MASSY

2022 Annual Report

global reach.

caribbean heart.

A Global Force for Good

An Investment Holding Company With a Caribbean Heart.

MASSY

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.

Contents.

Our Report.

Massy, at 99 years strong in 2022, continues to evolve. This year we weathered turbulent global economic waters to record our first ever billion dollar profit before tax. We saw our people thrive as they stepped up to embrace their own empowerment and bring an entrepreneurial spirit to bear across our Portfolio businesses. We engaged with our communities all around the region to support growth and development as they emerged from the shadows of the pandemic. Everywhere we looked, there was promise and possibility.

Out of this abundance came our new Vision

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

This Vision is underpinned by our belief in the unique advantages that the warmth and vitality of our Caribbean identity lends us on the global stage, and our belief in the capability of our businesses to compete successfully in almost any market.

As we approach our 100th year, we set our face to the future with confidence and enthusiasm, secure in the capabilities of our people, the resilience of our businesses, and the invaluable support of you, our shareholders.

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.

Guided by 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$)

$12,367m +11%
Revenue

$1,029m** +11%
Profit Before Tax

¢41.12 +3%
Earnings per Share

¢15.68 +10%
Dividends per Share

38.1% +7%
Dividend Payout Ratio

18% -60%
Total Return to Shareholders

$1,563m* +2%
Salaries & Wages

TT$11m -11%
Community Contributions

$327m* +14%
Statutory Contributions

0.9%
Safety – TRIF

** Includes discontinued operations*

** *From continuing operations*

Our Performance.

As quoted in United States Dollars (US$)

$1.834m +11%
Revenue

$153m** +11%
Profit Before Tax

¢6.10 +3%
Earnings per Share

¢2.33 +10%
Dividends per Share

38.1% +7%
Dividend Payout Ratio

18% -60%
Total Return to Shareholders

$232m* +2%
Salaries & Wages

$1.63m -11%
Community Contributions

$49m* +14%
Statutory Contributions

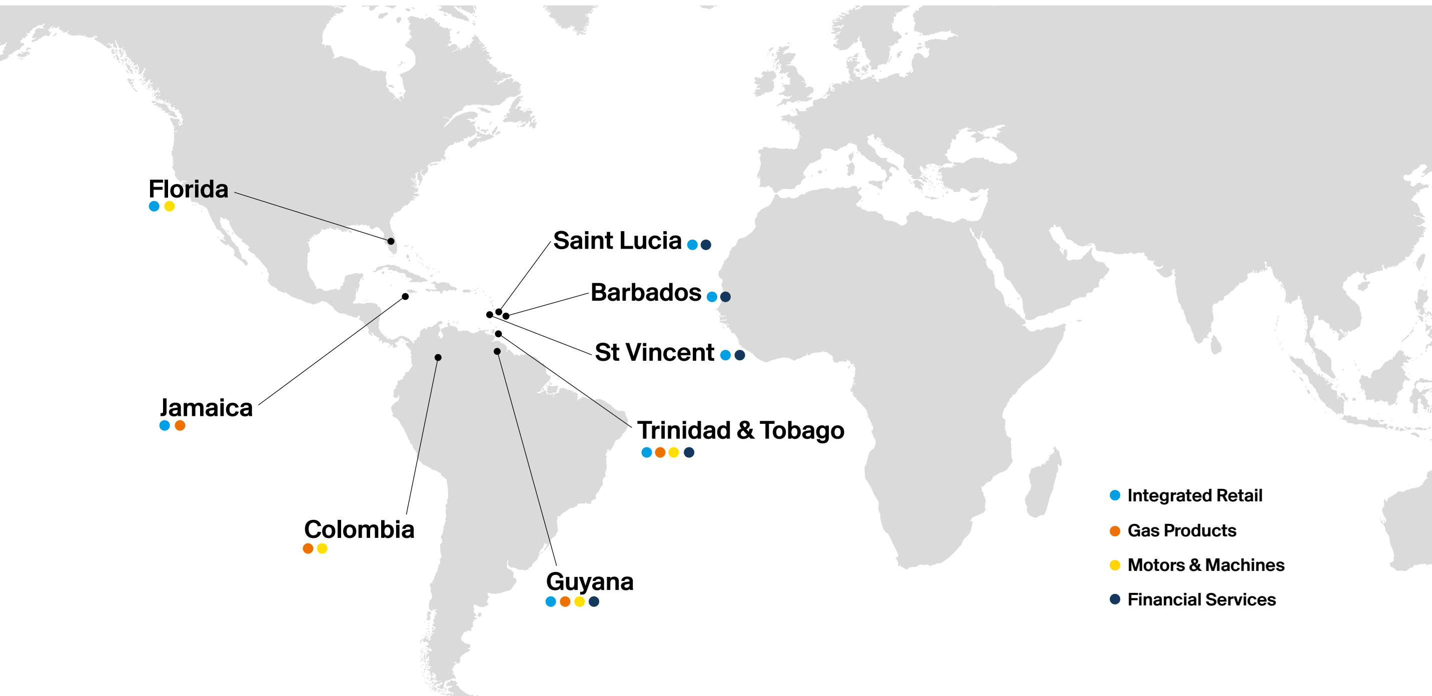
0.9%
Safety – TRIF

** Includes discontinued operations*

** *From continuing operations*

At a Glance.

Territories in which we operate



Profit Before Tax *(Excluding Corporate Office)*

by Portfolio/Line of Business

Integrated Retail	44%
Gas Products	25%
Motors & Machines	20%
Financial Services	7%
Real Estate	4%

by Territory

Trinidad & Tobago	43%
Barbados & Eastern Caribbean	22%
Guyana	22%
Colombia	6%
Jamaica	6%
Other	1%

60+
Companies

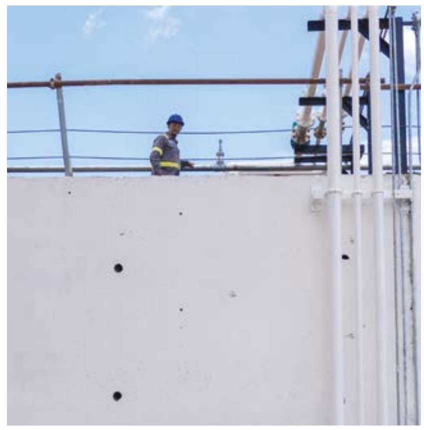
13,000+
Employees

2022 Highlights.

Celebrating
99
years

Revenues up
11%

New Vision



Earnings Per Share up
3%

TT$1b
Recorded Profit Before Tax

Profit Before Tax up
11%

Our Portfolios.

Integrated Retail

Major Operating Companies

Trinidad & Tobago
Massy Stores (Trinidad)
Massy Distribution (Trinidad)

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.

Gas Products

Major Operating Companies

Trinidad & Tobago
Massy Gas Products (Trinidad) Ltd.
Massy Carbonics Ltd.
Caribbean Industrial Gases Unlimited (50%)

Guyana
Massy Gas Products (Guyana) Ltd.

Jamaica
Massy Gas Products (Jamaica) Limited

Colombia
Massy Energy Colombia S.A.S.
Distribuidora Central de Gas S.A.S. E.S.P. (Dicengas)
Gas Propano de Colombia S.A.S. E.S.P. (Gasprocol)
Granados Gómez & CÍA. S.A.S. E.S.P (Gragos)

Motors & Machines

Major Operating Companies

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 Bermudez

President & Group CEO

Mr. E. Gervase Warner

Directors

Mr. Robert Bermudez, Chairman
Mr. E. Gervase Warner, President & Group CEO
Mr. David Affonso
Mr. Ian Chinapoo
Mr. Marc-Kwesi Farrell
Mr. Patrick Hylton
Mr. Peter Jeewan
Ms. Soraya Khan
Ms. Luisa Lafaurie Rivera
Mr. Suresh Maharaj
Mr. Bruce Melizan
Mr. David O'Brien
Mr. Robert Riley

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 & Risk Committee

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

Governance, Nomination & Remuneration Committee

Mr. Robert Riley, Chairman
Ms. Luisa Lafaurie Rivera
Mr. Robert Bermudez, 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 Ninety-Ninth 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 21, 2022, 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, 2022, 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. Marc-Kwesi Farrell 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. Robert Bermudez, Mr. E. Gervase Warner and Ms. Soraya Khan 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 23, 2022

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 30, 2022, and ending at 4:00 p.m. on December 18, 2022.** 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 Ninety-Ninth 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, 2022, 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. Robert Bermudez, Marc-Kwesi Farrell, E. Gervase Warner and Ms. Soraya Khan will retire on rotation at the end of this meeting and being eligible, will be seeking either election or re-election.

Following are the bios 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. ROBERT BERMUDEZ – 69 years of age

Robert's breadth and depth of experience as a Director and Chairman is extensive, as is his experience as an entrepreneur. He was the Chairman of the Board of Directors of the Bermudez Group of Companies and led the growth of the Bermudez Group, from a local family-owned business to a regional business, throughout the Caribbean and in Latin America. He has a strong reputation for pragmatic and shrewd business judgment and has enjoyed a distinguished career in business playing key roles in corporate bodies in Trinidad and Tobago and the Caribbean. Mr. Bermudez was also appointed as Chancellor of The University of the West Indies in 2017.

MR. MARC-KWESI FARRELL – 40 years of age

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.

MS. SORAYA KHAN – 47 years of age

Soraya is a finance executive with over 20 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.

MR. E. GERVASE WARNER – 57 years of age

Gervase has served the Group for nearly 20 years, joining as a Director, and holding the position of Executive Chairman of the Energy and 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 US, Latin America, and the Caribbean.

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 23, 2022

Appendix 1

Guidelines for Shareholders' Pre-Registration and Electronic Attendance at Massy Holdings Ltd.'s Ninety-Ninth 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 30, 2022**, and **ending at 4.00 p.m. on December 18, 2022**, 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 30, 2022,** and **ending at 4.00 p.m. on December 18, 2022,** 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.

A LETTER FROM OUR CHAIRMAN.

ROBERT BERMUDEZ

Dear Valued Stakeholders,

Financial Year 2022 (FY 2022) has been a tumultuous one for our world. Just as most societies began emerging from restrictions to contain the spread of the coronavirus, and the global economy was returning to pre-pandemic operations, a chain of factors came together to create uncertainty and hardships in many countries around the world. Many governments in developed economies undertook stimulus spending to support citizens during the pandemic. These stimuli were effective in invigorating business and consumer demand however, supply chain delays and disruptions also arose during the pandemic and the combined effect led to increasing inflation in many developed economies. This then prompted the US Federal Reserve to initiate a process of increasing interest rates which has been followed by many other central banks globally. Russia's invasion of Ukraine further exacerbated the challenges by precipitating a humanitarian crisis in Europe, cutting off a major supply of grain to the world and provoking sanctions against Russian oil and gas exports that have pushed energy costs even higher. The resultant uncertainty, cost of living increases and weakening of many developing country currencies are hurting businesses and consumers around the world.

Our People, Our Evolving Culture

The true test of the quality of a business is not in its performance during times of prosperity but in its endurance when faced with challenging circumstances. Massy, in its 99 years, has weathered many storms and from our inception, our people – resilient, creative, and strong – have been the central drivers of our success. It is the people of Massy, with hearts that are fearless and open, that will continue to move us forward on our journey. As we come to the close of our 99th year, we are even more committed to embodying love, care, passion, and compassion as we serve our people, our customers, our communities, our environment and our world. The people of Massy want to feel they belong to something bigger than themselves, and we believe that we are on that road. We are evolving and becoming more authentic in who we are as human beings, and this helps us to transcend the challenges and differences of opinion that necessarily arise among diverse thinkers. Being better able to embrace our diversity creates trust, agility and confidence, and we see our people and our evolving culture of empowerment and cognitive diversity as key to the unprecedented results that we have seen at Massy during some of the most tumultuous times in recent history.

Massy's 2022 Performance

As I write my last Chairman's Letter for the Annual Report, I reflect on my 25 years of service on the Massy Holdings Board of Directors with great satisfaction. I have seen the Group go through many challenging times and emerge stronger. As Massy approaches its 100-year anniversary, the Group has never been stronger. The focus on three main Portfolios in which Massy has deep historical experience and expertise and the devolution of greater autonomy to, with stronger governance of, the Portfolios has unleashed unprecedented growth that can be seen in the Company's results. Leaders and employees throughout the Group are encouraged to "Run it like it's your own". With an emerging culture that encourages participation and changes to reward systems to share abundance more broadly throughout the organisation when the Group and its Portfolios do well, more and more, our employees are acting like owners.

Despite ongoing global challenges in 2022, the major territories in which the Group operates experienced economic growth. A resurgent tourism sector supported recovery in Barbados, while Trinidad and Tobago benefited from higher energy commodity prices. Surging oil production and an expanding energy sector has seen Guyana become one of the world's fastest growing economies. Colombia has also recorded continued growth on the back of strong commodity prices and increases in private consumption. Overall, I am pleased to report that Portfolio and Lines of Business leaders were able to navigate global supply chain challenges and inflationary pressures to record Business Unit Profit Before Tax of $1,183 million (before associates) for 2022, reflecting growth of 30 percent over 2021. Dampened by the disappointing performance of the USD investment Portfolio with the proceeds of the Group's recent divestments, Group Profit After Tax (PAT) grew by 4.4 percent for 2022, moving from $822 million in 2021 to $858 million.

Share Split and Cross-Listing on the Jamaica Stock Exchange (JSE)

The Share Split and the decision to cross-list the Company's shares on the JSE was based on a number of strategic aims including; diversifying and increasing the investor base of the Company in preparation for future capital sourcing, increasing the liquidity and trading activity of the Company's shares, enhancing the Company's image and appeal to international investors, and allowing greater share price discovery through increased liquidity and trading activity of the Company's shares based on the vibrancy of the JSE. To date, we have seen some of this materialise and look forward to seeing these strategic aims being further met while the Company's performance continues to be consistent and strong.

Board Changes

During the past year there were some changes to the Massy Holdings Board; Mr. Anton Gopaulsingh retired as an Independent, Non-Executive Director on January 21, 2022. Anton worked to streamline and strengthen the governance of the Portfolio Audit and Risk Committees and made key contributions to further elevate Enterprise Risk Management across the Group. Ms. Maxine Williams also retired as an Independent, Non-Executive Director on February 9, 2022. Maxine made great contributions in the area of governance and led the Group's evolution of its thinking around diversity, equity and inclusion. On behalf of the Board, I wish to thank them both for their service to Massy which will continue to redound for many years to come. I would also like to take this opportunity to welcome our two new Board Members; Mr. Peter Jeewan, who was appointed as an Independent, Non-Executive Director on January 21, 2022, and Mr. Marc-Kwesi Farrell, who was appointed as an Independent, Non-Executive Director on February 10, 2022. Both Directors bring strong global, entrepreneurial experience, as well as strong people leadership competencies – a combination of skill sets, experience and values that fit the strategic direction of Massy. We look forward to their contributions and on behalf of the Board, I extend a warm welcome to them.

On May 5, 2022, Mr. Robert Riley was elected as Deputy Chairman and Chairman Designate of the Massy Holdings Ltd. Board. Robert has a wide depth and breadth of experience globally as an executive and as a director; and the Board agreed that he was the most suitable successor to the Chairman as the Group seeks to grow globally. On behalf of the Board, I wish to thank him for agreeing to serve in this capacity.

A Platform for the Next Century

Our purpose and our global vision unite the Massy Group and support our aspirations and commitments as we enter our next 100 years. Our purpose and global vision also guide the discussions we have as a Board and our active role in supporting the work of the Executive team. We are very proud of Massy's evolution into a more agile, less hierarchical and more empowered organisation and culture. We continue to strive to become more centred in 'heart', more digital and more innovative in our quest for a global, sustainable and fulfilling future.

A LETTER FROM OUR CEO.

GERVASE WARNER

Dear Valued Stakeholders,

2022 was the 99th year of operations for the Massy Group of Companies, formerly Neal & Massy. Given the tumultuous environment in the world today, coupled with the success the Group has experienced in focusing on its three main Portfolios and success in international expansion, we have created a new vision for the Massy Group as it approaches 100 years of operations:

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

Several developments have inspired this new vision. First, we are called to expand our sphere of influence beyond the Caribbean Basin. We recognise that our Purpose and Values resonate with people from diverse backgrounds, religions, and races. Our Purpose and Values are grounded in the contribution of our people and their pursuit of fulfilment. Secondly, our focus on our three main Portfolios and our success with regional expansion and acquisitions of similar businesses has given us confidence that these are industries in which we have the operating excellence and the people leadership model that allows us to compete successfully in almost any market. Thirdly, with the success of divesting the non-core assets and unleashing growth in our core businesses, we are increasingly taking an investment management lens to the review of the performance and mix of the businesses in our Portfolios. Lastly, and perhaps most importantly, we recognise that Caribbean heritage and warmth are special. The heart and spirit with which Massy employees and operations approach doing business is unique; and brings out the best performance in our employees and builds customer loyalty.

As we approach the Group's 100th year of operations, we have never been stronger or better prepared for the future. Most of the underperforming and non-core assets have been divested from the Group, with the most significant remainder left to be sold being non-core real estate in Barbados. The Group has never been more profitable and our Balance Sheet has never been stronger. Operating Profit from Business Units grew by 25 percent from TT$961 million (US$143 million) in FY2021 to TT$1.2 billion (US$178 million) in FY2022. Profit Before Tax (PBT) from Continuing Operations grew by 11 percent from FY 2021 to FY 2022; growth was impacted by the underperformance of the overseas cash investments held by the Group in FY 2022 compared to the significant gains produced in those investments in FY 2021. The Group's Debt to Equity is down to 25 percent and in addition to its TT$1.2 billion in cash at the end of the year, the Group has US$176 million invested overseas to fund acquisitions and growth initiatives. The Group's governance has been strengthened with the creation of Portfolio Boards of Directors with Independent Directors and with increased autonomy and decision-making being implemented throughout our operations.

Strategy Update

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

1 Growth and Global Expansion
2 Capital Management to Increase Value for Shareholders
3 Expanding the Depth and Sphere of Influence of our Caribbean Hearts

Growth and Global Expansion

Consistent with our new vision, the Group and its Portfolios are now setting their sights on global expansion. Having narrowed the Group's focus to our three main Portfolios in which the Group has distinctive operating capabilities and significant scale, and having divested US$271 million of non-core and under-performing assets, the Group is well positioned to pursue global expansion. In each of our main Portfolios, we are finding opportunities to acquire private, independently run businesses in most countries we examine. The combination of our ability to further invest in these businesses, with our approach to listening to and empowering existing management, in tandem with our deep understanding of the fundamentals of running these businesses, allows us to grow and improve the operations of these acquisitions and produce attractive returns on our investments.

To lead the Group's global expansion, David O'Brien has been appointed Executive Vice President, Global Expansion for the Group. David recently retired as Executive Chairman of the Motors & Machines Portfolio and has been at the forefront of the Group's international expansion. David will work closely with the Chairmen of our three main Portfolios to develop specific market strategies including building networks to generate credible target opportunities for global expansion of our three main Portfolios. These efforts will be augmented by the capabilities of the Corporate Strategy and Transactions Team in the Group to support broader searches, screening, and execution against target opportunities.

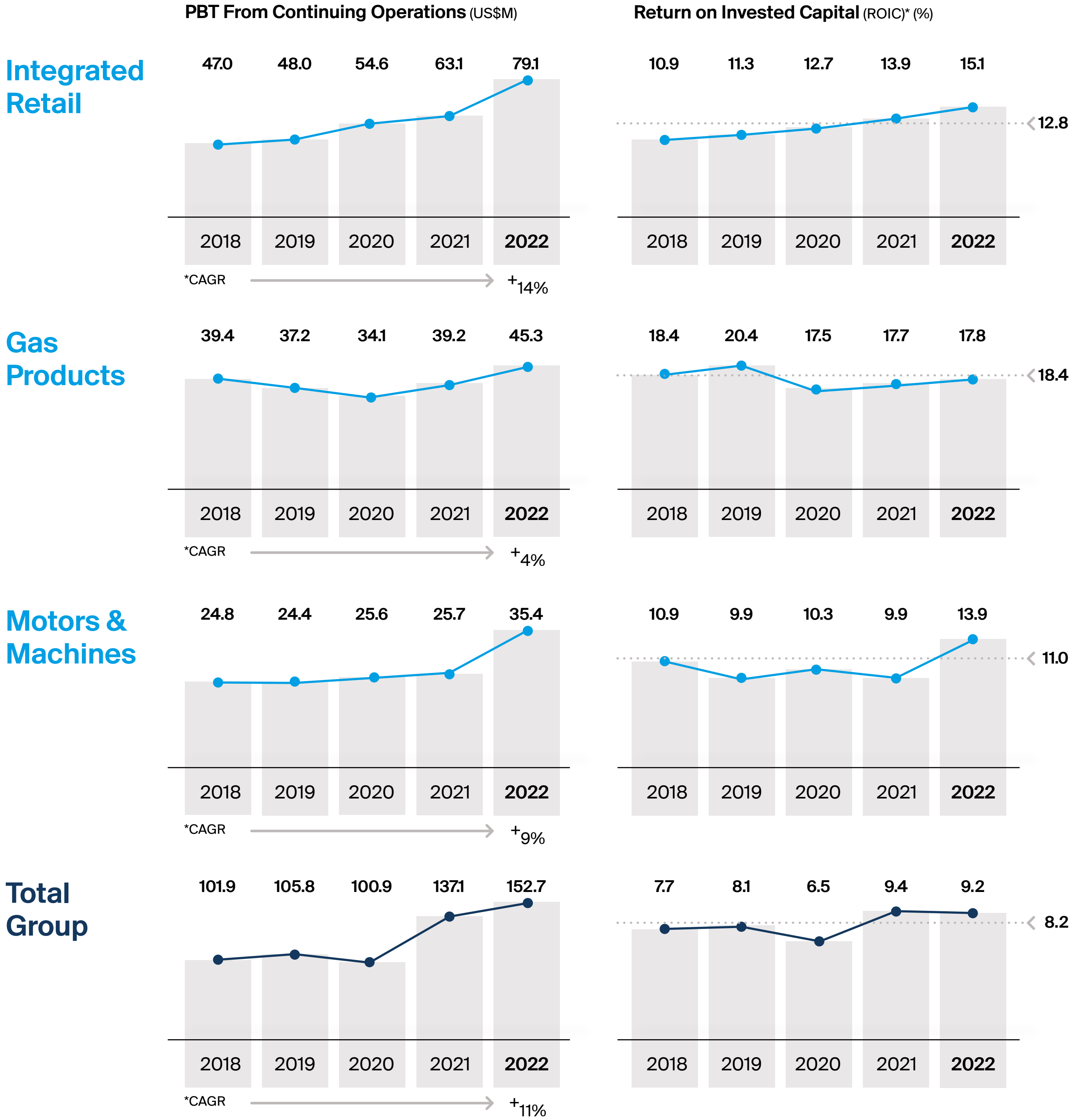
As each Portfolio considers international and global expansion, each Portfolio is developing strategies and working on opportunities arising from industry trends:

- **Integrated Retail Portfolio (IRP)** faces potentially disruptive trends from the use of technology e.g. online shopping and delivery, Just Walk Out stores (Amazon Go) and Consumer Big Data analysis. IRP has engaged Amazon Web Services (AWS) for a series of projects to provide a technology leap forward in its capabilities.
- **Gas Products Portfolio (GPP)** faces pressures from environmental concerns to the products in its business model. CO_2 and LPG are harmful to the environment. The GPP business model focuses on capturing CO_2 that would have been ventilated to the environment in high concentration and processing and distributing the gas to beverage bottlers for carbonated beverages. LPG distribution by GPP is largely a displacement fuel for charcoal and wood burning which are still used in some developing countries for cooking. LPG is considered one of the least harmful of the fossil fuels. Recognising the future challenges to fossil fuels, the GPP is also pursuing Renewable Energy projects to incorporate into its Portfolio.
- **Motors & Machines Portfolio (MMP)** faces disruptive forces from online car sales, increasing growth of electric vehicles and driverless vehicles. MMP's minority investment in an online used car sales platform (Curbo) provides the Group with access to critical technology and experience with this growing channel for car sales. MMP is the leader in electric vehicle sales in Trinidad and Tobago and will position itself similarly in Guyana and Colombia. The Driverless car trend is one to watch. At this point, the early adopting markets for delivery operators are in limited geographies.

Successful global expansion will require the Group to constantly monitor industry trends to ensure that we don't find ourselves expanding in old, soon to be disrupted business models. The Group must continue to pivot our operations as industry and technology trends usher in change.

Capital Management to Increase Value to Shareholders

In 2019, the Group embarked on a strategy to extract capital from non-strategic and under-performing assets and direct more capital to the Group's three main Portfolios which both generate attractive returns on capital and have significant growth opportunities.



*Compound Annual Growth Rate (CAGR)

*Excludes Lease Liabilities

This strategy has been successful. The Group has generated the equivalent of US$271 million in proceeds from divestments of which US$191 million was collected in US currency and will be used to fuel international expansion. From the remaining non-core assets to be divested, the Group expects to extract another equivalent of US$88 million but most of this will likely be collected in local currency.

The contrast between the performance of the Divested Funds Portfolio (DFP) in FY 2021 and FY 2022 is instructive. In FY 2021, the annualised return on the funds in the DFP was 15.3 percent. However, in FY 2022 the annualised return of the DFP funds was -4.6 percent. This compares to the stable and increasing returns of 11-18 percent achieved by our three main Portfolios over the last five years as indicated in the exhibit above.

The heart and spirit with which Massy employees and operations approach doing business is unique; and brings out the best performance in our employees.

The Group's risk/return profile favours investment in our three main Portfolios over internationally managed funds. However, we must be careful to deploy funds for sound Portfolio investments. To ensure this, the Group has strengthened our investment approval process with an enhanced set of standards and requirements for major capital and acquisition investments as well as two stage approval process by the Portfolio Boards and then the Massy Holdings Ltd. Board.

In addition to the DFP, the Group has several other sources of additional capital to fund its global expansion pursuits. First, the Group generates significant operating cash flow every year (2022 Operating Cash Flow was TT$1,002 million) (US$149 million). As mentioned above, the Group's Debt to Equity ratio is relatively low and the Group has additional capacity to borrow. Having cross-listed on the Jamaica Stock Exchange in 2022, we have received feedback that there would be an appetite for Additional Public Offerings on both the JSE and TTSE. In considering these sources of capital, the Group will examine cash flow and repayment risks against Return on Equity and EPS implications to make the most responsible decisions in sourcing and allocating capital.

Expanding the Depth and Sphere of Influence of our Caribbean Hearts

We see that leading with a Caribbean heart has many benefits. It's more fun and fulfilling to live authentically at work and in the world. When people experience being cared for and more so healed of external pains, they focus better, engage more, and perform more effectively. When communities experience authentic contribution and trust in an organisation, they reward the organisation with their loyalty. When people experience leaders and organisations who listen, admit and correct mistakes, they become more inspired to take responsibility themselves. Expanding the depth and sphere of influence of our Caribbean hearts is an important element of the Group's strategy. It is self-reinforcing. It improves employee engagement and customer loyalty which improves our ability to grow and bring more people into the energy of the Group. This in return provides fulfilment of purpose to our leaders and employees who can become more engaged and more willing to develop themselves as selfless leaders which restarts the positive reinforcing cycle.

That positive energy is evidenced in our interactions with our customers. There are so many instances across our Group of employees going above and beyond their job descriptions to care for our customers. Latorah at Massy Stores in Barbados searched the store until she could return a customer's handbag and Mark from Massy Gas Products in Guyana encountered a medical emergency when visiting a customer and promptly arranged emergency access to oxygen. Our people care for our customers, they take personal responsibility for customer care and they do what needs to be done.

Our people are inspired to take care of each other too. We are all inspired by Rosario who on retiring from Massy Stores in Trinidad has devoted herself to our Lessons in Female Empowerment

programme, championing and supporting every participant. That warmth, compassion and human to human connection is what we mean when we speak about our Caribbean Heart.

Continuously Expanding and Deepening Training for all Leaders

The Group is continuously investing in helping all leaders, at all levels in the organisation, to go through the ongoing process of personal transformation, to lead openly and authentically and to provide the coaching and support for others to engage and participate in suggestions and decision making to make the company and the people we serve better. The Massy Learning Institute (MLI) plays a critical role in administering programmes within and outside of the Group as well as in adding new partnerships to deliver the best available learning opportunities to employees within the Group.

Tech-enabled Self-Care Resource Centre

The Covid-19 pandemic and subsequent economic challenges have led to a mental health crisis in the region. We find more and more employees trying to cope with the increased pace of change required in business, the increased uncertainty in the world, challenges with rising costs, supporting family members and displacements from climate events. Addressing some deep issues to get to the source of the issues and move forward from a strong foundation is part of the work being carried out in partnership with an experienced Psychologist. This process is aligned to personal and professional development, productivity enhancement and linked to the cultural evolution required as we start Massy's second century.

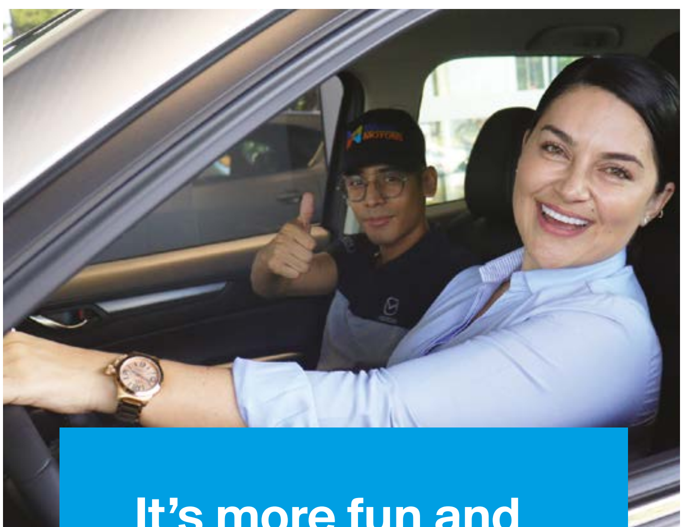
Impactful Social Outreach - Nudge

As Nudge enters their third year of serving the regional Micro, Small and Medium Enterprises (MSME) community the organisation has supported the financial needs of the community by providing access to Nudge-issued grants, lines of credit, or impact investments. By consciously listening to community feedback and data, Nudge has been able to equip entrepreneurs with the tools necessary to continue growing and scaling sustainably. Over 100 brands were onboarded to the Nudge Market Stall Programmes in Trinidad, Barbados, and Saint Lucia, thus increasing these Entrepreneurs' sales and helping their businesses to grow. Nudge continues to offer MSMEs in the Caribbean the critical chance to take their products to retail with support from Massy Stores and other partners committed to empowering local talent.

More information about Nudge can be found in the 2022 Corporate Social Responsibility Report on our website at **www.massygroup.com.**

In Closing

I would like to acknowledge Ian Chinapoo who resigned as Executive Vice President and Chief Financial Officer at the end of the financial year. Ian's experience and expertise were instrumental in supporting the Group's recent transformation. I extend my thanks and very best wishes to Ian in his new venture.



It's more fun and fulfilling to live authentically at work and in the world.

Vaughn Martin has been appointed as the Acting Group Chief Financial Officer until a suitable candidate is appointed to replace Ian. Vaughn will continue to Chair the Gas Products Portfolio while performing this interim role. I would like to thank Vaughn and the capable leadership team within the Gas Products Portfolio who have made it possible for him to take on this additional responsibility.

I mentioned previously that David O'Brien had retired as Executive Chairman of the Motors & Machines Portfolio at the end of September. David has been succeeded by Marc Rostant with whom he has worked closely for several years. Marc has made a significant contribution to the Portfolio's expansion into one of the leading automobile dealership groups in Colombia. I would like to thank David for his excellent stewardship of the Motors & Machines Portfolio, and to wish both Marc and David every success in their new assignments.

I cannot close without thanking our long-serving Chairman and our Board of Directors for their continued support and guidance. The diversity and wide and varied experience of our Board is a real asset to our Group. This is the last Annual Report that Mr. Bermudez and I will write together, as he will retire as Chairman in May 2023. I have had the privilege to benefit from his personal coaching and guidance since he became Chairman in 2014. Much of the transformation we have accomplished would not have been possible without his support and challenge.

Our employees continue to inspire us with their creativity, ingenuity, and the passion that they bring to the organisation. I wish to thank and acknowledge them for their commitment and contributions to Massy's success.

We are grateful for the loyalty and support of our customers, our shareholders and other stakeholders and we know that you will share our confidence and enthusiasm as the Group enters its 100th year of operations in 2023.

A MESSAGE FROM OUR ACTING CFO.

VAUGHN MARTIN

To our Shareholders

It is truly a distinct honor for me to update you on the Group's consolidated financial performance for fiscal year 2022.
We have continued our journey as an Investment Holding Company that is financially stable and fit for growth, not only within our local and regional markets, but in new territories internationally in pursuit of our Global Vision.

Our main Industry Portfolios are performing well, and we are proud to report the double-digit growth in pre-tax profits generated during the year. This performance was achieved despite the challenging operating environments arising out of a global economic slowdown, rising inflation, supply chain disruptions and geopolitical headwinds primarily spurred by the war in Ukraine.

Despite these circumstances, our management and staff continue to capitalise on value creating opportunities while prudently managing associated financial and other risks. Our Group is strategically focused, highly resilient, with strong capital allocation and management principals allowing us to pursue significant growth responsibly.

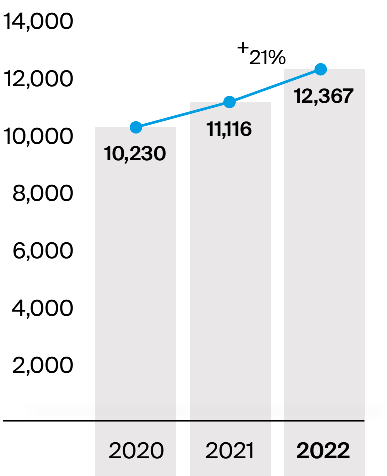
We are excited by what the future holds for the Massy Group of Companies, and we will 'go out into the world' with confidence, while being firmly grounded by our Purpose and Core Values.

2022 Financial Performance Overview

The Total Group Revenue increased to $12.367 billion in 2022 up 11 percent from 2021. Integrated Retail Portfolio (IRP) Revenue grew by 8.1 percent, while Gas Products and Motors & Machines Portfolio Revenues grew by 23.2 percent and 12.8 percent respectively.

