which we know creates a space of innovation and trust, into all our people practices, from executive training to employee initiatives to celebrations and commemorations. This has truly transformed the way we operate.

As we continue to increase our sphere of influence in the pursuit of our global vision, the People & Culture team is supporting our Portfolios through a host of efforts including skills development and career-pathing support, wellness programmes and health initiatives, ethics, and standards training, and more. Our annual OneHR conference, which brings together People & Culture professionals from across the Group has allowed us to strengthen our connections and share best-practices as our portfolios grow into their autonomous operations.

A Force of Nurture

From its genesis in offering programmes to build the "listening muscle" in our executives, the momentum continues to build at the Massy Learning Institute (MLI). We offer programmes to leaders at all levels who want to grow and be relevant in the turbulent changing world. MLI is intended to foster a culture of lifelong learning, to create new opportunities for our team and greater impact for our communities. We believe that learning is the fuel that powers our journey. It allows us to explore new horizons, overcome challenges, and create value that reaches well beyond our businesses.

We help to embed the Massy leadership approach across the Group by providing early integration opportunities for leaders in new acquisitions and by enabling cross-business conversations that allow learnings to flow both ways. This year we completed more than 60,000 hours of leadership training for leaders across the Group in our three flagship programmes – Expectations of Massy Leaders, Listen Like a Leader and Emotional Intellegence. We are also purposeful in the way we manage transitions during the process of divestments. We strive to ensure our offerings are empowering and transformative, and as a result many of our Massy "alumni" return to us asking that we share our approach within their new organisations.

"Our values have been shaped by the people who have served and led Massy over the past 100 years. Our values and People have built a strong foundation, and it is on this base that we will shape our future. Clarity on what we expect of our Leaders to ensure people-centred, values-driven leadership is key to the future success and resilience of Massy."

Julie Avey
Executive Vice President People & Culture

"What we're seeking to create, across Massy and indeed across the region, is a learning culture. Shifting mindsets, shifting approaches to learning – in a fast-paced environment, that's how you don't get left behind. At the end of the day, we are providing tools for life."

Audra Mitchell
Vice President Group Learning & Development & General Manager Massy Learning Institute

Leadership across our region is evolving and we are committed to being a part of this positive growth. We are proud to provide corporate training for leading entities such as Nestle, Republic Bank Limited, the Arthur Lok Jack Global School of Business and the Central Bank of Trinidad and Tobago. For us, this is one of the most powerful ways in which we can enact our vision. As a global force for good, we see this as an opportunity to create meaningful connections and to help drive progress by helping fellow organisations along their own journeys of development.

In keeping with our resolve to honor and celebrate the diversity of everyone we serve, we strive to keep our offerings accessible to all audiences. These efforts range from making our own programmes available in Spanish or through facilitating training programmes for the hearing-impaired on behalf of an international conglomerate – a truly exciting opportunity that we believe we can extend into additional offerings for our Massy employees.

Holistic Wellbeing and the Healing Organisation

We have made a commitment to journey towards becoming a healing organisation. By emphasising our values of Love and Care – love for self, love for others, care for self, care for others – we are building a happier, healthier workforce with a strong, sturdy Caribbean Heart.

Bringing the vibes from Jamaica

Massy Distribution shared the story behind the work that they've been doing to build employee engagement with the participants at our OneHR conference

> "From active service to retirement, we strive to provide unwavering support and comfort to all employees because everybody matters. We are all precious beings. As an organisation that cares, we're creating a masterpiece through nurturing an environment that fosters a healthy Caribbean heart in a holistic way. We are the oxygen for the Caribbean heart."
>
> **Amanda McMillan**
> **Vice President Group Wellness & Benefits**

Through the efforts of our Wellness and Benefits team, the focus has shifted to emphasising self-care, wellbeing, and preventative care. Our Group has worked hard to dispel stigmas – from the importance of time away from the office to accessing key mental health services when needed – to create a safe environment for every employee to be healthy and whole.

We know that we must consider all the dimensions of wellbeing – physical, emotional, social, occupational, and financial – and ensure our people have the access they need to the tools to help them thrive. To this end we are partnering with Virgin Pulse to launch the Massy Resource Center in early 2024, to provide another layer of care and support to enhance our existing Employee Assistance Programme. All employees across the Group will be able to create their own custom profiles, using a platform available in multiple languages, and access a wide range of resources to enable their wellness journeys.

In 2023, we made strides in the further rolling out of preventative care and saw where a practice of annual checks and screenings aimed at early detection could make a positive impact on the reduction of Noncommunicable Diseases (NCDs) and other illnesses across our employee base. We ensure that all employees are aware of and educated on their options for preventative care, and we are pleased to report noticeable increases in uptake in annual checks and screenings in Trinidad and Tobago and Barbados. We have supported the Human Resources (HR) teams in all territories to ensure that they are

Shopping the Nudge stall

Guests at Reconnect Barbados were amazed at the locally produced products on display from the Nudge entrepreneurs

equipped with the tools they need to bolster the self-care needs of their organisations. We have also established strong connections with regional Non-Governmental Organisations (NGOs) for hotlines and other support.

Celebrating our Legacy

Our century of impact is best represented in the lives we've uplifted, the employees we've inspired, and the communities we've strengthened. With this in mind, we incorporated our human-centred process approach into the preparations for Our100, putting the power in the hands of our people to shape the ways in which they chose to celebrate, and to spearhead the events and activities that would be most meaningful and significant to them and their communities. After all, the world knows that we in the Caribbean celebrate like no one else!

The result was dozens of mindfully planned and executed events across the region, starting with a collective day of commemoration on February 1, 2023, and continuing throughout the year with volunteer drives, customer appreciation days and employee-driven celebrations, captured and shared across social media and on the Message Wall of the Our100 microsite.

Always lots to talk about

Catching up with old friends at Reconnect Trinidad & Tobago

We were delighted, as part of our "Our100" centennial celebrations, to hold two major "Reconnect" events for Massy retirees in Trinidad and Tobago and Barbados, days filled with fun, food, music, laughter, and wonderful memories. We welcomed nearly 1600 retired team members from businesses all across the Group, including a special few who were close to celebrating centennials of their own! Celebrating our retirees in this way created a huge sense of pride and belonging, building a bridge between current and past Massy employees, and giving them a unique window into our shared history.

As part of our Reconnect events we were especially thrilled to include products from Nudge Caribbean entrepreneurs in the tokens of appreciation that we presented to our retirees. With support from the Group, Nudge has grown to serve a community of nearly 200 entrepreneurs across the Eastern Caribbean and has established itself as a Social Innovation Hub. You can discover more about Nudge in this year's Social Responsibilities Report (SRR).

We believe that the Group's success should be everyone's success, and a central initiative in marking our centennial was making a commitment to ensure that every employee will have the opportunity to become a vested owner in Massy. While we have for many years offered an Employee Share Ownership Programme to employees in Trinidad and Tobago, this year our Jamaica-based employees also became shareholders via a gift to each employee of Massy shares as part of their centennial celebrations. Work is ongoing to determine how we structure programmes to extend the opportunity for share ownership to all Massy employees.

Forces for Good – Celebrating Our 100 by Starting a New Movement

Giving back and seeking out opportunities to support our communities is embedded deeply within our DNA. As part of our centennial celebrations, we wanted to find a uniquely Massy way of involving our people in this process, and so the Forces for Good project was born.

We were delighted and inspired by the nominations our employees made when invited to suggest causes to receive grants as part of Our100. It was incredible to see the level of engagement from our people and the genuine excitement that many of them felt to be able to effect change in communities that mean so much to them. (more information in our SRR report)

Stepping into the Future with Confidence

In a turbulent and rapidly evolving global landscape we understand that the private sector has a vital role to play in facilitating sustainable development and creating prosperity in the societies within which we operate. We acknowledge this responsibility, but even more than that, we are energised and eager for the opportunity to engage, to empower and to enact lasting, meaningful change.

As the world wrestles with thorny problems like climate change, we gathered with the Board, senior executives and thought partners to work on how Environmental, Social, and Governance (ESG) fits in our commitment to C.A.R.E. [see Message from our Group CEO] We know that ticking a box will not be the solution. As our people and businesses continue to evolve, the pillars of environmental and social sustainability and good corporate governance that are established now will provide our foundation for the next hundred years.

One thing that will not change is our commitment to Business Integrity. We believe that a deeply embedded culture of integrity is key to Massy's vision of being A Global Force for Good. Honesty and Integrity, which are Massy values, require deliberate action, communication, and empathy. How we do what we do matters and maintaining that strong culture of integrity rewards us with great trust from our stakeholders.

We keep our word to our business partners, vendors, and employees. **We take seriously our responsibility to uphold Massy's century-long reputation for conducting business with honesty, integrity, and respect across the Caribbean and beyond.** We hire for it. We train for it. We retain it. We're recognised for it, and our leaders show up every day with the core mission to embody our values.

Diversity is an integral part of our story, as it is a part of the Caribbean story; but more than this, it is a cornerstone of our success. We truly believe that we are fundamentally made better through the unique gifts and skills that each individual brings to the collective table. We actively seek partners and people from a constellation of cultures and communities across the region, and we're committed to championing diversity as we expand. Embracing and honouring the cultures of the communities we serve is a great source of motivation and empowerment to our team, and we believe that the beauty and diversity of our Caribbean Heart is a winning formula.

Forces for Good

It was incredible to see the level of engagement from our people and the genuine excitement that they felt to be able to help causes that are important to them

Sustainability and Corporate Governance Report

Our Commitment to Good Governance and Creating Long-Term Sustainable Value

The Board of Directors and Executives of Massy Holdings Ltd. ("Massy Holdings" / "the Company") are committed to the highest global standards of corporate governance and continue to strive to ensure sustainable growth, underpinned by a clear purpose which unites the Massy Group - A Global Force for Good, Creating Value, Transforming Life.

Sustainability

This year, at the Massy Group, we began our journey to formalise our sustainability strategy and found that there was real potential to build a distinctive, differentiated, coherent sustainability strategy for the Massy Group that resonates with us. When we began this journey, we underscored the importance of ensuring that our 'formalisation', although influenced in part, by the Environmental, Social and Governance ("ESG") movement, did not lead us on a path of mere compliance but rather ensured that we continue to be a conscious company - a journey that we aspired to and started over a decade ago.

As our people and businesses continue to evolve, we see our journey to continued good governance and our aspiration of being a conscious organisation also evolve, to becoming a healing organization; a business that alleviates suffering and elevates compassion and caring while delivering on extraordinary performance. We intend that the pillars of sustainability and governance that are established now, will set a platform for the next hundred years ... a platform that would create value and enhance life for our employees, customers, investors, communities and the planet for many generations to come.

Governance

The Board is committed to ensuring that the Company acts ethically and responsibly with honesty and integrity, and in a manner consistent with the legitimate interests of its Stakeholders. The 'formalisation of sustainability' therefore included incorporating ESG into the Company's governance framework and last year, the Company's Board Charter and Corporate Governance Code were revised to include appropriate ESG oversight by the Board. The Governance, Nominations and Remuneration Committee ("GNRC") then discussed the specific oversight that each of the Board's respective Committees would have on relevant ESG matters which would be built into the respective Committee Charters.

Also key to our governance culture are our Business Integrity programmes; 'Speak Up' (Whistleblower), Anti-Bribery and Corruption, and Conflict of Interests, which are all underpinned by our Group's Code of Ethics. Honesty and Integrity, which is a Massy value, requires deliberate reinforcement through constant and consistent communication and example. How we do what we do, matters and maintaining our strong culture of integrity rewards us with great trust from our Stakeholders.

Environment

As a business that's been around for 100 years, we know how important it is to look to the future. We know that caring about our impact on the planet today and in the future is good businesses. Throughout the Massy Group most of our businesses have their own initiatives which aim to contribute to waste and pollution reduction for the planet. This year, we started the work to gather

"Massy's journey to good governance was and is a journey to humanity. We turned away from a culture of 'command and control' to become a conscious Group of Companies and now, we aspire to become a healing organisation – rehabilitating, acting from our core values including love and care, ensuring accountability in hand with compassion, and delivering extraordinary performance. It has become a journey of purpose and of who we are as Massy."

Wendy Kerry, Senior Vice President Corporate Governance & Corporate Secretary

data to measure the impact of our initiatives and develop baselines from which we can reduce our carbon footprint, and optimise our energy consumption across our Portfolios and territories within which we operate. We are cognisant that on our own, we may not significantly reduce global warming or stymie the effects of climate change, but we are committed to doing our part in managing our impact on the environment and being true to who we say we are – A Global Force for Good.

Another area where we are working on having a greater impact is the use of plastics. Although packaging and plastics do an important job, it should never find its way into the environment. Packaging does protect our products and reduces food wastage and so, across the Group we have implemented various initiatives to either remove, reduce, reuse, or replace plastics or to reduce wastage. We remove where we can, reduce where we cannot, reuse more of it and recycle the rest. This is a continuous work in progress, and we are committed to getting better at it and at measuring our impact

Social

The Massy Group has a long history of social contribution. We are committed and focused on our employees' overall health and well-being and the Group has over the years introduced and continued various initiatives to support in this area. Over the past year, initiatives included; 'preventative care', education and awareness programmes through the Massy Learning Institute, 'listening sessions' and 'healing workshops'. We listen to our people, what they need, what impacts on their quality of life and what they see as valuable support for their wellness and by extension, their families.

We are also focused on our aspirations of equality and representation and in doing so, we focus on attracting, developing, and retaining diverse talent. The data we have examined thus far across the Group shows that in some parts of the Group, we are strong in gender diversity, but in other parts we have some work to do.

Our Group believes in doing the right thing by and for our communities. Our remarkable people take action that makes a big difference on some of the most pressing causes in many parts of the territories within which we operate. This hundredth year, even more than years before, Massy's work in the community, makes our colleagues proud to work for Massy. Initiatives that impact our society such as: 'Nudge Caribbean' help small local entrepreneurs by providing business coaching and mentoring from our Executives, as well as space in selected Massy Stores to distribute their products. Nudge's mission is to revolutionise the small business landscape by proving what can happen when small businesses are given a chance to thrive.

'Reconnect' is an event where we hosted hundreds of retirees of Massy companies in Trinidad & Tobago and Barbados for a day of fun, food and lots of laughter. We honour and care for the elderly and considered it important to thank the people who have built the Massy that we have inherited today.

Our 'Forces for Good' initiative was created this year to help our employees positively impact their communities. To celebrate 100 years of Massy, we invited our Massy family to select personally meaningful community projects being supported by charitable organizations and apply for grants to further their mission and goals.

The work described above is in addition to the good work done by the Massy Foundation, across various territories. From its inception in 1979, the Foundation in Trinidad has focused on poverty alleviation, and the relief of suffering and distress for disadvantaged persons. The Foundation's focus, when created, was to assist in the functionality of Non-Governmental Organisations (NGOs), schools and religious bodies and its scope has now expanded to include nation-building and sustainability by focusing on:

- Youth
- Education
- Arts & Culture
- Sport
- Health & Wellness
- Community Development, and
- Employee Engagement

Corporate Governance

Application of the Trinidad and Tobago Corporate Governance Code, the Jamaica Stock Exchange Private Sector Organisation Code on Corporate Governance and Massy Holdings Ltd.'s Corporate Governance Code

As a company with public accountability, Massy continues to apply the Principles and Recommendations of the Trinidad and Tobago Corporate Governance Code, the Jamaica Stock Exchange Private Sector Organisation Code, as well as, elements of other global codes and best practices, as outlined in this report. We, at Massy, have developed our own internal Corporate Governance Code, that combines regional, international and relevant principles and best practices that apply to the Company and its Subsidiaries.

Our Governance Framework - Our Board and its Committees

The Group is led by the Massy Holdings Board and its Committees, which provide direction and structure for responsible and effective decision-making to support the Group's purpose and strategic objectives. This framework is articulated through the Company's Board and Committee Charters, which are annually reviewed.

The Board's Charter, Committee Charters, Director Independence Policy and Corporate Governance Code can be found on our website at www.massygroup.com

Having an effective corporate governance framework is very important to us at Massy – it helps the Board to deliver the Group's strategy and it supports long-term sustainable growth while operating within a framework of effective controls. The Board has a Delegation of Authority in place to ensure that it has the appropriate level of oversight for matters that are material to the Group. The Board has also established a risk management framework to manage and report the risks we face as a business. Efficient internal reporting, effective internal controls and oversight of current and emerging risks are embedded into the Company's processes, which align to our Purpose, Vision and Values. The Board, with the support of its Committees, places great importance on ensuring that we achieve a high level of governance across the Group

Our Company's Board of Directors

Key Areas of Oversight

The Board's main areas of focus are; governance, ESG, strategy, operational and financial performance, risk management and stakeholder relations. In addition to its general oversight of Management, the Board among other things is responsible for:

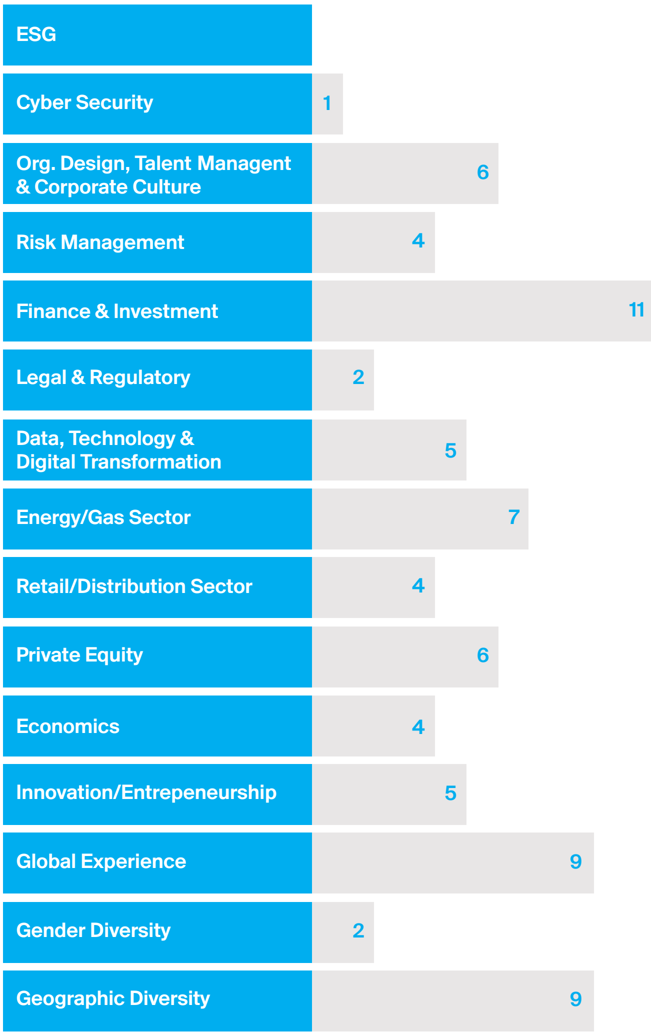
- Corporate Governance across the Group and ensuring that appropriate policies, processes and standards are effectively in place to support the business;
- Annually reviewing the Board and its Committees' Charters and ensuring their relevance in line with applicable governance and legal standards;
- Selecting, evaluating and compensating the Group Chief Executive Officer ("Group CEO") and overseeing Group CEO succession planning;
- Ensuring that appropriate succession plans are in place for Senior/Executive Management;
- Reviewing, monitoring and where appropriate, approving fundamental financial and business strategies and major corporate actions;
- Approving major investments;
- Assessing the major risks facing the Company and the Group and ensuring that appropriate strategies for their mitigation are implemented;
- Ensuring that processes are in place for maintaining the sustainability and integrity of the Company, the integrity of the financial statements and compliance with all laws and ethical standards of business; and
- Promoting a culture that is in line with the Company's purpose and core values.

The Board is supported by the Corporate Secretary, who assists the Chairman and the Board in driving and maintaining the highest standards of corporate governance. This includes ensuring good information flows within the Board and its Committees, as well as facilitating the induction, training and professional development of Directors. The Corporate Secretary provides independent, impartial advice to the Board on issues of process and governance and all Directors have access to the Corporate Secretary.

Board Structure, Composition and Succession Planning

The Company is led by an effective and competent Board that brings together their wide range of experience, qualifications, skills and values in supporting the strategic goals of the Company and

Our Board's Skill, Experience & Diversity Composition



Dig 1. Board Composition by Qualification, Experience, Skills, and Diversity
Numbers represent number of Directors

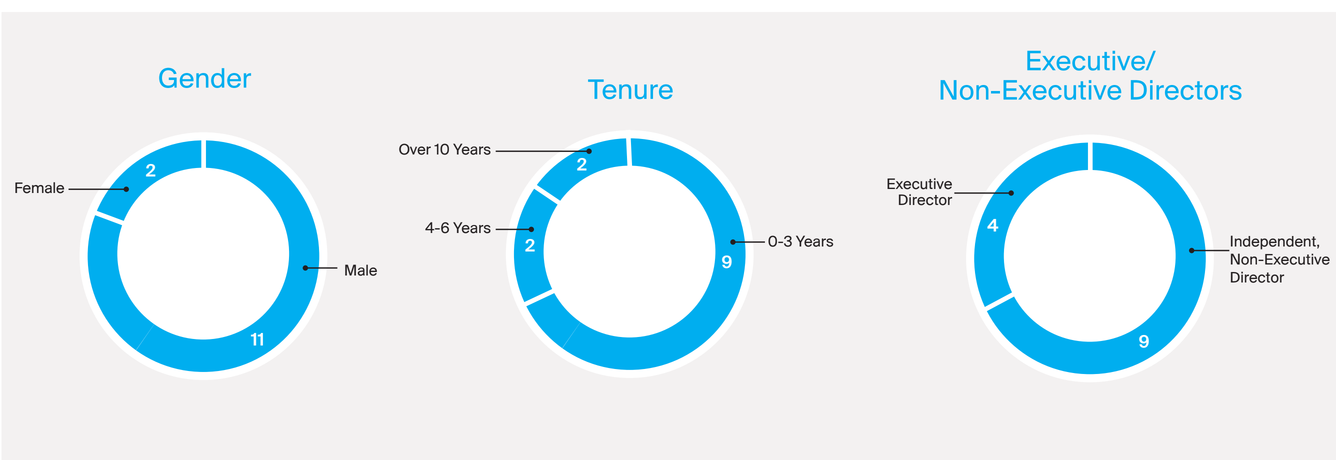
in ensuring value creation for all Stakeholders. The Board and the GNRC regularly review the 'Director Skills Matrix' as part of its on-going board refreshment and succession planning, to ensure that the Board and its Committees have the necessary skills, expertise and cognitive diversity to sustainably deliver on its strategic purpose.

In accordance with the Company's Articles of Continuance, as at September 30, 2023, the Board was comprised of 13 Directors; nine of whom were Independent, Non-Executive Directors and four of whom were Executive Directors. During this period under review, Mr. Robert Bermudez retired as an Independent Director and Chairman effective May 11, 2023 and Mr. Robert Riley was appointed as Chairman of the Board effective May 12, 2023. The following changes also took place in the Board directorate:

- Mr. Nigel Edwards was appointed as an Independent Director effective December 8, 2022; and
- Mr. James McLetchie was appointed as an Executive Director effective August 15, 2023.

Directors David Affonso, Nigel Edwards, Patrick Hylton, Luisa Lafaurie Rivera and Robert Riley will offer themselves for either election or re-election at the upcoming Annual General Meeting on December 18, 2023.

Board Composition



Dig 2. Board Composition by Gender

Dig 3. Board Composition by Tenure

Dig 4. Board Composition by Executive/ Non-Executive Directors

Director Tenure, Performance Management and Board Refreshment

In accordance with the Company's By-laws, Directors are elected for terms not exceeding three years. When nearing the expiration of those terms, the performance of those Directors who are expected to retire on rotation, is reviewed by the GNRC, prior to a recommendation being made regarding his/her nomination for re-election. The Director peer evaluation tool is a key feedback mechanism and is further supported by performance conversations which are held between the Chairman and the Directors retiring on rotation.

The composition of the Board is also a key consideration prior to nomination for re-election and as such, Director succession is managed through a rigorous and formal process where significant consideration is given to the strategic direction of the Company for Board refreshment or when vacancies arise.

In the coming year, the Board intends to further enhance and modernise the Director recruitment and nomination process by proactively engaging with significant Shareholders (holding more than 5 percent of the issued and outstanding shares in the Company) regarding any recommendations for director candidates.

Director On-Boarding, Training and On-going Education

New Directors participate in the Company's on-boarding programme upon joining the Board which among other things, provides them with a formal introduction to the Company and its businesses through meetings with key persons, provision of relevant information and specific training programs such as 'Expectations of a Massy Leader'. The on-boarding process is mapped for a period of between six months to a year and is reviewed and updated to ensure its relevance in supporting individual Directors to fulfil their duties and responsibilities. For the period under review, a 3-year training plan was developed and implemented to bring structure to the ongoing education and training of directors. The suite of training and learning programs are reviewed on an on-going basis and includes a mix of mandatory and discretionary internal and external programs, accredited directors' programs as well as presentations by industry subject matter experts.

Director Independence

Independent Non-Executive Directors make up the majority on the Company's Board. Director independence is reviewed annually against the criteria outlined in the Company's Director Independence Policy, which policy, is also reviewed annually. A review of Directors' Annual Declarations of Interests to the Company, remains a key element in this process, as the Board keeps under review, whether there are relationships or circumstances which are likely to affect, or could appear to affect a Director's independence or impact a Director in fulfilling their duties to the Company. This year, the Board determined that each Non-Executive Director was independent in character and judgement, committed sufficient time and energy to the role and continued to make a valuable contribution to the Board and its Committees.

Both the Audit and Risk Committee (ARC) and the GNRC are led by independent Directors. Annual Declarations of independent Portfolio Directors were also reviewed to ensure independent oversight at the Portfolio level.

Board, Committee and Director Effectiveness

The Board performs an annual self-assessment of its performance, its Committees' performance and the performance of Directors due to retire on rotation. On a triennial basis, in order to add independence and rigour to the process, the Board retains an external firm to conduct an independent board evaluation. The

During this financial year, various Directors participated in the following training courses/programmes:

ORGANISATION/FACILITATOR	PROGRAMME/TOPIC
Massy Learning Institute	Expectations of a Massy Leader
Corporate Governance Institute	ESG for Directors Certificate Programme
Office of the Corporate Secretary	ESG Teardown and Summit

Board considers these reviews useful opportunities for Directors to reflect on their collective and individual effectiveness and to consider where improvements can be made.

The Board evaluated the performance of the Directors who will be retiring on rotation at the Annual Meeting of Shareholders on December 18, 2023, and also, reviewed the action plan arising from the triennial independent Board evaluation facilitated by Egon Zehnder in the 2021/2022 Financial Year. Issues which were discussed, reviewed, addressed and clarified included; defining the Board's approach to ESG, strengthening of the risk monitoring model, improvement in Board dynamics and talent planning and development through continued education. Internal Board and Committee Evaluations were conducted during the 2022/2023 financial year and the results/feedback of these evaluations will form the basis of the development of the 2023/2024 action plan to enhance Board and Committee effectiveness.

Director Remuneration

Remuneration for Independent, Non-Executive Directors is determined by the Board, on the recommendation of the GNRC. In determining appropriate remuneration levels, the GNRC considers, among other things, the time commitments and responsibilities required by Directors and benchmarks the Massy Holdings' Board fees against peers in other publicly traded companies. The review of Directors fees takes place on a triennial basis. The total Board and Committee remuneration paid to Massy Holding's Independent Directors for the financial year 2022-2023 were as follows:

- Board TT $3,420,000
- ARC TT $320,000
- GNRC TT $180,000

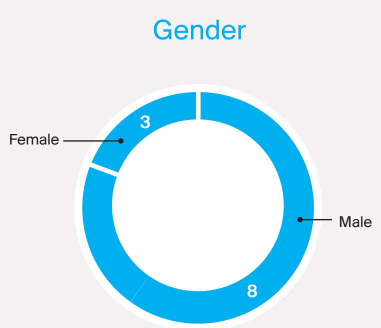
Executive Remuneration

There is a formal review and decision-making process for compensating Executives which is mirrored across the Group. Incentives for Executives are linked to Massy's purpose and strategic priorities and further, short terms results are balanced with long-term sustainability objectives which considers the impact to all stakeholders. Executive Scorecards are established at the start of the financial year and are aligned with the Group's strategies around both the financial and non-financial performance of the Group. Targets are established around the financial performance of the Group and also around employees, customers, and communities.

The GNRC will continue to have effective oversight that ensures:

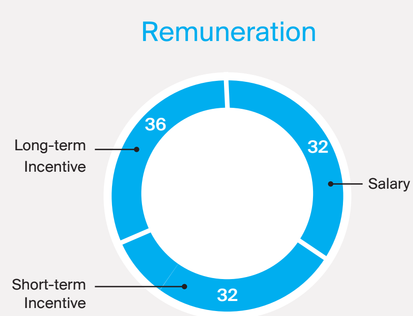
- The application of pay principles which are applicable to all across the Group and, in particular, the principle that remuneration should support the delivery of the Group's purpose;
- The alignment with, and incentivise the delivery of, the Group's strategy;
- The fostering of performance in line with the Group's culture, values and behaviours;
- The alignment with emerging best practice;
- The motivation of Executive talent;
- The success of the Company for the benefit of key Stakeholders; and
- The evolution of the Company's remuneration philosophy and policy.

Executive Composition



Numbers represent number of Senior Officers

Dig 5. Executive Management Composition by Gender



Percentage represents percentage of total compensation

Dig 6. Executive Management Remuneration Composition

Board of Directors Meetings

The Board of Directors held eight Meetings during the period October 1, 2022, to September 30, 2023 one of which was a special meeting. The two-day Meetings held in April and September were 'Strategy' and 'Operationalising Strategy and Purpose' (formerly Budget) Meetings, respectively.

