honesty & integrity

responsibility

collaboration

growth & continuous improvement

love & care

2014 Annual Report

MASSY

10,000+
employees

75+
companies

8
countries

1
Group

Purpose Statement

A Force for Good

Creating Value,

Transforming Life

Vision Statement

A Force for Good

The Most Responsible and Profitable Investment Holding/Management Company in the Caribbean Basin

On Our Cover

On June 30, 2014 we launched our new Corporate Identity: **Massy**. This initiative brought our **10,000+** employees, **75+** companies across **8** countries under **1** brand identity to further strengthen our **1** Group.

Contents

1

Corporate Information

“ **Integrity** is the ability to stand by an idea ”

Ayn Rand

Corporate Information

DIRECTORS

Mr. Robert Bermudez, *Chairman*

Mr. E. Gervase Warner, *President & Group CEO*

Dr. Rolph Balgobin

Mr. Earl Boodasingh

Mr. Patrick Hylton

Mr. G. Anthony King

Mr. David O'Brien

Mr. William Lucie-Smith

Mrs. Paula Rajkumarsingh

Mr. Robert Riley

Mr. Gary Voss

Mr. Richard P. Young

CORPORATE SECRETARY

Ms. Wendy Kerry

ASSISTANT CORPORATE SECRETARY

Ms. Astraea Douglas

REGISTERED OFFICE

63 Park Street

Port of Spain

Trinidad and Tobago

Telephone: (868) 625-3426

Facsimile: (868) 627-9061

E-mail: info@massygroup.com

Website: www.massygroup.com

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

AUDITORS

PricewaterhouseCoopers

11-13 Victoria Avenue

Port of Spain

Trinidad and Tobago

PRINCIPAL BANKERS

RBC Royal Bank (Trinidad & Tobago) Limited

19-21 Park Street

Port of Spain

Trinidad and Tobago

AUDIT COMMITTEE

Mr. William Lucie-Smith, *Chairman*

Dr. Rolph Balgobin

Mr. Patrick Hylton

Mr. Richard P. Young

Mr. E. Gervase Warner *(ex-officio)*

GOVERNANCE AND COMPENSATION COMMITTEE

Mr. Gary Voss, *Chairman*

Dr. Rolph Balgobin

Mr. G. Anthony King

Mr. Robert Bermudez *(ex-officio)*

Mr. E. Gervase Warner *(ex-officio)*


MIAMI
DISTRIBUTION
JAMAICA
DISTRIBUTION
ENERGY & INDUSTRIAL GASES
TECHNOLOGY
AUTOMOTIVE
ENERGY & INDUSTRIAL GASES
COLOMBIA

Regional Footprint

BUSINESS TO BUSINESS BRANDS

BUSINESS TO CONSUMER BRANDS

Operating Companies

Business to Business Brands

Distribution

Massy Distribution

Massy Trading

Massy Shipping Services

Industrial Equipment

Massy CAT

Massy Pres-T-Con

Massy Machinery

Energy & Industrial Gases

Massy Energy
- Investments
- Engineered Solutions
- Production Resources
- Fabric Maintenance
- Supply Chain Solutions

Massy | Wood Group

Massy Gas Products
- Holdings
- Caribbean Products
- Petrochemical Services

Massy | Air Products
- Management Services
- ASU

Technology

Massy Technologies
- Applied Imaging
- InfoCom
- Transaction Services

Massy Communications

Other

Massy Security

Operating Companies

Business to Consumer Brands

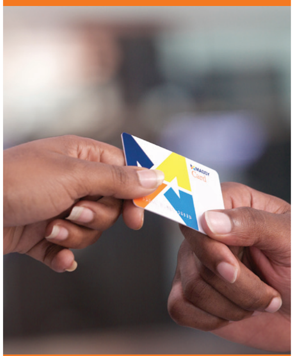
Properties

Massy Realty

Massy Properties

Retail

Massy Stores
- SuperCentre
- Supermarket
- Express
- Home
- Pharmacy



Finance

Massy Finance
- GFC
- Credit Plus
- Remittances

Massy Card
- Credit
- Non-Credit

Automotive

Massy Motors
- Leasing
- Parts
- Service
- Pre-Owned
- Automotive Components
- Tobago

Best Auto

Massy Motors Quikservice

Massy Industries

Insurance

Massy United Insurance

Listing of Rebranded and Former Company Names

As at the date of the Notice convening the Annual Meeting, these were the changed company names

TRINIDAD AND TOBAGO

OTHER GROUP COMPANIES

Neal & Massy Holdings Limited	**Massy Holdings Ltd.**
Neal & Massy Limited	**Massy Ltd.**
Nealco Properties Limited	**Massy Properties (Trinidad) Ltd.**
Nealco Real Estate Ltd.	**Massy Realty (Trinidad) Ltd.**
The Neal & Massy Foundation	**The Massy Foundation**

AUTOMOTIVE & INDUSTRIAL EQUIPMENT COMPANIES

Neal & Massy Transportation Group Limited	**Massy Transportation Group Ltd.**
Automotive Components Limited	**Massy Automotive Components Ltd.**
Neal & Massy Automotive Ltd.	**Massy Motors Ltd.**
Tobago Services Limited	**Massy Motors (Tobago) Ltd.**
Tracmac Engineering Limited	**Massy Machinery Ltd.**
Pres-T-Con Holdings Limited	**Massy Pres-T-Con Holdings Ltd.**
Pres-T-Con Limited	**Massy Pres-T-Con Ltd.**

ENERGY COMPANIES

Neal & Massy Energy Limited	**Massy Energy (Trinidad) Ltd.**
NM Insertech (Caribbean) Limited	**Massy Energy Engineered Solutions Ltd.**
NM Caribbean Insulation Services Limited	**Massy Energy Fabric Maintenance Ltd.**
Neal & Massy Energy Resources Limited	**Massy Energy Production Resources Ltd.**
Neal & Massy Energy Investments Limited	**Massy Energy Investments Ltd.**
NM Supply Chain Integrators Limited	**Massy Energy Supply Chain Solutions Ltd.**
Neal & Massy Wood Group Limited	**Massy Wood Group Ltd.**
NM Industrial Gas Holdings Limited	**Massy Gas Products Holdings Ltd.**
Neal & Massy Gas Products Limited	**Massy Gas Products Ltd.**
Industrial Gases Limited	**Massy Gas Products (Trinidad) Ltd.**
NM Petrochemicals Services Limited	**Massy Petrochemical Services Ltd.**

INDUSTRIAL GAS COMPANIES

NM Gas Investments Limited	**Massy Gas Products Investments Ltd.**
NM Gas Operations Limited	**Massy Gas Products Operations Ltd.**
Trintogas Carbonics Limited	**Massy Carbonics Ltd.**

INFORMATION, TECHNOLOGY & COMMUNICATIONS COMPANIES

Neal & Massy ITC Group Limited	**Massy Technologies (Trinidad) Ltd.**
Illuminat (Trinidad & Tobago) Limited	**Massy Technologies InfoCom (Trinidad) Ltd.**
Three Sixty Communications Limited	**Massy Communications Ltd.**
Pereira & Company Limited	**Massy Technologies Applied Imaging (Trinidad) Ltd.**

TRINIDAD REGISTERED RETAIL AND CONSUMER FINANCE COMPANIES

Trading & Distribution Limited	**Massy Integrated Retail Ltd.**
General Finance Corporation Limited	**Massy Finance GFC Ltd.**
NM Remittance Services Limited	**Massy Remittance Services (Trinidad) Ltd.**
Melville Shipping Limited	**Massy Shipping Services (Trinidad) Ltd.**

BARBADOS

OTHER GROUP COMPANIES

The Barbados Shipping & Trading Company Limited	**Massy (Barbados) Ltd.**
S.P. Musson Son & Company Limited	**Massy Properties (Barbados) Ltd.**
United Insurance Company Limited	**Massy United Insurance Ltd.** *(Registered externally in Trinidad)*
Neal & Massy (Barbados) Limited	**Massy (Barbados) Investments Ltd.**

AUTOMOTIVE & INDUSTRIAL EQUIPMENT COMPANIES

Neal & Massy Automotive (Barbados) Limited	**Massy Motors (Barbados) Ltd.**

Listing of Rebranded and Former Company Names

BARBADOS	**ENERGY COMPANIES**	
	NM Energy (Barbados) Limited	**Massy Energy (Barbados) Ltd.**
	INFORMATION, TECHNOLOGY & COMMUNICATIONS COMPANIES	
	Illuminat (Barbados) Limited	**Massy Technologies InfoCom (Barbados) Ltd.**
	Illuminat (Caribbean) Limited	**Massy Technologies InfoCom (Caribbean) Ltd.**
	RETAIL AND CONSUMER FINANCE COMPANIES	
	Dacosta Distribution Ltd.	**Massy Gas Products (Barbados) Ltd.**
	DacostaMannings Retail Ltd.	**Massycard (Barbados) Limited**
	S.B.I. Distribution Inc.	**Massy Distribution (Barbados) Ltd.**
	Super Centre Limited	**Massy Stores (Barbados) Ltd.**
	Booth Steamship Company (Barbados) Limited	**Massy Shipping Services (Barbados) Ltd.**
GUYANA	**OTHER GROUP COMPANIES**	
	Neal & Massy Guyana Limited	**Massy (Guyana) Ltd.**
	NM Security Solutions Inc.	**Massy Security (Guyana) Ltd.**
	AUTOMOTIVE & INDUSTRIAL EQUIPMENT COMPANIES	
	Associated Industries Limited	**Massy Industries (Guyana) Ltd.**
	ENERGY COMPANIES	
	Demerara Oxygen Company Limited	**Massy Gas Products (Guyana) Ltd.**
	INFORMATION, TECHNOLOGY & COMMUNICATIONS COMPANIES	
	CCS (Guyana) Limited	**Massy Technologies (Guyana) Ltd.**
	INTEGRATED RETAIL AND CONSUMER FINANCE COMPANIES	
	NM Services Limited	**Massy Services (Guyana) Ltd.**
	Trading & Distribution Inc.	**Massy Distribution (Guyana) Inc.**
JAMAICA	**INDUSTRIAL GAS COMPANIES**	
	Gas Products Limited	**Massy Gas Products (Jamaica) Limited**
	INFORMATION, TECHNOLOGY & COMMUNICATIONS COMPANIES	
	Illuminat (Jamaica) Limited	**Massy Technologies InfoCom (Jamaica) Limited**
	Pereira & Company Jamaica Limited	**Massy Technologies Applied Imaging (Jamaica) Limited**
	RETAIL AND CONSUMER FINANCE COMPANIES	
	NMH Trading & Distribution (Jamaica) Limited	**Massy Distribution (Jamaica) Limited** *Business Names Registered – Massy Distribution – Massy Trading
ANTIGUA	**INFORMATION, TECHNOLOGY & COMMUNICATIONS COMPANIES**	
	Illuminat (Antigua) Limited	**Massy Technologies InfoCom (Antigua) Ltd.**
ST. LUCIA	**INDUSTRIAL GAS COMPANIES**	
	Gas Products (St. Lucia) Limited	**Massy Gas Products (St. Lucia) Ltd.**
	INTEGRATED RETAIL AND CONSUMER FINANCE COMPANIES	
	Marketing & Distribution (St. Lucia) Limited	**Massy Distribution (St. Lucia) Ltd.**
MIAMI, USA	**INTEGRATED RETAIL AND CONSUMER FINANCE BUSINESS UNIT**	
	Neal & Massy Inc.	**Massy Distribution (USA) Inc.**

Notice of Annual Meeting

TO ALL SHAREHOLDERS

NOTICE IS HEREBY GIVEN that the Ninety-First 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 February 6, 2015 at 10:00 a.m. 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, 2014 together with the Report of the Auditors thereon, and to note the final dividend.

2 To elect Directors for specified terms and if thought fit, to pass the following Resolutions:

   a THAT, the Directors to be elected, be elected en bloc;

   b THAT, in accordance with the requirements of paragraph 4.4.1 and 4.4.2 of By-Law No. 1 of the Company, Messrs. Earl Boodasingh, Patrick Hylton, Gary Voss, Richard P. Young and Mrs. Paula Rajkumarsingh be and are hereby 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

   c THAT, in accordance with the requirements of paragraph 4.4.1 of By-Law No. 1 of the Company, Ms. Maxine Williams be and is hereby elected a Director of the Company to hold office until the close of the second Annual Meeting of the Shareholders of the Company following this election.

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

4 To pass the following Special Resolution:

   a THAT, in accordance with the provisions of;

      i the Securities Act, 2012, the Companies Act, 1995 of the Laws of Trinidad & Tobago; and the Trinidad & Tobago Stock Exchange ("TTSE") Rules;

      ii the Financial Services Commission Act, 2010, Securities Act Cap 318A, and the Companies Act Cap 308 of the Laws of Barbados and the Barbados Stock Exchange ("BSE") Rules; and

      iii the Listing Agreements between the Company and the BSE and TTSE respectively and all other applicable laws, rules, regulations and guidelines;

   the consent of the Shareholders be and is hereby accorded and granted for the voluntary delisting of the equity shares of the Company from the BSE, which voluntary delisting is hereby approved, subject to such processes as may be necessary and subject to such conditions as prescribed by law; and

   b THAT, the Board of Directors and any person(s) authorised by the Board of Directors be and are hereby authorised to take all steps necessary to give effect to this resolution.

BY ORDER OF THE BOARD

WENDY KERRY
Corporate Secretary

December 17, 2014

Notice of Annual Meeting

NOTES

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

2 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.

3 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.

4 Attached is a Proxy Form 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.

2

Chairman's and Chief Executive's Reports

" The price of greatness is **responsibility** "

Winston Churchill

Chairman's Report

Robert Bermudez | Chairman

2014 was a remarkable year in the history of this Group of Companies. After 90 years of unbroken service to our customers, shareholders, employees and the communities in which we operate, the Group saw it fit to rebrand itself to Massy. The rebranding of the organisation formerly known as Neal & Massy signifies a renewal and rebirth of the Group. Today, as the Massy Group, we are privileged to draw upon a proud heritage of performance and values and also of distinguished contributions, to realise future achievement and fulfillment of aspirations.

FINANCIAL REVIEW

Our Group has continued on a positive growth trajectory, recording $890 million in Profit Before Rebranding Cost and Tax and Third Party Revenue growth of 14 percent. The Group's overall Earnings Per Share (EPS) increased by 2 percent to $5.69. Excluding rebranding cost of $58 million, EPS would have increased by 10 percent to $6.14. Notably, the contributions from the new acquisitions (primarily retail operations in St. Lucia) and the commendable performance in our Consumer Finance Line of Business, Energy & Industrial Gases and ITC Business Units resulted in the growth in 2014.

THE CONTRIBUTION OF ARTHUR LOK JACK

It is both fitting and a heartfelt obligation, on behalf of all in the Massy Group, to pay tribute to the contribution of Arthur Lok Jack, who retired as Chairman in July 2014. Arthur served on the Board of the Massy Group for 16 years, 10 of which were as Chairman.

Under his chairmanship, Massy share prices rose, revenue tripled from $3,045 million in 2004 to $9,392 million in 2013; Profit Before Tax more than doubled from $318 million in 2004 to $825 million (restated) in 2013; and EPS increased from $2.43 per share in 2004 to $5.59 (restated) in 2013. As a measure of growth and expansion during his leadership, the Barbados Shipping & Trading Company investment was recorded as the Group's largest ever acquisition.

Arthur's leadership capacities proved especially advantageous to the Group upon the untimely and potentially destabilising passing of our CEO, Bernard Dulal-

Chairman's Report

Whiteway, who was dearly cherished within this Group. At this juncture, Arthur got deeply involved and decisively facilitated the successful transition to the present President & Group CEO, Gervase Warner.

On behalf of all of us at the Massy Group, I wish to thank Arthur for his wise counsel, his strategic and intuitive foresight and his tireless commitment and dedication, which considerably strengthened our Board and redounded to the success of the Group. We wish him well in all his endeavors.

REBRANDING AND RENEWAL

Within the Massy Board and among Executives, there is a shared conviction that the rebranding marks an unqualified advance, justifying the investment in making it happen. Internally, it makes a positive difference that 10,000+ people, who, were once identified with separate and distinct subsidiaries, now feel a sense of belonging to a single, all-encompassing, Massy Family. As exciting new possibilities open up for collaboration and sharing within the Massy Group "ecosystems", fresh energy has been released, capable of moving the whole Group progressively forward.

Externally, customers are encouraged to see the Group's capacity to offer a broad spectrum of solutions. As customers' expectations are raised, the Massy Group must meet the challenge of upgrading the quality of service offered especially by companies dealing with the public, all now bearing the Massy brand. Great effort is being devoted to improving the quality of customer service at all Massy companies, particularly the consumer-facing companies.

GROWTH AND ACQUISITIONS

Over the 2014 financial year, the Group was successful in making several strategic acquisitions. The Group completed two transactions in the English-speaking Caribbean resulting in 100 percent ownership of Massy Gas Products (Trinidad) Ltd. Neal & Massy Gas Products Limited owned a 100 percent stake in Industrial Gases Limited. The Group also acquired a majority stake in Consolidated Foods Ltd., the largest chain of supermarkets in St. Lucia.

The Group also concluded 3 transactions in Central and Latin America. The Group acquired: (1) 70 percent of 2 motor vehicle dealerships primarily for Kia and Mazda brands in Cali, Colombia; (2) 20 percent stake in a promising information technology services company in Costa Rica; and (3) subsequent to the end of the financial year , 100% of Wood Group PSN Colombia S.A., a company engaged in providing production, maintenance and engineering services to clients in Colombia's oil and gas and mining sectors.

THE CARIBBEAN PICTURE

While extending our search for growth into Central and South America, the Massy Group remains a major business player within the CARICOM region. In this region, the economic picture and prospects present a range of challenges.

In Guyana, where a continuing political impasse has led to difficulties in making and executing government policy, depressed gold and other commodity prices threaten growth.

The Barbados economy continues to underperform, even as official assurances suggest that the vital tourism sector has begun to turn around. Staffing cutbacks by the Barbadian government have adversely affected spending power, even for purchases of food. Unless major investment is stimulated in the Barbados economy, no overall improvement appears likely in the short term.

The Massy Group continues to do its part to help stimulate growth in Barbados. In 2014, the Group completed major renovations to its facilities in Warrens, opening a new Massy Stores SuperCentre that combines supermarket food selections with furniture, appliances, electronics and other non-food items under one roof. The Group also reopened its rebranded Massy Dome Mall to several new tenants following major renovations. Furthermore, the Group renovated and opened a new Massy Store Supermarket at Haggart Hall.

St. Lucia and St. Vincent and the Grenadines also continue to be affected by tourism sector uncertainties and the decline in other productive sectors capable of earning foreign exchange. Despite this gloomy outlook Massy made a significant investment in St. Lucia by purchasing the majority

Chairman's Report

stake in Consolidated Foods Ltd. and in starting a Massy Distribution operation in that country. Both investments are working well for the Group.

In Jamaica, heavily indebted, with the government operating under International Monetary Fund oversight, optimism is voiced in official circles about the prospects for economic growth. Despite deep devaluations and their effect on spending power, some green shoots of recovery are to be seen.

With its continued dependence on gas and oil revenues, Trinidad and Tobago's attention has inevitably been focused on the falling price of oil. While natural gas prices continue to hold steady, the impact of oil price reduction is yet to be reflected in government budgeting, spending, or general economic performance. For the third year in a row, gas curtailments have affected the output of petrochemical plants and Atlantic LNG. This continues to reduce the revenue collected by the government.

BOND ISSUE

The Massy Group takes special pride this year in the success of its issue of TT$1.2 billion in fixed rate bonds. The bond issue was the first by a private company with a 15 year tranche, and the response from the market counts as a vote of confidence in Massy's financial planning and management, and in the strength of our balance sheet.

The bond issue was intended to yield $700 million in long-term financing to repay existing short-term debt and to provide additional resources to cover new investments and acquisitions. Massy's expectations from the bond issue were exceeded; the bonds were oversubscribed and we achieved a lower rate than the coupon. The repayment of short-term bank debt and replacing it with long term fixed rate debt significantly improves the quality of our balance sheet.

FOREIGN EXCHANGE AVAILABILITY

It is appropriate here to register concern that uncertainties over foreign exchange availability have affected the operations of Massy companies and bear the potential to undermine long-established business arrangements and understandings. Our inability to purchase foreign exchange when needed has inconvenienced us greatly in dealing with our overseas suppliers. Our partners abroad, aware of Trinidad and Tobago's strong foreign reserves position, are understandably concerned about payment delays. The inability to manage foreign exchange flows appropriately has far-reaching negative implications for confidence in the Trinidad and Tobago economy.

APPRECIATION

In closing, on behalf of the Massy Holdings Board, I wish to publicly express my appreciation to the Massy employees, for their sterling performance over this financial year. The accomplishments of the Group's Executives, in leading the highly successful rebranding and related exercises, are also due for well-merited applause. We are satisfied that their collective endeavors to assure a smooth transition and the best of results, have worked to our Group's advantage.
I especially wish to express my gratitude to you, our shareholders, who continue to have confidence in us as we steer this Company to be a Force for Good. Your support in our leadership and in our employees is a critical success factor as we move forward on this journey. As Chairman, I wish to thank my fellow Directors for their support and look forward to another productive year.

Chief Executive Officer's Report

E. Gervase Warner | President & Group Chief Executive Officer

INTRODUCTION

In the 2013 report, I discussed extensively our strategy for creating a more cohesive and collaborative Group. The concept of the 'ecosystems' – many businesses working together – was introduced and I also provided updates on significant, key projects and entry into new markets.

While our strategy was clear, we realized that our identity lacked the clarity to support our growth strategy. We knew where and how we wanted to grow but our multiple subsidiary identities did not support the consistent and collaborative behaviours required from our employees. Furthermore, communicating our strategies and new value propositions to our customers, suppliers, communities and stakeholders was difficult without a unifying brand that embodied the common purpose and values of the Group.

As a result and as many of you already know, Neal & Massy is now "MASSY".

In seeking to address the challenge of creating a common identity across the Group, we first had to lay the groundwork that would become the fabric of what ties our Group together. In 2014, several workshops were conducted across the Group in all countries and for all subsidiaries to share and align on: our conscious approach to business, our common purpose and values and the Group's strategy and need for a common identity. These workshops created a powerful alignment and engagement with all employees throughout the Group. Today our 10,000+ employees all share the excitement and enthusiasm of working for a common Group with a purpose that is bigger and more all encompassing than any individual subsidiary's purpose.

The process of selecting a name for the brand started with first distinguishing what the brand would stand for. The following brand manifesto was created. It is an expression of who we are and what we are committed to:

Chief Executive Officer's Report

BRAND MANIFESTO

Today our reach is wider than ever. It weaves together a colourful array of communities and helps us touch millions of lives every single day. Our businesses are inspired by the Caribbean Spirit of working and growing together. Bettering lives is more than an obligation. It's a passion. It's the cornerstone of our business. It's a call that every member of the MASSY family will now and forever be ready to answer.

Consideration was given to completely new names and to retaining the name Neal & Massy across the entire Group. A strong consensus among the Board and Management was that a change of name was needed to signal the change in strategy and management approach towards greater collaboration across the Group. Several completely different names were entertained but there was an unforeseen pull towards MASSY. Many people in Trinidad and Tobago had already abbreviated Neal & Massy to "Massy" for several years and it preserved our linkage to the heritage of the two founding fathers: Harry Neal and Charles Massy. The obvious downside was the dropping of "Neal". After much deliberation, we aligned on "MASSY" the best of all alternatives considered and gave design instructions to ensure that the "N" and the "M" from "Neal" and "Massy" should be clearly evident in the design of the logo.

After the public launch in Trinidad and Tobago and Barbados on June 30 and July 1, 2014 respectively, we triggered a sequence of launches to the other territories in which we operate – Miami, Jamaica and Guyana were completed in 2014 and St. Lucia will be completed in 2015.

The new brand is much more than a change of name and logos. The new brand represents a new MASSY. This new MASSY has distinguished its purpose:

**A Force For Good
Creating Value,
Transforming Life**

All of our employees now appreciate this purpose. It is why we come to work at MASSY: to be a Force For Good, to create value in everything we do and to transform life through our service to customers and through how we interact with all of our stakeholders.

Through a truly participative exercise, we have distilled a set of values on which we are building a common, conscious culture for our Group.

The values are:

- **Honesty & Integrity,**
- **Growth & Continuous Improvement,**
- **Love & Care,**
- **Responsibility and**
- **Collaboration**

These are the identified values, which will drive the behaviours of our leadership and all our employees. In addition to these values, we have also distinguished the purpose of the Group.

We have seen the transformation to have the widely positive effect of 'uncomplicating' our lives, clarifying the Group's image, reshaping impressions retained by the general public, and of liberating energies to be more and do more. With MASSY as the corporate brand, we successfully renamed all companies with key sub-brands which signify the core businesses. Massy Motors, Massy Stores, Massy United Insurance and Massy Finance are the key sub-brands for our consumer-facing portfolio. Massy Distribution, Massy Trading,

Chief Executive Officer's Report

Massy Technologies, Massy Energy, Massy Gas Products, Massy Machinery, Massy Pres-T-Con are the key sub-brands for our business-to-business portfolio. Attached to the sub-brands are descriptors, which then further segment the specific operations of specific companies.

One advantage that immediately flowed from the rebranding and the reordering of former subsidiaries is that of collaboration. Where before there had existed weak or non-existent linkages, as companies retained veritable sovereignty within their silos of separation, possibilities opened up for interdependent and mutually beneficial operations.

It has now become possible to cultivate the ecosystems, involving various companies within the Group, interacting and networking with one another for the convenient and competitive supply of goods and services to customers. To facilitate many of these ecosystems, MASSY loyalty cards and MASSY credit cards will serve almost as passports, assuring customers' access to rewards, credit, and other privileges for shopping within the Group's companies. In this way, the MASSY ecosystems create a seamless one-stop shopping opportunity for a diverse range of goods and services from across the Group.

FINANCIAL YEAR 2014 REVIEW

In addition to its rebranding accomplishment in 2014, the Group made notable strides in realising our geographic growth aspirations through 3 acquisitions or investments. We successfully entered into Colombia through the acquisition of 2 car dealerships in the city of Cali, and the acquisition of Wood Group PSN's business there (now renamed Massy Energy Colombia). In Costa Rica, we acquired a 20 percent stake in an Information Technology services company which, because it operates in 8 Central American countries, provides attractive potential for growth.

The Group also acquired the majority interest in Consolidated Foods Ltd., the largest chain of supermarkets in St. Lucia. Also in 2014, the Group took over Air Liquide's stake in Massy Gas Products (Trinidad) Ltd., raising Massy to a 100 percent interest in this highly profitable subsidiary. Development work was also well advanced this year for the Methanol to Di-Methyl Ether project with Mitsubishi Corporation, Mitsubishi Gas Corporation and the Trinidad and Tobago Government. Subsequent to the end of the financial year, the project received its Certificate of Environmental Clearance from the Environmental Management Authority. Financial Investment Decision should be officially taken in the first quarter of the 2015 calendar year.

FY 2014 RESULTS

In 2014, Massy's share price reached and stayed at the highest level in the Group's history. Our audited results for the FY 2014, reported a 14 percent increase in Third Party Revenue to $10.7 billion. After a $58 million investment for the rebranding, Profit Before Tax (PBT) increased by 1 percent over the restated FY 2013 PBT. Without the rebranding costs, the Group's PBT increased by 8 percent to $890 million. EPS increased by 2 percent from a restated $5.59 per share to $5.69 per share. Implementing the International Accounting Standard (IAS) 19 Standard amendments in 2014 required results from 2013 to be restated (a full explanation is contained in the Group's CFO's report). The PBT for 2013 was accordingly restated from $843 million to $825 million.

CUSTOMER SERVICE

The drive and commitment to achieving consistent customer service excellence achieved higher profile within the Massy Group in FY 2014, as more companies began implementing the Customer Service Management System (CSMS). As one very positive sign, 24 of the Group's largest subsidiaries were engaged at different stages in the implementation of the Group's CSMS .

During this last year, much time was spent investigating the root causes behind constructive feedback received from customers and developing more innovative approaches to serving our customers. More focus was also placed on building the culture required to deliver a consistently high level of service. To ensure that initiatives launched in previous years continued to be executed and enhanced, we conducted several audits of compliance with the Group's CSMS.

Chief Executive Officer's Report

One key advantage we have is the sharing of best practices. In FY 2014, we were able to pull together our best customer service stories from across the Group. This sharing allowed us to celebrate our successes and helped us learn from one another what it takes to delight our customers.

HEALTH, SAFETY, SECURITY AND THE ENVIRONMENT (HSSE)

In 2014, new HSSE leadership was injected into the Group with Anthony Mahabir and Cindi Nandlal assuming leadership positions for Group HSSE and for the Energy & Industrial Gases Business Unit. Anthony has 17 years of work experience in HSSE. He was a Team Lead for Massy Wood Group's HSSE Department for the last six years. Cindi has 14 years of experience in HSSE leadership positions at Methanex Trinidad Limited and in the iron and steel industry.

The entire Group leadership team including Business Unit Chairmen, CEOs and key Directors of operations across the region were trained in safety leadership this year. Attendees were trained in understanding the requisite leadership behaviours and were introduced to understanding risk assessment, in different environments, through their participation in the first-ever Safety Leadership Programme. Leaders were trained in process safety practices, in addition to personal safety. External facilitators from The Taylor Clarke Partnership were commissioned to conduct the training.

The Group has also begun benchmarking the Loss Control Systems, Safety Management Systems, and Business Continuity Planning against international standards and best practices, such as National Fire Protection Association and American National Standards Institute for Loss Control, OHSAS 18001 for the safety management system alignment and the ISO22300 series for Business Continuity Compliance.

While we strive to improve our systems and models to create safer workspaces, it is with deep regret that I report on 2 unfortunate incidents, which occurred in Guyana, involving 2 subsidiaries. On May 22, 2014, a driver employed with Massy Technologies (Guyana) Ltd., was involved in a work related motor vehicular incident which resulted in 1 pedestrian sustaining injuries to his leg and another pedestrian succumbing to fatal injuries, after being struck by the vehicle. The other incident occurred on July 3, 2014 where a vehicle from our Massy Distribution (Guyana) Inc. operations was also involved in a vehicular accident which resulted in a second pedestrian fatality. I wish to add my sincerest condolences to the families and friends of the deceased, to those already expressed by the Massy Guyana Group. We have undertaken an extensive investigative procedure to assess both incidents and based on our findings we will take all required actions and incorporate all necessary changes to ensure that such tragedies are not repeated. We have already started to implement preventative measures by installing a robust fleet management maintenance system, as well as GPS monitoring systems for all vehicles across the Guyana group, and additional initiatives will be implemented in the new fiscal year.

CORPORATE SOCIAL RESPONSIBILITY (CSR) SUMMARY

One of the many ways in which Massy continues to fulfil our purpose of being ***'A Force For Good – Creating Value; Transforming Life'*** is through our growing CSR portfolio and flagship community projects. Across the region, our companies persist in efforts to develop and transform their communities.

Now, more than ever, identifying ourselves as 1 united entity, we are impacting our communities in more meaningful and sustainable ways. The last fiscal year saw continued commitment to a number of programmes we have supported over the years in the areas of youth, education, personal development and empowerment and arts and culture. Many programmes that we support depend entirely on private sector funding to sustain positive change among some of the most disadvantaged and vulnerable groups in our society.

The Massy Foundation's flagship youth empowerment initiative, 'Boys to Men', ran 10 programmes in 2014 – Port of Spain; Chaguanas; Youth Training Centre; San Fernando; Brazil; Point Fortin; two programmes in La Brea, Mayaro, and Tobago. This was a record year for the programme as

Chief Executive Officer's Report

it was the first year in which we were able to touch so many communities, simultaneously. The programme now has over 600 young leaders who have graduated and are equipped with self esteem, discipline and determination to succeed in their lives. Many of these graduates have returned to the programme as leaders and have enhanced the ability to conduct simultaneous programmes.

A full report on our CSR efforts across the region is included as a separate submission and may be downloaded at www.massygroup.com.

CLOSING REMARKS

In 2014, our Executive Leadership was touched by some noteworthy developments. The Group has recently hired Eugene Tiah as the new Chairman of the Energy & Industrial Gases Business Unit (E&IGBU). Mr. Tiah was most recently the CEO of Phoenix Park Gas Producers Ltd. and assumed his new position on December 8, 2014. Baajnath Sirinath will remain with the Group as the Senior Advisor to the Chairman of the E&IGBU, with a focus on assisting with the BU's strategy and with major projects and business development. With the acquisition of the Wood Group PSN business in Colombia, we have appointed Alberto Rozo as the Country Manager for Colombia. Mr. Rozo was a former Managing Director of Massy Wood Group, and most recently the regional head of WG PSN Latin America.

I wish to thank and acknowledge our over 10,000+ employees across the region for their continued commitment to our Group of companies, our values and our vision. As we embarked upon region-wide change by presenting a new identity for the Group, our employees have been our greatest advocates, ambassadors and proponents. I thank you for your energy, your commitment and your hard work. We could not have done it and cannot continue to do it, without each and every one of you.