Table 1

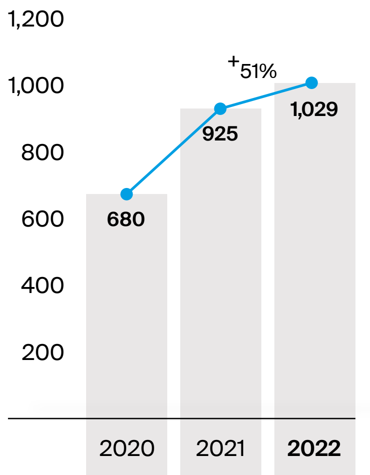
Revenue (TT$M)



The Group achieved a milestone financial performance in 2022 with profit before tax from continuing operations reaching $1.029 billion from $925 million in 2021. This represents growth of 11 percent and notably is the Group's first time recording a billion dollars of PBT! We are excited and energised by the performance of our Portfolios/Lines of Business (LOBs) whose combined performance contributed to a 25 percent improvement from the prior year. Furthermore, our three core Portfolios all recorded double digit growth in 2022! The Motors & Machines Portfolio (MMP) saw an impressive increase of 38 percent from 2021 PBT, resulting in part from a full resumption of activity across all its operations since some of the companies under this Portfolio experienced partial closures in 2021 due to Covid-19. Integrated Retail Portfolio (IRP) continued its strong performance with growth of 25 percent in its PBT from 2021 and Gas Products Portfolio (GPP) followed suit with a 15 percent increase over 2021.

Table 2

Profit Before Tax (TT$M)



The Divested Funds Portfolio (DFP) was a major contributor to Group profitability in 2021 when it contributed gains of $47million. In 2022 however, the DFP recorded losses of $33 million resulting in a negative variance of $80 million from the prior year, largely due to the poor performance of global equity markets which impacted individuals and companies that held global equity Portfolios in 2022. In May 2022, the Group revised its investment philosophy resulting in a significant asset class rotation into Cash and Equivalents (Cash and US Treasuries) and Investment Grade Fixed Income instruments (Bonds) during 2022 thereby limiting further losses and volatility.

Discontinued Operations

The sale of Massy United Insurance Ltd (MUIL) to the Bermuda-based insurance company Coralisle Group was completed on May 4, 2022. MUIL operated in over 23 territories, most of which required regulatory approval. This transaction represents the Group's exit from the property and casualty insurance business. Prior to this transaction, we also closed the sale of MUIL's 20 percent investment in CSGK Finance Holdings (CSGK) to the two majority shareholders, GraceKennedy Group and Cave Shepherd Co. Ltd. CSGK is the parent company of SigniaGlobe Financial Group Inc, a consumer and commercial asset finance institution in Barbados.

On May 31, 2022, we finalised the sale of Endervelt Limited to AB SG Acquisition Company Limited; we also completed the sale of Massy Properties (Trinidad) Ltd. to Endeavour Holdings Limited on July 8, 2022. Together with the sale of MUIL, these transactions resulted in a gain on sale of Discontinued Operations of $83.4 million in 2022 versus the gain on sale of $90.8 million in 2021, which was realised from the sale of Roberts Manufacturing Co. Ltd. and Highway Property Ltd.

On September 29, 2022, the Group entered into an asset purchase agreement to sell the credit card Portfolio and related assets of Massycard (Barbados) Limited which is expected to be finalised in financial year 2023. The credit card portfolio was therefore treated as Held for Sale in our financial statements with the Income and expenses included in Discontinued Operations in the consolidated statement of profit or loss and the corresponding assets pertaining to this Portfolio have been recorded in "Assets classified as Held for Sale".

Profit after tax from Discontinued Operations has declined by 8.2 percent as expected. In line with our strategy, we are now at the tail end of the Group's divestiture of non-core assets.

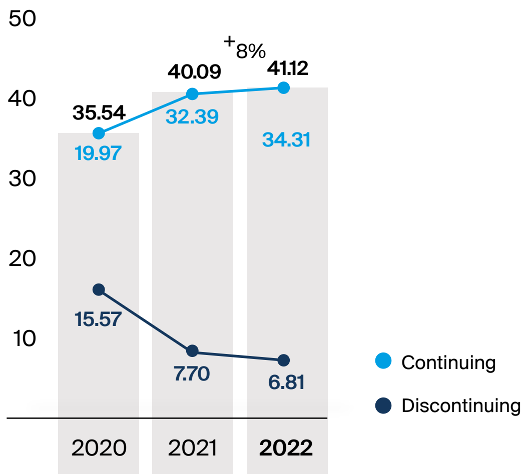
Massy Holdings Limited's Performance

On the cusp of Massy's 100-year anniversary in 2023, the Group is continuing on the path to becoming a truly global entity. We commenced the year by cross listing on the Jamaican Stock Exchange on January 27, 2022 to ensure that our shares were more accessible to investors as we seek to expand our presence regionally and globally. We also effected a 20:1 stock split on March 11, 2022 as approved by our shareholders at our Annual General Meeting on January 21, 2022, increasing our outstanding Ordinary Shares from 98,969,227 to 1,979,384,540 Ordinary Shares. This stock split puts Massy shares more within the reach of retail investors in Jamaica and Trinidad.

The Group's EPS has increased by 2.6 percent with the EPS for 2022 at approximately 41.12 cents per share versus 40.09 cents per share in 2021. It must be noted that the contribution to EPS has changed from the prior year. EPS from Continuing Operations has increased by 6 percent or 1.92 cents from 2021 which was offset by a decline in Discontinued Operations of 12 percent or 0.89 cents. We expect that the EPS from Discontinued Operations will decline as the Group has made great progress in its divestment strategy.

Table 3

EPS (TT¢)

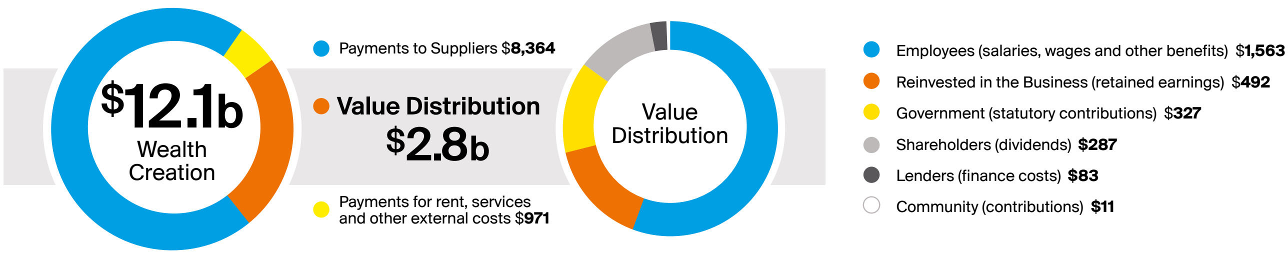


Wealth Creation and Value Distribution

Cash generated from operating activities increased by 65 percent from $414 million in 2021 to $681 million in 2022. Our strong cash flow generation allows us to invest in the Portfolios/LOBs while offering an attractive dividend to our shareholders. It must be noted that the Group increased inventory levels temporarily in the context of significant supply chain disruptions.

Wealth Creation and Value Distribution (TT$M)

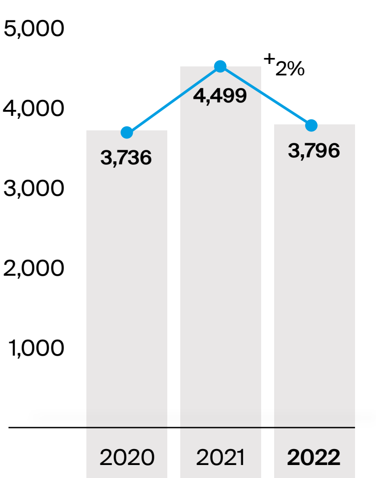
Including discontinued operations and held for sale



The Group continues to enjoy a strong working capital with a balance of $3.8 billion as at September 30, 2022. The Group's working capital ratio increased from 2.2 to 2.5 in the current year demonstrating our continuing ability to meet all our financial obligations in full and without delay. This excess working capital also puts the Group in a favorable position to invest further in our Portfolios/LOBs as opportunities are arising.

Table 4

Group Working Capital (TT$M)



Although Group debt has been on a downward trajectory in previous years, we have increased our debt in 2022 as shown in Table 5, mainly attributed to a US$15 million loan by IRP which was taken to assist with the purchase of the Worthing supermarket property in Barbados. The Group's debt to equity ratio has declined marginally from 26 percent to 25 percent which compares favorably to Peer Group benchmarks with the Caribbean Conglomerates average benchmark of 26 percent and the Latin American (LATAM) Peer Group median benchmark of 83 percent. As the Portfolios continue on the path of expansion and acquisition, access to capital remains core to the execution of the Group's strategy. Current Debt to Equity ratio gives us capacity to increase our leverage to fuel further growth of the Portfolios. It must be noted that in March 2022, CariCRIS reaffirmed its overall 'high creditworthiness' rating for the Group.

Table 5

Group Debt (TT$M)

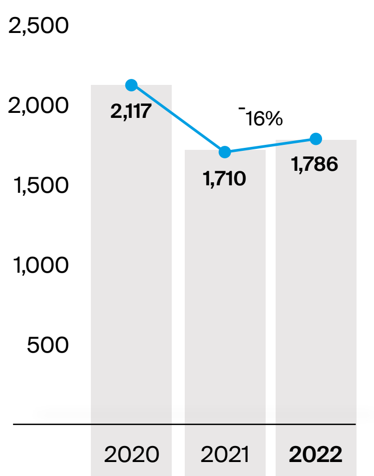
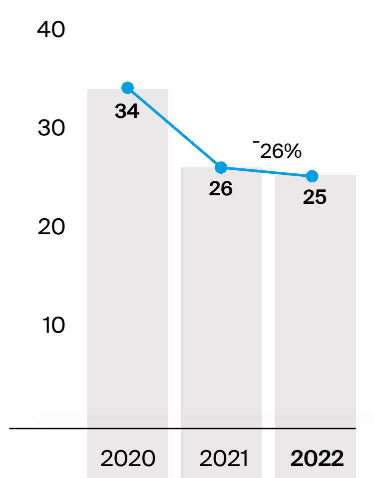


Table 6

Debt to Equity (%)



MHL Share Performance and Investor Return Analysis

A key responsibility of Management is to deliver value to the Company's Shareholders and as such we believe it is important to provide the performance metrics associated with MHL's shares. This is best seen by looking at the Total Return to Shareholders (TRS) generated during the financial year and comprises the sum of share price appreciation percent and return on cash dividends paid. For FY2022, the TRS is 18 percent made up of 14.04 percent due to share price appreciation [($4.71 - $4.13) divided by $4.13] and a 3.63 percent 12-month return on cash dividends paid [$0.15 per share divided by $4.13 closing FY2021 price]. Comparatively, the Trinidad and Tobago Composite Index (TTCI) had an annual TRS of (-6.02 percent) for the period matching our financial year i.e. negative returns for the period matching MHL's financial year, highlighting the very strong performance of our shares in FY2022.

It is also worth noting that the TRS delivered above was generated in a period of high activity for MHL in the domestic and regional equity capital markets given the cross-listing on the JSE and 20 for 1 stock split completed during the financial year as mentioned earlier.

The appeal of Massy's shares to different types of investors continues to be broad-based as our strong and consistent dividend return and our Price-to-Earnings (P/E) ratio still below Caribbean and Latin American Peer Groups continues to attract growth and income seeking investors who see the Massy vision of using our strong capital position to unleash exponential growth and further drive share price appreciation.

MHL's P/E ratio from continuing operations remained steady in FY2022 increasing marginally from 13x to 13.7x as the increase in MHL's share price outpaced the increase in EPS for the financial year. Compared to both Peer Groups, Massy is seen to have upside potential for further share price growth, as our P/E ratio of 13.7x remains below the benchmark levels for both groups at 18.0x and 14.1x for the Caribbean and LATAM Peer Groups respectively. The table also highlights how well Massy is positioned to drive Shareholder Value going forward, as our low gearing augurs well for being able to access debt capital for organic and acquisitive growth opportunities.

Over the last 4 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 2022, versus an identical investment in the TTCI and the S&P 500 Index for the same period assuming that all dividends were reinvested.

Investor Returns Comparison ($)

FYE 2018 vs FYE 2022

$100

Invested
September 28, 2018

Return as at September 30, 2022

100.3%	10.2%	23.1%
$200.26 MASSY	$110.15 TTSE Composite Index	$123.05 S&P 500 Index

Peer Group Investments

	Market CAP TT$million	P/E [1] Multiple	Dividend [2] Yield %	Debt/ Equity %
Massy	9,322.9	13.7	3.2	25.3
Average Caribbean Conglomerate Peer Group	6,096.4	18	2.4	25.8
Median Latin American [3] Peer Group	10,267.5	14.1	3.6	83.0

Notes
1 Based on EPS from Continuing Operations only. PE based on Continuing and Discontinued Operations is 11.5x
2 Based on the 12M Trailing Dividends Paid relative to the Share Price at the End of the Financial Year
3 Determined independently by International Financial Data Organisation

This analysis demonstrates the superior performance of an investment in the Massy share over the last four years, as you would have doubled your money (100.3 percent return) by investing in Massy at the end of September 2018, whereas you would have only achieved 10 percent to 23 percent returns by investing in the domestic and international benchmark equity indices.

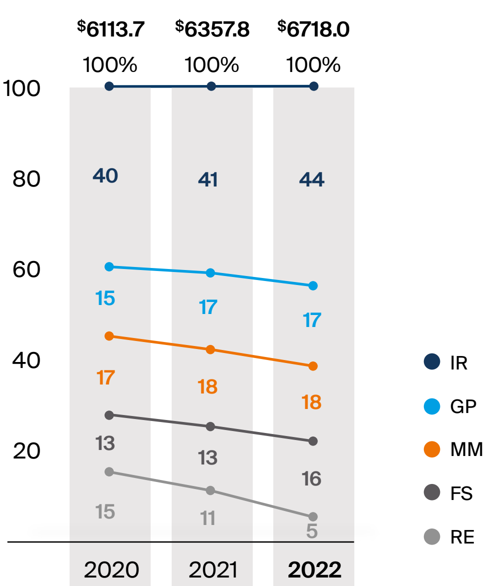
Dialogue with Shareholders and Investors

In Q3 2020, we increased the frequency of investor presentations to quarterly and used virtual meeting tools to extend invitation and participation in these meeting to investors in remote locations. This promotes greater transparency and deeper discussions with our investors, shareholders and stakeholders. We look forward to continuing these interactions in 2023 and beyond.

Portfolio/LOB Performance

The Group's invested capital in our three main Portfolios has steadily increased over the last 3 years from 72 percent in 2020 to 79 percent of all invested capital in 2022 as we continue to divest of our non-core assets and invest in growth within our main Portfolios/LOBs.

Invested Capital (%)

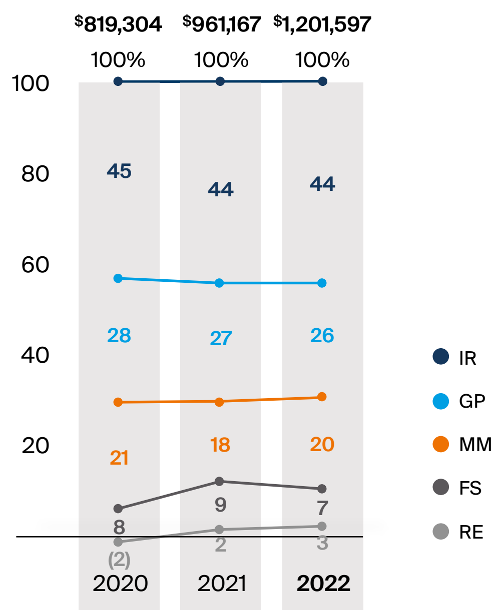


We continue to assess the performance of the Portfolios and the Lines of Business both comparatively within the Massy Group and across relevant industry benchmarks. Included are some of the measurements used in that assessment for your consideration:

1. Portfolio and 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

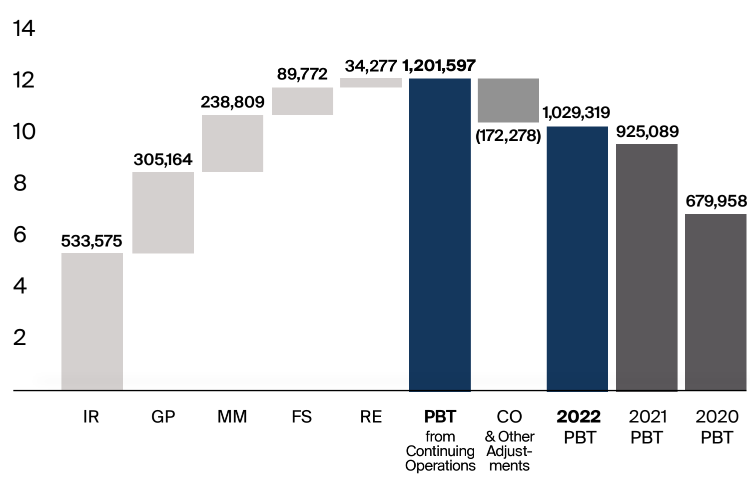
Continuing Operations PBT

% Contribution by Business Unit (TT$ '000s)



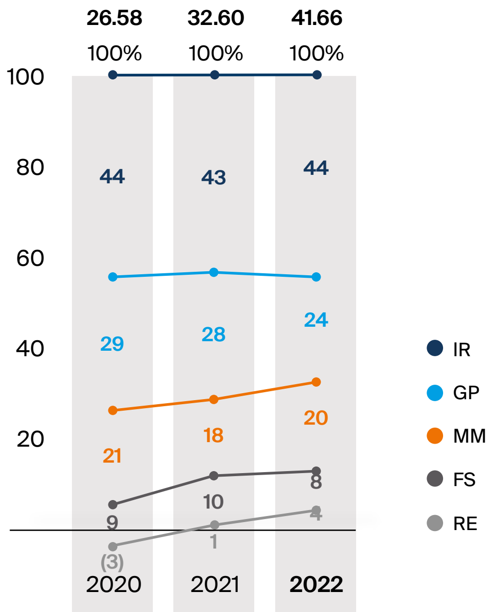
Excludes PBT from Discontinued Operations and Held for Sale entities FY 2022

Group Profit Before Tax (TT$ '000s)



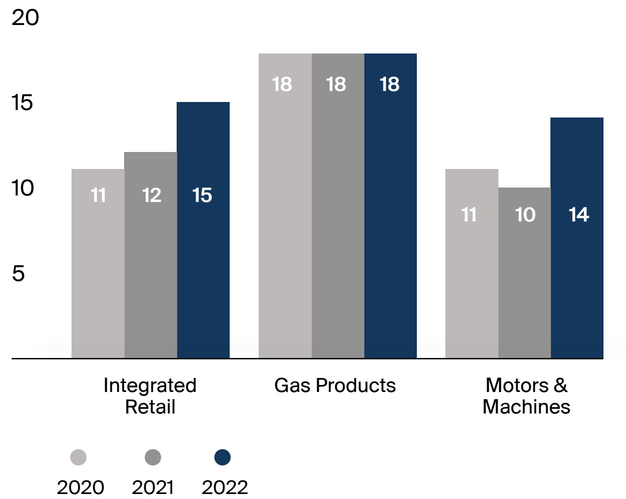
Continuing Operations EPS %

Contribution by Business Unit (TT¢)

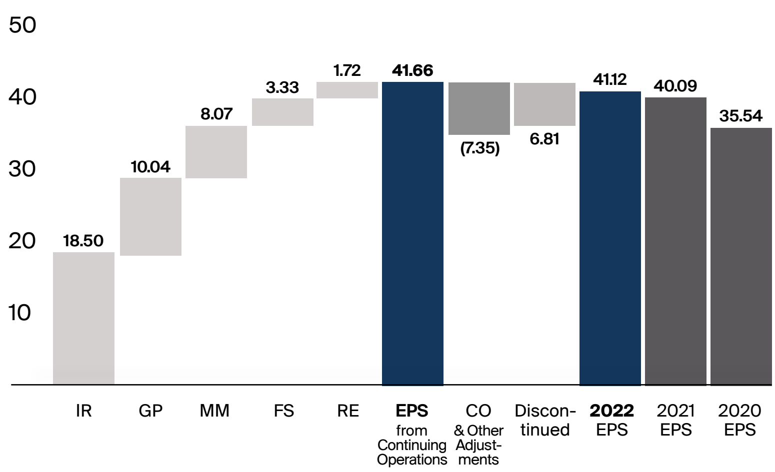


Excludes EPS impact of CO & Other Adjustments

Return on Net Assets (%)



2022 Earnings Per Share (TT¢)



The Integrated Retail Portfolio led contributions with 61 percent of Group Revenue, 44 percent of Group PBT and 44 percent of EPS. Motors & Machines contributed to 25 percent of Group Revenue, 20 percent of Group PBT and 20 percent of its EPS, while Gas Products contributed 13 percent of Group Revenue, 26 percent of Group PBT and 24 percent of EPS.

The Portfolio's contribution to Return on net assets is shown in the following:

Group Corporate Treasury (GCT)

The second year of operation of the GCT saw it deepen its interaction with the Corporate Services, Portfolio and LoB teams, as well as evolve its investment philosophy in response to unprecedented global capital market upheaval.

The embedding of the Group Asset & Liability Committee (ALCO) as an essential part of MHL's oversight and governance framework has helped in shaping the understanding and approach to capital planning and allocation as an Investment Holding Company (IHC) as well as building the collective skill set around investment portfolio management and monitoring.

The sudden and extreme change in the international equity markets at the start of calendar 2022 saw the GCT having to take quick action in the first half of 2022 to defend the gains made on the Divested Funds Portfolio in FY2021 and ongoing analysis of the US and global economic outlook necessitated a re-evaluation of our investment philosophy given that its primary mandate is to preserve the capital obtained from asset divestitures. This led to a meaningful change in investment philosophy, centred heavily on capital preservation, reduced earnings volatility and access to liquidity, which resulted in an asset class rotation into Cash and Equivalents and Investment Grade Bonds thereby significantly changing the risk profile of this investment portfolio.

The GCT was also integrally involved in executing the cross-listing of MHL's shares on the JSE in January as well as obtaining approval for the 20 for 1 stock split in March.

Finally, the potential synergies identified in the previous year between the GCT and Massy Finance GFC Ltd. (MFGFC) were pursued more strategically and began to bear fruit with the establishment of a Treasury and Investments Department at MFGFC in October 2021, that has since assiduously sought to build its capacity to provide enhanced services in liquidity and investment management to the Portfolios and subsidiaries in the Group, as well as add value in the sourcing of foreign exchange across all currencies by leveraging the Group's collective relationships with the banking sector.

Group Finance Initiatives

In FY 2021 we embarked on the implementation of a consolidation software facilitating full end-to-end automation of our entire monthly consolidation process. We are proud to confirm that the Group went live with CCH Tagetik Financial Reporting Solution in August 2022 allowing for a single source of truth, transparent process, and easier management of multi-currency conversions, as well as advanced consolidation intelligence allowing for easier elimination of intercompany balances to name just a few of the benefits of this system. I would like to express my deep gratitude and appreciation to all our finance personnel at the Corporate Office and the Portfolios/LOBs who worked tirelessly to ensure that the consolidation system was successfully implemented in time for the 2022 audit.

Our cross listing on the Jamaican Stock exchange required a consequent reduction in the Group's reporting timeline. Our finance leads across the Group have worked alongside the external auditors, actuaries and other advisors to develop and execute a project plan to ensure audit sign off and board approval 18 days earlier than in 2021! It must be noted that we reduced our sign off in 2021 by 14 days – a reduction of 32 days over 2 years which is quite an achievement!

In closing, I would like to express my deepest gratitude to you – our Shareholders – for the confidence that you have instilled in our Group. We know that you have several other choices for investing your capital, and we certainly do not take this for granted. Your engagement and feedback over the years has ensured that we continuously exemplify our core value of Growth & Continuous Improvement. Thank you and we look forward to 2023 as the Massy Group of Companies enters its 100th Year – stay the course with us!

Corporate Risk

Through the Enterprise Risk Management framework, Massy has a robust and formal 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 in order to meet our regulatory and customer expectations. The below table represents the Group's most critical risks:

Risk Category	Risk
Credit	Credit Concentration
Strategic	Strategy Execution Digital Disruption Competition
Market Risk	Investment Portfolio Management
Operational	Supply Chain Disruption
IT	Cyber Security and Data Governance

Cyber Risk

The management of IT Risk is one of the critical risks that is linked to the achievement of our strategic objectives. In 2021, we completed a company-wide IT risk assessment and found that IT security risks was an area that we needed to address in particular. While this risk is always present, the increasing number of attacks globally and in the region meant that the likelihood of being attacked by threat attackers was increasing. Massy had begun to take steps to tighten its IT security controls when in April 2022, the Group was the victim of cyber-attacks which targeted the Integrated Retail Portfolio (IRP) in Trinidad. While this attack was a blow to our IT professionals who had already started to improve their security controls, the business continuity and financial impact could have been worse if the business and IT teams had not been working on security improvements. Notwithstanding, the attack did have a financial impact from the temporary interruption of business.

Unfortunately, the attack was not the last and Massy fell victim again to another attack. The impact of these attacks has been mainly operational and reputational damage. Massy takes the privacy of its data seriously and we understand that we must work hard to earn and maintain the confidence of our customers, employees, suppliers, and other stakeholders to protect their data as well. Operationally, we do not want to lose the ability to operate efficiently or to have our employees work longer hours than needed due to business interruptions of this nature. We are a learning organisation and over the course of the year, we have improved our understanding of cyber security risks and we are quickly fortifying our cyber-environment to be more resilient. We know that this is an ongoing process of assessing our vulnerabilities and taking steps to ensure that there is a robust governance, risk and control framework in operation to defend against future threats.

Emerging Risks

We also note that changes in the external environment – political, social, financial – are changing rapidly and while they may not yet have a material impact on the Group's operations, we recognise that inflation, ESG regulations and expectations, Social Unrest/ Inequality and climate change are emerging risks which we think will become more important over the next 12 months to 24 months.

Our Leadership.

As at September 30

E. Gervase Warner

President & Group CEO

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 US, Latin America and the Caribbean across a wide range of industries.

Ian Chinapoo

Executive Vice President Group CFO

Joined Group 2018

Ian is the strategic advisor to the Group CEO and the Board, on all financial matters. He is responsible for the accuracy and integrity of the financial statements of the Group. His career spans over two decades in banking and financial services, including key positions in multinational corporations, with particular focus in the areas of investment banking, portfolio management and private equity. His invaluable experience plays a strong role in charting the course of the Group's advancement.

David Affonso

Executive Vice President
Executive Chairman
Integrated Retail Portfolio

Joined Group 1989

David is responsible for the Group's Integrated Retail Portfolio, a field in which he has more than 25 years of experience. He has served as Chief Executive Officer of the Group's Retail and Distribution business lines in Trinidad. During his career, David has led several Group-wide initiatives, including cost reduction and procurement. He has been with the Group for nearly 30 years, working in both Guyana and Trinidad. He currently serves as Chairman of Massy (Guyana) Limited. David is the former Chairman of the Group's Investment Committee.

David O'Brien

Executive Vice President
Executive Chairman
Motors & Machines Portfolio

Joined Group 2005

David brings a wealth of experience to his leadership of the Group's Motors & Machines Portfolio. Having served on the boards of several Massy subsidiaries, David has held directorships in the financial, hospitality, real estate and health sectors. He has also held the position of Executive Chairman of the Financial, Property and Other Business Unit within the Group.

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.

Wendy Kerry

**Senior Vice President
Corporate Governance
& Corporate Secretary**

Joined Group 2011

Wendy supports the Board and the Massy Group in striving for, and meeting, the highest global standards of Corporate Governance. Wendy is a Barrister of the Middle Temple in England and Wales, and is also an Attorney at Law in Trinidad and Tobago. At Massy she specialises in Corporate and Securities Law matters. Wendy is a current serving Member of the Trinidad and Tobago Stock Exchange Board of Directors. Wendy, like other Executives at Massy, 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.

Julie Avey

**Senior Vice President
People & Innovation**

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.

PORTFOLIO REVIEW.

INTEGRATED RETAIL

TT$7,506m
Revenue

2021–2022
+8%

6,700+
Employees

790k
Square Feet Retail Space

9
Store Formats

15%
RONA

2021–2022
+17%

60
Retail Stores

TT$534m
Profit Before Tax

2021–2022
+25%

32
Instore Pharmacies

780k
Square Feet Warehouse Space

61%
Contribution to Group Revenue

Trinidad & Tobago	37%
Barbados	25%
Eastern Caribbean	19%
Guyana	13%
Jamaica	5%
USA	1%

Revenue by Country

14
Distribution Warehouses

A Message from Portfolio Chairman David Affonso

> These results highlight the strength of our people and the resilience of our businesses as despite the challenges encountered during the year, across the Portfolio our people found opportunities for growth and adapted to the rapid changes in customer preferences.

Highlights

The Integrated Retail Portfolio (IRP) comprises Retail - traditional food retailers with 60 modern retail stores encompassing multiple formats across five territories, and Distribution – leading full-service distributors of FMCG (Fast Moving Consumer Goods), pharmaceutical, cold and other categories of products. Our Distribution companies are located in six territories, however, from our base in Miami, Florida, our distribution network touches every island in the Caribbean.

Our Year in Brief

Across the region, Integrated Retail has enjoyed another strong year of performance, even as we continue to feel the effects of the pandemic and its resultant pressures on supply chains, coupled with global disruption caused by the conflict in Europe. Through careful strategic planning and assiduous monitoring of key indicators, we have been able to maintain our high standards of service and ensure our customers could enjoy the level of comfort and assurance to which they are accustomed.

These results highlight the strength of our people and the resilience of our businesses as despite the challenges encountered during the year, across the Portfolio our people found opportunities for growth and adapted to the rapid changes in customer preferences.

Our Retail businesses achieved strong year on year PBT growth, driven by our investment in footprint development in recent years, improved merchandising and product selection at stores and the rebound of tourism in Barbados and the Eastern Caribbean.

Our Distribution businesses achieved double digit PBT growth over FY 2021, driven by the acquisition of significant new agencies, the reopening of the Hotel, Restaurant and Cafe (HORECA) and entertainment sector, and the effective management of the supply chain to ensure the availability of key items throughout the pandemic-affected period.

In keeping with our purpose of being "A Force for Good, Creating Value, Transforming Life", IRP teams have continued to be extremely active within the communities where we operate, from environmental initiatives to social investment to a robust culture of volunteerism – you'll see more details on our activities below in the 'Our Communities' section of this report. We even helped to blaze exciting new trails in 2022 by sponsoring the inaugural Women's Caribbean Premier League, ensuring women in cricket can create a space and have a voice on the national, regional, and international field.

As ever, we would not be where we are without the enduring support and commitment of our Massy Retail and Massy Distribution employees, and we continue to provide them with the tools and resources they need to thrive and grow.

Performance Highlights

The Integrated Retail Portfolio generated third-party revenue of TT$7.5 billion and PBT of TT$534 million for FY 2022, representing 8 percent and 25 percent growth on prior year respectively.

Region	Retail	Distribution
Trinidad & Tobago	Trinidad Retail delivered double digit PBT growth on prior year. Retail footprint development included the opening of 3 new stores in Central Trinidad - Brentwood, Freeport and Couva, as well as, the rebranding of the Diskomart San Juan store, under the Massy Stores brand.	Trinidad Distribution achieved strong year-on-year revenue and PBT growth driven by the addition of several new lines, reopening of the HORECA sector as well as improvements to their down trade go-to-market strategy.
Barbados	Barbados Retail achieved strong revenue and PBT growth driven by the rebound of the tourism sector and adapting its product assortment to meet customers' needs.	Barbados Distribution also benefitted from the rebound of the tourism sector. Additionally, the reopening of the HORECA sector and acquisition of several new lines to its Portfolio helped booster results.
Guyana	The development of Massy Minis over the last 2 years (FY 2021 - Montrose, Vreed en Hoop; FY 2022 – Riumveldt) along with an improved product selection at the Providence and Turkeyen stores have been key to growing our business in Guyana.	Guyana Distribution experienced significant year-on-year revenue and PBT growth driven by the re-opening of the economy along with the acquisition of new lines and strong organic growth.
Eastern Caribbean	Our Retail operations increased its profitability over prior year driven by footprint development in recent years (FY 2021 – 4 new stores, FY 2022 – 1 store converted into a Home Store), reopening of the economy and a rebound in tourism.	Saint Lucia Distribution also benefitted from the reopening of the economy and increased tourism.
Jamaica & USA		Jamaica Distribution delivered strong revenue and PBT growth through the addition of new lines and solid growth in the consumer and pharmaceutical divisions. USA Distribution increased its revenue and PBT despite many supply chain disruptions. Growth was driven by the acquisition of new lines and strong organic growth of its existing Portfolio.

Trinidad: Cold storage warehouse for imported fruits and vegetables

Strategy in Action

The strategic focus of the Integrated Retail Portfolio continues to be the development of its retail footprint and the acquisition and expansion of distribution lines. Both of these endeavours are critical to the continued strong performance we have maintained and also to meeting the varied demands of our customers, who increasingly look to us to satisfy multiple needs and provide desired conveniences.

Retail Footprint Expansion

In Retail, four new stores were opened across two territories and numerous stores were upgraded to better serve our diverse and growing customer base. Notably, our new stores in Trinidad – Brentwood, Freeport and Couva, and Guyana - Riumveldt and have allowed us to better serve our customers in these communities.

Distribution Portfolio Expansion

In Distribution, new agencies were acquired by our businesses across the region, expanding our Portfolio range. The teams also maintained their focus on expanding existing product Portfolios and strengthening distribution relationships. The construction of new warehouse facilities commenced in FY 2022 in Guyana, Barbados, and Miami to support the growing demands of these businesses.

Risk Profile

The Risk Management Framework continues to mature within the IRP and is reviewed for relevance annually. Across the Portfolio, risk information is considered in decision making, resource allocation and also reflected in performance management.

