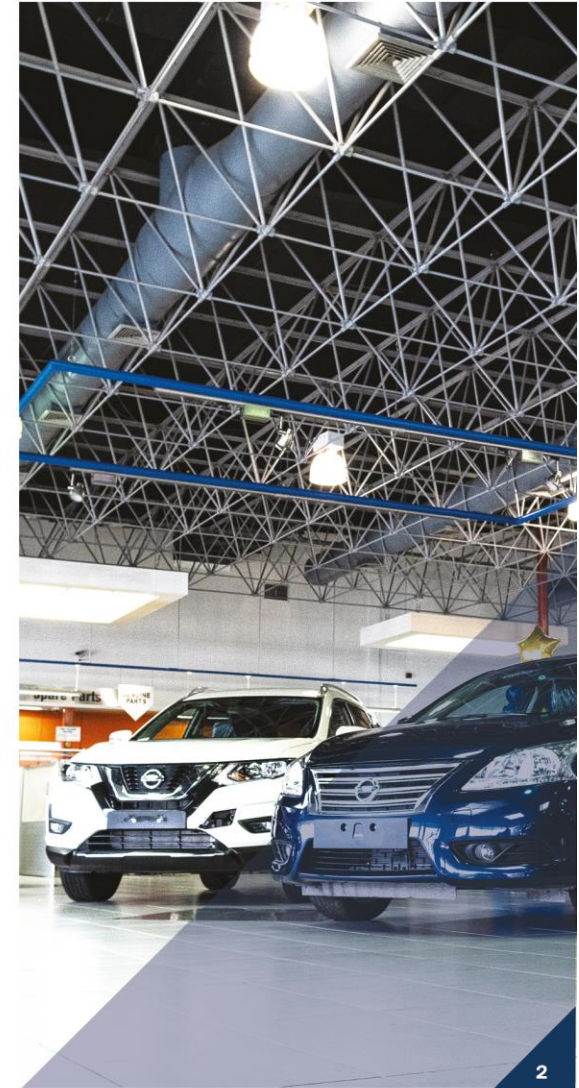


Disclaimer Forward Looking Statement

“This presentation does not contain material non-public information as defined in the Trinidad and Tobago Securities Act, 2012.

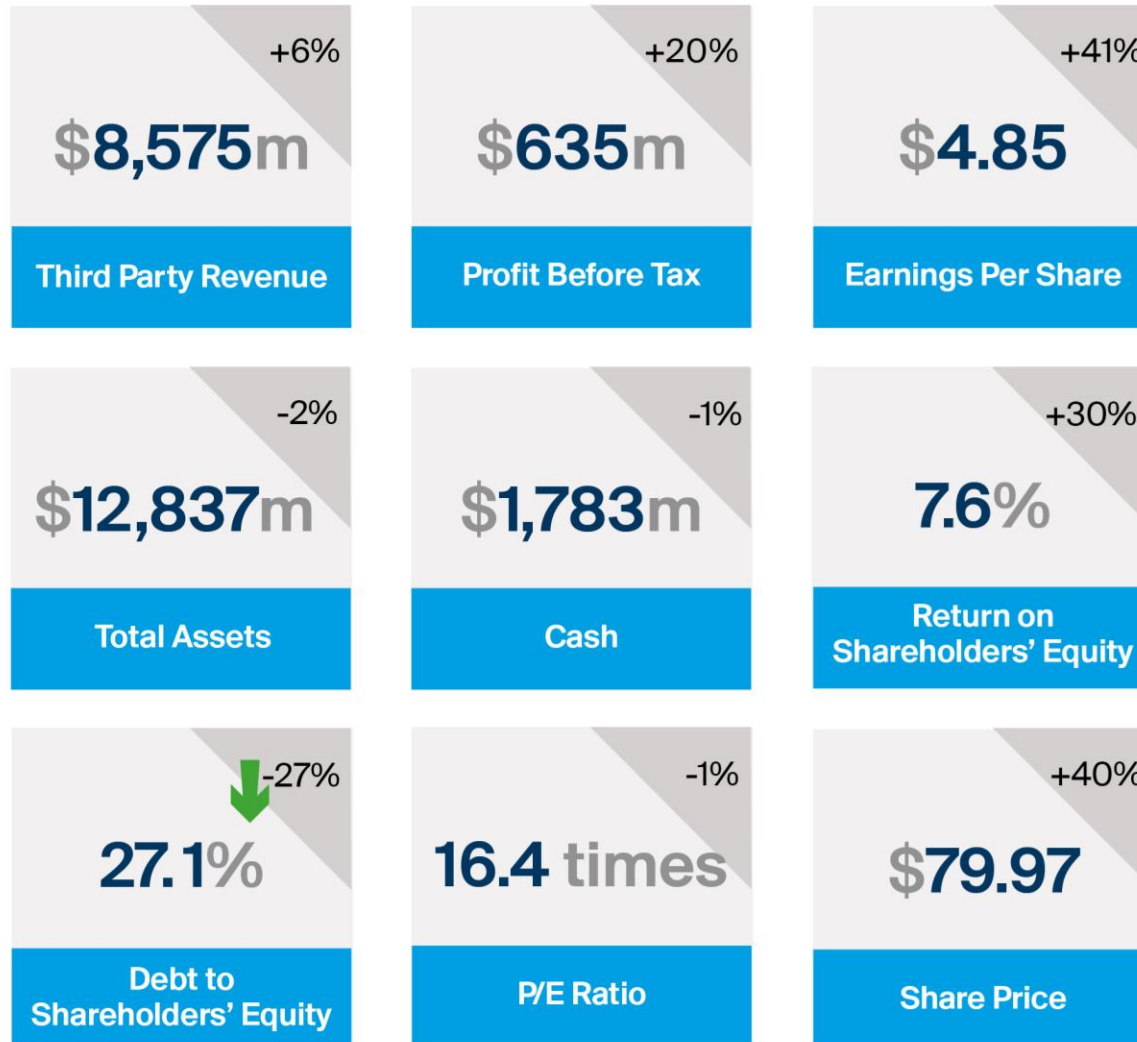
The presentation may however, contain ‘forward-looking statements’.

Forward-looking statements may include statements about our future business, operations, capital expenditures, capabilities and financial projections. Our forward-looking statements reflect our views and assumptions on the date of this presentation regarding future events and operating performance. They involve known and unknown risks, uncertainties and other factors, many of which may be beyond our control, that may cause actual results to differ materially from any future results, performance or achievements expressed or implied by forward-looking statements. We do not undertake any obligation, other than as required in accordance with the laws of Trinidad and Tobago, to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.”