I also wish to thank all our customers and clients for their loyalty and feedback to us. We will continue to strive towards greater excellence in serving you.

I am also grateful to our Board of Directors, led by our Chairman Robert Bermudez. The Massy Holdings Board is comprised of a strong cross-section of Executives and entrepreneurs with complementary strengths and talents. I thank my fellow Directors for their wise counsel and generous support over the last year. I would like to specially thank Arthur Lok Jack who retired as Chairman this year. Arthur has been, for me, a mentor, a guide and a teacher; his practical approach to the most challenging business problems is an enviable gift. On behalf of the Board, I wish him well in all his future pursuits.

To all our shareholders, I am deeply thankful for your confidence and trust in us as we chart a new path for the Group. We are pushing boundaries and doing things that this Group has not done before. Your trust and faith in the leadership of the Executives and Board of Directors is what we will be leaning on as we take this Group to new levels of growth, adding value to your investment in us.

EG Warner.

Chief Financial Officer's Report

Paula Rajkumarsingh | Group Executive Vice President & Chief Financial Officer

FINANCIAL REVIEW HIGHLIGHTS

- Group Third Party Revenue increased 14% from $9.4 billion to $10.7 billion.
- Profit Before Rebranding Cost and Tax increased by 8%, from $825 million in 2013 to $890 million in 2014.
- Profit After Tax (PAT) increased from $597 million to $600 million.
- Earnings Per Share (EPS) was 5.69, 2% above 2013.
- The cost to rebrand most of the Group companies was $58 million in 2014.
- Group Debt increased from $1.3 billion to $2.5 billion.
- Group Cash was $1.6 billion, compared to $1.1 billion in 2013.
- Debt to Debt and Equity Ratio increased, from 25% in 2013 to 38% in 2014.
- The Group issued a $1.2 billion bond in July 2014.
- The Group invested $996 million in capital expenditure in 2014 (2013: $620 million).
- Current ratio was 1.4 in 2013, compared to 1.8 in 2014.

OVERVIEW OF BUSINESS UNIT PERFORMANCE

Massy's Business Units closed the year with strong operating results crossing $1 billion dollars in profit before rebranding cost in 2014, compared to $948 million in 2013. With the exception of our Other Investments portfolio, all other Business Units showed strong growth over 2013. Notably, the contributions from the new acquisitions (primarily retail operations in St. Lucia) and the commendable performance in our Consumer Finance Line of Business, Energy & Industrial Gases (E&IGBU) and Information, Technology & Communications Business Units (ITCBU) resulted in the growth in 2014.

The Group expanded its geographical reach in 2014, by investing in new territories, namely Colombia and Costa Rica and by increasing our ownership in the retail business in St. Lucia. The regional economies continue to be weak as many governments are saddled with mounting debt.

The commodity based economies of Trinidad and Tobago and Guyana both had strong trading environments. The Trinidad and Tobago operations contributed 53 percent to third party

Chief Financial Officer's Report

revenue and 61 percent to profit before head office and other adjustments, rebranding costs and tax compared to 60 percent in 2013. The new investment in Colombia contributed $123 million in revenue for 2014. In addition, the investment in the retail business in St. Lucia contributed $737 million and $35 million of revenue and profit in the Eastern Caribbean.

Overall in 2014, the Group reported 14 percent growth in Group revenue, with 9 percent growth ($69 million) in Operating Profit Before Rebranding Costs. Excluding rebranding costs, EPS increased by 10 percent to $6.14. With the rebranding cost of $58 million, EPS grew by 2 percent.

The following lists the key business highlights for 2014 excluding the rebranding costs in the Business Units:

The **Automotive & Industrial Equipment Business Unit** concluded the year with reasonable results. The Business Unit reported revenue growth of 8 percent and profit growth of 4 percent. The Business Unit expanded its geographic reach by entering the Colombian market and expanding the Alamo franchise regionally with sub franchises in Belize and Turks & Caicos. The Business Unit's primary operation, Massy Motors Ltd., lost market share in 2014 but ended the year with a 7 percent increase in revenue. Massy Machinery Ltd. also showed profit growth in 2014 of 4 percent. In September, the Board took a decision to close the battery manufacturing operations of Massy Automotive Components Ltd. and a provision of $13 million was taken.

The **Energy & Industrial Gases Business Unit** performed admirably in 2014 with revenue growth of 15 percent and profit growth of 16 percent or $31 million. Massy Energy Engineered Solutions Ltd. rebounded in 2014, following a poor performance in 2013. The Group purchased the 43 percent minority shareholding in Massy Gas Products Trinidad Ltd. for $291 million, and the company continued to perform very well, ending the year with a 10 percent increase in Profit Before Tax (PBT). The performance of Massy Gas Products (Jamaica) Limited improved by 11 percent despite an 11 percent devaluation in the Jamaica dollar. Capital investment in new expanded storage tanks supported the company in benefitting from improved gas prices.

The **Information Technology & Communications Business Unit** recorded good results in 2014 with revenue growth of 5 percent and profit growth of 13 percent. The companies operating in Trinidad and Tobago performed as expected and the Jamaican operations exceeded the budgeted and previous year's performance. The new investments in Costa Rica contributed losses for this period.

The **Integrated Retail Business Unit** experienced revenue and profit growth of 18 percent and 5 percent respectively, primarily driven by the contributions from the new retail acquisition in St. Lucia, retail operations in Trinidad and Tobago, Consumer Finance operations and our Distribution business in Jamaica. Massy Distribution, a division of Massy Integrated Retail Ltd. experienced a challenging year which resulted in a reduction in profits largely due to increased costs. Our Barbados retail and distribution businesses experienced an overall 6 percent increase in revenue and a 32 percent decrease in profits. The decline in profitability was attributable to challenging conditions in the Barbadian economy, resulting in the reduction in revenues and margins in the supermarket business and the performance of our non-food side of the business.

The **Insurance Business Unit** showed profit growth of 18% and revenue growth of 27 percent which was largely as a result of reclassification of reinsurance income to revenue. While the revenue in the Trinidad and Tobago operations increased significantly in 2014, there were low rates in the very competitive property business throughout the territories in which we operate. In addition, there was a reduction in the cost in relation to the inward business and that also contributed to the profit growth in 2014.

Rebranding costs amounted to $58 million, which included refurbishing properties, installing signage, marketing and advertising costs. Our St. Lucia and Guyana operations will undertake the rebranding process in the subsequent financial year.

The Head office and unallocated cost was $161 million, a decrease of $9 million or 5 percent over the previous year. These costs include head office department costs, unallocated

Chief Financial Officer's Report

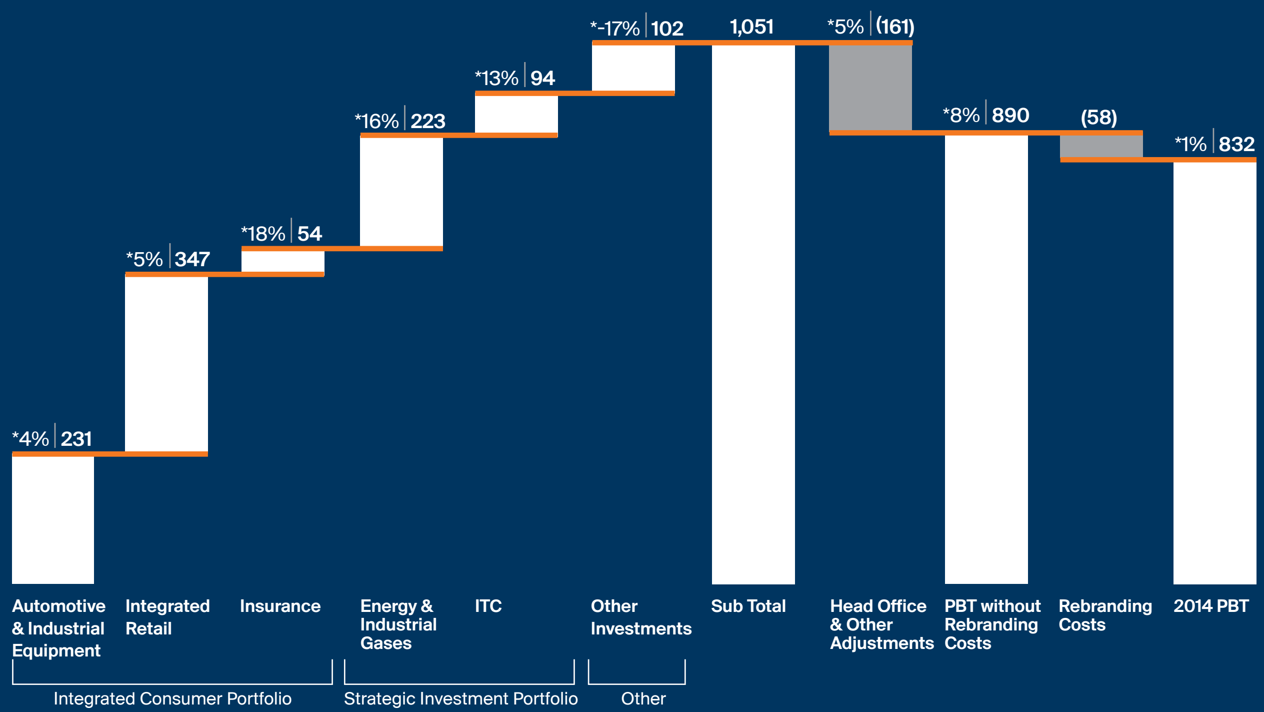
interest costs and several miscellaneous costs which were not allocated to Business Units; and which fluctuate quarterly and annually. Head office department costs increased in 2014 by 10 percent. This increase was offset by an increase in interest income from a Barbados loan and a reduction in pension and other adjustments.

There was a restatement of the 2013 **Income Statement due to the change in the pension accounting standard (IAS 19)**. The main impact for the Massy Group was under the assumption of the expected rate of return. The PBT for 2013 was restated from $843 million to $825 million and the EPS for 2013 was restated from $5.73 to $5.59.

	PBT 2013	TAX 2013	PAT 2013
	842,710	(232,192)	610,518
Old Standard	(3,670)	918	(2,752)
New Standard	(13,783)	3,445	(10,338)
Restated 2013	**825,257**	**(227,829)**	**597,428**

THE PATH TO PROFIT BEFORE TAX 2013-2014

% PBT CHANGE / $ 2014 PBT



* 2013 - 2014 % change based on segment results reported on Note 5 of the Consolidated Financial Statements.

Chief Financial Officer's Report

FINANCE COSTS - NET

Interest costs (net) increased slightly from $32 million to $34 million. There was increased interest income from a Barbados loan receivable which offset the increased cost from the new bond. The new bond valued at TT$1.2 billion was issued in 2 tranches, the Series A, 10 year tranche with a coupon rate of 4 percent and the Series B, 15 year tranche with a coupon rate of 5.25 percent. Repayment in both tranches will be upon maturity. Notably, the Series A bonds were oversubscribed by 1.67 times and the Series B bonds were oversubscribed by 1.90 times and yield rates of 3.66 percent and 5.12 percent respectively. The funds will be used to support long term growth initiatives and to refinance our borrowings.

PROFITS FROM ASSOCIATES AND JOINT VENTURES

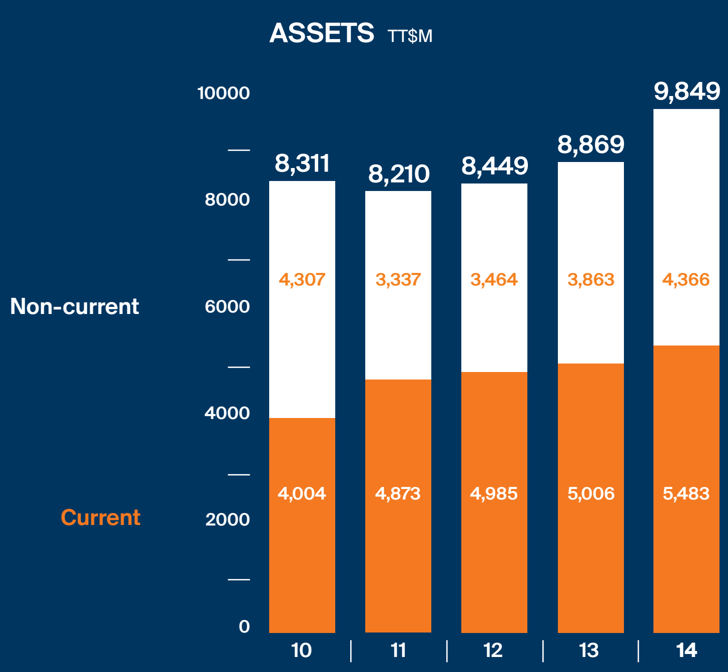
The profit from associates and joint ventures decreased from $48 million to $43 million. The performance of associates and joint ventures was mixed with the joint ventures in the ITCBU contributing operating losses, while Massy Wood Group and the oxygen plant investments continued to contribute positive results.

TAXATION CHARGE

The taxation charge for the Group increased slightly from $228 million to $232 million, and the effective tax rate remained at 28 percent.

BALANCE SHEET

Total Assets increased from $8.9 billion to $9.8 billion at the end of September 2014 and the Net Assets per share was $40.93 as at the end of the Financial Year, compared to $39.66 in 2013. The increase in total assets was primarily because of the new acquisitions, in particular Gablewoods of $300 million and an increase in the cash at bank from $1.1 billion to $1.6 billion largely because of the proceeds from the new bond. The Group's leverage increased from 34 percent to 62 percent with the issuing of the $1.2 billion bond in July 2014.



Increase 2013-2014 11%
*CAGR 4%

*Compound Annual Growth Rate

Chief Financial Officer's Report

Our investing activities utilised $373 million in cash during 2014, compared to $380 million in 2013. In 2014, proceeds from the sale of assets was $623 million versus the cash used in capital expenditure of $996 million. The two remaining hotel properties were sold in the first quarter of 2014 for $637 million. This cash was used to repay Third Party Debt from Almond Resorts Inc. and Casuarina Holdings Inc. The cash used for investing activities excluding these hotel property debts, increased by 119 percent from $380 million in 2013 to $832 million in 2014.

This year the Group successfully entered into Colombia with the acquisition of 2 motor vehicle dealerships in Cali, Colombia at a cost of $42 million. In Costa Rica, we acquired a 20 percent stake in an IT services company for $64.5 million. The Group also acquired the majority interest in Consolidated Foods Ltd., the largest chain of supermarkets in St. Lucia for $82 million, as well as Air Liquide's stake in Massy Gas Products (Trinidad) Ltd., for $291 million. Massy now holds 100 percent interest in this highly profitable subsidiary. Significant project development work was also completed this year for the Methanol and Di Methyl Ether project with Mitsubishi Corporation, Mitsubishi Gas Corporation and the Government of the Republic of Trinidad and Tobago.

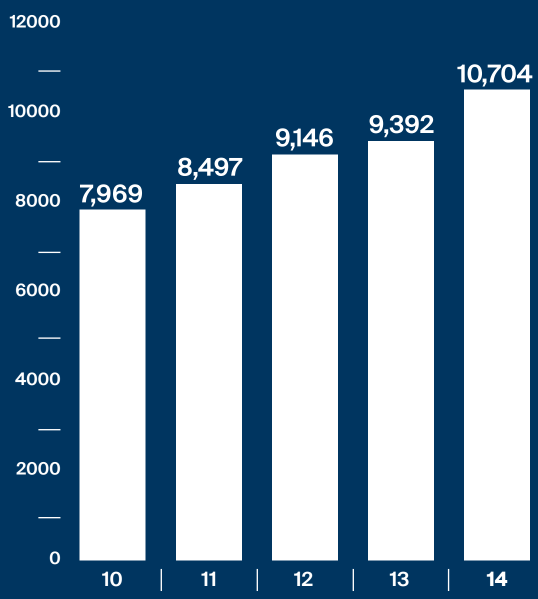
Our financial activities had a net inflow of $504 million in cash in 2014 compared to an outflow of cash of $314 million in 2013. The Group restructured its financing in 2014 with the issue of the long term bond. The proceeds from the bond was $1,221 million which included premium received. Several short term facilities were repaid from these proceeds and the remaining funds are being used for treasury funding for the Group. The Group has adequate financial resources to support its anticipated short and long term capital obligations.

INTERNAL CONTROL AND ASSURANCE

The Group maintains an independent Internal Audit function with a Group–wide mandate to monitor and provide assurance to the Board's Audit Committee and ultimately to the Board of Directors, as to the effectiveness of the internal controls systems. The department is also mandated to regularly report its findings to the Board, via the Audit Committee. The annual Internal Audit Plan, which is also approved by the Board, applies a risk–based methodology to ensure that the Group's key risks are appropriately and regularly reviewed. In addition, as part of the annual operating cycle, each business is required to review and report on legal liabilities, financial controls, Health, Safety, Security and Environment issues, business risks and post–implementation reviews are done on all major capital investment expenditure.

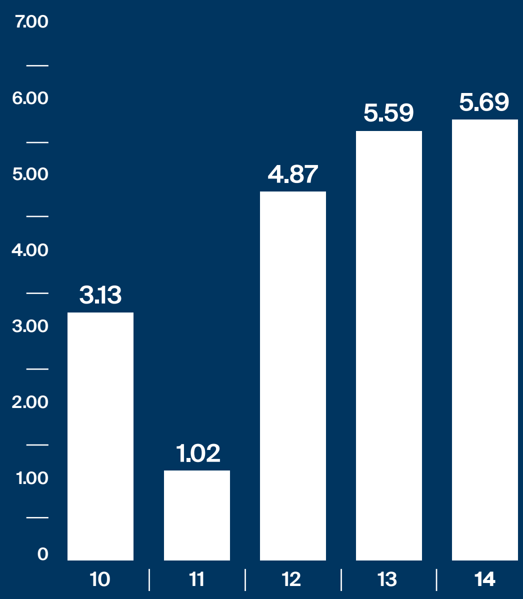
Chief Financial Officer's Report

REVENUE TT$M



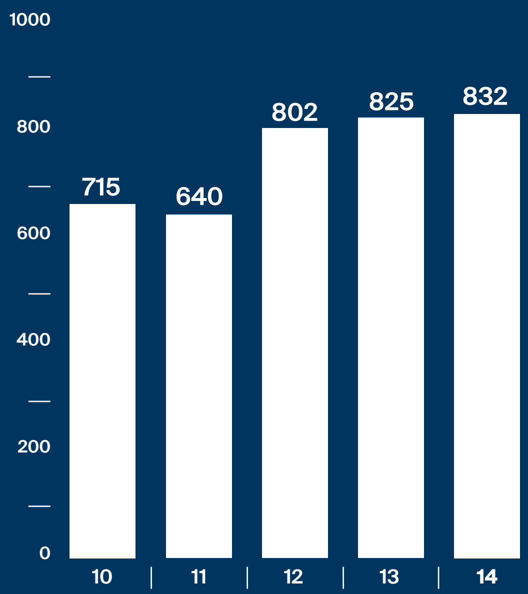
Increase 2013-2014 14%
(Continuing Operations)
***CAGR 8%**

EARNINGS PER SHARE TT$.¢.



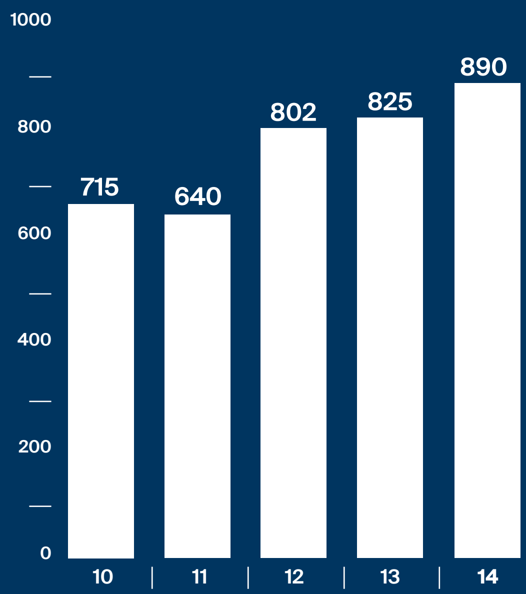
Increase 2013-2014 2%
***CAGR 16%**

PROFIT BEFORE TAX TT$M



Increase 2013-2014 1%
(Continuing Operations)
***CAGR 4%**

PROFIT BEFORE REBRANDING COST AND TAX TT$M



Increase 2013-2014 8%
***CAGR 6%**

* 2013 - 2014 % change based on segment results reported on Note 5 of the Consolidated Financial Statements.

*Compound Annual Growth Rate

3

Segment Review

“Unity is strength... when there is teamwork and **collaboration**, wonderful things can be achieved”

Mattie Stepanek

AUTOMOTIVE & INDUSTRIAL EQUIPMENT

David O'Brien | Group Executive Vice President & Executive Chairman

BUSINESS UNIT COMPANIES:

Massy Machinery Ltd.

Massy Motors Ltd.

Massy Motors (Tobago) Ltd.

Massy DeLima Grupo Automotriz S.A.S.

Massy Motors Automotive Components Ltd.

Massy Pres-T-Con Ltd.

Massy Industries (Guyana) Ltd.

Best Auto Limited (50%)

INDUSTRY OVERVIEW

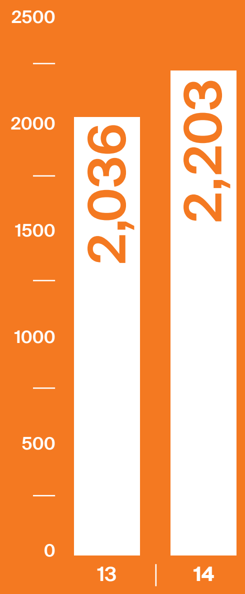
The Automotive & Industrial Equipment Business Unit (A&IE BU) grew in Revenue by 8 percent and grew in Profit Before Rebranding Cost and Tax by 4 percent. While this was a slower pace of growth compared to the last few years, the A&IE BU is in an excellent position for future growth. We continue to hold significant market share in terms of new vehicle sales and industrial equipment sales and services, through Massy Motors and Massy Machinery respectively. This year we also successfully adopted our new corporate identity and rebranded all companies within the BU at all our locations. All our automotive-related operations now carry the sub-brand Massy Motors, while our Industrial Equipment business was changed to Massy Machinery with Massy CAT as the co-brand for the Caterpillar dealership business of Massy Machinery. Our concrete manufacturing business will now be known as Massy Pres-T-Con. The slowdown of the construction sector in previous years impacted negatively on our industrial equipment and concrete manufacturing operations. These businesses have been showing improvement over the past two years, mirroring improved activity levels in the local construction sector.

NOTEWORTHY ACHIEVEMENTS & STRATEGIC MOVES

Over the past year we successfully acquired 2 automotive dealerships in Cali, Colombia – Auto Orion and Auto Mazko, owned by Massy DeLima Grupo Automotriz S.A.S. Kia, Mazda, Fiat and Foton (trucks) are the brands represented by these dealerships in the Cali market. The acquisition was completed

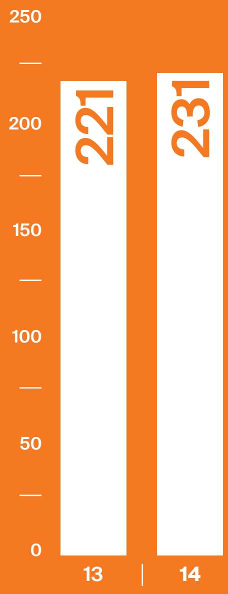
Automotive & Industrial Equipment

REVENUE TT$M



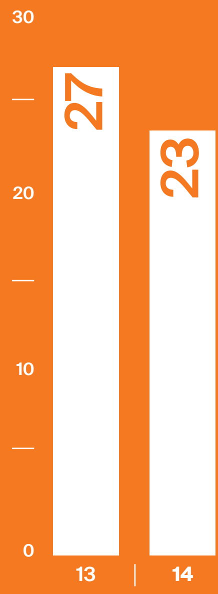
Increase 2013-2014
8%

PROFIT BEFORE REBRANDING COST AND INCOME TAX TT$M



Increase 2013-2014
4%

RONA %
(PROFIT AFTER TAX/AVERAGE NET ASSETS)



RONA
(Return on Net Assets)

* 2013 - 2014 % change based on segment results reported on Note 5 of the Consolidated Financial Statements.

on April 1, 2014 and the first 6 months have shown positive results, in keeping with expectations.

We also opened three Massy Motors Quikservice outlets in Trinidad as automotive service centres which operate independently of our dealerships. These outlets offer a wide range of automotive maintenance services. 2 are located in Chaguanas and 1 in Petit Valley. This move was a major part of our customer service drive to be more accessible to customers and offer more convenient services. We successfully opened 2 National Alamo franchises in Turks and Caicos and Belize and will be opening another National Alamo franchise in Cali, Colombia in the coming year.

In terms of the performance of our brands, our Hyundai sales contributions were excellent during the year. This year we also added GMC trucks to our fleet and a few units have already been sold. Our Subaru brand performed as expected and we plan to relaunch our premium brand, Volvo, in the following year. Nissan faced a challenging year due to some supplier delays, discussed later in this report. Overall, in terms of new vehicle sales, our performance has been excellent and in the last 2 months of the 2014 fiscal year we have exceeded expectations.

Massy Machinery performed well and we also enhanced our capabilities in the power systems and marine divisions of Massy Machinery.

Massy Pres-T-Con Ltd. continued to experience significant growth in profitability with the recovery of the local construction industry. Local and overseas markets showed favourable signs and the market is expected to continue to be favourable.

Massy United Insurance Ltd. and Massy Finance GFC Ltd. were fully added to the product mix of Massy Motors,

Automotive & Industrial Equipment

which was a critical and strategic component of improving the way in which the businesses across the Massy Group can work together to provide more value to our customers. A customer now has the option of accessing a complete package of insurance and financing when they purchase a new or pre-owned vehicle. Massy points are now available when customers purchase vehicle parts and service and are redeemable at participating Massy locations, including Massy Stores.

Massy Industries (Guyana) Ltd. surpassed its targeted growth for the year by maintaining its market share for key products despite the sluggish economy. Efforts in the year ahead will focus on relocating the business to an expanded warehouse facility. This move will allow the company's industrial and agricultural units to expand within its current location. The expansion will facilitate growth and an increase in market share for all business units within the company.

BUSINESS CHALLENGES

This year we took a decision to close the battery plant at Massy Automotive Components Ltd., due to the inefficiency of its existing equipment. A provision of $13 million was included in the audited accounts to write-down the value of the plant in keeping with IFRS accounting standards. We determined that the cost of upgrading the plant would be prohibitive as the importation of batteries has now become easily available at attractive costs. We have therefore changed our business focus away from manufacturing these products to now operating as an importer and distributor of batteries to the Caribbean market.

During 2014 Nissan sales were hampered by the delay in arrival of new models from the manufacturer, which inevitably delayed our launch of the Qashqai, X-Trail, Pathfinder and Altima models in the local market and affected the performance of the Nissan brand throughout the year. Despite the delay, the strength of the brand was reflected in its performance in the latter part of the fiscal year, leading into 2015. Early in 2015, we expect to launch the new pick-up to replace the Navara model and the exciting new Sentra.

We also spent most of 2014 in a transformation of Massy Machinery. The leadership team and the organisation were restructured to improve operational efficiencies and transform the organisational culture and the company is now well poised for future growth.

CUSTOMER SERVICE, TEAM STRENGTHENING AND HSSE

We initiated several significant changes to improve our customer experience. The boldest of those initiatives was the roll-out of the Massy Card, which was a collaborative offering with other consumer-facing businesses. Never before could a customer earn points through a purchase at Massy Motors and redeem them at another Massy location, such as Massy Quickservice or Massy Stores in Trinidad. The introduction of the Massy Card therefore allowed the BU to reward its customers in a number of ways and allowed us to also access other consumers in the Group. This loyalty programme, embodied in the Massy Card, has created a whole new approach to business whereby customers are viewed and dealt with, from a holistic perspective. We also established a call centre for the Massy Card, which is based at Massy Motors, to handle customer concerns surrounding the card, particularly in the initial phases of roll-out.

In addition to some of the aforementioned achievements, we also created a Business Development Centre to interact with the public through electronic media. One such service is the overseas bookings facility for car rentals with National Car Rental and Alamo Car Rental. We also completed renovation of the Port-of-Spain dealership's Nissan showroom. The new space provides a state of the art display area for customers to view and interact with the latest Nissan models.

Massy Pres-T-Con Ltd. continues to improve safety awareness and productivity, utilising innovative reengineered solutions in order to enhance our precast/pre-stressed concrete products and deep piling foundations systems, through the training of our employees.

MASSY ENERGY & INDUSTRIAL GASES

Baajnath Sirinath | Group Executive Vice President & Executive Chairman

BUSINESS UNIT COMPANIES:

Massy Energy (Trinidad) Ltd.

Massy Energy Engineered Solutions Ltd.

Massy Energy Fabric Maintenance Ltd.

Massy Energy Production Resources Ltd.

Massy Energy Investments Ltd.

Massy Energy Supply Chain Solutions Ltd.

Massy Wood Group Ltd.

Massy Gas Products Holdings Ltd.

Massy Gas Products Ltd.

Massy Gas Products (Trinidad) Ltd.

Massy Gas Products (Jamaica) Limited

Massy Gas Products (Guyana) Ltd.

Massy Petrochemical Services Ltd.

Massy Gas Products Investments Ltd.

Massy Gas Products Operations Ltd.

Massy Carbonics Ltd.

Caribbean Gas Chemical Limited

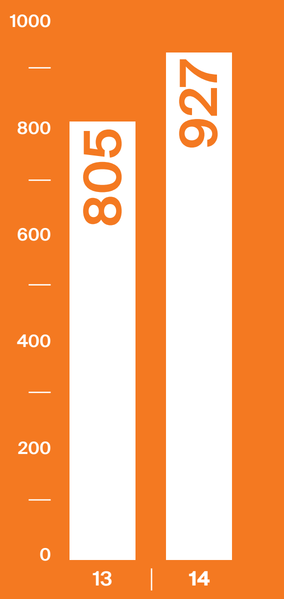
Neal & Massy Kersten Energy Services N.V. (Suriname)

INDUSTRY OVERVIEW

The Energy & Industrial Gases Business Unit (E&IGBU) grew in Revenue by 15 percent and grew in Profit Before Rebranding Cost and Tax by 16 percent. In the local energy industry, there were no new projects in the downstream energy sector and only a slight increase in activity in the upstream sector. Offshore activity was recorded at a slightly higher level, when compared to the prior year. Gas curtailment continued throughout the year, resulting in decreased production from the downstream sector. There was however, a marginal increase in oil production. Some of the activity planned for the year did not materialise and the E&IGBU activity levels were below target. Reduced activity resulted in lower-than-expected sales of equipment and services. Taking these challenges into consideration, the BU performed admirably and exceeded budget. We also successfully rebranded all companies in the BU which assisted with cross-BU collaboration.

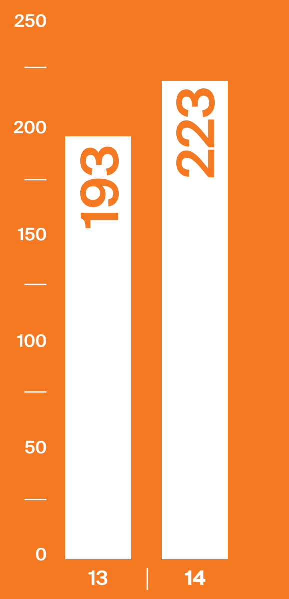
Energy & Industrial Gases

REVENUE TT$M



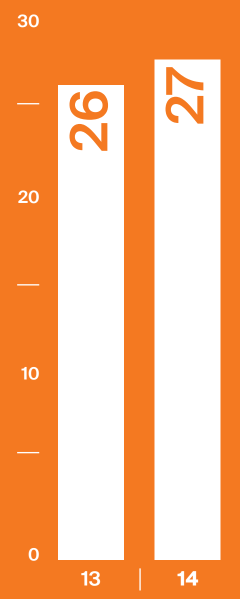
Increase 2013-2014
15%

PROFIT BEFORE REBRANDING COST AND INCOME TAX TT$M



Increase 2013-2014
16%

RONA %
(PROFIT AFTER TAX/AVERAGE NET ASSETS)



RONA
(Return on Net Assets)

* 2013 - 2014 % change based on segment results reported on Note 5 of the Consolidated Financial Statements.

STRATEGIC DIRECTION OVER THE PAST YEAR

Massy Energy Engineered Solutions Ltd. (MEESL) exceeded budgeted expectations in 2014. We also grew geographically, both in Latin America and the Caribbean and further developed new business. In our industrial gases businesses we significantly expanded our customer base by penetrating new markets in the Caribbean. We continue to successfully leverage the strengths of businesses in the BU to create opportunities for other companies where there are lower-than-expected activity levels due to prevailing market conditions. A major aspect of delivering on our strategy is also strengthening our leadership team and skills base on a continuous basis.