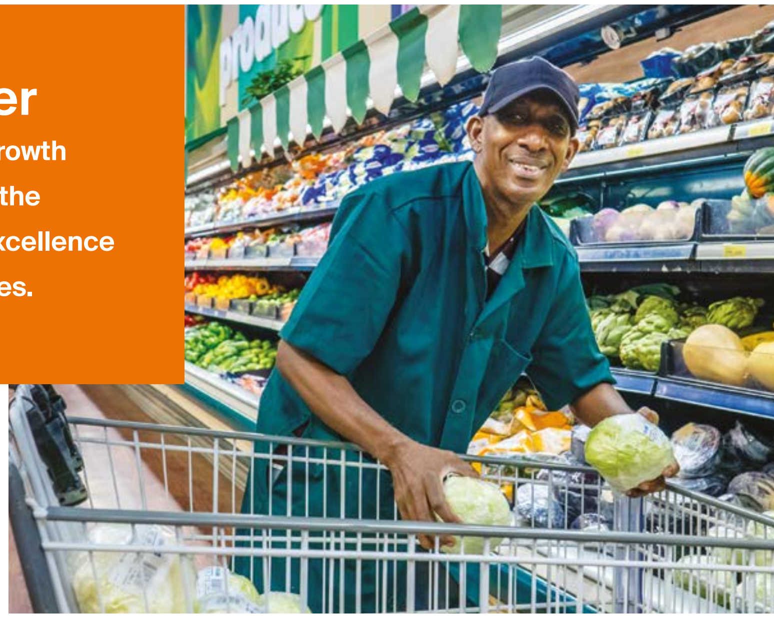
The IRP continues to maintain a flexible, but cautious approach to the management of most of its business risks in order to achieve its objectives. We are however unwilling to accept any deviation from high standards on the health and safety of our employees and customers and in areas such as data privacy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

The Integrated Retail Portfolio was the victim of two cyber security incidents during the year. The first occurred in Trinidad in April and the other in Jamaica in September. While we were able to successfully recover from both incidents in a relatively short time frame, we have partnered with international experts to review our current security posture, to improve the integrity and resilience of our network across the Portfolio and to pre-emptively take steps to fortify protocols, firewalls, and architecture to mitigate the chances of any incident in the future.

Our Portfolio Audit and Risk committee continues to meet regularly to review the management of risk across the Portfolio and to ensure that the businesses conform to the parameters set and expectations of both the Portfolio and the Parent boards.

People Power

IRP's continued trajectory of growth would not be possible without the overarching commitment to excellence demonstrated by our employees.



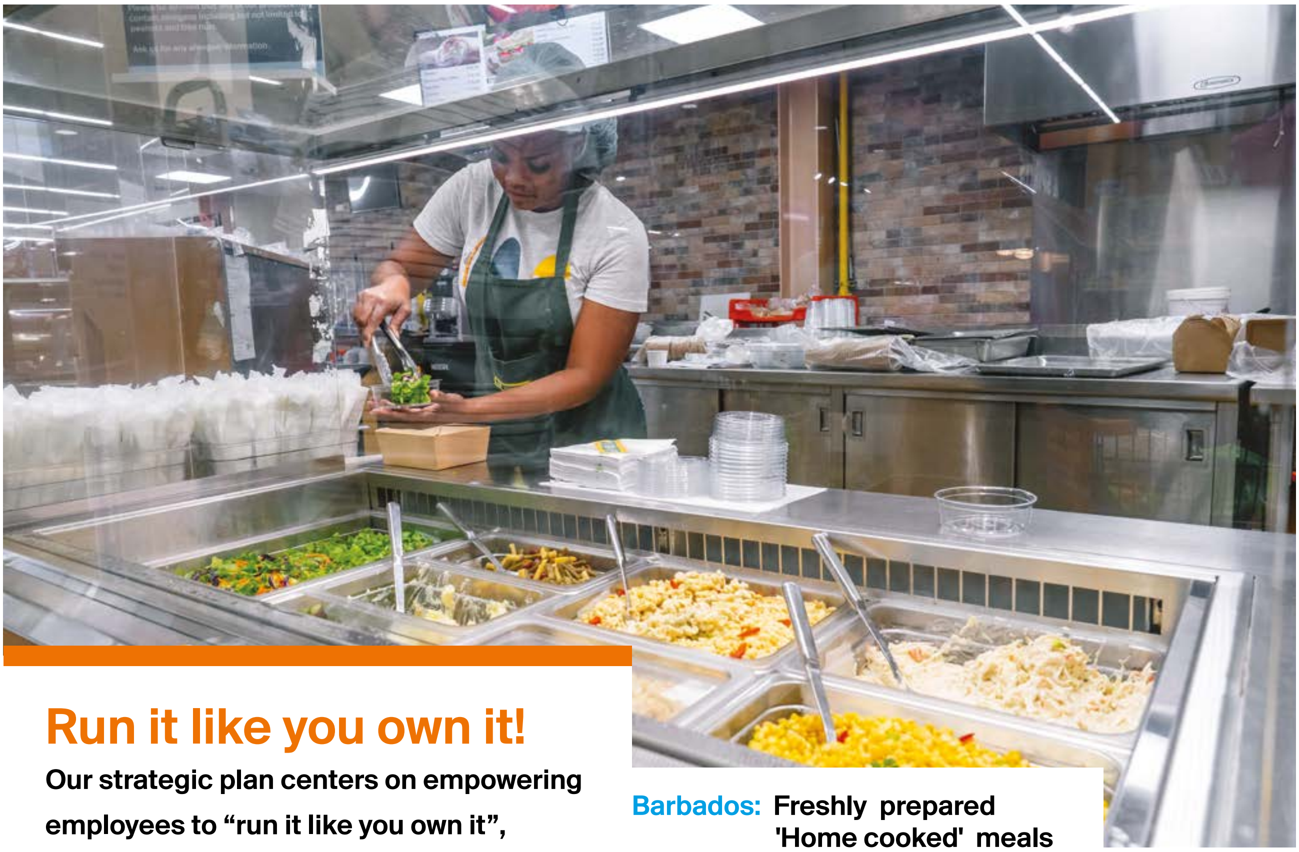
Our People

Our employees continue to be at the forefront of our business and their commitment and dedication provides significant competitive advantage. Throughout 2022, we have continued to focus on the health and wellness of our people, ensuring support in both their professional and personal lives. Increased efforts have been made to ensure that employees, and where possible their families, have access to medical and counselling services, cancer screening, medical testing, flu shots, vaccination drives, blood bank drives, and the Employee Assistance Programme.

Health and Safety

The IRP continues to take proactive steps to eliminate risks from the operations as evidenced by a 26 percent reduction in Days Away from Work Cases (DAWFCs) and an 80 percent reduction in Restricted Workplace Injuries (RWI). This performance has translated into 46 percent fewer lost workdays and a Total Recordable Injury Frequency (TRIF) score of 1.2 representing two years of successive improvement.

Employee Health & Safety	2022	2021
Days Away from Work Cases	**93**	125
Lost Workdays	**826**	1,525
Restricted Work Injuries		
Total Recordable Incident Frequency (TRIF)	**1.2**	1.6
HSSE Culture Survey	**74%**	71%



Barbados: Freshly prepared 'Home cooked' meals

Run it like you own it!

Our strategic plan centers on empowering employees to "run it like you own it", and the entrepreneurial spirit that this engenders creates a results-driven culture that makes for a fulfilled workforce - and consistently happy customers!

Training and Development

Training and development for staff have continued during the year with over 40,000 training hours in both technical and leadership development. Training and development are closely linked to our strategic plan of empowering employees to "run it like you own it", ensuring a results driven culture and excellent customer interactions aligned with the Massy Values.

Through our Accelerator Programme, mid-level managers can ascend to leadership positions and our Immersion Programme provides young graduates the opportunity to work with the organisation on key strategic projects closely tied to the growth and efficiency of the business.

Training Man Hours

40K+

Employee Engagement

An employee engagement survey is conducted annually to measure the level of engagement of our employees across the Portfolio. The 2022 preliminary results reflected an increase in participation and engagement from 62 percent in FY 2021 to 63 percent in FY 2022. The feedback from this survey, along with focus groups and discussions will guide our employee programmes and initiatives in the new financial year.

Diversity and Inclusion

Diversity and female empowerment are key drivers for Massy. With a female staff 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. We continue to facilitate the LIFE programme, providing female employees the opportunity to develop the skills and resilience to meet the challenges of their home and working life.

Guyana: Massy Mega Store

Customer Satisfaction

94%

Retail Loyalty Score

Our Customers

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 2022, the Retail business recorded strong performances 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 74 percent and 90 percent respectively.

Customer Service	2022	2021
Training Man Hours	**28K+**	19K+
Retail Customer Satisfaction	**74%**	78%
Distribution Customer Satisfaction	**74%**	76%
Retail Loyalty Score	**94%**	96%
Distribution Supplier Satisfaction Score	**90%**	86%

Our Communities

Social Investment

Across the Portfolio, we continue to support organisations and associations committed to health awareness and social development. Campaigns around the sale of the Massy Reusable Bags were geared towards raising cancer awareness and heart health. Through tremendous support from our customers and employees, contributions were made to the Trinidad and Tobago Cancer Society, Barbados Cancer Society's Breast Cancer Screening programme, the Heart & Stroke Foundation in Barbados and the Faces of Cancer in Saint Lucia.

In Jamaica, we have partnered with The Child Protection and Family Services Agency (CPFSA) to support its Transitional Living Programme (TLP), which assists young people exiting state care. Massy Distribution has committed to stock the pantries of all 'Transitioning Children's Homes' across the country with basic food, cleaning, and personal care items, as well as teach life skills and donate counselling services.

In Guyana, the SAFE (Stop Abuse, Feel Empowered) women's grocery voucher programme was launched in partnership with the Ministry of Human Services and Social Security to bring immediate relief to women in abusive relationships. Other activities included an art competition for youths 13 to 35 years to raise awareness on suicide prevention and mental health.

Supporting local entrepreneurship

Massy Stores advanced the Nudge partnership regionally through the provision of:

- Prime retail space on end caps to provide visibility for the entrepreneurs, and retailing select brands through on-shelf availability.
- Marketing and brand promotion through Massy Stores channels.
- Mentoring of entrepreneurs by senior executives to enhance their ability to compete with international brands, understand the principles of supplying to large retailers and the demands that come with larger scale e.g., packaging, labelling, pricing, inventory management, merchandising, production cycles etc.

In addition to our partnership with Nudge, our retail businesses continue to provide opportunities for small entrepreneurs to gain exposure for their products and brands on the shelves of our supermarkets across the region.

Employees Give Back

In Trinidad, we were the first private sector organisation to answer the call to 'Share A Life, Give Blood' – the theme of the Ministry of Health's True Voluntary Blood Donation Campaign. The voluntary blood drive kicked off in July 2022 at the Massy Stores head office location and will be rolled out to other locations in the coming months. Several employees donated pints of blood at the Mobile Blood Bank Unit which was stationed at the location.

Good Deeds Day (an International Day of Volunteering) was observed in Saint Lucia in April 2022, with activities in the heart of the city designed to bring cheer to vulnerable groups and the less fortunate. Massy Stores supported these activities with the contribution of clothing and personal care items and the donation of 100 Massy Stores prepared meals for the event. Many employees also volunteered their time at this event.

Reaping the Rewards

Massy Stores continues to collaborate with local farmers across the region. In Saint Lucia and Barbados, local produce is sourced directly from farmers. In Trinidad, Massy Distributiion operate a facility where farmers deliver produce to be processed and packaged for Retail.

Employees in our St. Vincent operations volunteered their time and talent with Loaves and Fishes Soup, a soup kitchen organisation dedicated to feeding those in need. Volunteers donated grocery supplies, helped prepare food for the community lunches and spent quality time with those who visited the soup kitchen.

Protecting our Environment

During the year the IRP undertook several environmental initiatives. In Saint Lucia, the Massy Stores Recycling Trailer was the first environmental initiative of its kind in the country, providing a consistent and reliable opportunity for residents to recycle their e-waste. The mobile trailer moves across the various Massy Stores locations providing an opportunity for customers to responsibly dispose of their recyclable waste.

Our operations both in Trinidad and Saint Lucia collaborated with third-party partners to recycle and reuse cardboard collected from our locations. In total, 130,000 metric tonnes of cardboard were collected through this initiative in both countries. The material collected in Trinidad is processed and reused as cardboard boxes and in Saint Lucia, it is shipped overseas for re-processing.

Environmental advocacy remains a focus for our Guyana team, who embarked on a partnership with the Environmental Protection Agency (EPA) and Caribbean Youth Environment Network to collaborate on specific environmental conservation initiatives. One conservation initiative already adopted by our operations in the region is the reduction of our reliance on non-renewable energy, particularly in Barbados and Saint Lucia where a total of nine solar power systems were installed at various locations.

Across the region we have also mobilized employee support for environmental conservation efforts. Our teams in St. Vincent and the Grenadines and Trinidad and Tobago participated in beach clean-ups, and our Saint Lucia team undertook a tree-planting exercise. The Trinidad operation also supports agriculture and food security through its on-going partnership with the SURE Foundation, distributing 30,000 seedlings to the public to encourage the 'grow your food' movement.

Our 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 eight meetings during FY2022, one of which was a special meeting.

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 six meetings during FY2022.

Our Board

David Affonso
Executive Vice President & Executive Chairman
Integrated Retail Portfolio

Randall Banfield
Executive Director, Senior Vice President,
Integrated Retail Portfolio

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

Ambikah Mongroo
Executive Director, Senior Vice President,
Integrated Retail Portfolio

Aaron Suite
Executive Director, Senior Vice President,
Integrated Retail Portfolio

Ian Chinapoo
Non-Executive Director, Executive Vice President
& Group Chief Financial Officer

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

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

Suresh Maharaj
Independent Non-Executive Director

Alicia Samuel
Independent Non-Executive Director

PORTFOLIO REVIEW.

GAS PRODUCTS

TT$1,616m
Revenue
2021-2022
+23%

2,265+
Employees

25
Territories Served

28
Export Territories

18%
RONA
2021-2022
+1%

980k
LPG Cylinders

TT$305m
Profit Before Tax
2021-2022
+15%

86k
Oxygen/Other Cylinders

13%
Contribution to Group Revenue

30k
LPG Storage Barrels

Trinidad & Tobago	33%
Colombia	28%
Jamaica	23%
Guyana	16%

Revenue by Country

14
Production & Filling Plants

A Message from Portfolio Chairman Vaughn Martin

Highlights

The Gas Products Portfolio (GPP) is renowned for our 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 excellent service levels. Our businesses are located in Trinidad and Tobago, Guyana, Jamaica and Colombia.

Our Year in Brief

The Gas Products Portfolio has enjoyed progressive growth and success over the years and we are proud to report the Portfolio's continued growth in fiscal 2022. The team's resilience has been nothing short of remarkable, particularly as the businesses navigated through the Covid-19 pandemic. Today, our business continues to make positive strides into key markets as a reputable industrial gases and Liquid Petroleum Gas (LPG) supplier. Our product and service offerings are vital to the economic and social development of the countries and communities in which we operate. This fact makes it even more critical to ensure that we remain a reliable and trustworthy partner.

The Trinidad and Colombia operations grew PBT by 15 percent and 14 percent respectively in 2022. Guyana continues to experience burgeoning growth, as evidenced by its 26 percent growth in PBT. The Jamaica market is continuing to recover from the slow down during the pandemic, with LPG barrel sales volumes growing by 8.3 percent improvement year on year.

Each operating company has contributed to enhancing the brand in its particular territory. A combination of strategic initiatives and public interest activities have worked towards improving customer service and satisfaction, and solidifying the Massy Gas Products Portfolio as an organisation that cares about its stakeholders and the environment.

Looking ahead, we are focused on ways to simplify and improve the way we do business, while always placing our customers at the heart of what we do. This agile way of thinking and working is key to energising our business strategy, affording us further opportunities to innovate and truly add value to our customers.

> **"Our product and service offerings are vital to the economic and social development of the countries and communities in which we operate. This fact makes it even more critical to ensure that we remain a reliable and trustworthy partner.**

Performance Highlights

The Gas Products Portfolio generated third-party revenue of TT$1.6 billion and PBT of TT$305 million for FY 2022, representing 23 percent and 15 percent growth on prior year respectively. Results in Trinidad and Tobago include the operations of our energy services companies.

Region	Highlights
Trinidad & Tobago	In Trinidad we have been able to diversify and focus on the services side of the oxygen equipment maintenance and installations business, and this has seen growth in services revenue of approximately 50 percent.
Guyana	In Guyana, work on our Air Separation Unit (which will produce nitrogen, oxygen and argon) is in progress and is expected to be commissioned and operational by second quarter 2022- 2023.
Jamaica	In June 2022, the installation and commissioning of an additional 8,000 barrels of LPG storage was completed at our Freeport Terminal facility in Montego Bay, Jamaica. Also in Freeport an Oxygen Vaporisation Unit which will provide cylinder oxygen is expected to be completed and commissioned by the end of the first quarter 2022-2023.
Colombia	In keeping with our drive for expansion and increased market share, in November 2021, we acquired another LPG company in Colombia, Granados Gómez & CÍA. S.A.S. E.S.P (Gragos).

Jamaica: Freeport Terminal Facility, Montego Bay

Strategy in Action

Our strategic focus lies in increasing our footprint through the augmentation of our existing holdings as well as expansion into new territories through judicious acquisitions. We also continue to pursue enhancements to our operational efficiency, deploying new technology and refining our processes in order to bolster our relationships with all our stakeholders.

Market Leadership

The Gas Products Portfolio continues to pursue regional acquisition and expansion opportunities. In November 2021 we acquired Granados Gómez & CÍA. S.A.S. E.S.P (Gragos), a small LPG company in Colombia bringing our number of LPG business acquisitions in that country to three. In Guyana, we have invested in an Air Separation Unit to produce nitrogen, oxygen and argon, and this is expected to be operational by the end of the second quarter of 2023. In June 2022, we added 8,000 barrels of LPG storage to our Freeport Terminal facility in Montego Bay, Jamaica. Work on an Oxygen Vaporisation Unit to provide cylinder oxygen at the Freeport facility has also begun and is expected to be completed and commissioned by the end of the first quarter of fiscal 2023.

Operational Efficiency

The Portfolio's focus during the fiscal year has been addressing and managing gaps identified in the previous year relating to business resilience and the supply chain vulnerability of key suppliers identified as a risk to our businesses. In order to address these vulnerabilities and leverage country collaboration across the Portfolio, supplier business continuity and contingency plans were put in place.

Additionally, during the year an assessment of our gas cylinder availability and usage was undertaken. A software tracking system for cylinder management, trialled in Trinidad in 2021, was introduced across the Portfolio to mitigate the impact of unavailable and underutilised cylinders. The full implementation of the software is carded to be completed in the upcoming fiscal year and is expected to result in efficiency improvements as well as improved customer service.

Acquisition & Expansion

Our acquisition of Granados Gómez & CÍA. S.A.S. E.S.P (Gragos) in November 2021 marked our third LPG business acquisition in Colombia, increasing our footprint as an LPG distributor in the market. In Guyana and Jamaica we have invested in expansion, adding 8,000 barrels of LPG storage to our Freeport Terminal facility in Montego Bay and with work on new Air Separation and Oxygen Vaporisation Units scheduled for completion in 2023.

Colombia: Gragos filling stations

Risk Profile

We place the highest priority on the management and mitigation of risk across our Portfolio 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.

Cybersecurity and vulnerability assessments were undertaken across the Portfolio and immediate measures implemented. These included two-factor authentication and cybersecurity awareness training for all employees in the short term. Further mitigation methods with more comprehensive cybersecurity plans are being developed for rollout and implementation. In addition, business continuity impact assessments were reviewed, and national emergency event scenario planning was undertaken to analyse and assess readiness by companies across the Portfolio.

Our People

Health and Safety

The Massy Gas Products Portfolio Health, Safety, Security and the Environment and Process Safety Management (HSSE/PSM) structure maintains a values-based culture with robust monitoring and scrutiny through governance groups. Delivery of new projects like our Zero Harm Culture aims to streamline focus on asset integrity through robust Process Safety Management initiatives. Close collaboration among line managers, external partners, and trade union colleagues promoted continuous improvement and safe and reliable operations during fiscal 2022.

Our Workforce Delivery Plan has driven key health and safety objectives with key action milestones. The Total Recordable Incident Rate (TRIR) decreased by 40 percent overall across the Gas Products Portfolio for fiscal 2022. We also recorded a 271 percent decrease in our Lost Time Injury Rate and a 211 percent decrease in our Process Safety Incident Frequency Performance Rate. A robust proactive intervention programme across the Portfolio has demonstrated that active involvement and commitment can positively influence safety culture.

Employee Health & Safety

2 Days away from work cases

0.1 TRIF

Employee Health & Safety	2022	2021
Days Away from Work Cases (DAFWC)	**2**	4
Significant Incident Frequency (SIF)	**0.2**	0.3
Lost Time Injury Rate (LTIR)	**0.07**	0.19
Total Recordable Incident Frequency (TRIF)	**0.1**	0.2

Training Programmes

205 Programmes Completed

69 Technical

136 Non-Technical

Training and Development

Learning and development brings clear advantages to employees in terms of career progression, individual confidence and improved skills sets. Within the Portfolio, we have continued to invest significantly in training to aid in employees' overall growth and development and to enhance their competencies. A total of 205 training programmes were successfully completed, comprising 69 technical and 136 non-technical programmes. These programmes included Change Management, Anti-Bribery and Corruption, Management and Leadership, HSSE (with a heavy focus on Process Safety Management), Emotional Intelligence, IT Security, Professional Development and Technical Training.

Employee Engagement

We continue to be committed to nurturing an engaged workforce where all employees are motivated to contribute to organisational success and feel equally involved and supported in all areas of the workplace. Over the past year, we have strengthened efforts to build engagement through employee surveys and weekly communication forums. Significant efforts were focused on implementing customised action plans based on the 2021 Employee Engagement Survey.

In Trinidad and Tobago, we have also instituted a reward and recognition initiative titled 'Recognition Hub' and an 'Engage and Grow' management training programme, as well as resuming our mentorship and coaching employee programme which had to be paused during the Covid-19 pandemic. As a sign of appreciation for their sterling contributions during the Covid-19 pandemic, tablets and monetary gifts were given to each employee.

Our Customers

Our customers are integral to the continued success and business continuity of the Portfolio. Each territory is committed to treating with individual cultures and environments in order to create optimal outcomes and address the unique needs of its customers.

In Colombia we have focused our strategy on reinforcing relationships with existing clients and developing a new potential client Portfolio through face-to-face and virtual interactions. The results of a pilot survey run through the Bogota Chamber of Commerce indicated that our service ranks in the top percentile – evidence of the team's commitment to its customer base.

An illustration of high-level customer satisfaction in Guyana was the Gaseous Bulk Oxygen installation at the Infectious Diseases Hospital, Liliendaal, during the peak of the pandemic, which provided invaluable support to the Ministry of Health. The project team was nominated for, and received, the Portfolio HSSE Chairman's Award for Excellence in Safety for completing this job incident free. Trinidad and Tobago also responded to the demanding challenges of the pandemic on our local and regional customers by implementing several strategies to ensure the steady maintenance of oxygen supply.

The Jamaican operation enhanced customer interaction and engagement in fiscal 2022 through strengthening partnerships with our dealers. We launched a renewed reward and recognition programme for our channel partners called Gas Pro BOLD Awards. The categories for these awards included customer service excellence, sales growth, and highest volume. The dealers responded very positively to the initiative, and we will continue to build on this to deepen engagement with channel partners.

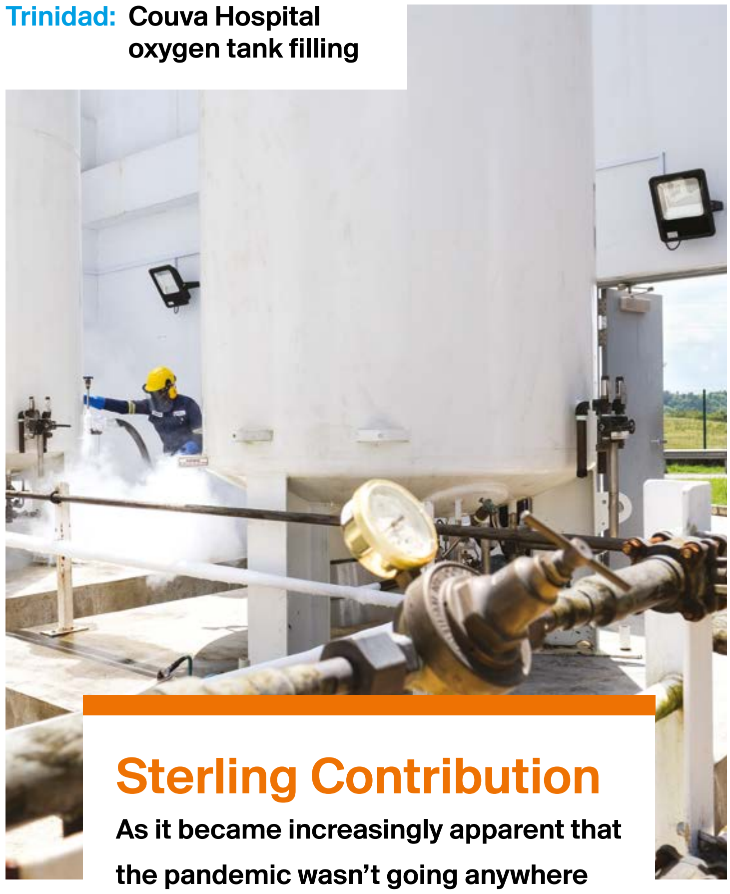
Our Communities

Social Investment

In addition to our support of the Massy Foundation, we continue to be committed to active engagement in the communities where we operate. The team in Colombia offered life skills training under the theme "Lazos de union para proteger la vida" (Bonds of togetherness to protect life) to the families of workers, community leaders, institutions in 10 municipalities and 6 clients. Training with the Chamber of Commerce was also included for 32 of our suppliers. We have also continued to support Fundación Formemos (whose purpose is to provide education to youngsters, farmers and displaced persons who form part of the country's vulnerable population), as well as providing transportation for medical personnel engaged in Operation Smile that resulted in 45 children being treated in the Riohacha region in August 2022.

'The Cricket Carnival – Duck Curry Festival Competition' is a countrywide initiative hosted by the Ministry of Culture, Youth and Sport in Guyana. The challenge spans a six-week period in which various teams from different communities come together

Trinidad: **Couva Hospital oxygen tank filling**



Sterling Contribution

As it became increasingly apparent that the pandemic wasn't going anywhere in a hurry, our Customer Service Philosophy Motto – "We fuel, preserve and enhance life" – took on a deeper meaning for us. With a 74 percent increase in customer traffic and demand peaking at 1,000 cylinders per day, all front-line and support service staff came together to keep up the momentum, allowing us to operate virtually around the clock for several critical months. Hours felt like days and days like weeks, as we were "in the trenches", trying to help save lives by ensuring that our Medical Oxygen supply reached every person or hospital in need. We are so grateful to every member of our team for their commitment, sacrifice and dedication, and so proud to have been able to serve our communities and Caribbean families when they needed us most.

Trinidad: Tracking system for cylinder management

to showcase their culinary skills and compete for the top three spots. We supported these events by providing the LPG for all participants over the course of the competition.

In Jamaica, we continued to invest in young people, funding a scholarship programme established to positively impact the lives of families in communities in the environs of the corporate offices. The students receive scholarships to cover their high school education, provided they maintain a B+ average. As part of the 'Read Across Jamaica' day on May 3, 2022, we engaged, read and held motivational sessions for those preparing to transition to secondary level education.

We also joined forces with the other Massy teams in Jamaica to partner with the Child Protection and Family Services Agency (CPFSA) in support of children in state care, hosting an all-day Resume Workshop which included sessions on building their personal brand, resume writing and mock interviews to aid the children in preparing for the world of work. Staff members also donated clothes and shoes for the Dress for Success Initiative which allowed the children a one-of-a-kind 'workwear shopping experience'.

In Trinidad and Tobago we continued with our support to the Ezekiel Children's Home; this year employees hosted a Christmas luncheon and gift drive for the residents of the Home.

Protecting our Environment

As a responsible organisation participating in extractive industries, we recognise that the environment and its preservation are of paramount importance to global sustainable development goals. All our operations are engaged in initiatives aimed at minimising waste and contributing positively to environmental stewardship.

In Colombia we have started a pilot project to identify elements that calculate our carbon footprint and energy consumption in accordance with international and Colombian regulations. To this end, we developed a 4-phase process: assessing inventory of equipment producing Greenhouse effect Gases (GHG), compiling data and quantifying GHG to detect direct, indirect, and other forms of emissions, identify strategies to control the impacts and using the GHG Calculators to analyse and confirm the results. Additionally, our Waste Management Standard governs our waste practices, with a duty of care as a basic principle. Its objective is to reduce waste generated and to maximise recycling.

In Guyana, as a major part of the Oil Field Waste Management Bulk LPG Installation, we process and treat the waste mud extracted in the drilling process to recover and separate harmful chemicals before it is discarded.

The Jamaican team has championed the use of LPG to fuel its fleet vehicles. In fiscal 2022, 300 vehicles have been successfully converted, thereby reducing the company's carbon footprint. Additionally, we have implemented a company-wide recycling initiative that encourages staff to place all plastic drinking bottles in recycle bins.

In both Guyana and Jamaica, the team continues to work with rural communities to convert from wood and coals to LPG for cooking, thus reducing the impact on the environment of burning wood and coals.

The Trinidad and Tobago team recognised World Environment Day by distributing plants to each employee, creating an awareness of personal responsibility and the importance of each employee's contribution to the sustainability journey. To ensure the alignment of our business activities to the ISO 14001 Environmental standard, we began a strategic initiative, including a gap analysis, to highlight our commitment to conserving the environment and preventing pollution in its Integrated Management Systems Policy.

Our Governance

Gas Products Portfolio Board

In alignment with Massy's suite of Ethics Policies, statutory requirements and good governance best practices, Directors continue to participate in ongoing ethics and governance training. The Board has approved and activated specific supplemental actions including training to support Conflict of Interest awareness and reporting by Directors. The Board met on eight occasions in fiscal 2022.

People and Culture Committee

The Gas Products Portfolio People and Culture Committee continued its oversight responsibilities for talent management, succession planning and employee engagement. The 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 Massy Gas Products Portfolio is working to strengthen its IT Governance and Risk framework through process standardisation, applications, and security controls across the companies in the Portfolio. These initiatives aim to drive cost efficiency, improve customer relationships, and allow for structured data security. The Portfolio will use this framework to continuously evaluate its data governance, security, business continuity controls and business process automations.

Following the approval of the Portfolio's Anti Bribery and Corruption (ABC) and Supplier Code of Ethics Policies in fiscal 2021, the Portfolio has rolled out ABC training and compliance awareness to employees.

Our Board

Vaughn Martin

Executive Vice President & Executive Chairman
Gas Products Portfolio

Nigel Irish

Executive Director, Vice President Finance
Gas Products Portfolio

Alberto Rozo

Executive Director, Senior Vice President
Business Development
Gas Products Portfolio

Soraya Khan

Independent Non-Executive Director

Suresh Maharaj

Independent Non-Executive Director

Christian Maingot

Independent Non-Executive Director

Robert Riley

Independent Non-Executive Director

Eugene Tiah

Non-Executive Director

Keesha Sahadeo

Non-Executive Director, Vice President
& Group Chief Accountant

Jamaica: Regional executives visit the Freeport Terminal facility, Montego Bay

PORTFOLIO REVIEW.

MOTORS & MACHINES

TT$3,054m
Revenue
2021-2022
+13%

1,600+
Employees

25
Territories Served

34
Showrooms

14%
RONA
2021-2022
+33%

22+k
Used Vehicles Sold

TT$239m
Profit Before Tax
2021-2022
+38%

11+k
New Vehicles Sold

25%
Contribution to Group Revenue

28
Service Facilities

Colombia	46%
Trinidad & Tobago	45%
Guyana	8%
USA	1%

Revenue by Country

227
Machinery Units Sold

A Message from Portfolio Chairman David O'Brien

Highlights

Our companies represent automobile, truck, equipment and automotive components manufacturers and offer short and long-term automobile, truck and equipment rentals. We provide service and equipment rental to customers in the marine, energy and power generation sectors. We are the Caterpillar dealer for Trinidad and Tobago, the importer for Nissan in 10 territories and the macro-distributor for Shell lubricants in 19 territories in the Caribbean region. We currently have automotive dealerships in three countries: Trinidad and Tobago, Colombia and Guyana.

Our Year in Brief

2022 has been a banner year for Motors & Machines, both in terms of the remarkable growth we have seen in key markets and in terms of the confidence we feel in our brands, our people and our reputation. In keeping with the overarching vision of the Group, our focus is fixed on establishing ourselves as a significant player not just on the regional, but also on the international stage. Our success in pursuing expansion has allowed us a fresh perspective on our global prospects and our capacity to compete, and win, on a much greater playing field than we previously would have thought possible.

Colombia continues to be a major success story for us, recording growth of 22 percent and accounting for a significant share of profit among the three territories. In March 2022 we opened the first Massy Motors-branded showroom in the capital city of Bogotá where we represent the Kia brand.

While Colombia maintained its track record of double-digit year on year growth, Massy Motors in Trinidad saw a rapid recovery in its business, taking the top spot in profit contribution to the Portfolio. In June 2022 we opened our multi-brand truck showroom in Chaguanas, the first of its kind in Trinidad, offering customers the convenience of end-to-end service for all our truck brands in one location. The move was important as our truck business represents a significant portion of our revenue. We are looking into a similar move for Guyana where truck and machinery sales continue to flourish alongside increased activity in the construction, farming and energy sectors.

> **"2022 has been a banner year for Motors & Machines, both in the remarkable growth we have seen in key markets and in terms of the confidence we feel in our brands, our people and our reputation.**

Our Miami operation offers us a significant competitive advantage, allowing us to take on the mantle of regional representative for suppliers looking to establish a broader Caribbean footprint, as in the case of Nissan who have named us as the importer for eight additional territories. Our physical presence in Miami acts as a strategic hub for our distribution chain as well as well as providing a base of operations from which we can more easily deal with international suppliers and partners.

Our employees continue to be the beating heart of our business, maintaining the highest standards of service to our customers despite numerous roadblocks related to supply chain issues and the lingering effects of the pandemic. We express our profound appreciation to them and to all our stakeholders as we look with excitement towards what is to come in 2023 and beyond.

Performance Highlights

The Motors & Machines Portfolio (MMP) generated third-party revenue of TT$3 billion and PBT of TT$239 million for FY 2022, representing 13 percent and 38 percent growth on prior year respectively.

Region	Motors	Machines
Trinidad & Tobago	Our introduction of the MG brand has been extremely well received, with all initial inventory selling out via pre-order and additional stock in demand.	The multi-truck showroom in Chaguanas which showcases all four of the truck brands we represent, attracted considerable interest especially from customers who have multiple brands in their fleet.
Guyana	As the economy continues to grow, our Nissan customers are turning to us for an increasing number of brand new as well as used vehicles.	Guyanese demand for heavy machinery to support its burgeoning energy and construction sector continues apace.
Colombia	In March 2022 we opened our first Massy Motors-branded showroom in Bogota, featuring Kia. Our Semi-Nuevo showroom also continues to flourish.	