Performance Highlights Q3 2021

TT\$ except where otherwise stated

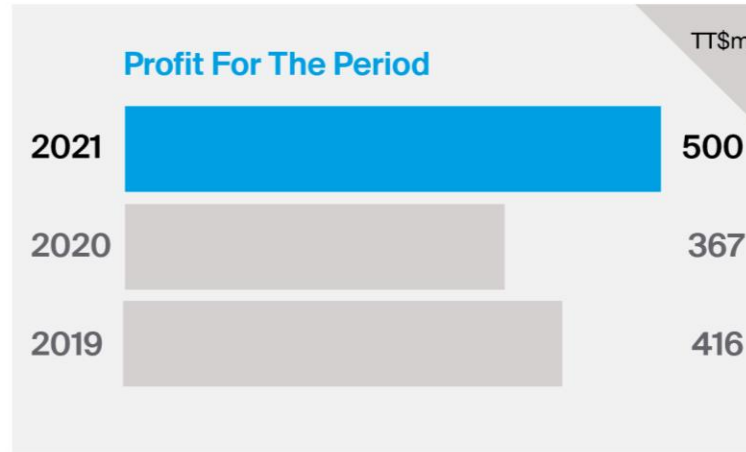
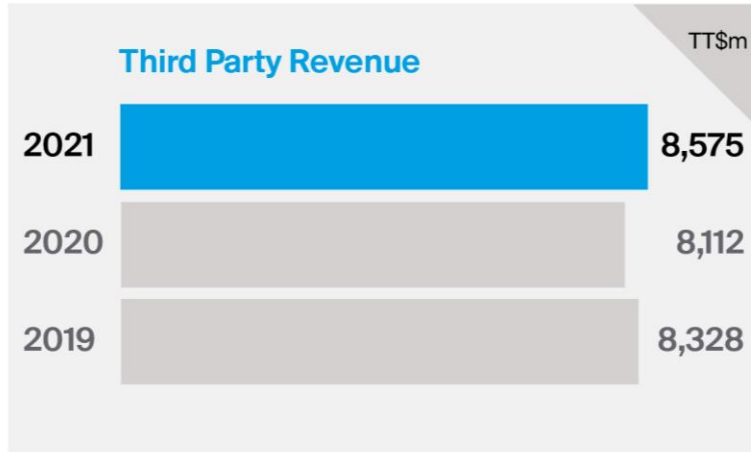


+% and -% Change over Q3 2020 YTD

Strong Q3 2021 performance despite ongoing economic challenges due to the global pandemic

- 6% increase in third party revenue driven by recovery in markets where COVID-19 related uncertainty is abating, and nearly all portfolios and LoBs experienced sales growth
- 20% YoY PBT growth to \$635M
- \$227.3M in cash from operations and \$235.2M used in investing activities
- 19% decrease in third party debt (excludes lease liabilities) to \$1,729M
- Current share price of \$82.00 is indicative of an optimistic market outlook with a healthy 40% growth compared to Q3 2020

Financial Performance Q3 2021 YTD

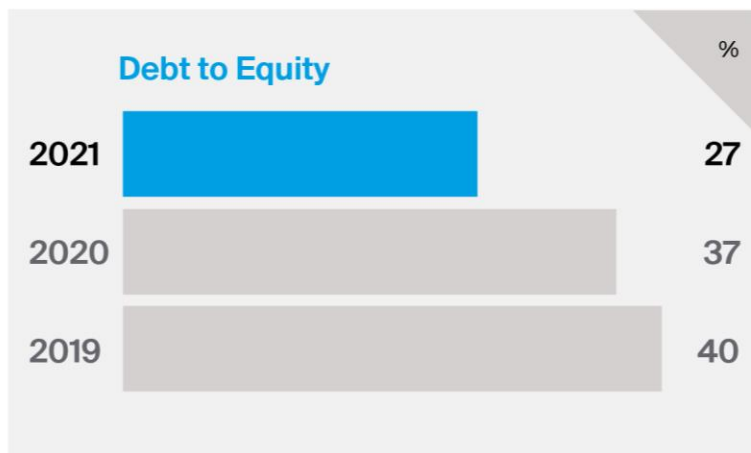
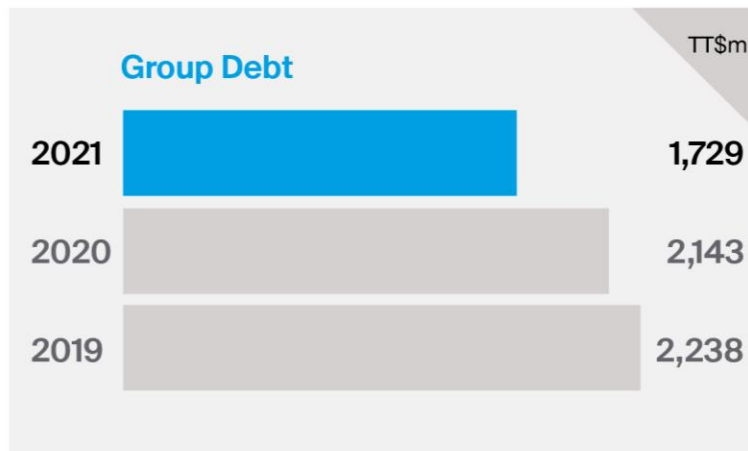
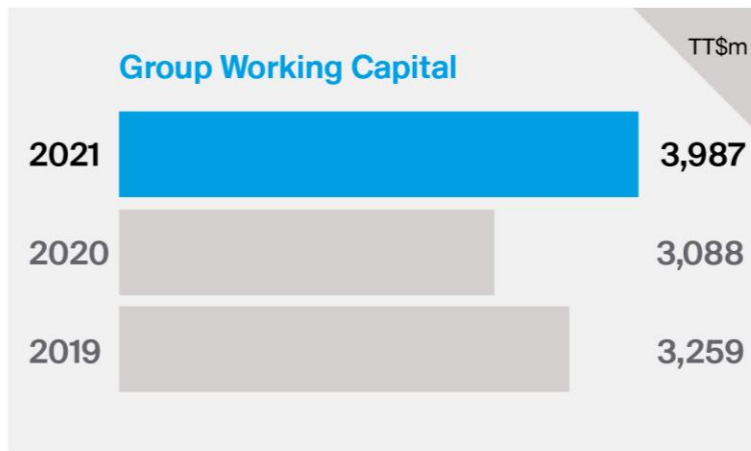


- Positive results from the businesses depict resilience in COVID-19 environment
- New investment income on divestment proceeds
- Total EPS 2019 to 2021 CAGR of 12%



Financial Flexibility Q3 2021 YTD

Q3 to Q3 Comparisons



- Continued strong working capital
- Significant and growing headroom to raise debt capital



Investor Comparables

As at June 30, 2021

- Massy continues to produce strong earnings despite the ongoing challenging environment
- Comparison to our Caribbean Peer Group indicates greater market price discovery based on increased P/E multiples
- The investment thesis for growth and income investors is solid
 - Continued upside potential on MHL share price based on Caribbean Peer Group P/E multiples
 - Low gearing provides support for M&A to drive the P/E multiple (currently 16.8x as at August 16, 2021)
 - Dividend yields remain superior to regional peers

	Market CAP TT\$m	P/E times	Dividend Yield %	Gearing %
Massy Holdings Ltd.	7,864.4	16.4x	3.2	27.1
Caribbean Conglomerates Peer Group	4,727.3	18.8x	1.4	49.9