NOTEWORTHY ACHIEVEMENTS

In 2014 we focused on expanding geographically. Subsequent to the Financial Year 2014, Massy Group welcomed Massy Energy Colombia S.A.S. through the acquisition of 100 percent of Wood Group PSN Colombia S.A. The company is engaged in providing production, maintenance and engineering services to clients in the oil and gas and mining sectors in Colombia, similar to the operations and services provided by Massy Wood Group in the Trinidad market.

In August 2013, Massy Wood Group was awarded a 2 year Master Services Agreement to deliver construction services to Atlantic LNG Company of Trinidad and Tobago, the largest Liquefied Natural Gas (LNG) producer in the Western Hemisphere. By early 2014, the first work order was awarded to Massy Wood Group with several other projects received by

Energy & Industrial Gases

September year end. The team is currently looking forward to actively supporting the execution of Atlantic's Train 4 shutdown in 2015.

We also continued to develop our operations in Suriname through the Massy-Kersten Joint Venture (Neal & Massy Kersten Energy Services N.V.) which commissioned its Pressure Relief Valve workshop facility in Paramaribo, Suriname. The workshop is located on Surmac's compound (Surmac is the Caterpillar dealership owned by Kersten). This is a significant milestone for the Joint Venture as we pursue the development of a strong technical base in Suriname with Kersten to provide services to the oil, mining, industrial and utilities segments of the market from French Guiana to Guyana. Massy Energy Fabric Maintenance Ltd. provided services for the new Staatsolie refinery, currently in construction, thereby extending our client base into other parts of the region.

The Group also successfully completed the purchase of an additional 42.7 percent in Massy Gas Products Ltd. from its former joint venture partner, Air Liquide International, S.A., to attain a 100 percent interest. As a result of this transaction, Massy Gas Products Ltd. is now a fully-owned subsidiary of the Massy Group. New supply agreements were made with Air Liquide Trinidad & Tobago (ALTTL), which will ensure that product availability and supply from ALTTL will be uninterrupted. There will be no impact on the supply chain resulting from this ownership structure change.

We continued our strategic thrust to grow in downstream petrochemical production through our joint-venture partnership with Mitsubishi Corporation and Mitsubishi Gas Chemical Company Inc. of Japan, to develop a Methanol and Di-Methyl Ether petrochemical complex in La Brea, Trinidad. A major deliverable for the project this year was the completion of the front end engineering design and the Economic Impact Assessment. To date, we have completed a number of major project deliverables including the following advances:

- The developmental phase of the Natural Gas to Petrochemicals Project is at an advanced stage of completion. Most of the essential contracts/agreements have been completed or are at an advanced stage of completion (natural gas, water, electricity, licenses, product offtake, site lease and pier user).
- Community engagement initiatives, with the fence line communities of La Brea, continued with the compilation of a Skills Bank database, as well as developmental and safety awareness training sessions.
- The dynamics of the Project have changed significantly. The estimated total cost of the Project has increased by approximately 12.5 percent to US$ 958 million, principally due to the high cost of equipment and services. The shareholding structure has changed and there are new equity investors. Massy's equity interest is now 10 percent.
- Detailed engineering and construction will commence in early 2015. The plants are expected to be operational during the second half of 2018.
- Subsequent to the end of the Financial Year, the Boards of Directors of Massy Holdings Ltd., Mitsubishi Gas Corporation and Mitsubishi Corporation approved final investment decisions in the project, subject to the closing of the loan financing.
- Subsequent to the end of the Financial Year, the project also received its Certificate of Environmental Clearance (CEC) from the Environmental Management Authority on December 17th, 2014.
- The lenders are completing their due diligence on the Project and anticipate that Financial Close will be by March 31, 2015.

Massy Gas Products (Guyana) Ltd. continued its capital improvement programme which focused on improving safety and increasing its plant capacity.

Massy Gas Products (Jamaica) Limited (MGPJL) recorded a strong financial performance in 2014 exceeding expectations against the background of continued devaluation of the Jamaican dollar and increase in the unemployment rate in the country. MGPJL expanded supply to the non-cooking sector and was successful in growing volumes to this segment of the market while maintaining market share in the bulk and domestic markets. Growth in the non-cooking sector

Energy & Industrial Gases

included the execution of equipment conversions at several manufacturing companies and at a major hotel resulting in the increased consumption of LPG. MGPJL also signed a service agreement with Diageo (owners of the Red Stripe brewery) for delivery and storage of LPG for their new 3 Megawatt Combined Heat and Power Plant.

BUSINESS CHALLENGES

Reduced activity levels in the Pt. Lisas Industrial Estate negatively impacted our industrial gases business. Massy Gas Products Ltd. experienced difficult challenges but countered those challenges through growth in the export markets for Carbon Dioxide (CO_2). CO_2 exports grew from an average 29 ISO tanks to 52 ISO tanks. Additional key export markets now include Haiti, St. Maarten and St. Kitts and we increased our export volumes to the Jamaican market.

Massy Energy Fabric Maintenance Ltd. experienced a significant slow-down in local operations. The company was able to partially compensate for the slow-down by providing services in the Suriname operations. Massy Energy Production Resources Ltd. embarked on an Enhanced Oil Recovery (Water Flood) project, which included installation of a pipeline network complete with pumps and pumping stations, gathering stations and storage facilities. The project experienced some technical and mechanical challenges resulting in lower than anticipated injection levels in the Water Flood operation.

HSSE, CUSTOMER SERVICE & TEAM STRENGTHENING

At MEESL, the HSSE focus this year was around three core areas: Competence, Care and Controls. In terms of competence we became a National Training Agency approved Workforce Assessment Centre and began building process safety competence. Over 114 Electrical and Instrumentation technicians completed training in Arc Flash and Electrical Safety. The Caring to Intervene programme was launched to focus on safe and unsafe behaviours both on client sites and on our facilities. It was developed to make safety a personal approach and is being driven from the employee base with the support of our leadership. Risk Based Controls were a primary focus to assure that worker safety was being effectively managed. This included the change out of electrical tools, implementation of new systems as well as risk training for field based workers. We were also successfully recertified for ISO 9001 this year under UL-DQS.

At Massy Gas Products (Trinidad) Ltd., transformation of our customer service culture required training to inculcate the desired behaviours. 560 training hours were completed this year. Our processes and systems are continuously being reviewed and aligned to become more customer-centric. Increased employee engagement was incorporated to assist with improving operational efficiency, customer service excellence and other critical areas.

In terms of team strengthening, we will be making a significant leadership change for the financial year 2015. The Massy Group is pleased to announce the appointment of Eugene Tiah to the position of Executive Chairman of the E&IGBU. In this position, he will be responsible for the performance of all Massy Energy and Massy Gas Products companies within the Business Unit.

Eugene has 31 years of experience in all aspects of process plant engineering, operations and overall business management. He has held various positions in operations management, project management, construction management and business development, both in Trinidad and the United States. Immediately prior to his appointment as President of Phoenix Park Gas Processors Limited, he held the positions of Director of Special Projects for Natural Gas Liquid Marketing and System Manager – Cashion/Mustang/Hennessey System at Conoco in Houston, Texas.

He is a former President of the American Chamber of Commerce of Trinidad and Tobago and is also a Vice President on the Board of the Energy Chamber. Furthermore, he serves as a Director on the boards of the Arthur Lok Jack School of Business, Trinidad Nitrogen Limited, Pt. Lisas Association of CEOs for the Downstream Energy Sector of Trinidad and Tobago, the Safe to Work Implementation Board and the Advisory Board for Habitat for Humanity. Eugene holds a B.Sc. Degree in Mechanical Engineering and an M.Sc. Degree in Production Engineering and Management, both from the University of the West Indies. He also has an MBA in Finance from Manchester University Business School and completed the Global Leadership Program at Conoco University, USA. Baajnath Sirinath, the previous Executive Chairman, will assume the role of Senior Advisor to the Executive Chairman of the E&IGBU and will continue to serve on the Group's Executive Committee. In this role, he will primarily focus on assisting the BU with the implementation and pursuit of major projects, which will leverage his experience and commercial expertise.

MASSY INTEGRATED RETAIL

Earl Boodasingh | Group Executive Vice President & Executive Chairman

BUSINESS UNIT COMPANIES:

Massy Shipping Services (Trinidad) Ltd.

Massy Stores (Barbados) Ltd.

Consolidated Foods Ltd.

CFL (SVG) Supermarkets Ltd.

Massy Integrated Retail Ltd.

- Massy Stores - A Division of Massy Integrated Retail Ltd.
- Massy Distribution - A Division of Massy Integrated Retail Ltd.
- Massy Trading - A Division of Massy Integrated Retail Ltd.

Massy Distribution (Barbados) Ltd.

Massy Distribution (Jamaica) Limited

- Massy Distribution
- Massy Trading

Massy Distribution (St. Lucia) Ltd.

Massy Shipping Services (Barbados) Ltd.

Massy Finance GFC Ltd.

Massy Remittance Services (Trinidad) Ltd.

(representing: MoneyGram franchise)

Massy Card Ltd.

Massy Credit Plus Ltd.

Massy Services (Guyana) Ltd.

Massy Distribution (Guyana) Inc.

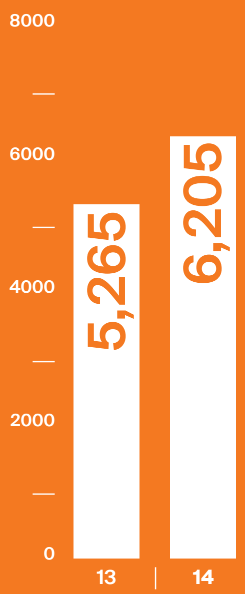
INDUSTRY OVERVIEW

In the 2014 financial year, we continued with laser focus to build out our integrated retail business model. By linking our loyal and extensive consumer-facing businesses in the Caribbean through a cohesive financial services platform, our team is creating a sustainable source of competitive advantage. The rebranding of the Massy Group gave this strategic initiative further impetus as the inter-connectivity between our business activities became more obvious and very visible.

Through improved collaboration and innovative promotions with Massy Motors Ltd., our Consumer Finance team was able to significantly improve their market penetration. They are now one of the leading providers of vehicle financing in our showrooms. In addition, we rolled out the Massy Rewards programme with the introduction of two value added products – the Massy Loyalty Card and the Massy Credit Card; the latter

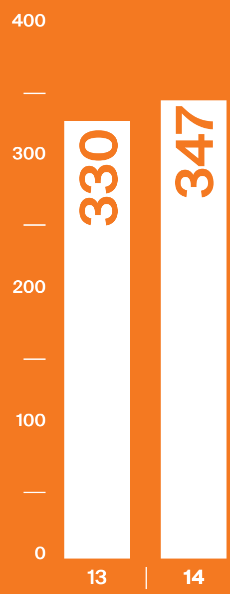
Integrated Retail

REVENUE TT$M



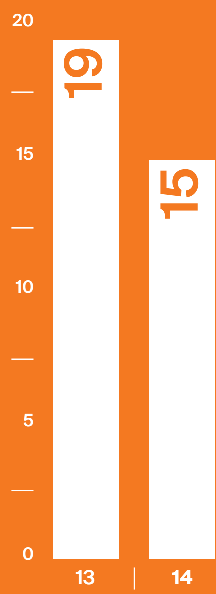
Increase 2013-2014
18%

PROFIT BEFORE REBRANDING COST AND INCOME TAX TT$M



Increase 2013-2014
5%

RONA %
(PROFIT AFTER TAX/AVERAGE NET ASSETS)



RONA
(Return on Net Assets)

* 2013 - 2014 % change based on segment results reported on Note 5 of the Consolidated Financial Statements.

being one of the first private label, closed loop credit cards in the local market.

The shopping experience of our loyal supermarket consumers was enhanced by improving our value proposition through the launch of two new Superstores, one in Warrens, Barbados and the other in Gulf View, Trinidad. The food and non-food offerings in these locations together with availability of financing facilities offers unbeatable convenience to our normally busy customers, who are severely challenged by our congested road networks. Our consumers have been responding favourably to our desire to provide a one stop shopping solution in an uncomplicated, customer-friendly environment.

Subsequent to the end of the Financial Year, another Massy Stores SuperCentre was launched in Trincity, Trinidad. This 38,000 square foot store is our best so far, specifically designed for the combination of food and non-food offerings. The early results of this launch have exceeded expectations.

By acquiring the majority shareholding of Gablewoods Supermart Limited in January 2014, we became the leading supermarket chain in St. Lucia. This provides the opportunity to deliver another integrated retail ecosystem as we drive synergies with a major in-country retailer and our one year old, greenfield distribution business. We look forward to the establishment of a vibrant consumer finance interface in this market.

Our distribution businesses provide the supply chain and logistics competence that ensures outstanding levels of product availability in the retail industry. As such, we are excited by the completion of the new 75,000 square foot,

Integrated Retail

state-of-the-art distribution warehouse in Guyana. This has strong alignment with our strategy to enter the retail space in this country. Distribution is a changing industry with new dynamics in a globalised world. Our response to the changes must be clinical; as such we had to dispose of a logistics business in Trinidad that could no longer fit into our portfolio.

As seen in the following updates, by the Line of Business leaders, this aggressive agenda is achieved by high performance Massy teams who are committed to working together as they passionately create value for all our stakeholders.

MASSY RETAIL

Thomas Pantin | Senior Vice President & Executive Chairman

LINE OF BUSINESS COMPANIES:

Massy Stores - A Division of Massy Integrated Retail Ltd.

Massy Stores (Barbados) Ltd.

Consolidated Foods Ltd.

CFL (SVG) Supermarkets Ltd.

STRATEGY UPDATE

The Retail Line of Business (Retail LOB) experienced excellent results, with 29 percent growth in Revenue and 13 percent growth in Profit Before Rebranding Cost and Tax. Despite challenges in the Barbados market, growth was driven by the momentum in Trinidad and Tobago and performance of the newly acquired majority shareholding in St. Lucia and St. Vincent. The Retail LOB continues to be guided by key areas of focus for achieving its strategy, namely:

- Develop and grow superstores in existing markets;
- Develop and grow supermarket footprint;
- Grow in new markets; and
- Operational efficiency and synergies.

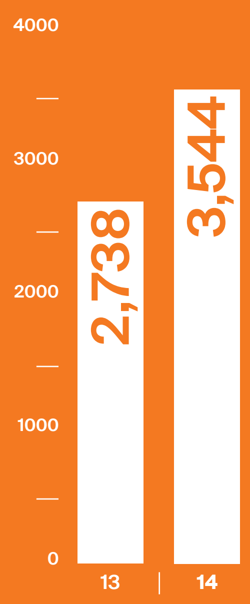
NOTEWORTHY ACHIEVEMENTS

The SuperCentre format, introduced earlier this year with the inclusion of non-food offerings, was executed and expanded this year with the launch of the stores in Warrens, Barbados; Gulf View in South Trinidad and Trincity, which was opened in December 2014 . We also invested in the modernisation of the El Dorado supermarket in East Trinidad and opened Haggart Hall in Barbados. Three stores are scheduled for modernisation in Trinidad in 2015, and it is planned to modernise 4 stores in St. Lucia with some marginal increases in retail footprint there. This will facilitate consistency with the new rebranded in-store look and feel.

We successfully acquired the majority shareholding (63.4 percent) of Gablewoods Supermart Limited (GSL) on December 31, 2014, which operates 11 food retail stores in St. Lucia and three stores in St. Vincent. We now own 100 percent of GSL (parent company), which is an effective ownership of 60 percent of Consolidated Foods Ltd. (CFL) - the legal entity of the more familiar brands Super J and Mega J in St. Lucia. As

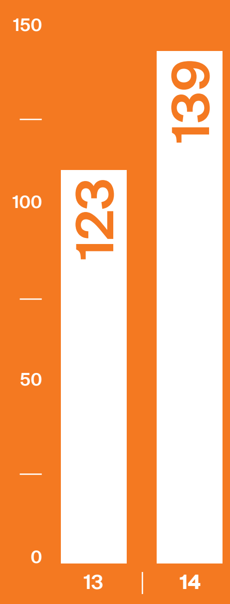
Retail

REVENUE TT$M



Increase 2013-2014
29%

PROFIT BEFORE REBRANDING COST AND INCOME TAX TT$M



Increase 2013-2014
13%

such, in St. Lucia we now own and operate 9 supermarkets; one gourmet supermarket and one warehouse store. In St. Vincent and the Grenadines we now own and operate 2 supermarkets and 1 discounter store (Save-a-Lot). The vision for the new acquisition is to transition this retailer into our integrated retail business model and extend the existing offering to include consumer finance, distribution, non-food and remittance services, to name a few.

We continue to strive for further alignment of our retail brand, with a roll-out of the Customer Service Management System (CSMS). This has already started in Barbados and St. Lucia and we are committed to a common mission and vision for the Retail LOB. Significant strides were made for entry into the Guyana supermarket industry, as we advanced negotiations with landlords and selected sites. We intend to commence construction of 2 stores in 2015.

In Trinidad and Tobago, we successfully transitioned the Smart Shopper loyalty programme to a more extensive and inclusive programme under the Massy Card, where customers can be rewarded for doing business with various Massy companies, including Massy Stores.

We have also been working toward redesigning the look and feel of all Massy Stores locations in order to be more consistent throughout the region, starting with Trinidad and Tobago and Barbados. This will benefit us as we aim to create a more cohesive, branded supermarket chain across the region.

The Retail LOB continues to face specific challenges in certain markets. In Trinidad and Tobago, we face a shortage of consistent and qualified labour supply which often affects our

Retail

operations, particularly during high-traffic seasons. In addition, the slow growth of Barbados' economy continues to impact our performance.

CUSTOMER SERVICE AND HSSE

In 2014, Massy Stores remained committed to building a culture of service excellence. The 2014, audit of the CSMS provided the opportunity for Massy Stores in Trinidad and Tobago to further refine the requirements of the system to ensure full compliance and effectiveness. In Barbados, approximately 80 percent of our staff, including management, attended introductory training sessions on the CSMS. Notably, a more formalised system for recording customer feedback was implemented. We also embarked on several customer-focused initiatives including increased use of social media, development of a mobile app, training of front-line associates and numerous promotions throughout 2014. In our St. Lucia and St. Vincent operations, a self-audit using the Massy CSMS gap analysis was undertaken. It is worth noting that the Super J stores maintained an overall Customer Service Index rating of 76 percent this year, with one location scoring as high as 82 percent.

During the past year, significant progress has been made with the development of the Health, Safety and the Environment Management System in Massy Stores, as it was realigned to meet the requirements of OHSAS 18001:2007. Priority continues to be given to risk control and the implementation of those controls through communication, training and improved accountability. Massy Stores also partnered with Ace Recycling, Green Engineering, The Trinidad and Tobago Solid Waste Management Company Limited and Office R Us in a recycling drive for paper, toner and ink cartridges, used oil and fluorescent tubes.

While there was an increase in the total number of incidents reported at Massy Stores (Barbados) Ltd. year on year, we maintained a positive outlook for HSSE and have sought to introduce a number of initiatives including, but not limited to, Loss Control Tracking Logs, one-on-one employee discussions/training sessions and consistent voluntary site visits with the relevant agencies. Steps were taken at our St. Lucia and St. Vincent operations to strengthen the confidence and roles and responsibilities of the HSSE Committees set up at each location (a total of 13 active committees) and to review policies and procedures relating to HSSE, as well as reinforce and train in critical areas.

MASSY DISTRIBUTION & LOGISTICS

David Affonso | Group Senior Vice President & Executive Chairman

LINE OF BUSINESS COMPANIES:

Massy Integrated Retail Ltd.

- Massy Distribution - A Division of Massy Integrated Retail Ltd.
- Massy Trading - A Division of Massy Integrated Retail Ltd.

Massy Distribution (Guyana) Inc.

Massy Distribution (Barbados) Ltd.

Massy Distribution (Jamaica) Limited

Massy Distribution (St. Lucia) Ltd.

Massy Shipping Services (Barbados) Ltd.

Massy Gas Products (Barbados) Ltd.

STRATEGY UPDATE

The Distribution & Logistics Line of Business (Distribution LOB) experienced a 3 percent growth in Revenue. This growth was driven by organic growth of the existing portfolio and the acquisition of several new agencies across all territories. As we continue to operate in slow growth economies, Profit Before Rebranding Cost and Tax declined by 9 percent in 2014.

In pursuit of its strategy the Distribution LOB continues to be guided by its key areas of focus, which are:

- Growth through new principals and products lines;
- Greenfield acquisitions;
- Turnaround of our Jamaica operations;
- Incorporating best practices and synergies; and
- Developing logistics excellence.

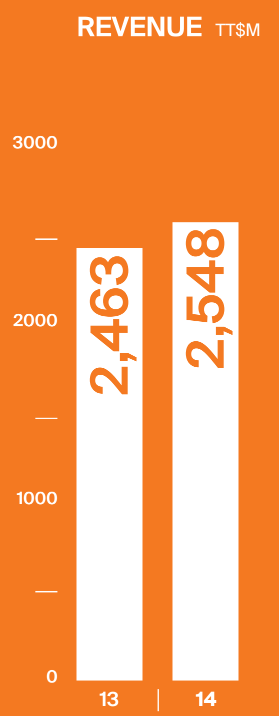
NOTEWORTHY ACHIEVEMENTS

The rebranding exercise significantly improved the corporate identity of the Distribution LOB. Our regional footprint is now more easily recognised by potential principals. Already, this common identity has attracted several new principals and fuelled top line growth in all our distribution companies.

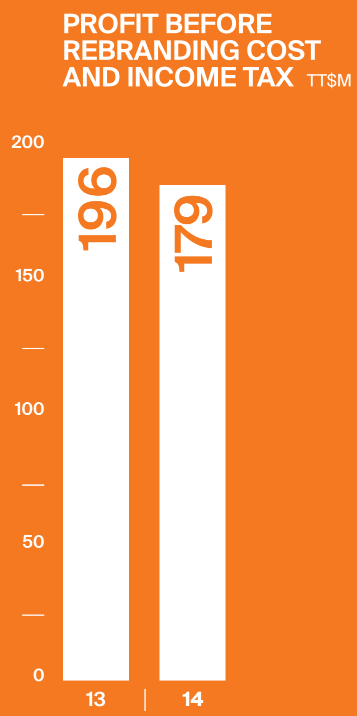
In 2014, Massy Distribution (St. Lucia) Ltd., a greenfield operation, was opened. The operation has developed rapidly and now represents several recognised international principals on the island. This expansion was achieved at a lower cost base due to shared back-end support with our Barbados operations.

A major highlight of the year was the construction of the Massy Distribution central warehousing facility in Guyana.

Distribution & Logistics



Increase 2013-2014
3%



Decrease 2013-2014
(9%)

Subsequent to the end of the Financial Year, the facility has become fully operational and will significantly improve and upgrade the capacity of the company. Our new facility boasts 75,000 square feet of fully racked warehousing space, including 14,000 square feet of air-conditioned, chilled and frozen facilities. In order to facilitate the transition to a state-of-the-art operation, a Warehouse Management System for better inventory management and improved productivity was also implemented.

We continue to identify and share warehousing best practices in an effort to improve efficiency. All our distribution businesses are now ISO certified.

In Jamaica, we successfully enhanced our performance by acquiring a number of new principals, which fuelled top line growth. Efforts continue to build the portfolio of both the consumer and pharmaceutical brands. We are confident that the improved performance this year will provide a strong foundation for the years ahead.

Despite a tough economic climate, Massy Distribution (Barbados) Ltd. performed well. The addition of new agencies, careful margin management and prudent handling of expenses all contributed to the strong performance. During the year the company also completed the implementation of the ISO 9001 standard and was awarded Certification in May 2014.

During the year we also completed the strategic alignment of our shipping and logistics business, including the relocation of the Melville business to the Distribution compound at Macoya and its rebranding as Massy Shipping Services (Trinidad) Ltd. Huggins Shipping & Customs Brokerage Services Ltd., which was our customs brokerage and shipping

Distribution & Logistics

business, was less strategically aligned with the business of Massy Distribution and was sold to an independent operator. The sale transitioned smoothly and the company is better positioned to focus on its core business under new ownership.

CUSTOMER SERVICE AND HSSE

Towards the end of the current financial year, several of the companies in the Business Unit commenced the roll-out of the Group's Customer Service Management System. This comprehensive approach to customer service will be implemented by all Distribution and Logistics companies during the course of the next year, as we continue to strive to provide both our customers and our principals with the highest possible level of service.

Our Distribution and Logistics companies continued to benefit from having a robust HSSE Management system over 2014. The focus over the next year will be on the Guyana and St. Lucia operations, where we will be leveraging resources and implementing best practices from other companies within the Distribution LOB to complement their existing HSSE Management Systems.

MASSY CONSUMER FINANCE

Curtis Tobal | Executive Chairman, Consumer Finance Line of Business

LINE OF BUSINESS COMPANIES:

Massy Finance GFC Ltd.

Massy Remittance Services (Trinidad) Ltd.
representing the MoneyGram franchise

Massy Card Ltd.

Massy Credit Plus Ltd.

STRATEGY UPDATE

The Consumer Finance Line of Business (Consumer Finance LOB) grew in Revenue by 75 percent and grew in Profit Before Rebranding Cost and Tax by 120 percent. The Consumer Finance Line of Business continues to be guided by key areas of focus for achieving its strategy, namely:

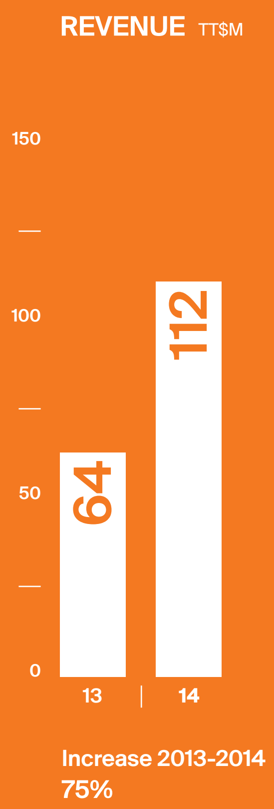
- Growth in the vehicle financing business;
- Launch of the Massy Credit Card;
- Growth in the hire purchase business;
- Expansion of the remittances operations; and
- Improvement and expansion of the synergistic loyalty programme.

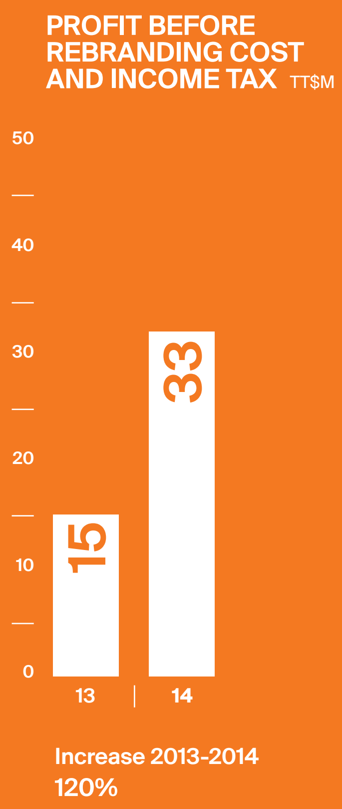
NOTEWORTHY ACHIEVEMENTS

Over the past year we saw increased momentum at Massy Finance GFC Ltd., with greater synergies between Massy Motors Ltd. (Massy Motors) and the Consumer Finance LOB which resulted in an increased market share of vehicles financed. We continued to execute joint promotions with Massy Motors and Massy United Insurance Ltd., which also improved our performance in the vehicle financing business and enabled us to offer a more complete package to automotive consumers.

The launch of a new corporate identity for the Group, "Massy", enabled us to successfully roll out our loyalty programme across the Group, which included select consumer-facing Massy companies. Our loyalty programme, embodied in the Massy Card, now rewards customers by allowing them to earn and redeem points at a number of Massy subsidiaries throughout Trinidad and Tobago. Over 105,000 Smart Shopper customers have been transferred to Massy Card, and over 36,000 new Massy Card holders have come on

Consumer Finance





to the programme to date. Massy Card Ltd. was registered as the operational arm of the Consumer Finance LOB, mandated to manage and execute the loyalty programme both in Trinidad and Tobago and Barbados.

In Barbados, we replaced the existing Classic Card with the Massy Credit Card, which has approximately 30,000 card users in that market. Subsequent to the end of the Financial Year, we successfully launched the Massy Credit Card, in partnership with Republic Bank. The Massy Credit Card will function as a dual purpose card, combining our first class Massy Card Rewards with the flexibility of a payment card. In addition to being eligible to receive exclusive offers from Massy Stores nationwide, Massy Credit Card holders will receive an additional 50 percent bonus on Massy Points at Massy Card partners. This means that cardholders will continue to receive 10 points per $100 spent from Massy Card, plus an additional 5 points per $100 spent when payment is made with the Massy Credit Card. Massy Credit Plus Ltd. was created as the operational arm of the Consumer Finance LOB to manage the Credit Card operations, both in Trinidad and Tobago and Barbados.

Our Hire Purchase (HP) business in Barbados faced challenges due to the tightening of the economy. However, customers continued to show a preference to our financial products offered through Massy Stores in Barbados. In Trinidad and Tobago, we introduced our hire purchase financial service in the new Gulf View SuperCentre. Subsequent to the end of the Financial Year, this service has become an integral part of the offerings in the new Trincity SuperCentre, in the non-food categories.

Consumer Finance

Our remittance business showed significant growth and we doubled our agent network in Trinidad and Tobago. Growth was also attributed to the exit of RBC Royal Bank as the competing MoneyGram operator in the market. In Guyana, there is a strong emphasis on CSR programmes with the MoneyGram brand, however there was a reduction in the agent network in that market. We are progressing efforts to extend remittance business in St. Lucia.

Massy Services (Guyana) Ltd. recorded another year of strong growth through the achievement of its milestones. Agents' expansion, improved service levels and strengthened partnerships with key stakeholders, MoneyGram and SurePay, were key contributory factors to the company's success within the past year. Continued focus on risk management also led to improvement within the HP portfolio. In the Trinidad and Tobago market, we faced a challenging regulatory and compliance environment with major emphasis on Anti-Money Laundering and Know Your Customer requirements. We are dedicated to maintaining full compliance in all spheres and have been working consistently to improve our business processes to meet the increasing demands.

CUSTOMER SERVICE AND TEAM STRENTHENING

We continue to consistently seek ways to add value to the customer experience. In terms of convenience, we continue to leverage the Group's retail locations to provide in-store financing to customers. We have a presence in the Massy Motors showrooms, as well as in the Massy Stores where appliances, electronics and other non-food category items are sold.

The Massy Card and the Massy Credit Card are also key to enhancing the consumer experience, as both products allow consumers to earn and redeem points at multiple locations. The Massy Credit Card also provides cardholders with the flexibility to pay for goods and services across the Group. Over the past year we also promoted and recruited talented professionals to strengthen the leadership team. These organisational changes have aligned our structure by leveraging our core human resource strengths, and enhancing our growth potential.

MASSY INSURANCE

E. Gervase Warner | President & Group Chief Executive Officer & Executive Chairman

BUSINESS UNIT COMPANY:

Massy United Insurance Ltd.

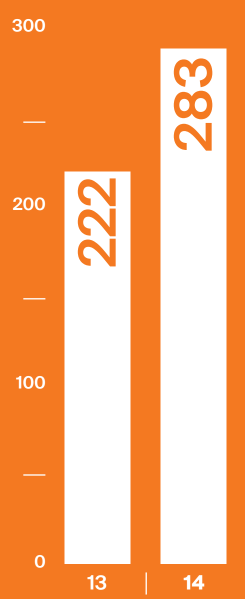
INDUSTRY OVERVIEW

The Insurance Business Unit grew in Revenue by 27 percent and grew in Profit Before Rebranding Cost and Tax by 18 percent. In terms of the performance of the industry, holistically, Caribbean property insurance markets continue to be affected by world markets as well as the economies within the Caribbean. On the supply side, continued strong financial performance by reinsurers worldwide, the absence of major catastrophes, and the injection of capital from alternative markets resulted in reasonably easy access to reinsurance capital by Caribbean insurers. On the demand side, the lack of economic growth in Barbados and most of the Caribbean territories resulted in reduced construction and development activity and slower demand. This resulted in a soft market and increased price competition among carriers which led to further deterioration of the rates across most markets. The increased price competition also affected the Motor and Accident Lines of Business and put a strain on profitability.

Notwithstanding these challenging conditions, Massy United Insurance Ltd. reported an improvement in profitability, primarily driven by the non-recurrence of costs associated with the exit of the Inward Reinsurance business, in 2013. In Barbados, despite reducing rates, the Company fought to hold its position in the market and managed to sustain revenue levels from the prior year. Although the market remains competitive in Trinidad and Tobago, the country's economic growth has enabled us to continue growing our business in this market. After completing a full year operating as a motor insurance provider, revenue growth in our Trinidad and Tobago operations was positive. The rebranding of the Massy Group has added tremendous value to the Company, particularly in Trinidad and Tobago, by improving recognition and alignment of the United Insurance brand with the Massy brand, and this is reflected in the increasing growth pattern in the portfolio.