	Special Meeting November 1, 2022	November 23, 2022	December 7, 2022	February 8, 2023	April 27 & 28, 2023	May 10, 2023	August 9, 2023	September 28 & 29, 2023
Robert Riley Chairman, Non-Executive Director	●	●	●	●	● ●	●	●	● ●
Gervase Warner President & CEO, Executive Director	●	●	●	●	● ●	●	●	● ●
James McLetchie CFO, Executive Director	–	–	–	–	– –	–	–	● ●
Robert Bermudez Non-Executive Director	●	●	●	●	● ●	●	–	– –
David Affonso Executive Director	●	●	●	●	● ●	●	●	● ●
Nigel Edwards Executive Director	–	–	–	●	● ●	●	●	● ●
Marc-Kwesi Farrell Non-Executive Director	●	●	●	●	● ●	●	●	● ●
Patrick Hylton Non-Executive Director	●	●	○	●	● ●	●	●	● ●
Peter Jeewan Non-Executive Director	○	●	●	●	● ●	●	●	● ○
Soraya Khan Non-Executive Director	●	●	●	●	● ●	●	●	● ●
Luisa Lafaurie Rivera Non-Executive Director	●	●	●	●	● ●	●	●	● ●
Suresh Maharaj Non-Executive Director	●	○	●	●	● ●	●	●	● ●
Vaughn Martin Executive Director	●	●	●	●	○ ○	●	●	● ●
Bruce Melizan Non-Executive Director	●	●	●	●	● ●	●	●	● ●

● Present ○ Absent – Not a member of the Board for the period under review

Board Committees

The Board's Committees are key to assisting the Board in effectively discharging its duties and responsibilities. These Committees consider in greater depth and detail, on behalf of the Board, issues relevant to their various Charters, and report to the Board after each meeting. The Board has two constituted committees to support it in the discharge of its duties – the ARC and the GNRC - from which it receives reports on the Committees' work and areas of oversight. Minutes of these Committees' meetings, as well as reports from each Committee Chairperson, are tabled and presented to the Board. A brief overview of the Committees and their work is presented below.

Audit and Risk Committee

The ARC is responsible for making appropriate recommendations for the Board's approval of the financial reporting process, risk management, the system of internal control and the audit process. The Committee's Charter, along with the Group Internal Audit Charter and the Delegation of Authority for Non-Audit Services – provided by the External Auditor, were reconfirmed and approved by the Massy Holdings' Board on the recommendation of the GNRC. Further, several Group Information Technology/ Cybersecurity Policies were confirmed and approved by the Board on the recommendation of the ARC, including the Group Clean Desk Policy, Group Password Policy, and Group Anti-Virus Policy.

ARC Structure and Composition

The ARC is comprised of six Directors, five of whom are Independent, Non-Executive Directors. The ARC Members as at September 30, 2023 were:

- Mr. Peter Jeewan, Chairman
- Mr. Suresh Maharaj
- Mr. Patrick Hylton
- Ms. Soraya Khan
- Mr. Bruce Melizan
- Mr. Gervase Warner, Ex-Officio

The ARC held five meetings during the period October 1, 2022 to September 30, 2023.

	November 7, 2022	November 22, 2022	February 8, 2023	May 10, 2023	August 9, 2023
Peter Jeewan Chairman	●	●	●	●	●
Patrick Hylton	●	●	●	●	●
Soraya Khan	●	●	●	●	●
Suresh Maharaj	○	●	●	●	●
Bruce Melizan	●	●	●	●	●
Gervase Warner Ex Officio	●	●	●	●	●

● Present ○ Absent

Structure and Independence of Internal Audit

The appointed Group Internal Auditor is responsible for the overall Group Internal Audit function and adherence to the International Standards for the Professional Practice of Internal Auditing of The Institute of Internal Auditors. The Group Internal Auditor reports administratively to the Group Chief Executive Officer and functionally to the ARC. Internal Audit has unfettered access to the ARC and the Internal Audit Risk Alignment & Internal Audit Scope was prepared in accordance with the Institute of Internal Auditors methodology.

The ARC is satisfied that the Internal Audit function has been discharged in an objective and transparent manner. Further, the ARC has satisfied itself that the performance of the function is not subject to management's undue influence.

The Board is responsible for the Company's system of internal controls and for reviewing its effectiveness. The ongoing monitoring of the adequacy and effectiveness of the Group's internal control systems is the primary responsibility of Internal Audit. The ARC is satisfied that Management, by approved risk corrective actions, adequately remedied any weaknesses in internal controls highlighted in the internal audit reports.

Risk Governance

Risk Governance consists of the rules and norms that govern how policy is developed and business decisions are made and executed. Risk Governance at Massy is a comprehensive framework that incorporates oversight, documented policies, evaluation frameworks and measurement.

The practice of Enterprise Risk Management ("ERM") at Massy is one of continuous improvement, borrowing from external best in class practices and learning from experience from its own operations. Risk is an ongoing part of operating a business and Massy embraces this, while doing its utmost to properly assess and mitigate risk in order to achieve the best results for all stakeholders in a world with many challenges.

ERM is well established in the corporate culture at Massy; formally integrated into decision making and performance management throughout the Group.

More detail on the Group's management of risk is available in the Corporate Risk Report.

External Audit

The ARC reviewed and approved the External Auditor's approach to and scope of their examination of the financial statements for the 2023 financial year. The Members were satisfied that PricewaterhouseCoopers planned the audit to obtain reasonable assurance that the financial statements were free of material misstatement and presented a fair view of the financial position of the Group as at September 30, 2023, in accordance with International Financial Reporting Standards.

Financial Statements

During 2023, the interim unaudited financial statements were presented to the ARC at its quarterly meetings for review and recommendation for adoption by the Board. The ARC was satisfied that the audited financial statements contained in this Annual Report were complete, consistent with information known to its Members and in conformity with appropriate accounting principles that have been consistently applied.

Governance, Nomination & Remuneration Committee

The objectives of the GNRC are to develop, implement and periodically review standards for corporate governance for the Company and the Massy Group of companies. The GNRC's responsibilities include; reviewing the Board's composition and structure to ensure that it remains effective in achieving the company's strategic objectives, compliance monitoring, review and evaluation of director independence, reviewing key policies, director induction and training, board and committee evaluations and oversight of Executive succession planning and remuneration. The GNRC's Charter was reviewed and reconfirmed by the Board during this period under review.

GNRC Structure and Composition

The GNRC is comprised of four Independent, Non-Executive Directors and as at September 30, 2023 its Members were:

- Ms. Luisa Lafaurie Rivera , Chairwoman
- Mr. Nigel Edwards
- Mr. Marc-Kwesi Farrell
- Mr. Robert Riley, Ex-Officio

Mr. Gervase Warner, President and Group CEO attends all GNRC meetings.

The GNRC held five meetings for the period October 1, 2022, to September 30, 2023.

	November 1, 2022	December 7, 2022	February 2, 2022	May 3, 2023	August 18, 2023
Luisa Lafaurie Rivera Chairwoman	●	●	●	●	●
Nigel Edwards	–	–	–	–	●
Marc-Kwesi Farrell	–	–	–	○	●
Robert Riley Ex Officio	●	●	●	●	●
Robert Bermudez	●	●	●	○	–

● Present ○ Absent – Not a member of the Board for the period under review

Over the financial year 2022/2023, the work of the GNRC included the following:

Governance

- Review of the Massy Holdings Ltd. Corporate Governance Code, Board and Committee Charters, and Director Independence Policy;
- Review of the Executive Compensation Philosophy;
- Review of Board, Committee and Senior Executive succession plans;
- Review of the Board and Committee oversight structure for ESG and defining the Company's approach to ESG;
- Oversight of the Speak Up (Whistle-blower) policy and process;
- Analysis of the results of the triennial Board evaluation and oversight of execution of the action plan to address opportunities to strengthen the Board's effectiveness;
- Review and oversight of the Internal Board and Committee Evaluation;
- Review of changes to the Massy Group Legal Structure;
- Review of Directors' Annual Declarations of Interests and assessment of the independence of the Company's Non-Executive Directors and Non-Executive Portfolio Directors;
- Review and consideration of Senior Officers' Annual Declaration of Interests;
- Oversight for Group appointments to Portfolio Boards; and
- Oversight of the Portfolio and Subsidiary Governance framework.

Nomination

- The continued focus on director succession planning and board refreshment facilitated the addition of one Independent, Non-Executive Director during this financial year;
- Ongoing review and strengthening of the Director on-boarding process;
- The Chairman held performance conversations with Directors retiring on rotation; and
- Development and implementation of the 3-year director training programme and review of director training and on-going learning programmes to ensure relevance and value add.

Remuneration

- Oversight and participation in the 'People Day' assessments of Group Executives' key accomplishments, 'Expectations of Massy Leaders' surveys, and their strengths and development areas;
- Review, rationalisation and strengthening of Executives' contracts, role descriptions and balanced scorecards;
- Review of the Group CEO's and Senior Executives' succession plans with specific focus on leadership vacancies expected to arise in the next three to five years;
- Review and approval of the Long-Term Incentive Plan ("LTIP") for FY 2022 and Eligibility for Awards in FY 2023; and
- Review and approval of the Short- Term Incentive Plan for the Senior Leadership Team for FY 2022.

Portfolio Governance

The Massy Holdings' Board and its Committees maintain oversight of the Group's governance framework which includes, the structure and composition of the Portfolio boards. Each Portfolio is overseen by a parent board, whose members comprise:

- At minimum, 50 percent independent directors – some of whom also serve as Directors on the Massy Holdings Board;
- Group Executives, who were independent of the respective business;
- Independent experts in relevant business areas; and
- Executive directors from in the respective Portfolios.

Independent/Non-Executive Directors are recommended for appointment by the Massy Holdings Board, on the recommendation of the Group Chief Executive Officer, and Portfolio executive directors are recommended for appointment by the Portfolio chairperson. This structure has supported the application of consistent values and standards for corporate governance across the Group, optimised risk management and enhanced the agility in business decision making across the Group.

Loyalty and Independence

The Board conducted its annual review of Non-Executive Directors' and Non-Executive Portfolio Directors' interests and considered each against the requirements outlined in the Director Independence Policy. Further, all director candidates who were due to retire at the end of their three-year rotation, participated in a director peer evaluation which was followed by performance conversations with the Chairman.

Senior Management also disclosed, to the Board, all material interests in any matter directly affecting the Company.

Disclosure and Accountability

The Company continues to maintain an effective disclosure regime and makes quarterly, annual and other material disclosures regarding its performance and activities within the prescribed statutory timeframe. The Company also has a well-established cycle of communication with its various stakeholders to periodically discuss its activities and performance. The Company's Disclosure Policy includes many global standard disclosure practices and is reviewed on a regular basis.

Strengthening Stakeholder Relationships

Engagement with the Company's Shareholders is an essential component in the value added to the Company. This is facilitated through the Company's Chairman, President and Group Chief Executive Officer and Corporate Secretary. The Ninety-Ninth Annual Meeting of Shareholders was again successfully held in a hybrid format which facilitated both the in-person and electronic attendance of Shareholders across various jurisdictions. This Meeting format presented a continued opportunity for greater stakeholder connections as Shareholders were able to question the Board, Senior Management and the Auditors on the resolutions placed before the Meeting as well as on the presentations made relating to the Company's performance and strategic direction.

In addition to the hybrid Annual Meeting, the Company again hosted quarterly online investor presentations made by Massy Executives. These investor presentations do not include any additional statements on current trading performance, nor do they disclose any new, material financial information, but offers investors more in-depth information on the progress being made towards the Company's strategic goals. The slides from the presentations are available on our corporate website.

Directors' Report

The Directors have pleasure in submitting their Report and the Audited Financial Statements for the financial year ended September 30, 2023.

Principal Activities

The main activity is that of a Holding Company.

Financial results for the year	$000's
Profit attributable to shareholders	**764,195**
Dividends paid	**(313,337)**
Profit retained for the year	**450,858**
Other movements on revenue reserves	**(162,346)**
Balance brought forward	**6,370,513**
Retained earnings at end of year	**6,659,025**

Dividends

The Directors declared an interim dividend of 3.15 cents per share and a final dividend of $12.68 per share, making a total dividend of $15.83 per share for the financial year. The final dividend will be paid on or after December 18, 2023, to Shareholders whose names appear on the Register of members of the Company at the close of business on December 8, 2023.

Directors

Pursuant to paragraphs 4.4.1, 4.4.2 and 4.6.1 of By-Law No. 1 of the Company, Messrs. David Affonso, Nigel Edwards, Patrick Hylton, Robert Riley and Mrs. Luisa Lafaurie Rivera retire from the Board by rotation and being eligible offer themselves for either election or re-election until the close of the third Annual Meeting following this appointment.

Directors' and Senior Officers' Interests

These should be read as part of this report.

Auditors

The Auditors, PricewaterhouseCoopers, retire and being eligible offer themselves for re-appointment.

By Order of the Board

Wendy Kerry
Corporate Secretary

November 22, 2023

Directors', Senior Officers' and Connected Parties' Interests

Set out below are the Directors, Senior Officers and their connected parties with interests in the shares of Massy Holdings Ltd. and the holders of the ten (10) largest blocks of shares in the Company as at September 30, 2023.

Directors & Senior Officers	Shareholdings	Connected Parties' Shareholdings
David Affonso	2,638,496	Nil
Nigel Edwards	Nil	Nil
Marc-Kwesi Farrell	Nil	Nil
Patrick Hylton	Nil	Nil
Peter Jeewan	Nil	Nil
Soraya Khan	65,800	Nil
Luisa Lafaurie Rivera	Nil	Nil
Suresh Maharaj	Nil	Nil
Vaughn Martin	4,514,718	Nil
James McLetchie	Nil	Nil
Bruce Melizan	13,620	Nil
Robert Riley	Nil	Nil
Elliot Gervase Warner	24,994,769	Nil
Julie Avey	2,520,308	Nil
Wendy Kerry	1,349,304	Nil
David O'Brien	2,947,600	Nil
Angelique Parisot Potter	3,133,641	Nil
Roger Ramdwar	394,748	Nil
Marc Rostant	893,698	Nil
Alberto Rozo	311,980	Nil

Holders of the Ten (10) Largest Blocks of Shares

Shareholder	Number of Shares as at 30-09-2023
National Insurance Board of Trinidad and Tobago	**396,021,020**
RBC Nominee Services (Caribbean) Limited (formerly RBC/RBTT Nominee Services Limited)	**216,696,215**
Republic Bank Limited	**133,890,548**
RBC Trust (Trinidad and Tobago) Limited (formerly RBC/RBTT Trust Limited)	**111,628,975**
Unit Trust Corporation Financial and Investment Advisory Limited (formerly Unit Trust Financial Services Limited)	**89,204,576**
Kiss Baking Company Limited	**78,659,262**
Trintrust Limited	**64,299,662**
Guardian Life of the Caribbean Limited	**62,639,088**
National Insurance Board (Barbados)	**56,007,440**
First Citizens Depository Services Limited (formerly First Citizens Asset Management Limited)	**50,740,860**

The Company's shares were split 20:1 effective March 11, 2022

Notes

1 The indirect Beneficial Shareholding of Directors and Senior Officers corresponds to the Trinidad & Tobago Stock Exchange Rules (Rule 600) regarding the shareholdings of persons connected to Directors and Senior Officers. It includes the indirect beneficial ownership/control of shares held by; (i) entities that a person owns/controls>50 percent shares, (ii) the Director's/Senior Officer's husband or wife and (iii) the Director's/Senior Officer's minor children.

2 RBC Nominee Services (Caribbean) Limited holds a non-beneficial interest in 216,696,215 shares for the Neal & Massy Employee Stock Ownership Plan.

3 The National Insurance Board Limited holds a substantial interest in the issued share capital of the Company. A substantial interest means one-tenth or more of the issued share capital of the Company.

4 There have been no changes to the Substantial Interests occurring between the end of the Company's financial year and one month prior to the date of the Notice convening the Annual Meeting.

5 There were no beneficial interests attached to any shares in the names of the Directors in the Company's subsidiary companies, such shares being held by the Directors as nominees of the Company or its subsidiaries.

6 At no time during, or at the end of the financial year, were any material contracts or proposed material contracts granted by the Company, or any of its subsidiary companies, to any Director or Proposed Director of the Company.

Management Proxy Circular

Republic of Trinidad and Tobago

The Companies Act, Ch. 81:01
[Section 144]

1 **Name of Company** Massy Holdings Ltd.
Company No. M 4805 (C)

2 Particulars of Meeting

One Hundredth Annual Meeting of Shareholders of the above-named Company to be held at the Ballroom, Hilton Trinidad and Conference Centre, 1B Lady Young Road, Port-of-Spain, Trinidad at 10:00 a.m. on December 18, 2023, in a hybrid format whereby Shareholders may attend and participate in the Meeting either in person or electronically, via a live webcast.

3 Solicitation

It is intended to vote the Proxy solicited hereby (unless the Shareholder directs otherwise) in favour of all resolutions specified therein.

4 Any Director's statement submitted pursuant to Section 76(2)

No statement has been received from any Director pursuant to Section 76(2) of the Companies Act, Ch. 81:01.

5 Any Auditor's statement submitted pursuant to Section 171(1)

No statement has been received from the Auditors of the Company pursuant to Section 171(1) of the Companies Act, Ch. 81:01.

6 Any Shareholder's proposal submitted pursuant to Sections 116(a) and 117(2)

No proposal has been received from any Shareholder pursuant to Sections 116(a) and 117(2) of the Companies Act, Ch. 81:01.

DATE	NAME AND TITLE	SIGNATURE
November 22, 2023	Wendy Kerry Corporate Secretary	

Statement of Management's Responsibilities

Management is responsible for the following:

- Preparing and fairly presenting the accompanying consolidated financial statements of Massy Holdings Ltd. and its subsidiaries (the Group) which comprise the consolidated statement of financial position as at September 30, 2023, the consolidated statements of profit or loss, other comprehensive income, changes in equity and cash flows for the year then ended and a summary of significant accounting policies and other explanatory information;
- Ensuring that the Group keeps proper accounting records;
- Selecting appropriate accounting policies and applying them in a consistent manner;
- Implementing, monitoring and evaluating the system of internal control that assures security of the Group's assets, detection/prevention of fraud, and the achievement of operational efficiencies for the Group;
- Ensuring that the system of internal control operated effectively during the reporting period;
- Producing reliable financial reporting that comply with laws and regulations, including the Companies Act; and
- Using reasonable and prudent judgement in the determination of estimates.

In preparing these audited consolidated financial statements, management utilised the International Financial Reporting Standards, as issued by the International Accounting Standards Board and adopted by the Institute of Chartered Accountants of Trinidad and Tobago. Where International Financial Reporting Standards presented alternative accounting treatments, management chose those considered most appropriate in the circumstances.

Nothing has come to the attention of management to indicate that the Group will not remain a going concern for the next twelve months from the reporting date; or up to the date the accompanying consolidated financial statements have been authorised for issue, if later.

Management affirms that it has carried out its responsibilities as outlined above.

E. Gervase Warner	James McLetchie
Chief Executive Officer	Chief Financial Officer
November 22, 2023	November 22, 2023

Contents

pwc

Independent auditor's report

To the Shareholders of Massy Holdings Ltd.

Report on the audit of the consolidated financial statements

Our opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of Massy Holdings Ltd. (the Company) and its subsidiaries (together 'the Group') as at 30 September 2023, and their consolidated financial performance and their consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards.

What we have audited

The Group's consolidated financial statements comprise:

- the consolidated statement of financial position as at 30 September 2023;
- the consolidated statement of profit or loss for the year then ended;
- the consolidated statement of other comprehensive income for the year then ended;
- the consolidated statement of changes in equity for the year then ended;
- the consolidated statement of cash flows for the year then ended; and
- the notes to the consolidated financial statements, which include significant accounting policies and other explanatory information.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the consolidated financial statements* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Group in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code). We have fulfilled our other ethical responsibilities in accordance with the IESBA Code.

Our audit approach

Overview

- Overall group materiality: $49.1 million, which represents 4% of profit before income tax from continuing operations

The group audit included:

- Full scope audits of five subsidiaries which were deemed to be individually financially significant components, three of which have head offices in Trinidad and Tobago, with the others being located in Barbados and Guyana
- An audit of specific account balances in seven other components

Key audit matters:

- Business combinations
- Goodwill impairment
- Expected credit loss for individually significant trade receivables in default
- Valuation of retirement benefit asset and obligation

Audit scope

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the consolidated financial statements. In particular, we considered where management made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including, among other matters, consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

How we tailored our group audit scope

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the consolidated financial statements as a whole, taking into account the structure of the Group, the accounting processes and controls, and the industries in which the Group operates.

The Group is structured into four main business segments (see note 3 to the consolidated financial statements) and is a consolidation of over 120 separate legal entities. The Group comprises component entities directly held by Massy Holdings Ltd., as well as sub-group components. The following components were deemed to be financially significant and were subject to full scope audits:

- Massy Integrated Retail Ltd. and its subsidiaries;
- Massy Transportation Group Ltd. and its subsidiaries;
- Massy Gas Products Holdings Ltd. and its subsidiaries;
- Massy (Guyana) Ltd. and its subsidiaries; and
- Massy Stores (Barbados) Ltd.

Three of the five significant components were audited by PricewaterhouseCoopers Trinidad and Tobago. In addition, a further seven components were subject to an audit of specific account balances, five of which were audited by PricewaterhouseCoopers Trinidad and Tobago. For all other components, which are within the scope of the Group audit, we used component auditors from PwC network firms and non-PwC firms, who are familiar with the local laws and regulations, to perform this audit work.

Our audit approach (continued)

How we tailored our group audit scope (continued)

For the work performed by all component audit teams (both PwC and non-PwC) operating under our instructions, we determined the level of involvement we needed to have in the audit work at those locations to be satisfied that sufficient audit evidence has been obtained for the purpose of our opinion. We maintained ongoing involvement with the component audit teams throughout the audit including reviews of component working papers.

Materiality

The scope of our audit was influenced by our application of materiality. An audit is designed to obtain reasonable assurance whether the consolidated financial statements are free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the consolidated financial statements.

Based on our professional judgement, we determined certain quantitative thresholds for materiality, including the overall group materiality for the consolidated financial statements as a whole as set out in the table below. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate, on the consolidated financial statements as a whole.

Overall Group materiality	$49.1 million
How we determined it	4% of profit before income tax from continuing operations
Rationale for the materiality benchmark applied	We chose profit before income tax from continuing operations as the benchmark because, in our view, it is the benchmark against which the performance of the Group is most commonly measured by users and is a generally accepted benchmark. We chose 4% which is within a range of acceptable benchmark thresholds.

We agreed with the Audit Committee that we would report to them misstatements identified during our audit above $1.875 million, as well as misstatements below that amount that, in our view, warranted reporting for qualitative reasons.

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matter	How our audit addressed the key audit matter
Business combinations *Refer to notes 2.2 and 34 to the consolidated financial statements for disclosures of related accounting policies and balances.* The Group completed three acquisitions within the Integrated Retail and Gas Products Portfolios for a total purchase consideration of $1,638 million. All acquisitions were for 100% of the issued share capital. On 12 December 2022, the Group acquired Rowe's IGA Group in Jacksonville Florida for $317 million. This was followed by the acquisition of Air Liquide Trinidad & Tobago Limited on 28 January 2023 for $362 million which was subsequently renamed Massy Gas Products Manufacturing (Trinidad) Ltd. On 17 May 2023, the acquisition of I.G.L. (St. Lucia) IBC Limited was completed with purchase consideration of $959 million. The recognition of these acquisitions was determined in accordance with the Group's accounting policy and IFRS 3 - Business Combinations (IFRS 3). Group management, with the assistance of external valuation experts, determined that the fair value of the net identifiable assets was $735 million resulting in goodwill of $903 million being recognised. We focused on this area because of the significance of the transactions as well as the use of significant assumptions and inputs by management in estimating the fair value of the assets acquired, liabilities assumed and resulting goodwill.	Our approach to addressing the matter, with the assistance of our internal and external experts, involved the following procedures, amongst others: • Assessed the Group's business combination accounting policy against the requirements of IFRS 3. • Tested the purchase consideration by agreeing the total purchase consideration to share purchase agreements. • Tested the reasonableness of the valuation assumptions and inputs by: - selecting a sample of identifiable assets acquired and comparing the recorded values to supporting information; - assessing the competence and capabilities of management's experts; - reviewing management's valuation reports and evaluating the reasonableness of the methodology, significant assumptions and inputs used or developing an independent valuation as appropriate; and - making enquiries of management whether there were other identifiable assets not included within the purchase price allocation and independently evaluating management's assertions. • Tested the mathematical accuracy through reperformance of the goodwill calculation. Based on the results of the procedures performed, the assumptions and inputs used by management for acquisition accounting purposes were not unreasonable.

Key audit matter	How our audit addressed the key audit matter
Goodwill impairment *Refer to notes 2.8.1 and 8 to the consolidated financial statements for disclosures of related accounting policies and balances.* As at 30 September 2023, the Group carried a significant amount of goodwill totalling $1,071 million on the consolidated statement of financial position. In line with IAS 36 - Impairment of Assets, management performs an annual impairment assessment of goodwill. The recoverable amount of each cash generating unit (CGU) is calculated as the higher of the value-in-use (VIU) and fair value less costs of disposal (FVLCOD). Management determined the recoverable amount by reference to the VIU which was derived based on a discounted expected cash flow approach and involved the development of a best, worst and base case scenario. Each scenario was assigned a weighting based on management's judgment to derive an expected cash flow for the CGU. These cash flows included areas where management makes significant judgements on certain key inputs, including, in particular, assigned weightings, discount rates and growth rates. We focused on this area because of the significant level of judgment required in arriving at the key assumptions used in management's impairment assessment.	Our approach to addressing the matter, with the assistance of our internal expert, involved the following procedures, amongst others: • obtained an understanding of the methods used by management to perform its goodwill impairment assessment and assessed whether they were in compliance with IAS 36 and, where applicable, whether the methods applied were consistent with the prior year; • assessed the reasonableness of the weighting assigned to each cash flow forecast based on our understanding of the current economic environment, historical results and forward-looking projections; • recalculated the weighted average cost of capital (WACC) used to discount the expected cash flows and evaluated those rates against observable market-based inputs, our knowledge of the economic environment and the risk premium associated with the respective industries and countries; • compared management's projected growth rates to the historical performance of the CGU and to relevant external economic industry data where available; • compared management's future cash flow forecasts used in the impairment assessment to those presented and approved by the Board of Directors as part of the annual budgeting process and strategic plans; • evaluated the reasonableness of the forecasts made by comparing past forecasts to historical results, where available, and by comparing to the current year results of the entity; and • tested the mathematical accuracy of management's impairment calculations. Based on the results of the procedures performed, management's goodwill impairment assessment conclusion was not unreasonable.

Key audit matter	How our audit addressed the key audit matter
Expected credit loss for individually significant trade receivables in default *Refer to notes 2.9.4, 4.a.ii, 11 & 33.1.2 to the consolidated financial statements for disclosures of related accounting policies and balances.* Included in the consolidated statement of financial position are receivables which are in default amounting to $525.6 million at the reporting date, of which trade receivables of $204 million have been individually assessed for impairment and provisioning. The Group applies the simplified approach for trade receivables as permitted by IFRS 9, which requires expected lifetime losses to be recognised from initial recognition of the assets. Customer accounts are grouped together based on shared credit risk characteristics and are aged using a 'provisions matrix'. Scaled loss rates are then calculated based on historical payment profiles. The loss rates are adjusted to incorporate forward-looking information and then applied to the different ageing buckets as of the consolidated statement of financial position date. Management determined that certain trade receivables did not share group credit risk characteristics and consequently they were individually assessed for impairment and provisioning. In order to estimate the expected credit loss on the individually assessed trade receivables, management determines an unbiased and probability-weighted recoverable amount by evaluating cash flows for a range of possible outcomes, taking into account the time value of money as well as reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. We focused on this area, because of the complex and significant judgment required by management over the assessment of the extent and timing of the estimated future cash flows.	Our approach to addressing the matter involved the following procedures, amongst others: • Evaluated the reasonableness of the provision for individually assessed trade receivables which included discussions with management to understand their rationale for the provision, reviewing customer correspondence, payment history and our knowledge of the financial condition of the customers. We also considered balances that were settled subsequent to the year end. • Challenged the timing of management's forecasted cash flows by: - Assessing the quantum and timing of forecasted cashflows against the historical experience with these customers. - Evaluating the reasonableness of the discount rate by reference to market comparables. • Assessed management's approach to determining possible future scenarios by: - Considering events up to the audit report date in our evaluation of management's forecasted cash flows and whether there were any subsequent events that contradicted information used in management's cash flow assessment. - Testing the mathematical accuracy of the computation prepared by management in determining the ECL. Based on the results of the procedures performed, management's provision for the expected credit loss for individually significant trade receivables was not unreasonable.