Market data calculated as at June 30, 2021

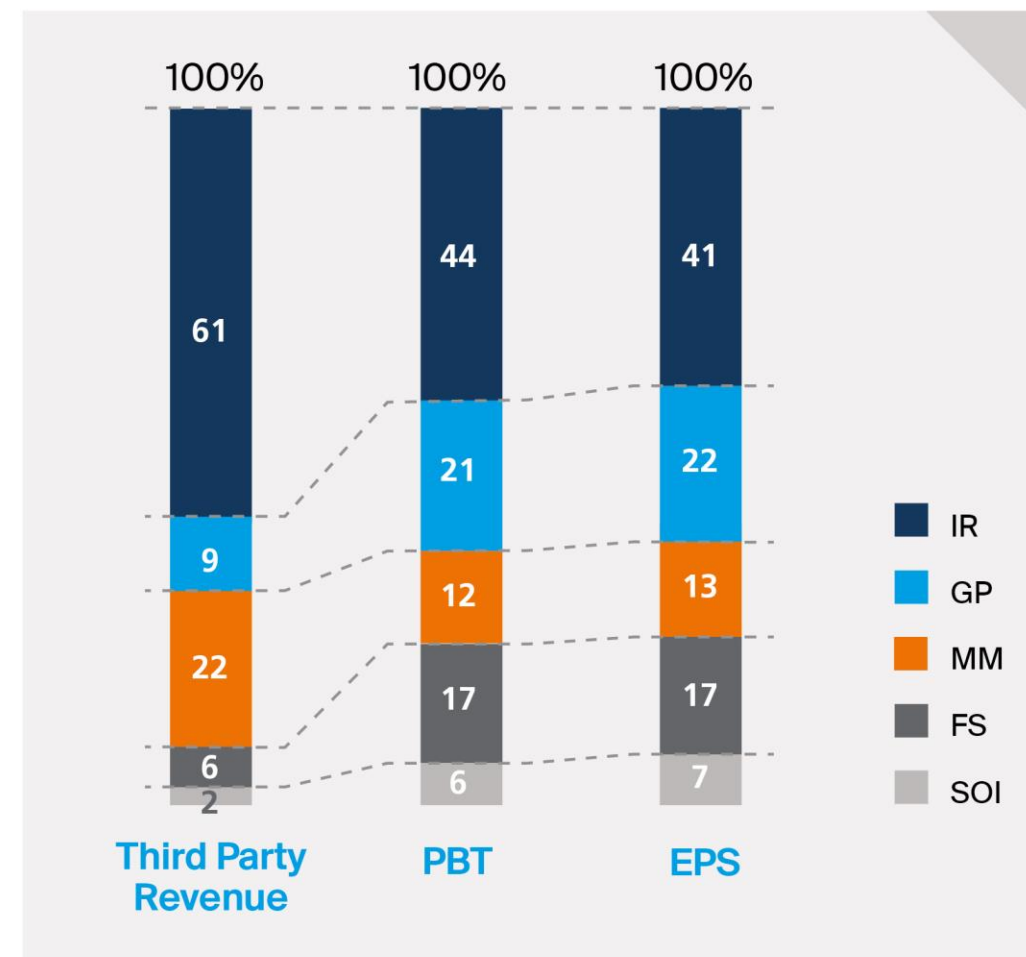
Note: Caribbean Conglomerates do not share all Massy's Portfolios and Lines of Business

Portfolio Contribution Q3 2021 YTD

A continued focus on investments which align with strategy and or creates value for our shareholders.

- Our core businesses constitute more than 70% of the Group's earnings
- Noteworthy PBT contributions from Stores (SLU & SVG) - \$74.5M and Distribution (Trinidad) - \$84.1M
- YoY PBT growth from IR, FS, GP and SOI

PBT by Portfolio/LoB	Jun-21	Jun-20	Variance	
Integrated Retail	291,082	252,581	38,501	15%
Gas Products	141,467	136,513	4,954	4%
Motors and Machines	83,431	102,872	(19,441)	-19%
Financial Services	110,762	80,051	30,711	38%
Strategic and Other Investments	42,730	35,345	7,385	21%
Total	669,472	607,362	62,110	10%

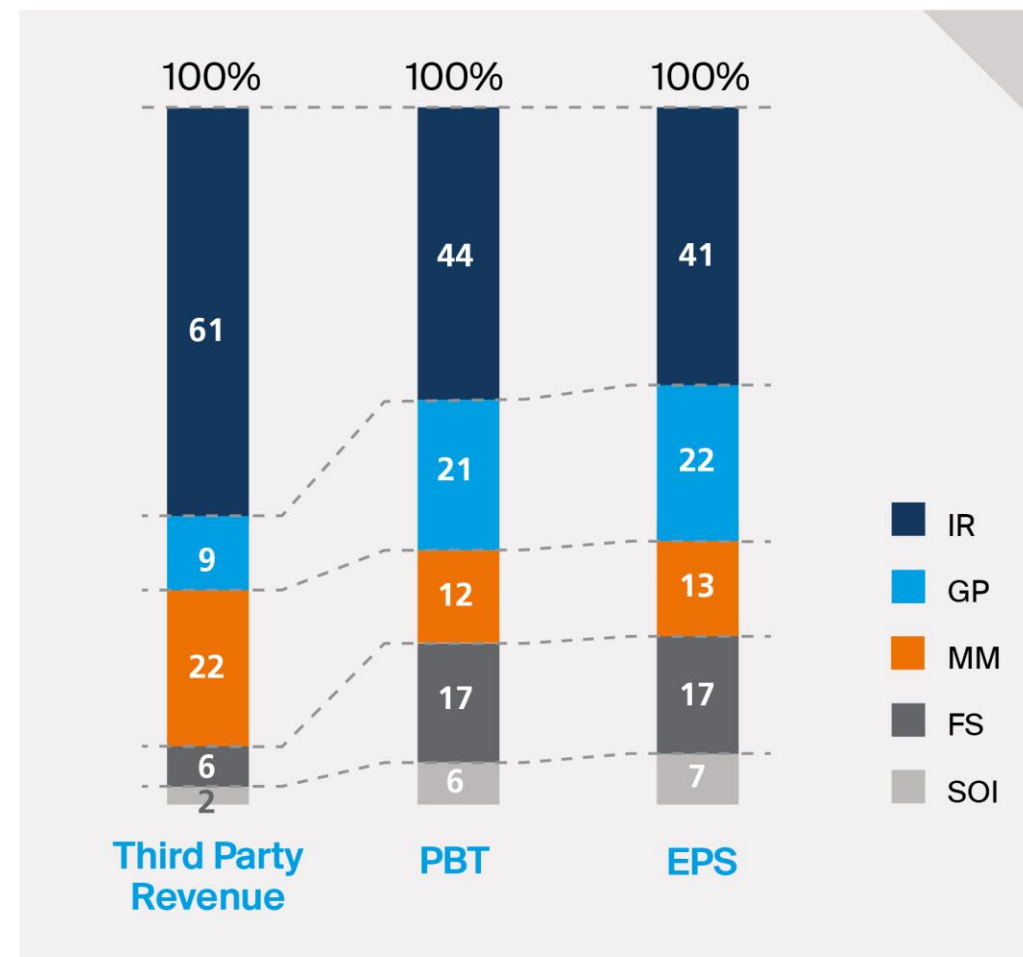


Portfolio Contribution Q3 2021 YTD

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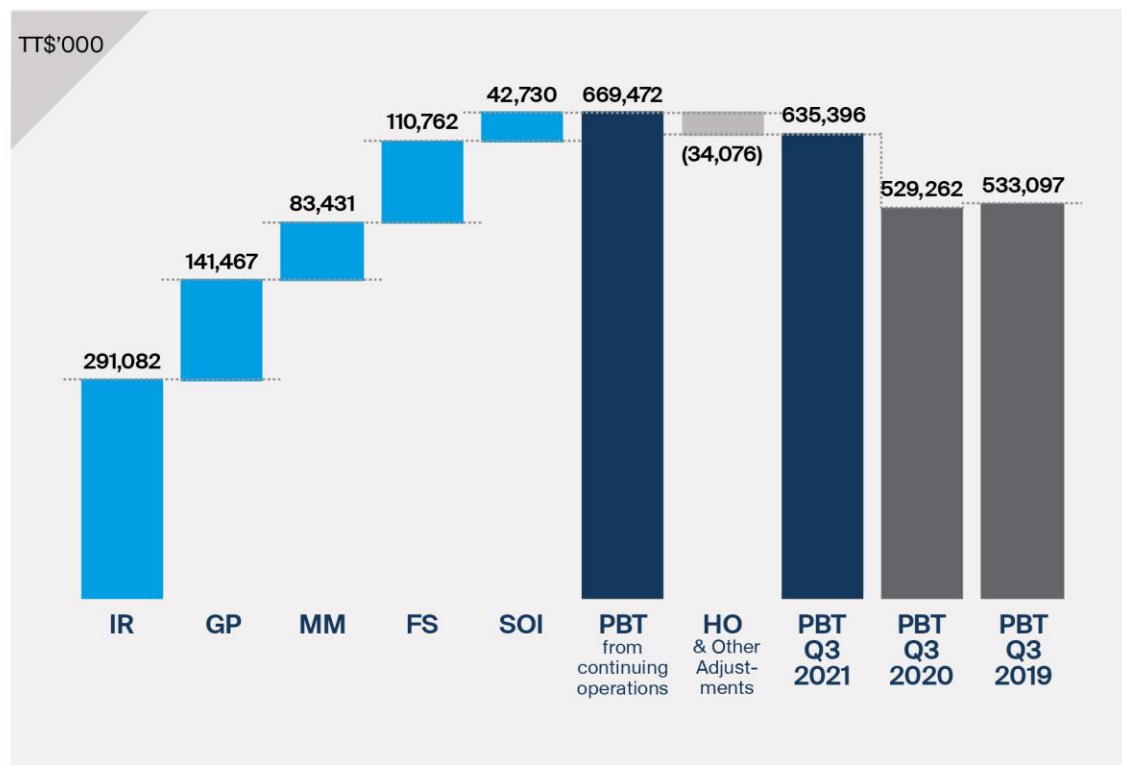
Some Wins:

- All Financial Services companies experienced YoY PBT growth with notable performances from Massy Finance GFC and our Remittance Services, namely the growing MoneyGram transactions in Guyana
- Increased sales and gross margins due to a more favourable vehicle mix for the Colombian market, especially at Mazda
- Increased LIN volume, LOX and medical sales from Gas Trinidad
- Positive sales from all Stores in Barbados with increased from Sunset Crest, Sky Mall, Worthing and Warrens
- Strong performances in all Distribution categories and brands in Guyana
- Increased business activity for MEES

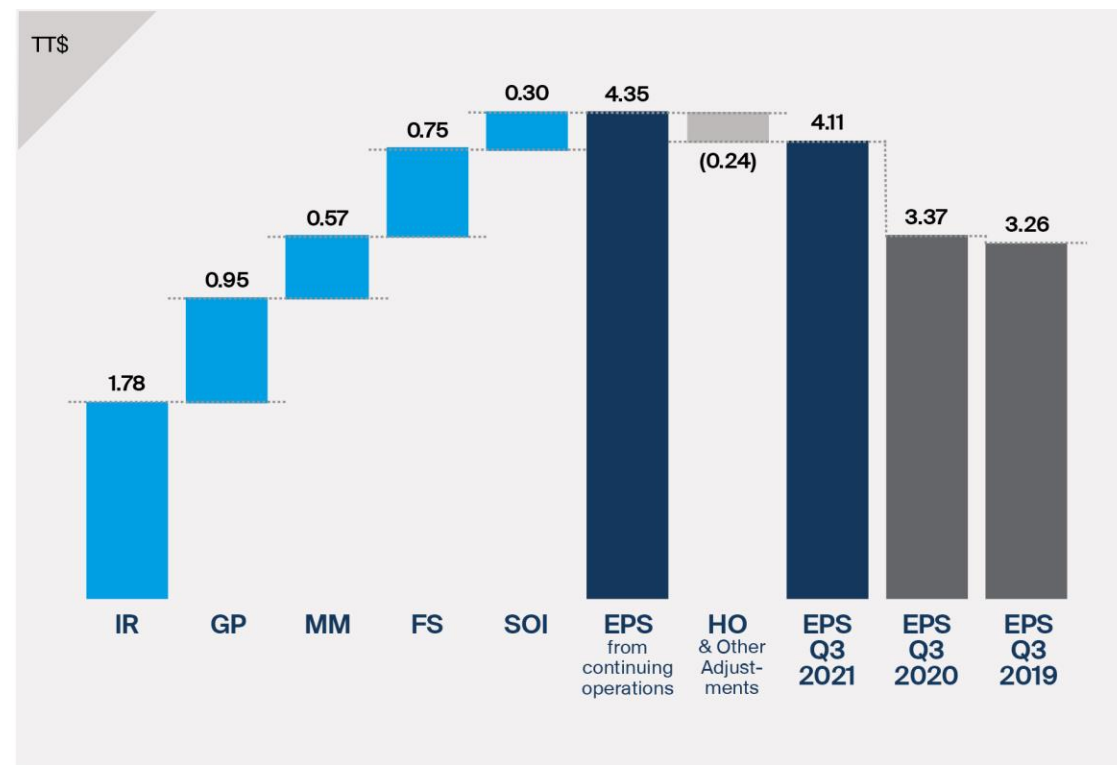


Portfolio Contribution Q3 2021 YTD

Group Profit Before Tax

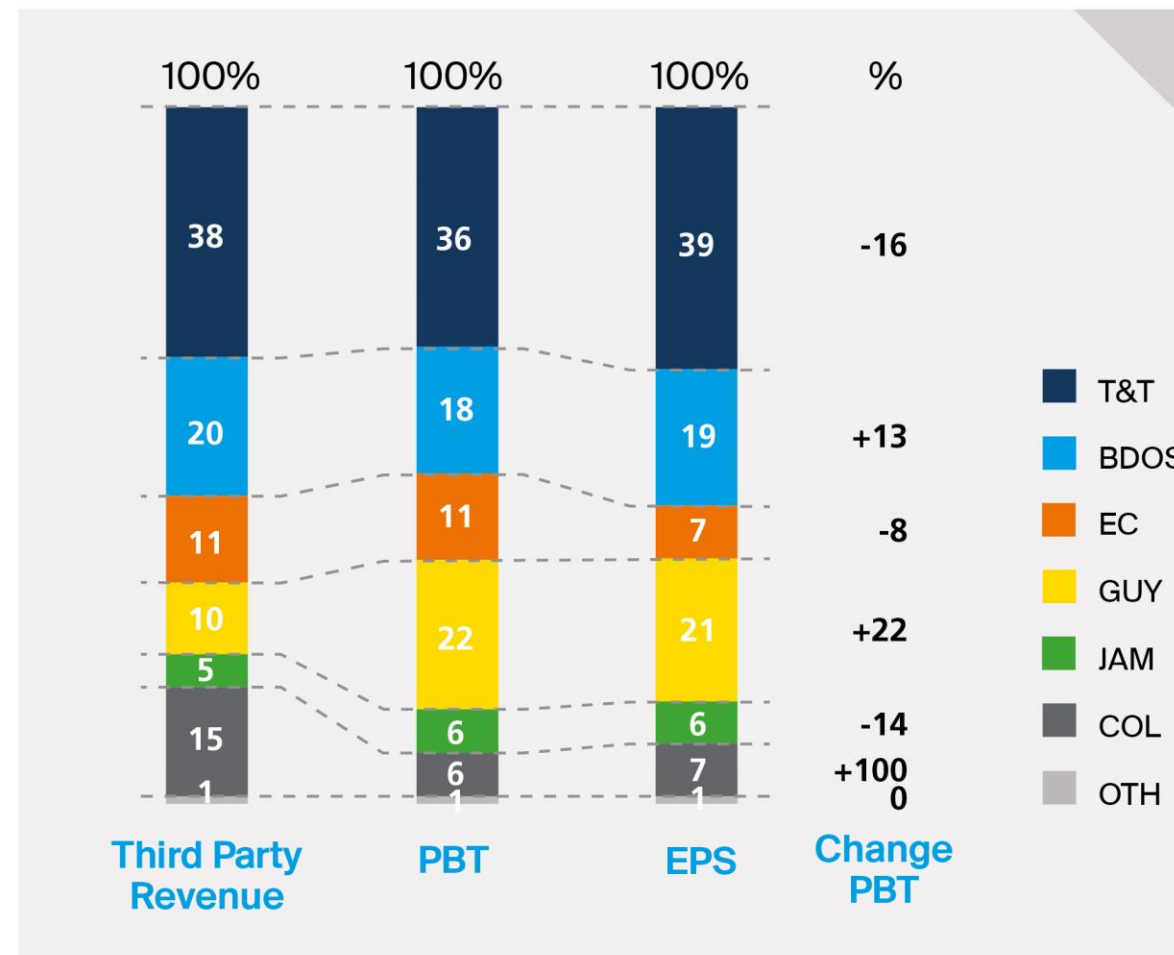


Group Earnings Per Share

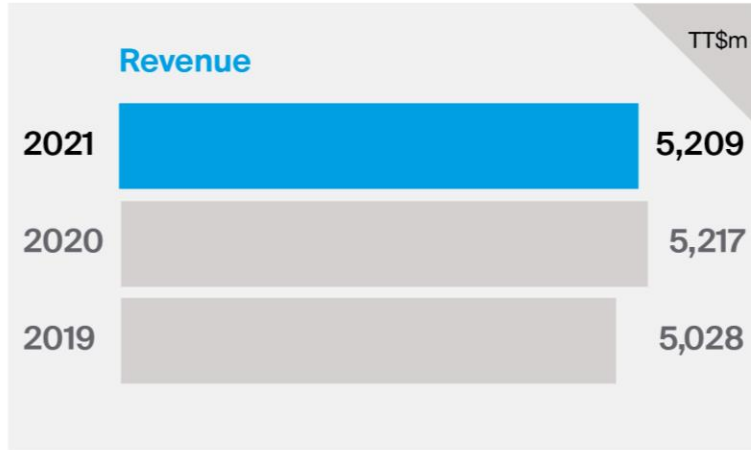


Territory Contribution Q3 2021 YTD

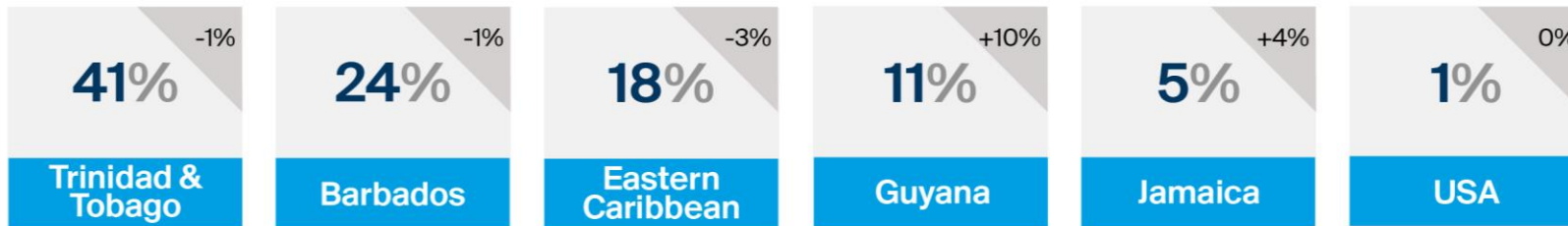
- While most of our territories continued to experience some form of lockdown or curfew for the most part of the nine months ended 2021 vs 2020, the group remains agile to execute its strategic priorities
- Both Guyana and Colombia show considerable revenue growth of 14% and 31% respectively
- Colombia has shown a substantial 131% increase in PBT YoY, driven by their continuing surge in the automotive market in that territory
- Trinidad & Tobago, Barbados and Guyana continue to be the major contributors to PBT and EPS