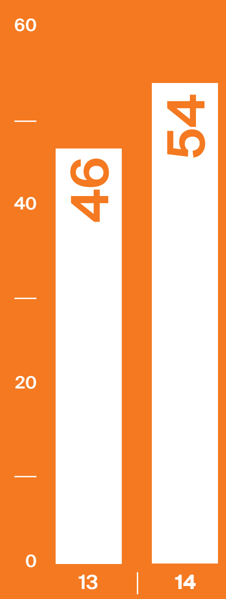
Insurance

REVENUE TT$M



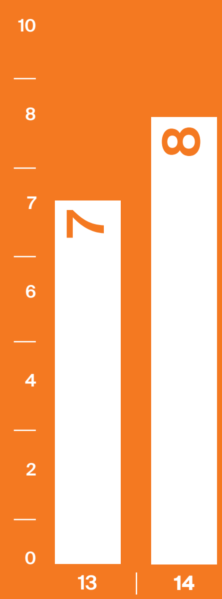
Increase 2013-2014
27%

PROFIT BEFORE REBRANDING COST AND INCOME TAX TT$M



Increase 2013-2014
18%

RONA %
(PROFIT AFTER TAX/AVERAGE NET ASSETS)



RONA
(Return on Net Assets)

* 2013 - 2014 % change based on segment results reported on Note 5 of the Consolidated Financial Statements.

STRATEGIC DIRECTION OVER THE PAST YEAR

The realities of the economies in Barbados and the rest of the Caribbean signals continued challenges to growth of our business in these countries. In Barbados, we are focused on increasing our presence, by being closer to our customers and more accessible to contract business with them. Trinidad and Tobago's growth is being achieved through increasing our lines of business, product offerings as well as collaborations with other Massy Group companies. At this time, Trinidad and Tobago remains our primary target market for growth. We are focused on improving our business model in other territories.

NOTEWORTHY ACHIEVEMENTS

Over the past year, in Barbados, we opened 4 new locations. We can now service our client base from 6 service locations, which allows us to have the furthest reach of any insurance carrier within the island. There was also an increased focus on relationship management and business development prompted by a complete restructuring of our Barbados business unit. In terms of our product offerings we launched an updated motor product (Auto-PRO) and an updated home-owners product (Home- PRO) in the market. We believe these initiatives will produce positive results in 2015.

In Trinidad and Tobago, we were successful in entering the motor insurance business with a business model which includes collaboration with Massy Motors, where we operate jointly within their locations. Currently, our representatives are located in the Massy Motors Showrooms, in Port of Spain, Morvant and San Fernando locations, to conveniently facilitate timely processing of motor insurance policies. This is one of the areas in which

Insurance

the insurance business creates synergies with other Massy companies to create a 'one-stop-shop' experience for valued Massy customers. For instance, a customer can purchase a vehicle at Massy Motors, finance it with Massy Finance GFC and insure it with Massy United Insurance, all at one location.

BUSINESS CHALLENGES

Our performance in the other Caribbean territories was disappointing, due to declining activity levels from weakening economies. Though our results were below expectation, the company was able to build excellent credibility and greater recognition in these markets.

CUSTOMER SERVICE, TEAM STRENGTHENING AND HSSE

In Trinidad and Tobago we relocated our office to Edward Street, Port of Spain. This new location provides increased accessibility to broker clients and direct customers.

There was significant team strengthening through recruitment. Michael Armstrong was recruited as the Head of Business Development. Trinidad's management team was strengthened and they improved their capacity to market, underwrite and service our Motor portfolio.

The company is in the process of implementing a rigorous Customer Service Management System. During the year we formed a dedicated customer service team and carried out key deliverables such as measuring staff engagement and the implementation of the Customer Feedback System. We carried out a consumer survey in Barbados to better understand our customer values and were very pleased to note that the company is ranked higher than all our competitors in Claims handling and settlement.

Through training and sensitisation programmes we will continue to build the HSSE awareness within the company. HSSE training programmes included: Health is Wealth: Working Together, On the Job Injuries: The Aftermath of an Accident, Emergency Management Team Refreshers Training, Hazard Identification, and HSE 101.

Also, we continue to be committed to the development and training of our employees and during the 2014 financial year, employees participated in over 55 different training programmes. These programmes included: Technical Insurance certification, the Barbados Diploma in Insurance, Governance and Accountability Seminar, Covey 7 Habits, Social Media Marketing, Customer Service 101, Enhancing the Customer Experience, Supervisory Management, the Massy (Barbados) Group Executive Development programme, HR Conference, Project Management Certification, Awakening training (a self-development workshop), Fraud Prevention, Presentation Skills and The Leadership Challenge, to name a few.

INFORMATION TECHNOLOGY & COMMUNICATIONS

Fenwick Reid | Group Senior Vice President & Executive Chairman

BUSINESS UNIT COMPANIES:

Massy Technologies (Trinidad) Ltd. (Holding company)

Massy Technologies InfoCom (Trinidad) Ltd.

Massy Technologies InfoCom (Jamaica) Limited

Massy Technologies InfoCom (Barbados) Ltd.

Massy Technologies InfoCom (Caribbean) Ltd.

Massy Technologies (Guyana) Ltd.

Massy Technologies Applied Imaging (Trinidad) Ltd.

Massy Technologies Applied Imaging (Jamaica) Limited

Massy Communications Ltd.

Massy Technologies InfoCom (Antigua) Ltd.

INDUSTRY OVERVIEW

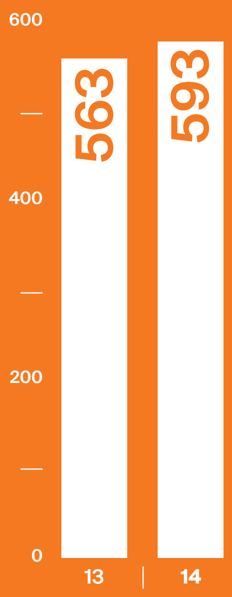
The Information, Technology & Communications Business Unit (ITCBU) grew in Revenue by 5 percent and grew in Profit Before Rebranding Cost and Tax by 13 percent, despite the economic sluggishness of the region. All companies performed well, with most of the growth generated by private sector, as opposed to public sector business. Business in Jamaica improved significantly over FY 2013, as a number of opportunities in the financial sector were realised and several government contracts, namely multilateral agencies providing funding for projects, were finally awarded. In Barbados and the Eastern Caribbean business was slow, reflecting the state of economies in both territories. The combined operations there delivered Profit Before Tax (PBT) growth over the prior year. This year we also expanded our range of services, which was a major part of our strategic thrust, discussed later in this review. The ITCBU also successfully rebranded, with the leading sub-brand as Massy Technologies. The roll-out of a new corporate brand improved the understanding of a common identity among our employees in the Business Unit (BU) and also fostered enhanced collaboration internally and with other BUs in the Group.

STRATEGIC DIRECTION OVER THE PAST YEAR

This year our strategy was focused on expanding our managed services portfolio as well as geographic expansion. Our Managed Print services portfolio was expanded at both Massy

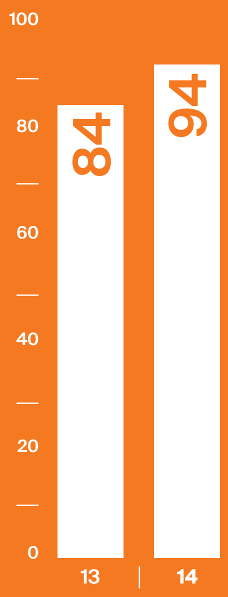
Information Technology & Communications

REVENUE TT$M



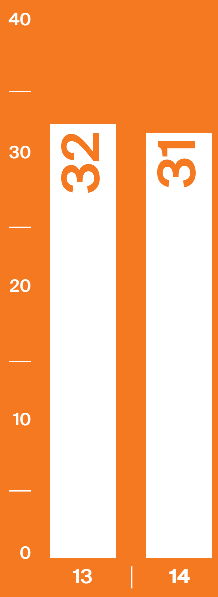
Increase 2013-2014
5%

PROFIT BEFORE REBRANDING COST AND INCOME TAX TT$M



Increase 2013-2014
13%

RONA %
(PROFIT AFTER TAX/AVERAGE NET ASSETS)



RONA
(Return on Net Assets)

* 2013 - 2014 % change based on segment results reported on Note 5 of the Consolidated Financial Statements.

Technologies Applied Imaging and Massy Technologies InfoCom. In the Information and Communications area, we increased our share in managed services particularly in the energy sector. Our profit performance this year reflected the ongoing value proposition shift from products to services. In keeping with our strategy of geographic expansion, we acquired a 20 percent stake in a Costa Rican-based ITC Services Company which operates in 8 Latin American countries. The company provides business contact centre services, managed services and integration services to a number of sectors including financial, government, telecoms and retail. This investment is an important step in our strategy to penetrate new markets for growth.

Our Guyana operations experienced another year of positive growth, which was attributed to continued growth in its Communications & Electronic Security portfolio. The Company was also successful in marketing the first Digital Two Way Radio solution in the Guyana market. The focus going forward will be on improving service to customers and expanding market share within the technology sector.

NOTEWORTHY ACHIEVEMENTS

In the latter part of the year, Massy Technologies InfoCom (Trinidad) Ltd. copped the title of ‘Service Provider of the year’, awarded by the Trinidad and Tobago Coalition of Services Industries at their Annual Excellence in Service Awards. This recognises Massy Technologies InfoCom Project Management Services as a role model in the industry for quality and outstanding performance in the services industries in Trinidad and Tobago. The BU was evaluated by several

Information Technology & Communications

criteria including its Management and Leadership, Information and Analysis, People, Problem Solving, Innovation and Improvement, Customer Satisfaction and Results.

2014 was the most outstanding year in the history of our Jamaican operations. We were able to maximise opportunities in the financial sector, which increased recurring revenues and profits. We also saw good growth in our Barbados operations and all our Trinidad and Tobago operations. Our major product brands continue to perform well.

While we celebrate our achievements, we continue to experience slow growth of government sector business in most territories as well as increasing competition from local and foreign ITC companies, however, the subgroup continues to be well-positioned to withstand these competitive pressures with a compelling range of products and services, a strong recurring revenue base, deep relationships with leading ITC partners and most importantly, a highly skilled and committed team across the subgroup.

HSSE AND CUSTOMER SERVICE

Both Massy Technologies Applied Imaging (Trinidad) Ltd. and Massy Communications Ltd. entered the new fiscal year with 2-Year High Level STOW certifications followed by Massy Technologies InfoCom (Trinidad) Ltd. later in the year. Massy Technologies InfoCom (Trinidad) Ltd. was also awarded American Chamber of Commerce of Trinidad and Tobago's HSSE Award for the Most Improved HSSE Performance for a Large Non-Energy Sector Company. This year, a renewed approach to managing pre-employment medicals was also rolled out to the Trinidad and Tobago based companies and HSSE training was coordinated for Massy Technologies InfoCom (Barbados) Ltd. in the areas of Manual Handling and Accident Investigation. In addition, all 56 Level I and II HSSE policies/procedures/guidelines/directives were completed for Massy Technologies InfoCom (Jamaica) Limited. We also introduced the projects/contracts/proposal overview for HSSE Aspects Form. This form assists project owners in assessing HSSE requirements when planning a job or preparing tenders and contracts.

Our customer service efforts were greatly enhanced this year, with the commissioning of a steering committee and strategic plan for improving our focus on roll-out of the Customer Service Management System (CSMS). Our efforts kicked off with considerable leadership engagement, as well as the development of a Regional Customer Service Philosophy which will be rolled out to all employees. Other areas currently under review, within the scope of the roll-out of the CSMS include our recruitment policy, orientation process, communication process, customer feedback management and monitoring.

Other Investments

SUBSIDIARIES

BCB Communications Inc. (Holding 51%)

Massy Properties (Trinidad) Ltd.

Massy Realty (Barbados) Ltd.

Massy Realty (Trinidad) Ltd.

Roberts Manufacturing Company Limited (Holding 50.5%)

Seawell Air Services Limited

ASSOCIATES

Banks Holdings Ltd. (20%)

Caribbean Airport Services Ltd. (Holding 49%)

Signia Financial Group Incorporated (Holding 20%)

SUBSIDIARIES

BCB Communications Incorporated (BCB) (51 percent) the advertising agency for the Barbados Group recorded an increase in profit versus the prior year and budget. This increase was due primarily to the increased advertising activity by some of our key clients. The company also continued to control its operating expenses through prudent expense management. BCB continues to seek new growth opportunities and leverage the growth of social media services as more and more clients seek to integrate this in their communication plans.

Massy Properties (Trinidad) Ltd. has again performed well. Despite the disadvantage of not having 100 percent occupancy for almost the entire year, the company drew even comparatively with its prior year performance. This was achieved through robust cost controls from top management. Additionally, the company has received significant revenue contribution from the Projects Department as a result of the Group's implementation of new strategic plans, which required expansion of staff and offices. The main focus of the company continues to be maintenance and upkeep of the buildings with particular attention to cost management and excellent customer service delivery.

Massy Properties (Barbados) Ltd. fell short of its financial targets for the year. The main contributing factors to this shortfall were a continued extremely sluggish land sales market and delays in launching The Dome Mall. The trend of commercial activity relocating from Bridgetown unfortunately continued in 2014, at a detriment to the company, as occupancy levels have further declined in the Bridgetown properties. Additionally, newly introduced property taxation will have a negative impact on the company's profitability going forward. The Dome Mall is almost at full occupancy and initial feedback from tenants and patrons has been encouraging. The company is now progressing with the preparation of the commercial office space at The Massy Dome targeted at corporate tenants, which the company believes will enhance the complex even further.

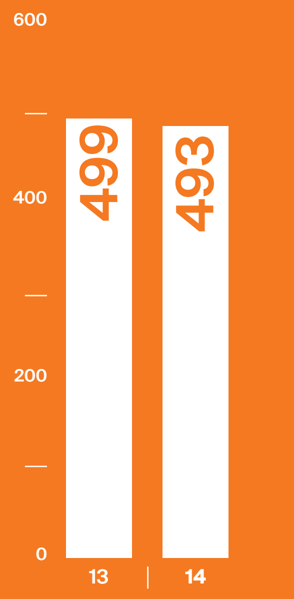
Massy Realty (Trinidad) Ltd. continues to provide real estate brokerage services as well as consultancy services to a number of clients. Massy Realty is committed to personalized quality service with watchwords practiced amongst the team of professionals of integrity, service and professionalism. The real estate market continues to be buoyant, and there continues to be a strong demand for real estate.

Roberts Manufacturing Company Limited (50.5 percent), in conjunction with its subsidiaries – Pinnacle Feeds Ltd. and Vitamin Pet Foods Ltd. – was fortunate to see stabilization of international commodity prices of corn and soybean for the 2014 financial year. The reduction in the price of these commodities permitted 2 price reductions in feed for the 2014 financial year. Importation of processed poultry products and animal feed continue to negatively impact the company and remain a key concern. At the time of writing, commodity prices have fallen further, in keeping with the trend in the latter part of fiscal 2014. It is anticipated that these price reductions will help to generate further demand for the company's products. Fiscal 2015 is expected to be no less challenging than fiscal 2014 with the consistent high level of unemployment and lower disposable spending. Nevertheless, the company remains committed to its strategic initiatives mainly: continued investment in key equipment to improve plant efficiency and further improving relationships with distributors to continue to improve the presence of the Roberts brands.

Seawell Air Services Limited (SAS) provides ground handling services to airlines at the Grantley Adams International

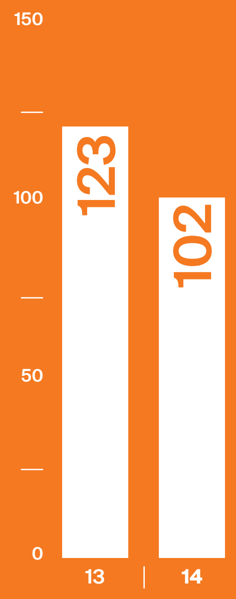
Other Investments

REVENUE TT$M



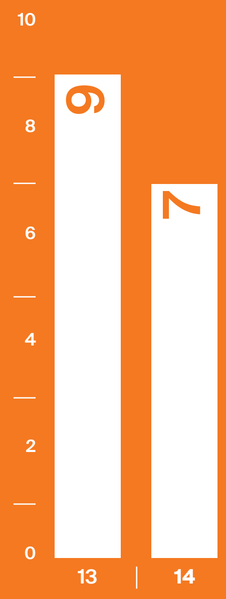
Decrease 2013-2014
(1%)

PROFIT BEFORE REBRANDING COST AND INCOME TAX TT$M



Decrease 2013-2014
(17%)

RONA %
(PROFIT AFTER TAX/AVERAGE NET ASSETS)



RONA
(Return on Net Assets)

* 2013 - 2014 % change based on segment results reported on Note 5 of the Consolidated Financial Statements.

Airport. The company continues to operate in difficult circumstances due to continued sluggish tourist arrivals and further reductions in flights to Barbados. In spite of the prolonged challenging environment, the financial performance in fiscal 2014 showed improvement over the prior year with the company producing a small profit. This improvement was largely due to the company diversifying its revenue streams and continuing to compress costs wherever possible. The company anticipates 2015 will bring improved results due to the company being awarded the contract to handle Delta Airlines and on-going efforts to develop alternative revenue sources that build on the company's core competencies and strategic assets.

ASSOCIATES

At the time of publishing this report, Banks Holdings Ltd. had not yet published their financial results for 2014. These results will be published in January 2015.

Caribbean Airport Services Limited (49 percent), which provides similar services in Antigua, has experienced many of the same challenges as SAS and is expected to also produce a small profit for 2014 (year-end December 31). 2015 is expected to be challenging for the company due to additional concerns surrounding the opening of the new airport terminal, which will increase the company's operating costs, and the fact that the company's largest customer continues to make further changes to its operations which impact on the company's financial performance.

Other Investments

Signia Financial Group Incorporated (20 percent) performed credibly as at September 30, 2014, amid the challenging economic environment which currently exists in Barbados. Strategic measures which contributed to our success were; sustained marketing activities which promoted brand awareness, home improvement and vehicle expos, leveraging existing client relationships, continuous emphasis on improving operating efficiency and the promotion of our convenient location in Haggatt Hall. These measures resulted in an increase in Net Interest Income when compared to the prior period. The company has continued to focus on minimising delinquency by providing quality loans to qualified individuals and working with customers where possible, during difficult economic circumstances.

MASSY TRINIDAD AND TOBAGO

E. Gervase Warner | President & Group Chief Executive Officer & Executive Chairman

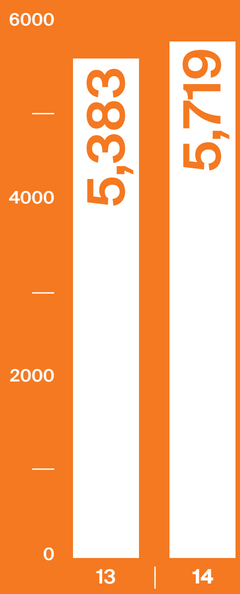
REGIONAL PERFORMANCE
TRINIDAD

Massy's Trinidad and Tobago operations concluded the year with 6 percent growth in Revenue and 7 percent growth in Profit Before Rebranding Cost and Tax. There were strong gains in the Information, Technology & Communications and Energy & Industrial Gases Business Units and in the Integrated Consumer Portfolio. This growth reflected the buoyancy of the Construction and Retail sectors over the past year. While there was a slight increase in activity in the Energy sector in 2014, the mainstay of Trinidad and Tobago's economy, we will continue to maintain a cautious and conservative approach in the year ahead, taking into account the recent fall in global oil and gas prices. We also experienced significant foreign exchange challenges over the past year, which impacted supplier relationships and resulted in an increased level of borrowings.

Our new corporate identity, Massy, brought to life important 'ecosystems' in the Group, to allow consumers to connect with us and do business with us more seamlessly than before and to be rewarded for doing so, through our loyalty programme enabled by the Massy Card and the Massy Credit Card. In the roll out of this exercise, a renewed and more structured approach to change management played an integral role in redesigning processes, procedures and talents to implement these critical initiatives. In the year ahead we will continue to pay close attention to employee engagement and performance management, among other important people-centric initiatives. We will continue to adhere to cost control measures, while remaining open to growth opportunities which could provide valuable returns to our shareholders.

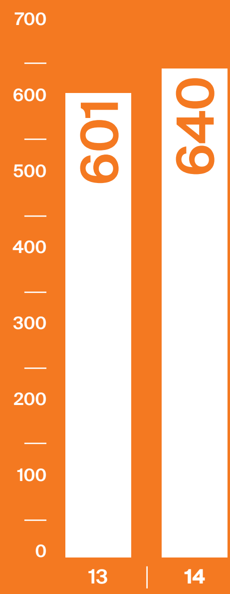
Trinidad and Tobago

REVENUE TT$M



Increase 2013-2014
6%

PROFIT BEFORE REBRANDING COST AND INCOME TAX TT$M



Increase 2013-2014
7%

* 2013 - 2014 % change based on segment results reported on Note 5 of the Consolidated Financial Statements.

MASSY BARBADOS

Frere Delmas | Group Senior Vice President & Country Manager
Massy Barbados Group

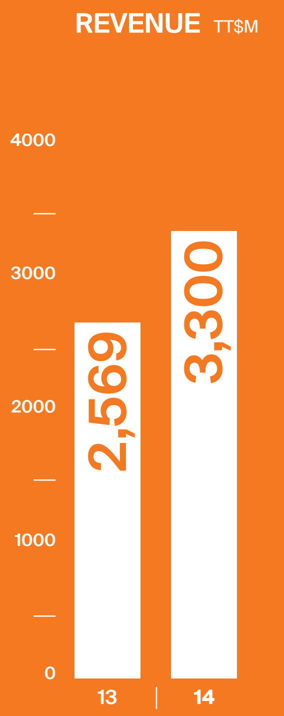
REGIONAL PERFORMANCE BARBADOS

Massy Barbados & Eastern Caribbean recorded a 28 percent increase in Revenue and a 3 percent increase in Profit Before Rebranding Cost and Tax, primarily due to obtaining controlling interest in Gablewoods Supermart Ltd, in St. Lucia. However, Barbados' challenges of weak tourism arrivals and a large fiscal deficit continue to exist, leading to uncertainty surrounding the timing of the turnaround of the economy. This uncertainty is further exacerbated by the Country's apparent inability to lower its debt burden and increase tax revenue without decreasing consumers' disposable income. These challenging fiscal fundamentals all continue to manifest themselves in the difficult trading environment in which the Group Companies operate.

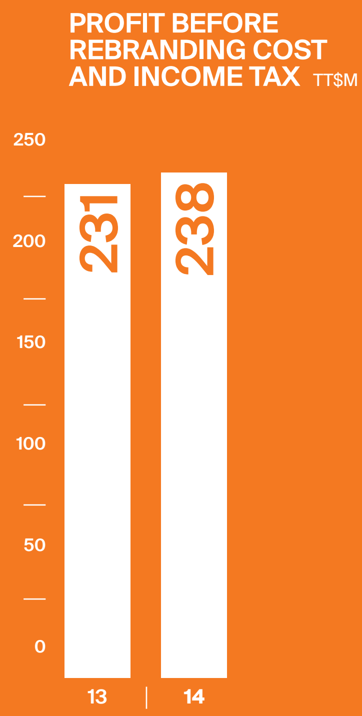
In spite of the economic challenges, the Group continues to demonstrate its long-term commitment to the Barbados economy and society through continued investment. In addition to the rebranding exercise the Group launched the MassyCard, providing our customers additional benefits and credit facilities; opened the Massy Dome which houses Massy Barbados Head Office, a mall and a space for commercial office space and opened a state of the art supermarket at the Sky Mall complex.

Beyond these tangible investments, the Barbados Group will continue its emphasis on leadership development, talent management, customer service, health and safety, and achieving cost efficiencies as we believe focus on these areas remains necessary for us to continue to develop our people and businesses in the current climate.

Barbados



Increase 2013-2014
28%



Increase 2013-2014
3%

* 2013 - 2014 % change based on segment results reported on Note 5 of the Consolidated Financial Statements.

* Barbados & Eastern Caribbean

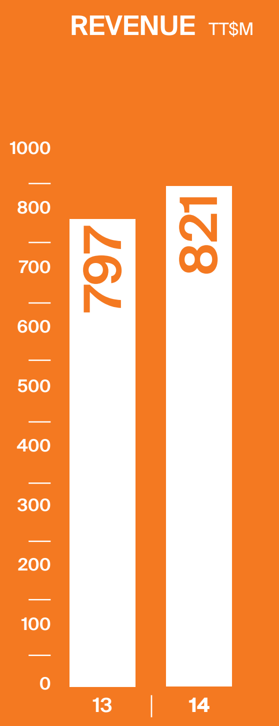
MASSY GUYANA

Deo Persaud | Country Manager
Massy Guyana Group

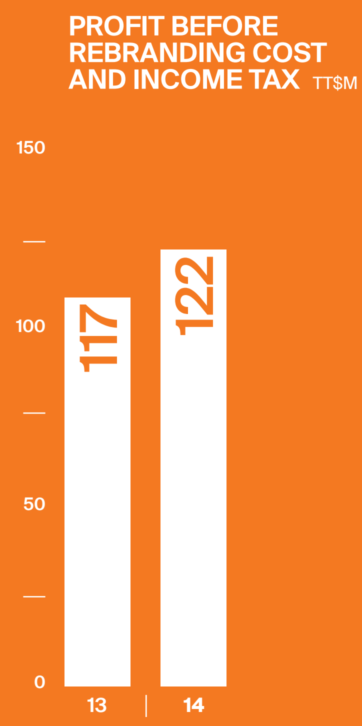
REGIONAL PERFORMANCE
GUYANA

The Guyana Group recorded modest growth in earnings in the past year, a function of both a weaker economy and a more competitive business environment. The development and strengthening of leadership capability and human resource in general, continued to be given priority in order to further develop and grow the businesses. The newly constructed distribution centre, with its modern fully racked warehouse, is now operational and will provide the opportunity to expand the distribution businesses in the years ahead. The Guyana Companies were all rebranded in October in keeping with the launch of the Massy Brand within the region. The leading and lagging indicators for the Group signal a still growing HSSE culture. Participation by all staff is clearly evident in safety observations exceeding target by 50 percent and near miss reports by 27 percent. The Group continued to be plagued by motor vehicular accidents and a number of initiatives have been implemented to take preventative action. The Guyana Group has made significant strides in terms of communicating and embedding each company's Customer Service Philosophy. The year saw a significant increase in Customer Service training hours. The Group continues to show progress in its output indicators such as improvement in the survey satisfaction score and an increase in the number of customer compliments received. For 2015, continued focus will be placed on the implementation, maintenance and continual improvement of the Customer Service Management System.

Guyana



Increase 2013-2014
3%



Increase 2013-2014
5%

* 2013 - 2014 % change based on segment results reported on Note 5 of the Consolidated Financial Statements.

MASSY JAMAICA

Christian Maingot | Country Manager
Massy Jamaica Group

REGIONAL PERFORMANCE
JAMAICA

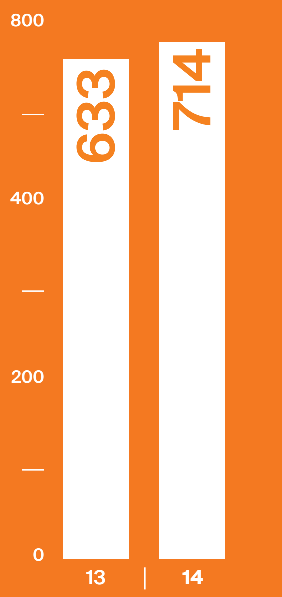
Notwithstanding a 11 percent depreciation of the local currency during the fiscal year, the combined earnings performance of the Jamaican companies in (TT dollars) exceeded that of the previous year by 37 percent.

In 2014, the country was subjected to continuing austerity measures pursued by the Government of Jamaica under the 4 year Extended Fund Facility signed with the International Monetary Fund (IMF) in May 2013. Despite this, the economy showed some recovery recording 4 consecutive quarters of marginal growth since the signing. Key sectors including agriculture, construction, and tourism, performed creditably throughout the period. Confidence is slowly returning on the back of successfully passing all 6 IMF reviews inclusive of both quantitative and structural benchmarks. In September 2014, Standard and Poors reaffirmed Jamaica's B- rating but upgraded the outlook from "stable" to "positive". Although fiscal performance has been encouraging, and the outlook for tourism arrivals in 2015 is positive, there still remains strong risk of inflation, exchange rate depreciation and lower government revenues.

The Group companies continue to commit to the engagement and development of their employees and to the execution of their customer service programmes, both key drivers of shareholder value. In 2015, focus will be on building organically from the existing Massy brand platform, whilst continuing to explore new investment opportunities, with particular interest in the energy sector.

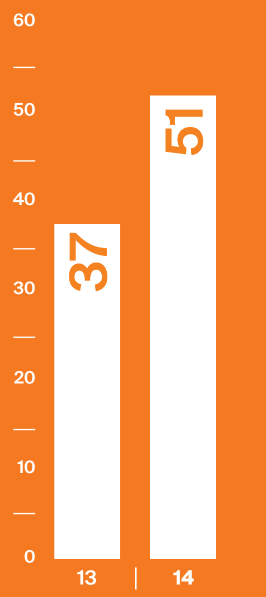
Jamaica

REVENUE TT$M



Increase 2013-2014
13%

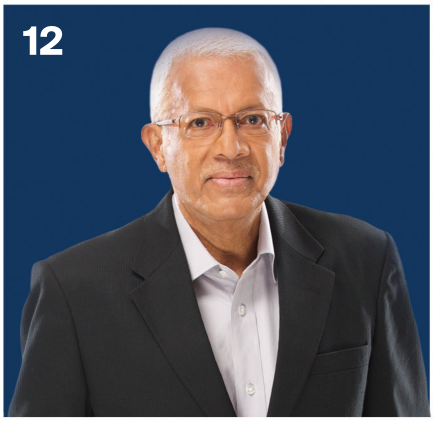
PROFIT BEFORE REBRANDING COST AND INCOME TAX TT$M



Increase 2013-2014
37%

* 2013 - 2014 % change based on segment results reported on Note 5 of the Consolidated Financial Statements.

Executive Committee



Executive Committee

1	David Affonso	Group Senior Vice President & Executive Chairman, Distribution Line of Business
2	Earl Boodasingh	Group Executive Vice President & Executive Chairman, Integrated Retail Business Unit
3	Judith Bowen	Group Senior Vice President & Senior Legal Counsel
4	Everton Browne	Chief Administrative Officer, Massy Barbados
5	Nisha Dass	Group Senior Vice President & Chief Strategy & Business Development Officer
6	Frere Delmas	Group Senior Vice President & Country Manager Massy Barbados
7	Angela Hamel-Smith	Group Human Resources Manager
8	Susan Hamel-Smith	Project Manager, Group Corporate Marketing
9	Wendy Kerry	Corporate Secretary & Legal Advisor
10	David O'Brien	Group Executive Vice President & Executive Chairman, Automotive & Industrial Equipment Business Unit
11	Thomas Pantin	Group Senior Vice President & Executive Chairman, Retail Line of Business
12	Deo Persaud	Country Manager, Massy Guyana Group
13	Paula Rajkumarsingh	Group Executive Vice President & Chief Financial Officer
14	Fenwick Reid	Group Senior Vice President & Executive Chairman, Information, Technolgy & Communications Business Unit
15	Baajnath Sirinath	Group Senior Vice President & Executive Chairman, Energy & Industrial Gases Business Unit
16	Curtis Tobal	Chairman Consumer Finance Line of Business
17	E. Gervase Warner	President & Group Chief Executive Officer

4

Board of Directors

“Every test successfully met is rewarded
by some **growth** in intuitive knowledge,
strengthening of character,
or initiation into a higher consciousness.”

Paul Brunton

Board of Directors

ROBERT BERMUDEZ, *Chairman*

ROBERT BERMUDEZ is a Non-Executive Director who was elected to the Board of Massy Holdings Ltd. in 1997 and was appointed Chairman in July 2014. He also serves on the Company's Governance & Compensation Committee. For approximately 18 years he served as a Non-Executive Director at RBC Financial (Caribbean) Limited, which has a presence in 19 countries and territories across the Caribbean. He served as a Director on the Board of The Barbados Mutual Life Assurance Society (now Sagicor Life Inc.) for 8 years and prior to joining the Massy Board he served as a Non-Executive Director on the Boards of McEnearney-Alstons Limited (which merged with the ANSA Group to form what is the present ANSA McAl Limited), The Trinidad Publishing Company Ltd. (now known as Guardian Media Ltd.) and the Caribbean Development Company Limited (now Carib Brewery Ltd.) – all 3 of which, were publicly traded companies during his respective tenures. He was also President of the Trinidad & Tobago Manufacturers' Association and also served as Chairman of the Board of the Tourism & Development Company of Trinidad & Tobago.

Mr. Bermudez' breadth and depth of experience as a Director and Chairman is extensive, as is his experience as an entrepreneur. He is the Chairman of the Board of Directors of the Bermudez Group of Companies and has led the growth of the Bermudez Group from a local family-owned business to a regional business throughout the Caribbean and Latin America. He has a strong reputation for pragmatic and shrewd business judgment and has enjoyed a distinguished career in business in Trinidad and Tobago and the Caribbean.