Miami: **Miami Warehouse**

Regional Footprint

Our Miami distribution hub offers international suppliers, such as Shell, a comprehensive avenue for the management of dealers and distributors across the Caribbean and Latin America. We offer storage, logistical services, shipping, consolidation and marketing support, resulting in reduced lead times and increased value chain efficiency for suppliers, distributors and customers.

Strategy in Action

Regional representation of high-quality brands and products

We continue to offer internationally-renowned brands with global reach that provide our customers with the quality and performance that they demand. Our introduction of the MG brand in the Trinidad market has been extremely well-received, as has our Multi-dealership Trucks Showroom that showcases all four truck brands we represent under one roof and is the only one of its kind in the Trinidad market.

We have also been named as the importer for Nissan in eight more territories, building on the historically successful track record of our Trinidad operations. The continued refinement and expansion of our brand offering is paramount to our future growth trajectory.

Expansion into markets with strong growth potential

A critical element in our vision of ourselves as a global enterprise is our strong foundation of successful expansion into regional markets. The performance of both our Colombia and Guyana operations, despite the supply-chain issues thrown up by the pandemic, has enabled us to set new expectations for our growth and to establish ourselves in the eyes of potential suppliers and stakeholders as an experienced, competent, and trustworthy partner.

This has borne fruit in the form of several new agreements in 2022 that will see Motors and Machines servicing additional territories across the region, as well as being the Caribbean distributor for Mora batteries, out of Brazil.

Retaining and building our customer base by delivering superior service to our customers

Key to achieving a global standard of excellence is delivering exceptional customer service, that consistently meets the expectations of both our customers and brand partners. As representatives of well-respected international brands, we take our customer experience journeys very seriously. Customer satisfaction scores form part of our Key Performance Indicators across our operations.

Notably, our Colombian operations for National Alamo and Enterprise Rent-a-Car received an Exceptional Performance Award for achieving an average SQI (Service Quality Index) score of 85, one of the highest scores amongst our peers.

For our truck customers in particular, many of whom have multiple brands in their fleet, our new multi-truck showroom has allowed us to consolidate their service needs into one location.

Risk Profile

The Motors & Machines Portfolio is committed to maintaining the highest standards of risk management and risk mitigation. Our Audit and Risk Committee ensures that we are consistently operating within the parameters set by the Parent Board as well as to the expectations of our Portfolio Board and the standards of the countries in which we operate. Moreover, we inculcate an attitude of careful attention to Health, Safety, Security and the Environment (HSSE) and service paradigms across the breadth of our operations. We also continue to manage our exposure through judicious decisions with regard to investments and financial management.

Our People

During the challenges thrown up by the global pandemic and subsequent disruptions to supply chains, our people have been the backbone of our operations in every sense. We have confidence that they are prepared, agile and flexible enough to handle all the demands of our fast-paced environment and then some.

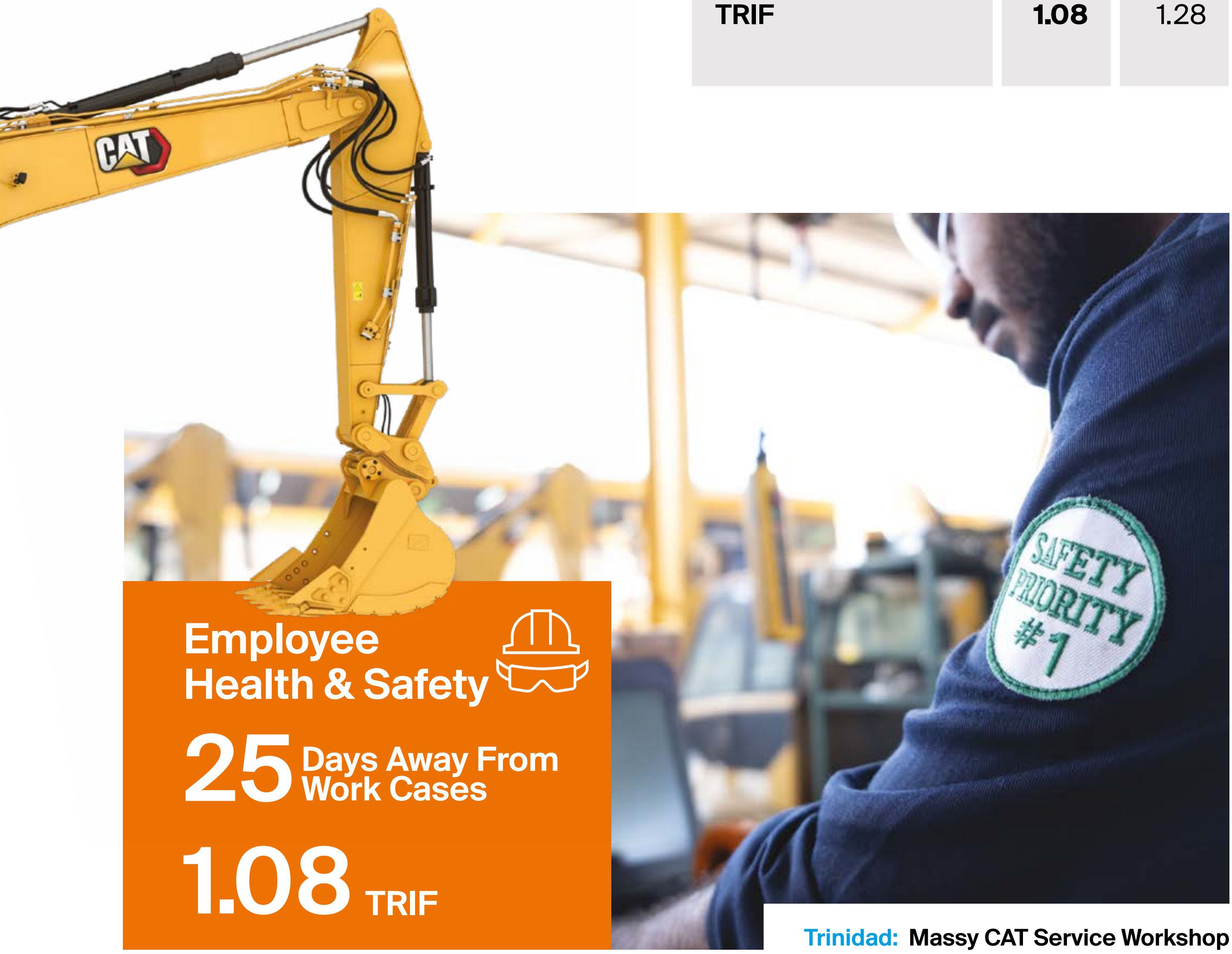
Health and Safety

In 2022 MMP recorded a 19 percent reduction in Days Away From Work Cases (DAWFC) and a Total Recordable Injury Frequency (TRIF) score of 1.08.

Both Massy Machinery and Motors maintained ISO 9001:2015 certifications. We maintain our focus on training, inspections/audits, leadership walkarounds, safety talks and safety observations.

Employee Health & Safety

	2022	2021
Days Away From Work Cases	**25**	31
TRIF	**1.08**	1.28



Employee Health & Safety

25 Days Away From Work Cases

1.08 TRIF

Trinidad: Massy CAT Service Workshop

Colombia: **Mazda Service Technicians in Cali**

Customer Satisfaction

93% New Vehicle Sales

87% After Sales Service

Training and Development

Through our training and development efforts we are beginning to nurture what could in time come to be a borderless Portfolio, with employees from different territories adapting to move seamlessly across the different locations of our international operations. We have a particular focus on ensuring our leaders and potential leaders are exposed to a range of opportunities across the different territories and beyond, as we believe it is imperative to inculcate a global view and employ similar perspectives to those of established international players in our sector.

Employee Engagement

Our employee surveys for Motors & Machines have returned improved results year-on-year, though we recognise that there is always more to do to ensure our people are motivated and feeling supported. We are especially proud of the improvements in employee engagement in Colombia, where we have seen a real transformation in our workforce through a focus on training and empowerment as well as evolving compensation models to reward exceptional performance. We continue to employ a range of tools such as focus groups and other feedback forums to ensure every employee can have their voice heard and access the support needed to help them succeed and to thrive both in and out of the workplace.

Our Customers

Our goal is always to delight our customers by providing stellar service from first contact to after-sales care, and we assiduously track and measure our performance in these areas through KPIs and third-party evaluations to ensure we are always striving for optimal outcomes.

In Trinidad our Motors business had a score of 88.3 percent while Machinery recorded 91 percent, and in Colombia we have seen tremendously positive customer feedback with 93 percent in New Vehicles and 87 percent After Sales. Our Guyanese operations have shown consistent performance year on year with a score of 76 percent, beating the 75 percent target range for the Topbox measurement scores.

Our Communities

Social Investment

An important element of our ethos is maintaining connections to the communities where we live and work, and while some of our customary activities in this vein were curtailed during the pandemic, we continued to engage in meaningful social action in 2022. We were very proud to be able to support the mass vaccination efforts in Trinidad with the provision of four cars and drivers to the Ministry of Health, which facilitated the daily distribution of vaccines to health centres across the country.

In Colombia we support the Renault Foundation as well as Nicolás Mejía's ACTÍVATE, which is aimed at motivating a positive, energetic approach to leadership and work in general. A highlight of Guyana's efforts is our participation in the multi-year campaign to promote road safety, in collaboration with governmental and NGO stakeholders.

Protecting our Environment

As our Portfolio of brands under management grows, we are conscious of the significance of providing environmentally conscious options to the markets we serve and of the opportunity to be part of growing the market for electric and hybrid vehicles in the region. In Trinidad, our Hyundai line up offers two fully electric models, and our Volvo line offers both hybrid and fully electric vehicles and is slated to be electric-only by 2030. We are also expecting to be able to offer electric vehicles in our MG range as well as our other brands going forward. We have aligned ourselves to a company in Trinidad to dispose and recycle all our Hybrid and EV Batteries. This company is certified and recognised by the Environmental Management Authority and is also aligned to our Core Values on the environment.

Our Colombia operation recycles 100 percent of waste oil produced in its service centres and our Trinidad and Guyana service centres are also aspiring to reach this target. Additionally, we are committed to abiding within the environmental strictures of all the territories in which we operate.

Trinidad: New Massy Machinery multi-brand truck dealership

Our Governance

Motors & Machines Portfolio Board

The Motors & Machines Portfolio Board of Directors held nine meetings during FY2022, one 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 four meetings during FY2022.

People and Culture Committee

The People and Culture Committee seeks to ensure strong talent management and succession planning across the Portfolio and also plays an important role in reviewing incentive programmes and supporting the culture of leadership and the organisation. The Committee held two meetings during FY2022.

Our Board

David O'Brien

Executive Vice President & Executive Chairman
Motors & Machines Portfolio

Ramnarine Persad

Executive Director, Senior Vice President
Motors & Machines Portfolio

Marc Rostant

Executive Director, Senior Vice President
Motors & Machines Portfolio

Jean-Pierre Du Coudray

Executive Director, Senior Vice President,
Motors & Machines Portfolio

Ian Chinapoo

Director, Executive Vice President
& Group Chief Financial Officer

Julie Avey

Director, Senior Vice President, People & Innovation
Chairwoman, People & Culture Committee

Nicholas Gomez

Independent Non-Executive Director,
Chairman, Audit & Risk Committee

Bruce Melizan

Independent Non-Executive Director

The Financial Services Line of Business recorded significantly improved results over 2021. Revenues grew by 18% and profit before taxes exceeded the prior year by 2 percent.

The financial results reported below do not include the results of the divested entity Massy United Insurance Ltd. and the Held-for-Sale entity Massycard (Barbados) Limited

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.

Financial Services Division

Trinidad & Tobago
Massy Finance GFC Ltd.

TT$90m
Profit Before Tax
2021-2022
+2%

TT$150m
Revenue
2021-2022
+18%

7%
RONA
2021-2022
-12%

1%
Contribution to Group Revenue

Trinidad & Tobago	48%
Guyana	48%
Barbados	2%
EC	2%

Revenue by Country

Line of Business Review
Financial Services.

With the divestment of Massy United Insurance Ltd. in May 2022, the Financial Services Line of Business consists of two highly strategic operations for the Group. Remittance Services are one of the main foreign exchange earners for the Group. Furthermore, Remittance Services provide strong returns on invested capital and have been a good source of growth for the Group. Massy Finance GFC is integrally linked to the Group's Corporate Treasury operations and has tight linkages to the Motors & Machines Portfolio for automotive and industrial equipment financing for customers. Massy Finance GFC's foreign exchange license permits the Group to purchase foreign currency from third parties which greatly assists the Group's currency sourcing needs.

Remittance Services

Remittances remained strong in 2022 due to the US labour market recovery and sustained growth in real wages in the service sectors where most of the Latin American and Caribbean diaspora migrants are employed.

Remittance Division expanded its operations in St. Vincent and the Grenadines offering MoneyGram Money Transfer in January 2022, through three Massy Stores agent locations.

Remittance inflows increased into Guyana, Trinidad and Saint Lucia compared to 2021. As a result of the increased inflows, this division generated an increase of 8.4 percent in Foreign Exchange for sale to the Group and to the financial services sector in Guyana versus 2021.

The earnings per transaction represented a significant contributor of reported revenue growth of 6.3 percent and Profit After Tax growth of 3.1 percent compared to 2021.

Seventeen new agents were added across the region increasing our footprint to 110 agent locations throughout Trinidad, Guyana, Saint Lucia and St. Vincent.
We have accelerated on our strategy of digitalisation to capitalise on our consumers' growing comfort with digital technology through the implementation of a new Money Transfer digital enabled platform. We remain confident in the dedication and loyalty of our customers through innovative solutions and will continue to invest in digital platforms and customer experience initiatives.

Massy Finance GFC Ltd.

Financial Year 2022 saw Massy Finance GFC Ltd. (MFGFC) deliver creditable results as it continued its journey to transform its business to be a strategic enabler for the Group's main Portfolios as well as a known market actor in the personal lending, capital market and investment service spaces. This transformation was underpinned by a strong focus on building capacity across the organisation as a platform and catalyst for significant growth.

At the start of the financial year, the Treasury & Investments Department was established in order to deepen the alignment between the Group Corporate Treasury and MFGFC given the broader strategic mandate from the Group. The Treasury and Investments Department will also serve as the engine of growth for MFGFC's new strategic direction in the financial space. In March 2022, the Company obtained approval to be a Broker-Dealer from the Trinidad and Tobago Securities & Exchange Commission thereby fully enabling its ability to play the bigger role envisioned for the Group, as well as kicking off its proprietary investment management business which saw very strong growth.

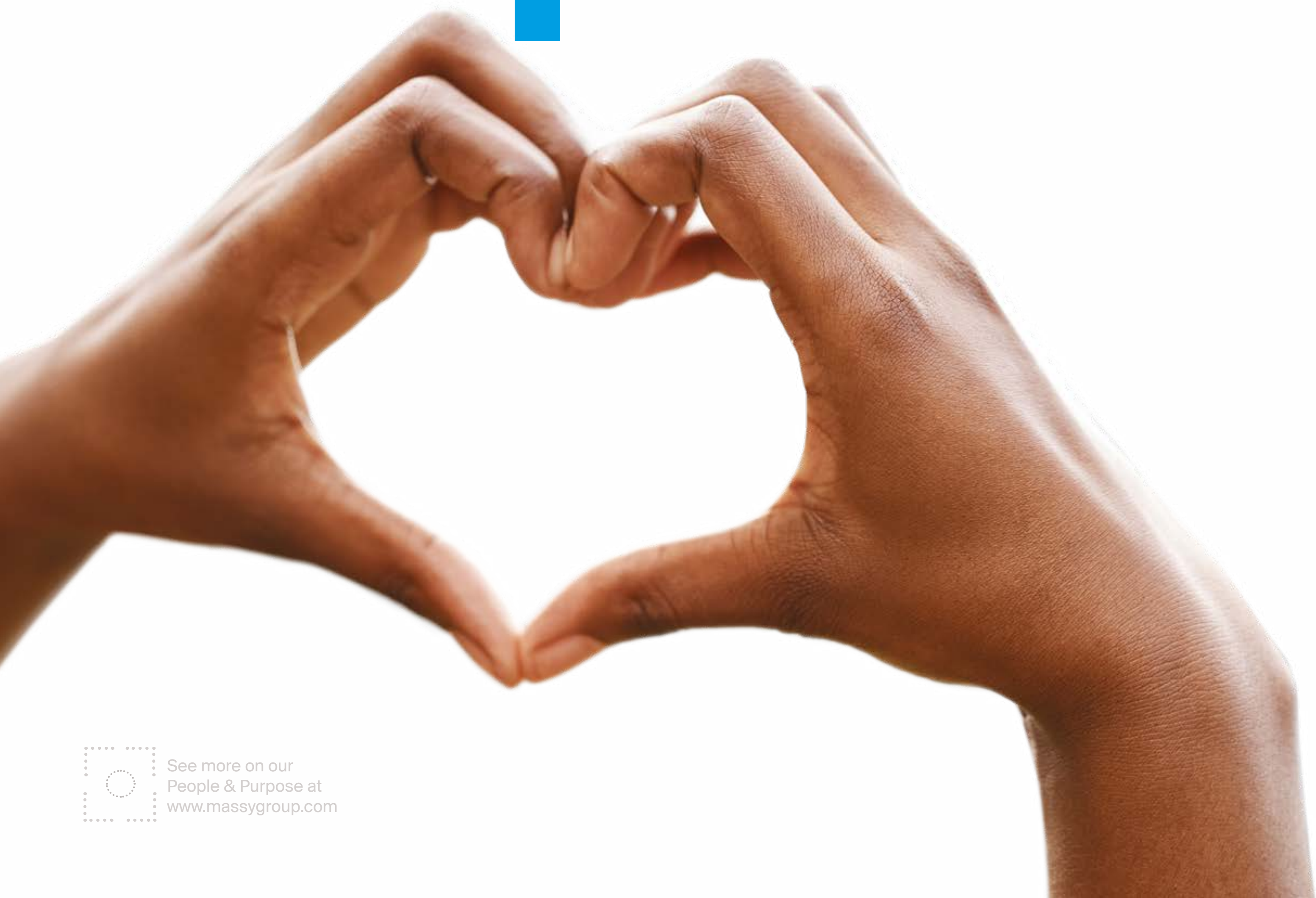
Following the capacity expansion in the funding, capital market and investment areas driven by the Treasury and Investments team, the MFGFC also entered into the digital lending space with the launch of its InstaLoan lending channel in partnership with a regional fintech firm. This also represented the first major step in the Company's digital growth journey and was met with a very strong and positive market response. Further lending capacity was also availed in September with the approval of a Trade Finance Facility from one of the leading Multilateral Lending Agencies thereby positioning the Company to begin providing trade support to its existing and prospective clients.

Finally, and most critically, the Company sought to enhance its human capital capacity with the rolling out of a new Organisation Structure that included new Executive, Business Development and Support roles needed to deliver on its performance promise and strategic vision over the next 5-year horizon.

In a world where disruption is the norm, whether through technology, war, supply chain issues, a global pandemic, or the ongoing climate crisis, it is essential to cultivate confidence in the human spirit to overcome. Finding solutions and innovations, both on an individual basis and on an organisational level, is what allows the Group to thrive in challenging circumstances.

The driving force behind the diverse mechanisms through which we support our people, therefore, is the celebration and appreciation of each of the unique human beings that comprise our organisation. The future of the Group is inextricably linked to the strength of its individual parts.

People & Purpose.



See more on our People & Purpose at www.massygroup.com

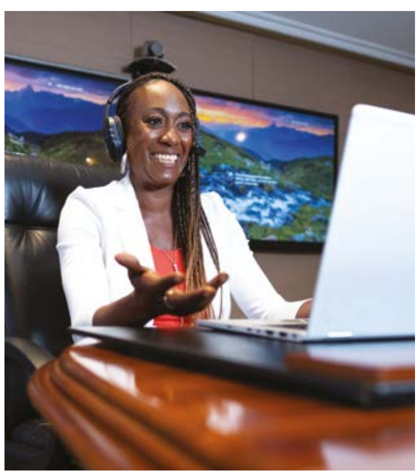
US$1m
Invested in Nudge's 2nd Year

130
Massy Learning Institute Programmes

120+
Nudge Entrepreneurs

Preventative Care for
13,000
Employees

2300
Participants in MLI Programmes



Caring for
3000+
Retirees

People & Culture

Providing the frameworks and resources to help each person forge their own path to success is at the core of People and Culture. Searching for that individual meaning is a deeply personal journey and we consider it our mission to provide the tools to empower individuals at their own pace and in the manner that is best suited to them. While our primary focus is on our immediate employees, we also strive to widen that support to their families and ultimately to the communities within which they live and work. One of the most powerful ways in which we can be "A Force for Good" is by nurturing an empowered workforce that can go out and create positive change in their family and community.

The "Expectations of a Massy Leader" programme at Massy is key to the structure of the Group. Living up to what is expected of a Massy Leader is a tall order, but we consider it a continuous journey of improvement; there is no landing point where any of our leaders rest on their laurels. We acknowledge and celebrate that we are always evolving. Striving to grow in your leadership journey is part of the deep work that is expected at each level – not just at the Executive level.

When a leader can understand their impact on those in their span of care and encourage an environment of psychological safety where fear is reduced, creativity will thrive. Innovation is vital for the future of the region, and cultivating a mindset of growth through experimentation rather than one where people are punished for making mistakes is a key part of the effort. We are deliberately working to break down a culture of "command and control" to inspire all in Massy to contribute in a way that brings them joy.

The future we wish to see requires building a different leadership, one which acknowledges the strength of our values and history while boldly embracing the new skills and ways of thinking needed to forge ahead; one which understands and respects different cultures and customs while being able to unite people under the Massy ethos. We are committed to this ongoing process of growth and development and to keeping Massy both a great place to work and a place to do great work.

Nudge Caribbean

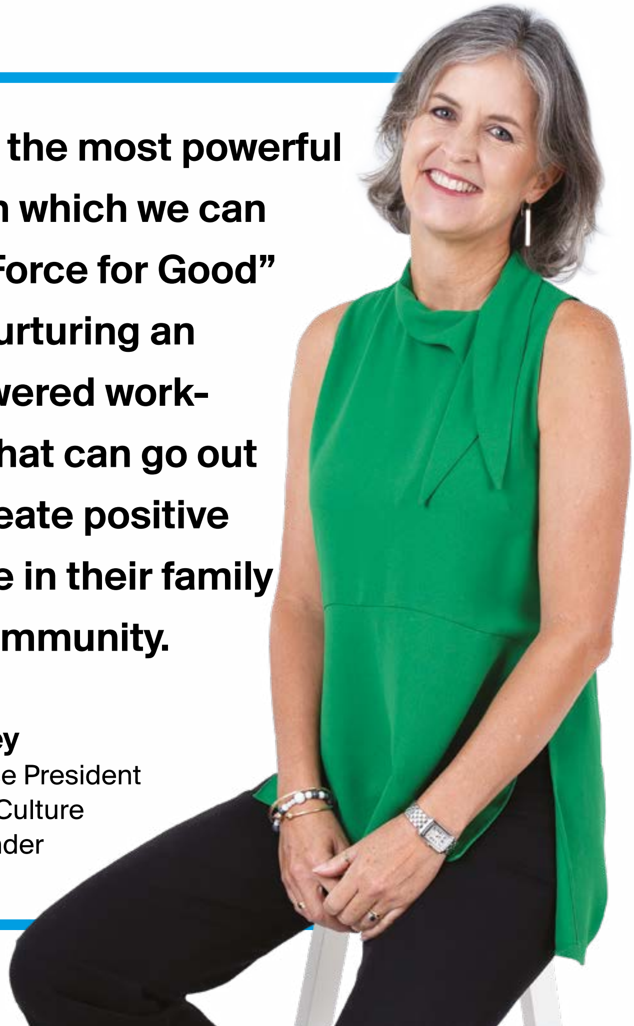
A social enterprise powered by Massy, Nudge Caribbean's mission is to revolutionise the small business landscape by proving what can happen when small businesses are given a chance to thrive – and what happens when success isn't just measured only by profit, but also in terms of individual and societal impact.

Now operational in Barbados and Saint Lucia as well as its initial launch country of Trinidad and Tobago, Nudge is in its third year of existence and has blossomed into a collective of 120-plus businesspeople who are supported by training, mentorship, and connections to audiences and investors.

In 2022 Nudge's programme-based approach provided opportunities for marketing and retail access through Massy Stores, education and capacity building through the Massy Learning Institute, and funding through Nudge-issued grants. Committed to innovation and expansion through community engagement, Nudge also works to provide public workshops for the wider small business audience, and to tap into a variety of culturally connected physical and digital spaces, including its new Nudge Up app, to grow audiences.

"One of the most powerful ways in which we can be "A Force for Good" is by nurturing an empowered work-force that can go out and create positive change in their family and community.

Julie Avey
Senior Vice President
People & Culture
& Co-founder
Nudge



Business Integrity

The Covid-19 pandemic transformed the business world, creating enormous challenges and testing business integrity and ethics. While globally, corporate misconduct is on the rise, at Massy we strive to live our Purpose as "A Force for Good", acknowledging the adaptations that we all have to make, the financial challenges that can give rise to ethical dilemmas, and the need to work together to create a safe space for all our stakeholders to thrive. Now, more than ever, in this time of global crisis and uncertainty, we must meet these challenges head on with empathy, love and care and in the true spirit of co-creation and collaboration.

Our Code of Ethics and Business Conduct speaks to the system of policies and practices that upholds Massy's legal and ethical responsibilities. It informs our stakeholders about our standards for what is considered acceptable business conduct and provides a guide to address escalating ethical concerns. For instance, we refuse to accept any assertion that bribery and corruption are necessary evils of doing business – we condone neither the offering nor the acceptance of bribes. We also take data privacy and security very seriously, and have taken steps to protect our customers, employees and all protected data from misuse and abuse. We handle all personal data with care to prevent data breaches, damage to reputation, and to better meet regulatory requirements.

As a result of assiduous and consistent efforts in training and communication, as well as engagement with our employees and other stakeholders, we have recorded the following positive outcomes:

- less pressure to compromise our Code of Ethics and Conduct
- less observed misconduct
- more reporting of misconduct as it is observed, allowing us to address issues before they become a bigger challenge
- less retaliation for reporting.

Business Integrity is key to Massy's purpose, and we know that being A Force for Good cannot be words that only live on a wall. As a responsible and ethical company, we believe that integrity requires empathy, deliberate action, communication, and focus, to adopt and implement clear anti-corruption policies and effective anti-corruption procedures that ensure that we identify and mitigate the risks of bribery and corruption.

Our goal is to ensure that at every step of the way, our companies are operating lawfully, safeguarding both employees and the general public. Maintaining our strong culture of integrity rewards us with great trust; a reputation for integrity in all our actions; improved performance; higher employee satisfaction and engagement; and the ability to maintain ethical behaviour even in the face of challenges and dilemmas.

"In this time of global crisis and uncertainty, we must meet these challenges head on with empathy, love and care and in the true spirit of co-creation and collaboration.

Angélique Parisot Potter
Executive Vice President Business Integrity
& Group General Counsel

Wellness & Benefits.

We have continued our technological transformation in 2022 with the introduction of our online medical claim platform, which will give members access to view and track their claim status and will increase our process efficiency in this area. While we continue to be the hub for the administration of benefits for the Group, our vision in Wellness & Benefits centers around the creation of an environment that allows for re-engagement and strengthening of self-care skills, through coaching, mentoring and supporting the needs of staff. We believe that engendering an atmosphere of love and care for self, and for others empowers our people to give of their best both at work and in their wider lives.

Our focus on wellness and holistic health was brought to bear during the height of the pandemic specifically when we adopted Covid-19 case management across our workforce in Trinidad and Guyana, providing end-to-end support services to employees and their families and ensuring they could always access expert advice as they recovered. We also adapted to the prevailing health models in other territories in order to offer the best possible care and support to our staff. This approach translated into a robust vaccination education programme and meant that we experienced no major disruptions in the workplace, a success that many other companies have asked us how we were able to achieve.

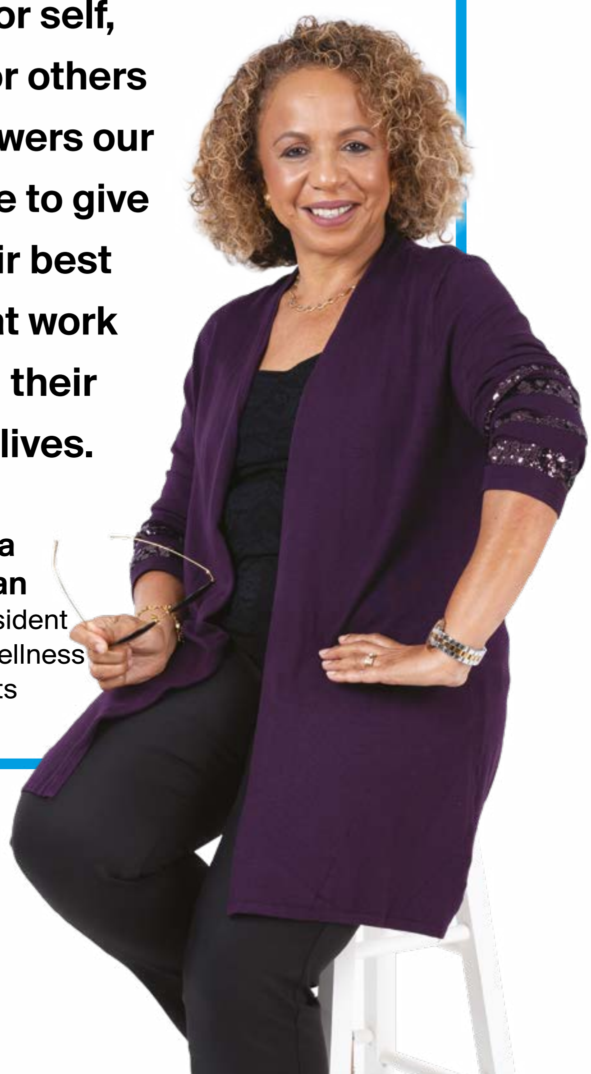
Preventative care has remained a key element of our efforts in 2022, and through our partners in each of the countries where we operate, we have now ensured that all medical plans have a robust level of medical support in terms of preventative care. We are also engaged in a number of collaborations on benefit education with various stakeholders to ensure our staff are aware of all the options available to them and are empowered to take charge of their health.

One important takeaway from our experience managing through the pandemic was the vital importance of psychological well-being in sustaining a productive and happy workforce. In a time of great uncertainty and sweeping alterations to our everyday lives, providing resources for mental and emotional support was critical to helping employees cope with challenging situations. The success of these initiatives led to the initiation of a Group-wide conversation in April 2022, endorsing a balance reset in self-care and productivity and engaging with a range of key topics around mental health, financial well-being and more.

Like our colleagues at the Massy Learning Institute, with whom we collaborate closely, the move from in-person to virtual services opened us up to think on a larger scale and to explore how to use different digital tools to create regional impact. As we look ahead, we are committed to creating an online resource center dedicated to self-care and support, where employees and family members can go to get guidance on everything from parenting to financial advice to wellness strategies and more. Having a technology-based platform will allow us to transcend geographical boundaries and ensure all our people have equal access to these essential resources.

"We believe that engendering an atmosphere of love and care for self, and for others empowers our people to give of their best both at work and in their wider lives.

Amanda McMillan
Vice President
Group Wellness & Benefits



Learning & Development.

2022 has been a year of considerable evolution for the Massy Learning Institute (MLI). In May, we initiated a rebranding exercise which brought more clarity to our undertakings and helped us to more sharply define our identity. We embrace a holistic approach to learning both in life and leadership; our view is that helping our people reach their potential helps the organisation grow by extension. To this end, we have worked assiduously to make resources available to all levels of staff, meeting them where they are and ensuring that our delivery methods cater to a range of preferred learning styles. We were also able to lend support to employees in transition, coaching Massy United and Massy Properties throughout their change management process as they exited the Group.

Our core client will always be our internal Massy family, but the past year has seen us extend outside the organisation on several fronts to lend our support to several entities. Building our external base strengthens our brand recognition and the reputation of Massy as A Force for Good; and more crucially it puts us squarely in the middle of the local and regional conversation around articulating the vision of what the future will look like.

MLI has provided leadership training to corporate clients such as Republic Bank Limited and the Bermudez Group, and were especially proud to have the privilege of supporting the United Nations Development Programme (UNDP) in their Global Peace Initiative. In addition to delivering training modules for this programme, we also provided overall coaching support for the involved groups. As we take on additional projects and partnerships, we are confident in the quality of the expertise we can tap into both from our internal experts and our network of partners and connections.

As part of our role in fostering an inclusive and integrated sense of culture across the Group's Portfolios and geographic locations, we have used our access and voice to share important messages and to build collaboration through programmes that bring disparate segments of the business together. This cross-collaboration is itself a form of educating, providing learning opportunities as participants are exposed to different methodologies and approaches through their interactions with one another. A key element of our activities is to honour and celebrate the unique characteristics of different countries while helping all employees to feel at home in the broader Massy ecosystem; for instance, we are pleased to be able to add a Spanish language course to our offerings as we continue to deepen our Latin American ties.

In the hybrid environment, initially necessitated by the pandemic but now comprising our new normal, technology continues to play a major role. We redesigned the MLI website as part of our identity work, and are now using it as an engagement management and enrollment hub to increase the efficacy of our reach. Learning design specialists regularly analyse and develop the structure of our programmes so they continue to be useful and relevant to the audiences we serve. We are also very excited to be in the process of creating an internal programme aimed at young people as they transition to the world of work, providing resources and support for young school leavers as well as their parents.

> **We embrace a holistic approach to learning both in life and leadership... helping our people reach their potential helps the organisation grow by extension.**
>
> **Audra Mitchell**
> Vice President, Group Learning & Development
> & General Manager, Massy Learning Institute

Corporate Governance Report.

Our Commitment to Good Governance

The Massy Holding Limited (MHL) Board continues to be committed to good corporate governance, with a view to supporting sustainable growth and the enhancement of Stakeholder value. More and more the Group is seeking to understand the views of all different groups who affect and are affected by the Group's activities and to use that understanding to inform corporate strategy and decision making. Over the past years, there was focus on strengthening the Company's enterprise risk management system, which allowed for greater agility and sustainability in our businesses and as a result, our businesses continue to thrive in an unpredictable global environment.

Cross listing on the Jamaican Stock Exchange ("JSE") on January 27, 2022, created further opportunity for the Company to enhance its governance framework and among other things encouraged the adoption of a Massy Corporate Governance Code and enhancements to the Company's Policies on Securities Trading and Disclosure.