Financial Performance Q3 2021 YTD Integrated Retail

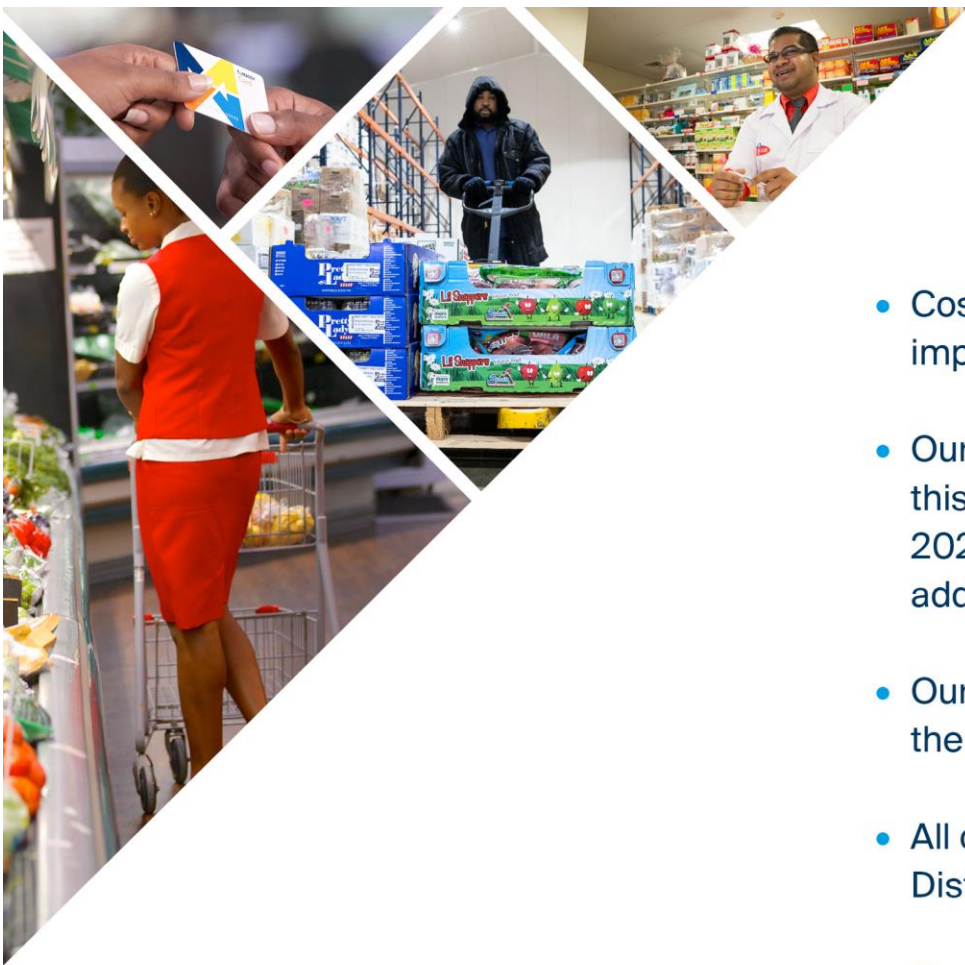


Revenue Contribution by Territory



+% and -% Change over Q3 2020 YTD

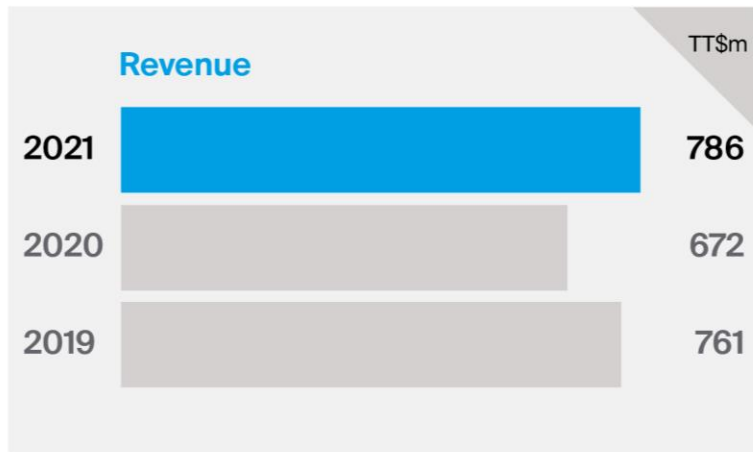




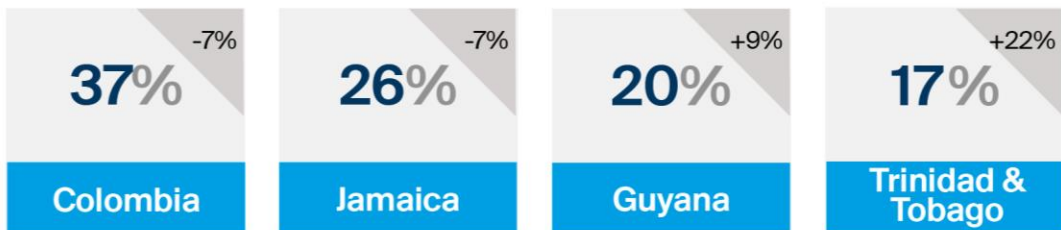
Integrated Retail Portfolio Q3 Highlights

- Cost consolidation initiatives continue to yield benefits with YTD operating expense margin improving from 18.7% prior year to 18.4%
- Our two new supermarkets in Saint Lucia in Soufriere and Castries were opened during this period, along with two new Mini stores in Guyana (May 2021) and Barbados (June 2021). Work continues on the Brentwood store in Trinidad, small Mega store in St. Vincent, additional stores in Trinidad and two Minis in Guyana.
- Our new web based online platform for Retail was successfully piloted in Barbados during the quarter. This platform will be rolled out regionally by December 2021.
- All operating companies showed an improvement in PBT vs. prior year except Massy Distribution Barbados and Massy Stores Saint Lucia.