E. GERVASE WARNER, *President & Group CEO*

E. GERVASE WARNER is an Executive Director of the Company and is the President & Group CEO of the Massy Group. Prior to his appointment in 2009, he also served as the Executive Chairman of the Group's Energy & Industrial Gases Business Unit. Prior to his Massy experience, Mr. Warner was a Partner at the international management consulting firm, McKinsey & Company, where he spent 11 years serving clients in the United States, Latin America and Caribbean across a wide range of industries. He currently serves on the Trinidad and Tobago Board of Citigroup Merchant Bank Limited, the Arthur Lok Jack Graduate School of Business and United Way Trinidad and Tobago and is the Chairman of the Caribbean Breast Centre Ltd. Mr. Warner holds an MBA from the Harvard Graduate School of Business Administration. He also also holds BSE degrees in Electrical Engineering and Computer Science Engineering from the University of Pennsylvania. A past pupil of St. Mary's College, Mr. Warner received an Additional Scholarship from the Government of Trinidad and Tobago in 1983.

ROLPH BALGOBIN

ROLPH BALGOBIN is President and Group Chief Executive Officer of the Electrical Industries Group. He is the NGC Distinguished Fellow in Innovation and Entrepreneurship at the University of the West Indies (UWI), a Director of the Arthur Lok Jack Graduate School of Business and Vice President of the Trinidad & Tobago Manufacturers' Association. He serves on the Ratings Committee of the Caribbean Rating Agency, CariCRIS. He is an Independent Senator in the Parliament of the Republic of Trinidad and Tobago and a columnist for the Trinidad Express newspaper.

Dr. Balgobin has previously served as Chairman of the Point Lisas Industrial Port Development Company, and as a Director of the Telecommunications Company of Trinidad and Tobago, the Central Bank of Trinidad and Tobago and Youth Business, Trinidad and Tobago. He also led the technical team which pulled together the Vision 2020 National Strategic Plan for Trinidad and Tobago.

Dr. Balgobin is a graduate of the UWI, Cambridge and Manchester Universities and holds a postgraduate Diploma in Corporate Governance from the ACCA.

EARL BOODASINGH

EARL BOODASINGH is an Executive Director of Massy Holdings Ltd. He is an Executive Vice President and heads the Group's Integrated Retail Business Unit, which includes the Retail, Distribution and Consumer Finance lines of business.

Mr. Boodasingh joined the Group in 1981 and has held many senior positions across the company throughout his tenure.

Board of Directors

His career within the Group began at Neal & Massy Industries Limited, as a Cost and Management Accountant. He went on to hold the positions of Financial Comptroller and Financial Director for a number of companies and major divisions, including Massy Distribution and Massy Stores – both being divisions of Massy Integrated Retail Ltd. He later served as CEO for both divisions, consecutively. In 2002, he was appointed as the Transition Manager for H.D Hopwood & Company Limited in Jamaica.

In 2005, Mr. Boodasingh was appointed as the Executive Chairman of the Group's Automotive & Industrial Equipment Business Unit.

PATRICK HYLTON

PATRICK HYLTON is a Non-Executive Director and is the Group Managing Director of Jamaica's largest commercial bank, the National Commercial Bank Jamaica Limited (NCB). His rise to national and international prominence began when he was appointed to a leading role by the Government in the rehabilitation of the Jamaican financial sector during the mid-1990s. His wealth of experience in the financial services industry propelled him to the position of Managing Director of the Financial Sector Adjustment Company. His successful completion of that undertaking culminated in the national award of the Order of Distinction, Commander Class, being bestowed on him by the Prime Minister and Governor General of Jamaica in 2002. Mr. Hylton joined NCB in 2002 as Deputy Group Managing Director and in 2004, he was appointed Group Managing Director and has led the organisation to achieve record growth in profitability. Mr. Hylton is an Honours Graduate in Business Administration and an Associate of the Chartered Institute of Bankers, London. He is a Past President of the Jamaica Bankers Association and in addition to being a Director of NCB; he is the Chairman of Harmonisation Limited and NCB Capital Markets Limited. He sits on several boards including the Caribbean Information and Credit Rating Services (CariCRIS) and the Mona School of Business and Management (UWI).

He is an avid reader and sports enthusiast with track and field holding a special place.

G. ANTHONY KING

G. ANTHONY KING is a Non-Executive Director whose business career spans over 39 years, 28 of which have been spent with the Group. Prior to his departure from the company in October 2004, to take up the appointment as Chief Executive Officer of Massy (Barbados) Ltd., he chaired the Group's Eastern Caribbean Group of Companies. After the take-over of Barbados Shipping & Trading Company (BS&T) in 2008 by Massy Holdings Ltd., Mr. King became a Group Executive Vice President of the Group but also remained as BS&T's CEO. He played an instrumental role in co-ordinating the integration of BS&T's operations into the Group. With that process substantially complete, he retired as an Executive of the Group during 2012. Mr. King is also a Director of other publicly traded companies in Barbados, such as Banks Holdings Limited, and is a Director of various private companies including Republic Bank (Barbados) Limited, a subsidiary of Republic Bank of Trinidad & Tobago.

He has been associated with various private sector organisations, including serving as past President of the Barbados Chamber of Commerce & Industry, a former Director of the Caribbean Association of Industry and Commerce and a former Trustee of the Barbados Youth Business Trust. He continues to participate in the community, as the Chairman of the Tourism Development Corporation in Barbados and as a Director of the Barbados Private Sector Association, the umbrella private sector body in Barbados. Mr. King joined the Board of now Massy Holdings. Ltd in December 2008.

WILLIAM LUCIE-SMITH

WILLIAM LUCIE-SMITH is a Non-Executive Director. He is a Chartered Accountant by profession and a former Senior Partner of PricewaterhouseCoopers (Trinidad & Tobago), where he led its Corporate Finance and Recoveries practice. Mr. Lucie-Smith has extensive experience in mergers and acquisitions, taxation and valuations and holds an MA degree from Oxford University in Philosophy, Politics and Economics. He currently serves as a Non-Executive Director on a number of Boards, including Republic Bank Limited and Sagicor Financial Corporation.

Board of Directors

DAVID O'BRIEN

DAVID O'BRIEN is an Executive Director. He is the Executive Chairman of the Group's Automotive & Industrial Equipment Business Unit and serves on a number of Boards of Massy subsidiary companies. He joined the Group in 2006, during which time, he also served as the Executive Chairman of the Financial, Property and the Other Investments Business Unit. Prior to joining the Group, he held a number of senior positions at Sagicor Life Incorporated, including Investment Manager, Deputy General Manager and Executive Vice President & General Manager of Sagicor's Trinidad operations. Mr. O'Brien has also held directorships on the boards of RGM Limited, DFL Caribbean Limited, the Reinsurance Company of Trinidad & Tobago Limited and the Tourism and Development Company of Trinidad and Tobago. He was also the Chairman of the North Central Regional Health Authority, a member of the Multi-Sectorial Core Group for Trinidad and Tobago's Vision 2020 and Chairman of the committee to establish the National Policy for Disabled Persons.

PAULA RAJKUMARSINGH

PAULA RAJKUMARSINGH is an Executive Director and Group Chief Financial Officer. She is a Corporate Financial Executive, with over 12 years of experience at a senior management level. She currently serves as a Director on the Parent Board of CIBC First Caribbean International Bank in Barbados and Trinidad and Tobago. She is a Director of the Trinidad and Tobago Chamber of Industry and Commerce and serves as a Director for the St. Joseph Convent Cluny Board of Management. She previously served on the Boards of the Sugar Manufacturing Company and a private equity fund.

ROBERT RILEY

ROBERT RILEY is a Non-Executive Director and is the Group Head of Safety and Operations Risk, Culture and Capability of BP PLC (London) since 2010. His career with BP spans over two decades, during which time he served as the Chairman and Chief Executive Officer of BP Trinidad & Tobago LLC, Business Unit Leader and Vice President of Law and Government Affairs. In 2009 he was conferred the degree of Doctor of Laws, Honoris Causa from the University of the West Indies for his contribution to energy sector development policy. Mr. Riley was awarded the Chaconia Gold medal for his contribution to national economic development in Trinidad and Tobago in 2003. He graduated with honours degrees in Law and Agriculture from the University of the West Indies and is an Attorney-at-Law. He was elected to the Board of Massy Holdings Ltd. effective December 17, 2014.

GARY VOSS

GARY VOSS is a Non-Executive Director. He currently also serves as the Chairman of Unilever Caribbean Limited. He joined Lever Brothers West Indies Limited in 1982 as Technical Director and was appointed Chairman and Managing Director in 1987. He retired from Unilever in 2001. His early career was spent with the (then) Texaco Pointe-a-Pierre refinery, the Caribbean Industrial Research Institute (CARIRI) and the Iron and Steel Company of Trinidad and Tobago (ISCOTT). Mr. Voss' previous posts include Superintendent, Direct Reduction at ISCOTT, Head of Engineering at CARIRI, President of the Trinidad & Tobago Manufacturers' Association and President of the Caribbean Association of Industry and Commerce. He is also a Director of RBC Financial (Caribbean) Limited and several of its subsidiaries. Mr. Voss is a Chemical Engineer by profession and holds a Bachelor of Science degree with Honours from Birmingham University in the United Kingdom.

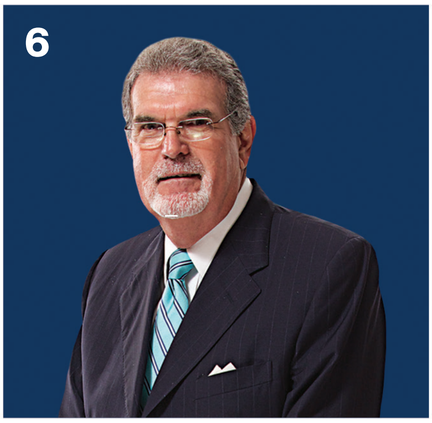
RICHARD P. YOUNG

RICHARD PETER YOUNG, appointed as a Non-Executive Director in December 2012, is a retired Finance professional with the designation of a Chartered Accountant. He has over 40 years experience in Accounting, Auditing, Insurance and Banking, having operated at the leadership level of PricewaterhouseCoopers Trinidad and Tobago and Scotiabank Trinidad and Tobago.

He has served as President of the Institute of Chartered Accountants of Trinidad and Tobago, Chairman of The Trinidad & Tobago Stock Exchange and President of the Bankers Association of Trinidad & Tobago.

He is currently Chairman of the Economic Development Board and also of Catholic Media Services Limited and a Non-Executive Director of Sagicor Financial Corporation.

Board of Directors



1	Robert Bermudez	**Non-Executive Chairman, Massy Holdings Ltd.** Trinidad and Tobago Citizen
2	E. Gervase Warner	**Executive Director, President and Group Chief Executive Officer, Massy Group of Companies** Trinidad and Tobago Citizen
3	Rolph Balgobin	**Non-Executive Director of Massy Holdings Ltd.** Trinidad and Tobago Citizen
4	Earl Boodasingh	**Executive Director of Massy Holdings Ltd. and** **Executive Vice President of the Group's Integrated Retail Business Unit** Trinidad and Tobago Citizen
5	Patrick Hylton	**Non-Executive Director of Massy Holdings Ltd.** Jamaica Citizen
6	G. Anthony King	**Non-Executive Director of Massy Holdings Ltd.** Barbados Citizen

Board of Directors

7	William Lucie-Smith	**Non-Executive Director of Massy Holdings Ltd.** Trinidad and Tobago Citizen
8	David O'Brien	**Executive Director of Massy Holdings Ltd. and** **Executive Chairman of the Group's Automotive & Industrial Equipment Business Unit** Trinidad and Tobago Citizen
9	Paula Rajkumarsingh	**Executive Director and Group Chief Financial Officer, Massy Group of Companies** Trinidad and Tobago Citizen
10	Robert Riley	**Non-Executive Director of Massy Holdings Ltd.** Trinidad and Tobago Citizen
11	Gary Voss	**Non-Executive Director of Massy Holdings Ltd.** Trinidad and Tobago Citizen
12	Richard P. Young	**Non-Executive Director of Massy Holdings Ltd.** Trinidad and Tobago Citizen

Corporate Governance

The Massy Group continues to build upon and strengthen its commitment to the principles of good corporate governance. Over the past year, significant strides have been made toward the further strengthening of corporate governance across the Group as detailed in the Board and Committee reports below.

BOARD REPORT

Strengthening the Framework for Effective Governance

In order to further strengthen the framework for effective governance, the Board undertook to formalise and document its key practices in a Board Charter. This proposes to further enhance transparency in the Company's governance framework in conjunction with the existing Board Committee Charters, Group Delegation of Authority Guidelines, and approved processes for; Director Recruitment, Nomination and Induction, Disclosure/Declaration of Director Interests and Board, Committee and Director Peer evaluations. As at the close of reporting a Draft Board Charter was prepared for review and recommendation by the Governance and Compensation Committee and adoption by the Board.

Strengthening the Composition and Performance of the Board and Board Committees Recruitment and Nomination

Massy Holdings Ltd. (MHL) Board is comprised of twelve Directors; eight Non-Executive and four Executive Directors. In July of this past year, our Chairman, Mr. Arthur Lok Jack retired from the Board following his seventieth birthday as is the practice of the Company and the Chairman Designate, Mr. Robert Bermudez, was elected Chairman of the Board.

During the past year the Company formalised a rigorous process for the Recruitment, Nomination and Induction of candidates to fill the post of MHL Director. A critical part of that process mandates the contemplation of a 'Skills, Diversity and Competencies Matrix' which proved instructive in the recruitment process and supporting Board succession planning. In addition to the required skills and qualifications, key competencies such as independent thought, business acumen and sound judgement were considered imperative. Significant consideration was also given to Company's needs in light of its strategic direction. After a rigorous recruitment and nomination process, on December 17, 2014, the Board appointed Mr. Robert Riley to fill the vacancy on the Board.

Director Training

Over the past year, three Directors commenced training towards receiving Diplomas in Corporate Governance and becoming Chartered Directors. In the coming year, all MHL Directors are expected to commence this "rotation module style" training, which is hosted by the Caribbean Corporate Governance Institute. Presentations were made to the MHL Board regarding the new regime introduced by the Securities Act, 2012 and the recently launched Trinidad & Tobago Corporate Governance Code, 2013.

Directors of Group subsidiary companies, which are required to comply with Anti-Money Laundering and Counter Financing of Terrorism Legislation, also received relevant training on the duties, obligations and liabilities of directors of such regulated companies.

Board, Committee and Director Evaluation

The Board, Committee and Director Peer Evaluation process was reviewed, strengthened and enhanced in 2014. The process moved from a paper system to a confidential, electronic system which provides anonymity for Directors in evaluating their peers. The Company is already seeing the results of this frank and efficient system for Board, Committee and Director Peer evaluations.

Strengthening Loyalty and Independence

The Board held 9 meetings for the year ended September 30, 2014 to discharge its responsibilities and the average number of Directors in attendance at the Meetings was 10.

Annually, Board Members and Senior Management, disclose whether they directly or indirectly or on behalf of third parties, have a material interest in any transaction or matter directly affecting the Company. These declarations of interests were completed for the year ended September 30, 2014.

Directors continue to be subject to performance reviews which include an assessment of sound and independent thought, judgement and contributions.

Enhanced Disclosure and Accountability

MHL's disclosure regime continues to be strong as disclosures are timely and accurate. Over the past year, in addition to quarterly and annual financial disclosures and disclosures regarding the Company's performance and activities, the Company filed and published 4 material change reports and notices within 3 days of the respective events. Notices were published in two newspapers in both Trinidad and Tobago and Barbados and were posted to the Company's website, where they remain archived and available for viewing.

In 2014, the Company retained Ernst &Young to conduct a diagnostic for enterprise risk to further enhance the subsidiary governance framework and to strengthen the Group's risk management capability.

Strengthening Stakeholder Relationships

In 2014 the Company held an Annual Meeting and a Special Meeting of Shareholders where substantive presentations were made regarding the Company's financial performance, strategic plans and rebranding initiative. During these Meetings, the Chairman facilitated the questioning of the Board, Senior Management and the Auditors, by the Company's Shareholders.

BOARD COMMITTEE REPORTS

The Board of Directors of MHL, having established two Committees to assist the Board in the discharge of its responsibilities - the Audit Committee and the Governance and Compensation Committee ("GCC"), again this year reviewed and approved their respective Charters. The Board also received reports from the respective committee chairmen on their work and respective areas of oversight. In addition to these reports, as a matter of process, the Minutes of all Committee Meetings are tabled for note at MHL Board Meetings.

REPORT OF THE AUDIT COMMITTEE

Structure

The MHL Audit Committee ("the Audit Committee") is comprised of 5 Directors, of which 4 are Non-Executive Directors. Mr. Robert Bermudez, upon his appointment as Chairman of the MHL Board, resigned as a Member of the Audit Committee. On November 6, 2014 the Board, on the recommendation of the Governance and Compensation Committee, approved the appointment of Mr. Patrick Hylton to fill the vacancy on the Audit Committee. The Members of the Audit Committee are:

Mr. William Lucie-Smith, *Chairman;*
Dr. Rolph Balgobin;
Mr. Patrick Hylton;
Mr. Richard P. Young; and
Mr. E. Gervase Warner *(ex-officio).*

The Audit Committee Charter, the Internal Audit Charter and the Delegation of Authority for Non-Audit Services provided by the External Auditor were last reviewed and adopted by the MHL Board on May 8, 2014. The report of the Audit Committee for 2014 follows.

Meetings

The Audit Committee held 5 meetings for the year ended September 30, 2014 to discharge its responsibilities.

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 Chairman of the Audit Committee and Internal Audit has unfettered access to the Audit Committee.

Corporate Governance

Independence of Internal Audit

The Audit Committee is satisfied that the Internal Audit function has been discharged in an objective and transparent manner. Further, the Audit Committee 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 MHL 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 Audit Committee is satisfied that Management, by approved risk corrective actions, adequately remedied any weaknesses in internal controls highlighted in the internal audit reports.

External Audit

The Audit Committee reviewed and approved the External Auditor's approach to and scope of their examination of the financial statements for the 2014 financial year. The Members are satisfied that PricewaterhouseCoopers has planned the audit to obtain reasonable assurance that the financial statements are free of material misstatement and present a fair view of the financial position of the Group as at September 30, 2014 and the results of its operations and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

Financial Statements

During 2014, the interim unaudited financial statements were presented to the Audit Committee at its quarterly meetings for review and recommendation for adoption by the MHL Board. The Audit Committee is satisfied that the audited financial statements contained in this Annual Report are complete, consistent with information known to its Members and in conformity with appropriate accounting policies that have been consistently applied.

Whistleblower Reports

Given the nature of the issues raised by whistleblowers and the position internal audit occupies in offering independent advice, support and assurance, Internal Audit has had a central role in ensuring that whistleblower procedures are effective. Over the past year, Internal Audit has conducted a number of investigations in relation to matters raised by whistleblowers and in the coming year is further increasing its capacity in this regard.

REPORT OF THE GOVERNANCE AND COMPENSATION COMMITTEE

Structure

The Governance and Compensation Committee "(GCC)" is comprised of 5 Directors of which 4 are Non-Executive Directors. Upon the retirement of Mr. Lok Jack, a vacancy arose on the GCC, this vacancy is expected to be appropriately filled in due course. The Members of the GCC Committee as at September 30, 2014, were:

Mr. Gary Voss, *Chairman;*
Mr. Rolph Balgobin;
Mr. G. Anthony King;
Mr. Robert Bermudez *(ex-officio); and*
Mr. E. Gervase Warner *(ex-officio).*

The Governance and Compensation Committee's Charter was last reviewed and adopted by the MHL Board on May 8, 2014. The objectives of the GCC include developing, implementing and periodically reviewing guidelines for appropriate Corporate Governance of the MHL Group of companies in furtherance of the Company's commitment to good Corporate Governance.

The Committee's responsibilities include:

1 To review the size and composition of the MHL Board and its Committees and to make recommendations for new appointments;
2 To review and make recommendations to the MHL Board in relation to the Company's written policies addressing

matters such as ethics, business conduct, conflict of interest, disclosure, insider trading and whistleblower protection;

3 To develop, implement and oversee an evaluation process for the MHL Board, its Committees and individual Directors;

4 Approval/oversight of the remuneration, performance and incentive awards of Senior Executives; and
5 Approval and oversight of the recruitment, engagement and promotion of Senior Executives of the MHL Group.

Meetings

The Governance and Compensation Committee held 5 meetings for the year ended September 30, 2014 and among its accomplishments for the year were:

- The finalisation of a formal and rigorous process for the Recruitment, Nomination, Appointment and Induction Process of new Directors, including the development of a Skills, Diversity and Competency Matrix;
- Oversight and management of the process for the recruitment and nomination of the appropriate candidate to fill the vacancy on the MHL Board;
- Review and strengthening of the Board, Board Committee and Director performance evaluation tools and system;
- Review of Executive Management Remuneration;
- Review and ratification of Independent Directors appointed to subsidiary company boards; and
- On-going oversight for 'non-financial' whistleblower matters.

The Whistleblower Reports were cross-reported to the GCC which has oversight of the Company's whistle blower process and for non-financial whistle-blower matters. The processes and procedures have been consistently applied and there appeared to be a growing confidence by whistleblowers to report on matters using appropriate channels before these concerns became serious issues for the Company. Oversight by the GCC for the Whistleblower Policy re-enforces the Company's commitment to conducting its affairs to the highest standards of ethics, integrity, honesty, fairness and professionalism.

Policy on Director Independence

The GCC undertook to formalise the Company's Policy on Director Independence, which would include the criteria and timeframe for assessment. As at the close of reporting a Draft Board Policy on Director Independence was prepared for review and recommendation by the GCC and adoption by the Board.

5

Corporate Requirements

“The time is always right to do what is **right**”

Martin Luther King

Directors' Report

The Directors have pleasure in submitting their Report and the Audited Financial Statements for the financial year ended September 30, 2014

PRINCIPAL ACTIVITIES

The main activity is that of a Holding Company.

FINANCIAL RESULTS FOR THE YEAR

	2014 $'000
Profit attributable to shareholders	555,003
Dividends paid	(171,487)
Profit retained for the year	383,516
Other movements on revenue reserves	12,136
Balance brought forward	3,046,736
Retained earnings at end of year	3,442,388

DIVIDENDS

The Directors declared an interim dividend of $0.51 and then a final dividend of $1.39 per share, making a total dividend of $1.90 per share for the financial year. The final dividend will be paid on January 20, 2015 to Shareholders whose names appear on the Register of members of the Company at the close of business on January 2, 2015.

DIRECTORS

Pursuant to paragraph 4.4.1 and 4.4.2 of By-Law No. 1 of the Company Messrs. Earl Boodasingh, Patrick Hylton, Gary Voss, Richard P. Young and Mrs. Paula Rajkumarsingh retire from the Board by rotation and being eligible offer themselves for re-election until the close of the third Annual Meeting following this appointment.

Since the last Annual Meeting, Mr. Robert Riley was appointed to fill the vacancy created when Mr. Arthur Lok Jack retired from the Board. Ms. Maxine Williams, being eligible has been nominated by the Board, for election as an additional Director at the 2015 Annual Meeting.

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

December 17, 2014

Directors' Report

DIRECTORS', SENIOR OFFICERS' & 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 10 largest blocks of shares in the Company as at September 30, 2014.

DIRECTORS AND SENIOR OFFICERS	POSITION	SHAREHOLDING	INDIRECT BENEFICIAL SHAREHOLDINGS
Rolph Balgobin	Director	6,525	Nil
Robert Bermudez	Director	14,820	13,029
Earl Boodasingh	Director/Senior Officer	185,206	Nil
Patrick Hylton	Director	Nil	Nil
Gerald Anthony King	Director	75,000	Nil
William Lucie-Smith	Director	Nil	22,897
David O'Brien	Director/Senior Officer	45,692	Nil
Paula Rajkumarsingh	Director/Senior Officer	139,268	Nil
Gary Voss	Director	Nil	Nil
Elliot Gervase Warner	Director/Senior Officer	113,375	Nil
Richard P. Young	Director	2,000	Nil
David Affonso	Senior Officer	9,446	Nil
Judith Bowen	Senior Officer	50,804	Nil
Everton Browne	Senior Officer	Nil	118
Nisha Dass	Senior Officer	4,451	Nil
Frere Delmas	Senior Officer	19,409	Nil
Natasha Elias-Wilson	Senior Officer	11,575	Nil
Angela Hamel-Smith	Senior Officer	78,881	Nil
Susan Hamel-Smith	Senior Officer	78,480	Nil
Wendy Kerry	Senior Officer	1,135	Nil
Christian Maingot	Senior Officer	4,605	Nil
Nisa Nathu Hari	Senior Officer	2,471	Nil
Thomas Pantin	Senior Officer	55,066	Nil
Doodnauth Persaud	Senior Officer	29,492	Nil
Fenwick Reid	Senior Officer	55,096	Nil
Zyreene Sarafat	Senior Officer	4,111	Nil
Baajnath Sirinath	Senior Officer	7,965	Nil
Curtis Tobal	Senior Officer	15,184	Nil

Directors' Report

HOLDERS OF THE TEN (10) LARGEST BLOCKS OF SHARES

	SHAREHOLDERS	NUMBER OF SHARES
1	National Insurance Board of Trinidad and Tobago	19,801,051
2	RBC Nominee Services (Caribbean) Limited	9,862,227
3	RBC Trust (Trinidad & Tobago) Limited	8,808,904
4	Republic Bank Limited	8,632,459
5	Trinidad and Tobago Unit Trust Corporation	5,068,198
6	First Citizens Trust & Asset Management Limited	4,365,047
7	Trintrust Limited	3,443,474
8	Guardian Life of the Caribbean Limited	1,928,467
9	Sagicor (Equity) Fund (Barbados)	1,350,347
10	Paula Rajkumarsingh and Curtis Lee Poy	1,241,007

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 shares held by; (i) entities that a person owns/controls >50% shares, (ii) the Director's/Senior Officer's husband or wife, and (iii) the Director's/Senior Officer's minor children.

2 Paula Rajkumarsingh, a Director (together with Curtis Lee Poy) holds a non-beneficial interest in 1,241,007 shares as a co-trustee of the Neal & Massy Group Profit Sharing Plan.

3 National Insurance Board of Trinidad and Tobago and RBC Nominee Services (Caribbean) Limited hold 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 persons were appointed to the Executive Committee of the Company; Mr. Alberto Rozo was appointed Country Manager, Colombia effective October 7, 2014, and Mr. Eugene Tiah replaces Mr. Baajnath Sirinath as Chairman of the Energy & Industrial Gases Business Unit effective, December 1, 2014.

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.

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-First 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 February 6, 2015.

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
December 17, 2014	WENDY KERRY *Corporate Secretary*	

Statement of Management's Responsibility

The accompanying Consolidated Financial Statements of Massy Holdings Ltd. and its subsidiaries (the Group) were prepared by management, who is responsible for the integrity and fairness of the information presented. Management acknowledges its responsibility for the preparation of the consolidated financial statements annually and for establishing and maintaining an adequate internal control structure and procedures for financial reporting and safeguarding the assets of the Group.

It is management's responsibility to apply the appropriate accounting policies and make accounting estimates that are reasonable. Management is responsible for ensuring that the Consolidated Statements presented are a true and fair presentation of the state of affairs of the Group which includes ensuring that the controls over the information from which the Consolidated Statements are derived are designed and properly monitored in a manner which would allow accurate information to be provided. In addition, management is responsible for ensuring that the information presented is free from material misstatement whether due to fraud or error.

Management accepts responsibility for the annual Consolidated Financial Statements as well as the responsibility for the maintenance of the accounting records and internal controls which form the basis of the Consolidated Financial Statements. The Consolidated Financial Statements of Massy Holdings Ltd. and its subsidiaries are prepared in accordance with International Financial Reporting Standards and the appropriate accounting policies have been established and applied in a manner which give a true and fair view of the Group's financial affairs and operating results.

In addition, it is noteworthy to mention that nothing has come to the attention of management to indicate that the Group will not remain a going concern for the next 12 months from the date of this statement.

E.G. Warner.

Chief Executive Officer
December 17, 2014

Chief Financial Officer
December 17, 2014

6

Financials

“**Improvement** is achieved by the ripple effect of a few simple changes in approach, attitude, or habit.”

Dale Ludwig

pwc

Independent Auditor's Report

To the shareholders of Massy Holdings Ltd. (formerly Neal & Massy Holdings Limited)

Report on the Consolidated Financial Statements

We have audited the accompanying consolidated financial statements of Massy Holdings Ltd. (formerly Neal & Massy Holdings Limited) and its subsidiaries, which comprise the consolidated statement of financial position as at 30 September 2014, and the consolidated statements of income, comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these 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.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

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

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of Massy Holdings Ltd. (formerly Neal & Massy Holdings Limited) and its subsidiaries as at 30 September 2014, and their financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards.

PricewaterhouseCoopers

19 December 2014
Port of Spain,
Trinidad, West Indies

CB Wharfe (Senior Partner), L Awai, F Aziz Mohammed, BA Hackett, H Mohammed, NA Panchoo, F Parsotan, SW Ramirez, A West

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

Consolidated Statement of Financial Position

As at 30 September | Expressed in Thousands of Trinidad and Tobago dollars

	Notes	2014 $	2013 $
ASSETS			
Non-current assets			
Property, plant and equipment	6	**1,978,607**	1,781,573
Investment properties	7	**390,342**	306,263
Goodwill	8	**206,524**	145,401
Other intangible assets	9	**50,475**	54,202
Investments in associates and joint ventures	10	**460,469**	430,378
Financial assets	12	**518,407**	460,960
Deferred income tax assets	14	**67,763**	76,421
Instalment credit and other loans	15	**255,184**	195,774
Retirement benefit assets	16	**438,759**	411,763
		4,366,530	3,862,735
Current assets			
Inventories	17	**1,536,992**	1,325,334
Instalment credit and other loans	15	**135,285**	134,207
Trade and other receivables	18	**2,062,175**	1,739,058
Financial assets at fair value through profit or loss	13	**122,202**	117,328
Cash and cash equivalents	19	**1,626,044**	1,112,557
		5,482,698	4,428,484
Assets of disposal group classified as held for sale	35	**–**	577,890
		5,482,698	5,006,374
Total assets		**9,849,228**	8,869,109
EQUITY			
Capital and reserves attributable to equity holders of the company			
Share capital	20	**741,432**	717,746
Retained earnings and other reserves		**3,247,478**	3,133,042
		3,988,910	3,850,788
Non-controlling interests	22	**235,652**	174,684
Total equity		**4,224,562**	4,025,472

Consolidated Statement of Financial Position

As at 30 September | Expressed in Thousands of Trinidad and Tobago dollars

	Notes	2014 $	2013 $
LIABILITIES			
Non-current liabilities			
Borrowings	23	**1,944,861**	717,857
Deferred income tax liabilities	14	**180,338**	169,393
Customers' deposits	24	**63,249**	–
Retirement benefit obligations		**141,580**	132,407
Provisions for other liabilities and charges	25	**278,330**	252,880
		2,608,358	1,272,537
Current liabilities			
Trade and other payables	26	**1,572,435**	1,557,722
Liabilities on insurance contracts	27	**633,330**	660,181
Customers' deposits	24	**210,124**	219,699
Current income tax liabilities		**77,973**	88,297
Borrowings	23	**522,446**	592,092
		3,016,308	3,117,991
Liabilities of disposal group classified as held for sale	35	**–**	453,109
		3,016,308	3,571,100
Total liabilities		**5,624,666**	4,843,637
Total equity and liabilities		**9,849,228**	8,869,109

The notes on pages 98 to 194 are an integral part of these consolidated financial statements.

On 17 December, 2014, the Board of Directors of Massy Holdings Ltd. (formerly Neal & Massy Holdings Limited) authorised these consolidated financial statements for issue.

E.G. WARNER
Director

ROBERT BERMUDEZ
Director

PAULA RAJKUMARSINGH
Director

Consolidated Income Statement

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

	Notes	2014 $	2013 $ (Restated)
Revenue	5	**10,703,801**	9,391,521
Operating profit before finance costs and rebranding costs	28	**880,801**	809,731
Finance costs - net	30	**(33,857)**	(32,139)
		846,944	777,592
Share of results of associates and joint ventures	10	**43,444**	47,665
Profit before rebranding costs and income tax		**890,388**	825,257
Rebranding costs		**(57,909)**	–
Profit before income tax		**832,479**	825,257
Income tax expense	31	**(232,380)**	(227,829)
Profit for the year		**600,099**	597,428
Profit attributable to owners of the parent		**555,003**	542,782
Profit attributable to non-controlling interests	22	**45,096**	54,646
Profit for the year		**600,099**	597,428
Earnings per share attributable to the owners of the parent during the year (expressed in TT$ per share)			
Basic earnings per share	32	**5.69**	5.59
Diluted earnings per share	32	**5.69**	5.59
Dividends per share	21	**1.90**	1.75
Dividends paid per share	21	**1.76**	1.55

The notes on pages 98 to 194 are an integral part of these consolidated financial statements.