As we look into the future, post-pandemic and with many lessons learnt, the Company recognises the importance of Environmental, Social and Governance ("ESG") considerations which can impact its ability to effectively execute its strategy, create value and be sustainable.

Application of the Trinidad and Tobago 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, as well as elements of other global codes and best practices, as outlined in this report.

Our Governance Framework

The Group is led by the MHL 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 and for the current period under review, were reviewed and re-confirmed by the Board and its Committees.

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

Subsidiary Governance

The Parent Board and its Committees have oversight of the governance framework of the subsidiary boards in each Portfolio. Each Portfolio is overseen by a Parent Board, whose members comprise of:

- Independent Directors - some of whom also serve as Directors on the MHL Board;
- Group Executives, who are independent of the respective business;
- Independent experts in relevant business areas; and
- Executives in the respective Portfolios

Independent/Non-Executive Directors are recommended for appointment by the MHL 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 fostered the application of consistent standards of corporate governance across the Group, optimised risk management and enhanced Massy's reputation for practicing good corporate governance across the Group.

Our Board and its Committees
Board of Directors

The Board's main areas of focus are; governance, strategy, operational and financial performance, risk 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 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;
- 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 core values.

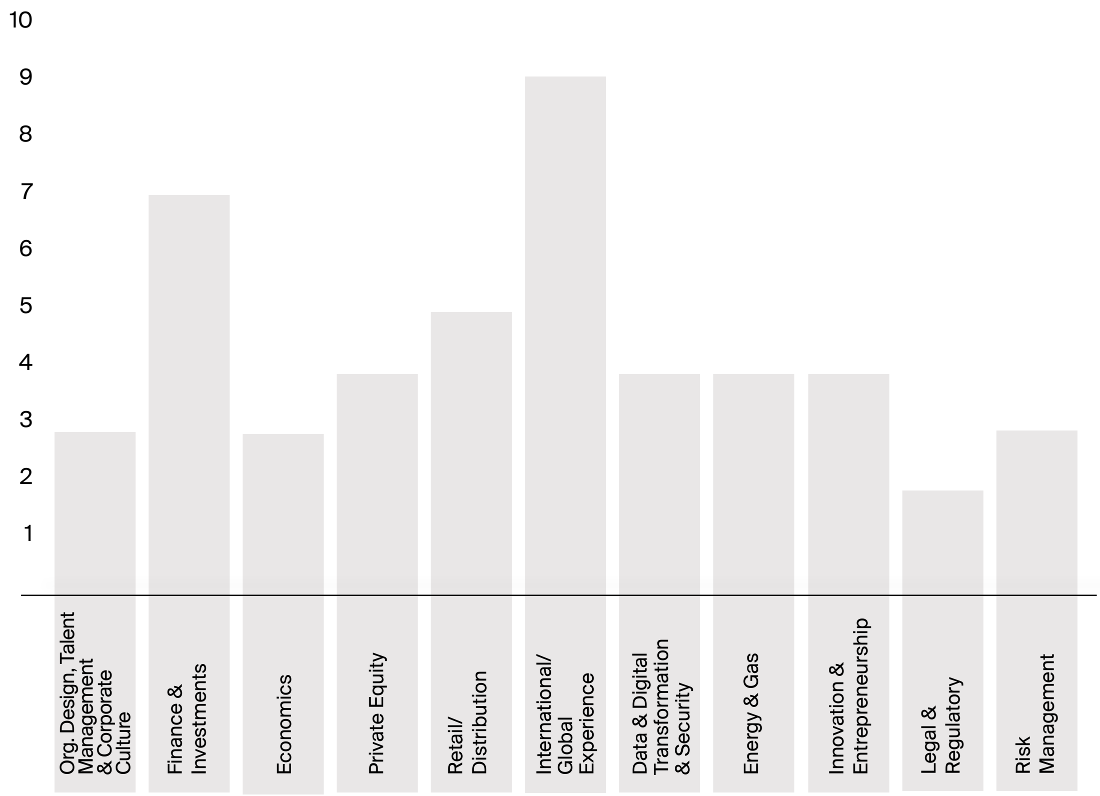
The Board is supported by the Corporate Secretary, who assists the Chairman and the Board in driving and maintaining the highest standards of corporate governance. This includes ensuring good information flows within the Board and its Committees, as well as facilitating the induction and professional 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 in ensuring that Stakeholder value is added. The Board and the Governance, Nomination and Remuneration Committee ("GNRC") regularly review the 'Director Skills Matrix' (shown below) as part of its succession planning to ensure that the Company has available to it, the necessary skills, expertise and cognitive diversity to sustainably deliver on its strategic purpose.

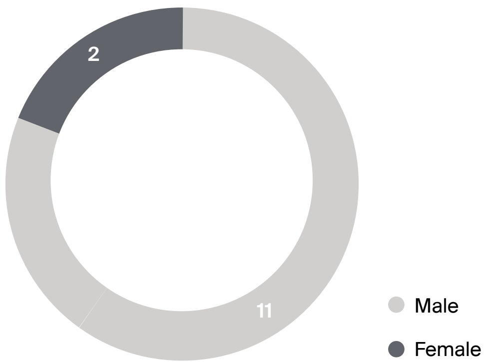
Dig 1

Board Composition by Skills



Numbers represent number of Directors

Dig 2
Board Composition by Gender



Numbers represent number of Directors

In accordance with the Company's Articles of Continuance, as at September 30, 2022, the Board comprised of 13 Directors; nine of whom were Independent, Non-Executive Directors and four of whom were Executive Directors. During this period under review, the following changes in the Board directorate took place:

- Mr. Anton Gopaulsingh retired as an Independent, Non-Executive Director on January 21, 2022;
- Mr. Peter Jeewan was appointed as an Independent, Non-Executive Director on January 21, 2022;
- Ms. Maxine Williams retired as an Independent, Non-Executive Director on February 9, 2022;
- Mr. Marc-Kwesi Farrell was appointed as an Independent, Non-Executive Director on February 10, 2022;
- Mr. Robert Riley was elected as Deputy Chairman and Chairman Designate of the Board effective, May 5, 2022;
- Mr. Ian Chinapoo resigned as an Executive Director on September 30, 2022; and
- Mr. David O'Brien retired as an Executive Director on September 30, 2022

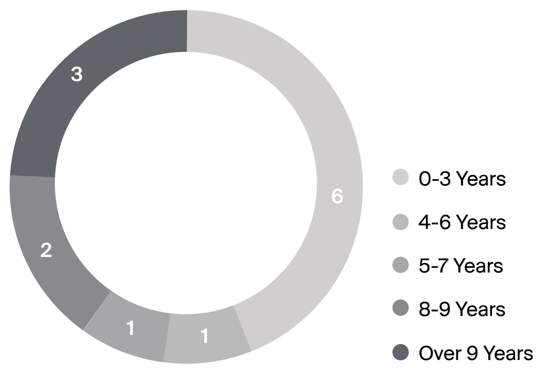
Directors Robert Bermudez, Marc-Kwesi-Farrell, E. Gervase Warner and Soraya Khan will be submitting themselves for either election or re-election at the upcoming Annual General Meeting December 21, 2022.

Director Tenure, Performance Management and Board Refreshment

The Company's By-laws state that 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 is a key feedback mechanism and is further supported by performance conversations which are held between the Chairperson 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.

Dig 3
Board Composition by Tenure



Numbers represent number of Directors

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 programmes 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 Directors in fulfilling their duties and responsibilities. Ongoing education and training of Directors is encouraged and made available as required. The suite of training and learning programmes are reviewed on an on-going basis and includes a mix of internal and external programs, accredited Directors' programmes as well as presentations by industry subject matter experts.

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

Organisation/Facilitator	Topic
Caribbean Corporate Governance Institute	Certificate in Corporate Governance
Delphi Sphere Consulting	Leadership – The Executive Programme
Office of the Corporate Secretary	Revised Securities Training and Disclosure Policies and Practice

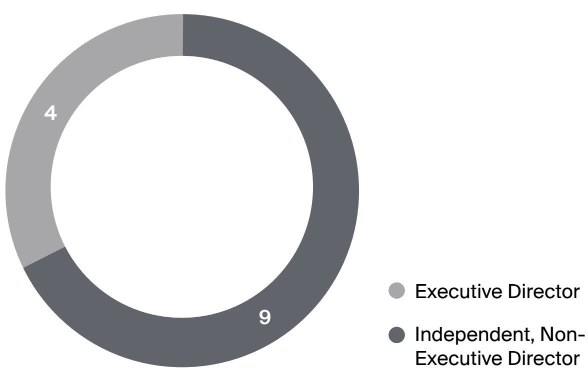
Independence

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 Directors in fulfilling their duties to the Company. This year, the Board has determined that each Non-Executive Director is independent in character and judgement; commits sufficient time and energy to the role and continues to make a valuable contribution to the Board and its Committees.

Both the Audit and Risk 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.

Dig 4

Board Composition – Executive/Non-Executive Directors



Numbers represent number of Directors

Board, Committee and Director Effectiveness

The Board annually assesses its performance and that of its Committees and Directors and sees this review as a useful opportunity for Directors to reflect on their collective and individual effectiveness and to consider where improvements can be made.

The Board evaluated the performance of those Directors who will be retiring on rotation at the Annual Shareholders Meeting on December 21, 2022, and also, reviewed the action plan arising from the Internal Board Evaluation held in the 2021/2022 Financial Year. Issues which were discussed, reviewed, addressed and clarified included; Board composition to include the appropriate combination of industry knowledge and diversity, continuous improvement in risk management and clarity around succession planning and ongoing director education.

This year, in keeping with global governance best practice, the Board participated in its second triennial independent Board Evaluation facilitated by Egon Zehnder, an independent firm. The results of this evaluation will form the basis of the 2023 action plan to pursue the opportunities identified to enhance the Board's effectiveness.

Director Remuneration

Remuneration for Independent, Non-Executive Directors is determined by the Board, on the recommendation of the GNRC. The GNRC, in determining appropriate remuneration levels among other things, considers the time commitments and responsibilities required by Directors and benchmarks MHL's Board's fees against peers in other publicly traded companies in Trinidad and Tobago. The review of Directors' fees takes place on a triennial basis.

Executive Remuneration

There is a formal review and decision-making process for rewarding Executives which is mirrored throughout the Group. Incentives are linked to Massy's purpose, vision and values and strategic priorities and short terms results are balanced with long-term sustainability while considering the needs of all Stakeholders when co-creating incentive objectives. Scorecards are generated at the start of the financial year, which is aligned with the group strategy and achievements noted on the scorecards are reviewed and are a basis for bonus payments.

The GNRC ensures that it continues to;

- Apply 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;
- Be aligned with, and incentivise the delivery of, the Group's strategy;
- Foster performance in line with the Group's culture, values and behaviours;
- Be aligned with emerging best practice;
- Motivate executive talent; and
- Drive the success of the Company for the benefit of key Stakeholders.

Our Board of Directors.

Robert Bermudez

Title	**Chairman of the Board**
Appointment	**2014**
Title	**Non-Executive Director**
Appointment	**1997**
Nationality	Citizen of Trinidad and Tobago
Age	69

Committees

Ex Officio Member, Governance, Nomination and Renumeration

Skills and Experience

Robert's breadth and depth of experience as a Director and Chairman is extensive, as is his experience as an entrepreneur. He was the Chairman of the Board of Directors of the Bermudez Group of Companies and led the growth of the Bermudez Group, from a local family-owned business to a regional business, throughout the Caribbean and in Latin America. He has a strong reputation for pragmatic and shrewd business judgment and has enjoyed a distinguished career in business playing key roles in corporate bodies in Trinidad and Tobago and the Caribbean. Mr. Bermudez was also appointed as Chancellor of The University of the West Indies in 2017.

External Directorships

- Bermudez Biscuit Company Limited

E. Gervase Warner

Title	**President and Group CEO**
Appointment	**2009**
Title	**Executive Director**
Appointment	**2004**
Nationality	Citizen of Trinidad and Tobago
Age	57

Committees

Ex-Officio Member, Audit and Risk

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 and 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 US, Latin America and the Caribbean.

External Directorships

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

Robert Riley

Title	**Deputy Chairman**
Appointment	**2022**
Title	**Non-Executive Director**
Appointment	**2019**
Nationality	Citizen of Trinidad and Tobago
Age	65

Committees

Chairman, Governance, Nomination and Renumeration

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 PLC, 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

Ian Chinapoo

Title	**Group Chief Financial Officer**
Appointment	**2018**
Title	**Non-Executive Director**
Appointment	**2018**
Nationality	Citizen of Trinidad and Tobago
Age	47

Skills and Experience

Ian's career spans over decades of experience with local and multinational financial corporations throughout the Caribbean and Central America (including CIBC FirstCaribbean International Bank and Citigroup) with particular focus in the areas of investment banking, treasury management, portfolio management and private equity. He has also been a lecturer at the Arthur Lok Jack Global School of Business, Trinidad, since 1995.

Ian is responsible for the accuracy and integrity of the financial statements of the Massy Group and is a strategic advisor to the Group CEO and the Board on financial matters including investments.

External Directorships

- National Commercial Bank of Anguilla Ltd.
- Trinidad and Tobago Chamber of Industry and Commerce

David Affonso

Title Executive Vice President & Executive Chairman Integrated Retail Portfolio

Title Executive Director

Appointment 2019

Nationality Citizen of Trinidad and Tobago

Age 57

Skills and Experience

In over 30 years with the Group, David has served in both Trinidad and Guyana in the Group's Retail and Distribution companies. David has led several Group wide initiatives including cost reduction and procurement and has also served as Chairman of the Group's Investment Committee.

Marc-Kwesi Farrell

Title Non-Executive Director

Appointment 2022

Nationality Citizen of Trinidad and Tobago

Age 39

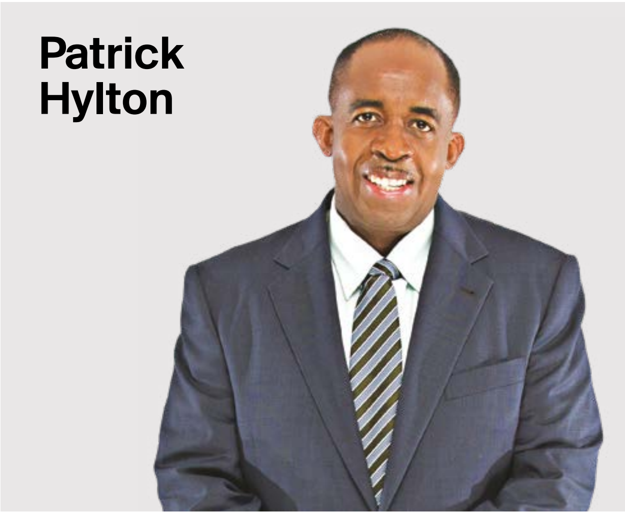
Skills and Experience

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



Title Non-Executive Director
Appointment 2012

Nationality Citizen of Jamaica
Age 59

Committees
Member, Audit and Risk

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. He is the President and CEO of NCB Financial Group and was appointed CEO of the National Commercial Bank Jamaica Limited in 2004 through to 2019. Under his leadership, NCB became the largest and most profitable financial institution in Jamaica and the most profitable stand-alone financial group in the English-speaking Caribbean. His vast experience in the financial services sector includes leadership roles as: Managing Director of the Financial Sector Adjustment Company (FINSAC) in Jamaica (a government appointment) and President of the Jamaica Bankers Association. He is the Chairman of Guardian Holdings Limited. 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
- National Commercial Bank Jamaica Limited, NCB Capital Markets Limited, NCB Insurance Company Limited, NCB Financial Group
- Guardian Life of the Caribbean, Guardian General
- Guardian Holdings Ltd.

Peter Jeewan

Title Non-Executive Director
Appointment 2022

Nationality Citizen of Canada
Age 52

Committees
Chairman, Audit and Risk

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 people and processes in keeping with the Group's people centric focus.

External Directorships
- Vaco Canada

Title	**Non-Executive Director**
Appointment	**2019**
Nationality	Citizen of Trinidad and Tobago
Age	47

Committees

Member, Audit and Risk

Skills and Experience

Soraya is a Finance Executive with over 20 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 and 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.,
- BHP BK Limited
- Hamilton Brothers Petroleum Corporation, Hamilton Oil Company Inc.

Title	**Non-Executive Director**
Appointment	**2020**
Nationality	Citizen of Colombia
Age	62

Committees

Member, Governance, Nomination and Renumeration

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 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.

Suresh Maharaj

Title	**Non-Executive Director**
Appointment	**2017**

Nationality	Citizen of Trinidad and Tobago
Age	73

Committees

Member, Audit and Risk

Skills and Experience

Suresh is a highly recognized 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 Ecuador, 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.

Bruce Melizan

Title	**Non-Executive Director**
Appointment	**2021**

Nationality	Citizen of Trinidad and Tobago
Age	55

Committees

Member, Audit and Risk

Skills and Experience

Bruce's career spans multiple industries and since moving to the United Kingdom more than 25 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 S.A. 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)
- EcoSync Ltd.

David O'Brien

Title	**Executive Vice President & Executive Chairman Motors & Machines Portfolio**
Title	**Executive Director**
Appointment	**2013**
Nationality	Citizen of Trinidad and Tobago
Age	64

Skills and Experience

David's experience in the Group covers nearly two decades and includes serving as Executive Chairman of the Financial, Property and Other Investments Business Units. Prior to joining the Group, David held senior positions at Sagicor Life Incorporated, including Investment Manager, Deputy General Manager and Executive Vice President and General Manager, Sagicor, Trinidad. He also served as President of the Trinidad and Tobago Chamber of Industry and Commerce and serves as Honorary Consul for Sweden in Trinidad and Tobago.

External Directorships

- The Immortelle Centre

Board of Directors Meetings

The Board of Directors held seven meetings during the period October 1, 2021, to September 30, 2022, 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.

Board of Directors	DEC 10 2021	FEB 9 2022	APR 27 2022	APR 28 2022	MAY 5 2022	AUG 9 2022	SPECIAL SEP 13 2022	SEP 28 2022	SEP 29 2022
Robert Bermudez (Chairman)	•	•	•	•	•	•	•	•	•
E. Gervase Warner (President & Group CEO)	•	•	•	•	•	•	•	•	•
David Affonso	•	•	•	•	•	•	X	•	•
Ian Chinapoo	•	•	•	•	•	•	•	•	•
Marc-Kwesi Farrell	–	•	•	•	•	•	•	X	X
Anton Gopaulsingh	•	–	–	–	–	–	–	–	–
Patrick Hylton	•	X	•	•	X	•	X	X	X
Peter Jeewan	_	•	•	•	•	•	•	•	•
Soraya Khan	•	•	•	•	•	•	X	X	•
Luisa Lafaurie Rivera	•	•	•	•	•	•	•	•	•
Suresh Maharaj	•	•	•	•	•	•	•	•	•
Bruce Melizan	•	•	•	•	•	•	•	•	•
David O'Brien	•	•	•	•	•	•	•	•	•
Robert Riley	•	•	•	•	•	•	•	•	•
Maxine Williams	•	•	–	–	–	–	–	–	–

- *Indicates that the Director was not a member of the Board for the period under review*

• *Indicates that the Director was present for the period under review*

x *Indicates that the Director was absent for the period under review*

Board Committees

The Board's Committees are key in 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 Audit and Risk Committee ("ARC") and the Governance Nomination and Remuneration Committee ("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 (ARC)

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 MHL Board on the recommendation of the GNRC.

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, 2022 were:

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

The ARC held five meetings during the period October 1, 2021 to September 30, 2022.

ARC Members	NOV 30 2021	DEC 9 2021	FEB 9 2022	MAY 5 2022	AUG 9 2022
Peter Jeewan (Chairman)	–	–	•	•	•
Anton Gopaulsingh	•	•	–	–	–
Patrick Hylton	•	•	X	X	•
Soraya Khan	•	•	•	•	•
Suresh Maharaj	•	•	•	•	•
Bruce Melizan	•	•	•	•	•
E. Gervase Warner (Ex Officio)	•	•	•	•	•

Structure 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. The Internal Audit Risk Alignment and Internal Audit Scope was prepared in accordance with the Institute of Internal Auditors methodology.

Independence of Internal Audit

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.

Internal Control and the Internal Audit Function

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 business decisions are made. It consists of values, oversight structures, documented policies and procedures, the allocation and prioritisation of resources and the establishment of evaluation frameworks and measurement methodologies.

The Enterprise Risk Management ("ERM") framework continues to mature every year. As part of the Annual Strategy Review process, the ERM long term strategic plan was reviewed and updated. The implementation phase has been completed and new objectives were set for the coming three years with the intention of advancing the risk maturity of the Group to a level where ERM is integrated, repeatable, well established in the culture and integrated in formal processes. Risk information is considered in decision making on resource allocation and reflected in performance management. The focus in this new iteration of the strategic ERM plan is to integrate ERM deeper into the organisation at the senior and middle management levels of decision making and into the internal audit assurance process.

As before, the approach remains practical, accessible and measurable. Specific processes in the Portfolios are prioritised based on their strategic importance and through training, coaching and a structured approach to risk mitigation which is delivering value. This is taking place at both the senior and middle management levels in areas such as Credit, HSSE, Business Continuity, Merger and Acquisition activity, Treasury Management etc. As Massy extends the language of risk management to even external stakeholders in supply chain discussions and service/product delivery, Massy is seen as a reliable and responsible partner – thus providing an opportunity to demonstrate our core values of co-creating the future and focus on long term sustainable growth.

In areas such as Cyber Security our efforts are intensifying to match an environment that is morphing every day. The ERM framework provides a robust governance structure to achieve improvements with the right oversight.

The ERM framework was implemented in partnership with the Internal Audit function. In the implementation phase, the ERM programme brought alignment in perspectives between Internal Audit and management on critical business risks which then informed the scope of the audit plan. This year, the integration goes deeper to align a robust control culture with risk appetite.

Other components which will represent an evolution in the Group's risk maturity are the inclusion of ESG into the Group's overall governance and risk management framework and greater alignment of our risk transfer strategies with our risk profile. These steps will deepen the value proposition to our stakeholders by making the business more aligned to our values and purpose, more resilient and better positioned for long-term growth.

The strength and sustainability of the enterprise risk management programme is supported by a governance structure which connects management to the Portfolio Audit and Risk Committees and then the Parent Board Audit and Risk Committee. This ensures that critical risks have the appropriate oversight that ensures that mitigation strategies are within a defined and Board approved risk appetite. This structure and approach seeks to continuously improve the Group's risk maturity in both operational and strategic areas of the business.

External Audit

The ARC reviewed and approved the External Auditor's approach to and scope of their examination of the financial statements for the 2022 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, 2022, in accordance with International Financial Reporting Standards.

Financial Statements

During 2022, 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 and Remuneration Committee (GNRC)

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 three Independent, Non-Executive Directors and as at September 30, 2022 its Members were:

- Mr. Robert Riley, Chairman
- Ms. Luisa Lafaurie Rivera
- Mr. Robert Bermudez, Ex-Officio

The GNRC held seven meetings for the period October 1, 2021, to September 30, 2022, one of which was a Special Meeting.

GNRC Members	OCT 4 2021	NOV 24 2021	SPECIAL DEC 6, 2021	DEC 8 2021	FEB 8 2022	MAY 4 2022	SEP 15 2022
Robert Riley (Chairman)	•	•	•	•	•	•	•
Luisa Lafaurie Rivera	•	•	•	•	•	•	•
Maxine Williams	•	•	•	•	•	–	–
Robert Bermudez (Ex Officio)	•	•	•	•	•	•	•

- *Indicates that the Director was not a member of the Board for the period under review*
• *Indicates that the Director was present for the period under review*
x *Indicates that the Director was absent for the period under review*

Over the financial year 2021/2022, the work of the GNRC included the following:

Governance

- Review of the Board and Committee Charters, Delegation of Authority and Delegation of Authority for Non-Audit Services;
- Consideration and adoption of MHL's Corporate Governance Code following the Company's cross-listing on the Jamaica Stock Exchange;
- Review and update of the Company's Corporate Disclosure, Fraud, Director Independence and Securities Trading Policies;
- Review and update of the Chairman's Role Description
- Oversight of the Speak Up (Whistle-blower) policy and process;
- Review and revision of the Board and Committee structure and annual agendas to ensure coverage of all strategic matters;
- Analysis of the results of the triennial Board evaluation and development of an action plan to address opportunities to strengthen the Board's effectiveness;
- Review and Oversight of the Internal Board Evaluation and Action Plan 2021-2022
- 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 strategic and seamless changes to the Board during this financial year, with the addition of two Independent, Non-Executive Directors.
- Ongoing review and strengthening of the Director on-boarding process;
- The Chairman held performance conversations with Directors retiring on rotation; 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 Executive compensation, including retaining an independent firm, HRC Associates Limited, to support the work in this area;
- 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") grants to Executives for FY 2021 and Eligibility for Awards in FY 2022; and
- Review and approval of the Short-Term Incentive Plan Grants for the Senior Leadership Team for FY 2021.

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 Corporate Disclosure Policy includes many global standard disclosure practices and is reviewed on a regular basis. The most recent review was conducted and approved by the Board during this reporting period.

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. Due to the Covid-19 Pandemic, the Ninety-Eighth Annual Meeting of Shareholders was again successfully held in a hybrid format which facilitated the 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 a number of 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 offer investors more in-depth information on the progress being made towards the Company's strategic goals. The slides from the presentations are also 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, 2022

Principal Activities

The main activity is that of a Holding Company.

Financial results for the year	$000's
Profit attributable to shareholders	**813,929**
Dividends paid	**(287,011)**
Profit retained for the year	**526,918**
Other movements on revenue reserves	**(35,118)**
Balance brought forward	**5,878,713**
Retained earnings at end of year	**6,370,513**

Dividends

The Directors declared an interim dividend of 3 cents and then a final dividend of 12.68 cents per share, making a total dividend of 15.68 cents per share for the financial year. The final dividend will be paid on or after December 16, 2022, to Shareholders whose names appear on the Register of members of the Company at the close of business on December 9, 2022.

Directors

Pursuant to paragraphs 4.4.1, 4.4.2 and 4.6.1 of By-Law No. 1 of the Company, Messrs. Robert Bermudez, Marc-Kwesi Farrell, E. Gervase Warner and Ms. Soraya Khan, 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 23, 2022

Directors', Senior Officers' and Connected Persons' Interests

Set out below are the Directors, Senior Officers and their connected persons 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, 2022.

Directors and Senior Officers	Shareholdings	Connected Persons' Shareholdings
David Affonso	2,098,977	Nil
Robert Bermudez	296,400	65,913,007
Ian Chinapoo	2,191,589	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
Bruce Melizan	13,620	Nil
David O'Brien	2,847,600	Nil
Robert Riley	Nil	Nil
Elliot Gervase Warner	21,314,077	Nil
Julie Avey	2,060,378	Nil
Wendy Kerry	1,181,919	Nil
Vaughn Martin	3,811,148	Nil
Anjen Mclean	90,118	Nil
Angelique Parisot Potter	2,317,499	Nil
Roger Ramdwar	300,184	Nil
Alberto Rozo	311,980	Nil

Holders of the Ten (10) Largest Blocks of Shares

Shareholder	Number of Shares as at 30-09-2022
National Insurance Board of Trinidad and Tobago	396,021,020
RBC/RBTT Nominee Services Limited	207,577,823
RBC/RBTT Trust Limited	135,193,068
Republic Bank Limited	129,555,794
Trinidad and Tobago Unit Trust Corporation	89,210,050
Jamaica Central Securities Depository Ltd	72,606,208
Kiss Baking Company Limited	65,652,427
Trintrust Limited	64,299,662
Guardian Life of the Caribbean	61,794,740
National Insurance Board (Barbados)	56,007,440

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/RBTT Nominee Services Limited holds a non-beneficial interest in 207,577,823 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 The following changes were made to the Company's Senior Officers on October 1, 2022:
- Mr. Vaughn Martin was appointed as an Executive Director to the Company's Board of Directors and Interim Group Chief Financial Officer;
- Mr. Marc Rostant was appointed as Executive Vice President and Chairman, Motors and Machines Portfolio; and
- Mr. David O'Brien was appointed as Executive Vice President, Global Expansion.

5 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.

6 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.

7 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**
Ninety-Ninth 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 21, 2022, 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 23, 2022	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, 2022, 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	Vaughn Martin
Chief Executive Officer	Chief Financial Officer
November 23, 2022	November 23, 2022

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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 2022, 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 2022;
- 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.

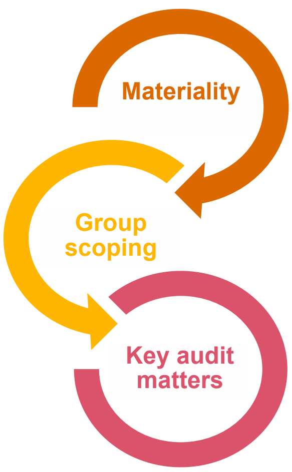
Independence

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.

PricewaterhouseCoopers, PO Box 550, 11-13 Victoria Avenue, Port of Spain, 100902, Trinidad, West Indies
T: (868) 299 0700, F: (868) 623 6025, www.pwc.com/tt

Our audit approach

Overview



Overall group materiality: $51.5 million, which represents 5% of profit before income tax from continuing operations.

The group audit included:

- Full scope audits of six 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, Jamaica and Guyana
- An audit of specific account balances in six other components

Key audit matters:

- Goodwill impairment
- Valuation of unquoted equity investment
- 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 five 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 Transportation Group Ltd. and its subsidiaries
- Massy Integrated Retail Ltd. and its subsidiaries
- Massy Guyana Ltd. and its subsidiaries
- Massy Stores (Barbados) Ltd.
- Massy Gas Products (Trinidad) Ltd. and its subsidiaries
- Massy Gas Products (Jamaica) Ltd.

Three of the six significant components were audited by PricewaterhouseCoopers Trinidad and Tobago. In addition, a further six components were subject to an audit of specific account balances, four 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.

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 and performed remote reviews of component working papers for components in Barbados, Jamaica, Guyana and St. Lucia.

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	$51.5 million
How we determined it	5% 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 5% 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 $1.75 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
Goodwill impairment *Refer to notes 2.8.1, 4.a.(i) and 8 to the consolidated financial statements for disclosures of related accounting policies and balances.* Management performs an annual impairment assessment of goodwill. Goodwill totalling $168.2 million was recognised on the consolidated statement of financial position as at 30 September 2022. 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 which involved the development of a best, worst and base case scenario. Each scenario was assigned a weighting based on management's judgement 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 judgement required in arriving at the key assumptions used in management's impairment assessment.	Our approach to addressing the matter, with the assistance of our specialist, involved the following procedures, amongst others: ● updated our understanding of the methods used by management to perform its annual goodwill impairment assessment of each CGU and assessed 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 the expected likelihood of occurrence; ● recalculated the weighted average cost of capital (WACC) used to discount the expected cash flows and evaluated those rates against market-based inputs, our knowledge of the economic environment and the risk premium associated with the respective industries and countries; ● compared management's determined growth rates to historical performance of the CGU and to relevant external economic industry data where available, taking into consideration the CGU's ability to achieve these growth rates in the current economic environment; ● 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; ● evaluated the accuracy 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 calculations. The results of the above audit procedures indicated management's goodwill impairment assessment conclusion was not unreasonable.

Key audit matter	How our audit addressed the key audit matter
Valuation of unquoted equity investment *Refer to notes 2.9.3, 4.a.(v), 12 and 34.3.1 to the consolidated financial statements for disclosures of related accounting policies and balances.* The Group's consolidated statement of financial position as at 30 September 2022 includes a carrying value of $202.4 million relating to an unquoted equity investment. This investment is classified as a financial asset at fair value through other comprehensive income (FVOCI). Fair value was determined based on the discounted cash flow method using free cash flow to equity and risk-adjusted discount rates to arrive at the fair value of the equity investment. This methodology also used other significant unobservable inputs in computing the key assumptions being discount rate, growth rates and methanol prices. We focused on this area because of the significant level of judgement required in arriving at the key assumptions used in management's fair valuation.	Our approach to addressing the matter, with the assistance of our valuation specialist, involved the following procedures, amongst others: • updated our understanding of the approach used by management to determine its fair valuation of the unquoted equity investment in accordance with IFRS and confirmed that it was consistent with the prior year; • assessed the reasonableness of the cash flow forecast made by comparing past forecasts to historical results, where available, and by comparing to the current year results; • recalculated the weighted average cost of capital (WACC) used to discount the cash flows and evaluated those rates against market-based inputs, our knowledge of the economic environment and the risk premium associated with the investment; • assessed the growth rate based on the expected growth of the operations in the context of the company's operations and industry; • assessed the methanol prices used in the cash flow projections based on global trends and taking into consideration the existing offtake agreement in place; • recalculated the enterprise value based on the discounted free cash flow available to firm; and • tested the mathematical accuracy of management's calculations. The results of the above audit procedures indicated management's fair valuation was not unreasonable within a range of outcomes.