- Our Distribution companies continue to successfully navigate supply chain challenges
- Operations in St. Vincent and Barbados were impacted both positively and negatively by the eruption of the Soufriere volcano in early April. Extensive support to impacted communities was provided by IRP and the wider group.
- Management of COVID-19 cases especially in Retail continues to be a challenge.

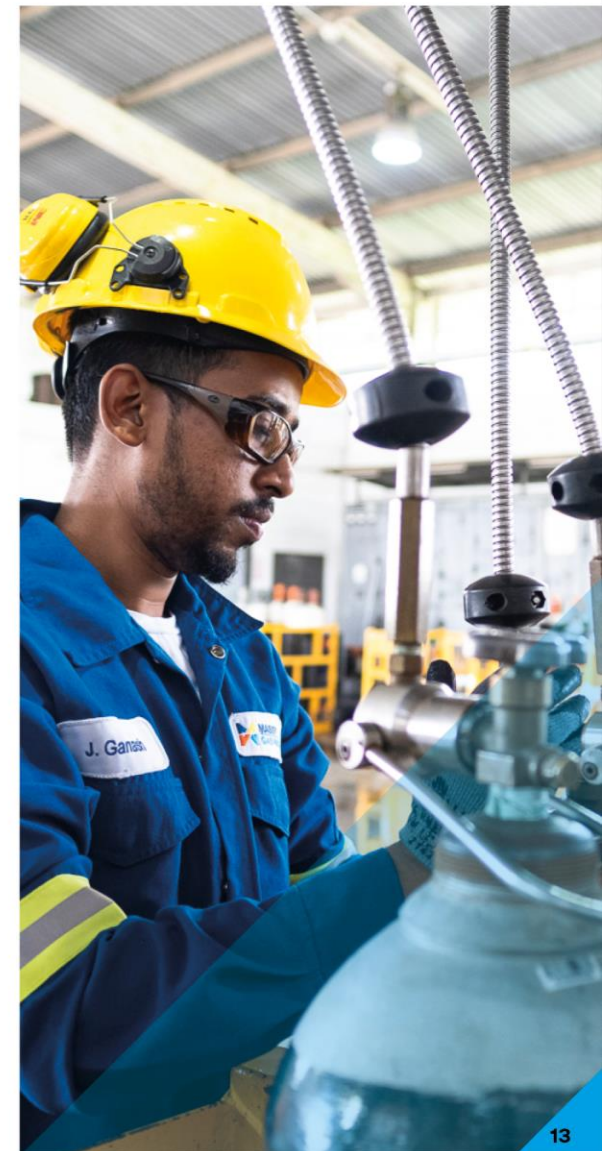
Financial Performance Q3 2021 YTD Gas Products



Revenue Contribution by Territory



+% and -% Change over Q3 2020 YTD

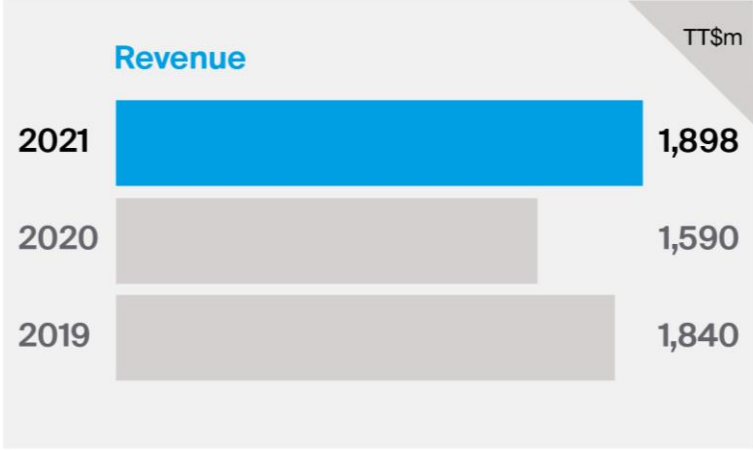




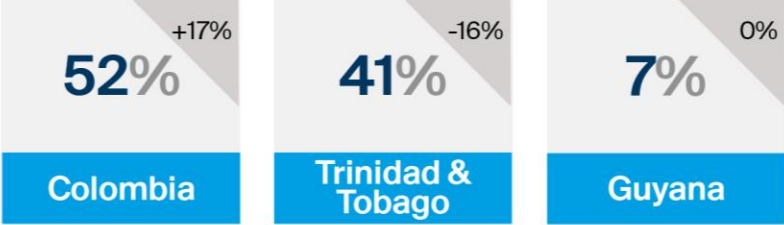
Gas Products Portfolio Q3 Highlights

- Strong demand for essential products - e.g. Oxygen, other industrial gases and LPG
- Diversified and resilient business with strong technical expertise and well-controlled operating costs
- Self sufficient generator of USD in all territories with exports to over 26 markets regionally
- Successful entry into the LPG business in Colombia, a market with substantial growth potential. Sturdy momentum and growth of the Guyana business lines