Consolidated Statement of Comprehensive Income

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

	Note	2014 $	2013 $ (Restated)
Profit for the year		**600,099**	597,428
Other comprehensive income:			
Items that will not be reclassified to profit or loss			
- remeasurement of defined benefit pension plans		**13,084**	89,411
		13,084	89,411
Items that may be subsequently reclassified to profit or loss			
- available for sale financial assets	12	**1,666**	(3,137)
- currency translation differences		**(45,550)**	(31,619)
		(43,884)	(34,756)
Other comprehensive (loss)/income for the year, net of tax		**(30,800)**	54,655
Total comprehensive income for the year		**569,299**	652,083
Attributable to:			
- owners of the parent		**524,274**	597,508
- non-controlling interests		**45,025**	54,575
Total comprehensive income for the year		**569,299**	652,083

The notes on pages 98 to 194 are an integral part of these consolidated financial statements.

Consolidated Statement Of Changes In Equity

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

	Notes	Share Capital $	Other Reserves $	Retained Earnings $	Total $
Balance at 1 October, 2013		**717,746**	**86,306**	**3,046,736**	**3,850,788**
Currency translation differences		–	(40,054)	–	(40,054)
Purchase of non-controlling interests		–	(239,473)	–	(239,473)
Other reserve movements		–	(1,689)	(948)	(2,637)
Net profit not recognised in					
consolidated income statement		–	–	13,084	13,084
Profit attributable to owners of the parent		–	–	555,003	555,003
Employee share grant - value of					
employee services		5,454	–	–	5,454
Shares to be issued under stock option plan		7,192	–	–	7,192
Transactions with owners:					
Issue of shares under stock option plan	20	11,040	–	–	11,040
Dividends paid	21	–	–	(171,487)	(171,487)
Balance at 30 September, 2014		**741,432**	**(194,910)**	**3,442,388**	**3,988,910**
Balance at 1 October, 2012		**554,488**	**122,875**	**2,707,944**	**3,385,307**
Currency translation differences		–	(36,092)	–	(36,092)
Purchase of non-controlling interests		–	(3,536)	(260)	(3,796)
Other reserve movements		–	3,059	3,945	7,004
Net profit not recognised in consolidated					
income statement - restated		–	–	89,411	89,411
Profit attributable to owners of the parent					
- restated		–	–	542,782	542,782
Employee share grant plan - value of					
employee services		2,787	–	–	2,787
Shares to be issued under stock option plan		4,855	–	–	4,855

Consolidated Statement Of Changes In Equity

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

	Notes	Share Capital $	Other Reserves $	Retained Earnings $	Total $
Transactions with owners:					
Issue of shares under stock option plan	20	13,801	–	–	13,801
Dividends paid	21	–	–	(154,136)	(154,136)
Cancellation of treasury shares		141,815	–	(141,815)	–
Transaction costs on cancellation of treasury shares		–	–	(1,135)	(1,135)
Balance at 30 September, 2013		**717,746**	**86,306**	**3,046,736**	**3,850,788**

The notes on pages 98 to 194 are an integral part of these consolidated financial statements.

Consolidated Statement of Cash Flows

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

	Notes	2014 $	2013 $ (Restated)
Cash flows from operating activities			
Operating profit after finance costs – net		**846,944**	777,592
Rebranding costs		**(57,909)**	–
Adjustments for:			
Dividends received from associated companies	10	**18,777**	11,984
Depreciation and impairment of property, plant and equipment, investment properties and held for sale assets	6 and 7	**257,510**	216,333
Impairment of goodwill	8	**1,431**	1,431
Amortisation of other intangible assets		**3,624**	3,223
Gain on disposal of property, plant and equipment		**(54,826)**	(49,097)
Gain on disposal of subsidiary and associate		**(2,140)**	–
Increase in provision for instalment credit and other loans	15	**2,094**	100
(Increase)/decrease in market value of investments		**(3,387)**	2,541
Employee share grant scheme provision	20	**5,454**	2,787
Employee retirement and other benefits		**23,732**	25,372
		1,041,304	992,266
Other movements		**–**	7,998
Changes in working capital:			
Increase in inventories		**(108,847)**	(62,534)
Increase in trade and other receivables		**(195,107)**	(66,563)
Increase in instalment credit and other loans		**(60,488)**	(83,888)
(Decrease)/increase in trade and other payables		**(91,649)**	34,187
Decrease in liabilities on insurance contracts		**(20,682)**	(135,226)
Increase in customers' deposits		**53,674**	13,577
Cash generated from operations		**618,205**	699,817
Taxation paid		**(222,964)**	(195,749)
Net cash provided by operating activities		**395,241**	504,068

Consolidated Statement of Cash Flows

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

	Notes	2014 $	2013 $ (Restated)
Cash flows from investing activities			
Proceeds from sale of property, plant and equipment, investment properties and held for sale assets		**576,530**	119,164
Proceeds from sale of other investments		**46,087**	120,236
Additions to property, plant and equipment and investment properties	6 and 7	**(483,127)**	(373,792)
Net increase in other investments, other intangibles, non-controlling interests and investments in associates and joint ventures		**(424,286)**	(182,990)
Acquisition of Massy DeLima Grupo Automotriz S.A.S.		**(37,498)**	–
Acquisition of Gablewoods Supermart Limited		**(60,133)**	–
Acquisition of Massy Energy Fabric Maintenance, formerly NM CISL		**9,188**	(62,787)
Net cash used in investing activities		**(373,239)**	(380,169)
Cash flows from financing activities			
Proceeds, net of repayments from borrowings		**690,303**	(150,870)
Proceeds from issue of shares		**18,232**	18,656
Dividends paid to company's shareholders	21	**(171,487)**	(154,136)
Dividends paid to non-controlling interests	22	**(33,114)**	(27,635)
Net cash provided by/(used in) financing activities		**503,934**	(313,985)
Net increase/(decrease) in cash, cash equivalents		**525,936**	(190,086)
Cash, cash equivalents and bank overdrafts at beginning of the year		**1,095,339**	1,293,647
Effects of exchange rate changes on cash and bank overdrafts		**(7,771)**	(8,222)
Cash, cash equivalents and bank overdrafts at end of the year		**1,613,504**	1,095,339
Cash and short-term funds	19	**1,626,044**	1,113,990
Bank overdrafts and other short-term borrowings	23	**(12,540)**	(18,651)
		1,613,504	1,095,339
Cash and short-term funds			
Continuing operations	19	**1,626,044**	1,112,557
Transferred to disposal group classified as held for sale		**–**	1,433
		1,626,044	1,113,990

The notes on pages 98 to 194 are an integral part of these consolidated financial statements.

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

Notes to the Consolidated Financial Statements

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, manufacturing, service industries and finance in Trinidad and Tobago and the wider Caribbean region. The Company has a primary listing on the Trinidad and Tobago Stock Exchange.

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

	Country of Incorporation	Percentage equity capital held
AUTOMOTIVE & INDUSTRIAL EQUIPMENT		
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%
Associated Industries Limited	Guyana	92.9%
Massy DeLima Grupo Automotriz S.A.S.	Colombia	70%
Massy Pres-T-Con Holdings Ltd.	Trinidad and Tobago	84.2%
ENERGY & INDUSTRIAL GASES		
Massy Energy (Trinidad) Ltd.	Trinidad and Tobago	100%
Massy Energy Production Resources Ltd.	Trinidad and Tobago	100%
Massy Energy Engineered Solutions Ltd.	Trinidad and Tobago	100%
Massy Energy Fabric Maintenance Ltd.	Trinidad and Tobago	100%
Massy Energy Supply Chain Solutions Ltd.	Trinidad and Tobago	51%
Massy Gas Products (Trinidad) Ltd.	Trinidad and Tobago	100%
Massy Carbonics Ltd.	Trinidad and Tobago	83%
Massy Petrochemical Services Ltd.	Trinidad and Tobago	100%
Massy Gas Products (Jamaica) Limited	Jamaica	100%
Demerara Oxygen Company Limited	Guyana	92.9%
INTEGRATED RETAIL		
Massy Integrated Retail Ltd.	Trinidad and Tobago	100%
Arvee Foodmaster Limited	Trinidad and Tobago	100%
Athabasca Limited	Trinidad and Tobago	100%

30 September, 2014 Expressed in Thousands of Trinidad and Tobago dollars

1 GENERAL INFORMATION (continued)

	Country of Incorporation	Percentage equity capital held
INTEGRATED RETAIL (continued)		
Massy Card Ltd.	Trinidad and Tobago	100%
Massy Credit Plus Ltd.	Trinidad and Tobago	100%
Gablewoods Supermart Limited	St. Lucia	100%
Massy Stores (Barbados) Ltd.	Barbados	100%
Melville Shipping Limited	Trinidad and Tobago	100%
Massy Distribution (Jamaica) Limited	Jamaica	100%
Trading & Distribution Inc.	Guyana	92.9%
Trident Forwarding Services Inc.	Barbados	100%
Massy Distribution (Barbados) Ltd.	Barbados	100%
Massy Gas Products (Barbados) Ltd.	Barbados	100%
Massycard (Barbados) Limited	Barbados	100%
Massy Shipping Services (Barbados) Ltd.	Barbados	100%
Cargo Handlers Limited	Barbados	100%
Retail & Distribution International Inc.	St. Lucia	100%
Massy Distribution (St. Lucia) Ltd.	St. Lucia	100%
Knights Limited	Barbados	99.9%
Massy Remittance Services (Trinidad) Ltd.	Trinidad and Tobago	100%
Massy Finance GFC Ltd.	Trinidad and Tobago	100%
Magna Rewards Inc.	Barbados	90%
Magna Rewards (Jamaica) Limited	Jamaica	51.3%
Magna Rewards (St. Lucia) Limited	St. Lucia	51.3%
Magna Rewards (Trinidad) Limited	Trinidad and Tobago	51.3%
Magna Rewards Caribbean Inc.	Barbados	51.3%
TOURISM / HOSPITALITY		
Almond Resorts Inc	Barbados	52%
Casuarina Holdings Inc	Barbados	48.9%
INFORMATION TECHNOLOGY & COMMUNICATIONS AND OTHER SERVICES		
Massy Technologies InfoCom (Trinidad) Ltd.	Trinidad and Tobago	100%
Massy Technologies InfoCom (Antigua) Ltd.	Antigua	100%
Massy Technologies InfoCom (Barbados) Ltd.	Barbados	100%

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

1 GENERAL INFORMATION (continued)

	Country of Incorporation	Percentage equity capital held
INFORMATION TECHNOLOGY & COMMUNICATIONS AND OTHER SERVICES (continued)		
Massy Technologies InfoCom (Jamaica) Limited	Jamaica	100%
CCS Guyana Limited	Guyana	92.9%
Massy Communications Ltd.	Trinidad and Tobago	75%
Nealco Datalink Limited	Trinidad and Tobago	100%
Massy Technologies Applied Imaging (Trinidad) Ltd.	Trinidad and Tobago	100%
Massy Technologies Applied Imaging (Jamaica) Limited	Jamaica	100%
NM Security Solutions Inc.	Guyana	92.9%
INSURANCE		
Massy United Insurance Ltd.	Barbados	100%
OTHER INVESTMENTS		
Massy Realty (Trinidad) Ltd.	Trinidad and Tobago	100%
Massy Properties (Trinidad) Ltd.	Trinidad and Tobago	100%
PEL Enterprises Limited	Barbados	100%
Massy (Barbados) Investments Ltd.	Barbados	100%
The Inter Regional Reinsurance Co Limited	Cayman Islands	100%
Massy Properties (Barbados) Ltd.	Barbados	100%
Sunset Crest Holdings Inc.	Barbados	100%
Warrens Realty Inc.	Barbados	100%
Roberts Manufacturing Company Limited	Barbados	50.5%
T. Geddes Grant (Barbados) Limited	Barbados	100%
NM Services Limited	Guyana	92.9%
Seawell Air Services Limited	Barbados	100%
BCB Communications Inc.	Barbados	51%
HEAD OFFICE		
Massy Ltd.	Trinidad and Tobago	100%
Massy (Barbados) Ltd.	Barbados	100%
Neal & Massy Guyana Limited	Guyana	92.9%

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 IFRIC interpretations. The consolidated financial statements have been prepared under the historical cost convention as modified by the revaluation of available-for-sale financial assets, financial assets and financial liabilities (including derivative instruments) at fair value through profit or loss.

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.

a) Standards, amendments and interpretations adopted by the Group

The Group has adopted the following new and amended standards and interpretations as of 1 October, 2013:

- Amendment to IAS 1, 'Financial statement presentation' (effective for annual periods beginning on or after 1 January, 2013) regarding other comprehensive income. The main change resulting from these amendments is a requirement for entities to group items presented in 'other comprehensive income' (OCI) on the basis of whether they are potentially reclassifiable to profit or loss subsequently (reclassification adjustments).

- IFRS 10, 'Consolidated financial statements' (effective for annual periods beginning on or after 1 January, 2013). This standard builds on existing principles by identifying the concept of control as the determining factor in whether an entity should be included within the consolidated financial statements. The standard provides additional guidance to assist in determining control where this is difficult to assess. This new standard might impact the entities that a group consolidates as its subsidiaries.

- IFRS 11, 'Joint arrangements' (effective for annual periods beginning on or after 1 January, 2013). This standard provides for a more realistic reflection of joint arrangements by focusing on the rights and obligations of the arrangement, rather than its legal form. There are two types of joint arrangements: joint operations and joint arrangements. Joint operations arise where a joint operator has rights to the assets and obligations relating to the arrangement and hence accounts for its interest in assets, liabilities, revenue and expenses. Joint arrangements arise where the joint operator has rights to the net assets of the arrangement and hence equity accounts for its interest. Proportional consolidation of joint arrangements is no longer allowed.

- IFRS 12, 'Disclosures of interests in other entities' (effective for annual periods beginning on or after 1 January, 2013). This standard includes the disclosure requirements for all forms of interests in other entities, including joint arrangements, associates, special purpose vehicles and other off-balance-sheet vehicles.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.1 Basis of preparation (continued)

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

- Amendments to IFRS 10, 11 and 12 on transition guidance (effective for annual periods beginning on or after 1 January, 2013). These amendments also provide additional transition relief in IFRSs 10, 11 and 12, limiting the requirement to provide adjusted comparative information to only the preceding comparative period. For disclosures related to unconsolidated structured entities, the amendments will remove the requirement to present comparative information for periods before IFRS 12 is first applied.

- IFRS 13, 'Fair value measurement' (effective for annual periods beginning on or after 1 January, 2013). This standard aims to improve consistency and reduce complexity by providing a precise definition of fair value and a single source of fair value measurement and disclosure requirements for use across IFRSs. The requirements, which are largely aligned between IFRSs and US GAAP, do not extend the use of fair value accounting but provide guidance on how it should be applied where its use is already required or permitted by other standards within IFRS or US GAAP.

- IAS 27 (revised 2011) 'Separate financial statements' (effective for annual periods beginning on or after 1 January, 2013). This standard includes the provision on separate financial statements that are left after the control provisions of IAS 27 have been included in the new IFRS 10.

- IAS 28 (revised 2011) 'Associates and joint ventures' (effective for annual periods beginning on or after 1 January, 2013). This standard includes the requirements for joint ventures, as well as associates, to be equity accounted following the issue of IFRS 11.

- Annual improvements 2011 (effective for annual periods beginning on or after 1 January, 2013). These annual improvements address five issues in the 2009 – 2011 reporting cycle. It includes changes to:
  - IFRS 1, 'First time adoption'.
  - IAS 1, 'Financial statement presentation'.
  - IAS 16, 'Property, plant and equipment'.
  - IAS 32, 'Financial instruments; Presentation'.
  - IAS 34, 'Interim financial reporting'.

- Amendment to IFRS 7, 'Financial instruments: Disclosures', on offsetting financial assets and financial liabilities (effective for annual periods beginning on or after 1 January, 2013). This amendment reflects the joint IASB and FASB requirements to enhance current offsetting disclosures. These new disclosures are intended to facilitate comparison between those entities that prepare IFRS financial statements and those that prepare US GAAP financial statements.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.1 Basis of preparation (continued)

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

- Amendment to IAS 12, 'Income taxes' on deferred tax (endorsed for annual periods beginning on or after 1 January, 2013). Currently IAS 12, 'Income taxes', requires an entity to measure the deferred tax relating to an asset depending on whether the entity expects to recover the carrying amount of the asset through use or sale. It can be difficult and subjective to assess whether recovery will be through use or through sale when the asset is measured using the fair value model in IAS 40 Investment Property. Hence this amendment introduces an exception to the existing principle for the measurement of deferred tax assets or liabilities arising on investment property measured at fair value. As a result of the amendments, SIC 21, 'Income taxes – recovery of revalued non-depreciable assets', would no longer apply to investment properties measured at fair value. The amendments also incorporate into IAS 12 the remaining guidance previously contained in SIC 21, which is accordingly withdrawn.

- Amendment to IAS 19, 'Employee Benefits' (effective for annual periods beginning on or after 1 January, 2013). These amendments eliminate the corridor approach and calculate finance costs on a net funding basis (Note 2.1(c)).

b) Standards, amendments and interpretations that are not yet effective for the financial year beginning 1 October, 2013 and not early adopted by the Group. The impact of the following standards has not yet been evaluated:

- Amendment to IAS 32, 'Financial instruments: Presentation', on offsetting financial assets and financial liabilities. This amendment updates the application guidance in IAS 32, 'Financial instruments: Presentation', to clarify some of the requirements for offsetting financial assets and financial liabilities on the balance sheet.

- Amendments to IFRS 10, 'Consolidated financial statements', IFRS 12 and IAS 27 for investment entities. These amendments mean that many funds and similar entities will be exempt from consolidating most of their subsidiaries. Instead, they will measure them at fair value through profit or loss. The amendments give an exception to entities that meet an 'investment entity' definition and which display particular characteristics. Changes have also been made to IFRS 12 to introduce disclosures that an investment entity needs to make.

- Amendments to IAS 36, 'Impairment of assets'. These amendments address the disclosure of information about the recoverable amount of impaired assets if that amount is based on fair value less costs of disposal.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.1 Basis of preparation (continued)

b) Standards, amendments and interpretations that are not yet effective for the financial year beginning 1 October, 2013 and not early adopted by the Group. The impact of the following standards has not yet been evaluated: (continued)

- Amendment to IAS 39 ‘Financial instruments: Recognition and measurement’, on novation of derivatives and hedge accounting. These narrow-scope amendments allow hedge accounting to continue in a situation where a derivative, which has been designated as a hedging instrument, is novated to effect clearing with a central counterparty as a result of laws or regulation, if specific conditions are met (in this context, a novation indicates that parties to a contract agree to replace their original counterparty with a new one). This relief has been introduced in response to legislative changes across many jurisdictions that would lead to the widespread novation of over-the-counter derivatives. These legislative changes were prompted by a G20 commitment to improve transparency and regulatory oversight of over-the-counter derivatives in an internationally consistent and non-discriminatory way. Similar relief will be included in IFRS 9, ‘Financial instruments’.

- Amendment to IAS 19 regarding defined benefit plans. These narrow scope amendments apply to contributions from employees or third parties to defined benefit plans. The objective of the amendments is to simplify the accounting for contributions that are independent of the number of years of employee service, for example, employee contributions that are calculated according to a fixed percentage of salary.

- Annual improvements 2012. These amendments include changes from the 2010-12 cycle of the annual improvements project, that affect 6 standards:
  - IFRS 2, ‘Share-based payment’
  - IFRS 3, ‘Business combinations’
  - IFRS 8, ‘Operating segments’
  - IFRS 13, ‘Fair value measurement’
  - IAS 16, ‘Property, plant and equipment’
  - IAS 38, ‘Intangible assets’.

- Consequential amendments to:
  - IFRS 9, ‘Financial instruments’
  - IAS 37, ‘Provisions, contingent liabilities and contingent assets’
  - IAS 39, Financial instruments – Recognition and measurement’.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.1 Basis of preparation (continued)

b) Standards, amendments and interpretations that are not yet effective for the financial year beginning 1 October, 2013 and not early adopted by the Group. The impact of the following standards has not yet been evaluated: (continued)

- Annual improvements 2013. The amendments include changes from the 2011-13 cycle of the annual improvements project that affect 4 standards:
  - IFRS 1, 'First time adoption'
  - IFRS 3, 'Business combinations'
  - IFRS 13, 'Fair value measurement'
  - IAS 40, 'Investment property'.

- Amendment to IFRS 11, 'Joint arrangements' on acquisition of an interest in a joint operation. This amendment adds new guidance on how to account for the acquisition of an interest in a joint operation that constitutes a business. The amendments specify the appropriate accounting treatment for such acquisitions.

- Amendment to IAS 16, 'Property, plant and equipment' and IAS 38, 'Intangible assets', on depreciation and amortization. In this amendment the IASB has clarified that the use of revenue based methods to calculate the depreciation of an asset is not appropriate because revenue generated by an activity that includes the use of an asset generally reflects factors other than the consumption of the economic benefits embodied in the asset. The IASB has also clarified that revenue is generally presumed to be an inappropriate basis for measuring the consumption of the economic benefits embodied in an intangible asset.

- IFRS 14 'Regulatory deferral accounts' permits first–time adopters to continue to recognise amounts related to rate regulation in accordance with their previous GAAP requirements when they adopt IFRS. However, to enhance comparability with entities that already apply IFRS and do not recognise such amounts, the standard requires that the effect of rate regulation must be presented separately from other items.

- Amendments to IAS 27, 'Separate financial statements' on the equity method. These amendments allow entities to use the equity method to account for investments in subsidiaries, joint ventures and associates in their separate financial statements.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.1 Basis of preparation (continued)

b) Standards, amendments and interpretations that are not yet effective for the financial year beginning 1 October, 2013 and not early adopted by the Group. The impact of the following standards has not yet been evaluated: (continued)

- Amendments to IFRS 10, 'Consolidated financial statements' and IAS 28, 'Investments in associates and joint ventures'. These amendments address an inconsistency between the requirements in IFRS 10 and those in IAS 28 in dealing with the sale or contribution of assets between an investor and its associate or joint venture. The main consequence of the amendments is that a full gain or loss is recognised when a transaction involves a business (whether it is housed in a subsidiary or not). A partial gain or loss is recognised when a transaction involves assets that do not constitute a business, even if these assets are housed in a subsidiary.

- IFRS 15 'Revenue from contracts with customers' is a converged standard from the IASB and FASB on revenue recognition. The standard will improve the financial reporting of revenue and improve comparability of the top line in financial statements globally.

- IFRS 9 'Financial instruments'. This standard replaces the guidance in IAS 39. It includes requirements on the classification and measurement of financial assets and liabilities; it also includes an expected credit losses model that replaces the current incurred loss impairment model.

- IFRIC 21, 'Levies'. This interpretation is on IAS 37, 'Provisions, contingent liabilities and contingent assets'. IAS 37 sets out criteria for the recognition of a liability, one of which is the requirement for the entity to have a present obligation as a result of a past event (known as an obligating event). The interpretation clarifies that the obligating event that gives rise to a liability to pay a levy is the activity described in the relevant legislation that triggers the payment of the levy.

c) IAS 19 – "Employee Benefits" was amended in June 2011 effective for periods beginning on or after 1 January, 2013. The key changes in the amended standard relate to the following:

- The elimination of the corridor approach. All actuarial gains and losses to be summarised in other comprehensive income (OCI) as they occur.
- The immediate recognition of all past service costs.
- The replacement of interest cost and expected return on plan assets with a net interest amount that is calculated by applying the discount rate to the net defined benefit liability (asset).
- Changes to presentation in the statement of comprehensive income and additional disclosures.

30 September, 2014 Expressed in Thousands of Trinidad and Tobago dollars

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.1 Basis of preparation (continued)

c) IAS 19 – "Employee Benefits" was amended in June 2011 effective for periods beginning on or after 1 January, 2013. The key changes in the amended standard relate to the following: (continued)

The Group currently accounts for all actuarial gains and losses as they occur. Based on the assessment on the last two elements, comparative data has been adjusted to account for the impact of the change in accounting policy.

Restatement

The Group has adjusted comparative data to record changes in accounting policy as a result of the amendment to IAS 19 - "Employee Benefits". The effect of these changes did not impact the Consolidated Statement of Financial Position in the current or prior years. As such, the Group has not presented three consolidated statements of financial position.

The effect of the above changes on the Consolidated Income Statement for the year ended 30 September, 2013 and the Consolidated Statement of Comprehensive Income for the year ended 30 September, 2013 is summarised in the following table.

Consolidated Income Statement for the year ended 30 September, 2013

	As previously reported 2013 $	Adjustment $	2013 (Restated) $
Selling, general and administrative expenses (note 28)	(2,002,238)	(17,453)	(2,019,691)
Operating profit before finance costs and rebranding costs	827,184	(17,453)	809,731
Income tax expense	(232,192)	4,363	(227,829)
Profit for the year	610,518	(13,090)	597,428
Profit attributable to owners of the parent	555,872	(13,090)	542,782
Basic earnings per share (TT$ per share)	5.73	(0.14)	5.59

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.1 Basis of preparation (continued)

c) **IAS 19 – "Employee Benefits" was amended in June 2011 effective for periods beginning on or after 1 January, 2013. The key changes in the amended standard relate to the following:** (continued)

Consolidated Statement Of Comprehensive Income for the year ended 30 September, 2013

	As previously reported 2013 $	Adjustment $	2013 (Restated) $
Profit for the year	610,518	(13,090)	597,428
Other comprehensive income:			
- Re-measurement of defined benefit pension plans	76,321	13,090	89,411
Other comprehensive income for the year – net of tax	41,565	13,090	54,655
Total comprehensive income for the year	652,083	–	652,083
Attributable to:			
Owners of the parent	597,508	–	597,508
Non- controlling interest	54,575	–	54,575
Total comprehensive income for the year	652,083	–	652,083

Comparative data has been adjusted to account for the impact of the change in accounting policy in respect of IAS 19 (amendment). Adjustments to previously reported information were made in accordance with the transitional provisions in the relevant IFRS and/or International Accounting Standard #8 – Accounting policies, changes in accounting estimates and errors.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.2 Consolidation

a) 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 the 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 accordance with IAS 39 either in profit or loss or as a charge to other comprehensive income. 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.

Although the Group has only a 48.9% effective ownership interest in a company, this entity is treated as a subsidiary, as the Group is able to govern the financial and operating policies of the company by virtue of an agreement with the other investors.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.2 Consolidation (continued)

b) Transactions with non-controlling interests

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

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

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

c) Associates and Joint Ventures

Associates are all entities over which the Group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investments in associates are accounted for using the equity method of accounting and are initially recognised at cost. The Group's investment in associates includes goodwill (net of any accumulated impairment loss) identified on acquisition.

The Group's share of its associates' post acquisition profits or losses is recognised in the consolidated income statement, 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 the associates. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of associates and joint ventures have been changed where necessary to ensure consistency with the policies adopted by the Group.

Dilution gains and losses arising in investments in associates are recognised in the consolidated income statement.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

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

a) 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.

b) 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 comprehensive income.

Translation differences on non-monetary financial assets and liabilities, such as equities held at fair value through profit or loss are recognised as part of the fair value gain or loss. Translation differences on non-monetary items such as equities classified as available-for-sale financial assets are included in other reserves in equity.

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

c) 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:

i) 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;

ii) income and expenses for each income statement 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

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.4 Foreign currency translation (continued)

c) Group companies (continued)

iii) all resulting exchange differences are recognised in the consolidated statement of 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 changes in equity. When a foreign operation is sold, exchange differences that were recorded in equity are recognised in the consolidated income statement 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 income statement 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%

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.5 Property, plant and equipment (continued)

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

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 income statement.

2.6 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 amortised cost, less 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 shall be determined as the difference between the net disposal proceeds and the carrying amount of the asset and shall be recognised in the consolidated income statement in the period of the retirement or disposal.

2.7 Intangible assets

a) 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.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.7 Intangible assets (continued)

a) Goodwill (continued)

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

b) 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 three years.

c) 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 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.8 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 to sell 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 Non-current assets (or disposal groups) held for sale

Non-current assets (or disposal groups) are classified as assets held for sale when their carrying amount is to be recovered principally through a sale transaction and the sale is considered highly probable. They are stated at the lower of carrying amount and fair value less costs to sell if their carrying amount is to be recovered principally through a sale transaction rather than through continuing use and the sale is considered highly probable.

2.10 Financial assets

Classification

The Group classifies its financial assets in the following categories: financial assets at fair value through profit or loss, loans and receivables, held-to-maturity and available-for-sale. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition.

a) Financial assets at fair value through profit or loss

This category has two sub-categories: financial assets held for trading, and those designated at fair value through profit or loss at inception. A financial asset is classified in this category if acquired principally for the purpose of selling in the short term or if so designated by management. Derivatives are also categorised as held for trading unless they are designated as hedges. Assets in this category are classified as current assets if they are either held for trading or are expected to be realised within 12 months of the statement of financial position date.

b) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the statement of financial position date. These are classified as non-current assets. Loans and receivables are classified as 'trade and other receivables' and 'instalment credit and other loans' in the consolidated statement of financial position.

Instalment credit and other loans are stated at principal outstanding net of unearned finance charges and specific allowance for loan losses.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.10 Financial assets (continued)

Classification (continued)

b) Loans and receivables (continued)

Interest from instalment credit is recognised as it accrues on the reducing balance amount at the annual percentage rate. Interest earned on other forms of financing is calculated as is appropriate to individual transactions.

c) Available-for-sale financial assets

Available-for-sale financial assets are non-derivatives that are either designated in this category or not classified in any of the other categories. They are included in non-current assets unless management intends to dispose of the investment within 12 months of the statement of financial position date.

d) Held-to-maturity financial assets

Held-to-maturity financial assets are non-derivative financial assets with fixed or determinable payments and fixed maturities that the Group's management has the positive intention and ability to hold to maturity. Held-to-maturity financial assets are included in non-current assets.

Recognition and measurement

Regular purchases and sales of financial assets are recognised on the trade-date, the date on which the Group commits to purchase or sell the asset. Investments are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognised at fair value and transaction costs are expensed in the consolidated income statement.

Available-for-sale financial assets and financial assets at fair value through profit or loss are subsequently carried at fair value. Unlisted equity securities for which fair values cannot be reliably measured have been recognised at cost less impairment. Loans and receivables and held-to-maturity investments are carried at amortised cost using the effective interest method.

Financial assets are de-recognised when the rights to receive cash flows from the investments have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership.

Gains or losses arising from changes in the fair value of the 'financial assets at fair value through profit or loss' category are presented in the consolidated income statement within 'other (losses)/gains – net' in the period in which they arise. Dividend income from financial assets at fair value through profit or loss is recognised in the consolidated income statement as part of other income when the Group's right to receive payments is established.

Changes in the fair value of monetary and non-monetary securities classified as available-for-sale are recognised in other comprehensive income.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.10 Financial assets (continued)

Recognition and measurement (continued)

When securities classified as available-for-sale are sold or impaired, the accumulated fair value adjustments recognised in equity are included in the consolidated income statement as 'gains and losses from investment securities'. Interest on available-for-sale securities calculated using the effective interest method is recognised in the consolidated income statement. Dividends on available-for-sale equity instruments are recognised in the consolidated income statement when the Group's right to receive payments is established.

Impairment of financial assets

Assets carried at amortised cost

The Group assesses at the end of each reporting period whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment, as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event'), and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be estimated reliably.

The criteria that the Group uses to determine that there is objective evidence of an impairment loss include:

- significant financial difficulty of the issuer or obligor;
- a breach of contract, such as a default or delinquency in interest or principal payments;
- the Group, for economic or legal reasons relating to the borrower's financial difficulty, granting to the borrower a concession that the lender would not otherwise consider;
- it becomes probable that the borrower will enter bankruptcy or other financial reorganisation;
- the disappearance of an active market for that financial asset because of financial difficulties; or
- observable data indicating that there is a measurable decrease in the estimated future cash flows from a portfolio of financial assets since the initial recognition of those assets, although the decrease cannot yet be identified with the individual financial assets in the portfolio, including:
  (i) adverse changes in the payment status of borrowers in the portfolio; and
  (ii) national or local economic conditions that correlate with defaults on the assets in the portfolio.

The Group first assesses whether objective evidence of impairment exists.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.10 Financial assets (continued)

Impairment of financial assets (continued)

For the loans and receivables category, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced and the amount of the loss is recognised in the consolidated income statement. If a loan or held-to-maturity investment has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract. The Group may measure impairment on the basis of an instrument's fair value using an observable market price.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised (such as an improvement in the debtor's credit rating), the reversal of the previously recognised impairment loss is recognised in the consolidated income statement.

Assets classified as available for sale

The Group assesses at the end of each reporting period whether there is objective evidence that a financial asset or a group of financial assets is impaired. For debt securities, the Group uses the criteria referred to above. In the case of equity investments classified as available-for-sale, a significant or prolonged decline in the fair value of the security below its cost is also evidence that the assets are impaired. If any such evidence exists for available-for-sale financial assets, the cumulative loss – measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit or loss – is removed from equity and recognised in the consolidated income statement. Impairment losses recognised in the consolidated income statement on equity instruments are not reversed through the consolidated income statement. If, in a subsequent period, the fair value of a debt instrument classified as available-for-sale increases and the increase can be objectively related to an event occurring after the impairment loss was recognised in profit or loss, the impairment loss is reversed through the consolidated income statement.