Key audit matter	How our audit addressed the key audit matter
Valuation of retirement benefit asset and obligation *Refer to notes 2.18.1, 4.a.(vii) and 14 to the consolidated financial statements for disclosures of related accounting policies and balances.* The Group sponsors separate pension plans for its employees in Trinidad and overseas. As at 30 September 2023, the Group had a consolidated net retirement benefit asset of $404 million and a consolidated net retirement benefit obligation of $112 million. Included within the net retirement benefit asset and obligation is the fair value of pension plan assets, the present value of the pension obligation as well as any unutilisable assets. Management utilised external actuaries to perform certain calculations with respect to the estimated pension obligation. These calculations involve the determination of a number of key actuarial assumptions which can have a material impact on the balances reported. The pension assets consist of financial investments held at fair value, which are based on a range of inputs. While many of the inputs can be obtained from readily available observable market prices and rates, certain securities are based on modelled prices as observable market data is limited. In these instances, management is required to make significant judgments due to the complexity in the valuation model estimates resulting in high estimation uncertainty risk. We focused on this area because of the significance of the actuarial assumptions used in determining the pension obligation and the unobservable inputs used in the valuation models of certain securities within the pension assets.	Our approach to addressing the matter, with the assistance of our internal actuarial and valuation experts, involved the following procedures, amongst others: Pension obligation and unutilisable assets: • compared the discount rate used by management to the yield of sovereign bonds of a similar period to retirement; • compared mortality rates to publicly available statistics; • compared salary increases to historical increases, taking into account the current economic climate; • tested the completeness and accuracy of the employee data used in the actuarial calculation on a sample basis by comparing it to personnel files; • assessed the independence, competence and objectivity of the actuaries used by management to calculate the retirement benefit obligations; • performed an independent recalculation of the retirement benefit obligation; and • performed an independent assessment of unutilisable assets in line with IFRIC 14. Pension assets: For investments, which were valued using a valuation model: • evaluated the assumptions, methodologies and models used by the Group; • tested the significant inputs relating to yield, prices and valuation on a sample basis to external sources where available and compared to similar transactions in the marketplace; and • recalculated the valuation for a sample of management's modelled securities. Based on the results of the procedures performed, management's valuation of the retirement benefit asset and obligation was not unreasonable.

Other information

Management is responsible for the other information. The other information comprises the Annual Report (but does not include the consolidated financial statements and our auditor's report thereon).

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

Auditor's responsibilities for the audit of the consolidated financial statements (continued)

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditor's report is Dwayne Rodriguez-Seijas.

PricewaterhouseCoopers

Port of Spain
Trinidad, West Indies
23 November 2023

Consolidated Statement of Financial Position

Expressed in Thousands of Trinidad and Tobago dollars

		As at September 30	
	Notes	2023 $	2022 $
ASSETS			
Non-current assets			
Property, plant and equipment	5	**3,399,878**	2,528,760
Right of use assets	6	**769,990**	769,535
Investment properties	7	**–**	297,821
Goodwill	8	**1,071,282**	168,200
Other intangible assets	9	**116,107**	63,417
Investments in associates and joint ventures	10	**104,014**	140,228
Trade and other receivables	11	**26,472**	822
Financial assets	12	**1,622,259**	1,861,390
Deferred income tax assets	13	**151,629**	133,890
Retirement benefit assets	14	**403,635**	416,840
		7,665,266	**6,380,903**
Current assets			
Inventories	15	**2,450,402**	2,063,908
Trade and other receivables	11	**2,344,081**	1,854,381
Financial assets	12	**1,406,286**	1,044,797
Statutory deposits with regulators	16	**77,656**	47,654
Cash and cash equivalents	17	**1,289,686**	1,227,119
Assets classified as held for sale	35	**307,473**	79,821
		7,875,584	**6,317,680**
Total assets		**15,540,850**	**12,698,583**
EQUITY			
Capital and reserves attributable to equity holders of the Parent			
Share capital	18	**764,344**	764,344
Retained earnings		**6,659,025**	6,370,513
Other reserves	20	**(21,900)**	(67,903)
		7,401,469	7,066,954
Non-controlling interests	21	**207,037**	185,829
Total equity		**7,608,506**	**7,252,783**

	Notes	2023 $	2022 $
		As at September 30	
LIABILITIES			
Non-current liabilities			
Borrowings	22	**1,487,613**	1,546,406
Lease liabilities	6	**795,533**	846,518
Trade and other payables	24	**8,045**	2,116
Deferred income tax liabilities	13	**333,683**	224,210
Customers' deposits	23	**262,400**	211,938
Retirement benefit obligations	14	**111,605**	77,715
Provisions for other liabilities and charges		**13,957**	15,689
		3,012,836	**2,924,592**
Current liabilities			
Trade and other payables	24	**1,943,615**	1,713,135
Customers' deposits	23	**604,054**	334,665
Current income tax liabilities		**215,973**	157,432
Borrowings	22	**2,002,927**	239,822
Lease liabilities	6	**142,399**	76,154
Liabilities classified as held for sale	34	**10,540**	–
		4,919,508	**2,521,208**
Total liabilities		**7,932,344**	**5,445,800**
Total equity and liabilities		**15,540,850**	**12,698,583**

The notes on pages 121 to 207 are an integral part of these consolidated financial statements.

On November 22, 2023, the Board of Directors of Massy Holdings Ltd. authorised these consolidated financial statements for issue.

Gervase Warner
Director

Peter Jeewan
Director

James McLetchie
Director

Consolidated Statement of Profit or Loss

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

	Notes	2023 $	2022 $
		Year ended September 30	
	35.5		(Restated)
Continuing operations:			
Revenue	3/25	**14,195,284**	**12,326,604**
Operating profit before finance costs and expected credit losses		**1,453,058**	1,101,091
Expected credit losses	25.2	**(59,008)**	(23,504)
Operating profit before finance costs	25	**1,394,050**	1,077,587
Finance cost - net	27	**(168,787)**	(101,412)
Operating profit after finance costs		**1,225,263**	976,175
Share of results of associates and joint ventures	10	**3,792**	18,842
Profit before income tax		**1,229,055**	995,017
Income tax expense	28	**(395,756)**	(305,976)
Profit for the year from continuing operations		**833,299**	689,041
Discontinued operations:			
Gain on sale of discontinued operations	35	–	83,441
(Loss)/Profit after tax from discontinued operations	35	**(20,367)**	85,706
(Loss)/Profit for the year from discontinued operations		**(20,367)**	169,147
Profit for the year		**812,932**	**858,188**
Owners of the Parent:			
Profit for the year from continuing operations		**784,562**	644,782
(Loss)/Profit for the year from discontinued operations	35	**(20,367)**	169,147
		764,195	813,929
Non-controlling interests:			
Profit for the year from continuing operations	21	**48,737**	44,259
Profit attributable to non-controlling interests		**48,737**	44,259
Profit for the year		**812,932**	**858,188**
Earnings per share attributable to the owners of the Parent during the year (expressed in TT$ per share):			
Basic earnings per share			
– from continuing operations	30/35	**39.64**	32.57
– from discontinued operations	30/35	**(1.03)**	8.55
		38.61	**41.12**

The notes on pages 121 to 207 are an integral part of these consolidated financial statements.

Consolidated Statement of Other Comprehensive Income

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

	Year ended September 30	
	2023 $	2022 $
Profit for the year	**812,932**	**858,188**
Total other comprehensive income:		
Items that will not be reclassified to profit or loss		
- remeasurement of defined benefit pension plans	**(37,610)**	(24,587)
	(37,610)	(24,587)
Items that may be subsequently reclassified to profit or loss		
- currency translation differences	**46,226**	(37,262)
- financial assets at fair value through OCI	**(109,062)**	(35,859)
	(62,836)	(73,121)
Other comprehensive loss for the year, net of tax	**(100,446)**	(97,708)
Total comprehensive income for the year	**712,486**	**760,480**
Other comprehensive income for the year attributable to:		
owners of the Parent	**662,756**	715,241
non-controlling interests	**49,730**	45,239
Total comprehensive income for the year	**712,486**	**760,480**
Other comprehensive income for the year attributable to:		
continuing operations	**681,815**	549,897
discontinued operations	**(19,059)**	165,344
Total comprehensive income for the year	**662,756**	**715,241**

The notes on pages 121 to 207 are an integral part of these consolidated financial statements.

Consolidated Statement of Changes in Equity

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

	Notes	Share capital $	Other reserves $	Retained earnings $	Subtotal attributable to equity holders of the Parent $	Non-controlling interest $	Total equity $
Balance at October 1, 2022		**764,344**	**(67,903)**	**6,370,513**	**7,066,954**	**185,829**	**7,252,783**
Profit for the year		–	–	764,195	764,195	48,737	**812,932**
Other comprehensive income/(loss)		–	45,201	(146,640)	(101,439)	993	**(100,446)**
Total comprehensive income for the year		**–**	**45,201**	**617,555**	**662,756**	**49,730**	**712,486**
Other movements:							
- Other reserve movements	20	–	802	(15,706)	(14,904)	(1,680)	**(16,584)**
Transactions with owners:							
- Purchase of non-controlling interest		–	–	–	–	(1,966)	**(1,966)**
- Dividends paid	19	–	–	(313,337)	(313,337)	(24,876)	**(338,213)**
Balance at September 30, 2023		**764,344**	**(21,900)**	**6,659,025**	**7,401,469**	**207,037**	**7,608,506**
Balance at October 1, 2021		**764,344**	**25,075**	**5,878,713**	**6,668,132**	**164,039**	**6,832,171**
Profit for the year		–	–	813,929	813,929	44,259	**858,188**
Other comprehensive (loss)/income		–	(38,298)	(60,390)	(98,688)	980	**(97,708)**
Total comprehensive income for the year		**–**	**(38,298)**	**753,539**	**715,241**	**45,239**	**760,480**
Other movements:							
- Transfer from other reserves	20	–	15,052	(15,052)	–	–	**–**
- Disposal of subsidiaries		–	(61,962)	–	(61,962)	–	**(61,962)**
- Other reserve movements		–	(7,770)	40,324	32,554	(443)	**32,111**
Transactions with owners:							
- Dividends paid	19	–	–	(287,011)	(287,011)	(23,006)	**(310,017)**
Balance at September 30, 2022		**764,344**	**(67,903)**	**6,370,513**	**7,066,954**	**185,829**	**7,252,783**

	Notes	Year ended September 30, 2023	Year ended September 30, 2022
Dividends per share	19	**15.83¢**	15.68 ¢
Dividends paid per share	19	**15.83¢**	14.50¢

The notes on pages 121 to 207 are an integral part of these consolidated financial statements.

Consolidated Statement of Cash Flows

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

		Year ended September 30	
	Notes	2023 $	2022 $
			(Restated)
Cash flows from operating activities			
Profit before income tax from continuing operations		**1,229,055**	995,017
Profit before tax from discontinued operations	35	**(20,348)**	173,248
		1,208,707	1,168,265
Adjustments for:			
Share of results of associates and joint ventures	10	**(3,792)**	(18,842)
Depreciation and impairment of property, plant and equipment	5	**303,254**	228,854
Depreciation and impairment of right-of-use asset	6	**106,799**	91,021
Depreciation and impairment of investment properties	7	**20,733**	2,577
Amortisation of other intangible assets	9	**23,466**	20,980
Unwinding of interest on restoration liability		**295**	214
Gain on disposal of property, plant and equipment		**(32,149)**	(67,472)
Gain on disposal of investment properties		**–**	(6,791)
Gain on disposal of associates		**(30,442)**	–
Gain on disposal of subsidiaries	35	**–**	(83,441)
Expected credit losses/impairment expense on financial instruments		**59,008**	22,278
(Gain)/loss on other financial instruments		**(67)**	16,810
Employee retirement and other benefits		**2,603**	11,035
Profit before changes in working capital		**1,658,415**	**1,385,488**
Changes in working capital:			
Increase in inventories		**(365,538)**	(435,865)
Increase in trade and other receivables		**(512,253)**	(304,333)
Decrease in provisions and other charges		**(23,432)**	(32,743)
Increase in instalment credit		**(154,325)**	(25,005)
Increase in trade and other payables		**229,842**	182,633
Change in statutory deposits		**(30,002)**	(21,011)
Increase in customers' deposits		**319,851**	253,101
Cash generated from operations		**1,122,558**	**1,002,265**
Taxation paid		**(320,161)**	(321,154)
Net cash generated from operating activities		**802,397**	**681,111**

Consolidated Statement of Cash Flows

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

	Notes	2023 $	2022 $ (Restated)
		Year ended September 30	
Cash flows from investing activities			
Proceeds from sale of property, plant and equipment		**66,830**	119,085
Proceeds on sale of investment properties		**109,424**	27,270
Additions to property, plant and equipment	5	**(518,065)**	(700,837)
Additions to investment properties	7	**(3,118)**	(2,179)
Net change in other financial assets excluding instalment credit and other loans	12	**(76,419)**	(1,423,126)
Increase in other investments, other intangibles, non-controlling interests and investments in associates and joint ventures		**(21,972)**	(54,510)
Dividends received from associated companies	10	**13,513**	40,232
Net change in Net Assets reclassified to held for sale	35	**–**	399,995
Acquisition of subsidiaries	34	**(1,615,047)**	(19,585)
Proceeds on sale of associates		**54,813**	–
Proceeds on sale of subsidiaries, net of cash disposed and direct costs	35	**–**	56,529
Net cash used in investing activities		**(1,990,041)**	**(1,557,126)**
Cash flows from financing activities			
Proceeds from borrowings		**3,020,792**	943,705
Principal repayments on borrowings		**(1,362,985)**	(884,652)
Principal repayments on lease liabilities	6	**(91,197)**	(67,728)
Purchase of non-controlling interest		**(1,966)**	–
Dividends paid to company's shareholders	19	**(313,337)**	(287,011)
Dividends paid to non-controlling interests		**(24,876)**	(23,006)
Net cash generated from/(used in) financing activities		**1,226,431**	**(318,692)**
Net increase/(decrease) in cash, cash equivalents		**38,787**	(1,194,707)
Cash, cash equivalents and bank overdrafts at beginning of the year		**1,169,333**	2,362,092
Effect of exchange rate changes on cash and bank overdrafts		**5,723**	1,948
Cash, cash equivalents and bank overdrafts at end of the year		**1,213,843**	**1,169,333**
Cash and short – term funds		**1,292,079**	1,227,119
Bank overdrafts and other short term borrowings		**(78,236)**	(57,786)
		1,213,843	**1,169,333**
The following amounts are included within cash flows from operating activities:			
Interest income		**119,018**	79,609
Dividend income from investments		**554**	2,331
Continuing Operations		**1,289,686**	1,227,119
Reclassified to held for sale		**2,393**	–
		1,292,079	**1,227,119**

The notes on pages 121 to 207 are an integral part of these consolidated financial statements.

Notes to the Consolidated Financial Statements

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

1 General information

Massy Holdings Ltd. (the 'Company'), was incorporated in the Republic of Trinidad and Tobago in 1923. The address of its registered office is 63 Park Street, Port of Spain, Trinidad. The Company and its subsidiaries, (together, the Group) is engaged in trading, service industries and finance in Trinidad and Tobago, the wider Caribbean region and Colombia. The Company has primary listings on the Trinidad and Tobago and Jamaica Stock Exchange.

The principal subsidiaries are listed below with the percentage holding of the parent's (Massy Holdings Ltd.) effective shareholding where there is an intermediary company.

	Country of incorporation	Percentage equity capital held
Motors and Machines		
Massy Transportation Group Ltd.	Trinidad and Tobago	100
Massy Motors Ltd.	Trinidad and Tobago	100
City Motors (1986) Limited	Trinidad and Tobago	100
Massy Machinery Ltd.	Trinidad and Tobago	100
Massy Automotive Components Ltd.	Trinidad and Tobago	100
Massy Motors (Tobago) Ltd.	Trinidad and Tobago	100
Master Serv Limited	Trinidad and Tobago	100
Massy Motors (Guyana) Ltd.	Guyana	93.64
Massy Motors Colombia S.A.S	Colombia	100
Massy Motors Best Auto Ltd.	Trinidad and Tobago	100
Massy Motors & Machines Miami Distribution Inc.	United States of America	100
Financial Services		
Massy Remittance Services (Trinidad) Ltd.	Trinidad and Tobago	100
Massy Remittance Services (SLU) Ltd.	Saint Lucia	100
Massy Finance GFC Ltd.	Trinidad and Tobago	100
Massycard (Barbados) Limited	Barbados	100
Massy Remittance Services (Guyana) Ltd.	Guyana	93.64
Massy Credit Plus Ltd.	Trinidad and Tobago	100
Massy Remittance Services (St. Vincent) Ltd.	St Vincent	100
Gas Products		
Massy Gas Products Holdings Ltd.	Trinidad and Tobago	100
Massy Energy (Trinidad) Ltd.	Trinidad and Tobago	100
Massy Gas Products (Trinidad) Ltd.	Trinidad and Tobago	100
Massy Gas Products (Jamaica) Limited	Jamaica	100
Massy Gas Products (Guyana) Ltd.	Guyana	93.64
Massy Energy Colombia S.A.S.	Colombia	100
Massy Energy Engineered Solutions Ltd.	Trinidad and Tobago	100
Massy Gas Products Manufacturing (Trinidad) Ltd.*	Trinidad and Tobago	100
I.G.L. Limited*	Jamaica	100

Notes to the Consolidated Financial Statements

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

1 General information *(continued)*

	Country of incorporation	Percentage equity capital held
Integrated Retail		
Massy Integrated Retail Ltd.	Trinidad and Tobago	100
Arvee Foodmaster Limited	Trinidad and Tobago	100
Massy Stores (SLU) Ltd.	Saint Lucia	60
Massy Stores (Guyana) Inc.	Guyana	93.64
Massy Stores (Barbados) Ltd.	Barbados	100
Price Low Ltd.	Barbados	100
Massy Stores (SVG) Ltd.	St Vincent	83.33
Massy Distribution (Jamaica) Limited	Jamaica	100
Massy Distribution (Guyana) Inc.	Guyana	93.64
Massy Distribution (Barbados) Ltd.	Barbados	100
Massy Distribution (St. Lucia) Ltd.	Saint Lucia	100
Massy Distribution (USA) Inc.	United States of America	100
Knights Limited	Barbados	99.8
Massy Stores (USA) LLC	United States of America	100
Rowe's IGA, LLC*	United States of America	100
Rowe's IGA II, LLC*	United States of America	100
Rowe's IGA III, LLC*	United States of America	100
Rowe's IGA IV, LLC*	United States of America	100
Rowe's IGA V, LLC*	United States of America	100
Rowe's IGA VII, LLC*	United States of America	100
Rowe's IGA VIII, LLC*	United States of America	100
Corporate Services		
Massy Ltd.	Trinidad and Tobago	100
Massy (Barbados) Ltd.	Barbados	100
Massy (Guyana) Ltd.	Guyana	93.64
The Interregional Reinsurance Company Limited	Cayman Islands	100
Massy Finance (Barbados) Ltd.	Barbados	100

The Group has subsidiaries whose year-ends are not coterminous with September 30, as follows:

	Reporting year end
Massy Motors Colombia S.A.S	December 31
Massy Energy Colombia S.A.S	December 31
Autogalias S.A.S	December 31
Macarena de la Montaña SAS	December 31
Autolux SAS	December 31
Seguros Automontaña Ltda.	December 31
Automontaña S.A.S	December 31
Germania Motors S.A.S	December 31
Auto Orion S.A.S	December 31
Massy Motors Premium S.A.S.	December 31

1 General information *(continued)*

	Reporting year end
Massy Motors Rentals S.A.S	December 31
Mazko S.A.S.	December 31
Massy Motors Costa S.A.S.	December 31
Massy Motors Bogota S.A.S	December 31
Granados Gomez & CIA S.A. Empresa de Servicios Publicos Gas, Gragos S.A. E.S P. (Gragos)	December 31

** reference to note 34 - Business Combinations*

2 Significant accounting policies

The principal accounting policies applied in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

2.1 Basis of preparation

The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS") and International Financial Reporting Interpretations Committee ("IFRIC") interpretations. The consolidated financial statements have been prepared under the historical cost convention as modified by the measurement of certain financial assets at fair value and except for assets held for sale which are measured at fair value less costs to sell.

The preparation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Group's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are disclosed in Note 4.

2.1.1 Standards, amendments and interpretations adopted by the Group

The Group has applied the following amendment for the annual reporting period commencing 1 October 2022:

- Amendment to IFRS 3, "Business Combinations", which updates references to this Conceptual Framework for Financial Reporting and the scope of IAS 37 Provisions, Contingent Liabilities and Contingent Assets and Interpretation 21 Levies. This includes confirmation that contingent assets should not be recognised at the acquisition date.
- Amendment IAS 16, 'Property, Plant and Equipment – Proceeds before Intended Use', prohibits an entity from including in the cost of the item of property, plant and equipment, any proceeds from selling items produced while bringing an asset into the location and condition necessary for it to be capable of operating in the manner intended by management. It also clarifies that an entity is 'testing whether the asset is functioning properly' when it assesses technical and physical performance of the asset. The financial performance of the asset is not relevant to this assessment. Instead, the sales proceeds and associated costs of producing the item, are recognised in the profit or loss.
- Amendment to IAS 37, 'Onerous Contracts – Cost of Fulfilling a Contract', clarifies that the direct costs of fulfilling a contract include both the incremental costs of fulfilling the contract and an allocation of other costs directly related to fulfilling contracts. Before recognising a separate provision for an onerous contract, the entity recognises any impairment loss that has occurred on assets used in fulfilling the contract.
- Annual improvement on IFRS 9, 'Financial Instruments', clarifies which fees should be included in the 10% test for the derecognition of financial assets and liabilities.

Notes to the Consolidated Financial Statements

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

2 Significant accounting policies *(continued)*

2.1 Basis of preparation *(continued)*

2.1.1 Standards, amendments and interpretations adopted by the Group *(continued)*

- Annual improvement on IFRS 16, 'Leases', amends illustrative example 13 to remove the illustration of payments from the lessor relating to leasehold improvements, to remove any confusion about the treatment of lease incentives.

The adoption of these amendments did not have a material impact on the Group.

2.1.2 New standards and interpretations that are not yet effective and not early adopted

The following are new standards and interpretations which have not yet been adopted and are not expected to have a material impact on the Group in the current or future reporting periods and on foreseeable future transactions:

- Amendments to IAS 1, Presentation of financial statements', on classification of liabilities (effective 1 October 2024)
- Narrow scope amendments to IAS 1, Practice statement 2 and IAS 8 (effective October 1, 2023)
- Amendment to IAS 12 – deferred tax related to assets and liabilities arising from a single transaction (effective 1 October 2023)
- IFRS 17, 'Insurance contracts', as amended in December 2021 (effective October 1, 2023).

2.2 Consolidation

2.2.1 Subsidiaries

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

The Group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair value of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.

The Group recognises any non-controlling interest in the acquiree on an acquisition-by-acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the recognised amounts of acquiree's identifiable net assets.

Acquisition-related costs are expensed as incurred.

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is re-measured to fair value at the acquisition date; any gains or losses arising from such re-measurement are recognised in profit or loss.

Any contingent consideration to be transferred by the Group is recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration that is deemed to be an asset or liability is recognised in the statement of profit or loss. Contingent consideration that is classified as equity is not re-measured, and its subsequent settlement is accounted for within equity.

Inter-company transactions, balances and unrealised gains on transactions between Group companies are eliminated. Unrealised losses are also eliminated. When necessary amounts reported by subsidiaries have been adjusted to conform with the Group's accounting policies.

2 Significant accounting policies *(continued)*

2.2 Consolidation *(continued)*

2.2.2 Transactions with non-controlling interests

The Group treats transactions with non-controlling interests as transactions with equity owners of the Group. For purchases from non-controlling interests, the difference between any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

When the Group ceases to have control or significant influence, any retained interest in the entity is remeasured to its fair value, with the change in carrying amount recognised in profit or loss. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

If the ownership interest in an associate is reduced but significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income are reclassified to profit or loss where appropriate.

2.2.3 Associates and Joint ventures

Associates are all entities over which the Group has significant influence but not control or joint control, generally accompanying a shareholding of between 20% and 50% of the voting rights.

Investments in associates are accounted for using the equity method of accounting and are initially recognised at cost. The Group's investment in associates includes goodwill (net of any accumulated impairment loss) identified on acquisition.

The Group's share of its associates' post acquisition profits or losses is recognised in the consolidated statement of profit or loss, and its share of post-acquisition movements in reserves is recognised in reserves. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment. When the Group's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate. Joint ventures are also accounted for using the equity method. The Group discontinues the use of the equity method from the date on which it ceases to have joint control over, or have significant influence in, a jointly controlled entity.

Unrealised gains on transactions between the Group and its associates and joint ventures are eliminated to the extent of the Group's interest in these entities. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

Accounting policies of associates and joint ventures have been changed where necessary to ensure consistency with the policies adopted by the Group.

Dilution gains and losses arising in investments in associates are recognised in the consolidated statement of profit or loss.

2.3 Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The chief operating decision-maker, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the Group Chief Executive Officer who makes strategic decisions.

Notes to the Consolidated Financial Statements

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

2 Significant accounting policies *(continued)*

2.4 Foreign currency translation

2.4.1 Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The consolidated financial statements are presented in Trinidad and Tobago dollars, which is the Group's presentation currency.

2.4.2 Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions.

Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the consolidated statement of profit or loss.

Translation differences on non-monetary financial assets and liabilities, such as equities held at fair value through profit or loss are recognised as part of the fair value gain or loss.

Translation differences on non-monetary items such as equities classified as fair value through consolidated other comprehensive income are treated as though they were carried at amortised cost and recognised in the consolidated statement of profit or loss.

Translation differences on debt securities and other monetary financial assets measured at fair value are included in foreign exchange gains and losses.

Translation differences on a monetary item designated as a hedging instrument in a cash flow hedge, to the extent that the hedge is effective, are recognised in other comprehensive income. This also occurs for a monetary item that is designated as a hedge of a net investment in consolidated financial statements, to the extent that the hedge is effective.

2.4.3 Group companies

The results and financial position of all the Group entities (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

a assets and liabilities for each statement of financial position presented are translated at the closing rate at the date of that statement of financial position;

b income and expenses for each statement of profit or loss are translated at average exchange rates (unless this average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the dates of the transactions); and

c all resulting exchange differences are recognised in the consolidated statement of other comprehensive income.

On consolidation, exchange differences arising from the translation of the net investment in foreign operations, and of borrowings and other currency instruments designated as hedges of such investments, are taken to the consolidated statement of other comprehensive income. When a foreign operation is sold, exchange differences that were recorded in other comprehensive income are recognised in the consolidated statement of profit or loss as part of the gain or loss on sale.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are included in assets and liabilities of the foreign entity and translated at the closing rate.

2 Significant accounting policies *(continued)*

2.5 Property, plant and equipment

Property, plant and equipment including land and buildings are stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of the replaced part is de-recognised. All other repairs and maintenance are charged to the consolidated statement of profit or loss during the financial period in which they are incurred.

Interest costs on borrowings to finance the construction of property, plant and equipment are capitalised during the period of time that is required to complete and prepare the asset for its intended use. Other borrowing costs are expensed.

Land is not depreciated.

Depreciation is provided on the straight-line basis at rates estimated to write-off the cost of each asset over its expected useful life. In the case of motor vehicles, depreciation is based on cost less an estimated residual value. The estimated useful lives of assets are reviewed periodically, taking account of commercial and technological obsolescence as well as normal wear and tear, and depreciation rates are adjusted if appropriate.

Current rates of depreciation are:

Freehold property	-	2%
Leasehold property and improvements	-	2% to 20%
Plant and equipment	-	5% to 33.3%
Rental assets	-	25%
Furniture and fixtures	-	10% to 25%
Motor vehicles	-	10% to 25%

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each statement of financial position date.

Leasehold property and improvements are depreciated over the shorter of the asset's useful economic life and the lease term.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are included in the consolidated statement of profit or loss.

2.6 Leases

At inception of a contract, the Group assesses whether a contract is, or contains a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group assesses whether:

- The contract involves the use of an identified asset. This may be specified explicitly or implicitly, and should be physically distinct or represent substantially all of the capacity of a physically distinct asset. If the supplier has a substantive substitution right, then the asset is not identified;
- The Group has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The Group has the right to direct the use of the asset. The Group has this right when it has the decision-making rights that are most relevant to changing how and for what purpose the asset is used.

Notes to the Consolidated Financial Statements

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

2 Significant accounting policies *(continued)*

2.6 Leases *(continued)*

2.6.1 The Group as a lessee

The Group mainly leases various commercial space, motor vehicles and equipment used in its operations. Rental contracts for these leases are typically made for fixed periods but may have extension options, which are described below. Some contracts contain lease and non-lease components, which are accounted for as separate components based on the standalone prices stated in the contracts.

Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants and the leased assets may not be used as security for borrowing purposes.

The Group applies a single recognition and measurement approach to all leases, except for short-term leases and leases of low-value assets. At lease commencement date, the Group recognises a right-of-use asset and a lease liability in the consolidated statement of financial position.

The right-of-use asset is initially measured at cost, which comprises the initial measurement of the lease liability, any initial direct costs incurred by the Group, an estimate of any costs to dismantle and remove the asset at the end of the lease, and any lease payments made in advance of the lease commencement date (net of any incentives received). Subsequent to initial measurement, the right-of-use asset is depreciated on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. If the Group is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life. The Group also assesses the right-of-use asset for impairment when such indicators exist. The Group does not revalue any of its right-of-use assets.

The lease liability is initially measured at the present value of the lease payments that are not paid at the lease commencement date, discounted using the interest rate implicit in the lease. If the interest rate implicit in the lease cannot be readily determined, the lessee's incremental borrowing rate is used, being the rate the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions. These rates were attained from the Group's bankers in the differing regions.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed lease payments (including in-substance fixed payments), less any lease incentives;
- Residual guarantees;
- Variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- Lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option; and
- Penalty payments for early termination of a lease unless the Group is reasonably certain not to terminate early.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect lease payments made.