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 2022, the Group had a consolidated retirement benefit asset of $416.8 million and a consolidated net retirement benefit obligation of $77.7 million. The net retirement benefit asset comprises the value of pension plan assets less the pension obligation. The following key assumptions used to calculate the pension obligation can have a material impact on the calculation of the liability: ● salary increases; ● discount rates; and ● mortality rates. Management utilised an external actuary to perform certain calculations with respect to the estimated pension obligation. 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 liquid 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 judgements 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 stated above 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 valuation specialist (in respect of pension assets), involved the following procedures, amongst others: Pension obligation: ● 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 census data used in the actuarial calculation on a sample basis by comparing it to personnel files; and ● assessed the independence, competence and objectivity of the actuary used by management to calculate the retirement benefit obligations. 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. The results of the above audit procedures indicated management's valuation of the net retirement benefit asset 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.
- 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 2022

Consolidated Statement of Financial Position

Expressed in Thousands of Trinidad and Tobago dollars

	Notes	As at September 30 **2022** **$**	2021 $
ASSETS			
Non-current assets			
Property, plant and equipment	5	**2,528,760**	2,123,886
Right-of-use assets	6	**769,535**	854,536
Investment properties	7	**297,821**	329,503
Goodwill	8	**168,200**	168,409
Other intangible assets	9	**63,417**	59,415
Investments in associates and joint ventures	10	**140,228**	129,608
Trade and other receivables	11	**822**	800
Financial assets	12	**1,861,390**	923,521
Deferred income tax assets	13	**133,890**	132,405
Retirement benefit assets	14	**416,840**	457,411
		6,380,903	**5,179,494**
Current assets			
Inventories	15	**2,063,908**	1,627,654
Trade and other receivables	11	**1,854,381**	1,571,430
Financial assets	12	**1,044,797**	587,353
Statutory deposits with regulators	16	**47,654**	26,643
Cash and cash equivalents	17	**1,227,119**	2,034,141
Assets classified as held for sale	37	**79,821**	2,508,194
		6,317,680	**8,355,415**
Total assets		**12,698,583**	**13,534,909**
EQUITY			
Capital and reserves attributable to equity holders of the Parent			
Share capital	18	**764,344**	764,344
Retained earnings		**6,370,513**	5,878,713
Other reserves	20	**(67,903)**	25,075
		7,066,954	6,668,132
Non-controlling interests	21	**185,829**	164,039
Total equity		**7,252,783**	**6,832,171**

	Notes	2022 $	2021 $
		As at September 30	
LIABILITIES			
Non-current liabilities			
Borrowings	22	**1,546,406**	1,448,159
Lease liabilities	6	**846,518**	919,516
Trade and other payables	24	**2,116**	–
Deferred income tax liabilities	13	**224,210**	234,043
Customers' deposits	23	**211,938**	114,028
Retirement benefit obligations	14	**77,715**	82,664
Provisions for other liabilities and charges		**15,689**	48,094
		2,924,592	**2,846,504**
Current liabilities			
Trade and other payables	24	**1,713,135**	1,485,242
Customers' deposits	23	**334,665**	179,474
Current income tax liabilities		**157,432**	161,570
Borrowings	22	**239,822**	261,742
Lease liabilities	6	**76,154**	68,717
Liabilities classified as held for sale	37	**–**	1,699,489
		2,521,208	**3,856,234**
Total liabilities		**5,445,800**	**6,702,738**
Total equity and liabilities		**12,698,583**	**13,534,909**

The notes on pages 109 to 189 are an integral part of these consolidated financial statements.

On November 23, 2022, the Board of Directors of Massy Holdings Ltd. authorised these consolidated financial statements for issue.

E. Gervase Warner Director	Peter Jeewan Director	Vaughn Martin Director

Consolidated Statement of Profit or Loss

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

	Notes	As at September 30 2022 $	 2021 $ (Restated)
	37		
Continuing operations:			
Revenue	3/26	**12,367,145**	11,116,080
Operating profit before finance costs and expected credit losses		**1,135,476**	981,567
Expected credit losses	26.2	**(23,587)**	(4,007)
Operating profit before finance costs	26	**1,111,889**	977,560
Finance cost – net	28	**(101,412)**	(102,767)
Operating profit after finance costs		**1,010,477**	874,793
Share of profit of associates and joint ventures	10	**18,842**	50,296
Profit before income tax		**1,029,319**	925,089
Income tax expense	29	**(305,976)**	(249,841)
Profit for the year from continuing operations		**723,343**	**675,248**
Discontinued operations:			
Gain on sale of discontinued operations	37	**83,441**	90,784
Profit after tax from discontinued operations	37	**51,404**	55,996
Profit for the year from discontinued operations		**134,845**	**146,780**
Profit for the year		**858,188**	**822,028**
Attributable to:			
Owners of the Parent			
- continuing operations		**679,084**	637,068
- discontinued operations	37	**134,845**	151,390
Profit attributable to owners of the Parent		**813,929**	**788,458**
Non-controlling interests:			
- continuing operations		**44,259**	38,180
- discontinued operations	37	**–**	(4,610)
Profit attributable to non-controlling interests	21	**44,259**	**33,570**
Profit for the year		**858,188**	**822,028**
Earnings per share attributable to the owners of the Parent during the year (expressed in TT cents per share)			
Basic earnings per share:			
- continuing operations	30/37	**34.31**	32.39
- discontinued operations	30/37	**6.81**	7.70
		41.12	**40.09**

The notes on pages 109 to 189 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

	As at September 30	
	2022 **$**	2021 $
Profit for the year	**858,188**	**822,028**
Other comprehensive income:		
Items that will not be reclassified to profit or loss		
- Remeasurement of defined benefit pension plans net of taxation	**(24,587)**	(19,924)
	(24,587)	(19,924)
Items that may be subsequently reclassified to profit or loss		
- Currency translation differences	**(37,262)**	(12,750)
- Financial assets at fair value through OCI	**(35,859)**	–
	(73,121)	(12,750)
Other comprehensive loss for the year, net of tax	**(97,708)**	(32,674)
Total comprehensive income for the year	**760,480**	**789,354**
Attributable to:		
- owners of the parent	**715,241**	755,851
- non-controlling interests	**45,239**	33,503
Total comprehensive income for the year	**760,480**	**789,354**
Attributable to:		
- Continuing operations	**580,404**	608,423
- Discontinued operations	**134,837**	147,428
Total comprehensive income attributable to owners of the Parent	**715,241**	**755,851**

The notes on pages 109 to 189 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, 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**
Balance at October 1, 2020		**764,344**	**60,219**	**5,346,075**	**6,170,638**	**246,406**	**6,417,044**
Profit for the year		–	–	788,458	788,458	33,570	**822,028**
Other comprehensive income		–	(12,653)	(19,954)	(32,607)	(67)	**(32,674)**
Total comprehensive income for the year		**--**	**(12,653)**	**768,504**	**755,851**	**33,503**	**789,354**
Other movements:							
- Transfer from other reserves	20	–	(16,785)	16,785	–	–	**–**
- Disposal of subsidiaries		–	(3,058)	–	(3,058)	(68,306)	**(71,364)**
- Other reserve movements		–	(1,722)	(1,876)	(3,598)	843	**(2,755)**
Transactions with owners:							
- Dividends paid	19	–	–	(250,775)	(250,775)	(47,202)	**(297,977)**
- Purchase of non-controlling interests		–	(926)	–	(926)	(1,205)	**(2,131)**
Balance at September 30, 2021		**764,344**	**25,075**	**5,878,713**	**6,668,132**	**164,039**	**6,832,171**

		Year ended September 30, 2022	Year ended September 30, 2021 (Restated)
Dividends per share	19	**15.68¢**	14.25¢
Dividends paid per share	19	**14.50¢**	12.75¢

The notes on pages 109 to 189 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

	Notes	As at September 30 2022 $	2021 $ (Restated)
Cash flows from operating activities			
Profit before income tax from continuing operations		**1,029,319**	925,089
Profit before tax from discontinued operations	37	**138,946**	165,518
Adjustments for:			
Share of results of associates and joint ventures	10	**(18,842)**	(52,344)
Depreciation and impairment of property, plant and equipment	5	**228,854**	217,010
Depreciation of right-of-use assets	6	**91,021**	90,332
Depreciation and impairment of investment properties	7	**2,577**	2,892
Impairment of goodwill	8	**–**	10,263
Amortisation of other intangible assets	9	**20,980**	19,320
Unwinding of interest on restoration liability		**214**	145
Covid-19 lease concessions	6.2	**–**	(276)
Gain on disposal of property, plant and equipment		**(67,472)**	(113,748)
Gain on disposal of investment properties		**(6,791)**	(8,828)
Gain on disposal of subsidiaries	37	**(83,441)**	(90,784)
Expected credit losses/impairment expense on financial instruments		**22,278**	6,942
Loss/(gain) on other financial instruments		**16,810**	(51,255)
Employee retirement and other benefits		**11,035**	(16,541)
Profit before changes in working capital		**1,385,488**	**1,103,735**
Changes in working capital:			
Increase in inventories		**(435,865)**	(94,454)
Increase in trade and other receivables		**(304,333)**	(530,721)
Decrease in other provisions and other charges		**(32,743)**	(28,234)
Increase in instalment credit and other loans		**(25,005)**	(14,786)
Increase in trade and other payables		**182,633**	107,234
Increase in statutory deposits with regulators		**(21,011)**	(45,586)
Increase in liabilities on insurance contracts		**–**	157,758
Increase in customers' deposits		**253,101**	4,545
Cash generated from operations		**1,002,265**	659,491
Taxation paid		**(321,154)**	(245,454)
Net cash generated from operating activities		**681,111**	**414,037**

Consolidated Statement of Cash Flows

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

	Notes	As at September 30 **2022** **$**	 2021 $ (Restated)
Cash flows from investing activities			
Proceeds from sale of property, plant and equipment		**119,085**	159,176
Proceeds from sale of investment properties		**27,270**	27,516
Additions to property, plant and equipment	5	**(700,837)**	(423,775)
Additions to investment properties	7	**(2,179)**	(2,066)
Net change in other financial assets excluding instalment credit and other loans	12	**(1,423,126)**	292,642
Increase in other investments, other intangibles, non-controlling interests and investments in associates and joint ventures		**(54,510)**	(30,494)
Dividends received from associated companies	10	**40,232**	33,692
Net change in Net Assets reclassified to held for sale	37	**399,995**	–
Acquisition of subsidiary	36	**(19,585)**	–
Proceeds on sale of subsidiaries, net of cash disposed and direct costs	37	**56,529**	165,200
Net cash (used in)/generated from investing activities		**(1,557,126)**	**221,891**
Cash flows from financing activities			
Proceeds from borrowings		**943,705**	647,401
Principal repayments on borrowings		**(884,652)**	(1,064,701)
Principal repayments on lease liabilities	6	**(67,728)**	(77,215)
Purchase of non-controlling interest		**–**	(2,131)
Dividends paid to company's shareholders	19	**(287,011)**	(250,775)
Dividends paid to non-controlling interests		**(23,006)**	(47,202)
Net cash used in financing activities		**(318,692)**	**(794,623)**
Net decrease in cash, cash equivalents		**(1,194,707)**	(158,695)
Cash, cash equivalents and bank overdrafts at beginning of the year		**2,362,092**	2,525,521
Effect of exchange rate changes on cash and bank overdrafts		**1,948**	(4,734)
Cash, cash equivalents and bank overdrafts at end of the year		**1,169,333**	**2,362,092**
Cash and short-term bank deposits		**1,227,119**	2,379,882
Bank overdrafts	22	**(57,786)**	(17,790)
		1,169,333	2,362,092
The following amounts are included within cash flows from operating activities:			
Interest received from other financial instruments		**79,609**	80,218
Dividends received from other financial instruments		**2,331**	2,198
Cash and short-term bank deposits:			
Continuing operations	17	**1,227,119**	2,034,141
Reclassified to held for sale	37	**–**	345,741
		1,227,119	**2,379,882**

The notes on pages 109 to 189 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.

There were no changes in the ownership of the entities listed below except for the entities disposed in Note 37.

	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%
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%

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 *(continued)*		
Massy Distribution (St. Lucia) Ltd.	Saint Lucia	100%
Massy Distribution (USA) Inc.	United States of America	100%
Knights Limited	Barbados	99.8%
Real Estate		
Massy Properties (Barbados) Ltd.	Barbados	100%
Corporate Office		
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	31 December
Massy Energy Colombia S.A.S	31 December
Autogalias S.A.S	31 December
Macarena de la Montaña SAS	31 December
Autolux SAS	31 December
Seguros Automontaña Ltda.	31 December
Automontaña S.A.S	31 December
Germania Motors S.A.S	31 December
Auto Orion S.A.S	31 December
Massy Motors Premium S.A.S.	31 December
Massy Motors Rentals S.A.S	31 December
Mazko S.A.S.	31 December
Distribuidora Central de Gas S.A.S. E.S.P.	31 December
Gas Propano de Colombia S.A.S. E.S.P.	31 December
Grandos Gomez & CIA S.A. Empresa de Servicios Publicos Gas	31 December

2 SUMMARY OF 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 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

2.1 Basis of preparation *(continued)*

2.1.1 Standards, amendments and interpretations adopted by the Group

The Group has applied the following amendment for the annual reporting period commencing October 1, 2021:

- Amendment to IFRS 16, 'Leases' – Covid-19 related rent concessions: Extension of the practical expedient (effective 1 April 2021). As a result of the coronavirus (Covid-19) pandemic, rent concessions have been granted to lessees. In May 2020, the IASB published an amendment to IFRS 16 that provided an optional practical expedient for lessees from assessing whether a rent concession related to COVID-19 is a lease modification. On March 31, 2021, the IASB published an additional amendment to extend the date of the practical expedient from June 30, 2021, to June 30, 2022. Lessees can elect to account for such rent concessions in the same way as they would if they were not lease modifications. In many cases, this will result in accounting for the concession as variable lease payments in the period(s) in which the event or condition that triggers the reduced payment occurs. The adoption of this amendment 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:

- A number of narrow-scope amendments to IFRS 3, IAS 16, IAS 37 and some annual improvements on IFRS 1, IFRS 9, IAS 41 and IFRS 16. (effective October 1, 2022)
- Amendments to IAS 1, Presentation of financial statements', on classification of liabilities (effective October 1, 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 October 1, 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.

2.2.2 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.

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

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

2.2 Consolidation *(continued)*

2.2.2 Transactions with non-controlling interests *(continued)*

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 consolidate 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 consolidate 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 Chief Executive Officer who makes strategic decisions.

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.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

2.4 Foreign currency translation *(continued)*

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.

2.5 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.

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

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

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.

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 SUMMARY OF 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 September 30, 2022. Covid-19 rental waivers were accounted for as variable lease payments.

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 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.

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).

Notes to the Consolidated Financial Statements

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

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

2.8 Intangible assets*(continued)*

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.

2.9 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.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

2.9 Financial assets *(continued)*

2.9.1 Classification *(continued)*

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 in the case of 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.

  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.

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2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

2.9 Financial assets *(continued)*

2.9.3 Measurement *(continued)*

a Debt instruments (continued)

- 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.

2.9.4 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.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

2.9 Financial assets *(continued)*

2.9.4 Impairment *(continued)*

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.

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 programmes such as; "loan payment deferral programme" 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.

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.

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2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

2.9 Financial assets *(continued)*

2.9.4 Impairment *(continued)*

c Trade receivables, contract assets and other debtors

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.

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 fair value and 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 (c).

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.

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 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

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.

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.

Notes to the Consolidated Financial Statements

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

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

2.17 Current and deferred income tax *(continued)*

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.

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.

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.

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.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

2.18 Employee benefits *(continued)*

2.18.1 Pension obligations *(continued)*

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.

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.

Notes to the Consolidated Financial Statements

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

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

2.18 Employee benefits *(continued)*

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 October 1, 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.

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 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

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.

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.

Notes to the Consolidated Financial Statements

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

2 SUMMARY OF 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.

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 Chief Operating Decision Maker (CODM) is the Chief Executive Officer (CEO). Management has determined the operating segments based on the reports reviewed by the CEO and the Board of Massy Holdings Ltd.

The CEO 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 five main business segments:
1 Integrated Retail;
2 Gas Products;
3 Motors and Machines;
4 Financial Services; and
5 Real Estate.

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.

The CEO 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, Saint Lucia and St. Vincent.

5 Real Estate

This segment holds the Group investments in property sales and rentals in Barbados.

The Group's retirement benefit assets are deemed unallocated and are not considered to be segment assets but rather are managed by Corporate Office. These assets along with the related income and expense are included in Corporate Office and Other Adjustments.

Notes to the Consolidated Financial Statements

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3 SEGMENT INFORMATION *(continued)*

The segment results for the year ended September 30, 2022 relating to continuing operations are as follows:

	Integrated Retail $	Gas Products $	Motors & Machines $	Financial Services $	Real Estate $	Corporate office and other adjustments $	Total $
Group revenue	7,942,952	1,635,011	3,357,119	150,726	44,834	20,867	**13,151,509**
Inter-segment revenue	(436,888)	(18,732)	(302,904)	(680)	(4,293)	(20,867)	**(784,364)**
Third party revenue	**7,506,064**	**1,616,279**	**3,054,215**	**150,046**	**40,541**	**–**	**12,367,145**
Timing of revenue							
At a point in time	7,942,952	1,339,235	3,203,070	113,464	–	20,867	**12,619,588**
Over time	–	280,307	77,251	36,935	44,834	–	**439,327**
Revenue not recognised under IFRS 15	–	15,469	76,798	327	–	–	**92,594**
	7,942,952	**1,635,011**	**3,357,119**	**150,726**	**44,834**	**20,867**	**13,151,509**
Operating profit/(loss) before finance costs	589,369	281,194	262,991	90,968	34,277	(146,910)	**1,111,889**
Finance costs – net	(55,794)	(7,008)	(12,046)	(1,196)	--	(25,368)	**(101,412)**
	533,575	**274,186**	**250,945**	**89,772**	**34,277**	**(172,278)**	**1,010,477**
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	34,277	(172,278)	**1,029,319**
Taxation (Note 29)	(130,671)	(102,230)	(78,314)	(23,674)	(268)	29,181	**(305,976)**
Profit/(loss) for the year	**402,904**	**202,934**	**160,495**	**66,098**	**34,009**	**(143,097)**	**723,343**

The segment results for the year ended September 30, 2021 relating to continuing operations are as follows:

	Integrated Retail $	Gas Products $	Motors & Machines $	Financial Services $	Real Estate $	Corporate office and other adjustments $	Total $
Group revenue	7,378,300	1,326,054	2,870,521	126,800	36,015	22,082	**11,759,772**
Inter-segment revenue	(435,185)	(14,519)	(162,854)	–	(9,052)	(22,082)	**(643,692)**
Third party revenue	**6,943,115**	**1,311,535**	**2,707,667**	**126,800**	**26,963**	**–**	**11,116,080**
Timing of revenue							
At a point in time	7,378,300	1,132,717	2,729,035	96,905	–	1,339	**11,338,296**
Over time	–	178,959	81,269	29,355	36,015	20,743	**346,341**
Revenue not recognised under IFRS 15	–	14,378	60,217	540	–	–	**75,135**
	7,378,300	**1,326,054**	**2,870,521**	**126,800**	**36,015**	**22,082**	**11,759,772**
Operating profit/(loss) before finance costs	494,653	228,576	182,985	88,756	9,143	(26,553)	**977,560**
Finance costs – net (Restated)	(68,591)	(14,625)	(9,696)	(330)	–	(9,525)	**(102,767)**
	426,062	**213,951**	**173,289**	**88,426**	**9,143**	**(36,078)**	**874,793**

3 SEGMENT INFORMATION *(continued)*

The segment results for the year ended September 30, 2021 relating to continuing operations are as follows: *(continued)*

	Integrated Retail $	Gas Products $	Motors & Machines $	Financial Services $	Real Estate $	Corporate office and other adjustments $	Total $
Share of results of associates and joint ventures (Note 10)	–	50,296	–	–	–	–	**50,296**
Profit/(loss) before income tax	426,062	264,247	173,289	88,426	9,143	(36,078)	**925,089**
Taxation (Note 29)	(114,732)	(83,923)	(59,869)	(23,184)	–	31,867	**(249,841)**
Profit/(loss) for the year	**311,330**	**180,324**	**113,420**	**65,242**	**9,143**	**(4,211)**	**675,248**

The segment assets and liabilities at September 30, 2022 and capital expenditure for the year then ended are as follows:

	Integrated Retail $	Gas Products $	Motors & Machines $	Financial Services $	Real Estate $	Corporate office and other adjustments $	Total $
Total assets	4,925,446	2,006,599	1,945,005	1,632,838	422,485	1,766,210	**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	65,575	1,579,978	**5,445,800**
Capital expenditure (Notes 5, 6, 7 and 9)	404,456	111,914	222,571	11,871	4,961	7,122	**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	4,475	2,545	**322,150**

The segment assets and liabilities at September 30, 2021 and capital expenditure for the year then ended are as follows:

	Integrated Retail $	Gas Products $	Motors & Machines $	Financial Services $	Real Estate $	Corporate office and other adjustments $	Total $
Total assets	4,362,440	1,479,550	1,711,803	2,897,196	855,746	2,228,174	**13,534,909**
Investments in associates and joint ventures (Note 10)	6,747	121,683	742	–	–	436	**129,608**
Total liabilities	1,780,262	405,368	592,935	2,077,165	93,197	1,753,811	**6,702,738**
Capital expenditure (Notes 5, 6, 7 and 9)	333,178	80,163	171,341	4,158	8,130	9,208	**606,178**
Other segment items included in the consolidated statement of profit or loss are as follows:-							
Depreciation and impairment (Notes 5, 6 and 7)	171,880	48,311	80,218	1,609	5,689	(18,733)	**288,974**
Impairment of goodwill	–	263	–	–	–	–	**263**

The Group's five business segments operate in five 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.

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

3 SEGMENT INFORMATION *(continued)*

	Third party revenue		Profit before income tax		Total assets		Capital expenditure	
	2022 $	2021 $ (Restated)	**2022 $**	2021 $ (Restated)	**2022 $**	2021 $	**2022 $**	2021 $
Trinidad and Tobago	**4,756,869**	4,399,543	**531,927**	412,495	**4,537,654**	5,869,643	**257,705**	206,100
Barbados and Eastern Caribbean	**3,396,552**	2,989,766	**262,533**	211,379	**4,808,955**	5,114,937	**272,005**	226,221
Guyana	**1,533,557**	1,206,509	**258,502**	202,359	**1,622,830**	889,719	**82,356**	47,990
Jamaica	**712,839**	598,306	**66,706**	62,897	**457,223**	485,175	**43,619**	36,839
Colombia	**1,848,614**	1,816,791	**68,197**	66,961	**773,037**	706,276	**104,606**	88,963
Other	**118,714**	105,165	**13,732**	5,076	**498,884**	469,159	**2,604**	65
Corporate Office and other adjustments	**–**	–	**(172,278)**	**(36,078)**	**–**	–	**–**	–
	12,367,145	**11,116,080**	**1,029,319**	**925,089**	**12,698,583**	**13,534,909**	**762,895**	**606,178**

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.

ii Measurement of the Expected Credit Loss (ECL) allowance

The measurement of the 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
- Establishing groups of similar financial assets for the purposes of measuring ECL.

ECL calculations are shown in Note 34. Had there been a 10% shift in the average ECL rate for all debt instruments at amortised cost and FVOCI, the Group ECL allowance would have been lower by $9,082 (2021: $14,281).

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.

4 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS *(continued)*

a Critical accounting estimates and assumptions *(continued)*

iii Impairment of property, plant and equipment and investment properties *(continued)*

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 29.

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 34.

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 26.

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 a September 30, 2022, 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 $182,002 lower or $234,029 higher (2021: $175,212 lower or $225,220 higher).

Other key assumptions for pension obligations are based in part on current market conditions. Additional information is disclosed in Note 14.

Notes to the Consolidated Financial Statements

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

5 PROPERTY, PLANT AND EQUIPMENT

	Freehold Properties $	Leasehold properties & improve-ments $	Plant & equipment $	Rental assets $	Furniture & 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**

The net book amount of property, plant and equipment includes $2,399 (2021: $3,453) in respect of motor vehicles held under finance leases.

Depreciation and impairment expenses of $72,281 (2021: $44,926) has been charged in cost of sales and $156,573 (2021: $172,084) in 'selling, general and administrative expenses'.

	Freehold Properties $	Leasehold properties & improve-ments $	Plant & equipment $	Rental assets $	Furniture & fixtures $	Motor vehicles $	Capital work in progress $	Total $
Year ended September 30, 2021								
Opening net book amount	1,179,564	217,886	433,108	153,560	58,116	79,005	63,962	**2,185,201**
Additions	12,649	17,680	104,252	105,135	22,507	30,035	131,517	**423,775**
Disposal of subsidiaries (Note 37)	(59,616)	(587)	(29,210)	–	(122)	(3,096)	–	**(92,631)**
Disposals and adjustments	978	(9,564)	(1,695)	(30,705)	(108)	(5,576)	1,242	**(45,428)**
Translation adjustments	(926)	520	(3,279)	(3,342)	(135)	(450)	16	**(7,596)**
Transfer from capital work in progress	40,686	7,517	21,290	14	3,362	3,947	(76,816)	**–**
Reclassified to held for sale (Note 37)	(85,857)	–	(34,575)	–	–	(1,993)	–	**(122,425)**
Depreciation and impairment charge	(5,157)	(24,479)	(96,521)	(50,471)	(15,782)	(24,600)	–	**(217,010)**
Closing net book amount	**1,082,321**	**208,973**	**393,370**	**174,191**	**67,838**	**77,272**	**119,921**	**2,123,886**
At September 30, 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, 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 36)	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**
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**
Year ended September 30, 2021				
Opening net book amount	742,822	1,091	49,007	**792,920**
Exchange adjustment	1,192	(15)	(29)	**1,148**
Additions	158,336	3,016	2,392	**163,744**
Disposals and adjustments	(3,774)	127	676	**(2,971)**
Disposal of subsidiaries (Note 37)	–	–	(8,063)	**(8,063)**
Effect of modification to lease terms	1,844	–	15	**1,859**
Depreciation charge	(83,019)	(1,508)	(5,805)	**(90,332)**
Reclassified to held for sale (Note 37)	(3,769)	–	–	**(3,769)**
At end of year	**813,632**	**2,711**	**38,193**	**854,536**
Cost	983,765	6,853	49,609	**1,040,227**
Accumulated depreciation	(170,133)	(4,142)	(11,416)	**(185,691)**
At end of year	**813,632**	**2,711**	**38,193**	**854,536**

Notes to the Consolidated Financial Statements

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

6 LEASES *(continued)*

6.2 Lease liabilities

	2022 $	2021 $
Opening net book amount	**988,233**	910,607
Translation adjustments	**(8,561)**	236
Additions	**44,114**	162,974
Payments	**(67,728)**	(77,215)
Acquisition of subsidiaries	**162**	–
Disposal of subsidiaries (Note 37)	**–**	(9,327)
Covid-19-related rent concessions	**–**	(276)
Effect of modifications of lease terms	**1,802**	1,901
Reclassified to held for sale (Note 37)	**–**	(3,968)
Disposals and adjustments	**(35,350)**	3,301
Closing net book amount	**922,672**	**988,233**
Current	**76,154**	68,717
Non-current	**846,518**	919,516
	922,672	**988,233**

6.3 Amounts recognised in the consolidated statement of profit or loss for continuing operations:

	2022 $	2021 $
Interest expense on lease liabilities (Note 28)	**61,244**	55,086
Depreciation charge on right-of-use assets	**91,021**	87,922
Expense relating to short-term leases	**22,585**	13,656
Expense relating to leases of low value assets not included above	**149**	1,918
Net losses on lease modifications	**–**	41
Covid-19-related rent concessions	**–**	(276)
	174,999	**158,347**

7 INVESTMENT PROPERTIES

	2022 $	2021 $
Cost	**331,463**	431,008
Accumulated depreciation and impairment	**(33,642)**	(101,505)
Net book amount	**297,821**	**329,503**
Movement analysis:		
Opening net book amount	**329,503**	403,215
Translation adjustments	**(510)**	(908)
Additions	**2,179**	2,066
Disposals	**(20,479)**	(18,688)
Depreciation	**(2,577)**	(2,892)
Disposal of subsidiary (Note 37)	**(10,101)**	(1,416)
Reclassified to held for sale (Note 37)	**–**	(51,883)
Other adjustments	**(194)**	9
Closing net book amount	**297,821**	**329,503**

- The fair value of the investment properties amounted to $313,284 (2021: $469,492).
- 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 $19,679 (2021: $30,460).
- Direct operating expenses arising on the investment properties which generated revenue during the year amounted to $11,402 (2021: $14,206).
- Direct operating expenses arising on the investment properties which did not generate revenue during the year amounted to $2,666 in the prior year. There were no costs in the current year.
- Depreciation and impairment expenses have been charged in cost of sales.

8 GOODWILL

	2022 $	2021 $
Cost	**331,787**	355,760
Accumulated translation adjustments	**(7,644)**	(7,435)
Accumulated impairment	**(155,943)**	(155,943)
Disposal of subsidiary	**–**	(3,271)
Reclassified to held for sale (Note 37)	**–**	(20,702)
Net book amount	**168,200**	**168,409**

Notes to the Consolidated Financial Statements

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

8 GOODWILL *(continued)*

	2022 **$**	2021 $
Movement analysis:		
Opening net book amount	**168,409**	202,768
Disposal of subsidiary	**–**	(3,271)
Reclassified to held for sale (Note 37)	**–**	(20,702)
Translation adjustments	**(209)**	(123)
Impairment charge	**–**	(10,263)
Closing net book amount	**168,200**	**168,409**

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.

	2022	2021
Motors & Machines	**105,223**	105,223
Gas Products	**2,835**	2,896
Integrated Retail	**60,142**	60,290
Total	**168,200**	**168,409**

The recoverable amount of cash generating units is determined based on value-in-use and fair value less costs to sell calculations. 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:

	2022		2021	
	Growth Rate1	Discount Rate2	Growth Rate1	Discount Rate2
Motors & Machines	**2.5%-4.72%**	**11.06%**	2.5%-4.6%	11.70%-12.20%
Gas Products	**2.3%**	**9.75%**	1.9%-3.0%	9.78%-12.80%
Integrated Retail	**3.00%-5.97%**	**7.64%-8.29%**	3.0%-3.24%	10.80%-11.00%

[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.

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.

	2022 **$**	2021 $
Opening net book value	**59,415**	63,356
Translation adjustments	**(4,515)**	152
Additions for the year	**15,534**	30,494
Acquisition of subsidiaries (Note 36)	**14,820**	–
Amortisation charge for the year	**(20,980)**	(19,320)
Other adjustments	**(857)**	–
Reclassified to held for sale (Note 37)	**–**	(15,267)
Net book amount	**63,417**	**59,415**
Cost	**156,290**	130,450
Accumulated amortisation	**(92,873)**	(71,035)
Net book amount	**63,417**	**59,415**

The amortisation charge is included in selling, general and administrative expenses.

10 INVESTMENTS IN ASSOCIATES AND JOINT VENTURES

	2022 **$**	2021 $
Investment and advances	**114,157**	74,324
Share of post-acquisition reserves	**26,071**	55,284
	140,228	**129,608**
Movement analysis:		
Balance at beginning of year	**129,608**	170,498
Translation adjustments	**(24)**	(215)
Share of results before tax	**18,842**	52,344
Share of tax	**(9,165)**	(15,977)
Dividends received	**(40,232)**	(33,692)
Disposal of associates	**–**	(5,169)
Reclassified to held for sale (Note 37)	**–**	(38,573)
Additional investments and advances	**39,833**	–
Other	**1,366**	392
Balance at end of year	**140,228**	**129,608**
Analysed as:		
Individually material associates and joint ventures	**120,175**	121,682
Individually immaterial associates and joint ventures	**20,053**	7,926
	140,228	**129,608**

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

10 INVESTMENTS IN ASSOCIATES AND JOINT VENTURES *(continued)*

	2022 $	2021 $
Share of profit before tax of associates and joint ventures		
Continuing operations	**18,842**	50,296
Reclassified to held for sale (Note 37)	**–**	2,048
	18,842	**52,344**

Individually immaterial associates and joint ventures include SigniaGlobe Financial Group Inc. in the prior year which has since been sold.

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.

	2022 Massy Wood $	Caribbean Industrial Gases Unlimited $	Curbo $	Total $	2021 Massy Wood $	Caribbean Industrial Gases Unlimited $	Total
As at September 30, 2022							
Summarised balance sheet:							
Current assets	**285,006**	**79,557**	**99,353**	**463,916**	371,206	66,784	437,990
Non-current assets	**23,209**	**9,675**	**48,364**	**81,248**	31,481	48,999	80,480
Current liabilities	**(137,545)**	**(30,621)**	**(20,178)**	**(188,344)**	(232,796)	(10,914)	(243,710)
Non-current liabilities	**(2,681)**	**(20,057)**	**(10,312)**	**(33,050)**	(3,844)	(30,939)	(34,783)
Net assets	**167,989**	**38,554**	**117,227**	**323,770**	**166,047**	**73,930**	**239,977**
Reconciliation to net carrying amounts:							
Group share of joint ventures (%)	**50**	**50**	**19.55**	**–**	50	50	50
Group share of joint ventures ($)	**83,995**	**19,277**	**22,918**	**126,190**	83,023	36,965	119,988
Goodwill	**727**	**–**	**–**	**727**	727	967	1,694
Impairment	**–**	**–**	**(6,742)**	**(6,742)**	–	–	–
	84,722	**19,277**	**16,176**	**120,175**	**83,750**	**37,932**	**121,682**
Other information:							
Country of incorporation	Trinidad & Tobago	Trinidad & Tobago	Colombia		Trinidad & Tobago	Trinidad & Tobago	
Nature of relationship	Joint venture	Joint venture	Associate		Joint venture	Joint venture	

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 before tax	46,720	17,170	(27,592)	**36,298**
Reconciliation to profit or loss:				
Group share of joint ventures (%)	50	50	19.55	**–**
Group share of profit before impairment expenses	23,360	8,585	(5,394)	**26,551**
Goodwill Impairment	–	(967)	–	**(967)**
Impairment	–	–	(6,742)	**(6,742)**
Group share of profit before tax	23,360	7,618	(12,136)	**18,842**
Income tax expense	(6,295)	(2,869)	–	**(9,164)**
Group share of profit for the year	**17,065**	**4,749**	**(12,136)**	**9,678**
As at September 30, 2021				
Revenue	1,049,185	89,625	–	**1,138,810**
Interest income	1	–	–	**1**
Depreciation and amortisation	–	(1,453)	–	**(1,453)**
Interest expense	–	(805)	–	**(805)**
Profit before tax	66,955	35,167	–	**102,122**
Reconciliation to profit or loss:				
Group share of joint ventures (%)	50	50	–	**50**
Group share of profit before impairment expenses	33,478	17,583	–	**51,061**
Goodwill Impairment	–	(765)	–	**(765)**
Group share of profit before tax	33,478	16,818	–	**50,296**
Income tax expense	(10,594)	(4,859)	–	**(15,453)**
Group share of profit for the year	**22,884**	**11,959**	**–**	**34,843**

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

Notes to the Consolidated Financial Statements

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11 TRADE AND OTHER RECEIVABLES

	2022 $	2021 $
Trade receivables	**1,063,426**	883,762
Receivables with related parties	**7,052**	25,323
Less: provision for impairment of receivables	**(64,544)**	(56,418)
Trade receivables – net	**1,005,934**	**852,667**
Contract assets (Note 11.1)	**105,403**	90,028
Less: provision for impairment of contract assets (Note 11.1)	**(173)**	(131)
Other debtors and prepayments	**745,650**	631,789
Less: provision for impairment of other debtors	**(1,611)**	(2,123)
Other debtors and prepayments – net	**849,269**	719,563
	1,855,203	**1,572,230**
Non-current portion	**822**	800
Current portion	**1,854,381**	1,571,430
	1,855,203	**1,572,230**

11.1 Contract assets comprises:

	2022 $	2021 $
Unbilled income	**95,198**	89,791
Assets recognised from costs to fulfil a contract	**123**	–
Other: Service contracts	**9,909**	106
	105,230	**89,897**

The contract assets and other debtors are subjected to impairment testing under IFRS 9. The basis for impairment is explained in Note 34.1.2.