2.11 Derivative financial instruments

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. The method of recognising the resulting gain or loss depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.12 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.

2.13 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.

2.14 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 and bank overdrafts. In the consolidated statement of financial position, bank overdrafts are shown within borrowings in current liabilities.

2.15 Share capital

Ordinary shares with discretionary dividends 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.

2.16 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)

2.17 Insurance

(i) 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.

(ii) 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 income statement. 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.

2.18 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 income statement 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.

2.19 Current and deferred income tax

The tax expense for the period comprises current and deferred tax. Tax is recognised in the consolidated income statement, 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.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.19 Current and deferred income tax (continued)

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the statement of financial position date in the countries where the Group's subsidiaries, associates and joint ventures operate and generate taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, the deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantially enacted by the statement of financial position date and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred income tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

Deferred income tax is provided on temporary differences arising on investments in subsidiaries and associates and joint ventures, except where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future.

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.

2.20 Employee benefits

a) *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 31 January, 1990, is a defined contribution plan whose assets are held separately from those of the Group in an independently administered fund. The most recent actuarial valuation, at 31 March, 2011, revealed that the plan is adequately funded. The 31 March, 2014 review is in progress. There are certain benefits payable by the Neal & Massy Group Pension Fund Plan which fall within the scope of IAS 19 (revised) – Employee Benefits.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.20 Employee benefits (continued)

a) *Pension obligations* (continued)

The Retirement Income Security Plan incorporates an employee stock ownership plan which is funded by contributions made by the employer, and 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 Group 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.

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 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.20 Employee benefits (continued)

b) 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.

c) 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.

d) Bonus plans

A liability for employee benefits in the form of bonus plans is recognised in other provisions when there is no realistic alternative but to settle the liability and at least one of the following conditions are met:

- there is a formal plan and the amounts to be paid are determined before the time of issuing the financial statements; or
- past practice has created a valid expectation by employees that they will receive a bonus/profit sharing and the amount can be determined before the time of issuing the financial statements.

Liabilities for bonus plans are expected to be settled within 12 months and are measured at the amounts expected to be paid when they are settled.

2.21 Share-based payments

The Group operates equity-settled, share-based compensation plans, under which the entity receives services from employees as consideration for 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.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.21 Share-based payments (continued)

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 income statement, with a corresponding adjustment to equity.

When the share grants are due to be vested, the company issues 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.

2.22 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 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.23 Revenue recognition

Revenue comprises the fair value of the consideration received or receivable for the sale of goods and 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. The Group recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the entity and when specific criteria have been met for each of the Group's activities as described below. The Group bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

a) *Sale of goods – wholesale*

The Group manufactures and sells a range of products in the wholesale market. Sales of goods are recognised when a Group entity has delivered products to the wholesaler, the wholesaler has full discretion over the channel and price to sell the products, and there is no unfulfilled obligation that could affect the wholesaler's acceptance of the products. Delivery does not occur until the products have been shipped to the specified location, the risks of obsolescence and loss have been transferred to the wholesaler, and either the wholesaler has accepted the products in accordance with the sales contract, the acceptance provisions have lapsed, or the Group has objective evidence that all criteria for acceptance have been satisfied.

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.

b) *Sale of goods – retail*

The Group operates retail outlets for selling a range of products. Sales of goods are recognised when a Group entity sells a product to the customer. Retail sales are usually in cash or by credit card.

It is the Group's policy to sell its products to the retail customer with a right to return within a stipulated number of days as required by the entities in the Group. Accumulated experience is used to estimate and provide for such returns at the time of sale.

(c) *Sale of services*

The Group is engaged in providing a number of services. These services are provided on a time and material basis or as a fixed-price contract, with contract terms generally ranging from less than one year to three years.

Revenue from time and material contracts, typically from delivering design services, is recognised under the percentage-of-completion method. Revenue is generally recognised at the contractual rates. For time contracts, the stage of completion is measured on the basis of labour hours delivered as a percentage of total hours to be delivered. For material contracts, the stage of completion is measured on the basis of direct expenses incurred as a percentage of the total expenses to be incurred.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.23 Revenue recognition (continued)

(c) *Sale of services* (continued)

Revenue from fixed-price contracts for delivering design services is also recognised under the percentage-of-completion method. Revenue is generally recognised based on the services performed to date as a percentage of the total services to be performed.

Revenue from fixed-price contracts is generally recognised in the period the services are provided, using a straight-line basis over the term of the contract.

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.

(d) *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.

(e) *Rental income*

Rental income from investment property leased out under an operating lease is recognised in the consolidated income statement 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.

(f) *Interest income*

Interest income is recognised using the effective interest method. When a loan and receivable is impaired, the Group reduces the carrying amount to its recoverable amount, being the estimated future cash flow discounted at the original effective interest rate of the instrument, and continues unwinding the discount as interest income. Interest income on impaired loans and receivables is recognised using the original effective interest rate.

(g) *Dividend income*

Dividend income is recognised when the shareholder’s right to receive payment is established.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.24 Leases

Group is the lessee

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the consolidated income statement on a straight-line basis over the period of the lease.

The Group leases certain property, plant and equipment. Leases of property, plant and equipment where the Group has substantially all the risks and rewards of ownership, are classified as finance leases. Finance leases are capitalised at the lease's commencement at the lower of the fair value of the leased property and the present value of the minimum lease payments.

Each lease payment is allocated between the liability and finance charges. The corresponding rental obligations, net of finance charges, are included in other long-term payables. The interest element of the finance cost is charged to the consolidated income statement over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. The property, plant and equipment acquired under finance leases is depreciated over the shorter of the useful life of the asset and the lease term.

Group is the 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.

2.25 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.

3 FINANCIAL RISK MANAGEMENT

3.1 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

3 FINANCIAL RISK MANAGEMENT (continued)

3.1 Financial risk factors (continued)

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 and trade payables, 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 and interest rate risk.

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

a) Market 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, recognised assets and liabilities and net investments in foreign operations.

(i) Currency risk

The Group is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the US dollar. 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 values of debt, investments and other financial liabilities, denominated in currencies other than the functional currency of the entities holding them, are subject to exchange rate movements. The foreign exchange positions at 30 September, 2014 relate mainly to USD loans. The single largest USD loan as at year end amounted to US$19,000 (2013: US$20,000). A 2% change in USD rates would lead to a TT$2,417 (2013: TT$2,568) loss/gain in the consolidated income statement.

(ii) Interest rate risk

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 2014, interest rates were fixed on approximately 80% of the borrowings (2013: 76%). The impact on the consolidated income statement to a 50 basis points change in floating interest rates is $2,442 in 2014 ($2,041: 2013).

3 FINANCIAL RISK MANAGEMENT (continued)

3.1 Financial risk factors (continued)

a) Market risk (continued)

(iii) Price risk

The Group is exposed to equity securities price risk because of investments held by the Group and classified on the consolidated statement of financial position as available-for-sale. 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.

b) 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, 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 with the result that the Group's exposure to bad debts is not significant. The maximum exposure is the carrying amount as disclosed in Note 11.

With respect to credit risk arising from the other financial assets of the Group, namely cash and cash equivalents and available-for-sale financial investments, the Group's exposure to credit risk arises principally from default of the counterparty.

c) 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.

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

3 FINANCIAL RISK MANAGEMENT (continued)

3.1 Financial risk factors (continued)

c) Liquidity risk (continued)

The following is an analysis of the undiscounted contractual cash flows payable under financial liabilities. Undiscounted cash flows will differ from both the carrying values and the fair values.

Maturity analysis of financial liabilities

	Less than 1 year $	1 – 5 years $	More than 5 years $	Contractual cash flows $	Carrying amount $
2014					
Financial Liabilities:					
Bank overdraft and other short-term borrowings	12,540	–	–	**12,540**	**12,540**
Other borrowings	536,810	1,126,090	1,675,342	**3,338,242**	**2,454,767**
Customers' deposits	212,695	63,249	–	**275,944**	**273,373**
Trade payables	692,637	–	–	**692,637**	**692,637**
Liabilities on insurance contracts	633,330	–	–	**633,330**	**633,330**
Subtotal	**2,088,012**	**1,189,339**	**1,675,342**	**4,952,693**	**4,066,647**

30 September, 2014 Expressed in Thousands of Trinidad and Tobago dollars

3 FINANCIAL RISK MANAGEMENT (continued)

3.1 Financial risk factors (continued)

c) Liquidity risk (continued)

Maturity analysis of financial liabilities (continued)

2013	Less than 1 year $	1 – 5 years $	More than 5 years $	Contractual cash flows $	Carrying amount $
Financial Liabilities:					
Bank overdraft and other short-term borrowings	13,490	–	–	13,490	13,490
Other borrowings	500,427	533,060	647,745	1,681,232	1,296,459
Customers' deposits	222,834	–	–	222,834	219,699
Trade payables	790,762	–	–	790,762	790,762
Liabilities on insurance contracts	660,181	–	–	660,181	660,181
Subtotal	2,187,694	533,060	647,745	3,368,499	2,980,591

3.2 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.

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

3 FINANCIAL RISK MANAGEMENT (continued)

3.2 Capital risk management (continued)

	2014 $	2013 $
Total borrowings (Note 23)	**2,467,307**	1,309,949
Less: Cash and cash equivalents (Note 19)	**(1,626,044)**	(1,112,557)
Net debt	**841,263**	197,392
Total equity	**4,224,562**	4,025,472
Total capital	**5,065,825**	4,222,864
Gearing ratio	**17%**	5%

3.3 Fair value estimation

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.

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 assets generally included in this fair value hierarchy are time deposits, foreign exchange and interest rate derivatives and certain investment funds. Foreign exchange derivatives and interest rate derivatives are valued using corroborated market data. The liabilities generally included in this fair value hierarchy consist of foreign exchange derivatives and options on equity securities.

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 held at cost being the fair value of the consideration paid for the acquisition of the investments, and are regularly assessed for impairment.

30 September, 2014 Expressed in Thousands of Trinidad and Tobago dollars

3 FINANCIAL RISK MANAGEMENT (continued)

3.3 Fair value estimation (continued)

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.

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.

The nominal value less impairment provisions of trade receivables and payables are assumed to approximate their fair values. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Group for similar financial instruments.

The following table presents the Group's assets that are measured at fair value at 30 September, 2013:

Assets

	Level 1 $	Level 2 $	Level 3 $	Total $
Financial assets at fair value through profit or loss				
- Trading securities	117,328	–	–	117,328
Available-for-sale financial assets				
- Equity securities	11,544	–	475	12,019
- Debt securities	3,270	–	–	3,270
	132,142	**–**	**475**	**132,617**

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

3 FINANCIAL RISK MANAGEMENT (continued)

3.3 Fair value estimation (continued)

The following table presents the Group's assets that are measured at fair value at 30 September, 2014:

Assets

	Level 1 $	Level 2 $	Level 3 $	Total $
Financial assets at fair value through profit or loss				
- Trading securities	122,202	–	–	**122,202**
Available-for-sale financial assets				
- Equity securities	15,355	–	32,604	**47,959**
- Debt securities	1,237	–	–	**1,237**
	138,794	**–**	**32,604**	**171,398**

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.

4.1 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.

a) *Estimated impairment of goodwill*

The Group tests annually whether goodwill has suffered any impairment, in accordance with the accounting policy stated in Note 2.7. The recoverable amounts of cash-generating units have been determined based on value-in-use calculations. These calculations require the use of estimates as described in Note 8.

b) *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 individual assets. The carrying value of these assets are compared to the recoverable amount of the cash-generating units, which are based either on value-in-use or fair value less cost to sell. Value-in-use calculations use pre-tax cash flow

4 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (continued)

4.1 Critical accounting estimates and assumptions (continued)

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

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 income statement.

The assessment of whether indicators of impairment exist and the estimation of the recoverable amount both require the use of management judgement.

c) *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.

d) *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 available-for-sale financial assets that were not traded in active markets.

e) *Revenue recognition*

The Group uses the percentage-of-completion method in accounting for its sales of services. Use of the percentage-of-completion method requires the Group to estimate the services performed to date as a proportion of the total services to be performed.

f) *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.

4 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (continued)

4.1 Critical accounting estimates and assumptions (continued)

f) *Pension benefits* (continued)

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 corporate 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.

Other key assumptions for pension obligations are based in part on current market conditions. Additional information is disclosed in Note 16.

g) *Liabilities on insurance contracts*

Outstanding claims consist of estimates of the ultimate cost of claims incurred that have not been settled at the statement of financial position date, whether reported or not, together with related claims handling costs. Significant delays may be experienced in the notification and settlement of certain types of general insurance claims, such as general insurance business.

Estimates are calculated using methods and assumptions considered to be appropriate to the circumstances of the Company and the business undertaken. This provision, while believed to be adequate to cover the ultimate cost of losses incurred, may ultimately be settled for a different amount. It is continually reviewed and any adjustments are recorded in operations in the period in which they are determined.

h) *Assets held for sale*

Assets held for sale are measured at the lower of their carrying values and fair values less costs to sell. The fair values less costs to sell require the use of estimates.

4.2 Critical judgements in applying the entity's accounting policies

Impairment of available-for-sale equity investments

The Group follows the guidance of IAS 39 to determine when an available-for-sale equity investment is impaired. This determination requires significant judgement. In making this judgement, the Group evaluates, among other factors, the duration and extent to which the fair value of an investment is less than its cost; and the financial health of and short term business outlook for the investee, including factors such as industry and sector performance, changes in technology and operational and financing cash flow.

5 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 considers the business from both a geographic and business unit perspective. Geographically, management considers the performance of operating companies in Trinidad and Tobago, Barbados & Eastern Caribbean, Guyana, Jamaica and Colombia.

The Group is organised into six main business segments:

1) Automotive and Industrial Equipment;
2) Integrated Retail;
3) Insurance;
4) Energy and Industrial Gases;
5) Information Technology and Communications (ITC); and
6) Other Investments.

The CEO and the Board assesses the performance of the operating segments based on a measure of profit before income tax, profit for the year and asset utilisation.

Automotive and Industrial Equipment

This segment derives its revenue mainly from the sale of new and used vehicles, spare parts and industrial equipment and also includes the manufacturing and sale of pre-stressed concrete products and the installation of deep foundations.

Integrated Retail

This segment derives its revenue mainly from the sale of retail and wholesale foods, general merchandise and distribution and logistics operations. It also includes a financing company that accepts deposits for fixed terms and grants instalment credit secured by assets.

Insurance

This segment includes our insurance company, Massy United Insurance Ltd. The Company acts as a primary insurer for property, motor, liability and marine risk within the Caribbean region.

Energy and Industrial Gases

This segment derives its revenue from the sale of gas and the provision of electrical, instrumentation and construction services for offshore platforms. Revenue is also generated from the supply of technical resources, valve services and technical equipment to the energy-based industries in Trinidad and Tobago and the region.

ITC

This segment derives its revenue mainly from the sale and rental of technology-based solutions, office interiors and the provision of long-distance communications.

5 SEGMENT INFORMATION (continued)

Other Investments

This segment earns revenue from consultancy, property management and other services.

Head Office and Other

The head office and other segment includes companies which provide management, advisory and several support services to relevant subsidiaries across the Group.

30 September, 2014 Expressed in Thousands of Trinidad and Tobago dollars

5 SEGMENT INFORMATION (continued)

The segment results for the year ended 30 September, 2013 are as follows:

	Automotive and Industrial Equipment $	Integrated Retail $	Insurance $	Energy and Industrial Gases $	Information Technology and Communications $	Other Investments $	Head Office and Other Adjustments $ (Restated)	Total $ (Restated)
Continuing operations								
Group revenue	2,159,436	5,630,351	222,401	815,770	601,302	598,352	1,690	10,029,302
Inter-segment revenue	(123,092)	(365,241)	–	(10,468)	(38,200)	(99,090)	(1,690)	(637,781)
Third party revenue	**2,036,344**	**5,265,110**	**222,401**	**805,302**	**563,102**	**499,262**	**–**	**9,391,521**
Operating profit/(loss) before finance costs	226,052	338,005	10,389	145,771	86,053	134,035	(130,574)	809,731
Finance costs – net (Note 30)	(6,238)	(17,934)	35,688	911	(457)	(4,170)	(39,939)	(32,139)
	219,814	320,071	46,077	146,682	85,596	129,865	(170,513)	777,592
Share of results of associates and joint ventures before tax, net of impairment (Note 10)	1,443	9,486	–	45,985	(2,045)	(7,204)	–	47,665
Profit/(loss) before income tax	221,257	329,557	46,077	192,667	83,551	122,661	(170,513)	825,257
Taxation	(60,984)	(74,767)	(13,260)	(55,248)	(28,166)	(21,528)	26,124	(227,829)
Profit/(loss) for the year	**160,273**	**254,790**	**32,817**	**137,419**	**55,385**	**101,133**	**(144,389)**	**597,428**

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

5 SEGMENT INFORMATION (continued)

The Group's retirement benefit assets are deemed unallocated and are not considered to be segment assets but rather are managed by Head Office. These amounts are included in Head Office and Other Adjustments.

The segment assets and liabilities at 30 September, 2013 and capital expenditure for the year then ended are as follows:

	Automotive and Industrial Equipment $	Integrated Retail $	Insurance $	Energy and Industrial Gases $	Information Technology and Commun-ications $	Other Investments $	Head Office and Other Adjustments $	Sub Total $	Held for Sale $	Total $
Total assets	1,201,956	2,536,491	1,306,649	857,823	352,851	1,382,648	652,801	8,291,219	577,890	8,869,109
Associates and joint ventures (Note 10)	6,667	38,851	55	151,226	2,560	231,019	–	430,378	–	430,378
Total liabilities	583,935	1,047,848	798,989	258,245	178,577	315,713	1,207,221	4,390,528	453,109	4,843,637
Capital expenditure	164,803	103,603	9,634	48,781	32,726	11,176	3,069	373,792	–	373,792

Other segment items included in the consolidated income statement are as follows:-

Depreciation and impairment (Notes 6 and 7)	84,784	52,368	3,105	23,520	28,408	21,659	2,489	216,333	–	216,333
Impairment of goodwill (Note 8)	–	1,431	–	–	–	–	–	1,431	–	1,431

30 September, 2014 Expressed in Thousands of Trinidad and Tobago dollars

5 SEGMENT INFORMATION (continued)

The segment results for the year ended 30 September, 2014 are as follows:

	Automotive and Industrial Equipment $	Integrated Retail $	Insurance $	Energy and Industrial Gases $	Information Technology and Communications $	Other Investments $	Head Office and Other Adjustments $	Total $
Group revenue	2,338,981	6,588,225	282,794	940,434	652,992	580,681	1,657	11,385,764
Inter-segment revenue	(136,027)	(383,448)	–	(13,037)	(59,995)	(87,799)	(1,657)	(681,963)
Third party revenue	**2,202,954**	**6,204,777**	**282,794**	**927,397**	**592,997**	**492,882**	**–**	**10,703,801**
Operating profit/(loss) before finance costs and rebranding costs	238,175	362,218	22,638	179,008	103,302	102,924	(127,464)	880,801
Finance costs – net (Note 30)	(8,080)	(19,797)	31,416	1,253	(1,418)	(3,344)	(33,887)	(33,857)
	230,095	342,421	54,054	180,261	101,884	99,580	(161,351)	846,944
Share of results of associates and joint ventures before tax, net of impairment (Note 10)	978	4,106	184	43,141	(7,477)	2,512	–	43,444
Profit/(loss) before rebranding costs and income tax	231,073	346,527	54,238	223,402	94,407	102,092	(161,351)	890,388
Rebranding costs	(7,627)	(18,376)	(2,778)	(4,178)	(2,221)	(189)	(22,540)	(57,909)
Profit before income tax	223,446	328,151	51,460	219,224	92,186	101,903	(183,891)	832,479
Taxation	(60,716)	(79,366)	(13,074)	(58,088)	(25,644)	(18,715)	23,223	(232,380)
Profit/(loss) for the year	**162,730**	**248,785**	**38,386**	**161,136**	**66,542**	**83,188**	**(160,668)**	**600,099**

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

5 SEGMENT INFORMATION (continued)

The Group's retirement benefit assets are deemed unallocated and are not considered to be segment assets but rather are managed by Head Office. These amounts are included in Head Office and Other Adjustments.

The segment assets and liabilities at 30 September, 2014 and capital expenditure for the year then ended are as follows:

	Automotive and Industrial Equipment $	Integrated Retail $	Insurance $	Energy and Industrial Gases $	Information Technology and Commun-ications $	Other Investments $	Head Office and Other Adjustments $	Sub Total $	Held for Sale $	Total $
Total assets	1,370,536	3,057,368	1,245,714	832,499	495,327	1,636,188	1,211,596	9,849,228	–	**9,849,228**
Investments in associates and joint ventures (Note 10)	7,368	2,544	238	169,115	57,916	223,288	–	460,469	–	**460,469**
Total liabilities	584,129	1,145,120	755,620	216,419	236,514	388,356	2,298,508	5,624,666	–	**5,624,666**
Capital expenditure	150,569	177,190	11,348	33,756	26,460	98,773	(14,969)	483,127	–	**483,127**

Other segment items included in the consolidated income statement are as follows:-

	Automotive and Industrial Equipment $	Integrated Retail $	Insurance $	Energy and Industrial Gases $	Information Technology and Commun-ications $	Other Investments $	Head Office and Other Adjustments $	Sub Total $	Held for Sale $	Total $
Depreciation and impairment (Notes 6 and 7)	97,873	70,458	3,150	29,103	28,097	26,026	2,803	257,510	–	**257,510**
Impairment of goodwill (Note 8)	–	1,431	–	–	–	–	–	1,431	–	**1,431**

30 September, 2014 Expressed in Thousands of Trinidad and Tobago dollars

5 SEGMENT INFORMATION (continued)

Inter-segment transfers or transactions are entered into under the normal commercial terms and conditions that would also be available to third parties.

Capital expenditure comprises additions to property, plant and equipment, investment properties and held for sale assets.

The Group's six 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, manufacturing, service industries and finance.

	Third Party Revenue		Profit Before Income Tax and Rebranding Costs		Total Assets		Capital Expenditure	
	2014 $	2013 $	**2014 $**	2013 $ (Restated)	**2014 $**	2013 $	**2014 $**	2013 $
Continuing operations								
Trinidad and Tobago	**5,718,875**	5,382,595	**640,461**	600,750	**4,821,766**	3,950,615	**260,675**	265,526
Barbados &								
Eastern Caribbean	**3,299,616**	2,568,750	**237,787**	231,273	**3,782,957**	3,304,794	**154,248**	54,174
Guyana	**821,222**	796,527	**122,337**	116,808	**471,710**	470,784	**52,881**	30,404
Jamaica	**713,611**	632,837	**50,731**	37,011	**371,164**	367,308	**14,558**	21,664
Colombia	**123,254**	–	**2,473**	–	**111,615**	–	**729**	–
Other	**27,223**	10,812	**(2,050)**	9,928	**290,016**	197,718	**36**	2,024
Head Office and Other								
Adjustments	**–**	–	**(161,351)**	(170,513)	**–**	–	**–**	–
	10,703,801	9,391,521	**890,388**	825,257	**9,849,228**	8,291,219	**483,127**	373,792
Rebranding costs			**(57,909)**	–				
Profit before income tax			**832,479**	825,257				
Transferred to disposal group								
classified as held for sale –								
Barbados					**–**	577,890	**–**	–
TOTAL					**9,849,228**	8,869,109	**483,127**	373,792

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

6 PROPERTY, PLANT AND EQUIPMENT

	Freehold Property $	Leasehold Property and Improvements $	Plant and Equipment $	Rental Assets $	Furniture and Fixtures $	Motor Vehicles $	Capital Work in Progress $	Total $
At 30 September, 2012								
Cost	1,034,523	178,103	1,066,771	422,822	161,771	158,498	54,813	3,077,301
Accumulated depreciation	(95,891)	(88,074)	(790,505)	(200,751)	(133,993)	(102,142)	–	(1,411,356)
Net book amount	**938,632**	**90,029**	**276,266**	**222,071**	**27,778**	**56,356**	**54,813**	**1,665,945**
Year ended 30 September, 2013								
Opening net book amount	938,632	90,029	276,266	222,071	27,778	56,356	54,813	1,665,945
Additions	13,592	7,729	70,939	167,308	13,357	28,487	70,054	371,466
Acquisition of subsidiaries (Note 36)	7,504	3,650	11,362	–	741	4,143	–	27,400
Disposals and adjustments	(11,987)	(58)	2,766	(42,582)	(278)	(2,834)	–	(54,973)
Translation adjustments	(6,452)	(4)	(11,525)	(159)	(589)	(288)	(1,890)	(20,907)
Transfers from capital work in progress	26,204	188	17,362	1,149	1,694	997	(47,594)	–
Depreciation charge	(15,635)	(7,018)	(63,892)	(90,073)	(11,863)	(18,877)	–	(207,358)
Closing net book amount	**951,858**	**94,516**	**303,278**	**257,714**	**30,840**	**67,984**	**75,383**	**1,781,573**
At 30 September, 2013								
Cost	1,052,287	189,188	1,136,964	477,940	164,538	173,269	75,383	3,269,569
Accumulated depreciation	(100,429)	(94,672)	(833,686)	(220,226)	(133,698)	(105,285)	–	(1,487,996)
Net book amount	**951,858**	**94,516**	**303,278**	**257,714**	**30,840**	**67,984**	**75,383**	**1,781,573**

30 September, 2014 Expressed in Thousands of Trinidad and Tobago dollars

6 PROPERTY, PLANT AND EQUIPMENT (continued)

	Freehold Property $	Leasehold Property and Improvements $	Plant and Equipment $	Rental Assets $	Furniture and Fixtures $	Motor Vehicles $	Capital Work in Progress $	Total $
Year ended 30 September, 2014								
Opening net book amount	951,858	94,516	303,278	257,714	30,840	67,984	75,383	**1,781,573**
Additions	90,691	23,851	95,691	147,312	24,738	32,465	46,546	**461,294**
Acquisition of subsidiaries (Note 36)	94,173	11,106	29,939	–	6,368	3,817	–	**145,403**
Fair value adjustments (Note 36)	(944)	(20)	(3,755)	–	(289)	(134)	–	**(5,142)**
Disposals and adjustments	1,655	4,803	6,851	(51,733)	2,905	(3,246)	(17,555)	**(56,320)**
Translation adjustments	(11,761)	(209)	(8,611)	(137)	(480)	(738)	(652)	**(22,588)**
Transfer to investment properties	(81,993)	–	–	–	–	–	–	**(81,993)**
Transfer from capital work in progress	6	62	6,309	1,583	291	2,191	(10,442)	**–**
Depreciation charge	(18,051)	(10,953)	(77,927)	(97,826)	(14,849)	(24,014)	–	**(243,620)**
Closing net book amount	**1,025,634**	**123,156**	**351,775**	**256,913**	**49,524**	**78,325**	**93,280**	**1,978,607**
At 30 September, 2014								
Cost	1,148,347	231,226	1,300,799	491,855	191,512	195,998	93,280	**3,653,017**
Accumulated depreciation	(122,713)	(108,070)	(949,024)	(234,942)	(141,988)	(117,673)	–	**(1,674,410)**
Net book amount	**1,025,634**	**123,156**	**351,775**	**256,913**	**49,524**	**78,325**	**93,280**	**1,978,607**

The net book amount of property, plant and equipment includes $363 (2013: $419) in respect of motor vehicles held under finance leases.

Depreciation expense of $109,211 (2013: $106,691) has been charged in cost of sales and $134,409 (2013: $100,667) in 'selling, general and administrative expenses' (Note 28).

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

7 INVESTMENT PROPERTIES

	2014 $	2013 $
At 30 September		
Cost	**434,287**	332,394
Accumulated depreciation and impairment	**(43,945)**	(26,131)
Net book amount	**390,342**	306,263
Opening net book amount	**306,263**	325,101
Adjustment to opening balance and other adjustments	**(400)**	4,185
Translation adjustments	**(2,286)**	–
Additions	**21,833**	2,326
Transfer of assets from property, plant and equipment	**81,993**	–
Depreciation	**(3,506)**	(2,576)
Impairment	**(10,384)**	(6,399)
Disposals	**(3,171)**	(16,374)
Closing net book amount	**390,342**	306,263

The fair value of the investment properties amounted to $501,730 (2013: $432,380) as valued by an independent, professionally qualified valuer taking into consideration current replacement costs, land tax valuations and other valuation techniques.

The property rental income earned by the Group during the year from its investment properties, amounted to $38,759 (2013: $44,940). Direct operating expenses arising on the investment properties which generated revenue during the year amounted to $13,062 (2013: $12,265).

Direct operating expenses arising on the investment properties which did not generate revenue during the year amounted to $419 (2013: $721).

Depreciation and impairment expense has been charged in cost of sales.

30 September, 2014 Expressed in Thousands of Trinidad and Tobago dollars

8 GOODWILL

	2014 $	2013 $
At 30 September		
Cost	**277,866**	214,745
Translation adjustments	**(567)**	–
Accumulated impairment	**(70,775)**	(69,344)
Net book amount	**206,524**	145,401
Year ended 30 September		
Opening net book amount	**145,401**	145,284
Adjustments	**1,411**	–
Translation adjustments	**(567)**	–
Additions (Note 36)	**61,710**	1,548
Impairment charge (Note 28)	**(1,431)**	(1,431)
Closing net book amount	**206,524**	145,401

Goodwill is allocated to the Group's cash-generating units ('CGUs') identified according to country of operation and business segment.

A segment-level summary of the goodwill allocation is presented below.

	2014 $		2013 $	
	Trinidad and Tobago	Overseas	Trinidad and Tobago	Overseas
Automotive and Industrial Equipment	**11,665**	**34,911**	11,665	–
Energy and Industrial Gases	**34,776**	**2,485**	33,365	2,485
Integrated Retail	**6,559**	**73,383**	7,990	46,963
Insurance	**–**	**39,474**	–	39,662
Other Investments	**–**	**3,271**	–	3,271
Total	53,000	153,524	53,020	92,381

The recoverable amount of cash-generating units is determined based on value-in-use calculations.
These calculations use pre-tax cash flow projections based on financial budgets approved by management covering a five-year period.

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

8 GOODWILL (continued)

Key assumptions used for value-in-use calculations:

	2014		2013	
	Growth Rate[1]	Discount Rate[2]	Growth Rate[1]	Discount Rate[2]
Automotive and Industrial Equipment	**0%-4%**	**10.9%-11.8%**	0%-3%	12.6%
Energy and Industrial Gases	**2%-3%**	**11.5%-15.7%**	2%-13%	11.1%-14.4%
Integrated Retail	**0%-3%**	**8.9%-9.6%**	0%-3%	8.2%-10.2%
Other Investments	**0%-3%**	**10.4%**	0%-5%	8.2%
Insurance	**0%-5%**	**12.3%**	0%-5%	9.5%

[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 have been recognised at fair value at the acquisition date and are measured at carrying values less accumulated amortisation and impairment. No impairment has been recorded during the years presented.

	2014 $	2013 $
At 30 September		
Cost	**60,075**	53,655
Translation adjustments	**(168)**	–
Additions	**65**	6,420
Accumulated amortisation	**(9,497)**	(5,873)
Net book amount	**50,475**	54,202

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

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

10 INVESTMENTS IN ASSOCIATES AND JOINT VENTURES

	2014 $	2013 $
Investment and advances	**333,060**	291,813
Share of post acquisition reserves	**127,409**	138,565
	460,469	430,378
Balance at beginning of year	**430,378**	406,765
Additional investments and advances	**2,544**	5,639
Share of results before tax	**43,444**	62,591
Impairment	**–**	(14,926)
Share of tax	**(14,029)**	(17,317)
Dividends received	**(18,777)**	(11,984)
Disposal of associate	**(2,465)**	–
Gablewoods Supermart Ltd. - transferred from an associate to a subsidiary	**(38,794)**	–
Acquisition of an associate	**64,500**	–
Exchange differences	**(3,984)**	(185)
Other	**(2,348)**	(205)
Balance at end of year	**460,469**	430,378

The Group acquired a 20% stake in an IT services company based in Costa Rica. The acquisition cost the Group $64,500. At the time of the purchase a separate put and call option contract was entered into. At this point management's assessment is that the likelihood of either party exercising their option is remote. As such no financial liability is recognised in the results of the Group.

The share of results before tax includes $766 in 2014 (2013: $766) representing the impairment charge for goodwill in respect of acquisition of associates. Investments in associates at 30 September, 2014 include goodwill of $19,735 (2013: $7,089), net of accumulated impairment of $8,426 (2013: $7,660).

The principal associate is Banks Holdings Limited which is listed and incorporated in Barbados.

	2014 $	2013 $
Investments and advances	**190,347**	190,347
Share of post acquisition losses	**(9,551)**	(6,901)
	180,796	183,446

The market value of shares in Banks Holdings Limited as at 30 September, 2014 is $123,399 (2013: $124,563).