The Group remeasures the lease liability when there is a change in future lease payments arising from a change in an index or rate, or if the Group changes its assessment of whether it will exercise an extension or termination option. Extension and termination options are included in a number of leases across the Group. These are used to maximise operational flexibility in terms of managing the assets used in the Group's operations. The majority of extension and termination options held are exercisable only by the Group and not by the respective lessor. When the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in the consolidated statement of profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

2 Significant accounting policies *(continued)*

2.6 Leases *(continued)*

2.6.1 The Group as a lessee *(continued)*

Variable lease payments that do not depend on an index or a rate are not included in the measurement of the lease liability and the right-of-use asset. The related payments (or credits) are recognised as an expense (or income) in the period in which the event or condition that triggers those payments. The Group did not have any variable lease payments that do not depend on an index or a rate for the period ended 30 September 2023.

The Group applies the short-term lease recognition exemption to its short-term leases i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option. It also applies the lease of low-value assets to leases that are considered to be low value. The Group recognises the lease payments associated with these leases as an expense on a straight line basis over the lease term.

2.6.2 The Group as a lessor

When assets are leased out under a finance lease, the present value of the lease payments is recognised as a receivable. The difference between the gross receivable and the present value of the receivable is recognised as unearned finance income. Lease income is recognised over the term of the lease using the net investment method, which reflects a constant periodic rate of return. Assets leased out under operating leases are included in property, plant and equipment in the consolidated statement of financial position. They are depreciated over their expected useful lives on a basis consistent with similarly owned property, plant and equipment. Rental income (net of any incentives given to lessees) is recognised on a pattern reflecting a constant periodic rate of return on the lessor's net investment.

2.7 Investment properties

Investment and development properties are owned or leased by the Group and held for long-term rental income and capital appreciation and exclude properties occupied by the Group.

Investment properties are stated at cost less accumulated depreciation and impairment. Transaction costs are included on initial measurement. The fair values of investment properties are disclosed in Note 7. These are assessed using internationally accepted valuation methods, such as taking comparable properties as a guide to current market prices or by applying the discounted cash flow method. Like property, plant and equipment, investment properties are depreciated using the straight-line method.

The current rate of depreciation is 2%.

Investment properties cease recognition as investment property either when they have been disposed of or when they are permanently withdrawn from use and no future economic benefit is expected from their disposal. Gains or losses arising from the retirement or disposal of investment property are determined as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the consolidated statement of profit or loss in the period of the retirement or disposal.

2.8 Intangible assets

2.8.1 Goodwill

Goodwill represents the excess of the cost of an acquisition over the fair value of the Group's share of the net identifiable assets of the acquired subsidiary/associate at the date of acquisition. Goodwill represents the goodwill acquired on acquisition of subsidiaries. Goodwill on acquisition of associates is included in 'Investments in Associates'. Separately recognised goodwill is tested annually for impairment (ref. Note 2.8.4) and carried at cost less accumulated impairment losses. Impairment losses on goodwill are not reversed. Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

Notes to the Consolidated Financial Statements

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

2 Significant accounting policies *(continued)*

2.8 Intangible assets *(continued)*

2.8.1 Goodwill *(continued)*

Goodwill is allocated to cash-generating units for the purpose of impairment testing. The allocation is made to those cash-generating units or groups of cash-generating units that are expected to benefit from the business combination in which the goodwill arose. The Group discloses goodwill for each business segment in each country in which it operates (Note 8).

2.8.2 Computer software

Costs associated with the maintenance of existing computer software programmes are expensed as incurred. Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the Group are recognised as intangible assets when the following criteria are met:

- it is technically feasible to complete the software product so that it will be available for use;
- management intends to complete the software product and use or sell it;
- there is an ability to use or sell the software product;
- it can be demonstrated how the software product will generate probable future economic benefits;
- adequate technical, financial and other resources to complete the development and to use or sell the software product are available; and
- the expenditure attributable to the software product during its development can be reliably measured.

Directly attributable costs that are capitalised as part of the software product include the software development employee costs and an appropriate portion of relevant overheads.

Other development expenditures that do not meet these criteria are recognised as an expense as incurred. Development costs previously recognised as an expense are not recognised as an asset in a subsequent period.

Computer software development costs recognised as assets are amortised over their estimated useful lives, which do not exceed six years.

2.8.3 Brands

Brands acquired in a business combination are recognised at fair value at the acquisition date, and are being amortised over seven to twenty years.

2.8.4 Impairment of non-financial assets

Assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

2 Significant accounting policies *(continued)*

2.9 Financial assets

2.9.1 Classification

The Group classifies its financial assets in the following measurement categories:

- those to be measured at Amortised Cost (AC),
- those to be measured at Fair Value Through Other Comprehensive income (FVOCI), and
- those to be measured subsequently at Fair Value Through Profit or Loss (FVPL).

The classification for debt instruments depends on the entity's Business Model for managing those assets. It also requires the entity to examine the contractual terms of the cash flows, i.e. whether these represent 'Solely Payments of Principal and Interest' (SPPI).

The Business Model test requires the entity to assess the purpose for holding debt securities (hold to collect, hold to collect and sell or to trade). Substantially all the Group's debt instruments are held to collect cash flows and accordingly meet the 'hold to collect' criteria.

All debt instruments passing the Business Model and SPPI tests are classified at amortised cost. Debt securities where the contractual cash flows are solely principal and interest and the objective of the Group's business model is achieved both by collecting contractual cash flows and selling financial assets are classified at FVOCI.

On initial recognition, equity securities which are not held for trading and which are considered strategic investments are classified irrevocably at FVOCI.

All other instruments are carried at FVPL. For assets measured at fair value, gains and losses are recorded in profit or loss

The Group reclassifies debt investments when and only when its business model for managing those assets changes.

2.9.2 Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade-date, the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership.

2.9.3 Measurement

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss (FVPL), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

a *Debt instruments*

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the Group classifies its debt instruments:

- Amortised cost: Assets that are held for collection of contractual cash flows where those cash flows represent SPPI are measured at amortised cost. Interest income from these financial assets is included within 'net interest and other investment income' using the effective interest rate method.

Notes to the Consolidated Financial Statements

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

2 Significant accounting policies *(continued)*

2.9 Financial assets *(continued)*

2.9.3 Measurement *(continued)*

a Debt instruments (continued)

The amortised cost is the amount at which the financial asset or financial liability is measured at initial recognition minus the principal repayments, plus or minus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount and, for financial assets, adjusted for any loss allowance.

The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial asset or financial liability to the gross carrying amount of a financial asset (i.e. its amortised cost before any impairment allowance) or to the amortised cost of a financial liability. The calculation does not consider expected credit losses and includes transaction costs, premiums or discounts and fees and points paid or received that are integral to the effective interest rate, such as origination fees. For purchased or originated credit-impaired (POCI) financial assets - assets that are credit-impaired at initial recognition - the Group calculates the credit-adjusted effective interest rate, which is calculated based on the amortised cost of the financial asset instead of its gross carrying amount and incorporates the impact of expected credit losses in estimated future cash flows.

When the Group revises the estimates of future cash flows, the carrying amount of the respective financial assets or financial liability is adjusted to reflect the new estimate discounted using the original effective interest rate. Any changes are recognised in profit or loss.

Any gain or loss arising on derecognition is recognised directly in profit or loss and presented in ‘net interest and other investment income’ together with foreign exchange gains and losses. Impairment losses are presented as separate line item in the statement of profit or loss.

- FVOCI: Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets’ cash flows represent solely payments of principal and interest, are measured at FVOCI. Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in other gains/(losses). Interest income from these financial assets is included in finance income using the effective interest rate method. Foreign exchange gains and losses are presented in operating profit before finance costs in the statement of profit or loss.

- FVPL: Assets that do not meet the criteria for amortised cost or FVOCI are measured at FVPL. A gain or loss on a debt investment that is subsequently measured at FVPL is recognised in profit or loss and presented net within ‘net interest and other investment income’ in the period in which it arises.

b Equity instruments

The Group subsequently measures all equity investments at fair value. Gains or losses are either recognised either in OCI or in profit or loss, depending on the nature and purpose of the investment. Changes in the fair value of financial assets at FVPL are recognised in ‘net interest and other investment income’ in the statement of profit or loss as applicable. While changes in the fair value of financial assets at FVOCI are recognised in ‘items that will not be reclassified to profit or loss – financial assets at fair value through OCI’ in the statement of other comprehensive income. Dividends from equity investments are recognised in profit or loss within ‘net interest and other investment income’ when the Group’s right to receive payments is established.

2 Significant accounting policies *(continued)*

2.9 Financial assets *(continued)*

2.9.4 Impairment

The Group assesses on a forward-looking basis the expected credit losses (ECL) associated with its debt instruments carried at amortised cost and FVOCI.

a Debt instruments carried at amortised cost and FVOCI

IFRS 9 outlines a 'three-stage' model for impairment based on changes in credit quality since initial recognition as summarised below:

- Stage 1 - This category comprises instruments which are performing in accordance with the contractual terms and conditions and display no deterioration in credit risk since initial recognition. This category also includes those financial instruments with low credit risk.
- Stage 2 - This category includes instruments which display a significant increase in credit risk (SICR) since initial recognition but have not yet defaulted.
- Stage 3 - This category includes instruments that are in default.

The above categories exclude purchased or originated credit-impaired (POCI) financial assets. A financial asset is considered credit-impaired on purchase or origination if there is evidence of impairment at the point of initial recognition (for instance, if it is acquired at a deep discount). POCI financial assets are not included in Stages 1, 2 or 3, and are instead shown as a separate category.

Expected credit loss (ECL) is measured as follows:

- Financial instruments in Stage 1 have their ECL measured at an amount equal to the portion of lifetime expected credit losses that result from default events possible within the next 12 months.
- Instruments in Stages 2 or 3 or that are POCI have their ECL measured based on expected credit losses on a lifetime basis.
- A pervasive concept in measuring ECL in accordance with IFRS 9 is that it should consider forward- looking information. The Group utilised a probability-weighted assessment of the factors which it believes will have an impact on forward looking rates.

The formula for ECL is generally the 'Probability of Default' (PD) multiplied by the 'Exposure at Default' (EAD) multiplied by the 'Loss Given Default' (LGD). An adjustment is made to reflect the time value of money by considering the original effective interest rate on the individual instruments. The overall models involved the use of various PD, EAD and LGD tables which were then applied to individual instruments based on several pre-determined criteria, including type, original tenor, time to maturity, whether they are in Stages 1, 2 or 3 and other indicators.

The process in arriving at the individual components of ECL and the forward-looking adjustments involved critical estimates and judgements. This is discussed further in Note 4.

The change in allowance for debt investments is recognised in profit or loss. For debt instruments at FVOCI, the change is recognised in profit or loss and adjusts the fair value change otherwise recognised in OCI.

b Definition of default and credit-impaired assets

The Group defines a financial instrument as in default, which is fully aligned with the definition of credit-impaired, when it meets one or more of the following criteria:
Expected credit loss measurement Quantitative criteria:

The borrower is more than 90- days past due on its contractual payment.

Notes to the Consolidated Financial Statements

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

2 Significant accounting policies *(continued)*

2.9 Financial assets *(continued)*

2.9.4 Impairment *(continued)*

b *Definition of default and credit-impaired assets* *(continued)*

Qualitative criteria:

The borrower meets unlikeliness to pay criteria, which indicates the borrower is in significant financial difficulty. These are instances where:

- The borrower is deceased
- The borrower is insolvent.
- The borrower indicated reduced income. In response to Covid-19, the Government and other institutions implemented programs such as; "loan payment deferral program" to offer relief to borrowers during the global pandemic. Borrowers were asked to provide a reason for their application, which was used together with specific industry factors, as indicators of SICR for the duration of the deferral period where the borrowers' arrears status would be frozen.
- It is becoming probable that the borrower will enter bankruptcy
- Financial assets are purchased or originated at a deep discount that reflects the incurred credit losses.

The criteria above have been applied to all financial instruments held by the Company and are consistent with the definition of default used for internal credit risk management purposes. The default definition has been applied consistently to model the Probability of default (PD), Exposure at Default (EAD), and Loss given Default (LGD) throughout the Company's expected loss calculations.

An instrument is considered to no longer be in default (i.e. to have cured) when it no longer meets any of the default criteria for a consecutive period of six (6) months.

Expected credit loss measurement

The Group recognises provision for losses on instalment credit and other loans subject to credit risk using the expected credit loss model. While cash and cash equivalents, statutory deposit, due from related parties and other financial assets are also subject to the impairment requirements of IFRS 9, the identified impairment loss was immaterial.

The Group uses the general approach in arriving at expected losses for instalment credit and other loans.

The general approach

Under the general approach, the Group considers the probability of default upon initial recognition of an asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. To assess whether there is a significant increase in credit risk, the Company compares the risk of a default occurring on the asset as at the reporting date with the risk of default as at the date of initial recognition.

It considers available reasonable and supportive forwarding-looking information, including the following:

- Significant changes in the expected performance and behaviour of the borrower, including changes in the payment status of borrowers in the Company.

Regardless of the analysis above, a significant increase in credit risk is presumed:

- if a debtor is more than 30 days past due in making a contractual payment.

A default on a loan occurs in the following circumstances:

- When the borrower fails to make contractual payments within 90 days of when they fall due.

2 Significant accounting policies *(continued)*

2.9 Financial assets *(continued)*

2.9.4 Impairment *(continued)*

b *Definition of default and credit-impaired assets (continued)*

The general approach (continued)

Historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The Company has identified the country's GDP as the most relevant macroeconomic factor and accordingly adjusted the historical loss rates based on expected changes in this factor.

c *Trade receivables and contract assets*

The Group applies the simplified approach for trade receivables and contract assets as permitted by IFRS 9, which requires expected lifetime losses to be recognised from initial recognition of the assets. All customer accounts are grouped together based on shared credit risk characteristics and are aged using a 'provisions matrix'. Scaled loss rates are then calculated based on historical payment profiles. The loss rates were adjusted to incorporate forward-looking information and then applied to the different aging buckets as of the statement of financial position date.

The Group prepares separate calculations for those customers with special arrangements for settlement over an extended period. The Group segregates those customers from the main provision matrix, and thereafter calculates the impairment provision by comparing their carrying values to the present value of expected future cash flows using the discount rates which reflect the counterparty credit risk. The Group derives estimations of future receipts by considering the pattern of historical receipts and/or any formal payment arrangements.

2.10 Inventories

Inventories are stated at the lower of cost or net realisable value. Cost is determined using the weighted average cost method. The cost of finished goods and work in progress comprise raw materials, direct labour, other direct costs and related production overheads, but excludes interest expense. Net realisable value is the estimate of the selling price in the ordinary course of business, less the costs of completion and selling expenses.

2.11 Trade receivables

Trade receivables are recognised initially at the amount of consideration that is unconditional, unless they contain significant financing components when they are recognised at fair value. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment.

Trade receivables are amounts due from customers for merchandise sold or services performed in the ordinary course of business. If collection is expected in one year or less (or in the normal operating cycle of the business if longer), they are classified as current assets. If not, they are presented as non-current assets.

Impairment of trade receivables is described in Note 2.9.4(b).

2.12 Cash and cash equivalents

In the consolidated statement of cash flows, cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdrafts. In the consolidated statement of financial position, bank overdrafts and short-term borrowings are shown within borrowings in current liabilities.

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2 Significant accounting policies *(continued)*

2.13 Share capital

Ordinary shares are classified as equity.

Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

Where any Group company purchases the Company's equity share capital (treasury shares), the consideration paid, including any directly attributable incremental costs (net of income taxes) is deducted from equity attributable to the Company's equity holders until the shares are cancelled or reissued. Where such ordinary shares are subsequently reissued, any consideration received, net of any directly attributable incremental transaction costs and the related income tax effects, is included in equity attributable to the Company's equity holders.

2.14 Trade payables

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). If not, they are presented as non-current liabilities.

Trade payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

2.15 Insurance

2.15.1. Insurance and reinsurance contracts

Insurance and reinsurance contracts are defined as those containing significant insurance risk at the inception of the contract, or those where at the inception of the contract there is a scenario with commercial substance where the level of insurance risk may be significant.

The significance of insurance risk is dependent on both the probability of an insured event and the magnitude of its potential effect. Once a contract has been classified as an insurance contract, it remains an insurance contract for the remainder of its lifetime, even if the insurance risk reduces significantly during the period.

In the normal course of business, the Group seeks to reduce the losses to which it is exposed that may cause unfavourable underwriting results by re-insuring a certain level of risk with reinsurance companies. Reinsurance premiums are accounted for on a basis consistent with that used in accounting for the original policies issued and the terms of the reinsurance contracts.

Reinsurance contracts ceded do not relieve the Group from its obligations to policyholders. The Group remains liable to its policyholders for the portion re-insured, to the extent that the reinsurers do not meet the obligations assumed under the reinsurance agreements.

2.15.2 Amounts receivable from reinsurance companies

Included in accounts receivable on the statement of financial position, are amounts receivable from reinsurance companies, which consist primarily of amounts due in respect of ceded insurance liabilities. Recoverable amounts are estimated in a manner consistent with the outstanding claims reserve or settled claims associated with the re-insured policies and in accordance with the relevant reinsurance contract.

2 Significant accounting policies *(continued)*

2.15 Insurance *(continued)*

2.15.2 Amounts receivable from reinsurance companies *(continued)*

If amounts receivable from reinsurance companies are impaired, the Group reduces the carrying amount accordingly and recognises an impairment loss in the consolidated statement of profit or loss. A reinsurance asset is impaired if there is objective evidence that the Group may not receive all, or part, of the amounts due to it under the terms of the reinsurance contract.

2.16 Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the consolidated statement of profit or loss over the period of the borrowings using the effective interest method.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the statement of financial position date.

Borrowings are removed from the statement of financial position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss as other income or finance costs.

2.17 Current and deferred income tax

The tax expense for the period comprises current and deferred tax. Tax is recognised in the consolidated statement of profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the statement of financial position date in the countries where the Group's subsidiaries, associates and joint ventures operate and generate taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, the deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantially enacted by the statement of financial position date and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred income tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

Deferred income tax is provided on temporary differences arising on investments in subsidiaries and associates and joint ventures, except where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future.

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2 Significant accounting policies *(continued)*

2.17 Current and deferred income tax *(continued)*

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income tax assets and liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

The principal temporary differences arise from depreciation on property, plant and equipment, retirement benefits and tax losses carried forward. Deferred tax assets relating to the carrying forward of unused tax losses are recognised to the extent that it is probable that future taxable profit will be earned against which the unused tax losses can be utilised.

2.18 Employee benefits

2.18.1 Pension obligations

Group companies operate various pension plans. The majority of the Trinidad and Tobago resident employees are members of either the Neal & Massy Group Pension Fund Plan, the Retirement Income Security Plan or the T. Geddes Grant Limited Pension Fund Plan.

These plans share risks among subsidiaries of the Group which are under common control. The Group's policy is to recognise the net defined benefit cost of the plan in the Consolidated Financial Statements of Massy Holdings Ltd which is legally considered the sponsoring employer of the plan. The participating entities recognise a cost equal to its contribution payable for its employees in its separate financial statements. The liability or asset is recognised in the Consolidated Statement of Financial Position. In respect of the defined benefit pension plan, as at September 2023, the defined benefit pension plan asset represented the fair value of the plan's asset less the present value of the obligation at the end of the reporting period. The plan is currently on a contribution holiday.

The Neal & Massy Group Pension Fund Plan, contributions to which were frozen on January 3,1990, is a defined contribution plan whose assets are held separately from those of the Group in an independently administered fund. The pension benefits accrued prior to 1 February 1990 are defined benefit in nature. The most recent actuarial valuation, at March 31, 2020, revealed that the plan is adequately funded. There are certain benefits payable by the Neal & Massy Group Pension Fund Plan which fall within the scope of IAS 19 (revised) – Employee Benefits.

The Retirement Income Security Plan incorporates an employee stock ownership plan, which is funded by contributions made by the employer, and a deferred annuity savings plan, which is funded by the employees. Contributions to the Plan are accounted for on the accrual basis and the assets are held separately from those of the Company in independently administered funds.

T. Geddes Grant Limited Pension Fund Plan is a defined contribution plan whose assets are held separately from those of the Group in an independently administered fund. Contributions to the plan are accounted for on the accrual basis and are reviewed by independent actuaries on the basis of triennial valuations.

The majority of the employees of the overseas companies participate in either defined contribution or defined benefit pension plans which are separate from the Trinidad and Tobago plans.

A defined benefit plan is a pension plan that defines an amount of pension benefit to be provided, usually as a function of one or more factors such as age, years of service or compensation. A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity (a fund) and will have no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees benefits relating to employee service in the current and prior periods.

2 Significant accounting policies *(continued)*

2.18 Employee benefits *(continued)*

2.18.1 Pension obligations *(continued)*

The asset and liability recognised in the consolidated statement of financial position in respect of defined benefit pension plans is the present value of the defined benefit obligation at the statement of financial position date less the fair value of plan assets. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of government bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension obligation. The Group operates in countries where there is no deep market and trading liquidity for corporate bonds and as such the market rates on government bonds are used as a benchmark to derive prices and bond values.

The pension assets consist of financial investments held at fair value which are based on a range of inputs obtainable from readily available liquid market prices and rates. Certain securities are based on modelled prices due to limited market data. For these instances, significant judgements are made by management resulting in high estimation uncertainty risks.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. This cost is included in employee benefit expense in the statement of profit or loss.

Actuarial gains and losses arising from experience adjustments, changes in actuarial assumptions and amendments to pension plans are charged or credited to equity in other comprehensive income in the period in which they arise.

Past-service costs are recognised immediately in income, unless the changes to the pension plan are conditional on the employees remaining in service for a specified period of time (the vesting period). In this case, the past-service costs are amortised on a straight-line basis over the vesting period.

For defined contribution plans, the Group pays contributions to publicly or privately administered pension insurance plans on a mandatory, contractual or voluntary basis. The Group has no further payment obligations once the contributions have been paid. The contributions are recognised as employee benefit expense when they are due. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

2.18.2 Other post-employment obligations

Certain Group companies provide post-retirement healthcare benefits to their retirees. The entitlement to these benefits is usually conditional on the employee remaining in service up to retirement age and the completion of a minimum service period. The expected costs of these benefits are accrued over the period of employment using the same accounting methodology as used for defined benefit pension plans. Actuarial gains and losses arising from experience adjustments, and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which it arises. These obligations are valued annually by independent qualified actuaries.

2.18.3 Termination benefits

Termination benefits are payable when employment is terminated by the Group before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Group recognises termination benefits when it is demonstrably committed to a termination and when the entity has a detailed formal plan to terminate the employment of current employees without possibility of withdrawal. In the case of an offer made to encourage voluntary redundancy, the termination benefits are measured based on the number of employees expected to accept the offer. Benefits falling due more than 12 months after the end of the reporting period are discounted to their present value.

Notes to the Consolidated Financial Statements

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

2 Significant accounting policies *(continued)*

2.18 Employee benefits *(continued)*

2.18.4 Bonus plans

A liability for employee benefits in the form of bonus plans is recognised in other provisions when there is no realistic alternative but to settle the liability and at least one of the following conditions are met:

- there is a formal plan and the amounts to be paid are determined before the time of issuing the financial statements; or
- past practice has created a valid expectation by employees that they will receive a bonus/profit sharing and the amount can be determined before the time of issuing the financial statements.

Liabilities for bonus plans are expected to be settled within 12 months and are measured at the amounts expected to be paid when they are settled.

2.18.5 Executive share-based payments and long term incentive plan

a Share-based payments

The Group operates cash and equity-settled, share-based compensation plans, under which the entity receives services from employees as consideration for cash or equity instruments of the Group. The fair value of the employee services received in exchange for the allocation or grant of the shares is recognised as an expense under both the Employee Share Ownership Plan (“ESOP”) and the Performance Share Plan (“PSP”) for Executives only. The PSP was replaced by the cash-settled long term incentive plan on 1 October 2016.

The total amount to be expensed for shares allocated under the ESOP is determined by reference to the market value and purchase price of the shares on the market at the point of purchase.

The total amount to be expensed, under the PSP, is determined by reference to the fair value of the shares granted:

- including any market performance conditions (for example, an entity’s share price); and
- excluding the impact of any service and non-market performance vesting conditions (for example, profitability, sales growth targets and remaining an employee of the entity over a specified time period).

Non-market vesting conditions are included in assumptions about the number of shares that are expected to be granted and then vested. The total expense is recognised over the vesting period, which is the period over which all of the specified performance criterion and vesting conditions are to be satisfied. At the end of each reporting period, the entity revises its estimates of the number of shares that are expected to vest based on the performance criterion and any applicable non-market vesting conditions. It recognises the impact of the revision to original estimates, if any, in the consolidated statement of profit or loss, with a corresponding adjustment to equity.

When the share grants are due to be vested, the Company will issue new shares.

The grant by the Company of shares to the Executives of subsidiary undertakings in the Group is treated as a capital contribution. The fair value of Executive services received, is measured by reference to the grant date fair value and, is recognised over the vesting period.

b Long term incentive plan

Long-term incentive plans are employee benefits (other than post-employment benefits and termination benefits) that are not expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the service that gives rise to the benefit. These include annual incentive plans which are subject to a multi-year vesting period and other considerations, including EPS growth.

2 Significant accounting policies *(continued)*

2.18 Employee benefits *(continued)*

2.18.5 Executive share-based payments and long term incentive plan *(continued)*

b Long term incentive plan (continued)

The Plan is not accounted for under IFRS 2 – Share-Based Payments as the growth in EPS in itself is not considered a true reflection of the fair value of the entity's shares. Other factors such as changes in P/E multiples are typically considered in arriving at fair market value. Accordingly, the Plan is accounted for under IAS 19 – Employee Benefits as a deferred compensation arrangement.

The accounting for deferred compensation arrangements under IAS 19 involves discounting of future cash flows (where the time value of money is material) using the projected unit credit method. The projected unit credit method sees each period of service as giving rise to an additional unit of benefit entitlement and measures each unit separately to build up the final obligation. The rate used to discount the obligations is determined using the same methodology as that used for defined benefit pension plans, subject to a shorter settlement period.

The measurement of deferred compensation plans is not usually subject to the same degree of uncertainty as the measurement of post-employment benefits. For this reason, a simplified approach is applied where the service cost, interest cost and re-measurements are all recognised in profit or loss in the year they arise.

At the end of each financial year, the Group will re-estimate the obligation based on factors existing as of the new statement of financial position date (e.g. revised EPS numbers, performance score cards etc.). The change in estimate as it relates to the opening obligation is recognised immediately, such the annual undiscounted current service cost is always equal to the total benefit divided by 4. Re-estimates and re-measurements are to be recognised immediately in profit or loss.

2.19 Provisions

Provisions for dismantlement costs, restructuring costs, legal claims and all other provisions are recognised when: the Group has a present legal or constructive obligation as a result of past events; it is more likely than not that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

2.20 Revenue recognition

2.20.1 Sale of goods and services

Revenue comprises the fair value of the consideration received or receivable for the sale of goods and the rendering of services in the ordinary course of the Group's activities. Revenue is shown net of value-added tax, returns, rebates and discounts and after eliminating sales within the Group. A description of revenue by business segment is shown in Note 3.

Notes to the Consolidated Financial Statements

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

2 Significant accounting policies *(continued)*

2.20 Revenue recognition *(continued)*

2.20.1 Sale of goods and services *(continued)*

Revenue from the sale of goods is recognised when control of the products has transferred, being when the products are delivered to the customer, the customer has full discretion over the use and deployment of the products, and there is no unfulfilled obligation that could affect the customer's acceptance of the products. Delivery occurs when the products have been shipped to the specific customer site or place of delivery, the risks of obsolescence and loss have been transferred to the customer, or the customer has accepted the products in accordance with the relevant contract.

Sales are recorded based on the price specified in the sales contracts, net of the estimated volume discounts and returns at the time of sale. Accumulated experience is used to estimate and provide for the discounts and returns. The volume discounts are assessed based on anticipated annual purchases. No element of financing is deemed present as the sales are made with credit terms as specified for entities within the Group, which is consistent with the market practice. Variable consideration relating to volume rebates and discounts are measured using the expected value approach and are shown within contract liabilities.

Revenue from the rendering of services is recognised in the accounting period in which the services are rendered. The Group employs various methods for measuring progress for services delivered over time. The method selected best depicts the pattern of transfer and is applied consistently to similar performance obligations and in similar circumstances. Methods for measuring progress include:

- Output methods, that recognise revenue based on direct measurements of the value transferred to the customer (for example, using contract milestones)
- Input methods, that recognise revenue based on the entity's efforts to satisfy the performance obligation (for example, labour hours spent).

Payments received in advance of satisfying performance obligations are shown within contract liabilities.

If circumstances arise that may change the original estimates of revenues, costs or extent of progress toward completion, estimates are revised. These revisions may result in increases or decreases in estimated revenues or costs and are reflected in income in the period in which the circumstances that give rise to the revision become known by management.

Some arrangements involve two or more unrelated parties that contribute to providing a specified good or service to a customer. Management determines, separately for each specified good or service, whether the entity has promised to provide the specified good and service itself (as a principal) or to arrange for those specified good or service to be provided by another party (as an agent). An entity is the principal in a transaction if it obtains control of the specified goods or services before they are transferred to the customer. The principal recognises as revenue the 'gross' amount paid by the customer for the specified good or service. The principal records a corresponding expense for the commission or fee that it has to pay to any agent, in addition to the direct costs of satisfying the contract. An entity is an agent if it does not control the specified goods or services before they are transferred to the customer. An agent records as revenue the commission or fee earned for facilitating the transfer of the specified goods or services (the 'net' amount retained). It records as revenue the net consideration that it retains after paying the principal for the specified goods or services that were provided to the customer.