Contract assets have increased as the Group has provided less services ahead of the agreed payment schedules for fixed-price contracts.

12 FINANCIAL ASSETS

	2022 $	2021 $
At amortised cost:		
- Bonds	**571,750**	407,638
- Less: provision for impairment of bonds	**(1,051)**	(413)
- Instalment credit, hire purchase receivables and other accounts	**628,425**	602,317
- Less: provision for impairment of instalment credit, hire purchase receivables and other accounts	**(20,479)**	(17,292)
	1,178,645	**992,250**
Fair value through profit or loss:		
- Bonds and Treasury Bills	**13,621**	304,001
- Listed equities	**11,650**	12,180
- Unlisted equities	**212**	212
- Investment funds	**3,178**	3,454
- Structured notes	**48,232**	–
	76,893	**319,847**
Fair value through other comprehensive income:		
- Bonds and Treasury Bills	**1,448,694**	–
- Less: provision for impairment of bonds and Treasury Bills	**(449)**	–
- Unlisted equities	**202,404**	198,777
	1,650,649	198,777
Total	**2,906,187**	**1,510,874**
Non-current portion	**1,861,390**	923,521
Current portion	**1,044,797**	587,353
	2,906,187	**1,510,874**

12.1 Finance leases

Included in instalment credit and other accounts are amounts relating to finance leases as follows:

	2022 $	2021 $
Not later than 1 year	**3,957**	4,662
Later than 1 year and not later than 5 years	**6,761**	8,804
	10,718	13,466
Unearned finance charges on finance leases	**(127)**	(1,531)
Net investment in finance leases	**10,591**	**11,935**
Not later than 1 year	**3,523**	4,051
Later than 1 year and not later than 5 years	**7,068**	7,884
	10,591	**11,935**

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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% (2021: 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, 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**
Year ended September 30, 2021						
At beginning of year	15,307	13,984	41,653	13,654	40,025	**124,623**
Credit to consolidated statement of profit or loss	3,060	9,730	4,630	3,566	20,132	**41,118**
Exchange adjustment	2	90	(357)	–	253	**(12)**
Disposal of subsidiary (Note 37)	(932)	(2,745)	–	–	–	**(3,677)**
Reclassified to held for sale (Note 37)	1,606	(2,403)	–	–	(2,520)	**(3,317)**
Other movements	(9,723)	2,764	(9,059)	(2,580)	(7,732)	**(26,330)**
At end of year	**9,320**	**21,420**	**36,867**	**14,640**	**50,158**	**132,405**

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.

Other deferred income tax assets comprise balances relating to pension plan adjustments and smaller miscellaneous inputs.

Deferred income tax liabilities

	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 37)	(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**

13 DEFERRED INCOME TAX *(continued)*

Deferred income tax liabilities

	Accelerated depreciation $	Pension Plan surplus $	Other $	Total $
Year ended September 30, 2021				
At beginning of year	73,287	135,544	27,219	**236,050**
(Credit)/charge to consolidated statement of profit or loss	(1,895)	(1,213)	19,870	**16,762**
Exchange adjustment	(405)	(624)	52	**(977)**
Disposal of subsidiary (Note 37)	(3,233)	–	–	**(3,233)**
Other movements	(11,437)	4,113	(7,235)	**(14,559)**
At end of year	**56,317**	**137,820**	**39,906**	**234,043**

14 RETIREMENT BENEFIT ASSETS/OBLIGATIONS

	2022 $	2021 $
Retirement benefit assets		
Neal & Massy Group Pension Fund Plan	**380,303**	382,573
Overseas plans – Other	**36,537**	74,838
	416,840	**457,411**

The pension plans were valued by independent actuaries using the projected unit credit method.

	2022 $	2021 $
Neal & Massy Group Pension Fund Plan		
The amounts recognised in the statement of financial position are as follows:		
Fair value of plan assets	**1,838,122**	1,858,543
Present value of obligation	**(1,323,001)**	(1,292,700)
	515,121	565,843
Unutilisable asset	**(134,818)**	(183,270)
Asset in the statement of financial position	**380,303**	**382,573**
The movement in the present value of the defined benefit obligation is as follows:		
Opening present value of defined benefit obligation	**1,292,700**	1,263,030
Current service cost	**34,783**	30,972
Interest cost	**62,978**	61,941
Actuarial gains on obligation	**(1,164)**	(14,821)
Benefits paid	**(66,296)**	(48,422)
Closing present value of defined benefit obligation at September 30	**1,323,001**	**1,292,700**
The movement in the fair value of plan assets for the year is as follows:		
Opening fair value of plan assets	**1,858,543**	1,669,790
Expected return on plan assets	**82,106**	81,026
Actuarial (losses)/gains on plan assets	**(36,231)**	156,149
Benefits paid	**(66,296)**	(48,422)
Closing fair value of plan assets at September 30	**1,838,122**	**1,858,543**

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

14 RETIREMENT BENEFIT ASSETS/OBLIGATIONS *(continued)*

Retirement benefit assets (continued)

	2022 **$**	2021 $
The amounts recognised in the consolidated statement of profit or loss are as follows:		
Current service cost	**34,783**	30,972
Net interest cost	**(19,128)**	(19,085)
Total included in profit or loss	**15,655**	**11,887**
Actuarial (gains) recognised in other comprehensive income before tax	**(13,385)**	**(12,760)**
Movement in the asset recognised in the consolidated statement of financial position:		
Asset at beginning of year	**382,573**	381,700
Net pension expense	**(15,655)**	(11,887)
Actuarial gains	**13,385**	12,760
Asset at end of year	**380,303**	**382,573**

The principal actuarial assumptions used were:

	Per annum	Per annum
Discount rate	**5.0%**	5.0%
Future salary increases	**5.0%**	5.0%
Future pension increases – post retirement	**3.0%**	3.0%
Sensitivity – change in discount rate	**1% increase**	1% increase
Sensitivity impact	**(182,002)**	**(175,212)**

Assumptions regarding future mortality experience are set based on advice from published statistics and experience in each territory.

	2022	2021
Plan assets are comprised as follows:		
Local equities/mutual funds	**32%**	31%
Local bonds/mortgages	**17%**	17%
Foreign investments	**45%**	46%
Deferred annuities/insurance policy	**4%**	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

14 RETIREMENT BENEFIT ASSETS/OBLIGATIONS *(continued)*

Overseas plans – HD Hopwood Jamaica and Massy Guyana Staff Pension Fund Plans

The amounts recognised in the statement of financial position are as follows:

	2022 **$**	2021 $
Fair value of plan assets	**451,075**	323,425
Present value of the defined benefit obligation	**(183,657)**	(156,295)
	267,418	167,130
Unutilisable asset	**(230,881)**	(92,292)
Asset recognised in the statement of financial position	**36,537**	**74,838**
The movement in the defined benefit obligation over the year is as follows:		
Opening present value of defined benefit obligation	**156,295**	186,758
Current service cost	**4,752**	3,256
Interest cost	**10,923**	9,807
Plan participant contributions	**4,043**	3,549
Actuarial losses on obligation	**12,704**	4,330
Liabilities extinguished on settlement/curtailment	**–**	(42,689)
Exchange differences on foreign plans	**1,174**	(1,063)
Benefits paid	**(6,234)**	(7,653)
Closing present value of defined benefit obligation	**183,657**	**156,295**
The movement in the fair value of plan assets for the year is as follows:		
Opening fair value of plan assets	**323,425**	316,604
Income from discount rate on utilisable plan assets	**16,118**	13,690
Actual return on assets greater than above	**108,751**	48,577
Assets disbursed on settlement	**–**	(51,070)
Exchange differences on foreign plans	**2,172**	(2,772)
Employer contributions	**3,412**	2,936
Plan participant contributions	**4,043**	3,549
Administration expenses	**(611)**	(436)
Benefits paid	**(6,235)**	(7,653)
Closing fair value of plan assets at September 30	**451,075**	**323,425**
The amounts recognised in the consolidated statement of profit or loss are as follows:		
Current service cost	**4,752**	3,256
Net interest cost	**(5,195)**	(3,883)
Administration expenses	**611**	436
Curtailments and settlements	**–**	(1,296)
Total included in statement of profit or loss	**168**	**(1,487)**
Actual return on plan assets	**124,869**	**62,267**

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

14 RETIREMENT BENEFIT ASSETS/OBLIGATIONS *(continued)*

Overseas plans – HD Hopwood Jamaica and Massy Guyana Staff Pension Fund Plans (continued)

Movement in the asset recognised in the consolidated statement of financial position

	2022 $	2021 $
Asset at beginning of year	**74,838**	58,287
Actuarial (losses)/gains recognised in other comprehensive	**(41,545)**	12,127
Net pension (expense)/income	**(168)**	1,487
Increase in unrecognisable asset	**–**	–
Employer contributions	**3,412**	2,937
Asset at end of year	**36,537**	**74,838**
Actuarial (losses)/gains recognised in other comprehensive income	**(41,543)**	**12,127**

The principal actuarial assumptions used were:

	Per annum	Per annum
Discount rate	**5%-11.5%**	6%-9%
Future salary increases	**5%-5.5%**	5%-6.5%
Future national insurance increases	**4%**	4%
Future pension increases	**2%-5%**	2%-5%
Future bonuses	**0%-2%**	0%-2%

Assumptions regarding future mortality experience are set based on advice from published statistics and experience in each territory.

	2022 $	2021 $
Retirement benefit obligations		
Massy Holdings/BS&T/Hopwood – medical pension plan	**(121,792)**	(130,645)
Barbados Shipping & Trading (BS&T) – pension plan	**44,077**	47,981
	(77,715)	**(82,664)**
Barbados Shipping & Trading (BS&T) – pension plan		
The amounts recognised in the consolidated statement of profit or loss are as follows:		
Fair value of plan assets	**595,711**	669,730
Present value of the defined benefit obligation	**(503,722)**	(527,081)
	91,989	142,649
Unrecognised asset due to limit	**(47,912)**	(94,668)
Asset in the statement of financial position	**44,077**	**47,981**

14 RETIREMENT BENEFIT ASSETS/OBLIGATIONS *(continued)*

Retirement benefit obligations (continued)

	2022 $	2021 $
The movement in the defined benefit obligation over the year is as follows:		
Opening present value of defined benefit obligation	**527,081**	529,275
Current service cost	**5,104**	5,787
Interest cost	**38,351**	40,014
Past service cost	**1,069**	–
Asset/(liabilities) extinguished on settlement	**(23,629)**	2,625
Actuarial gains on obligation	**(3,203)**	(11,810)
Exchange differences on foreign plans	**(1,028)**	(1,253)
Benefits paid	**(40,023)**	(37,557)
Closing present value of defined benefit obligation at September 30	**503,722**	**527,081**
The movement in the fair value of plan assets for the year is as follows:		
Opening fair value of plan assets	**669,730**	595,565
Income from discount rate on utilisable plan assets	**42,049**	45,811
Actual return on assets less than above	**(66,294)**	36,579
Assets disbursed on settlement	**(18,059)**	–
Administration expenses	**(175)**	(283)
Employer contributions	**9,729**	31,055
Exchange differences	**(1,246)**	(1,440)
Benefits paid	**(40,023)**	(37,557)
Closing fair value of plan assets at September 30	**595,711**	**669,730**
The amounts recognised in the consolidated income statement are as follows:		
Current service cost	**5,104**	5,787
Net interest income	**(3,698)**	(5,797)
Past service cost	**1,069**	–
(Gain)/loss on curtailments	**(5,570)**	2,625
Administration expenses	**175**	283
Expense/(income) recognised in the income statement	**(2,920)**	2,898
Actual return on plan assets	**(24,245)**	**82,390**
Liability at beginning of year	**47,981**	66,290
Expense recognised in other comprehensive income	**(16,553)**	(46,466)
Net pension income/(expense)	**2,920**	(2,898)
Contributions paid	**9,729**	31,055
Asset at end of year	**44,077**	**47,981**

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

14 RETIREMENT BENEFIT ASSETS/OBLIGATIONS *(continued)*

Retirement benefit obligations (continued)

	2022 Per annum	2021 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

BS&T – medical plans

The principal actuarial assumptions used were:

	Per annum	Per annum
Discount rate	**7.75%**	7.75%
Annual increase in health care	**4.50%**	4.50%

Other Plans: Massy Holdings/BS&T/Hopwood Medical Fund Plan

	2022 $	2021 $
The amounts recognised in the statement of financial position are as follows:		
Present value of the defined benefit obligation	**(121,792)**	(130,645)
Liability recognised in the statement of financial position	**(121,792)**	**(130,645)**
The movement in the defined benefit obligation over the year is as follows:		
Opening present value of defined benefit obligation	**(130,645)**	(135,139)
Current service cost	**(6,258)**	(6,546)
Interest cost	**(8,836)**	(9,259)
Actuarial gains on Obligation	**15,734**	11,779
Past Service Cost	**4,053**	(115)
Liabilities extinguished on Curtailment	**–**	7,106
Exchange Differences on Foreign Plans	**545**	(1,843)
Benefits paid	**3,615**	3,372
Closing present value of defined benefit obligation	**(121,792)**	**(130,645)**

14 RETIREMENT BENEFIT ASSETS/OBLIGATIONS *(continued)*

Other Plans: Massy Holdings/BS&T/Hopwood Medical Fund Plan (continued)

	2022 $	2021 $
The amounts recognised in the consolidated statement of profit or loss are as follows:		
Current service cost	**(6,258)**	(6,546)
Net interest cost	**(8,836)**	(9,259)
Past Service cost	**4,053**	(115)
Gains on curtailments and settlements	**–**	7,106
Total Income recognised in consolidated statement of profit or loss	**(11,041)**	**(8,814)**
The amounts recognised in Other comprehensive income:		
Actuarial losses recognised in other comprehensive income	**(15,734)**	**11,779**

The principal actuarial assumptions used were:

	2022 Per annum	2021 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	**11.50%**	9.00%
Annual increases in healthcare costs	**7.00%**	8.00%
Neal & Massy Group Medical Fund Plan		
Discount rate	**5.00%**	5.00%
Annual increases in healthcare costs	**3.50%**	3.50%

15 INVENTORIES

	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**

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15 INVENTORIES

	Gross $	Provision $	2021 $
Finished goods and goods for resale	1,435,816	(77,683)	1,358,133
Goods in transit	217,405	–	217,405
Raw materials and consumables	44,558	(5,950)	38,608
Work in progress	15,224	(1,716)	13,508
	1,713,003	**(85,349)**	**1,627,654**

The cost of inventories recognised in expense and included in cost of sales amounted to $8,368,315 (Restated 2021: $7,709,336).

16 STATUTORY DEPOSITS WITH REGULATORS

This mainly comprises of the following:

- Massy United Insurance Ltd. – This entity is registered to conduct insurance business under legislation in each relevant jurisdiction. This legislation may prescribe a number of requirements with respect to deposits, investment of funds and solvency for the protection of policy holders. In order to satisfy the legislative requirements of the various jurisdictions, a portion of cash and cash equivalents has been deposited or is held in trust to the order of the regulators.

The deposit was reclassified to Held for Sale in 2021. The company was sold in 2022. (Note 37).

- 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 September 30, 2022 and 2021, Massy Finance GFC Ltd complied with the above requirement.

17 CASH AND CASH EQUIVALENTS

	2022 **$**	2021 $
Cash at bank and in hand	**1,188,360**	1,987,011
Short-term bank deposit	**38,759**	47,130
	1,227,119	**2,034,141**
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	**1,227,119**	2,034,141
Bank overdrafts (Note 22)	**(57,786)**	(17,790)
Cash, net of bank overdrafts	**1,169,333**	**2,016,351**

In September 2021 Massy Limited sold the investments held in the Divested Funds Portfolio (DFP) which contributed to the 2021 cash balance noted above. In 2022, those funds were re-invested, hence the large variance noted in cash and cash equivalents with a corresponding increase in Financial Assets note 12.

18 SHARE CAPITAL

	Number of shares #	Ordinary shares $	Total $
At September 30, 2021	**98,343**	**764,344**	**764,344**
Employee share grant – vested	626	–	–
Additional shares due stock split	1,880,416	–	–
At September 30, 2022	**1,979,385**	**764,344**	**764,344**
At September 30, 2021	**98,343**	**764,344**	**764,344**

The total authorised number of ordinary shares is unlimited with no par value. All issued shares are fully paid.

The Shareholders of Massy Holdings Ltd. approved a Performance Share Plan for the benefit and long-term incentive of selected Senior Executives of Massy Holdings Ltd. and its subsidiaries, under which shares may be granted to such Executives. The Plan was approved on September 26, 2013, and the first tranche of shares was awarded on October 1, 2013, for the Executive Performance Period of October 1, 2012 to September 30, 2013. The Award is a conditional right to receive a grant of shares which may only vest where the Base Share Price grows by a compound annual growth rate, approved each year by the Board of Directors.

The Base Share Price will be calculated based on the average market price of the shares, for the last ten trading days, in the calendar month immediately preceding the Grant Date. Shares may vest between three and six years from the Grant Date subject to the applicable compound annual growth rate from the Base Share Price, which must be achieved to trigger the vesting and issue of the shares. There were no amounts recognised in the income statement in 2020 and 2021. Performance Share Plan Grants have satisfied the condition to be vested and this resulted in the grant of 626,845 shares on October 1, 2021.

In 2017, this plan was suspended and therefore no new share grants were issued to the Executives of Massy Holdings Ltd. and its subsidiaries. A long term incentive plan (Note 24.2) has been introduced which is linked to the Group's EPS.

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

	2022 $	2021 $
Interim paid: 2022 – 3 cents per share (2021 – 2.75 cents)	**59,382**	54,089
Final paid: 2021 – 11.50 cents per share (2020 – 10 cents)	**227,629**	196,686
	287,011	**250,775**

On November 23, 2022 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 September 30, 2022, to 15.68 cents (2021: 14.25 cents).

The 20:1 stock split effected on March 11, 2022 means the number of shares is now 1,979,385 with the dividends per share and earnings per share for the prior year having to be restated (Note 30).

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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, 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)**
As at September30, 2021					
Balance at beginning of year	(120,010)	385,991	17,390	(223,152)	**60,219**
Currency translation adjustments	(12,653)	–	–	–	**(12,653)**
Disposal of subsidiary	(3,787)	–	–	729	**(3,058)**
Transfer to other reserves	–	(16,785)	–	–	**(16,785)**
Other reserves	(296)	–	–	(1,426)	**(1,722)**
Purchase of non-controlling interest	–	–	–	(926)	**(926)**
Balance at end of year	**(136,746)**	**369,206**	**17,390**	**(224,775)**	**25,075**

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 (2021: $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 (2021: $2,390).

20.2 Catastrophe reserve

This comprises reserves arising from two entities:

- Massy United Insurance Ltd. (HFS in 2021) – This entity transfers from its retained earnings, as permitted in Section 155 of the Insurance Act, 1996 – 32, 25% of net premium income earned arising from its property business into a reserve established to cover claims made by the Group's policyholders arising from a catastrophic event, which is included as a separate component of equity. The reserve amounted to $38,299 in 2021. The company was sold in 2022.
- 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 $345,959 (2021: $330,907).

21 NON-CONTROLLING INTERESTS

The following is an analysis of non-controlling interests which are material and individually immaterial to the Group:

	2022 $	2021 $
Accumulated balances with non-controlling interests		
Material non-controlling interests	**123,935**	105,827
Individually immaterial non-controlling interests	**61,894**	58,212
	185,829	**164,039**
Profit for the year from non-controlling interests		
Material non-controlling interests	**33,768**	26,608
Individually immaterial non-controlling interests	**10,491**	6,962
	44,259	**33,570**

Individually immaterial non-controlling interests include Massy Guyana Group and Massy Carbonics Limited.

The table below shows a movement analysis of subsidiaries with non-controlling interests that are material to the Group. The amounts included represents the share attributable to the non-controlling interests.

	Roberts Manufacturing Co. Limited $	Massy Stores (SLU) Ltd. $	Total $
As at September 30, 2022	**49.5%**	**40%**	
Balance at beginning of year	–	105,827	**105,827**
Total comprehensive income for the year	–	33,768	**33,768**
Dividends	–	(20,377)	**(20,377)**
Currency translation adjustments	–	(234)	**(234)**
Other adjustments	–	4,951	**4,951**
Balance at end of year	**–**	**123,935**	**123,935**
As at September 30, 2021			
Balance at beginning of year	67,959	93,556	**161,515**
Total comprehensive income for the year	(986)	27,594	**26,608**
Dividends	(26,314)	(15,097)	**(41,411)**
Currency translation adjustments	(141)	(226)	**(367)**
Disposal of subsidiary	(40,518)	–	**(40,518)**
Balance at end of year	**–**	**105,827**	**105,827**

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.

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21 NON-CONTROLLING INTERESTS *(continued)*

	Massy Stores (SLU) Ltd. $
As at September 30, 2022	
Summarised balance sheet:	
Current assets	263,259
Non-current assets	312,231
Current liabilities	(135,177)
Non-current liabilities	(121,536)
Indirect NCI	(11,223)
Net assets	**307,554**
Summarised statement of comprehensive income:	
Revenue	1,448,554
Profit attributable to parent	84,420
Total comprehensive income for the year	**84,420**
NCI share (%)	40
NCI share ($)	33,768
Summarised statement of cash flows:	
Operating activities	102,794
Investing activities	(96,483)
Financing activities	(33,551)
Net change in cash flows	**(27,240)**

	Roberts Manufacturing Co. Limited $	Massy Stores (SLU) Ltd. $
As at September 30, 2021		
Summarised balance sheet:		
Current assets	–	255,826
Non-current assets	–	351,456
Current liabilities	–	(163,457)
Non-current liabilities	–	(173,984)
Indirect NCI	–	(5,273)
Net assets	**–**	**264,568**
Summarised statement of comprehensive income:		
Revenue	269,736	1,280,389
Profit attributable to parent	(1,991)	68,986
Total comprehensive income for the year	**(1,991)**	**68,986**
NCI share (%)	49.5	40
NCI share ($)	(986)	27,594

21 NON-CONTROLLING INTERESTS *(continued)*

	Roberts Manufacturing Co. Limited $	Massy Stores (SLU) Ltd. $
Summarised statement of cash flows:		
Operating activities	22,437	102,135
Investing activities	(8,264)	(65,498)
Financing activities	(58,828)	(27,379)
Net change in cash flows	**(44,655)**	**9,258**

22 BORROWINGS

	2022 **$**	2021 $
Secured advances and mortgage loans	**261,176**	117,965
Unsecured advances	**1,457,266**	1,564,146
Bank overdrafts (Note 17)	**57,786**	17,790
Bankers acceptance	**10,000**	10,000
Total borrowings	**1,786,228**	1,709,901
Less short-term borrowings	**(239,822)**	(261,742)
Medium and long-term borrowings	**1,546,406**	**1,448,159**
Short-term borrowings comprise:		
Bank overdrafts (Note 17)	**57,786**	17,790
Bankers acceptance	**10,000**	10,000
Current portion of other borrowings	**172,036**	233,952
	239,822	**261,742**

On July 30, 2014, Massy Holdings Ltd. issued a $1.2 billion 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 $600 million 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.

Total borrowings include secured liabilities of $156,592 (2021: $110,107).

Bank borrowings are secured by the land and buildings of the Group.

Where applicable, the Group has complied with the financial covenants of its borrowing facilities during the 2022 and 2021 reporting periods.

Notes to the Consolidated Financial Statements

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

22 BORROWINGS *(continued)*

22.1 Net debt reconciliation

	Cash and cash equivalents, net of overdrafts (Note 17) $	Borrowings, net of overdrafts $	Total $
Year ended 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)**
Year ended September 30, 2021			
At beginning of year	2,525,521	(2,109,180)	**416,341**
Proceeds on new borrowings	–	(647,401)	**(647,401)**
Principal repayments on borrowings	–	1,064,701	**1,064,701**
Effect of exchange rate changes on cash and bank overdrafts	(4,734)	(164)	**(4,898)**
Other cash flows	(504,436)	(67)	**(504,503)**
At end of year	**2,016,351**	**(1,692,111)**	**324,240**

23 CUSTOMERS' DEPOSITS

	2022 $	2021 $
These represent the deposits for fixed terms accepted mainly by Massy Finance GFC Ltd.		
Payable within one year	**334,665**	179,474
Payable between two and five years	**211,938**	114,028
	546,603	293,502
Sectorial analysis of deposit balances		
Private sector	**223,547**	51,736
Consumers	**323,056**	241,766
	546,603	**293,502**

Interest expense on customers' deposits of $11,429 (2021: $6,770) is shown within "other direct costs" in Note 26.

24 TRADE AND OTHER PAYABLES

	2022 $	2021 $
Trade creditors	**828,423**	649,780
Contract liabilities (Note 24.1)	**4,193**	4,505
Other payables (Note 24.2)	**882,635**	830,957
	1,715,251	**1,485,242**
Age analysis of Payables		
Current	**2,116**	–
Non current	**1,713,135**	1,485,242
	1,715,251	**1,485,242**

24.1 Contract liabilities

	2022 $	2021 $
Analysis of contract liabilities:		
Deferred Income	**2,657**	2,483
Extended warranty programmes	**968**	982
Other	**568**	1,040
	4,193	**4,505**
Expected timing of revenue recognition:		
Within 1 year	**3,200**	3,094
After 1 year	**993**	1,411
	4,193	**4,505**
Revenue recognised in current period that was included in the contract liability balance at the beginning of the period	**1,593**	**2,299**

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.

	2022 $	2021 $
Balance at the beginning of the year	**62,985**	46,814
Payments	**(58,731)**	(21,666)
Current service cost	**36,033**	37,837
Balance at the end of the year	**40,287**	**62,985**

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25 LIABILITIES ON INSURANCE CONTRACTS

Liabilities on Insurance contract was reclassified to Held for Sale in 2021. The company was sold in 2022. (Note 37).

The major classes of general insurance written by the Group's insurance operations include motor, property, and other miscellaneous types of general insurance. Risks under these policies usually cover a twelve-month duration. Liabilities comprise:

	2022 **$**	2021 $
Outstanding claims	–	434,063
Unearned premiums	–	896,509
(Note 37)	–	**1,330,572**

Movement in outstanding claims reserve may be analysed as follows:

	Insurance liabilities **2022** $	Reinsurers' share **2022** $	Insurance liabilities 2021 $	Reinsurers' share 2021 $
Beginning of the year	–	–	433,645	93,291
Exchange adjustment	–	–	(1,029)	(222)
Claims incurred	–	–	285,369	88,613
Claims paid	–	–	(283,922)	(84,901)
	–	–	**434,063**	**96,781**
Movement in the unearned premium reserve may be analysed as follows:				
Beginning of the year	–	–	739,169	555,212
Exchange adjustment	–	–	(1,754)	(1,771)
Claims incurred	–	–	1,565,115	1,151,986
Claims paid	–	–	(1,406,021)	(1,011,030)
	–	–	**896,509**	**694,397**

The reinsurers' share of outstanding claims and unearned premium reserves were included in accounts receivable. Claims reserves comprise provisions for claims reported by policyholders and claims incurred but not yet reported were established to cover the ultimate cost of settling the liabilities in respect of claims that have occurred were estimated based on known facts at the statement of financial position date. Outstanding claims reserves were not discounted for the time value of money.

The principal assumption underlying the estimates is past claims development experience. This includes assumptions in respect of average claims costs and claims numbers for each accident year. In addition, larger claims were separately assessed by loss adjusters. Judgement was used to assess the extent to which external factors such as judicial decisions and government legislation affect the estimates. The ultimate liabilities varied as a result of subsequent developments. Differences resulting from reassessment of the ultimate liabilities were recognised in subsequent periods.

25 LIABILITIES ON INSURANCE CONTRACTS *(continued)*

Claims development table

	2013 $	2014 $	2015 $	2016 $	2017 $	2018 $	2019 $	2020 $	2021 $	Total $
Gross										
At end of accident year	150,705	185,538	221,707	296,089	2,222,912	243,044	460,452	255,108	247,237	
One year later	158,985	153,082	219,948	285,344	2,087,214	257,381	413,764	319,919	–	
Two years later	152,839	157,679	207,643	272,122	1,771,109	267,547	406,993	–	–	
Three years later	153,534	157,409	196,946	270,622	1,763,957	246,720	–	–	–	
Four years later	153,558	157,018	196,491	263,973	1,757,001	–	–	–	–	
Five years later	151,439	157,453	197,757	261,109	–	–	–	–	–	
Six years later	152,632	152,089	198,514	–	–	–	–	–	–	
Seven years later	152,089	159,027	–	–	–	–	–	–	–	
Eight years later	152,510	–	–	–	–	–	–	–	–	
	152,510	159,027	198,514	261,109	1,757,001	246,720	406,993	319,919	247,237	**3,749,030**
Cumulative payments to date	147,651	146,698	182,598	245,770	1,733,007	198,209	362,322	263,794	127,173	**3,407,222**
Liability recognised	4,859	12,329	15,916	15,339	23,994	48,511	44,671	56,125	120,064	**341,808**
Liability in respect of prior years										**92,255**
Total liability										**434,063**
Net favourable/ (unfavourable) development	26,511	23,193	34,980	465,911	(3,676)	53,459	(64,811)			
Net Claims										
At end of accident year	91,847	114,974	169,941	190,168	241,831	204,926	263,790	202,640	163,129	
One year later	102,600	112,313	161,014	175,899	274,079	214,203	215,768	257,510	–	
Two years later	91,163	109,779	151,488	168,101	255,170	210,522	228,436	–	–	
Three years later	96,163	105,195	142,686	165,903	235,476	198,796	–	–	–	
Four years later	96,697	105,029	141,339	159,404	246,268	–	–	–	–	
Five years later	94,893	104,360	126,922	161,211	–	–	–	–	–	
Six years later	95,654	97,867	143,197	–	–	–	–	–	–	
Seven years later	91,262	103,651	–	–	–	–	–	–	–	
Eight years later	95,552	–	–	–	–	–	–	–	–	
	95,552	103,651	143,197	161,211	246,268	198,796	228,436	257,510	163,129	**1,597,750**
Cumulative payments to date	90,756	94,752	127,444	147,058	224,971	161,242	189,183	217,979	96,023	**1,349,408**
Liability recognised	4,796	8,899	15,753	14,153	21,297	37,554	39,253	39,531	67,106	**248,342**
Liability in respect of prior years										**88,940**
Total liability										**337,282**
Net favourable/ (unfavourable) development	(3,705)	11,323	26,744	28,957	(4,437)	6,130	35,354	(54,870)		

Massy United Insurance Ltd. – Disposed in 2022 (Note 37).

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26 OPERATING PROFIT BEFORE FINANCE COSTS

	2022 $	2021 $ (Restated)
Revenue:		
- Sale of goods	**11,116,293**	10,084,159
- Rendering of services	**1,214,202**	1,001,900
- Net interest and other investment income (Note 26.1)	**36,650**	30,021
	12,367,145	**11,116,080**
Cost of sales and other direct costs:		
- Cost of sales	**(8,368,315)**	(7,709,336)
- Other direct costs	**(627,273)**	(549,060)
	(8,995,588)	**(8,258,396)**
Gross profit	**3,371,557**	2,857,684
Administrative expenses	**(1,348,783)**	(1,165,227)
Other operating expenses	**(1,175,989)**	(1,016,988)
Other income	**265,104**	302,091
Operating profit before finance costs	**1,111,889**	**977,560**

26.1 '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 28).

26.2 The following items were included in arriving at operating profit before finance cost from continuing operations:

	2022 $	2021 $
Staff and staff related costs	**1,810,944**	1,604,178
Depreciation and impairment of property, plant and equipment	**228,854**	198,607
Depreciation of right-of-use assets	**91,021**	87,922
Depreciation and impairment of investment properties	**2,275**	2,445
Expected credit losses/net impairment expense on financial assets (Note 34.1.2):		
- Trade and other receivables	**18,961**	9,916
- Corporate and sovereign bonds	**871**	(2,696)
- Instalment credit, hire purchase accounts and other financial assets	**3,755**	(3,213)
Impairment of goodwill	**–**	263
Negative goodwill (Note 36)	**(7,215)**	–
Amortisation of other intangible assets	**20,980**	18,405
Directors' fees	**3,976**	3,707
Operating lease rentals	**22,734**	17,741

26 OPERATING PROFIT BEFORE FINANCE COSTS *(continued)*

26.3 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:

	2022 $	2021 $
Gain on disposal of subsidiaries (Note 37)	**(83,441)**	(90,784)

27 STAFF COSTS

Staff costs included in cost of sales, selling, general and administrative expenses are as follows:

	2022 $	2021 $ (Restated)
Wages and salaries and termination benefits	**1,491,574**	1,356,830
Pension costs	**61,268**	50,981
	1,552,842	**1,407,811**
Average number of persons employed by the Group during the year:		
Full time	**10,246**	10,315
Part time	**2,608**	1,792
	12,854	**12,107**

28 FINANCE COSTS – NET

Finance costs:		
Interest expense on borrowings	**83,020**	106,154
Unwinding of interest on restoration liability	**107**	145
Interest expense on lease liabilities (Note 6.3)	**61,244**	55,086
	144,371	**161,385**
Finance income:		
Finance income (Note 28.2)	**(42,959)**	(58,618)
Finance costs – net	**101,412**	**102,767**

28.1 Borrowing costs capitalised during the year $1,820 (2021: $0).

28.2 Income from bank balances, short term investments, treasuries and other securities held for cash management purposes is shown within finance income.

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29 INCOME TAX EXPENSE

	2022 $	2021 $ (Restated)
Current tax	305,209	272,883
Deferred tax	(3,271)	(23,814)
Business levy/withholding taxes	4,038	772
	305,976	249,841

In the prior year, the Group's effective tax rate of 27% differed from the statutory Trinidad and Tobago tax rate of 30%, however, it is aligned in the current year as follows:

	2022 $	2021 $ (Restated)
Profit before income tax	1,029,319	925,089
Tax calculated at a tax rate of 30%	315,211	281,219
Effect of different tax rates in other countries	39,337	(24,698)
Expenses not deductible for tax purposes	134,892	172,398
Income not subject to tax	(177,666)	(175,287)
Business levy/withholding taxes	4,038	772
Effect of change in overseas tax rate	776	2,577
Adjustments to prior year tax provisions	(10,612)	(7,140)
Income tax expense	305,976	249,841
The income tax expense is attributable to:		
Trinidad and Tobago subsidiaries	116,980	97,317
Overseas subsidiaries	179,831	137,071
Associated companies	9,165	15,453
	305,976	249,841

30 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.