Financial Performance Q3 2021 YTD Motors & Machines



Revenue Contribution by Territory



+% and -% Change over Q3 2020 YTD

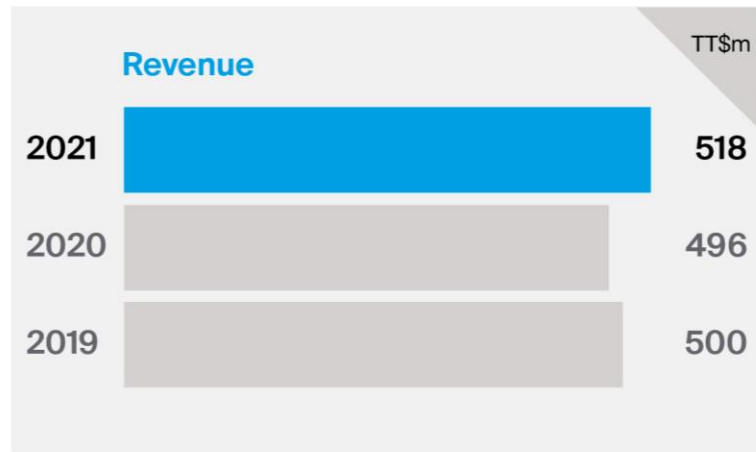




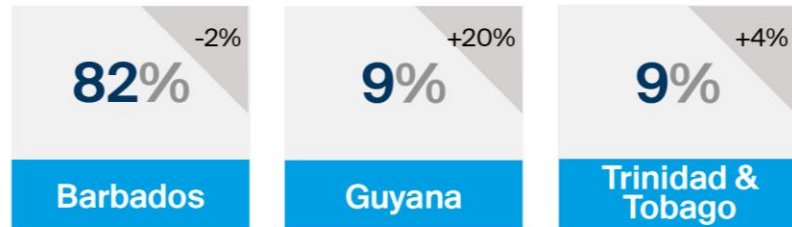
Motors & Machines Portfolio Q3 Highlights

- Our Colombian Dealership Operations including our new Bogota location, Mercedes Benz Dealership in Cali, and Mazda operations in Cali have delivered in excess of 150% growth resulting in an increase in total market share to 3.8%. Despite the recent social unrest and Covid related challenges, Colombia has rebounded tremendously, and we confidently pursue further acquisitions as we work towards full country operations.
- The Caterpillar business in Trinidad & Tobago continues to deliver growth, as has the continuous development of our Marine, Service and Power System capabilities. There was a seamless transition as we added Trinidad & Tobago to the list of 17 countries that we now serve via our Shell Macro Distribution network. Following the consolidation of our trucking business, we are now delivering significant growth over last year.
- Our Automotive Business in Trinidad & Tobago suffered significant constraints in June and July but remains focused on expanding our Service operations and securing additional Brand representation. MG is our latest addition, which we expect to launch in September, while exciting new models from our existing brands including the new Hyundai Tuscon, Nissan Frontier and Hybrid Electric Volvos are now available. Several new showrooms are nearing completion, while at the same time we continue to improve our digital interactions with various on-line virtual showrooms. Our Automotive Distribution business has also delivered growth and increased market share.
- In Guyana we have sold our first Mack Truck, and we have now also added UD trucks to our offering. We have moved into new facilities in Essequibo which will allow us to better service the needs of that market, and we have closed on land acquisition for new facilities in Berbice.

Financial Performance Q3 2021 YTD Financial Services

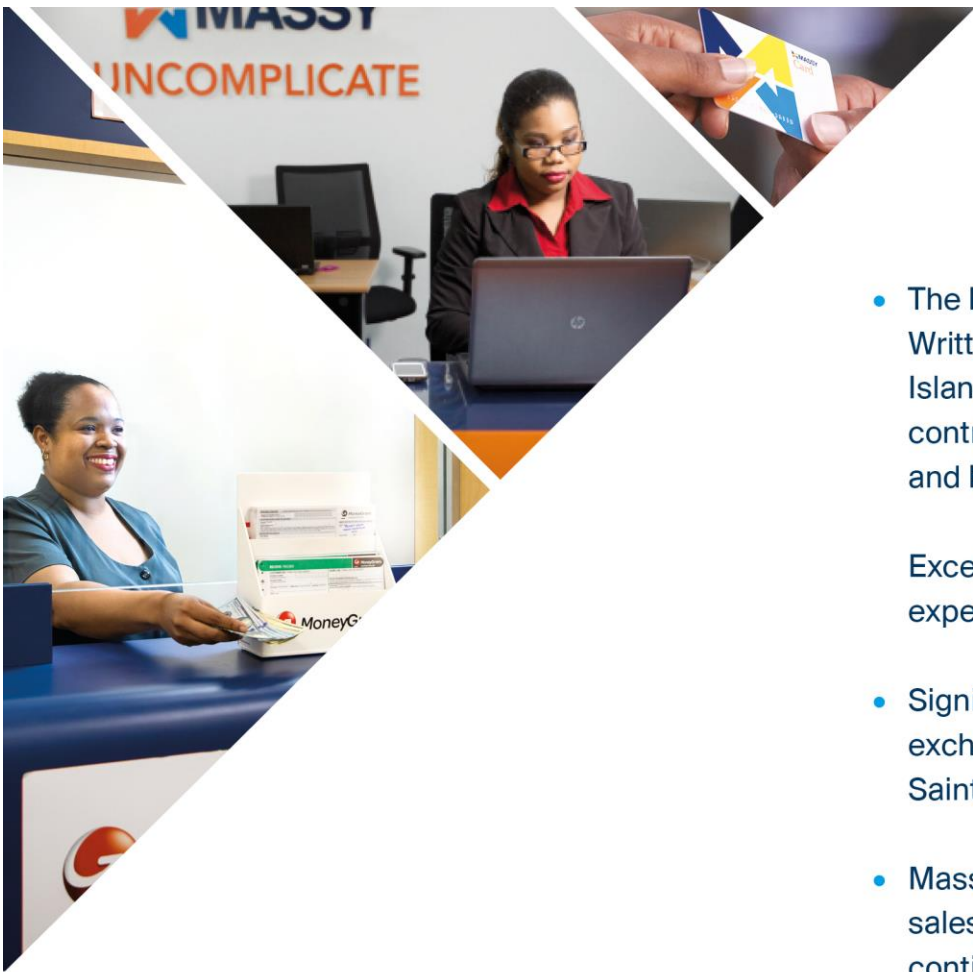


Revenue Contribution by Territory



+% and -% Change over Q3 2020 YTD





Financial Services Q3 Highlights

- The Insurance business continued to execute on its risk diversification strategy with growth in Gross Written Premiums being reflected in the eastern and northern Caribbean and the Dutch Caribbean Islands. This, along with improvement in claims experience in our motor portfolio for the period contributed to good underwriting performance. Financial exposure to claims from La Soufriere eruption and Hurricane Elsa was limited and well within the company's reserves.

Excellent performance of our international equity investment portfolio compared with the market declines experienced during 2020.

- Significant growth in Remittance inflows contributed to increased profitability, as well as growth in foreign exchange provided to the group. We continue to expand our Sub-agent network in Trinidad & Tobago, Saint Lucia and Guyana.
- Massy Finance GFC reflected improved performance driven by improved delinquency and increased sales. Strategically, the alignment between the Massy Group Corporate Treasury and MFGFC has continued to advance with the appointment of the Group Corporate Treasurer to the Board of MFGFC and the approval of the Strategic Plan presented, which would establish a Treasury and Investment Unit in MFGFC along with the enabling resources and regulatory capabilities needed for implementation.