2 Significant accounting policies *(continued)*

2.20 Revenue recognition *(continued)*

2.20.2 Customer loyalty programme

The Group operates a loyalty programme where retail customers accumulate points for purchases made which entitle them to discount on future purchases. The points provide a material right to customers that they would not receive without entering into a contract. Therefore, the promise to provide points to the customer is a separate performance obligation. The transaction price is allocated to the product and the points on a relative stand-alone selling price basis. Management estimates the stand-alone selling price per point on the basis of the discount granted and the likelihood of redemption using past experience. A contract liability for the award points is recognised at the time of the sale. Revenue is recognised when the points are redeemed or when they expire.

2.20.3 Premium income

Premiums written are recognised on policy inception and earned on a pro rata basis over the term of the related policy coverage. Estimates of premiums written as at the statement of financial position date but not yet received, are assessed based on estimates from underwriting or past experience and are included in premiums earned. Premiums ceded are expensed on a pro-rata basis over the term of the respective policy.

2.20.4 Rental income

Rental income from investment property leased out under an operating lease is recognised in the consolidated statement of profit or loss on a straight- line basis over the lease term.

Contingent rents, such as turnover rents, rent reviews and indexation, are recorded as income in the periods in which they are earned. Rent reviews are recognised when such reviews have been agreed with tenants.

2.20.5 Interest income

Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset except for financial assets that subsequently become credit-impaired. For credit-impaired financial assets the effective interest rate is applied to the net carrying amount of the financial asset (after deduction of the loss allowance).

2.20.6 Dividend income

Dividend income is recognised when the shareholder's right to receive payment is established.

2.21 Dividend distribution

Dividend distribution to the Company's shareholders is recognised as a liability in the Group's financial statements in the period in which the dividends are approved by the Company's directors.

2.22 Non-current assets (or disposal groups) held for sale and discontinued operations

Non-current assets (or disposal groups) are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use and a sale is considered highly probable. They are measured at the lower of their carrying amount and fair value less costs to sell, except for assets such as deferred tax assets, assets arising from employee benefits, financial assets and investment property that are carried at fair value and contractual rights under insurance contracts, which are specifically exempt from this requirement. An impairment loss is recognised for any initial or subsequent write-down of the asset (or disposal group) to fair value less costs to sell. A gain is recognised for any subsequent increases in fair value less costs to sell of an asset (or disposal group), but not in excess of any cumulative impairment loss previously recognised. A gain or loss not previously recognised by the date of the sale of the noncurrent asset (or disposal group) is recognised at the date of derecognition.

Notes to the Consolidated Financial Statements

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

2 Significant accounting policies *(continued)*

2.22 Non-current assets (or disposal groups) held for sale and discontinued operations *(continued)*

Non-current assets (including those that are part of a disposal group) are not depreciated or amortised while they are classified as held for sale. Interest and other expenses attributable to the liabilities of a disposal group classified as held for sale continue to be recognised. Non-current assets classified as held for sale and the assets of a disposal group classified as held for sale are presented separately from the other assets in the statement of financial position. The liabilities of a disposal group classified as held for sale are presented separately from other liabilities in the statement of financial position.

A discontinued operation is a component of the entity that has been disposed of or is classified as held for sale. The results of discontinued operations are presented separately in the statement of profit or loss.

3 Segment information

The Group Chief Operating Decision Maker (CODM) is the Group Chief Executive Officer (GCEO). Management has determined the operating segments based on the reports reviewed by the GCEO and the Board of Massy Holdings Ltd.

The GCEO and the Board consider the business from both a geographic and business unit perspective. Geographically, management considers the performance of operating companies in Trinidad and Tobago, Barbados and the Eastern Caribbean, Guyana, Jamaica, U.S.A. and Colombia.

The Group is organised into four (2022: five) main business segments:

1 Integrated Retail;
2 Gas Products;
3 Motors and Machines; and
4 Financial Services.

Corporate Office and Other Adjustments relate to the cost associated with the provision of support services by the head office to its subsidiaries. The returns from divestment proceeds that were re-invested are included, as well as the Held for Sale-Massy Properties (Barbados) Ltd.

The GCEO and the Board assess the performance of the operating segments based on a measure of profit before income tax, profit for the year and asset utilisation.

1 *Integrated retail*

This segment derives its revenue mainly from the sale of retail and wholesale distribution of food, pharmaceuticals and general merchandise.

2 *Gas products*

This segment derives its revenue from the sale of Liquified Petroleum Gases and Industrial Gases including Nitrogen, Oxygen and Carbon Dioxide. Gas Products also derives revenue from the provision of maintenance services and the execution of construction projects for oil, gas and mining clients.

3 *Motors and machines*

This segment derives its revenue mainly from the sale of new and used vehicles, spare parts and industrial equipment and also includes the sale of lubricants and short- and long-term vehicle and equipment rentals.

4 *Financial services*

This segment includes a financing company that accepts deposits for fixed terms and grants instalment credit secured by assets. This segment also includes the Group's Remittances service companies in Guyana, Trinidad, Barbados, St. Lucia and St. Vincent.

3 Segment information *(continued)*

The Group's retirement benefit assets are deemed unallocated and are not considered to be segment assets but rather are managed by Head Office. These assets along with the related income and expense are included in Corporate Office and Other Adjustments.

The segment results for the year ended September 30, 2023 relating to continuing operations are as follows:

	Integrated Retail $	Gas Products $	Motors and Machines $	Financial Services $	Corporate Office & Other Adjustments $	Total $
Group revenue	9,510,060	1,861,752	3,548,230	163,398	45,343	**15,128,783**
Inter-segment revenue	(517,477)	(61,177)	(332,929)	–	(21,916)	**(933,499)**
Third party revenue	**8,992,583**	**1,800,575**	**3,215,301**	**163,398**	**23,427**	**14,195,284**
At a point in time	9,510,060	1,545,454	3,392,109	116,690	18,554	**14,582,867**
Over time	–	297,239	64,515	46,708	–	**408,462**
Revenue not recognised under IFRS 15	–	19,059	91,606	–	26,789	**137,454**
	9,510,060	**1,861,752**	**3,548,230**	**163,398**	**45,343**	**15,128,783**
Operating profit/(loss) before finance costs	712,673	355,299	306,968	86,178	(67,068)	**1,394,050**
Finance costs - net	(58,710)	(30,669)	(30,526)	447	(49,329)	**(168,787)**
	653,963	324,630	276,442	86,625	(116,397)	**1,225,263**
Share of results of associates and joint ventures (Note 10)	–	18,612	(14,820)	–	–	**3,792**
Profit/(loss) before income tax	653,963	343,242	261,622	86,625	(116,397)	**1,229,055**
Taxation (Note 28)	(140,446)	(136,048)	(87,642)	(22,931)	(8,689)	**(395,756)**
Profit/(loss) for the year	**513,517**	**207,194**	**173,980**	**63,694**	**(125,086)**	**833,299**

Notes to the Consolidated Financial Statements

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

3 Segment information *(continued)*

The restated segment results for the year ended 30 September 2022 relating to continuing operations are as follows:

	Integrated Retail $	Gas Products $	Motors and Machines $	Financial Services $	Corporate Office & Other Adjustments $	Total $
Group revenue	7,942,952	1,635,011	3,357,119	150,658	20,935	**13,106,675**
Inter-segment revenue	(436,888)	(18,732)	(302,904)	(680)	(20,867)	**(780,071)**
Third party revenue	**7,506,064**	**1,616,279**	**3,054,215**	**149,978**	**68**	**12,326,604**
Timing of revenue						
At a point in time	7,942,952	1,339,235	3,203,070	113,396	20,935	**12,619,588**
Over time	–	280,307	77,251	36,935	–	**394,493**
Revenue not recognised under IFRS 15	–	15,469	76,798	327	–	**92,594**
	7,942,952	**1,635,011**	**3,357,119**	**150,658**	**20,935**	**13,106,675**
Operating profit/(loss) before finance costs	589,369	281,194	262,991	90,968	(146,935)	**1,077,587**
Finance costs - net	(55,794)	(7,008)	(12,046)	(1,196)	(25,368)	**(101,412)**
	533,575	274,186	250,945	89,772	(172,303)	**976,175**
Share of results of associates and joint ventures (Note 10)	–	30,978	(12,136)	–	–	**18,842**
Profit/(loss) before income tax	533,575	305,164	238,809	89,772	(172,303)	**995,017**
Taxation (Note 28)	(130,671)	(102,230)	(78,314)	(23,674)	28,913	**(305,976)**
Profit/(loss) for the year	**402,904**	**202,934**	**160,495**	**66,098**	**(143,390)**	**689,041**

3 Segment information *(continued)*

The segment assets and liabilities at 30 September 2023 and capital expenditure for the year then ended are as follows:

	Integrated Retail $	Gas Products $	Motors and Machines $	Financial Services $	Corporate Office & Other Adjustments $	Total $
Total assets	5,879,286	3,515,179	2,355,308	1,246,551	2,544,526	**15,540,850**
Investments in associates and joint ventures (Note 10)	–	101,374	1,250	–	1,390	**104,014**
Total liabilities	2,007,135	1,443,345	960,145	910,416	2,611,303	**7,932,344**
Capital expenditure (Notes 5, 6, 7 and 9)	192,044	175,455	201,164	6,589	39,402	**614,654**

Other segment items included in the consolidated statement of profit or loss are as follows:-

Depreciation and impairment (Notes 5, 6 and 7)	212,027	83,376	106,415	2,914	3,409	**408,141**

The segment assets and liabilities at 30 September 2022 and capital expenditure for the year then ended are as follows:

	Integrated Retail $	Gas Products $	Motors and Machines $	Financial Services $	Corporate Office & Other Adjustments $	Total $
Total assets	4,925,446	2,006,599	1,945,005	1,632,838	2,188,695	**12,698,583**
Investments in associates and joint ventures (Note 10)	19,579	103,997	16,176	–	476	**140,228**
Total liabilities	1,968,242	484,578	760,919	586,508	1,645,553	**5,445,800**
Capital expenditure (Notes 5, 6, 7 and 9)	404,456	111,914	222,571	11,871	12,083	**762,895**

Other segment items included in the consolidated statement of profit or loss are as follows:-

Depreciation and impairment (Notes 5, 6 and 7)	175,623	49,779	85,944	3,784	2,545	**317,675**

Notes to the Consolidated Financial Statements

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

3 Segment information *(continued)*

The Group's five business segments operate in six main geographical areas, even though they are managed on a regional basis.

The main operations occur in the home country of the Company. The areas of operation are principally trading, service industries and finance.

	Third party revenue		Profit before income tax		Total assets		Capital expenditure	
	2023 $	2022 $ (Restated)	2023 $	2022 $ (Restated)	2023 $	2022 $	2023 $	2022 $
Trinidad and Tobago	**5,090,927**	4,756,869	**559,159**	531,927	**7,558,770**	4,537,654	**240,316**	257,705
Barbados and Eastern Caribbean	**3,655,867**	3,356,011	**264,215**	228,231	**3,178,457**	4,808,955	**79,797**	272,005
Guyana	**1,789,626**	1,533,557	**303,848**	258,527	**1,624,493**	1,622,830	**128,378**	82,356
Jamaica	**895,213**	712,839	**112,573**	66,706	**1,038,068**	457,223	**84,303**	43,619
Colombia	**1,822,736**	1,848,614	**34,796**	68,197	**948,837**	773,037	**70,960**	104,606
USA	**940,915**	118,714	**70,861**	13,732	**1,192,225**	498,884	**10,900**	2,604
Corporate Office and other adjustments	**–**	–	**(116,397)**	(172,303)	**–**	–	**–**	–
	14,195,284	**12,326,604**	**1,229,055**	**995,017**	**15,540,850**	**12,698,583**	**614,654**	**762,895**

4 Critical accounting estimates and judgements

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

a Critical accounting estimates and assumptions

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

i Estimated impairment of goodwill

The Group tests annually whether goodwill has suffered any impairment, in accordance with the accounting policy stated in Note 2.8.4. The recoverable amounts of cash-generating units have been determined based on value-in-use and fair value less cost to sell calculations. These calculations require the use of estimates as described in Note 8.

Impact of possible changes in key assumptions.

ii Measurement of the expected credit loss allowance

The measurement of the expected credit loss allowance (ECL) for debt instruments measured at amortised cost and FVOCI is an area that requires the use of models and significant assumptions about future economic conditions and credit behaviour (e.g. the likelihood of customers defaulting and the resulting losses). A number of significant judgements are also required in applying the accounting requirements for measuring ECL, such as:

- Determining criteria for significant increase in credit risk;
- Choosing appropriate models and assumptions for the measurement of ECL;
- Establishing the number and relative weightings of forward-looking scenarios for each type of product / market and the associated ECL; and

4 Critical accounting estimates and judgements *(continued)*

a Critical accounting estimates and assumptions *(continued)*

ii Measurement of the expected credit loss allowance

- Establishing groups of similar financial assets for the purposes of measuring ECL.

ECL calculations are shown in Note 33. Had there been a 10% improvement in the average ECL rate for all debt instruments at amortised cost and FVOCI, the Group ECL allowance would have been lower by $14,305 (2022: $9,082). For receivables greater 90 days a 3 month delay in cash flow will result in a change in an ECL of $1.8 million.

iii Impairment of property, plant and equipment and investment properties

When any indicators of impairment are identified, property, plant and equipment and investment properties are reviewed for impairment based on each cash generating unit. The cash generating units are the smallest group of assets which generates independent cashflows. The carrying value of these assets is compared to the recoverable amount of the cash generating units, which is based either on value-in-use or fair value less cost to sell. Value-in-use calculations use pre-tax cash flow projections based on financial budgets approved by management covering a 5-year period. Cash flows beyond the 5-year period are extrapolated using the estimated growth rates which do not exceed the long-term average growth rates for the businesses in which the cash generating unit operates. Where fair values are used, these are provided by an independent professional valuator. Impairment losses are recognised in the consolidated statement of profit or loss.

The assessment of whether indicators of impairment exist and the estimation of the recoverable amount both require the use of management judgement. Refer to Notes 5 and 7 for the carrying values of property, plant and equipment and investment properties.

iv Income taxes

The Group is subject to income taxes in several jurisdictions. Significant judgement is required in determining the provision for income taxes. There are many transactions and calculations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognises liabilities for anticipated tax audit issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made. Current and deferred income tax balances are disclosed in the statement of financial position. Details of the expense for the year are shown in Note 28.

v Fair value of financial instruments

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. The Group uses its judgement to select a variety of methods and make assumptions that are mainly based on market conditions existing at each statement of financial position date. The Group uses discounted cash flow analyses for various financial assets at fair value through other comprehensive income that were not traded in active markets. The assumptions and amounts subject to fair value measurements are shown in Note 33.

vi Revenue recognition

Once the Group determines that a performance obligation is satisfied over time, it measures its progress towards complete satisfaction of that performance obligation, in order to determine the timing of revenue recognition. The purpose of measuring progress towards satisfaction of a performance obligation is to recognise revenue in a pattern that reflects the transfer of control of the promised good or service to the customer. Management employs various input or output methods for measuring progress ensuring that the selected approach best depicts the transfer of control of goods or services and applies that method consistently to similar performance obligations and in similar circumstances. Revenue from the rendering of services is disclosed in Note 25.

Notes to the Consolidated Financial Statements

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

4 Critical accounting estimates and judgements *(continued)*

a Critical accounting estimates and assumptions *(continued)*

vii Pension benefits

The present value of the pension obligations is determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions will impact the carrying amount of pension obligations.

The Group determines the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations. In determining the appropriate discount rate, the Group considers the interest rates of high-quality government bonds that are denominated in the currency in which the benefits will be paid and that have terms to maturity approximating the terms of the related pension obligation.

The pension assets consist of financial investments held at fair value which are based on a range of inputs obtainable from readily available liquid market prices and rates, certain securities are based on modelled prices due to limited market data. For these instances, significant judgements are made by management resulting in high estimation uncertainty risks.

As at September 30, 2023, if the discount rate had been 1.0% higher or lower with all other variables held constant, the carrying amount of pension benefits would have been $205,663 lower or $241,109 higher (2022: $182,002 lower or $234,029 higher).

Other key assumptions for pension obligations are based in part on current market conditions. Additional information is disclosed in Note 14.

5 Property, plant and equipment

	Freehold Properties $	Leasehold properties & improvements $	Plant and equipment $	Rental assets $	Furniture and fixtures $	Motor vehicles $	Capital work in progress $	Total $
Year ended September 30, 2023								
Opening net book amount	1,290,370	231,594	459,457	236,081	81,059	89,873	140,326	**2,528,760**
Additions	15,674	15,911	123,892	146,905	19,030	41,449	155,204	**518,065**
Acquisition of subsidiaries (Note 34)	–	170,863	425,914	–	43,950	32,558	11,823	**685,108**
Disposals and adjustments	59,960	(55,318)	(87,006)	(19,778)	55,274	(4,381)	16,568	**(34,681)**
Translation adjustments	11,391	1,816	866	9,756	456	1,208	384	**25,877**
Transfer from capital work in progress	22,123	16,173	118,685	1,652	17,574	20,867	(197,074)	**–**
Reclassified to held for sale (Note 35)	(12,434)	–	(3,814)	–	(565)	(1,404)	(1,780)	**(19,997)**
Depreciation and impairment charge	(49,354)	(6,570)	(66,392)	(74,424)	(74,834)	(31,680)	–	**(303,254)**
Closing net book amount	**1,337,730**	**374,469**	**971,602**	**300,192**	**141,944**	**148,490**	**125,451**	**3,399,878**

5 Property, plant and equipment *(continued)*

	Freehold Properties $	Leasehold properties & improve-ments $	Plant and equipment $	Rental assets $	Furniture and fixtures $	Motor vehicles $	Capital work in progress $	Total $
At September 30, 2023								
Cost	1,597,580	589,979	2,339,676	564,925	418,510	335,355	125,451	**5,971,476**
Accumulated depreciation	(259,850)	(215,510)	(1,368,074)	(264,733)	(276,566)	(186,865)	–	**(2,571,598)**
Net book amount	**1,337,730**	**374,469**	**971,602**	**300,192**	**141,944**	**148,490**	**125,451**	**3,399,878**

The net book amount of property, plant and equipment includes $2,128 (2022: $2,399) in respect of motor vehicles held under finance leases.

Depreciation and impairment expenses of $77,557 (2022: $72,281) have been charged in cost of sales and $225,697 (2022: $156,573) in 'selling, general and administrative expenses'.

	Freehold Properties $	Leasehold properties & improve-ments $	Plant and equipment $	Rental assets $	Furniture and fixtures $	Motor vehicles $	Capital work in progress $	Total $
Year ended September 30, 2022								
Opening net book amount	1,082,321	208,973	393,370	174,191	67,838	77,272	119,921	**2,123,886**
Additions	167,856	19,527	99,274	154,518	33,508	29,099	197,055	**700,837**
Acquisition of subsidiaries (Note 36)	12,675	–	3,471	–	27	4,552	–	**20,725**
Disposal of subsidiaries (Note 37)	(10,784)	–	(770)	–	(487)	–	–	**(12,041)**
Disposals and adjustments	(14,441)	8,300	1,787	(28,841)	(223)	(3,615)	(14,580)	**(51,613)**
Translation adjustments	(7,429)	(935)	(5,066)	(8,429)	(437)	(1,733)	(151)	**(24,180)**
Transfer from capital work in progress	73,273	24,951	45,875	1,580	9,114	7,126	(161,919)	**–**
Depreciation and impairment charge	(13,101)	(29,222)	(78,484)	(56,938)	(28,281)	(22,828)	–	**(228,854)**
Closing net book amount	**1,290,370**	**231,594**	**459,457**	**236,081**	**81,059**	**89,873**	**140,326**	**2,528,760**
At September 30, 2022								
Cost	1,517,344	441,674	1,326,088	442,794	282,920	238,098	140,326	**4,389,244**
Accumulated depreciation	(226,974)	(210,080)	(866,631)	(206,713)	(201,861)	(148,225)	–	**(1,860,484)**
Net book amount	**1,290,370**	**231,594**	**459,457**	**236,081**	**81,059**	**89,873**	**140,326**	**2,528,760**

Notes to the Consolidated Financial Statements

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

5 Property, plant and equipment *(continued)*

	Freehold Properties $	Leasehold properties & improve-ments $	Plant and equipment $	Rental assets $	Furniture and fixtures $	Motor vehicles $	Capital work in progress $	Total $
At 1 October, 2021								
Cost	1,311,886	392,584	1,223,213	357,621	248,886	213,083	119,921	3,867,194
Accumulated depreciation	(229,565)	(183,611)	(829,843)	(183,430)	(181,048)	(135,811)	–	(1,743,308)
Net book amount	**1,082,321**	**208,973**	**393,370**	**174,191**	**67,838**	**77,272**	**119,921**	**2,123,886**

6 Leases

The following tables provide information for leases where the Group is a lessee:

6.1 Right-of-use assets

	Buildings $	Vehicles and Equipment $	Other $	Total $
Year ended September 30, 2023				
Opening net book amount	734,620	1,784	33,131	**769,535**
Exchange adjustment	7,138	34	5	**7,177**
Additions	68,448	–	10,341	**78,789**
Acquisition of subsidiaries (Note 34)	140,194	80	5,486	**145,760**
Disposals and adjustments	1,069	(203)	(850)	**16**
Effect of modification to lease terms*	(124,488)	–	–	**(124,488)**
Depreciation charge	(98,368)	(1,038)	(7,393)	**(106,799)**
At end of year	**728,613**	**657**	**40,720**	**769,990**
Cost	980,136	6,183	73,155	**1,059,474**
Accumulated Depreciation	(251,523)	(5,526)	(32,435)	**(289,484)**
At end of year	**728,613**	**657**	**40,720**	**769,990**
Year ended September 30, 2022				
Opening net book amount	813,632	2,711	38,193	**854,536**
Exchange adjustment	(7,819)	(240)	(14)	**(8,073)**
Additions	44,200	458	–	**44,658**
Acquisition of subsidiaries (Note 34)	162	–	–	**162**
Disposals and adjustments	(32,912)	(80)	42	**(32,950)**
Effect of modification to lease terms	1,468	–	755	**2,223**
Depreciation charge	(84,111)	(1,065)	(5,845)	**(91,021)**
At end of year	**734,620**	**1,784**	**33,131**	**769,535**

6 Leases

The following tables provide information for leases where the Group is a lessee:

6.1 Right-of-use assets *(continued)*

	Buildings $	Vehicles and Equipment $	Other $	Total $
Cost	940,605	6,086	50,266	**996,957**
Accumulated depreciation	(205,985)	(4,302)	(17,135)	**(227,422)**
At end of year	**734,620**	**1,784**	**33,131**	**769,535**

6.2 Lease liabilities

	2023 $	2022 $
Opening net book amount	**922,672**	988,233
Translation adjustments	**7,963**	(8,561)
Additions	**78,485**	44,114
Payments	**(91,197)**	(67,728)
Acquisition of subsidiary (Note 34)	**146,943**	162
Effect of modifications of lease terms*	**(125,617)**	1,802
Disposals and adjustments	**(1,317)**	(35,350)
Closing net book amount	**937,932**	**922,672**
Current	**142,399**	76,154
Non-current	**795,533**	846,518
	937,932	**922,672**

* During the 2023 financial year, Massy Integrated Retail Ltd. conducted an exercise assessing the reasonability of exercising their lease extension options. Based on the review, six leases were identified to be remeasured for a modification of the lease term.

	2023 $	2022 $
6.3 Amounts recognised in the consolidated statement of profit or loss for continuing operations:		
Interest expense on lease liabilities (Note 27)	**56,659**	61,244
Depreciation charge on right-of-use assets	**106,799**	91,021
Expense relating to short-term leases	**30,440**	22,585
Expense relating to leases of low value assets not included above	**140**	149
	194,038	**174,999**

Notes to the Consolidated Financial Statements

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

7 Investment properties

	2023 $	2022 $
Cost	**–**	331,463
Accumulated depreciation and impairment	**–**	(33,642)
Net book amount	**–**	**297,821**
Movement analysis:		
Opening net book amount	**297,821**	329,503
Translation adjustments	**225**	(510)
Additions	**3,118**	2,179
Disposals	**(109,424)**	(20,479)
Depreciation	**(20,733)**	(2,577)
Disposal of subsidiary (Note 35)	**–**	(10,101)
Reclassified to held for sale (Note 35)	**(175,736)**	–
Other adjustments	**4,728**	(194)
Closing net book amount	**–**	**297,821**

- The fair value of the investment properties amounted to $313,284 in 2022. For 2023, all investment properties have been reclassified to held for sale (Note 35). The fair value amounted to $210,589.
- The fair value amount was either:
  1. valued by independent, professionally qualified valuators; or
  2. asserted via a Director's valuation based on:
     - references to properties in similar areas and condition;
     - correspondence from valuators which supports that there has not been significant movement in terms of market prices;
     - the directors' independent FV assessment based on a calculation if the property is tenanted;
     - re-assessment of any assumptions made in the last valuation and whether there were or should have been any changes and any other factors which support management's position that the FV continues to be relevant and appropriate.
- The property rental income earned by the Group during the year from its investment properties, amounted to $6,995 (2022: $19,679).
- Direct operating expenses arising on the investment properties which generated revenue during the year amounted to $9,014 (2022 $11,402). There were no costs in the current year.
- There were no direct operating expenses arising on the investment properties which did not generate revenue during the current and prior year.

8 Goodwill

	2023 $	2022 $
Cost	**1,234,367**	331,787
Accumulated translation adjustments	**(7,142)**	(7,644)
Accumulated impairment	**(155,943)**	(155,943)
Net book amount	**1,071,282**	**168,200**
Movement analysis:		
Opening net book amount	**168,200**	168,409
Translation adjustments	**502**	(209)
Additions (Note 34)	**902,580**	–
Closing net book amount	**1,071,282**	**168,200**

Goodwill is allocated to the Group's cash-generating units ('CGUs') identified according to country of operation and business segment.

For continuing operations, a segment-level summary of the goodwill allocation is presented below.

	2023	2022
Motors and Machines	**105,223**	105,223
Integrated Retail	**220,776**	60,142
Gas Products	**745,283**	2,835
	1,071,282	**168,200**

In assessment of the impairment of goodwill the recoverable amount of cash generating units is determined based on value-in-use.

These calculations use weighted cash flow projections based upon a base, best- and worst-case sensitivity approved by Directors covering a five-year period.

Key assumptions used for value-in-use and fair value less costs to sell calculations:

	2023		2022	
	Growth Rate[1] %	Discount Rate[2] %	Growth Rate[1] %	Discount Rate[2] %
Motors & Machines	**3.13**	**12.25**	2.5-4.72	11.06
Gas Products	**7.17**	**6.96 - 12.39**	2.3	9.75
Integrated Retail	**0.00**	**6.38 - 10.72**	3.00 - 5.97	7.64 - 8.29

[1] Weighted average growth rate used to extrapolate cash flows beyond the budget period.
[2] Pre-tax discount rate applied to the cash flow projections.

These assumptions have been used for the analysis of each CGU within the business segment. Management determined the budgeted gross margin based on past performance and its expectations for the market development. The weighted average growth rates used are consistent with the forecasts included in industry reports. The discount rates used are pre-tax and reflect specific risk relating to the relevant segments.

Notes to the Consolidated Financial Statements

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

8 Goodwill *(continued)*

The value in use calculation is based on a discounted cash flow model. The cash flows are derived from approved budgets and do not include restructuring activities that the Group is not yet committed to or significant future investments that will enhance the asset's performance of the cash generating unit being tested. The recoverable amount is sensitive to the discount rate used for the discounted cash flow model as well as the expected future cash inflows and the growth rate used for the extrapolation purposes.

9 Other intangible assets

Intangibles represent brands and software licenses which have been recognised at fair value at the acquisition date and are measured at carrying value less accumulated amortisation and impairment. No impairment has been recorded during the years presented.

	2023 $	2022 $
Opening net book value	**63,417**	59,415
Translation adjustments	**2,969**	(4,515)
Additions for the year	**14,682**	15,534
Acquisition of subsidiaries (Note 34)	**55,992**	14,820
Amortisation charge for the year	**(23,466)**	(20,980)
Other adjustments	**2,513**	(857)
Net book amount	**116,107**	**63,417**
Cost	**232,446**	156,290
Accumulated amortisation	**(116,339)**	(92,873)
Net book amount	**116,107**	**63,417**

The amortisation charge is included in selling, general and administrative expenses.

10 Investments in associates and joint ventures

	2023 $	2022 $
Investment and advances	**118,939**	114,157
Share of post-acquisition reserves	**(14,925)**	26,071
	104,014	**140,228**

10 Investments in associates and joint ventures

	2023 $	2022 $
Movement analysis:		
Balance at beginning of year	**140,228**	129,608
Translation adjustments	**78**	(24)
Share of results before tax	**3,792**	18,842
Share of tax	**(6,358)**	(9,165)
Dividends received	**(13,513)**	(40,232)
Disposal of associates	**(24,371)**	–
Additional investments and advances	**4,778**	39,833
Other	**(620)**	1,366
Balance at end of year	**104,014**	**140,228**
Analysed as:		
Individually material associates and joint ventures	**86,551**	120,175
Individually immaterial associates and joint ventures	**17,463**	20,053
	104,014	**140,228**
Share of profit before tax of associates and joint ventures		
Continuing operations	**3,792**	18,842
	3,792	**18,842**

The tables below provide summarised financial information for those associates and joint ventures that are material to the Group. The information disclosed reflects the amounts presented in the financial statements of the relevant associates and joint ventures and not the Group's share of those amounts. A reconciliation to the net carrying amounts is included below to reflect adjustments made by the entity when using the equity method, including goodwill and other adjustments.