	2022 $	2021 $ (Restated)
Profit attributable to shareholders:		
- from continuing operations	679,084	637,068
- from discontinued operations	134,845	151,390
	813,929	788,458
Weighted average number of ordinary shares in issue (thousands)	1,979,385	98,343
Basic earnings per share		
- from continuing operations	34.31	32.39
- from discontinued operations	6.81	7.70
	41.12	40.09

30 EARNINGS PER SHARE *(continued)*

The 20:1 stock split effected on March 11, 2022 means the number of shares is now 1,979,385 equivalently 1,966,860 in 2021 with the dividends per share and earnings per share for the prior year having to be restated (Note 19).

31 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 1 January 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 2022

At September 30, 2022, the Group had contingent liabilities in respect of customs bonds, guarantees and other matters arising in the ordinary course of business amounting to $807,960 (2021: $936,051).

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 are guarantees entered into by Massy Holdings Ltd. with Mitsubishi Heavy Industries, Ltd (MHI) under which it guaranteed payment 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 and 12.5% of the base equity commitment for Caribbean Gas Chemical Barbados Limited. MHL's maximum liability under guarantees is $644,786 (2021: $646,088). These guarantees were still active as at 30 September 2022 but closed in October 2022.

32 COMMITMENTS

Capital commitments

Capital expenditure contracted at the consolidated statement of financial position date but not yet incurred is as follows:

	2022 **$**	2021 $
Property, plant and equipment	**89,652**	**177,346**

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.

The future aggregate minimum lease payments under non-cancellable operating leases are as follows:

	2022 **$**	2021 $
No later than 1 year	**11,472**	–
	11,472	–
Operating lease commitments – where a Group Company is the lessor:		
Less than one year	**28,182**	14,191
One year to five years	**36,860**	9,485
	65,042	**23,676**

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33 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:

		2022 $	2021 $
a	*Sales of goods*		
	Associates	**37,595**	49,937
	Goods are sold on the basis of the price lists in force with non-related parties.		
b	*Purchases of goods*		
	Associates	**2,427**	1,088
	Goods purchased from entities controlled by non-executive directors	**687,368**	**157,385**
	Goods are bought on the basis of the price lists in force with non-related parties.		
c	*Key management compensation*		
	Salaries and other short-term employee benefits	**164,496**	**149,022**
	Post-employment benefits	**10,692**	**9,686**
		175,188	**158,708**
d	*Year-end balances arising from sales/purchases of goods/services*		
	Receivables from related parties	**6,244**	**25,139**
	Payables to related parties	**62**	**1,392**
e	*Customer deposits to related parties*	**31,602**	**7,518**

34 FINANCIAL RISK MANAGEMENT

34.1 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.

Insurance claim liabilities are applicable for the period until the sale of Massy United Insurance Ltd. to the Coralisle Group Ltd. See note 37.

The following contains information relative to the Group's exposure to each of the above risks, including quantitative disclosures.

34 FINANCIAL RISK MANAGEMENT *(continued)*

34.1 Financial risk factors *(continued)*

34.1.1 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.

Currency	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**
As at September 30, 2021			
USD	1,538,610	2	30,772
BBD	(203,852)	2	(4,077)
PESO	(111,338)	1	(1,113)
GYD	161,333	3	4,840
JCD	128,760	5	6,438
Other	(95,703)	2	(1,914)
Total	**1,417,810**		**34,946**

b *Interest rate risk*

The Group's loans receivable are fixed rate and is 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 2022, interest rates were fixed on approximately 93% of the borrowings (2021: 95%). The impact on the consolidated statement of profit or loss to a 50 basis points change in floating interest rates is $602 in 2022 (2021: $387).

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 34.3.1

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

34 FINANCIAL RISK MANAGEMENT *(continued)*

34.1 Financial risk factors *(continued)*

34.1.2 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.

The following is a summary of the Group's maximum exposure to credit risk.

	2022 **$**	2021 $
Cash and cash equivalents (Note 17)	**1,227,119**	2,034,141
Trade and other receivables (Note 11)	**1,855,203**	1,572,230
Other financial assets at amortised cost (Note 12):		
- Bonds	**570,699**	407,225
- Instalment credit and other accounts	**544,576**	538,051
- Hire purchase receivables	**63,370**	46,974
Other financial assets at fair value through profit or loss (Note 12):		
- Bonds and Treasury Bills	**13,621**	304,001
Other financial assets at fair value through other comprehensive income (Note 12):		
- Bonds and Treasury Bills	**1,448,245**	–
Assets reclassified to held for sale (Note 37)		
Cash and cash equivalents	**–**	345,741
Trade and other receivables	**–**	387,553
Reinsurance assets	**–**	791,178
Other financial assets at amortised cost		
- Bonds	**–**	304,992
- Instalment credit and other accounts	**71,131**	70,825
- Mortgages	**–**	2,964
Other financial assets at fair value through profit or loss:		
- Bonds and Treasury Bills	**–**	24,923
Total	**5,793,964**	**6,830,798**

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.

34 FINANCIAL RISK MANAGEMENT *(continued)*

34.1 Financial risk factors *(continued)*

34.1.2 Credit risk *(continued)*

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.

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	Average ECL rate %	Estimated EAD $	Expected credit loss $
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**

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34 FINANCIAL RISK MANAGEMENT *(continued)*

34.1 Financial risk factors *(continued)*

34.1.2 Credit risk *(continued)*

Summary of ECL calculations (continued)

a The simplified approach (trade receivables, contract assets and other debtors) (continued)

Aging bucket	Average ECL rate %	Estimated EAD $	Expected credit loss $
As at September 30, 2021			
Current (0-30 days)	1.14	542,789	6,162
31 to 90 days	1.72	184,342	3,177
Over 90 days	17.36	271,982	47,210
Total	**5.66**	**999,113**	**56,549**
As at September 30, 2021			
Reclassified to held for sale			
Current (0-30 days)	–	59,331	–
31 to 90 days	–	88,000	–
Over 90 days	13.54	222,122	30,086
Total	**8.14**	**369,453**	**30,086**

The movement in the provision for expected credit losses for trade receivables and contract asset accounts is as follows:

	2022 $	2021 $
Balance at beginning of the year	**56,549**	134,612
Disposal of subsidiary	**(140)**	(48,919)
Translation adjustments	**(283)**	(457)
Increase in loss allowance recognised in profit or loss	**12,143**	6,328
Amounts written off in the current year	**(3,552)**	(4,929)
Balance at end of the year	**64,717**	86,635
Reclassified to held for sale	**–**	(30,086)
Total	**64,717**	**56,549**

The following is an analysis of the net impairment expense on financial assets recognised in profit or loss:

	2022 $	2021 $
Net changes to provisions for the year per above	**12,143**	6,328
Other adjustments	**6,657**	6,557
Net expense for the year	**18,800**	**12,885**

34 FINANCIAL RISK MANAGEMENT *(continued)*

34.1 Financial risk factors *(continued)*

34.1.2 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: *(continued)*

	2022 $	2021 $
Net expense for the year attributable to:		
Continuing operations (Note 26.2)	**18,609**	9,916
Discontinued operations	**191**	2,969
Total	**18,800**	**12,885**

The following is a summary of the ECL on other debtors and prepayments from a combination of specific and general provisions:

Aging Bucket	Average ECL rate %	Estimated EAD $	Expected credit loss $
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**

The movement in the provision for expected credit losses for other debtors and prepayments accounts is as follows:

	2022 $	2021 $
Balance at beginning of the year	**2,123**	5,392
Translation adjustments	**3**	–
Increase in loss allowance recognised in profit or loss	**352**	–
Amounts written off in the current year	**(867)**	(3,269)
Balance at end of the year	**1,611**	**2,123**

The following is an analysis of the net impairment expense on financial assets recognised in profit or loss:

	2022 $	2021 $
Net changes to provisions for the year per above	**352**	–
Net expense for the year	**352**	**–**

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

34 FINANCIAL RISK MANAGEMENT *(continued)*

34.1 Financial risk factors *(continued)*

34.1.2 Credit risk *(continued)*

Summary of ECL calculations *(continued)*

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
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

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**

34 FINANCIAL RISK MANAGEMENT *(continued)*

34.1 Financial risk factors *(continued)*

34.1.2 Credit risk *(continued)*

Summary of ECL calculations (continued)

b The general approach (continued)

Corporate and sovereign bonds at amortised cost (continued)

	Average ECL rate %	Estimated EAD $	Expected credit loss $
As at September 30, 2021			
Performing (Stage 1)	0.04	402,347	165
Non-performing (Stage 3)	4.68	5,291	248
Total	**0.10**	**407,638**	**413**

Category	Average ECL rate %	Estimated EAD $	Expected credit loss $
Reclassified to held for sale			
Performing (Stage 1)	0.34	213,507	720
Non-performing (Stage 3)	56.02	1,312	735
Purchased or originated credit-impaired	25.38	122,790	31,162
Total	**9.66**	**337,609**	**32,617**

The movement in the provision for expected credit losses is as follows:

	Performing $	Non-performing $	Purchased or originated credit-impaired $	Total $
As at September 30, 2021				
Balance at beginning of the year	2,980	13,940	18,884	**35,804**
Translation adjustments	(2)	(27)	(49)	**(78)**
Reclassification and other adjustments	–	(12,327)	12,327	**–**
Net charge to profit or loss	(2,093)	(603)	–	**(2,696)**
Balance at end of the year	885	983	31,162	**33,030**
Reclassified to held for sale	(720)	(735)	(31,162)	**(32,617)**
Total	**165**	**248**	**–**	**413**

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

34 FINANCIAL RISK MANAGEMENT *(continued)*

34.1 Financial risk factors *(continued)*

34.1.2 Credit risk *(continued)*

Summary of ECL calculations (continued)

b The general approach (continued)

Corporate and sovereign bonds at amortised cost (continued)

The following is an analysis of the net impairment expense on financial assets recognised in profit or loss:

	2022 **$**	2021 $
Net changes to provisions for the year per above	**538**	(2,696)
Net expense for the year (Note 26.2)	**538**	(2,696)
Net expense for the year attributable to:		
Continuing operations (Note 26.2)	**538**	(2,696)
Total	**538**	**(2,696)**

Corporate and sovereign bonds at fair value through other comprehensive income

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**

34 FINANCIAL RISK MANAGEMENT *(continued)*

34.1 Financial risk factors *(continued)*

34.1.2 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 movement in the provision for expected credit losses is as follows:

The following is an analysis of the net impairment expense on financial assets recognised in profit or loss:

	2022 $	2021 $
Net changes to provisions for the year per above	**333**	–
Net expense for the year (Note 26.2)	**333**	–
Net expense for the year attributable to:		
Continuing operations (Note 26.2)	**333**	–
Total	**333**	–

Instalment credit, hire purchase accounts and other financial assets

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

34 FINANCIAL RISK MANAGEMENT *(continued)*

34.1 Financial risk factors *(continued)*

34.1.2 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**

Category	Average ECL rate %	Estimated EAD $	Expected credit loss $
As at September 30, 2021			
Performing (Stage 1)	0.63	536,045	3,388
Underperforming (Stage 2)	2.23	29,590	659
Non-performing (Stage 3)	36.11	36,682	13,245
Total	**2.87**	**602,317**	**17,292**
Reclassified to held for sale			
Performing (Stage 1)	1.20	60,283	722
Underperforming (Stage 2)	23.27	3,843	894
Non-performing (Stage 3)	33.74	12,549	4,234
Total	**7.63**	**76,675**	**5,850**

34 FINANCIAL RISK MANAGEMENT *(continued)*

34.1 Financial risk factors *(continued)*

34.1.2 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, 2021				
Balance at beginning of the year	7,475	1,768	19,617	**28,860**
Translation adjustments	(6)	–	(7)	**(13)**
Net changes to provisions and reclassifications	(3,451)	(341)	176	**(3,616)**
Amounts written off in the current year	92	126	(2,307)	**(2,089)**
Balance at end of the year	**4,110**	**1,553**	**17,479**	**23,142**
Reclassified to held for sale	(722)	(894)	(4,234)	**(5,850)**
Total	**3,388**	**659**	**13,245**	**17,292**

The following is an analysis of the net impairment expense on financial assets recognised in profit or loss:

	2022 $	2021 $
Net changes to provisions for the year per above	**3,679**	(3,616)
Other adjustments	**(1,424)**	369
Net expense for the year	**2,255**	**(3,247)**
Net expense for the year attributable to:		
Continuing operations (Note 26.2)	**3,755**	(3,213)
Discontinued operations	**(1,500)**	(34)
Total	**2,255**	**(3,247)**

34.1.3 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.

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

34 FINANCIAL RISK MANAGEMENT *(continued)*

34.1 Financial risk factors *(continued)*

34.1.3 Liquidity risk *(continued)*

Maturity analysis of financial liabilities

	Less than 1 year $	1 - 5 years $	More than 5 years $	Contractual cash flows $	Carrying amount $
2022					
Financial liabilities					
Bank overdraft and 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**
2021					
Financial liabilities					
Bank overdraft and bankers acceptance (Note 22)	27,790	–	–	27,790	27,790
Other borrowings (Note 22)	246,179	825,624	628,311	1,700,114	1,682,111
Customers' deposits (Note 23)	181,829	118,918	–	300,747	293,502
Trade and other payables (Note 24)	1,485,242	–	–	1,485,242	1,485,242
Lease liabilities (Note 6.2)	82,619	321,131	656,378	1,060,128	988,233
Reclassified to held for sale (Note 37)	1,397,082	171,896	115,811	1,684,789	1,684,789
Total	**3,420,741**	**1,437,569**	**1,400,500**	**6,258,810**	**6,161,667**

34.2 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.

34 FINANCIAL RISK MANAGEMENT *(continued)*

34.2 Capital risk management *(continued)*

	2022 **$**	2021 $
Total borrowings (Note 22)	**1,786,228**	1,709,901
Less: Cash and cash equivalents including cash		
Reclassified to held for sale	**(1,227,119)**	(2,379,882)
Net debt	**559,109**	(669,981)
Total equity	**7,252,783**	**6,832,171**
Total capital	**7,811,892**	**6,162,190**
Gearing ratio	**7.2%**	0%
Total borrowings to total equity ratio	**24.6%**	**25.0%**

34.2.1 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.

The table below summarises the total equity position of the above entity, which is in excess of its minimum regulatory capital requirement. Massy United Insurance Ltd. was sold in 2022 (Note 37).

	Massy Finance GFC Ltd.		Massy United Insurance Ltd.	
	2022 **$**	2021 $	**2022** **$**	2021 $
Total equity	**141,202**	**139,606**	**–**	**552,550**

34.3 Fair value of financial assets and liabilities

34.3.1 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.

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34 FINANCIAL RISK MANAGEMENT *(continued)*

34.3 Fair value of financial assets and liabilities *(continued)*

34.3.1 Fair value hierarchy *(continued)*

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.

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 following table presents the Group's assets that are measured at fair value at September 30, 2021:

	Level 1 $	Level 2 $	Level 3 $	Total $
Assets				
Financial assets at FVPL and FVOCI (Note 12)				
- Bonds and treasury bills	1,090	302,911	–	**304,001**
- Listed equities	12,146	34	–	**12,180**
- Unlisted equities	–	139	198,850	**198,989**
- Investment funds	3,454	–	–	**3,454**
	16,690	303,084	198,850	**518,624**
Reclassified to held for sale	166,245	26,362	5	**192,612**
	182,935	**329,446**	**198,855**	**711,236**

34 FINANCIAL RISK MANAGEMENT *(continued)*

34.3 Fair value of financial assets and liabilities *(continued)*

34.3.1 Fair value hierarchy *(continued)*

Level 3 (continued)

The movement in Level 3 financial assets is as follows:

	2022 **$**	2021 $
Balance at beginning of year	**198,850**	198,964
Additions for the year	**13,621**	59
Reclassified to held for sale (Note 37)	**–**	(5)
Transfers	**4,034**	–
Net fair value losses recognised in profit or loss	**–**	(167)
Exchange adjustments on retranslation of overseas operations	**(407)**	(1)
	216,098	**198,850**

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 7.6% were used in arriving at fair value measurements. Had these rates changed by +/- 200 basis points, the fair value measurement would have been lower by $10,684 or higher by $18,518.
- Growth rate was nil since operations are at 100% capacity
- Methanol prices were based upon the Argus Price Forecast

34.3.2 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	
	2022 **$**	2021 $	**2022** **$**	2021 $
Financial assets				
Financial assets at amortised cost (Note 12)				
- Bonds	**570,699**	407,225	**571,183**	409,075
- Instalment credit and other accounts	**544,576**	538,051	**562,116**	543,883
- Hire purchase receivables	**63,370**	46,974	**60,399**	46,974
Reclassified to held for sale (Note 37)	**71,131**	378,781	**71,131**	378,781
	1,249,776	**1,371,031**	**1,264,829**	**1,378,713**
Financial liabilities				
Bank overdraft and bankers acceptance (Note 22)	**67,786**	27,790	**67,786**	27,790
Other borrowings (Note 22)	**1,718,442**	1,682,111	**1,718,466**	1,675,732
Customers' deposits (Note 23)	**546,603**	293,502	**550,558**	295,798
Reclassified to held for sale (Note 37)	**–**	3,967	**–**	3,967
	2,332,831	**2,007,370**	**2,336,810**	**2,003,287**

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.

Notes to the Consolidated Financial Statements

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

35 MANAGEMENT OF INSURANCE RISK

In May 2022, the Group sold its general insurance company. The Group no longer has exposure to insurance risks.

The primary risk the Group had through its insurance contracts was that the actual claims payments or timing thereof, differ from expectations. This was influenced by the frequency of claims, severity of claims, and subsequent development of claims.

The aforementioned insurance risk exposure was mitigated by diversification across a relatively large Portfolio of insurance contracts and geographical areas. The variability of risk was augmented by careful selection and execution of underwriting guidelines throughout our agency network, as well as the use of reinsurance arrangements.

The majority of insurance business ceded was placed on a quota share basis with retention limits varying by product line and territory. The amounts recoverable from reinsurers were in accordance with reinsurance contracts. Although the Group had reinsurance arrangements, it was not relieved of its direct obligations to its policyholders and thus a credit exposure existed with respect to ceded insurance, to the extent that any reinsurer was unable to meet its obligations assumed under such reinsurance agreements.

The Group primarily issued the following types of general insurance contracts: motor, household, commercial and business interruption within the Caribbean region. The risks under these policies usually covered a duration of twelve months or less.

The most significant risk for these general insurance and reinsurance contracts arose from natural disasters. The Group utilized a claims review policy which concentrated on review of large and personal injury claims where there was the potential for greater exposure, and performed periodic review of claims handling procedures throughout the agency network. The Group also enforced a policy of actively managing its claims Portfolio in order to reduce its exposure to unpredictable future developments that could negatively impact the Group.

The Group had also limited its exposure by its utilization of reinsurance arrangements in order to limit exposure to catastrophic events. Amounts recoverable from reinsurers were estimated in a manner consistent with the outstanding claims provision and were in accordance with the reinsurance contracts. The Group's reinsurance coverage is placed with reputable third party reinsurers.

The table below sets out the concentration of general insurance contract liabilities by type of contract.

	2022			2021		
	General liabilities $	Reinsurers' share of liabilities $	Net liabilities $	General liabilities $	Reinsurers' share of liabilities $	Net liabilities $
Fire	–	–	–	681,637	(658,288)	23,349
Motor	–	–	–	340,454	(6,079)	334,375
Employers liability	–	–	–	–	–	–
Engineering	–	–	–	47,257	(24,903)	22,354
Other accident	–	–	–	212,165	(69,891)	142,274
Marine	–	–	–	49,059	(32,017)	17,042
	–	–	–	**1,330,572**	**(791,178)**	**539,394**

The geographical concentration of the Group's general insurance contract liabilities is noted below. The disclosure is based on the countries where the business is written.

35 MANAGEMENT OF INSURANCE RISK *(continued)*

	2022			2021		
	General liabilities $	Reinsurers' share of liabilities $	Net liabilities $	General liabilities $	Reinsurers' share of liabilities $	Net liabilities $
Barbados	–	–	–	309,008	(116,624)	192,384
Saint Lucia	–	–	–	57,916	(31,577)	26,339
Antigua	–	–	–	80,646	(43,033)	37,613
St. Vincent	–	–	–	29,583	(16,825)	12,758
Trinidad	–	–	–	200,462	(116,969)	83,493
Other Caribbean	–	–	–	652,957	(466,150)	186,807
Asia and Europe	–	–	–	–	–	–
	–	–	–	**1,330,572**	**(791,178)**	**539,394**

Sensitivities

If the insurance liabilities and related reinsurers' share were to increase by 10%, the impact on income before tax and equity would be as follows:

	Change in assumptions $	Impact on gross liabilities $	Impact on reinsurers' Impact on share $	Impact on income before tax $	Impact on equity
As at September 30, 2022					
Average claim cost	–	–	–	–	–
As at September 30, 2021					
Average claim cost	**10%**	**133,057**	**(79,118)**	**53,939**	**37,758**

Notes to the Consolidated Financial Statements

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36 BUSINESS COMBINATIONS

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**

37 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, 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.

37 DISCONTINUED OPERATIONS *(continued)*

September 30, 2021 – Disposed entities

- The Group's 50.5% interest in Roberts Manufacturing Co. Limited was sold to Proven Investments Limited on June 8, 2021.
- Massy Pres-T-Con Holdings Ltd.'s 99.35% interest was bought PRESTCON 2021 LIMITED on April 1, 2021.
- Highway Properties Limited, a subsidiary of Massy Transportation Group Ltd., was sold to Mouttet Capital Limited on September 30, 2021

September 30, 2021 – Held for sale entities

- Massy (Barbados) Limited entered into a Share Purchase Agreement with the Coralisle Group Ltd. on September 2, 2021 to sell 100% of the share capital of Massy United Insurance Ltd.
- Massycard (Barbados) Limited entered into an Asset Purchase Agreement on November 15, 2021 for the sale of the credit card Portfolio and supporting assets.
- Other – this consists of multiple properties held for sale.

37.1 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 ending 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)**
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**

Notes to the Consolidated Financial Statements

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

37 DISCONTINUED OPERATIONS *(continued)*

37.1 Summary of gain on sale of subsidiaries *(continued)*

The following are the details of the assets and liabilities sold, the proceeds and the gain on sale for the period ending September 30, 2021.

	Roberts Manufacturing Co. Limited $	Massy Pres-T-Con Holdings Ltd. $	Highway Property Ltd. $	Total $
Analysis of net assets sold				
Property, plant and equipment	77,382	15,249	–	**92,631**
Investment properties	–	–	1,416	**1,416**
Right of use assets	–	8,063	–	**8,063**
Other financial assets	–	–	683	**683**
Inventory	50,035	3,967	–	**54,002**
Trade and other receivables	41,432	19,023	1,828	**62,283**
Other current assets	6,102	2,745	–	**8,847**
Lease liabilities	–	(9,327)	–	**(9,327)**
Trade and other payables	(51,470)	(13,074)	(65)	**(64,609)**
Other liabilities	(7,305)	(3,446)	–	**(10,751)**
Net assets	116,176	23,200	3,862	**143,238**
Non-controlling Interests	(68,150)	(156)	–	**(68,306)**
Cumulative currency translation adjustments	(3,787)	–	–	**(3,787)**
Goodwill	3,271	–	–	**3,271**
Adjusted net assets	47,510	23,044	3,862	**74,416**
Proceeds, net of cash sold and direct costs	124,625	17,428	23,147	**165,200**
Gain/(loss) on sale	**77,115**	**(5,616)**	**19,285**	**90,784**

37.2 Held for Sale entities

Assets reclassified to Held for Sale for the period ending September 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**

37 DISCONTINUED OPERATIONS *(continued)*

37.2 Held for Sale entities *(continued)*

Assets reclassified to Held for Sale for the period ending September 2021.

	Massy United Insurance Ltd $	Massycard (Barbados) Ltd $	Other $	Total $
Property, plant and equipment	76,050	7,704	38,671	**122,425**
Investment Properties	–	–	59,883	**59,883**
Financial assets				
Other financial assets at amortised cost:				
- Bonds	304,992	–	–	**304,992**
- Instalment credit and other accounts	–	70,825	–	**70,825**
- Mortgages	2,964	–	–	**2,964**
Other financial assets at fair value through profit or loss:				
- Bonds and treasury bills	24,923	–	–	**24,923**
- Listed and unlisted equities	144,462	–	–	**144,462**
- Investment funds	23,227	–	–	**23,227**
Trade and other receivables	387,553	–	–	**387,553**
Reinsurance assets	791,178	–	–	**791,178**
Statutory deposit	148,414	–	–	**148,414**
Cash and cash equivalents	345,741	–	–	**345,741**
Other current assets	76,585	–	5,022	**81,607**
Total assets	**2,326,089**	**78,529**	**103,576**	**2,508,194**

Liabilities reclassified to Held for Sale for the period ending September 2021.

	Massy United Insurance Ltd $	Massycard (Barbados) Ltd $	Other $	Total $
Trade and other payables	350,249	–	–	**350,249**
Liabilities on insurance contracts	1,330,572	–	–	**1,330,572**
Other current liabilities	18,668	–	–	**18,668**
Total liabilities	**1,699,489**	**–**	**–**	**1,699,489**

Notes to the Consolidated Financial Statements

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

37 DISCONTINUED OPERATIONS *(continued)*

37.3 Analysis of the results of discontinued operations

	2022 $	2021 $
Revenue	**372,639**	**845,275**
Operating profit before finance costs and expected credit losses	**52,370**	74,384
Expected credit losses	**1,309**	(2,935)
Operating profit before finance costs	**53,679**	71,449
Finance cost – net	**1,826**	1,237
Operating profit after finance costs	**55,505**	72,686
Share of results of associates and joint ventures	**–**	2,048
Income tax expense	**(4,101)**	(18,738)
Profit after income tax	**51,404**	55,996
Gain on sale of discontinued operations	**83,441**	90,784
Profit for the year from discontinued operations	**134,845**	**146,780**
Attributable to:		
Owners of the parent	**134,845**	151,390
Non-controlling interests	**–**	(4,610)
	134,845	**146,780**
Analysis of profit before tax from discontinued operations as per consolidated statement of cashflows:		
Operating profit after finance costs	**55,505**	72,686
Share of results of associates and joint ventures	**–**	2,048
Gain on sale of discontinued operations	**83,441**	90,784
	138,946	**165,518**

37 DISCONTINUED OPERATIONS *(continued)*

37.3 Analysis of the results of discontinued operations *(continued)*

	Roberts Manufacturing Co. Ltd.		Massy United Insurance Ltd.		Massycard (Barbados) Ltd.		Other		Endervelt Limited		Massy Properties (Trinidad) Ltd.		Total	
	2022 **$**	2021 $	**2022** **$**	2021 $	**2022** **$**	2021 $	**2022** **$**	2021 $	**2022** **$**	2021 $	**2022** **$**	2021 $	**2022** **$**	2021 $
Revenue	**–**	**241,900**	**344,404**	**552,746**	**21,769**	**22,920**	**–**	**15,845**	**35**	**767**	**6,431**	**11,097**	**372,639**	**845,275**
Operating profit before finance costs and expected credit losses	**–**	2,199	**18,495**	66,884	**8,380**	4,356	**24,688**	(2,842)	**6,214**	(69)	**(5,407)**	3,856	**52,370**	74,384
Expected credit losses	**–**	(3,582)	**–**	–	**1,309**	800	**–**	(153)	**–**	–	**–**	–	**1,309**	(2,935)
Operating profit before finance costs	**–**	(1,383)	**18,495**	66,884	**9,689**	5,156	**24,688**	(2,995)	**6,214**	(69)	**(5,407)**	3,856	**53,679**	71,449
Finance cost – net	**–**	(59)	**1,826**	2,077				(781)					**1,826**	1,237
Operating profit after finance costs	**–**	(1,442)	**20,321**	68,961	**9,689**	5,156	**24,688**	(3,776)	**6,214**	(69)	**(5,407)**	3,856	**55,505**	72,686
Share of results of associates and joint ventures (Note 10)	**–**	–	**–**	2,048	**–**	–	**–**	–	**–**	–	**–**	–	**–**	2,048
Income tax expense	**–**	(86)	**(3,926)**	(17,848)	**160**	329	**–**	(111)	**1**	19	**(336)**	(1,041)	**(4,101)**	(18,738)
Profit after income tax	**–**	(1,528)	**16,395**	53,161	**9,849**	5,485	**24,688**	(3,887)	**6,215**	(50)	**(5,743)**	2,815	**51,404**	55,996
Attributable to:														
Owners of the parent	**–**	3,182	16,395	53,161	**9,849**	5,485	**24,688**	(3,987)	**6,215**	(50)	**(5,743)**	2,815	**51,404**	60,606
Non-controlling interests	**–**	(4,710)	**–**	–	**–**	–	**–**	100	**–**	–	**–**	–	**–**	(4,610)
	–	**(1,528)**	**16,395**	**53,161**	**9,849**	**5,485**	**24,688**	**(3,887)**	**6,215**	**(50)**	**(5,743)**	**2,815**	**51,404**	**55,996**

Notes to the Consolidated Financial Statements

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

37 DISCONTINUED OPERATIONS *(continued)*

37.4 Analysis of cash flows from material disposals

	2022 **$**	2021 $
Net cash inflow from operating activities	**1,314**	33,969
Net cash inflow from investing activities	**6,346**	42,337
Net cash outflow from financing activities	**(69,041)**	(49,039)
Total cash flows	**(61,381)**	**27,267**

37.5 Restatement of results from material disposals

The consolidated statement of profit or loss for September 30, 2021, was restated for the disposal of Massy Properties (Trinidad) Ltd. and Endervelt Limited. There was no impact on the consolidated statement of other comprehensive income.

	As previously reported 2021 $	Adjustment 2021 $	Restated 2021 $
Continuing operations:			
Revenue	**11,127,944**	**(11,864)**	**11,116,080**
Operating profit before finance costs and expected credit losses	985,354	(3,787)	981,567
Expected credit losses	(4,007)	–	(4,007)
Operating profit before finance costs	981,347	(3,787)	977,560
Finance costs-net	(102,767)	–	(102,767)
Operating profit after finance costs	878,580	(3,787)	874,793
Share of results of associates and joint ventures	50,296	–	50,296
Profit before income tax	928,876	(3,787)	925,089
Income tax expense	(250,863)	1,022	(249,841)
Profit for the year from continuing operations	678,013	(2,765)	675,248
Discontinued operations:			
Gain on sale of discontinued operations	90,784	–	90,784
Profit after tax discontinued operations	53,231	2,765	55,996
Profit for the year from discontinued operations	144,015	2,765	146,780
Profit for the year	822,028	–	822,028

37 DISCONTINUED OPERATIONS *(continued)*

37.5 Restatement of results from material disposals *(continued)*

	As previously reported 2021 $	Adjustment 2021 $	Restated 2021 $
Owners of the parent:			
- Continuing operations	639,833	(2,765)	637,068
- Discontinued operations	148,625	2,765	151,390
Non-controlling interests:			
- Continuing operations	38,180	–	38,180
- Discontinued operations	(4,610)	–	(4,610)
Profit for the year	**822,028**	**–**	**822,028**
Basic earnings per share			
- Continuing operations	32.53	(0.14)	32.39
- Discontinued operations	7.56	0.14	7.70
	40.09	**–**	**40.09**

Five Year Review

Year ended September 30. Expressed in Thousands of Trinidad and Tobago dollars, except where otherwise stated

	Sept. 2018 (Restated) $	Sept. 2019 (Restated) $	Sept. 2020 (Restated) $	Sept. 2021 (Restated) $	**Sept. 2022** $
Income Statement Information					
Third party revenue	10,408,252	10,409,078	10,229,946	11,116,080	**12,367,145**
Operating profit before finance costs	680,060	722,489	743,327	977,560	**1,111,889**
Finance costs	(69,857)	(69,699)	(112,318)	(102,767)	**(101,412)**
Share of results of associates and joint ventures	76,598	61,429	48,948	50,296	**18,842**
Profit before tax	686,801	714,219	679,957	925,089	**1,029,319**
Effective tax rate (%)	38	36	37	27	**30**
Profit for the year from continuing operations	425,639	457,691	427,149	675,248	**723,343**
Profit/(loss) for the year from discontinued operations	139,837	155,541	316,002	146,780	**134,845**
Profit/(loss) for the year	565,476	613,232	743,151	822,028	**858,188**
Profit attributable to owners of the parent	519,753	563,164	696,403	788,458	**813,929**
Basic earnings per share – from continuing operations (¢)	20.06	21.65	19.97	32.39	**34.31**
Basic loss per share – from discontinued operations (¢)	6.53	7.16	15.57	7.70	**6.81**
Total earnings per share (¢)	26.59	28.81	35.54	40.09	**41.12**
Balance Sheet Information					
Non current assets	5,010,838	4,985,705	5,445,388	5,179,494	**6,380,903**
Current assets	7,466,352	7,339,368	7,794,359	8,355,415	**6,317,680**
Total assets	12,477,190	12,325,073	13,239,747	13,534,909	**12,698,583**
Non current liabilities	2,467,002	2,400,675	2,764,101	2,846,504	**2,924,592**
Current liabilities	4,395,030	3,977,457	4,058,602	3,856,234	**2,521,208**
Total liabilities	6,862,032	6,378,132	6,822,703	6,702,738	**5,445,800**
Shareholder's equity	5,384,821	5,713,898	6,170,638	6,668,132	**7,066,954**
Non-controlling interests	230,337	233,043	246,406	164,039	**185,829**
Equity	5,615,158	5,946,941	6,417,044	6,832,171	**7,252,783**
Cash	1,626,132	2,073,058	2,533,621	2,034,141	**1,227,119**
Debt	2,320,416	2,199,712	2,117,280	1,709,901	**1,786,228**
Balance Sheet Quality Measures					
Working Capital	3,071,322	3,361,911	3,735,757	4,499,181	**3,796,472**
Current Ratio	1.70	1.85	1.92	2.17	**2.51**
Quick Ratio	1.32	1.46	1.53	1.74	**1.69**
Total debt to shareholder's equity (%)	43.1	38.5	34.3	25.6	**25.3**
Total debt to shareholder's equity and debt (%)	30.1	27.8	25.5	20.4	**20.2**
Cash Flow Information					
Cash flow from operating activities	735,951	805,869	839,173	414,037	**681,111**
Cash flow from investing activities	(488,033)	16,942	14,898	221,891	**(1,557,126)**
Cash flow from financing activities	(177,947)	(354,078)	(389,621)	(794,623)	**(318,692)**
Net increase/(decrease) in cash, cash equivalents before exchange rate changes	69,971	468,733	464,450	(158,695)	**(1,194,707)**

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