	Risk	Mitigation
Credit Risk	<ul style="list-style-type: none">• Increase in exposures of Government related trade receivables• Increase in exposure to third parties who are dependent on Government contract• Increase in consumer related credit exposures	<ul style="list-style-type: none">• The increase in exposure is largely covid related as many business sectors remain closed• The Senior Leadership team monitors the largest exposures• Closer monitoring of customer accounts to reduce past-due exposures is in place
FX Liquidity & FX Volatility	<ul style="list-style-type: none">• Volatility of changes in FX currencies, devaluation• Availability of FX	<ul style="list-style-type: none">• Group Treasury is developing strategies to optimize liquidity and FX availability
Cyber Security & Data Privacy	<ul style="list-style-type: none">• Increase in cyber security attacks and IT risk vulnerability• Regulatory and Compliance breaches of data privacy laws	<ul style="list-style-type: none">• Review of data management controls• Review of current IT policies to support changing data privacy legislation

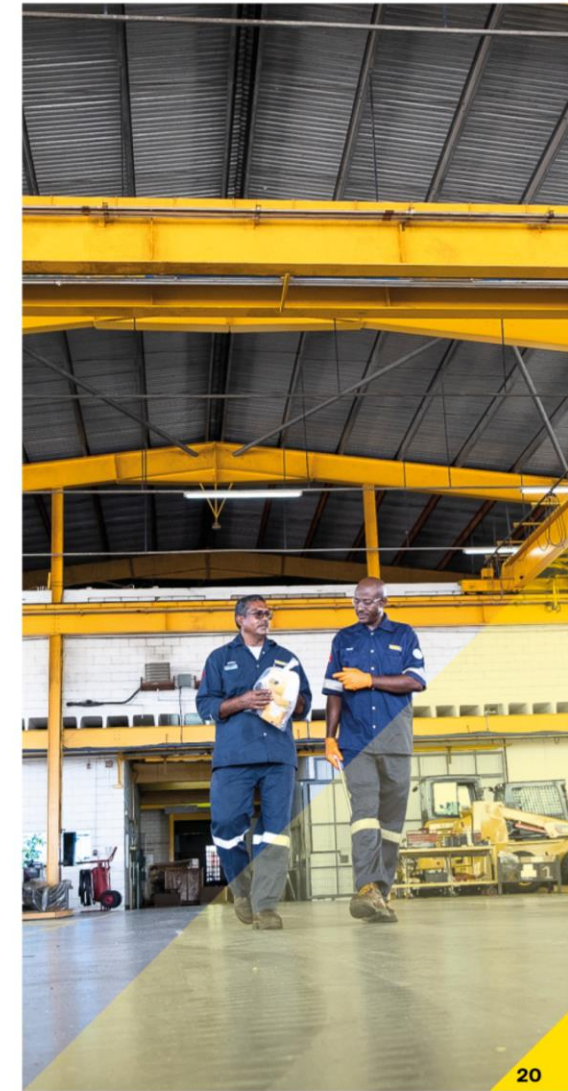
Corporate initiatives enhancing Shareholder returns

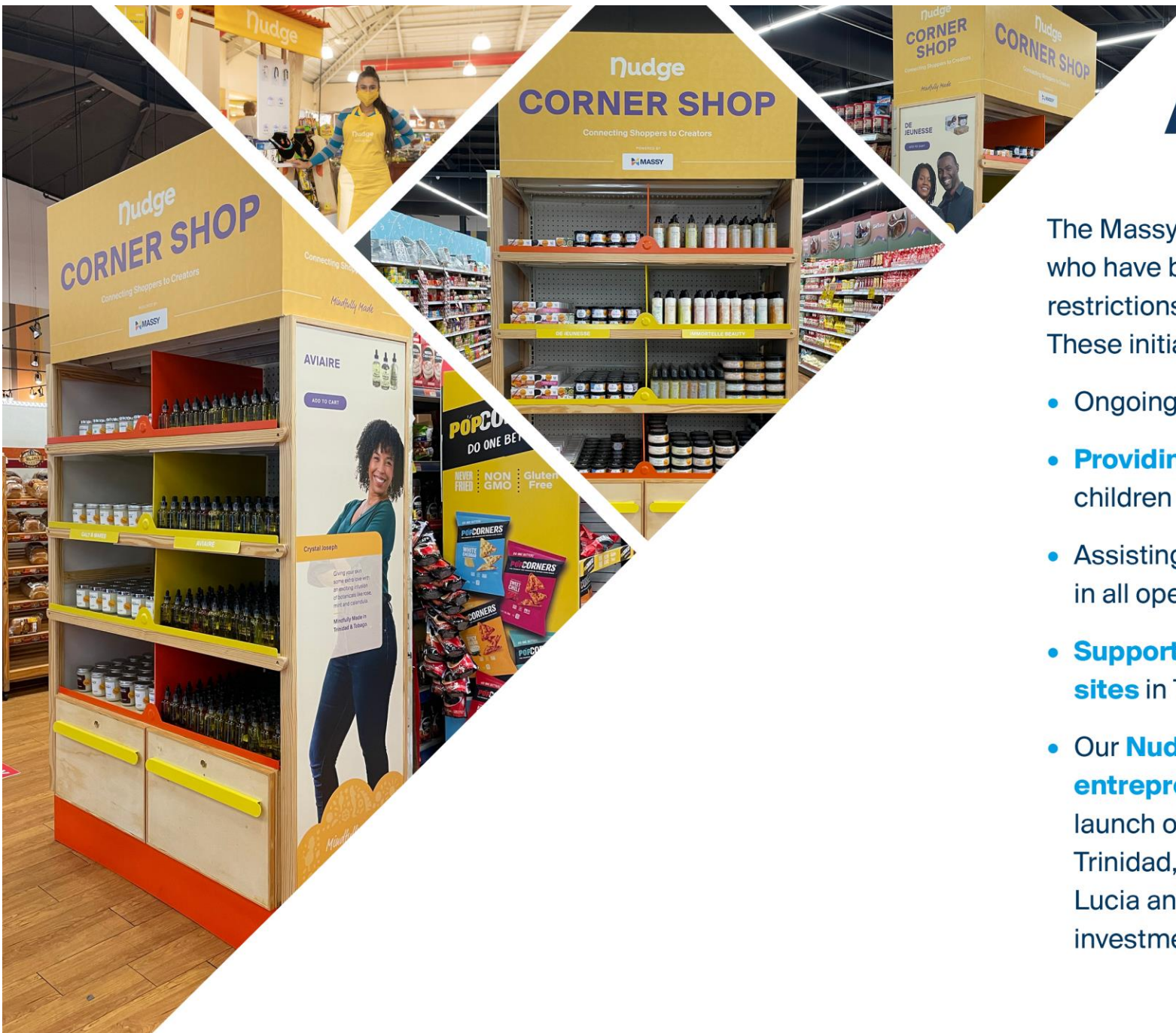
Deliberate and diligent investment of Group's Cash to maximize returns while maintaining liquidity for strategic investments

- US\$70 million invested in a diversified, international and return focused portfolio
- Continuing to reap benefits from buoyant international equity markets enhancing overall returns - TT\$30million contribution to PBT for Q3 2021 YTD
- Progress on leveraging the strengths of Massy Finance GFC and Group Corporate Treasury

Continuing to narrow the focus of the Group to the 3 main portfolios while maintaining key strategic investments to maximize return on shareholder capital

- Officially closed the sale of Roberts Manufacturing to PROVEN Investments Limited on June 8 – sale price of US\$21.452 million
- The divestment of Massy Pres-T-Con Holdings and its subsidiaries was completed on April 1
- Net gain on sale from these divestments – TT\$71.6 million





A Force for Good

The Massy Group continues to do its part to support families who have been negatively impacted by the lockdowns and restrictions due to the Covid-19 pandemic.

These initiatives have included:

- Ongoing **donation of hampers** to help feed families
- **Providing hundreds of tablets** to assist disadvantaged children with remote learning
- Assisting with **campaigns to address vaccine hesitancy** in all operating jurisdictions
- **Supporting** public/private sector run **mass vaccination sites** in Trinidad
- Our **Nudge project supporting and developing entrepreneurs** commenced a new phase with the recent launch of our Nudge Corner shops in six Massy Stores in Trinidad, finalizing arrangements to launch Nudge in Saint Lucia and Barbados in September, and work on an impact investment fund which we hope to launch later in the year.



Thank You



MASSY