	2023				2022			
	Massy Wood $	Caribbean Industrial Gases Unlimited $	Curbo $	Total $	Massy Wood $	Caribbean Industrial Gases Unlimited $	Curbo $	Total $
Summarised balance sheet:								
Current assets	249,082	64,570	–	**313,652**	285,006	79,557	99,353	**463,916**
Non-current assets	16,181	19,513	–	**35,694**	23,209	9,675	48,364	**81,248**
Current liabilities	(104,416)	(24,256)	–	**(128,672)**	(137,545)	(30,621)	(20,178)	**(188,344)**
Non-current liabilities	–	(19,385)	–	**(19,385)**	(2,681)	(20,057)	(10,312)	**(33,050)**
Net assets	**160,847**	**40,442**	**–**	**201,289**	**167,989**	**38,554**	**117,227**	**323,770**

Notes to the Consolidated Financial Statements

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

10 Investments in associates and joint ventures *(continued)*

	2023				2022			
	Massy Wood $	Caribbean Industrial Gases Unlimited $	Curbo $	Total $	Massy Wood $	Caribbean Industrial Gases Unlimited $	Curbo $	Total $
Reconciliation to net carrying amounts:								
Group share of joint ventures (%)	50	50	19.55	–	50	50	19.55	–
Group share of joint ventures ($)	80,423	20,221	–	**100,644**	83,995	19,277	22,918	**126,190**
Goodwill	727	–	–	**727**	727	–	–	**727**
Impairment	–	–	(14,820)	**(14,820)**	–	–	(6,742)	**(6,742)**
	81,150	**20,221**	**(14,820)**	**86,551**	**84,722**	**19,277**	**16,176**	**120,175**
Other information:								
Country of incorporation	Trinidad & Tobago	Trinidad & Tobago	Colombia		Trinidad & Tobago	Trinidad & Tobago	Colombia	
Nature of relationship	Joint venture	Joint venture	Associate		Joint venture	Joint venture	Associate	

	Massy Wood $	Caribbean Industrial Gases Unlimited $	Curbo $	Total $
Summarised statement of comprehensive income				
As at September 30, 2023				
Revenue	664,333	39,991	–	**704,324**
Depreciation and amortisation	(11,419)	–	–	**(11,419)**
Interest expense	(29)	(877)	–	**(906)**
Profit before tax	33,042	4,182	–	**37,224**
Tax	(10,196)	(2,520)	–	**(12,716)**
Profit after tax	22,846	1,662	–	**24,508**
Reconciliation to profit or loss:				
Group share of joint ventures (%)	50%	50%	19.55%	
Group share of profit/(loss) before impairment expenses	16,521	2,091	–	**18,612**
Group Investment Impairment	–	–	(14,820)	**(14,820)**
Group share of profit/(loss) before tax	16,521	2,091	(14,820)	**3,792**
Income tax expense	(5,098)	(1,260)	–	**(6,358)**
Group share of profit/(loss) for the year	**11,423**	**831**	**(14,820)**	**(2,566)**

10 Investments in associates and joint ventures *(continued)*

	Massy Wood $	Caribbean Industrial Gases Unlimited $	Curbo $	Total $
Summarised statement of comprehensive income				
As at September 30, 2022				
Revenue	809,094	46,172	5,888	**861,154**
Depreciation and amortisation	(11,269)	(1,109)	(131)	**(12,509)**
Interest expense	(618)	(811)	(664)	**(2,093)**
Profit/(loss) before tax	46,720	17,170	(27,592)	**36,298**
Tax	(12,590)	(5,736)	–	**(18,326)**
Profit After Tax	34,130	11,434	(27,592)	**17,972**
Reconciliation to profit or loss:				
Group share of joint ventures (%)	50%	50%	19.55%	
Group share of profit/(loss) before impairment expenses	23,360	8,585	(5,394)	**26,551**
Group Goodwill impairment	–	(967)	–	**(967)**
Group Investment Impairment	–	–	(6,742)	**(6,742)**
Group share of profit/(loss) before tax	23,360	7,618	(12,136)	**18,842**
Income tax expense	(6,295)	(2,869)	–	**(9,164)**
Group share of profit/(loss) for the year	**17,065**	**4,749**	**(12,136)**	**9,678**

The Group has investments in a joint venture and an associate whose year ends are not coterminous with September 30:

	Country of incorporation	Reporting year end
Massy Wood	Trinidad and Tobago	31 December
Curbo	Colombia	31 December

11 Trade and other receivables

	2023 $	2022 $
Trade receivables	**1,395,449**	1,063,426
Receivables with related parties	**15,478**	7,052
Less: Provision for impairment of receivables (Note 33.1.2)	**(106,102)**	(64,544)
Trade receivables - net	**1,304,825**	1,005,934

Notes to the Consolidated Financial Statements

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

11 Trade and other receivables *(continued)*

	2023 $	2022 $
Contract assets (Note 11.1)	**151,862**	105,403
Less: provision for impairment of contract assets (Note 11.1)	**(81)**	(173)
Other debtors and prepayments	**915,875**	745,650
Less: provision for impairment of other debtors (Note 33.1.2)	**(1,928)**	(1,611)
Other debtors and prepayments - net	**1,065,728**	849,269
	2,370,553	**1,855,203**
Non-current portion	**26,472**	822
Current portion	**2,344,081**	1,854,381
	2,370,553	**1,855,203**
11.1 Contract assets comprises:		
Unbilled income	**109,072**	95,198
Assets recognised from costs to fulfil a contract	**107**	123
Other: Service contracts	**42,602**	9,909
	151,781	**105,230**

The contract assets and other debtors are subjected to impairment testing under IFRS 9. The basis for impairment is explained in Note 33.1.2.

Contract assets have increased as the Group has provided less services ahead of the agreed payment schedules for fixed-price contracts.

12 Financial assets

	2023 $	2022 $
At amortised cost:		
- Bonds	**564,993**	571,750
- Less: provision for impairment of bonds	**(939)**	(1,051)
- Instalment credit, hire purchase receivables and other accounts	**776,530**	628,425
- Less: provision for impairment of instalment credit, hire purchase receivables and other accounts	**(31,633)**	(20,479)
	1,308,951	**1,178,645**

12 Financial assets *(continued)*

	2023 $	2022 $
Fair value through profit or loss:		
- Bonds and treasury bills	**–**	13,621
- Listed equities	**8,473**	11,650
- Unlisted equities	**212**	212
- Investment funds	**139,419**	3,178
- Structured notes	**56,537**	48,232
	204,641	**76,893**
Fair value through other comprehensive income:		
- Bonds and treasury bills	**1,424,771**	1,448,694
- Less: provision for impairment of bonds and Treasury Bills	**(293)**	(449)
- Unlisted equities	**90,475**	202,404
	1,514,953	1,650,649
Total	**3,028,545**	**2,906,187**
Non-current portion	**1,622,259**	1,861,390
Current portion	**1,406,286**	1,044,797
	3,028,545	**2,906,187**

12.1 Finance leases

Included in instalment credit and other accounts are amounts relating to finance leases as follows:

	2023 $	2022 $
Not later than 1 year	**4,274**	3,957
Later than 1 year but not later than 5 years	**3,183**	6,761
	7,457	10,718
Unearned finance charges on finance leases	**(22)**	(127)
Net investment on finance leases	**7,435**	**10,591**
Not later than 1 year	**4,261**	3,523
Later than 1 year but not later than 5 years	**3,174**	7,068
	7,435	**10,591**

Notes to the Consolidated Financial Statements

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

13 Deferred income tax

Deferred income taxes are calculated in full, on temporary differences under the liability method using a principal tax rate of 30% (2022: 30%).

The movements in deferred tax assets/(liabilities) are as follows:

Deferred income tax assets

	Accelerated depreciation $	Tax losses $	Leases $	Pension $	Other $	Total $
Year ended September 30, 2023						
At beginning of year	15,904	18,029	38,639	15,864	45,454	**133,890**
Credit/(Charge) to consolidated statement of profit or loss	5,034	(724)	904	1,145	(2,371)	**3,988**
Exchange adjustment	61	158	84	2	4,210	**4,515**
Acquisition of subsidiary (Note 34)	1,162	–	–	–	–	1,162
Other movements	22,000	(427)	30	1,162	(14,691)	**8,074**
At end of year	**44,161**	**17,036**	**39,657**	**18,173**	**32,602**	**151,629**
Year ended September 30, 2022						
At beginning of year	9,320	21,420	36,867	14,640	50,158	**132,405**
Credit/(Charge) to consolidated statement of profit or loss	6,379	(3,986)	1,612	1,224	901	**6,130**
Exchange adjustment	85	308	136	–	(6,884)	**(6,355)**
Other movements	120	287	24	–	1,279	**1,710**
At end of year	**15,904**	**18,029**	**38,639**	**15,864**	**45,454**	**133,890**

Deferred tax assets are recognised for tax losses carried-forward to the extent that the realisation of the related tax benefit through the future taxable profits is probable. The Group does not have any unrecorded deferred tax asset for unutilised losses at September 30, 2023.

Deferred income tax liabilities

	Accelerated depreciation $	Pension plan surplus $	Other $	Total $
Year ended September 30, 2023				
At beginning of year	51,419	138,092	34,699	**224,210**
(Credit)/charge to consolidated statement of profit or loss	(7,269)	(5,712)	(386)	**(13,367)**
Exchange adjustment	(38)	47	2,959	**2,968**
Acquisition of subsidiary (Note 34)	88,017	–	–	**88,017**
Reclassified to held for sale (Note 35)	(66)	–	–	**(66)**
Other movements	21,457	(12,254)	22,718	**31,921**
At end of year	**153,520**	**120,173**	**59,990**	**333,683**

13 Deferred income tax *(continued)*

Deferred income tax liabilities (continued)

	Accelerated depreciation $	Pension plan surplus $	Other $	Total $
Year ended September 30, 2022				
At beginning of year	56,317	137,820	39,906	**234,043**
(Credit)/charge to consolidated statement of profit or loss	(1,280)	8,723	(284)	**7,159**
Exchange adjustment	93	86	(5,422)	**(5,243)**
Acquisition of subsidiary	–	–	7,044	**7,044**
Disposal of subsidiary (Note 35)	(2,135)	–	–	**(2,135)**
Other movements	(1,576)	(8,537)	(6,545)	**(16,658)**
At end of year	**51,419**	**138,092**	**34,699**	**224,210**

14 Retirement benefit assets/obligations

	2023 $	2022 $
Retirement benefit assets		
Neal & Massy Group Pension Fund Plan	**360,078**	380,303
Overseas plans – Other	**43,557**	36,537
	403,635	**416,840**

The pension plans were valued by independent actuaries using the projected unit credit method.

Neal & Massy Group Pension Fund Plan

	2023 $	2022 $
The amounts recognised in the statement of financial position are as follows:		
Fair value of plan assets	**1,754,393**	1,838,122
Present value of obligation	**(1,394,315)**	(1,323,001)
	360,078	515,121
Unutilisable asset	**–**	(134,818)
Asset in the statement of financial position	**360,078**	**380,303**
The movement in the present value of the defined benefit obligation is as follows:		
Opening present value of defined benefit obligation	**1,323,001**	1,292,700
Current service cost	**38,475**	34,783
Interest cost	**64,831**	62,978
Actuarial gains on obligation	**20,778**	(1,164)
Benefits paid	**(52,770)**	(66,296)
Closing present value of defined benefit obligation at September 30	**1,394,315**	**1,323,001**

Notes to the Consolidated Financial Statements

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

14 Retirement benefit assets/obligations *(continued)*

Retirement benefit assets (continued)

	2023 $	2022 $
The movement in the fair value of plan assets for the year is as follows:		
Opening fair value of plan assets	**1,838,122**	1,858,543
Expected return on plan assets	**84,265**	82,106
Actuarial (losses)/gains on plan assets	**(131,969)**	(36,231)
Employer contribution	**16,745**	–
Benefits paid	**(52,770)**	(66,296)
Closing fair value of plan assets at September 30	**1,754,393**	**1,838,122**
The amounts recognised in the consolidated statement of profit or loss are as follows:		
Current service cost	**38,475**	34,783
Net interest cost	**(19,434)**	(19,128)
Total included in profit or loss	**19,041**	**15,655**
Actuarial losses/(gains) recognised in other comprehensive income before tax	**17,929**	**(13,385)**
Movement in the asset recognised in the consolidated statement of financial position:		
Asset at beginning of year	**380,303**	382,573
Net pension expense	**(19,041)**	(15,655)
Employer contribution	**16,745**	–
Actuarial gains	**(17,929)**	13,385
Asset at end of year	**360,078**	**380,303**

The principal actuarial assumptions used were:

	2023 Per annum	2022 Per annum
Discount rate	**6%**	5%
Future salary increases	**6%**	5%
Future pension increases – post retirement	**5%**	3%
Sensitivity – change in discount rate	**1% increase**	1% increase
Sensitivity impact	**(205,663)**	**(182,002)**

14 Retirement benefit assets/obligations *(continued)*

Assumptions regarding future mortality experience are set based on advice from published statistics and experience in each territory.

	2023	2022
Plan assets are comprised as follows:		
Local equities/mutual funds	**31%**	32%
Local bonds/mortgages	**16%**	17%
Foreign investments	**48%**	45%
Deferred annuities/insurance policy	**3%**	4%
Short-term securities/cash/accrued income	**2%**	2%
The average life expectancy in years of a pensioner retiring at age 60 is as follows:		
Male	**81**	81
Female	**85**	85

Overseas plans – I.G.L. Limited, HD Hopwood Jamaica & Massy Guyana Staff Pension Fund Plans

The amounts recognised in the statement of financial position are as follows:

	2023 $	2022 $
Fair value of plan assets	**464,091**	451,075
Present value of the defined benefit obligation	**(270,571)**	(183,657)
	193,520	267,418
Unutilisable asset	**(149,961)**	(230,881)
Asset recognised in the statement of financial position	**43,559**	**36,537**
The movement in the defined benefit obligation over the year is as follows:		
Opening present value of defined benefit obligation	**183,657**	156,295
Current service cost	**27,026**	4,752
Interest cost	**14,051**	10,923
Plan participant contributions	**6,388**	4,043
Actuarial losses on obligation	**51,924**	12,704
Exchange differences on foreign plans	**(996)**	1,174
Benefits paid	**(11,479)**	(6,234)
Closing present value of defined benefit obligation	**270,571**	**183,657**

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Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

14 Retirement benefit assets/obligations *(continued)*

Overseas plans – I.G.L. Limited, HD Hopwood Jamaica & Massy Guyana Staff Pension Fund Plans *(continued)*

	2023 $	2022 $
The movement in the fair value of plan assets for the year is as follows:		
Opening fair value of plan assets	**451,075**	323,425
Income from discount rate on utilisable plan assets	**18,048**	16,118
Actual return on assets greater than above	**10,452**	108,751
Assets disbursed on settlement	**(9,682)**	–
Exchange differences on foreign plans	**(5,152)**	2,172
Employer contributions	**4,662**	3,412
Plan participant contributions	**6,388**	4,043
Administration expenses	**(221)**	(611)
Benefits paid	**(11,479)**	(6,235)
Closing fair value of plan assets at September 30	**464,091**	**451,075**
The amounts recognised in the consolidated statement of profit or loss are as follows:		
Current service cost	**6,386**	4,752
Net interest cost	**(3,997)**	(5,195)
Administration expenses	**221**	611
Curtailments and settlements	**9,682**	–
Total included in other income	**12,292**	168
Actual return on plan assets	**(45,465)**	**124,869**
Movement in the asset recognised in the consolidated statement of financial position:		
Asset at beginning of year	**36,537**	74,838
Actuarial losses recognised in other comprehensive	**(38,675)**	(41,545)
Net pension income/(expense)	**41,035**	(168)
Employer contributions	**4,662**	3,412
Asset at end of year	**43,559**	36,537
Actuarial losses recognised in other comprehensive income	**(38,675)**	**(41,543)**

The principal actuarial assumptions used were:

	2023 Per annum %	2022 Per annum %
Discount rate	**5.00 - 13.00**	5.00 -11.50
Future salary increases	**5.00 - 11.00**	5.00 - 5.50
Future national insurance increases	**4.00**	4.00
Future pension increases	**2.00 - 5.50**	2.00 - 5.00
Future bonuses	**0.00 - 2.00**	0.00 - 2.00

Assumptions regarding future mortality experience are set based on advice from published statistics and experience in each territory.

14 Retirement benefit assets/obligations *(continued)*

***Overseas plans – I.G.L. Limited, HD Hopwood Jamaica & Massy Guyana Staff Pension Fund Plans** (continued)*

	2023 $	2022 $
Retirement benefit obligations		
Massy Holdings/BS&T/Hopwood – medical pension plan	**(147,926)**	(121,792)
Barbados Shipping & Trading (BS&T) – pension plan	**36,321**	44,077
	(111,605)	**(77,715)**

Barbados Shipping & Trading (BS&T) – pension plan

The amounts recognised in the statement of financial position are as follows:

	2023 $	2022 $
Fair value of plan assets	**586,753**	595,711
Present value of the defined benefit obligation	**(494,497)**	(503,722)
	92,256	91,989
Unutilisable asset due to limit	**(55,935)**	(47,912)
Asset in the statement of financial position	**36,321**	**44,077**
The movement in the defined benefit obligation over the year is as follows:		
Opening present value of defined benefit obligation	**503,722**	527,081
Current service cost	**4,754**	5,104
Interest cost	**37,888**	38,351
Past service cost	**(3,591)**	1,069
Liabilities extinguished on settlement	**–**	(23,629)
Actuarial gains on obligation	**(9,463)**	(3,203)
Exchange differences on foreign plans	**1,147**	(1,028)
Benefits paid	**(39,960)**	(40,023)
Closing present value of defined benefit obligation at September 30	**494,497**	**503,722**
The movement in the fair value of plan assets for the year is as follows:		
Opening fair value of plan assets	**595,711**	669,730
Income from discount rate on utilisable plan assets	**41,273**	42,049
Actual return on assets less than above	**(20,177)**	(66,294)
Assets disbursed on settlement	**–**	(18,059)
Administration expenses	**(121)**	(175)
Employer contributions	**8,662**	9,729
Exchange differences	**1,365**	(1,246)
Benefits paid	**(39,960)**	(40,023)
Closing fair value of plan assets at September 30	**586,753**	**595,711**

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Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

14 Retirement benefit assets/obligations *(continued)*

Barbados Shipping & Trading (BS&T) – pension plan (continued)

	2023 $	2022 $
The amounts recognised in the consolidated statement of profit or loss are as follows:		
Current service cost	**4,754**	5,104
Net interest income	**(3,385)**	(3,698)
Past service cost	**(3,591)**	1,069
Gain on curtailments	**–**	(5,570)
Administration expenses	**121**	175
Income recognised in the statement of profit or loss	**(2,101)**	(2,920)
Actual return on plan assets	**(21,096)**	**(24,245)**
Liability at beginning of year	**44,077**	47,981
Expense recognised in other comprehensive income	**(18,519)**	(16,553)
Net pension income	**2,101**	2,920
Contributions paid	**8,662**	9,729
Asset at end of year	**36,321**	**44,077**

	2023 Per annum	2022 Per annum
The principal actuarial assumptions used were:		
Discount rates	**7.75%**	7.75%
Future salary increases	**5.75%**	5.75%
Future NIS increases	**3.50%**	3.50%
Future pension increases – past service	**0.75%**	0.75%
Future pension increases – future service	**0.75%**	0.75%

Assumptions regarding future mortality experience were obtained from published statistics and experience in each territory. The average life expectancy in years of a pensioner retiring at age 65 is as follows:

Male	**83**	83
Female	**86**	86

Barbados Shipping & Trading (BS&T) – medical plans

The principal actuarial assumptions used were:

	2023 Per annum %	2022 Per annum %
Discount rate	**7.75**	7.75
Annual increase in health care	**4.00**	4.50

14 Retirement benefit assets/obligations *(continued)*

Other Plans: Massy Holdings/BS&T/Hopwood Medical Fund Plan

	2023 $	2022 $
The amounts recognised in the statement of financial position are as follows:		
Present value of the defined benefit obligation	**(147,926)**	(121,792)
Liability recognised in the statement of financial position	**(147,926)**	**(121,792)**
The movement in the defined benefit obligation over the year is as follows:		
Opening present value of defined benefit obligation	**(121,792)**	(130,645)
Current service cost	**(13,102)**	(6,258)
Interest cost	**(8,913)**	(8,836)
Actuarial gains on obligation	**(8,520)**	15,734
Past service cost	**1,049**	4,053
Liabilities extinguished on curtailment	**–**	–
Exchange differences on foreign plans	**(1,194)**	545
Benefits paid	**4,546**	3,615
Closing present value of defined benefit obligation	**(147,926)**	**(121,792)**
The amounts recognised in the consolidated statement of profit or loss are as follows:		
Current service cost	**(6,224)**	(6,258)
Net interest cost	**(8,913)**	(8,836)
Past Service cost	**1,049**	4,053
Total income recognised in consolidated statement of profit or loss	**(14,088)**	**(11,041)**
The amounts recognised in other comprehensive income:		
Actuarial gains/(losses) recognised in other comprehensive income	**8,520**	**(15,734)**

The principal actuarial assumptions used were:

	2023 Per annum %	2022 Per annum %
Barbados Shipping & Trading (BS&T)		
Discount rate	**7.75**	7.75
Annual Increases in Healthcare Costs	**4.50**	4.50
Hopwood Medical Fund Plan		
Discount rate	**13.00**	11.50
Annual Increases in Healthcare Costs	**12.50**	7.00
Neal & Massy Group Medical Fund Plan		
Discount rate	**6.00**	5.00
Annual Increases in Healthcare Costs	**4.00**	3.50

Notes to the Consolidated Financial Statements

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

15 Inventories

	Gross $	Provision $	2023 $
Finished goods and goods for resale	2,248,322	(76,614)	**2,171,708**
Goods in transit	212,361	–	**212,361**
Raw materials and consumables	57,471	(6,348)	**51,123**
Work in Progress	17,010	(1,800)	**15,210**
	2,535,164	**(84,762)**	**2,450,402**

	Gross $	Provision $	2022 $
Finished goods and goods for resale	1,727,369	(79,989)	1,647,380
Goods in transit	337,121	–	337,121
Raw materials and consumables	54,985	(7,541)	47,444
Work in progress	33,825	(1,862)	31,963
	2,153,300	**(89,392)**	**2,063,908**

The cost of inventories recognised in expense and included in cost of sales amounted to $9,490,379 (Restated 2022: $8,358,103).

16 Statutory deposits with regulators

This mainly comprises of Massy Finance GFC Ltd:

The Financial Institutions Act, 2008 requires that every non-banking financial institution licensed under the Act in the Republic of Trinidad and Tobago hold and maintain a non-interest bearing deposit account with the Central Bank of Trinidad and Tobago equivalent to 9% of the total deposit liabilities of that institution. As at 30 September 2023 and 2022, Massy Finance GFC Ltd complied with the above requirement.

17 Cash and cash equivalents

	2023 $	2022 $
Cash at Hand and in bank	**1,249,196**	1,188,360
Short term bank deposit	**40,490**	38,759
	1,289,686	**1,227,119**

Deposits have an average maturity of less than 90 days.

Cash, cash equivalents and bank overdrafts include the following for the purposes of the cash flow statement:

Cash and cash equivalents	**1,289,686**	1,227,119
Bank overdrafts (Note 22)	**(78,236)**	(57,786)
Cash, net of bank overdrafts	**1,211,450**	**1,169,333**

18 Share capital

	Number of shares #	Ordinary shares $	Total $
At September 30, 2023	**1,979,385**	**764,344**	**764,344**
At September 30, 2022	1,979,385	764,344	**764,344**

The total authorised number of ordinary shares is unlimited with no par value. All issued shares are fully paid.

At the Annual Shareholders' Meeting held on January 21, 2022, the Shareholders approved a proposal by the Company's Board of Directors for a 20:1 stock split, which provided authorization for a share split to convert each ordinary share into twenty ordinary shares, subject to receipt of the requisite regulatory approvals. The effective date was March 11, 2022 for the effecting of the corporate action. Following approval from the Trinidad and Tobago Stock Exchange there was an increase in the number of issued shares from 98,969 to 1,979,385. The price of the security was also adjusted consistent with the 20:1 share split ratio.

19 Dividends per share

	2023 $	2022 $
Interim paid: 2023 – 3.15 cents per share (2022 – 3 cents)	**62,351**	59,382
Final paid: 2022 – 12.68 cents per share (2021 – 11.50 cents)	**250,986**	227,629
	313,337	**287,011**

On November 22, 2023 the Board of Directors of Massy Holdings Ltd. declared a final dividend per share of 12.68 cents, bringing the total dividends per share for the financial year ended 30 September 2023 to 15.83 cents (2022 – 15.68 cents).

20 Other reserves

	Translation reserve $	Catastrophe reserve (Note 20.2) $	Statutory and general banking reserves (Note 20.1) $	Other amounts $	Total $
As at September 30, 2023					
Balance at beginning of year	(207,258)	345,959	17,390	(223,994)	**(67,903)**
Currency translation adjustments	45,201	–	–	–	**45,201**
Other reserve movements	–	(106)	–	908	**802**
Balance at the end of year	**(162,057)**	**345,853**	**17,390**	**(223,086)**	**(21,900)**

Notes to the Consolidated Financial Statements

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

20 Other reserves *(continued)*

	Translation reserve $	Catastrophe reserve (Note 20.2) $	Statutory and general banking reserves (Note 20.1) $	Other amounts $	Total $
As at September 30, 2022					
Balance at beginning of year	(136,746)	369,206	17,390	(224,775)	**25,075**
Currency translation adjustments	(38,298)	–	–	–	**(38,298)**
Disposal of subsidiary	(31,230)	(38,299)	–	7,567	**(61,962)**
Transfer to other reserves	–	15,052	–	–	**15,052**
Other reserves	(984)	–	–	(6,786)	**(7,770)**
Balance at end of year	**(207,258)**	**345,959**	**17,390**	**(223,994)**	**(67,903)**

20.1 Statutory and general banking reserves

These are applicable to Massy Finance (GFC) Ltd. as follows:

- Statutory Reserve – The Financial Institutions Act, 2008 requires a financial institution to transfer annually a minimum of 10% of its profit after taxation to a reserve fund until the balance on this reserve is equal to the paid-up capital of the institution. The reserve amounted to $15,000 (2022: $15,000).
- General Banking Reserve – In keeping with the Financial Institutions (Prudential Criteria) Regulations, 1994, the Company has set aside a reserve out of retained earnings to provide against unforeseen losses on the loan portfolio. The reserve amounted to $2,390 (2022: $2,390).

20.2 Catastrophe reserve

This comprises reserves arising from The Interregional Reinsurance Company Limited (TIRCL):

- Appropriations from Retained Earnings are periodically made to this reserve as determined by the Directors. The reserve is intended to be only available to meet both current and future losses arising under the entity's insurance policies from catastrophic events. The reserve amounted to $345,853 (2022: $345,959).

21 Non-controlling interests

The following is an analysis of non-controlling interests which are material and individually immaterial to the Group:

	2023 $	2022 $
Accumulated balances with non-controlling interests		
Material non-controlling interests	**137,837**	123,935
Individually immaterial non-controlling interests	**69,200**	61,894
	207,037	**185,829**

21 Non-controlling interests *(continued)*

	2023 $	2022 $
Profit for the year from non-controlling interests		
Material non-controlling interests	**36,324**	33,768
Individually immaterial non-controlling interests	**12,413**	10,491
	48,737	44,259

Individually immaterial non-controlling interests include Massy Guyana Group and Massy Carbonics Limited. In 2023, the non-controlling interest in Massy Carbonics Limited was purchased.

The table below shows a movement analysis of Massy Stores (SLU) Ltd, the only subsidiary with non-controlling interests that is material to the Group. The amounts included represents the share attributable to the non-controlling interests.

	2023 $	2022 $
	40%	40%
Balance at beginning of year	**123,935**	105,827
Total comprehensive income for the year	**36,324**	33,768
Dividends	**(19,466)**	(20,377)
Currency translation adjustments	**178**	(234)
Other adjustments	**(3,134)**	4,951
Balance at end of year	**137,837**	**123,935**

Set out below is summarised financial information for each subsidiary that has non-controlling interests that are material to the Group. The amounts disclosed for each subsidiary are the amounts as per the entities' financial statements before inter-company eliminations.

	2023 $	2022 $
Summarised balance sheet:		
Current assets	**311,480**	262,890
Non-current assets	**289,471**	311,794
Current liabilities	**(141,473)**	(134,988)
Non-current liabilities	**(101,107)**	(121,366)
Indirect NCI	**(7,591)**	(11,223)
Net assets	**350,780**	**307,107**
Summarised statement of comprehensive income:		
Revenue	**1,563,475**	1,448,554
Profit attributable to parent	**90,809**	84,420
Total comprehensive income for the year	**90,809**	**84,420**

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21 Non-controlling interests *(continued)*

Summarised statement of comprehensive income: *(continued)*

	2023 $	2022 $
NCI share (%)	**40**	40
NCI share ($)	**36,324**	33,768
Summarised statement of cash flows:		
Operating activities	**172,455**	102,794
Investing activities	**(25,014)**	(96,483)
Financing activities	**(109,381)**	(33,551)
Net change in cash flows	**38,060**	**(27,240)**

22 Borrowings

	2023 $	2022 $
Secured advances and mortgage loans	**1,903,323**	261,176
Unsecured advances	**1,465,389**	1,457,266
Bank overdrafts (Note 17)	**78,236**	57,786
Bankers' acceptance	**10,000**	10,000
Loans to related parties	**33,592**	–
Total borrowings	**3,490,540**	1,786,228
Less short-term borrowings	**(2,002,927)**	(239,822)
Medium and long-term borrowings	**1,487,613**	**1,546,406**
Short-term borrowings comprise:		
Bank overdrafts (Note 17)	**78,236**	57,786
Bankers' acceptance	**10,000**	10,000
Current portion of other borrowings	**1,914,691**	172,036
	2,002,927	**239,822**

On July 30, 2014, Massy Holdings Ltd. issued a $1.2B TT Dollar Fixed Rate Bond. A private auction system was used to determine the issue size and cost of each series of the Bond issue. RBC Merchant Bank (Caribbean) Limited was the Arranger and RBC Trust (Trinidad & Tobago) Limited was the Trustee. The bond was issued at a premium. The face value of both series was $600M each with a tenure of 10 years (Series A) and 15 years (Series B) at coupon rates of 4.00% and 5.25% respectively. Interest is paid on a semi-annual basis in arrears and the principal will be repaid via a bullet payment at maturity. The bond payable is shown net of any investor's interests held by the parent. Series A of the Bond becomes due in July 2024. As a result, it is recorded in the current portion of other borrowings.

Secured advances and mortgage loans include secured liabilities (margin line) against US$ investment portfolio equivalent to $1,438,118 (2022: $156,592).

Bank borrowings are secured by the land and buildings of the Group.

22 Borrowings *(continued)*

Where applicable, the Group has complied with the financial covenants of its borrowing facilities during the 2023 and 2022 reporting periods.

22.1 Net debt reconciliation

	Cash and cash equivalents, net of overdrafts (Note 17) $	Borrowings, net of overdrafts $	Total $
As at September 30, 2023			
At beginning of year	1,169,333	(1,728,442)	**(559,109)**
Proceeds on new borrowings	–	(3,020,792)	**(3,020,792)**
Principal repayments on borrowings	–	1,362,985	**1,362,985**
Effect of exchange rate changes on cash and bank overdrafts	5,723	(27,668)	**(21,945)**
Other cash flows	36,394	1,613	**38,007**
At end of year	**1,211,450**	**(3,412,304)**	**(2,200,854)**
As at September 30, 2022			
At beginning of year	2,016,351	(1,692,111)	**324,240**
Acquisition of subsidiaries	–	(253)	**(253)**
Proceeds on new borrowings	–	(943,705)	**(943,705)**
Principal repayments on borrowings	–	884,652	**884,652**
Effect of exchange rate changes on cash and bank overdrafts	(3,703)	21,208	**17,505**
Other cash flows	(843,315)	1,767	**(841,548)**
At end of year	**1,169,333**	**(1,728,442)**	**(559,109)**

23 Customers' deposits

These represent the deposits for fixed terms accepted mainly by Massy Finance GFC Ltd.

	2023 $	2022 $
Payable within one year	**604,054**	334,665
Payable between two and five years	**262,400**	211,938
	866,454	**546,603**
Sectorial analysis of deposit balances		
Private sector	**460,950**	223,547
Consumers	**405,504**	323,056
	866,454	**546,603**

Interest expense on customers' deposits of $21,672 (2022: $11,429) is shown within "other direct costs" in Note 25.

Notes to the Consolidated Financial Statements

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

24 Trade and other payables

	2023 $	2022 $
Trade Creditors	**1,035,993**	828,423
Contract Liabilities (Note 24.1)	**22,129**	4,193
Other Payables (Note 24.2)	**893,538**	882,635
	1,951,660	**1,715,251**
Current	**1,943,615**	1,713,135
Non current	**8,045**	2,116
	1,951,660	**1,715,251**

24.1 Contract liabilities

	2023 $	2022 $
Analysis of contract liabilities:		
Deferred income	**6,463**	2,657
Customer loyalty programmes	**14,201**	–
Extended warranty programmes	**842**	968
Other	**623**	568
	22,129	**4,193**
Expected timing of revenue recognition:		
Within 1 year	**21,589**	3,200
After 1 year	**540**	993
	22,129	**4,193**
Revenue recognised in current period that was included in the contract liability balance at the beginning of the period	**2,313**	**1,593**

24.2 **Included in other payables is the provision for the Long-Term Incentive Plan.** The Shareholders of Massy Holdings Ltd approved a Long-term Incentive Plan for the benefit of selected Senior Executives of Massy Holdings Ltd and its subsidiaries. Individuals are awarded an incentive based on a pre-defined multiple of their salary. This amount is then converted into an equivalent number of phantom shares which are then adjusted to reflect individual Key Performance Indicators. The phantom shares awarded are subject to a vesting period of three years. On the vesting date, the settlement amount is determined by multiplying the number of phantom shares by the phantom share grant price. The latter is determined by applying a pre-determined P/E ratio to the EPS preceding the year of settlement.

	2023 $	2022 $
Balance at the end of the year	**53,479**	**40,287**

25 Operating profit before finance costs

	2023 $	2022 $ (Restated)
Revenue:		
- Sale of goods	**12,923,165**	11,116,293
- Rendering of services	**1,201,984**	1,173,661
- Net interest and other investment income (Note 25.1)	**70,135**	36,650
	14,195,284	**12,326,604**
Cost of sales and other direct costs:		
- Cost of sales	**(9,490,379)**	(8,358,103)
- Other direct costs	**(692,049)**	(627,273)
	(10,182,428)	(8,985,376)
Gross profit	**4,012,856**	3,341,228
Administrative expenses	**(1,511,806)**	(1,339,007)
Other operating expenses	**(1,459,338)**	(1,149,549)
Other income	**352,338**	224,915
Operating profit before finance costs	**1,394,050**	**1,077,587**

25.1 'Net interest and other investment income' is attributable to loans to customers and other financial assets held for investment purposes only. Income from bank balances, short term investments, treasuries and other securities held for cash management purposes is included within finance income (Note 27).

25.2 The following items were included in arriving at operating profit before finance cost from continuing operations:

	2023 $	2022 $ (Restated)
Staff and staff related costs	**1,913,902**	1,801,168
Expected credit losses/net impairment expense on financial assets (Note 33.1.2):		
- Trade and other receivables	**47,781**	18,878
- Corporate and sovereign bonds	**(287)**	871
- Instalment credit, hire purchase accounts and other financial assets	**11,514**	3,755
Operating lease rentals	**30,581**	22,734
Depreciation and impairment of property, plant and equipment	**303,254**	226,654
Depreciation of right-of-use assets	**106,799**	91,021
Negative goodwill (Note 34)	**–**	(7,215)
Amortisation of other intangible assets	**23,466**	20,980
Directors Fees	**4,037**	3,976

Notes to the Consolidated Financial Statements

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

25 Operating profit before finance costs *(continued)*

25.3 Material profit or loss items included in arriving at operating profit:

The Group has identified the following items which are material due to the significance of their nature and/or amount. These are listed separately here to provide a better understanding of the financial performance of the Group:

	2023 $	2022 $
Gain on disposal of subsidiaries (Note 35)	–	83,441

26 Staff costs

Staff costs included in cost of sales, selling, general and administrative expenses are as follows:

	2023 $	2022 $ (Restated)
Wages and salaries and termination benefits	**1,566,453**	1,484,637
Pension cost	**58,321**	60,745
	1,624,774	**1,545,382**
Average number of persons employed by the Group during the year:		
Full time	**10,935**	10,246
Part time	**2,580**	2,608
	13,515	**12,854**

27 Finance costs – net

	2023	2022
Finance costs:		
Interest expense on borrowings	**160,716**	83,020
Unwinding of interest on restoration liability	**295**	107
Interest expense on lease liabilities (Note 6.3)	**56,659**	61,244
	217,670	**144,371**
Finance income:		
Finance income (Note 27.2)	**(48,883)**	(42,959)
Finance cost- net	**168,787**	**101,412**

27.1 Borrowing costs capitalised during the year $1,654 (2022: $1,820).

27.2 Income from bank balances, short term investments, treasuries and other securities held for cash management purposes is shown within finance income.

28 Income tax expense

	2023 $	2022 $
Current tax	**411,988**	305,209
Deferred tax	**(9,378)**	(3,271)
Business levy/withholding taxes	**(6,854)**	4,038
	395,756	**305,976**

In the current and prior years, the Group's effective tax rate of 32% differed from the statutory Trinidad and Tobago tax rate of 30% as follows:

	2023 $	2022 $
Profit before income tax	**1,229,055**	**995,017**
Tax calculated at a tax rate of 30%	**393,297**	315,211
Effect of different tax rates in other countries	**42,815**	39,337
Expenses not deductible for tax purposes	**142,539**	134,892
Income not subject to tax	**(169,198)**	(177,666)
Business levy/withholding taxes	**(6,854)**	4,038
Effect of change in overseas tax rate	**(11,408)**	776
Adjustments to prior year tax provisions	**4,565**	(10,612)
Income tax expense	**395,756**	**305,976**
The income tax expense is attributable to:		
Trinidad and Tobago subsidiaries	**173,518**	116,980
Overseas subsidiaries	**215,880**	179,831
Associated companies	**6,358**	9,165
	395,756	**305,976**

29 Earnings per share

Basic earnings per share is calculated by dividing the profit attributable to equity holders of the Group by the weighted average number of ordinary shares in issue during the year.

	2023 $	2022 $ (Restated)
Profit attributable to shareholders:		
- from continuing operations	**784,562**	644,782
- from discontinued operations	**(20,367)**	169,147
	764,195	813,929
Weighted average number of ordinary shares in issue (thousands)	**1,979,385**	**1,979,385**

Notes to the Consolidated Financial Statements

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

29 Earnings per share *(continued)*

	2023 $	2022 $ (Restated)
Basic earnings per share		
- from continuing operations	**39.64**	32.57
- from discontinued operations	**(1.03)**	8.55
	38.61	**41.12**

30 Contingencies

Subsidiaries

The Property Tax Act of 2009 (PTA) was enacted into law by the Government of the Republic of Trinidad and Tobago (GORTT) effective from January 1, 2010. As of present date there have been no further changes to the legislation or extension of the waivers previously granted by the GORTT. The PTA has not yet been enforced primarily due to non-completion of property valuations by the statutory authority and assessments not being sent to taxpayers. While a present obligation exists, taxpayers are unable to reliably estimate the liability as the basis for fair value at this time has not been clarified. Property tax was not accrued for the year ended 30 September 2023.

At September 30, 2023 the Group had contingent liabilities in respect of customs bonds, guarantees and other matters arising in the ordinary course of business amounting to $354,812 (2022: $807,960).

Group companies are defendants in various legal actions. In the opinion of the Directors, after taking appropriate legal advice, the outcome of such actions will not give rise to any material unprovided losses.

Other investments

Included within the contingencies above is the guarantee entered into by Massy Holdings Ltd. with Mitsubishi Heavy Industries, Ltd (MHI) under which it guaranteed payment of 10% of the base equity commitment for Caribbean Gas Chemical Barbados Limited. MHL's maximum liability under guarantees is $200,432 (2022: $644,786). In October 2022, the guarantee of 10% of Caribbean Gas Chemical Limited's payment obligations to MHI under the contracts for the engineering procurement and construction of the methanol and DME plants expired.

31 Commitments

Capital commitments

Capital expenditure contracted at the consolidated statement of financial position date but not yet incurred is as follows:

	2023 $	2022 $
Property, plant and equipment	**70,032**	**89,652**

Operating lease commitments - where a Group Company is the lessee:

The Group leases various retail outlets, commercial space and warehouses under non-cancellable operating lease agreements. The leases have varying terms, escalation clauses and renewal rights.

The Group also leases various plant and machinery under cancellable operating lease agreements. The Group is required to give a six-month notice for the termination of these agreements.

31 Commitments *(continued)*

The future aggregate minimum lease payments under non-cancellable operating leases are as follows:

	2023 $	2022 $
No later than 1 year	**11,728**	**11,472**

	2023 $	2022 $
Operating lease commitments - where a Group Company is the lessor:		
Less than one year	**9,520**	28,182
One year to five years	**8,539**	36,860
	18,059	**65,042**

32 Related party transactions

The ultimate parent of the Group is Massy Holdings Ltd. (incorporated in the Republic of Trinidad and Tobago).

The following transactions were carried out with related parties:

		2023 $	2022 $
a	*Sales of goods*		
	Associates	**45,103**	37,595

Goods are sold on the basis of the price lists in force with non-related parties.

		2023 $	2022 $
b	*Purchases of goods*		
	Associates	**1,060**	2,427
	Goods purchased from entities controlled by non-executive directors	**212,643**	**687,368**

Goods are bought on the basis of the price lists in force with non-related parties.

		2023 $	2022 $
c	*Key management compensation*		
	Salaries and other short-term employee benefits	**172,822**	164,496
	Post-employment benefits	**11,233**	10,692
		184,055	**175,188**
d	*Year-end balances arising from sales/purchases of goods/services*		
	Receivables from related parties	**14,314**	**6,244**
	Payables to related parties	**1,328**	**62**
e	*Customer deposits to related parties*	**38,468**	**31,602**

Notes to the Consolidated Financial Statements

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

33 Financial risk management

33.1 Financial risk factors

The Group's activities expose it to a variety of financial risks. The Group's aim therefore is to achieve an appropriate balance between risk and return and minimise potentially adverse effects on the Group's financial performance. This is achieved by the analysis, evaluation, acceptance and management of the Group's risk exposure.

The Board of Directors is ultimately responsible for the establishment and oversight of the Group's risk management framework. The main financial risks of the Group relate to the availability of funds to meet business needs, the risk of default by counterparties to financial transactions, and fluctuations in interest and foreign exchange rates. The treasury function manages the financial risks that arise in relation to underlying business needs and operates within clear policies and stringent parameters. The function does not operate as a profit centre and the undertaking of speculative transactions is not permitted.

The Group's principal financial liabilities comprise bank loans, operating overdrafts, trade payables and insurance claims liabilities which are used to finance Group operations. There are various financial assets such as trade receivables, investments, loans receivable, cash and short-term deposits which emanate from its operations. The main risks arising from the Group's financial instruments are credit risk, liquidity risk, foreign currency risk, interest rate risk and equity securities price risk.

The following contains information relative to the Group's exposure to each of the above risks, including quantitative disclosures.

33.1.1 Market risk

The Group is inherently exposed to market risk, which is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market factors. Market risk can be subdivided into three categories namely currency risk, interest rate risk and price risk.

a *Currency risk*

The Group operates internationally and is exposed to foreign exchange risk arising from various currency exposures. Foreign exchange risk arises from future commercial transactions and recognised financial assets and financial liabilities. The Group manages its foreign exchange risk by ensuring that the net exposure in foreign assets and liabilities is kept to an acceptable level by monitoring currency positions as well as holding foreign currency balances.

The following table summarises the Group's net exposure and sensitivities to currency risk on its financial instruments.

	Net Currency Exposure $	Sensitivity %	Change/ Impact $
As at September 30, 2023			
USD	199,654	2	3,993
BBD	(212,330)	2	(4,247)
PESO	(274,575)	1	(2,746)
GYD	216,649	3	6,499
JCD	139,094	5	6,955
Other	(109,810)	2	(2,196)
	(41,318)		**8,258**

33 Financial risk management *(continued)*

33.1 Financial risk factors *(continued)*

33.1.1 Market risk *(continued)*

a Currency risk (continued)

	Net Currency Exposure $	Sensitivity %	Change/ Impact $
As at September 30, 2022			
USD	1,988,576	2	39,772
BBD	(335,908)	2	(6,718)
PESO	(177,980)	1	(1,780)
GYD	231,943	3	6,958
JCD	123,162	5	6,158
Other	(191,381)	2	(3,828)
Total	**1,638,412**		**40,562**

b Interest rate risk

The Group's loans receivable are fixed rate and are subject to fair value interest rate risk with no impact to the financial statements since they are carried at amortised cost. However, floating rate loans and bonds are subject to cash flow interest rate risk. The Group's exposure to floating rate bonds is minimal.

The Group's exposure to changes in market interest rates relates primarily to the long-term debt obligations, with floating interest rates. The exposure to interest rate risk on cash held on deposit is not significant.

At the end of 2023, interest rates were fixed on approximately 56% of the borrowings (2022: 93%). The impact on the consolidated statement of profit or loss to a 50 basis points change in floating interest rates is $31,880 in 2023 (2022: $602).

c Price risk

The Group has investments in equity securities and investment funds and these are carried at fair value, consequently resulting in exposure to equity securities price risk. The Group is not exposed to commodity price risk. To manage its price risk arising from investments in equity securities, the Group diversifies its portfolio. Diversification of the portfolio is done in accordance with the limits set by the Group. See note 33.3.1

33.1.2 Credit risk

The Group is exposed to credit risk, which is the risk that may arise from its customers, clients and counterparties failing to discharge their contractual obligations. The credit exposures arise primarily from the Group's receivables on sales, interest-bearing investments and cash held on deposit at various financial institutions.

The Group has no significant concentrations of credit risk and trades mainly with recognised, creditworthy third parties. It is the Group's policy that all customers trading on credit terms are subject to credit verification procedures. These procedures are elements of a structured credit control system and include an analysis of each customer's creditworthiness and the establishment of limits before credit terms are set. In addition, receivable balances are monitored on an ongoing basis to mitigate the Group's exposure to bad debts.

Notes to the Consolidated Financial Statements

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

33 Financial risk management *(continued)*

33.1 Financial risk factors *(continued)*

33.1.2 Credit risk *(continued)*

The following is a summary of the Group's maximum exposure to credit risk.

	2023 $	2022 $
Cash and cash equivalents (Note 17)	**1,289,686**	1,227,119
Trade and other receivables (Note 11)	**2,370,653**	1,855,203
Other financial assets at amortised cost (Note 12):		
- Bonds	**564,054**	570,699
- Instalment credit and other accounts	**668,613**	544,576
- Hire purchase receivables	**76,284**	63,370
Other financial assets at fair value through profit or loss (Note 12):		
- Bonds and treasury bills	**–**	13,621
Other financial assets at fair value through other comprehensive income (Note 12):		
- Bonds and treasury bills	**1,424,478**	1,448,245
Assets reclassified to held for sale (Note 35)		
Cash and cash equivalents	**2,393**	–
Other financial assets at amortised cost		
- Instalment credit and other accounts	**67,838**	71,131
- Loan receivables	**26,995**	–
Total	**6,490,994**	**5,793,964**

The Group recognises provision for losses for assets subject to credit risk using the expected credit loss model. While cash and cash equivalents are also subject to the impairment requirements of IFRS 9, the identified impairment loss was immaterial.

The Group uses the general approach in arriving at expected losses for instalment credit and other loans, Note 2.9.

A default on a financial asset occurs in the following circumstances:

- When the issuer of a bond has missed a payment of principal or interest or has announced its intention to suspend payments on part or all of its financial obligations, or
- For all other financial assets, when the counterparty fails to make contractual payments within 90 days of when they fall due.

33 Financial risk management *(continued)*

33.1 Financial risk factors *(continued)*

33.1.2 Credit risk *(continued)*

Practical expedient for financial assets with low credit risk

As an exception to the simplified and general approaches, if the credit risk of a financial instrument is low at the reporting date, the Group can measure impairment using 12-month expected credit losses (ECL), and so it does not have to assess whether a significant increase in credit risk has occurred.

The financial instrument has to meet the following requirements, in order for this practical expedient to apply:

- it has a low risk of default;
- the borrower is considered, in the short term, to have a strong capacity to meet its obligations in the near term; and
- the lender expects, in the longer term, that adverse changes in economic and business conditions might, but will not necessarily, reduce the ability of the borrower to fulfil its obligations.

Assets written off

Financial assets are written off when there is no reasonable expectation of recovery, such as a debtor failing to engage in a repayment plan with the Company. The Company categorises a loan or receivable for write off when a debtor fails to make contractual payments, even after several attempts at enforcement and/or recovery efforts. Where loans or receivables have been written off, the Company continues to engage in enforcement activity to attempt to recover the receivable due. Where recoveries are made, these are recognised in profit or loss.

Collateral and other credit enhancements

The Group's policies regarding obtaining collateral have not significantly changed during the reporting period and there has been no significant change in the overall quality of the collateral held by the Group since the prior period.

- Trade receivables and treasuries: These are generally unsecured and are generally considered low risk subject to a few exceptions.
- Corporate debt securities and sovereign debt securities: These are both secured and unsecured by fixed or floating charges on the assets of the issuer.
- Instalment credit debtors, hire purchase receivables and other accounts: The principal collateral types for these instruments are security agreements over motor vehicles, furniture and appliances, the values of which are reviewed periodically if there is a significant increase in credit risk.

Summary of ECL calculations

a *The simplified approach (trade receivables, contract assets and other debtors)*

The following is a summary of the ECL and Exposure at Default (EAD) on trade receivables and contract assets from a combination of specific and general provisions:

Aging Bucket

Category	Average ECL rate %	Estimated EAD $	Expected credit loss $
As at September 30, 2023			
Current (0-30 days)	0.74	767,134	5,648
31 to 90 days	2.09	270,102	5,635
Over 90 days	18.05	525,553	94,900
Total	**6.79**	**1,562,789**	**106,183**

Notes to the Consolidated Financial Statements

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

33 Financial risk management *(continued)*

33.1 Financial risk factors *(continued)*

33.1.2 Credit risk *(continued)*

Summary of ECL calculations (continued)

a *The simplified approach (trade receivables, contract assets and other debtors) (continued)*

Reclassified to held for sale

Aging Bucket

Category	Average ECL rate %	Estimated EAD $	Expected credit loss $
As at September 30, 2023			
Current (0-30 days)	–	1,201	–
31 to 90 days	–	1,044	–
Over 90 days	100.00	3,663	3,663
Total	**62.00**	**5,908**	**3,663**
As at September 30, 2022			
Current (0-30 days)	0.65	600,116	3,917
31 to 90 days	1.63	214,535	3,506
Over 90 days	15.86	361,230	57,294
Total	**5.50**	**1,175,881**	**64,717**

The movement in the provision for expected credit losses for trade receivables and contract asset accounts is as follows:

	2023 $	2022 $
Balance at beginning of the year	**64,717**	56,549
Disposal of subsidiary	**–**	(140)
Translation adjustments	**123**	(283)
Increase in loss allowance recognised in profit or loss	**46,121**	12,143
Amounts written off in the current year	**(1,115)**	(3,552)
Balance at end of the year	**109,846**	64,717
Reclassified to held for sale	**(3,663)**	–
Total	**106,183**	**64,717**

33 Financial risk management *(continued)*

33.1 Financial risk factors *(continued)*

33.1.2 Credit risk *(continued)*

Summary of ECL calculations *(continued)*

a The simplified approach (trade receivables, contract assets and other debtors) (continued)

The following is an analysis of the net impairment expense on financial assets recognised in profit or loss:

	2023 $	2022 $
Net changes to provisions for the year per above	**46,121**	12,143
Other adjustments	**1,679**	6,657
Net expense for the year	**47,800**	**18,800**
Net expense for the year attributable to:		
Continuing operations (Note 25.2)	**47,818**	18,526
Discontinued operations	**(18)**	274
Total	**47,800**	**18,800**

The following is a summary of the ECL on other debtors and prepayments from a combination of specific and general provisions:

Aging Bucket

Category	Average ECL rate %	Estimated EAD $	Expected credit loss $
As at September 30, 2023			
Current (0-30 days)	0.02	746,497	174
31 to 90 days	5.99	261	16
Over 90 days	4.84	35,886	1,738
Total	**0.24**	**782,644**	**1,928**
Reclassified to held for sale			
Current (0-30 days)	–	**6,046**	–
Total	**–**	**6,046**	**–**
As at September 30, 2022			
Current (0-30 days)	0.01	647,761	63
31 to 90 days	1.73	104	2
Over 90 days	10.87	14,220	1,546
Total	**0.24**	**662,085**	**1,611**

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Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

33 Financial risk management *(continued)*

33.1 Financial risk factors *(continued)*

33.1.2 Credit risk *(continued)*

Summary of ECL calculations (continued)

a *The simplified approach (trade receivables, contract assets and other debtors) (continued)*

The movement in the provision for expected credit losses for other debtors and prepayments accounts is as follows:

	2023 $	2022 $
Balance at beginning of the year	**1,611**	2,123
Translation adjustments	**(8)**	3
Increase in loss allowance recognized in profit or loss	**(37)**	352
Amounts written off in the current year	**362**	(867)
Balance at end of the year	**1,928**	**1,611**

The following is an analysis of the net impairment expense on financial assets recognised in profit or loss:

	2023 $	2022 $
Net changes to provisions for the year per above	**(37)**	352
Net expense for the year	**(37)**	**352**
Net expense for the year attributable to:		
Continuing operations (Note 25.2)	**(37)**	352
Total	**(37)**	**352**

b *The general approach*

A summary of the assumptions underpinning the Company's expected credit loss model under the general approach is as follows:

Category	Definition	Basis for recognition of expected credit loss provision
Performing (Stage 1)	The counterparty has a low risk of default and a strong capacity to meet contractual cash flows	12 month expected losses. Where the expected lifetime of an asset is less than 12 months, expected losses are measured at its expected lifetime
Underperforming (Stage 2)	Financial assets for which there is a significant increase in credit risk since origination	Lifetime expected losses
Non-performing (Stage 3)	The financial asset is in default	Lifetime expected losses

33 Financial risk management *(continued)*

33.1 Financial risk factors *(continued)*

33.1.2 Credit risk *(continued)*

Summary of ECL calculations (continued)

b *The general approach (continued)*

Category	Definition	Basis for recognition of expected credit loss provision
Purchased or Credit-impaired	Financial assets with evidence of impairment at the point of initial recognition (for instance, if they are acquired at a deep discount)	Lifetime expected losses using a credit-adjusted effective interest rate.
Write-off	There is no reasonable expectation of recovery	Asset is written off

Over the term of the financial asset, the Group accounts for its credit risk by appropriately providing for expected credit losses on a timely basis. In calculating the expected credit loss rates, the Group considers historical loss rates for each category of financial assets and adjusts for forward looking macroeconomic data.

Corporate and sovereign bonds at amortised cost

Aging Bucket

Category	Average ECL rate %	Estimated EAD $	Expected credit loss $
As at September 30, 2023			
Performing (Stage 1)	0.15	562,289	871
Non-Performing (Stage 3)	2.53	2,704	68
Total	**0.17**	**564,993**	**939**

The movement in the provision for expected credit losses is as follows:

	Performing $	Non-Performing $	Total $
As at September 30, 2023			
Balance at beginning of the year	813	238	**1,051**
Reclassification and other adjustments	132	–	**132**
Net charge to profit or loss	(74)	(170)	**(244)**
Balance at end of the year	**871**	**68**	**939**

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Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

33 Financial risk management *(continued)*

33.1 Financial risk factors *(continued)*

33.1.2 Credit risk *(continued)*

Summary of ECL calculations (continued)

b *The general approach (continued)*

Corporate and sovereign bonds at amortised cost *(continued)*

Category	Average ECL rate %	Estimated EAD $	Expected credit loss $
As at September 30, 2022			
Performing (Stage 1)	0.14	567,324	813
Non-performing (Stage 3)	5.38	4,426	238
Total	**0.18**	**571,750**	**1,051**

The movement in the provision for expected credit losses is as follows:

	Performing $	Non-Performing $	Total $
As at September 30, 2022			
Balance at beginning of the year	165	248	**413**
Translation adjustments	(1)	(1)	**(2)**
Reclassification and other adjustments	111	(9)	**102**
Net charge to profit or loss	538	–	**538**
Balance at end of the year	**813**	**238**	**1,051**

The following is an analysis of the net impairment expense on financial assets recognised in profit or loss:

	2023 $	2022 $
Net changes to provisions for the year per above	**(244)**	538
Other adjustments	**26**	–
Net expense for the year	**(218)**	**538**
Net expense for the year attributable to:		
Continuing operations (Note 25.2)	**(218)**	538
Total	**(218)**	**538**

33 Financial risk management *(continued)*

33.1 Financial risk factors *(continued)*

33.1.2 Credit risk *(continued)*

Summary of ECL calculations (continued)

b The general approach (continued)

Corporate and sovereign bonds at fair value through other comprehensive income

Aging Bucket

Category	Average ECL rate %	Estimated EAD $	Expected credit loss $
As at September 30, 2023			
Performing (Stage 1)	0.02	1,424,771	293
Total	**0.02**	**1,424,771**	**293**

The movement in the provision for expected credit losses is as follows:

	Performing $	Total $
As at September 30, 2023		
Balance at beginning of the year	449	**449**
Reclassification and other adjustments	(116)	**(116)**
Net charge to profit or loss	(40)	**(40)**
Balance at end of the year	**293**	**293**

Aging Bucket

Category	Average ECL rate %	Estimated EAD $	Expected credit loss $
As at September 30, 2022			
Performing (Stage 1)	0.03	1,448,694	449
Total	**0.03**	**1,448,694**	**449**

	Performing $	Total $
As at September 30, 2022		
Reclassification and other adjustments	116	**116**
Net charge to profit or loss	333	**333**
Balance at end of the year	**449**	**449**

Notes to the Consolidated Financial Statements

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

33 Financial risk management *(continued)*

33.1 Financial risk factors *(continued)*

33.1.2 Credit risk *(continued)*

Summary of ECL calculations (continued)

b The general approach (continued)

Corporate and sovereign bonds at fair value through other comprehensive income (continued)

The following is an analysis of the net impairment expense on financial assets recognised in profit or loss:

	2023 $	2022 $
Net changes to provisions for the year per above	**(40)**	333
Other adjustments	**(29)**	–
Net expense for the year	**(69)**	**333**
Net expense for the year attributable to:		
Continuing operations (Note 25.2)	**(69)**	333
Total	**(69)**	**333**

Instalment credit, hire purchase accounts and other financial assets

Aging Bucket

Category	Average ECL rate %	Estimated EAD $	Expected credit loss $
As at September 30, 2023			
Performing (Stage 1)	0.29	683,233	1,967
Underperforming (Stage 2)	1.36	14,766	201
Non-Performing (Stage 3)	37.52	78,531	29,465
Total	**4.07**	**776,530**	**31,633**
Reclassified to held for sale			
Performing (Stage 1)	0.38	82,308	313
Underperforming (Stage 2)	9.19	3,164	291
Non-Performing (Stage 3)	12.87	11,437	1,472
Total	**2.14**	**96,909**	**2,076**

33 Financial risk management *(continued)*

33.1 Financial risk factors *(continued)*

33.1.2 Credit risk *(continued)*

Summary of ECL calculations (continued)

b The general approach (continued)

Instalment credit, hire purchase accounts and other financial assets (continued)

The movement in the provision for expected credit losses is as follows:

	Performing $	Under-performing $	Non-Performing $	Total $
As at September 30, 2023				
Balance at beginning of the year	5,827	604	14,048	**20,479**
Translation adjustments	2	6	23	**31**
Net changes to provisions and reclassifications	(3,797)	(450)	15,274	**11,027**
Amounts written off in the current year	(65)	41	120	**96**
Balance at end of the year	**1,967**	**201**	**29,465**	**31,633**
Reclassified to held for sale				
Balance at beginning of the year	384	356	1,771	**2,511**
Translation adjustments	–	2	4	**6**
Net changes to provisions and reclassifications	53	(42)	(269)	**(258)**
Amounts written off in the current year	(124)	(25)	(34)	**(183)**
Balance at end of the year	**313**	**291**	**1,472**	**2,076**

Category	Average ECL rate %	Estimated EAD $	Expected credit loss $
As at September 30, 2022			
Performing (Stage 1)	1.06	548,600	5,827
Underperforming (Stage 2)	3.16	19,171	604
Non-performing (Stage 3)	23.16	60,654	14,048
Total	**3.26**	**628,425**	**20,479**
Reclassified to held for sale			
Performing (Stage 1)	0.66	58,118	384
Underperforming (Stage 2)	10.68	3,336	356
Non-performing (Stage 3)	14.53	12,188	1,771
Total	**3.41**	**73,642**	**2,511**

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Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

33 Financial risk management *(continued)*

33.1 Financial risk factors *(continued)*

33.1.2 Credit risk *(continued)*

Summary of ECL calculations (continued)

b *The general approach (continued)*

Instalment credit, hire purchase accounts and other financial assets *(continued)*

The movement in the provision for expected credit losses is as follows:

	Performing $	Under-performing $	Non-Performing $	Total $
As at September 30, 2022				
Balance at beginning of the year	3,388	659	13,245	**17,292**
Translation adjustments	5	7	29	**41**
Net changes to provisions and reclassifications	2,449	(59)	2,014	**4,404**
Amounts written off in the current year	(15)	(3)	(1,240)	**(1,258)**
Balance at end of the year	**5,827**	**604**	**14,048**	**20,479**
Reclassified to held for sale				
Balance at beginning of the year	722	894	4,234	**5,850**
Translation adjustments	(2)	(2)	(8)	**(12)**
Net changes to provisions and reclassifications	(392)	(75)	(258)	**(725)**
Amounts written off in the current year	56	(461)	(2,197)	**(2,602)**
Balance at end of the year	**384**	**356**	**1,771**	**2,511**

The following is an analysis of the net impairment expense on financial assets recognised in profit or loss:

	2023 $	2022 $
Net changes to provisions for the year per above	**10,769**	3,679
Other adjustments	**539**	(1,424)
Net expense for the year	**11,308**	**2,255**
Net expense for the year attributable to:		
Continuing operations (Note 25.2)	**11,514**	3,755
Discontinued operations	**(206)**	(1,500)
Total	**11,308**	**2,255**

33 Financial risk management *(continued)*

33.1 Financial risk factors *(continued)*

33.1.3 Liquidity risk

Liquidity risk is the risk which may arise if the Group is unable to meet the obligations associated with its financial liabilities when they fall due.

The Group's liquidity risk management process is measured and monitored by senior management. This process includes monitoring current cash flows on a frequent basis, assessing the expected cash inflows as well as ensuring that the Group has adequate committed lines of credit to meet its obligations.

The following is an analysis of the undiscounted contractual cash flows payable under financial liabilities. Undiscounted cash flows will differ from both the carrying values and the fair values.

Maturity analysis of financial liabilities

	Less than 1 year $	1 - 5 years $	More than 5 years $	Contractual cash flows $	Carrying amount $
2023					
Financial liabilities					
Bank overdraft & bankers' acceptance (Note 22)	88,236	–	–	88,236	88,236
Other borrowings (Note 22)	1,916,064	670,080	827,574	3,413,718	3,402,304
Customers' deposits (Note 23)	604,460	262,400	–	866,860	866,454
Trade and other payables (Note 24)	1,943,615	8,045	–	1,951,660	1,951,660
Lease Liabilities (Note 6.2)	145,708	466,100	809,874	1,421,682	937,932
Total	**4,698,083**	**1,406,625**	**1,637,448**	**7,742,156**	**7,246,586**
2022					
Financial liabilities					
Bank overdraft & bankers acceptance (Note 22)	67,786	–	–	67,786	67,786
Other borrowings (Note 22)	178,915	855,793	695,658	1,730,366	1,718,442
Customers' deposits (Note 23)	340,228	199,432	22,062	561,722	546,603
Trade and other payables (Note 24)	1,713,135	2,116	–	1,715,251	1,715,251
Lease liabilities (Note 6.2)	125,839	434,882	1,291,403	1,852,124	922,672
Total	**2,425,903**	**1,492,223**	**2,009,123**	**5,927,249**	**4,970,754**

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33 Financial risk management *(continued)*

33.2 Capital risk management

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group may vary the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

The Group monitors capital on the basis of the gearing ratio. The ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowings (current and non-current borrowings) less cash and cash equivalents. Total capital is calculated as total equity as shown in the consolidated statement of financial position plus net debt.

	2023 $	2022 $
Total borrowings (Note 22)	**3,490,540**	1,786,228
Less: Cash and cash equivalents including cash Reclassified to held for sale	**(1,292,079)**	(1,227,119)
Net debt	**2,198,461**	559,109
Total equity	**7,608,506**	**7,252,783**
Total capital	**9,806,967**	**7,811,892**
Gearing ratio	**22.4%**	7.2%
Total borrowings to total equity ratio	**45.9%**	**24.6%**

33.2.1 Regulatory capital held by subsidiaries

a *Massy Finance GFC Ltd.*

This entity is incorporated in the Republic of Trinidad and Tobago and is licensed under the Financial Institutions Act, 2008. It is subject to the capital requirements set by the Central Bank of Trinidad and Tobago (CBTT).

Capital adequacy and the use of regulatory capital are monitored weekly by management based on the guidelines developed by the Basel Committee, as implemented by the CBTT, the country's authority for supervisory purposes. The required information is filed with the CBTT on a quarterly basis.

In addition to the above, there are specific requirements governing lending, customers' deposits and other activities in relation to the Company's capital.

33 Financial risk management *(continued)*

33.2 Capital risk management *(continued)*

33.2.1 Regulatory capital held by subsidiaries *(continued)*

a Massy Finance GFC Ltd. (continued)

The table below summarises the total equity positions of each of the above entities, both of which are in excess of their minimum regulatory capital requirements.

	Massy Finance GFC Ltd.	
	2023 $	2022 $
Total equity	**145,889**	**141,202**

33.3 Fair value of financial assets and liabilities

33.3.1 Fair value hierarchy

The Group uses the following hierarchy for determining and disclosing the fair value of financial assets and liabilities recorded at fair value in the consolidated financial statements based upon the level of judgement associated with the inputs used to measure their fair value. The hierarchical levels, from lowest to highest based on the amount of subjectivity associated with the inputs to fair valuation of these assets and liabilities are as follows:

Level 1

Inputs are unadjusted, quoted prices in active markets for identical assets or liabilities at the measurement date. The types of assets carried at level 1 fair value are equity and debt securities listed in active markets. The fair value of financial instruments traded in active markets is based on quoted market prices at the statement of financial position date. The quoted market price used for financial assets held by the Group is the current bid price.

Level 2

Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly. These inputs are derived principally from or corroborated by observable market data by correlation or other means at the measurement date and for the duration of the instruments' anticipated life.

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. The Group uses a variety of methods and makes assumptions that are based on market conditions existing at each statement of financial position date. Quoted market prices or dealer quotes for similar instruments are used for long-term debt. Other techniques, such as estimated discounted cash flows, are used to determine fair value for the remaining financial instruments.

Level 3

Inputs that are unobservable for the asset or liability for which there are no active markets to determine a price. These financial instruments are carried at fair value and are regularly tested for impairment with changes taken through other comprehensive income.

Notes to the Consolidated Financial Statements

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

33 Financial risk management *(continued)*

33.3 Fair value of financial assets and liabilities *(continued)*

33.3.1 Fair value hierarchy *(continued)*

The following table presents the Group's assets that are measured at fair value at September 30, 2023:

	Level 1 $	Level 2 $	Level 3 $	Total $
Assets				
Financial assets at FVPL and FVOCI (Note 12)				
Bonds and treasury bills	285,765	1,138,713	–	**1,424,478**
Listed equities	8,439	34	–	**8,473**
Unlisted equities	–	140	90,547	**90,687**
Investment funds	125,353	14,066	–	**139,419**
Structured Notes	_	56,538	–	**56,538**
	419,557	**1,209,491**	**90,547**	**1,719,595**

The following table presents the Group's assets that are measured at fair value at September 30, 2022:

	Level 1 $	Level 2 $	Level 3 $	Total $
Assets				
Financial assets at FVPL and FVOCI (Note 12)				
- Bonds and treasury bills	–	1,448,245	13,621	**1,461,866**
- Listed equities	11,616	34	–	**11,650**
- Unlisted equities	–	139	202,477	**202,616**
- Investment funds	3,178	–	–	**3,178**
- Structured Notes	–	48,232	–	**48,232**
	14,794	**1,496,650**	**216,098**	**1,727,542**

The movement in Level 3 financial assets is as follows:

	2023 $	2022 $
Balance at beginning of year	**216,098**	198,850
Additions for the year	**67**	13,621
Disposals for the year	**(13,621)**	–
Transfers	**–**	4,034
Net fair value losses recognised in other comprehensive income	**(112,290)**	–
Exchange adjustments on retranslation of overseas operations	**293**	(407)
	90,547	**216,098**

33 Financial risk management *(continued)*

33.3 Fair value of financial assets and liabilities *(continued)*

33.3.1 Fair value hierarchy *(continued)*

The Group utilises the valuation specialists (internal or external) for the valuations of non-property items required for financial reporting purposes, including level 3 fair values. The following is a summary of the significant unobservable inputs used in level 3 fair value measurements of unlisted equity instruments:

- Risk-adjusted discount rates – Discount rates ranging around 12.1% were used in arriving at fair value measurements. Had these rates changed by +/- 200 basis points, the fair value measurement would have been lower or higher by $4,108 or higher by $5,901.
- Growth rate was nil since operations are at 100% capacity
- Methanol prices were based upon the Argus Price Forecast

33.3.2 Fair value of financial instruments carried at amortised cost

The carrying amounts and fair values of financial instruments carried at amortised cost are as follows:

	Carrying amount		Fair value	
	2023 $	2022 $	2023 $	2022 $
Financial assets				
Financial assets at amortised cost (Note 12)				
- Bonds	**564,054**	570,699	**564,084**	571,183
- Instalment credit and other accounts	**668,613**	544,576	**668,613**	562,116
- Hire purchase receivables	**76,284**	63,370	**74,900**	60,399
- Reclassified to held for sale (Note 35)	**94,833**	71,131	**94,833**	71,131
	1,403,784	**1,249,776**	**1,402,430**	**1,264,829**
Financial liabilities				
- Bank overdraft and bankers' acceptance (Note 22)	**88,236**	67,786	**88,236**	67,786
- Other borrowings (Note 22)	**3,402,304**	1,718,442	**3,433,178**	1,718,466
- Customers' deposits (Note 23)	**866,454**	546,603	**866,454**	550,558
	4,356,994	**2,332,831**	**4,387,868**	**2,336,810**

Due to the short-term nature of Trade and other receivables and Trade and other payables, their carrying amounts are considered to be the same as their fair values. Accordingly, their values are not shown in the tables above.

34 Business combinations

The Group acquired 100% of the shareholdings in the following companies in 2023:

- Rowe's IGA Group – effective December 12, 2022
- Air Liquide Trinidad & Tobago Limited (now known as Massy Gas Products Manufacturing (Trinidad) Ltd) – effective January 28, 2023
- I.G.L. (St. Lucia) IBC Limited – effective May 17, 2023

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34 Business combinations *(continued)*

	Rowe's IGA Group $	Massy Gas Products Manufacturing (Trinidad) Ltd $	IGL (SLU) Ltd. $	Total $
Purchase Consideration				
Period ended 30 September 2022				
Total purchase consideration	316,684	347,005	958,803	**1,622,492**
Deferred consideration	–	15,589	–	**15,589**
	316,684	**362,594**	**958,803**	**1,638,081**
Net Assets Acquired				
Cash and short-term investments	–	–	23,034	**23,034**
Trade receivables	–	22,157	43,128	**65,285**
Inventories	–	3,936	19,072	**23,008**
Current tax asset	–	10,013	18,286	**28,299**
Fixed assets	100,561	233,949	350,598	**685,108**
Right of use assets	139,996	5,566	198	**145,760**
Intangible assets	55,992	–	–	**55,992**
Other assets	–	1,340	24,017	**25,357**
Trade payable	–	(3,689)	(26,876)	**(30,565)**
Current tax liabilities	–	(3,895)	(18,634)	**(22,529)**
Deferred tax liabilities	–	(52,415)	(35,602)	**(88,017)**
Lease obligations	(139,996)	(6,914)	(33)	**(146,943)**
Pension liabilities	–	–	(6,882)	**(6,882)**
Other liabilities	–	(15,652)	(5,754)	**(21,406)**
Net identifiable assets acquired	**156,553**	**194,396**	**384,552**	**735,501**
Goodwill	**160,131**	**168,198**	**574,251**	**902,580**
Purchase consideration-cash outflow				
Outflow of cash to acquire subsidiary, net of cash acquired				
Cash consideration	316,684	347,005	958,803	**1,622,492**
Less: Cash and short-term investments acquired	–	–	(23,034)	**(23,034)**
Net outflow of cash – investing activities	**316,684**	**347,005**	**935,769**	**1,599,458**

34 Business combinations *(continued)*

On December 1, 2021 the Group acquired 100% of the issued share capital of Grandos Gomez & CIA S.A. Empresa de Servicios Publicos Gas, Gragos S.A. E.S P (Gragos).

The following table summarises the consideration paid, the fair value of assets acquired and liabilities assumed at the acquisition date:

	Gragos $
Total purchase consideration	20,573
The assets and liabilities recognised as a result of the acquisition are as follows:	
Cash and short-term investments	988
Trade receivables	1,152
Inventories	434
Current tax assets	452
Fixed assets	20,725
Right of use asset	162
Intangible assets	14,820
Medium and long-term borrowings	(253)
Trade payable	(910)
Current tax liabilities	(325)
Deferred tax liabilities	(7,044)
Other liabilities	(2,413)
Net identifiable assets acquired	27,788
Negative Goodwill	**(7,215)**
Purchase consideration-cash outflow	
Outflow of cash to acquire subsidiary, net of cash acquired	
Cash consideration	20,573
Less: Cash and short-term investments acquired	(988)
Net outflow of cash - investing activities	**19,585**

35 Discontinued operations

The following disposals are reported in the current and prior period. Disposals and disposal groups held for sale are restated in the prior period as discontinued operations.

September 30, 2023 – Disposed entities

- The Group's 49% interest in Dunmass Holdings, Inc. was sold to Dunblare Import-Export, Inc. on September 25, 2023.
- Other - Farnells Holdings Inc., an associate of Massy Barbados Ltd., was sold to Mr. Harry Yeh on February 6, 2023.

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35 Discontinued operations *(continued)*

September 30, 2023 – Held for sale entities

- Massycard (Barbados) Limited has signed a sale agreement for the sale of the credit card portfolio and supporting assets. The sale is expected to be completed within the new financial year.
- Massy Properties (Barbados) Ltd., which contains all remaining investment properties, has been reclassified to held for sale as several properties have been earmarked to be sold within the next year.

September 30, 2022 – Disposed entities

- Massy United Insurance Ltd. was sold to the Coralisle Group Ltd. on May 4, 2022.
- Endervelt Limited was sold to AB SG Acquisition Company Limited on May 31, 2022.
- Massy Properties (Trinidad) Ltd. was sold to Endeavour Holdings Limited on July 8, 2022.
- Other - this consists primarily of a $20 million warranty provision arising from the sale of Massy Technologies (Trinidad) Ltd in 2020. This warranty expired on the September 30, 2022 with no claims being made by the purchaser, therefore this provision was released as at September 30, 2022.

September 30, 2022 – Held for sale entities

- Massycard (Barbados) Limited has signed a sale agreement for the sale of the credit card portfolio and supporting assets. The sale is expected to be completed within the new financial year.
- Other - Massy Barbados Ltd. has signed a sale agreement for the sale of Farnells Holdings Inc, an associate of Massy Barbados Ltd. The sale is expected to be completed within the new financial year.

35.1 Summary of gain on sale of subsidiaries

The following are the details of the assets and liabilities sold, the proceeds and the gain on sale for the period ended September 30, 2022.

	Endervelt Limited $	Massy Properties (Trinidad) Ltd. $	Massy United Insurance Ltd. $	Total $
Analysis of net assets sold				
Property, plant and equipment	–	12,041	68,700	**80,741**
Investment properties	6,383	10,100	–	**16,483**
Right of use assets	–	–	2,508	**2,508**
Other financial assets	–	–	442,982	**442,982**
Inventory	–	45	–	**45**
Trade and other receivables	3	367	1,032,859	**1,033,229**
Other current assets	3,500	1,075	582,157	**586,732**
Trade and other payables	(4,250)	(1,209)	(419,132)	**(424,591)**
Other liabilities	–	(2,135)	(1,191,039)	**(1,193,174)**
Net assets	5,636	20,284	519,035	**544,955**
Cumulative currency translation adjustments	–	–	(21,267)	**(21,267)**
Intangible assets	–	–	9,159	**9,159**
Goodwill	–	–	20,702	**20,702**
Impairment	(3,000)	–	–	**(3,000)**
Adjusted net assets	2,636	20,284	527,629	**550,549**
Cash	(3,500)	(1,075)	(572,886)	**(577,461)**
Adjusted net assets (net of cash)	(864)	19,209	(45,257)	**(26,912)**

35 Discontinued operations *(continued)*

35.1 Summary of gain on sale of subsidiaries *(continued)*

	Endervelt Limited $	Massy Properties (Trinidad) Ltd. $	Massy United Insurance Ltd. $	Total $
Proceeds	2,500	55,775	620,084	**678,359**
Direct costs	(107)	(557)	(43,705)	**(44,369)**
Cash	(3,500)	(1,075)	(572,886)	**(577,461)**
Proceeds, net of cash sold and direct costs	(1,107)	54,143	3,493	**56,529**
Gain/(loss) on sale	**(243)**	**34,934**	**48,750**	**83,441**

35.2 Held for Sale entities

Assets reclassified to Held for Sale for the period ended September 30, 2023:

	Massycard (Barbados) Ltd. $	Massy Properties (Barbados) Ltd. $	Total $
Property, plant and equipment	3,972	19,997	**23,969**
Investment properties	–	175,736	**175,736**
Financial assets			
- Instalment credit and other accounts	67,838	–	**67,838**
- Loan receivables	–	26,995	**26,995**
Trade & other receivables	–	8,487	**8,487**
Cash & cash equivalents	–	2,393	**2,393**
Inventories	–	2,055	**2,055**
Other current assets	–	–	**–**
Total assets	**71,810**	**235,663**	**307,473**

Liabilities reclassified to Held for Sale for the period ended September 30, 2023.

	Massy Properties (Barbados) Ltd. $
Trade and other payables	10,474
Deferred income tax liabilities	66
Total assets	**10,540**

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35 Discontinued operations *(continued)*

35.2 Held for Sale entities *(continued)*

Assets reclassified to Held for Sale for the period ended September 30, 2022.

	Massycard (Barbados) Ltd. $	Other $	Total $
Property, plant and equipment	3,678	–	**3,678**
Financial assets			
- Instalment credit and other accounts	71,131	–	**71,131**
Other current assets	–	5,012	**5,012**
Total assets	**74,809**	**5,012**	**79,821**

35.3 Analysis of the results of discontinued operations

	2023 $	2022 $
Revenue	**48,323**	**413,180**
Operating profit before finance costs and expected credit losses	**(20,572)**	86,755
Expected credit losses	**224**	1,226
Operating profit before finance costs	**(20,348)**	87,981
Finance cost - net	**–**	1,826
Operating profit after finance costs	**(20,348)**	89,807
Income tax expense	**(19)**	(4,101)
Profit after income tax	**(20,367)**	85,706
Gain on sale of discontinued operations	**–**	83,441
Profit for the year from discontinued operations	**(20,367)**	169,147
Attributable to:		
Owners of the parent	**(20,367)**	169,147
	(20,367)	**169,147**
Analysis of profit before tax from discontinued operations as per consolidated statement of cashflows:		
Operating profit after finance costs	**(20,348)**	89,807
Gain on sale of discontinued operations	**–**	83,441
	(20,348)	**173,248**

35 Discontinued operations *(continued)*

35.3 Analysis of the results of discontinued operations *(continued)*

	Massy Properties (Barbados) Ltd.		Massy United Insurance Ltd.		Massycard (Barbados) Ltd.		Other		Endervelt Limited		Massy Properties (Trinidad) Ltd.		Total	
	2023 $	2022 $	**2023 $**	2022 $	**2023 $**	2022 $	**2023 $**	2022 $	**2023 $**	2022 $	**2023 $**	2022 $	**2023 $**	2022 $
Revenue	**28,150**	**40,541**	**–**	**344,404**	**20,174**	**21,769**	**–**	**–**	**–**	**35**	**–**	**6,431**	**48,323**	**413,180**
Operating profit before finance costs and expected credit losses	**(26,512)**	34,385	**–**	18,495	**3,532**	8,380	**2,408**	24,688	**–**	6,214	**–**	(5,407)	**(20,572)**	86,755
Expected credit losses	**24**	(83)	**–**	–	**200**	1,309	**–**	–	**–**	–	**–**	–	**224**	1,226
Operating profit before finance costs	**(26,488)**	34,302	**–**	18,495	**3,732**	9,689	**2,408**	24,688	**–**	6,214	**–**	(5,407)	**(20,348)**	87,981
Finance cost - net	**–**	–	**–**	1,826	**–**	–	**–**	–	**–**	–	**–**	–	**–**	1,826
Operating profit after finance costs	**(26,488)**	34,302	**–**	20,321	**3,732**	9,689	**2,408**	24,688	**–**	6,214	**–**	(5,407)	**(20,348)**	89,807
Income Tax Expense	**–**	–	**–**	(3,926)	**(19)**	160	**–**	–	**–**	1	**–**	(336)	**(19)**	(4,101)
Profit after income tax	**(26,488)**	**34,302**	**–**	**16,395**	**3,713**	**9,849**	**2,408**	**24,688**	**–**	**6,215**	**–**	**(5,743)**	**(20,367)**	**85,706**
Attributable to:														
Owners of the parent	**(26,488)**	34,302	**–**	16,395	**3,713**	9,849	**2,408**	24,688	**–**	6,215	**–**	(5,743)	**(20,367)**	85,706
	(26,488)	**34,302**	**–**	**16,395**	**3,713**	**9,849**	**2,408**	**24,688**	**–**	**6,215**	**–**	**(5,743)**	**(20,367)**	**85,706**

Notes to the Consolidated Financial Statements

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars

35 Discontinued operations *(continued)*

35.4 Analysis of cash flows from material disposals

	2023 $	2022 $
Net cash inflow from operating activities	**11,514**	75,324
Net cash inflow from investing activities	**110,556**	124,523
Net cash outflow from financing activities	**(122,824)**	(270,255)
	(754)	**(70,408)**

35.5 Restatement of results from material disposals

The consolidated statement of profit or loss for 30 September 2022 was restated for the Massy Properties (Barbados) Ltd. being classified as discontinued.

	As previously reported 2022 $	Adjustment 2022 $	Restated 2022 $
Continuing Operations:			
Revenue	**12,367,145**	**(40,541)**	**12,326,604**
Operating profit before finance costs and expected credit losses	1,135,476	(34,385)	1,101,091
Expected credit losses	(23,587)	83	(23,504)
Operating profits before finance costs	1,111,889	(34,302)	1,077,587
Finance cost - net	(101,412)	–	(101,412)
Operating profits after finance cost	1,010,477	(34,302)	976,175
Share of results of associates and joint ventures	18,842	–	18,842
Profit before income tax	1,029,319	(34,302)	995,017
Income tax expense	(305,976)	–	(305,976)
Profit for the year from continuing operations	723,343	(34,302)	689,041
Discontinued operations:			
Gain on sale of discontinued operations	83,441	–	83,441
Profit after tax discontinued operations	51,404	34,302	85,706
Profit for the year from discontinued operations	134,845	34,302	169,147
Profit for the year	**858,188**	**–**	**858,188**

35 Discontinued operations *(continued)*

35.5 Restatement of results from material disposals *(continued)*

	As previously reported 2022 $	Adjustment 2022 $	Restated 2022 $
Owners of the parent:			
Profit for the year from continuing operations	679,084	(34,302)	644,782
Profit for the year from discontinued operations	134,845	34,302	169,147
	813,929	**–**	**813,929**
Non-controlling interests:			
Profit for the year from continuing operations	44,259	–	44,259
Profit attributable to non-controlling interests	44,259	–	44,259
Profit for the year	**858,188**	**–**	**858,188**
Basic earnings per share			
- from continuing operations	34.31	(1.74)	32.57
- from discontinued operations	6.81	1.74	8.55
	41.12	**–**	**41.12**

Five Year Review

Year ended September 30, Expressed in Thousands of Trinidad and Tobago dollars, except where otherwise stated

	Sept. 2019 (Restated)	Sept. 2020 (Restated)	Sept. 2021 (Restated)	Sept. 2022 (Restated)	Sept. 2023
Income Statement Information					
Third party revenue	10,364,174	10,205,454	11,089,117	12,326,604	**14,195,284**
Operating profit before finance costs	719,756	764,432	968,335	1,077,587	**1,394,050**
Finance costs	(69,699)	(112,318)	(102,767)	(101,412)	**(168,787)**
Share of results of associates and joint ventures	61,429	48,948	50,296	18,842	**3,792**
Profit before tax	711,486	701,062	915,864	995,017	**1,229,055**
Effective tax rate (%)	36	36	27	31	**32**
Profit for the year from continuing operations	454,958	448,452	666,023	689,041	**833,299**
Profit/(loss) for the year from discontinued operations	158,274	294,699	156,005	169,147	**(20,367)**
Profit/(loss) for the year	613,232	743,151	822,028	858,188	**812,932**
Profit attributable to owners of the parent	563,164	696,403	788,458	813,929	**764,195**
Basic earnings per share					
- from continuing operations (¢)	21.51	21.06	31.92	32.57	**39.64**
Basic loss per share					
- from discontinued operations (¢)	7.30	14.48	8.17	8.55	**(1.03)**
Total earnings per share (¢)	28.81	35.54	40.09	41.12	**38.61**
Balance Sheet Information					
Non current assets	4,985,705	5,445,388	5,179,494	6,380,903	**7,665,266**
Current assets	7,339,368	7,794,359	8,355,415	6,317,680	**7,875,584**
Total assets	12,325,073	13,239,747	13,534,909	12,698,583	**15,540,850**
Non current liabilities	2,400,675	2,764,101	2,846,504	2,924,592	**3,012,836**
Current liabilities	3,977,457	4,058,602	3,856,234	2,521,208	**4,919,508**
Total liabilities	6,378,132	6,822,703	6,702,738	5,445,800	**7,932,344**
Shareholder's equity	5,713,898	6,170,638	6,668,132	7,066,954	**7,401,469**
Non-controlling interests	233,043	246,406	164,039	185,829	**207,037**
Equity	5,946,941	6,417,044	6,832,171	7,252,783	**7,608,506**
Cash	2,073,058	2,533,621	2,034,141	1,227,119	**1,289,686**
Debt	2,199,712	2,117,280	1,709,901	1,786,228	**3,490,540**
Balance Sheet Quality Measures					
Working Capital	3,361,911	3,735,757	4,499,181	3,796,472	**2,956,076**
Current Ratio	1.85	1.92	2.17	2.51	**1.60**
Quick Ratio	1.46	1.53	1.74	1.69	**1.10**
Total debt to shareholder's equity (%)	38.5	34.3	25.6	25.3	**47.2**
Total debt to shareholder's equity and debt (%)	27.8	25.5	20.4	20.2	**32.0**
Cash Flow Information					
Cash flow from operating activities	805,869	839,173	414,037	681,111	**802,397**
Cash flow from investing activities	16,942	14,898	221,891	(1,557,126)	**(1,990,041)**
Cash flow from financing activities	(354,078)	(389,621)	(794,623)	(318,692)	**1,226,431**
Net increase/(decrease) in cash, cash equivalents before exchange rate changes	468,733	464,450	(158,695)	(1,194,707)	**38,787**

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