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

10 INVESTMENTS IN ASSOCIATES AND JOINT VENTURES (continued)

Analysis of position and results of the Group's investments in associates and joint ventures are as follows:

	2014 $	2013 $
Assets	**899,333**	906,598
Liabilities	**414,072**	420,566
Revenues	**936,075**	977,915
Net profit after tax	**29,415**	30,348

The Group has investments in associates whose year ends are not coterminous with 30 September. These are principally:

	Country of Incorporation	Reporting Year End
Banks Holdings Limited	Barbados	August 31
Massy Wood Group Limited	Trinidad and Tobago	December 31
G4S Holdings Trinidad Limited	Trinidad and Tobago	December 31
G4S Security Services (Barbados) Limited	Barbados	December 31

11 CREDIT QUALITY OF FINANCIAL ASSETS

Credit quality – investments

	Low Risk $	Standard Risk $	Sub-Standard Risk $	Impaired $	Total $
Investments					
2013	348,764	228,557	967	–	578,288
2014	**384,468**	**255,182**	**959**	**–**	**640,609**

30 September, 2014 Expressed in Thousands of Trinidad and Tobago dollars

11 CREDIT QUALITY OF FINANCIAL ASSETS (continued)

Credit quality – other financial assets

	Fully Performing $	Past Due but not Impaired $	Impaired $	Provision for Impairment $	Total $
2014					
Instalment credit and other loans					
(Note 15)	365,081	25,194	7,765	(7,571)	**390,469**
Trade receivables (Note 18)	474,730	366,558	70,937	(74,384)	**837,841**
	839,811	**391,752**	**78,702**	**(81,955)**	**1,228,310**

	Fully Performing $	Past Due but not Impaired $	Impaired $	Provision for Impairment $	Total $
2013					
Instalment credit and other loans					
(Note 15)	309,720	18,519	8,786	(7,044)	329,981
Trade receivables	391,358	388,122	74,007	(74,749)	778,738
	701,078	**406,641**	**82,793**	**(81,793)**	**1,108,719**

The credit quality of other investments has been analysed into the following categories:

Low Risk	These comprise Sovereign Debt Investments where there has been no history of default.
Standard	These investments are current and have been serviced in accordance with the terms and conditions of the underlying agreements.
Sub-Standard	These investments are either greater than 90 days in arrears but are not considered to be impaired or have been restructured in the past year.
Impaired	These investments are non-performing.

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

12 FINANCIAL ASSETS

	2014 $	2013 $
Held to maturity	**460,320**	438,302
Loans and receivables	**8,891**	7,369
Available-for-sale	**49,196**	15,289
	518,407	460,960
Fair value through profit or loss (Note 13)	**122,202**	117,328
	640,609	578,288

a) Financial assets – Held to maturity and loans and receivables

	Held to maturity $	Loans and receivables $	Total $
2014			
Beginning of the year	438,302	7,369	**445,671**
Amortisation cost	(1,113)	–	**(1,113)**
Acquisition of subsidiary	2,350	–	**2,350**
Additions	51,368	2,093	**53,461**
Disposals	(26,491)	(502)	**(26,993)**
Other	(4,096)	(69)	**(4,165)**
End of the year	**460,320**	**8,891**	**469,211**
2013			
Beginning of the year	356,466	38,008	394,474
Amortisation cost	(2,039)	–	(2,039)
Additions	126,067	–	126,067
Disposals	(39,441)	(30,639)	(70,080)
Other	(2,751)	–	(2,751)
End of the year	**438,302**	**7,369**	**445,671**

The fair value of held to maturity financial assets and loans and receivables approximate their carrying amounts.

30 September, 2014 Expressed in Thousands of Trinidad and Tobago dollars

12 FINANCIAL ASSETS (continued)

b) Financial assets – Available-for-sale investments

	2014 $	2013 $
Beginning of the year	**15,289**	19,801
Exchange differences	**(536)**	(1)
Acquisition of subsidiary	**34,094**	–
Change in market value/impairment charge	**904**	(26)
Additions	**19**	–
Disposals	**(2,240)**	(1,348)
Net gain/(loss) transferred from equity to other comprehensive income	**1,666**	(3,137)
	49,196	15,289

Available-fo-sale investments include the following:		
Bonds and treasury bills	**1,237**	3,270
Quoted securities	**15,355**	11,544
Unquoted securities	**32,604**	475
	49,196	15,289

Available-fo-sale investments are denominated in the following currencies:		
Trinidad & Tobago dollars	**259**	335
Barbados dollars	**12,402**	10,593
United States dollars	**2,195**	4,238
Other	**34,340**	123
	49,196	15,289

The maximum exposure to credit risk at the reporting date is the carrying value of the debt securities classified as available-for-sale.

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

13 FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

	2014 $	2013 $
Beginning of the year	**117,328**	114,844
Exchange differences	**(1,118)**	–
Change in market value/impairment charge	**3,595**	4,731
Additions	**15,484**	44,863
Disposals	**(13,087)**	(47,110)
	122,202	117,328

14 DEFERRED INCOME TAX

Deferred income taxes are calculated in full, on temporary differences under the liability method using a principal tax rate of 25% (2013: 25%).

The movement in the deferred income tax account is as follows:

Deferred income tax liabilities

	2014 $	2013 $
Balance at beginning of year	**169,393**	128,390
Charge for the year	**1,489**	5,943
Exchange adjustment	**(2,005)**	(2,680)
Other movements	**11,461**	37,740
Balance at end of year	**180,338**	169,393

30 September, 2014 Expressed in Thousands of Trinidad and Tobago dollars

14 DEFERRED INCOME TAX (continued)

Deferred income tax liabilities (continued)

The movement in the deferred tax liabilities during the year ended 30 September, 2014 is as follows:

Year ended	2013 $	Charge to Consolidated Income Statement $	Other Movements $	2014 $
Accelerated depreciation	67,580	1,482	2,475	**71,537**
Pension plan surplus	101,403	(96)	5,898	**107,205**
Other	410	103	1,083	**1,596**
	169,393	**1,489**	**9,456**	**180,338**

The movement in the deferred tax liabilities during the year ended 30 September, 2013 is as follows:

Year ended	2013 $	Charge to Consolidated Income Statement $	Other Movements $	2014 $
Accelerated depreciation	65,925	3,364	(1,709)	**67,580**
Pension plan surplus	63,007	2,398	35,998	**101,403**
Other	(542)	181	771	**410**
	128,390	**5,943**	**35,060**	**169,393**

Deferred income tax assets

The movement in the deferred tax assets during the year ended 30 September, 2014 is as follows:

	2014 $	2013 $
Balance at beginning of year	**76,421**	61,980
(Charge)/credit for the year	**(7,554)**	5,217
Other movements	**(1,104)**	9,224
Balance at end of year	**67,763**	76,421

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

14 DEFERRED INCOME TAX (continued)

Deferred income tax assets (continued)

The movement in the deferred tax assets during the year ended 30 September, 2014 is as follows:

Year ended	2013 $	(Charge)/Credit to Consolidated Income Statement $	Other Movements $	2014 $
Accelerated depreciation	25,146	(1,035)	(980)	**23,131**
Tax losses carried forward	23,163	(6,805)	235	**16,593**
Other	28,112	286	(359)	**28,039**
	76,421	**(7,554)**	**(1,104)**	**67,763**

The movement in the deferred tax assets during the year ended 30 September, 2013 is as follows:

Year ended	2013 $	(Charge)/Credit to Consolidated Income Statement $	Other Movements $	2014 $
Accelerated depreciation	22,807	1,691	648	**25,146**
Tax losses carried forward	11,163	3,057	8,943	**23,163**
Other	28,010	469	(367)	**28,112**
	61,980	**5,217**	**9,224**	**76,421**

Deferred income 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.

30 September, 2014 Expressed in Thousands of Trinidad and Tobago dollars

15 INSTALMENT CREDIT AND OTHER LOANS

These represent the instalment credit and other loans granted mainly by Massy Finance GFC Ltd. (formerly General Finance Corporation Limited).

	2014 $	2013 $
Amounts due within one year	**142,855**	141,251
Between two and five years	**228,167**	180,080
Over five years	**27,018**	15,694
	398,040	337,025
Provision for losses	**(7,571)**	(7,044)
	390,469	329,981
Due within one year	**(135,285)**	(134,207)
	255,184	195,774

15.1 Sectoral analysis of instalment credit and other loans

	2014 $	2013 $
Consumer	**214,210**	152,935
Manufacturing	**9,114**	8,823
Distribution	**28,483**	30,800
Construction	**28,908**	34,544
Transport	**41,822**	40,421
Agriculture	**4,369**	1,521
Petroleum	**2,033**	2,273
Residential mortgages	**1,671**	160
Other	**59,859**	58,504
	390,469	329,981

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

15 INSTALMENT CREDIT AND OTHER LOANS (continued)

15.2 Provision for losses

	2014 $	2013 $
Balance at beginning of year	**7,044**	7,710
Charge for the year	**2,094**	100
Amount written off net of recoveries	**(1,567)**	(766)
Balance at end of year	**7,571**	7,044

The maximum exposure to credit risk at the reporting date is the carrying value of the instalment credit and other loans. The Group holds $410,455 (2013: $370,241) of collateral as security.

16 RETIREMENT BENEFIT ASSETS / OBLIGATIONS

	2014 $	2013 $ (Restated)
Neal & Massy Group Pension Fund Plan	**386,729**	364,960
Overseas plans – Other	**52,030**	46,803
	438,759	411,763

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

30 September, 2014 Expressed in Thousands of Trinidad and Tobago dollars

16 RETIREMENT BENEFIT ASSETS / OBLIGATIONS (continued)

Neal & Massy Group Pension Fund Plan

	2014 $	2013 $ (Restated)
The amounts recognised in the statement of financial position are as follows:		
Fair value of plan assets	**1,628,338**	1,583,271
Present value of obligation	**(1,084,933)**	(1,062,669)
	543,405	520,602
Unutilisable asset	**(156,676)**	(155,642)
Asset in the statement of financial position	**386,729**	364,960
The movement in the defined benefit obligation over the year is as follows:		
Opening present value of defined benefit obligation	**1,062,669**	1,042,565
Current service cost	**18,177**	16,382
Interest cost	**52,623**	51,590
Actuarial (gains)/losses on obligation	**(9,952)**	(9,938)
Benefits paid	**(38,584)**	(37,930)
Closing present value of defined benefit obligation at 30 September	**1,084,933**	1,062,669
The movement in the fair value of plan assets for the year is as follows:		
Opening fair value of plan assets	**1,583,271**	1,420,661
Expected return on plan assets	**70,417**	62,511
Actuarial gains on plan assets	**13,234**	138,029
Benefits paid	**(38,584)**	(37,930)
Closing fair value of plan assets at 30 September	**1,628,338**	1,583,271

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

16 RETIREMENT BENEFIT ASSETS / OBLIGATIONS (continued)

Neal & Massy Group Pension Fund Plan (continued)

The amounts recognised in the consolidated income statement are as follows:

	2014 $	2013 $ (Restated)
Current service cost	**18,177**	16,382
Net interest cost	**(17,794)**	(10,921)
Total included in other income	**383**	5,461
Actuarial (gains)/losses recognised in comprehensive income before tax	**(22,152)**	(143,810)

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

	2014 $	2013 $ (Restated)
Asset at beginning of year	**364,960**	226,611
Net pension expense	**(383)**	(5,461)
Actuarial gains	**22,152**	143,810
Asset at end of year	**386,729**	364,960

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%

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

30 September, 2014 Expressed in Thousands of Trinidad and Tobago dollars

16 RETIREMENT BENEFIT ASSETS / OBLIGATIONS (continued)

Neal & Massy Group Pension Fund Plan (continued)

Plan assets are comprised as follows:

	2014 $	2013 $
Local Equities/Mutual Funds	**43%**	41%
Local Bonds/Mortgages	**21%**	20%
Foreign Investments	**29%**	28%
Deferred Annuities/Insurance Policy	**4%**	4%
Short-term Securities/Cash/Accrued Income	**3%**	7%

The average life expectancy in years of a pensioner retiring at age 60 is as follows:

	2014	2013
Male	**82**	82
Female	**86**	86

Overseas plans – Other

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

	2014 $	2013 $ (Restated)
Fair value of plan assets	**199,455**	195,008
Present value of the defined benefit obligation	**(129,630)**	(126,438)
	69,825	68,570
Unutilisable asset	**(17,795)**	(21,767)
Asset recognised in the statement of financial position	52,030	46,803

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

16 RETIREMENT BENEFIT ASSETS / OBLIGATIONS (continued)

Overseas plans – Other (continued)

The movement in the defined benefit obligation over the year is as follows:

	2014 $	2013 $ (Restated)
Opening present value of defined benefit obligation	126,438	118,456
Current service cost	2,967	2,537
Interest cost	8,977	8,588
Plan participant contributions	2,877	2,791
Actuarial (gain)/loss on obligation	(2,411)	5,255
Liabilities extinguished on settlement/curtailment	(23)	(7)
Exchange differences on foreign plans	(3,915)	(4,830)
Benefits paid	(5,280)	(6,352)
Closing present value of defined benefit obligation	129,630	126,438

The movement in the fair value of plan assets for the year is as follows:

	2014 $	2013 $ (Restated)
Opening fair value of plan assets	195,008	195,285
Income from discount rate on utilisable plan assets	12,692	11,153
Actual return on assets greater than/(less than) above	(572)	253
Exchange differences on foreign plans	(7,267)	(9,994)
Employer contributions	1,997	1,872
Plan participant contributions	2,877	2,791
Benefits paid	(5,280)	(6,352)
Closing fair value of plan assets at 30 September	199,455	195,008

The amounts recognised in the consolidated income statement are as follows:

	2014 $	2013 $ (Restated)
Current service cost	2,967	2,537
Net interest cost	(3,715)	(2,565)
Curtailments and settlements	(23)	(7)
Total included in other income	(771)	(35)
Actual return on plan assets	12,119	11,406

30 September, 2014 Expressed in Thousands of Trinidad and Tobago dollars

16 RETIREMENT BENEFIT ASSETS / OBLIGATIONS (continued)

Overseas plans – Other (continued)

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

	2014 $	2013 $ (Restated)
Asset at beginning of year	**46,803**	32,040
Gain recognised in retained earnings	**5,810**	18,019
Net pension income	**771**	35
Employer contributions	**1,997**	1,872
Exchange adjustment	**(3,351)**	(5,163)
Asset at end of year	**52,030**	46,803
Actuarial gains recognised in comprehensive income before tax	**5,810**	18,019

The principal actuarial assumptions used were:

	Per annum	Per annum
Discount rate	**6%-9.5%**	6%-10%
Future salary increases	**5%-5.5%**	5%-8%
Future NIS increases	**4%-5.5%**	3%-4%
Future pension increases	**1%-5%**	0%-5%
Future bonuses	**1%-2.5%**	0%-2%

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

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

16 RETIREMENT BENEFIT ASSETS / OBLIGATIONS (continued)

Overseas plans - BS&T

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

	2014 $	2013 $ (Restated)
Fair value of plan assets	**473,031**	468,182
Present value of the defined benefit obligation	**(507,814)**	(504,079)
Liability in the statement of financial position	**(34,783)**	(35,897)

The movement in the defined benefit obligation over the year is as follows:

	2014	2013
Opening present value of defined benefit obligation	**504,079**	481,744
Current service cost	**8,288**	8,603
Interest cost	**38,317**	36,686
Actuarial losses/(gains) on obligation	**(5,360)**	13,046
Liabilities extinguished on settlement/curtailment	**-**	(2,045)
Exchange differences on foreign plans	**(4,764)**	-
Benefits paid	**(32,746)**	(33,955)
Closing present value of defined benefit obligation at 30 September	**507,814**	504,079

The movement in the fair value of plan assets for the year is as follows:

	2014	2013
Opening fair value of plan assets	**468,182**	468,827
Expected return on plan assets	**35,553**	35,716
Actuarial losses on plan assets	**(9,626)**	(19,582)
Administration expenses	**(710)**	(829)
Employer contributions	**16,813**	18,005
Exchange differences	**(4,435)**	-
Benefits paid	**(32,746)**	(33,955)
Closing fair value of plan assets at 30 September	**473,031**	468,182

30 September, 2014 Expressed in Thousands of Trinidad and Tobago dollars

16 RETIREMENT BENEFIT ASSETS / OBLIGATIONS (continued)

Overseas plans - BS&T (continued)

The amounts recognised in the consolidated income statement are as follows:

	2014 $	2013 $ (Restated)
Current service cost	**8,288**	8,603
Net interest cost	**2,763**	970
Administration expenses	**710**	829
Gains on curtailments and settlements	**-**	(2,045)
Expense recognised in the income statement	**11,761**	8,357
Actual return on plan assets	**25,928**	16,135
Liability at beginning of year	**(35,897)**	(12,917)
Expense recognised in other comprehensive income	**(4,266)**	(32,628)
Net pension expense	**(11,761)**	(8,357)
Contributions paid	**16,813**	18,005
Exchange adjustment	**328**	-
Liability at end of year	**(34,783)**	(35,897)

The principal actuarial assumptions used were:

	Per annum	Per annum
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.

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

16 RETIREMENT BENEFIT ASSETS / OBLIGATIONS (continued)

Overseas plans - BS&T (continued)

The average life expectancy in years of a pensioner retiring at age 60 is as follows:

	2014	2013
Male	**82**	82
Female	**86**	86

17 INVENTORIES

	2014 $	2013 $
Finished goods and goods for resale	**1,178,492**	993,655
Goods in transit	**260,876**	226,053
Raw materials and consumables	**65,884**	71,583
Work in progress	**31,740**	34,043
	1,536,992	1,325,334

The cost of inventories recognised as expense and included in 'cost of sales' amounted to $7,173,903 (2013: $6,209,673).

30 September, 2014 Expressed in Thousands of Trinidad and Tobago dollars

18 TRADE AND OTHER RECEIVABLES

	2014 $	2013 $
Trade receivables	**892,500**	835,899
Receivables with related parties	**19,725**	17,588
Less: provision for impairment of receivables	**(74,384)**	(74,749)
Trade receivables - net	**837,841**	778,738
Other debtors and prepayments	**1,246,244**	965,130
Less: provision for impairment	**(21,910)**	(4,810)
Other debtors and prepayments – net	**1,224,334**	960,320
	2,062,175	1,739,058

Given the short-term nature of the trade and other receivables, the fair value approximates the carrying amount of these assets. There is no concentration of credit risk with respect to trade receivables, as the Group has a large number of regionally dispersed customers.

Aging analysis – financial assets

	Past Due But Not Impaired				
	< 30 days $	31 – 60 days $	61 – 90 days $	>90 days $	Total $
2013					
Trade receivables	140,130	88,930	68,444	90,614	388,118

	< 1 year	1- 2 years	> 2 years	Total
Instalment credit and other loans	6,667	4,223	7,629	18,519

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

18 TRADE AND OTHER RECEIVABLES (continued)

Aging analysis – financial assets (continued)

	Past Due But Not Impaired < 30 days $	31 – 60 days $	61 – 90 days $	>90 days $	Total
2014					
Trade receivables	**96,899**	**111,469**	**86,611**	**71,579**	**366,558**

	< 1 year	1- 2 years	> 2 years	Total
Instalment credit and other loans	**4,809**	**3,947**	**16,438**	**25,194**

Provisions for Impairment

	Opening Balance $	Provision for Impairment $	Written off during the year $	Unused Provision reversed $	Closing balance $
2013					
Instalment credit and other loans	7,710	100	(66)	(700)	7,044
Trade receivables	100,047	10,170	(32,234)	(3,234)	74,749
Other debtors and prepayments	4,851	571	(215)	(397)	4,810
	112,608	10,841	(32,515)	(4,331)	86,603

30 September, 2014 Expressed in Thousands of Trinidad and Tobago dollars

18 TRADE AND OTHER RECEIVABLES (continued)

Provisions for Impairment (continued)

	Opening Balance $	Provision for Impairment $	Written off during the year $	Unused Provision reversed $	Closing balance $
2014					
Instalment credit and other loans	7,044	2,094	(1,567)	–	**7,571**
Trade receivables	74,749	15,159	(14,339)	(1,185)	**74,384**
Other debtors and prepayments	4,810	17,896	(243)	(553)	**21,910**
	86,603	**35,149**	**(16,149)**	**(1,738)**	**103,865**

The maximum exposure to credit risk at the reporting date is the carrying value of each class of receivable mentioned above.

The carrying amounts of the Group's trade and other receivables are reported in the following currencies:

	2014 $	2013 $
Trinidad and Tobago dollars	**924,530**	672,152
Barbados & Eastern Caribbean dollars	**902,353**	858,634
Jamaican dollars	**86,389**	114,779
Guyanese dollars	**88,855**	87,998
Colombian pesos	**23,426**	–
Other	**36,622**	5,495
	2,062,175	1,739,058

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

19 CASH AND CASH EQUIVALENTS

	2014 $	2013 $
Cash at bank and in hand	**1,494,672**	815,880
Short-term bank deposits	**131,372**	298,110
	1,626,044	1,113,990
Transferred to disposal group classified as held for sale:		
Cash at bank and in hand	**–**	(1,433)
Group Total	**1,626,044**	1,112,557

The effective interest rate on short-term bank deposits was 1% (2013: 1%). These deposits have an average maturity of 90 days.

Cash, cash equivalents and bank overdrafts include the following for the purposes of the cash flow statement:

	2014 $	2013 $
Cash and cash equivalents	**1,626,044**	1,112,557
Bank overdrafts (Note 23)	**(12,540)**	(13,490)
Cash, net of bank overdrafts	**1,613,504**	1,099,067
Transferred to disposal group classified as held for sale:		
Cash and cash equivalents	**–**	**1,433**
Bank overdrafts	**–**	**(5,161)**
Group Total		
Cash and cash equivalents	**1,626,044**	1,113,990
Bank overdrafts	**(12,540)**	(18,651)
Cash, net of bank overdrafts	**1,613,504**	1,095,339

30 September, 2014 Expressed in Thousands of Trinidad and Tobago dollars

20 SHARE CAPITAL

	Number Of Shares #	Ordinary Shares $	Total $
At 30 September, 2013	97,428	717,746	**717,746**
Employee share grant - value of services provided	–	5,454	**5,454**
Share options exercised	190	11,040	**11,040**
Shares to be issued	123	7,192	**7,192**
At 30 September, 2014	**97,741**	**741,432**	**741,432**
At 30 September, 2012	97,035	554,488	554,488
Employee share grant - value of services provided	–	2,787	2,787
Share options exercised	291	13,801	13,801
Shares to be issued	102	4,855	4,855
Cancellation of treasury shares	–	141,815	141,815
At 30 September, 2013	**97,428**	**717,746**	**717,746**

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

Repurchase of Shares in 2013

In 2008, Neal & Massy Holdings Limited purchased The Barbados Shipping & Trading Company Limited which owned shares in Neal & Massy Holdings Limited. The treasury shares (3.5 million) were valued at $166,933 and were deducted from share capital. During the financial year ended 30 September, 2013, these shares were cancelled. The Companies Act (1995) prescribes the calculation for such a transaction and the amount of $25,118 is allowed as a reduction to share capital. The remaining amount was reclassified to Retained Earnings in accordance with IFRS. Transaction costs of $1,135 were incurred on this transaction.

Share Options

Effective 1 October, 2004, the Company introduced an Executive Share Option Plan (“Plan”). Share options were granted to individuals employed by the Parent Company or its subsidiaries in a senior capacity including directors holding any executive office with the Company or any of its subsidiaries. The options were granted at the average market price of the shares, in the calendar month prior to the beginning of the applicable performance period and were exercisable at that price. Options were exercisable beginning three years from the date of grant and have a contractual option term of three years. When the options were exercised, the proceeds received net of any transaction costs were credited to share capital. 2014 was the last year for which share options were exercisable under this 2004 Plan, as the last tranche of options expired on 30 September, 2014.

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

20 SHARE CAPITAL (continued)

Share Options

Movements in the number of share options outstanding and their related weighted average exercise prices are as follows:

	2014 000's Options	2013 000's Options
At 1 October	**417**	833
Forfeited	**(29)**	–
Expired	**(75)**	(23)
Exercised (issued)	**(190)**	(291)
Exercised (to be issued)	**(123)**	(102)
At 30 September	**–**	417

Share options outstanding at the end of the year have the following expiry date and exercise prices:

Exercise date – 1 October	Exercise Price $	Options 2014	Options 2013
2013	$ 47.45	**–**	–
2014	$ 58.33	**–**	417

No options were granted in 2014 and 2013.

Share grants

The Shareholders of Massy Holdings Ltd. (formerly Neal & Massy Holdings Limited) 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 26 September, 2013 and the first tranche of shares was awarded on 1 October, 2013 for the Executive Performance Period of 1 October, 2012 to 30 September, 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, for a minimum period of three years.

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 mandatory compound annual growth rate from the Base Share Price, which must be achieved to trigger the vesting and issue of the shares. The amount recognised in the income statement of $5,454 (2013: $2,787) is the best estimate of the Award value over its specified life – i.e. until vesting or expiry.

30 September, 2014 Expressed in Thousands of Trinidad and Tobago dollars

20 SHARE CAPITAL (continued)

	2014	2013
Key Assumptions are:		
- Share price growth	**5%**	5%
- Expected life (years)	**4.5**	4.5
- Expected volatility	**10.56%**	10.98%
- Annual dividend increase rate	**15%**	15%

21 DIVIDENDS PER SHARE

	2014 $	2013 $
Interim paid – 51 cents per share (2013 – 50 cents)	**49,700**	48,574
Final paid – 125 cents per share (2013 – 105 cents)	**121,787**	105,562
	171,487	154,136

On 17 December, 2014 the Board of Directors of Massy Holdings Ltd. declared a final dividend per share of $1.39 cents, bringing the total dividends per share for the financial year ended 30 September, 2014 to $1.90 (2013 - $1.75).

22 NON-CONTROLLING INTERESTS

	2014 $	2013 $
Balance at beginning of year	**174,684**	135,761
Additions	**79,061**	–
Share of profit for the year	**45,096**	54,646
Purchase of non-controlling interests	**(52,658)**	(9,380)
Dividends	**(33,114)**	(27,635)
Other movements	**22,583**	21,292
Balance at end of year	**235,652**	174,684

On 31 December, 2013, the Group purchased the non-controlling interest 42.708% in Massy Gas Products Ltd. (MGPL) from Air Liquide International, S.A. for $290,677. The purchase effectively rendered MGLP a fully owned subsidiary of the Group.

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

23 BORROWINGS

	2014 $	2013 $
Continuing operations		
Fixed interest mortgage loans	**49,679**	58,288
Other secured advances	**2,010,765**	704,862
Unsecured advances	**394,323**	533,309
Bank overdrafts and other short-term borrowings	**12,540**	13,490
Total borrowings	**2,467,307**	1,309,949
Less short-term borrowings	**(522,446)**	(592,092)
Medium and long-term borrowings	**1,944,861**	717,857
Short-term borrowings comprise:		
Continuing operations		
Bank overdrafts and other short-term borrowings	**12,540**	13,490
Current loan instalments	**509,906**	578,602
	522,446	592,092
Transferred to disposal group classified as held for sale		
Bank overdrafts and other short-term borrowings	**-**	5,161
Current loan instalments	**-**	388,825
	-	393,986
Group Total		
Bank overdrafts and other short-term borrowings	**12,540**	18,651
Current loan instalments	**509,906**	967,427
	522,446	986,078

On 30 July, 2014, Massy Holdings Ltd. (formerly Neal & Massy Holdings Limited) issued a $1.2B TT Dollar Fixed Rate Bond. A private auction system was used to determine the issue size and cost of each series of the bond issue. RBC Merchant Bank (Caribbean) Limited was the Arranger and RBC Trust (Trinidad & Tobago) Limited was the Trustee. The bond was issued at a premium. The face value of both series was $600M each with a tenor of 10 years (Series A) and 15 years (Series B) and a coupon of 4.00% and 5.25% respectively. Interest will be paid on a semi-annual basis in arrears and the principal will be repaid via a bullet payment at maturity.

30 September, 2014 Expressed in Thousands of Trinidad and Tobago dollars

23 BORROWINGS (continued)

Total borrowings include secured liabilities of $2,010,765 (2013: $708,295).

Secured liabilities for discontinued operations amounted to $0 (2013: $388,825). Bank borrowings are secured by the land and buildings of the Group.

The exposure of the Group's borrowings to interest rate changes and the contractual repricing dates at the statement of financial position dates are as follows:

	2014 $	2013 $
Continuing operations		
6 months or less	**12,540**	13,490
6-12 months	**509,906**	578,602
1-5 years	**350,416**	353,108
Over 5 years	**1,594,445**	364,749
	2,467,307	1,309,949

The carrying amount and fair value of the borrowings are as follows:-

	Carrying Amount		Fair Value	
	2014 $	2013 $	2014 $	2013 $
Continuing operations				
Fixed interest mortgage loans	**49,679**	58,288	**49,679**	58,288
Other secured advances	**2,010,765**	704,862	**2,010,765**	704,862
Unsecured advances	**394,323**	533,309	**394,323**	533,309
	2,454,767	1,296,459	**2,454,767**	1,296,459

The carrying amounts of short-term borrowings and current borrowings approximate their fair value.

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

23 BORROWINGS (continued)

	2014 $	2013 $
Continuing operations		
The maturity of borrowings is as follows:		
Payable within one year	**522,446**	592,092
Payable between two and five years	**350,416**	353,108
Payable between six and ten years	**992,787**	364,749
Payable over ten years	**601,658**	–
	2,467,307	1,309,949

Interest charges on secured and unsecured loans vary from 1.75% to 10.9% (2013: 2% to 11.62%) per annum.

The effective interest rates were as follows:

	2014			2013		
	US$ %	TT$ %	Other %	US$ %	TT$ %	Other %
Fixed interest mortgage loans	**3-10**	**7.75-10**	**–**	3-8	8-10	–
Other secured advances	**2.2-3.15**	**1.75-10.5**	**6-10.9**	2.2-11.62	1.75-10.5	6-11.62
Unsecured advances	**2-3.80**	**2-9**	**3.25-9.19**	2-11.62	2.25-10	3.25-6.82
Bank overdrafts and other short-term borrowings	**–**	**7.5-7.75**	**12**	–	7.5-7.75	12

The carrying amounts of the Group's borrowings are denominated in the following currencies:

	2014 $	2013 $
US dollars	**139,837**	153,098
Barbados dollars	**390,794**	421,133
Trinidad & Tobago dollars	**1,850,651**	732,612
Other	**86,025**	3,106
	2,467,307	1,309,949

30 September, 2014 Expressed in Thousands of Trinidad and Tobago dollars

24 CUSTOMERS' DEPOSITS

These represent the deposits for fixed terms accepted mainly by Massy Finance GFC Ltd (formerly General Finance Corporation Limited).

	2014 $	2013 $
Payable within one year	**210,124**	219,699
Payable between two and five years	**63,249**	–
	273,373	219,699
Sectoral analysis of deposit balances		
Private sector	**49,644**	26,010
Consumers	**223,729**	193,689
	273,373	219,699

25 PROVISIONS FOR OTHER LIABILITIES AND CHARGES

The Company maintains a self-insured program covering portions of Group life and consequential loss insurance. The amounts in excess of the self-insured levels are fully insured; subject to certain limitations and exclusions. The Company accrues its estimated liability for these self-insured programs, including estimates for insured but not reported claims, based on known claims and past claims history. The remaining balance for provisions for other liabilities and charges stem from accruals for outstanding tax claims or assessments.

26 TRADE AND OTHER PAYABLES

	2014 $	2013 $
Trade creditors	**692,637**	790,762
Other payables	**879,798**	766,960
	1,572,435	1,557,722

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

27 LIABILITIES ON INSURANCE CONTRACTS

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:

	2014 $	2013 $
Outstanding claims	**318,477**	314,235
Unearned premiums	**314,853**	345,946
	633,330	660,181

Movement in outstanding claims reserve may be analysed as follows:

	Insurance Liabilities 2014 $	Reinsurers' Share 2014 $	Insurance Liabilities 2013 $	Reinsurers' Share 2013 $
Beginning of the year	**314,235**	**93,910**	458,190	150,230
Exchange adjustment	**(2,937)**	**(878)**	–	–
Claims incurred	**178,792**	**83,635**	129,134	47,209
Claims paid	**(171,613)**	**(68,732)**	(273,089)	(103,529)
	318,477	**107,935**	**314,235**	**93,910**

Movement in the unearned premium reserve may be analysed as follows:

	Insurance Liabilities 2014 $	Reinsurers' Share 2014 $	Insurance Liabilities 2013 $	Reinsurers' Share 2013 $
Beginning of the year	**345,946**	**223,504**	337,217	245,808
Exchange adjustment	**(3,234)**	**(2,088)**	–	–
Premiums written in the year	**711,463**	**502,878**	666,432	412,998
Premiums earned in the year	**(739,322)**	**(495,094)**	(657,703)	(435,302)
	314,853	**229,200**	**345,946**	**223,504**

27 LIABILITIES ON INSURANCE CONTRACTS (continued)

The reinsurers' share of outstanding claims and unearned premium reserves are included in accounts receivable. Claims reserves comprise provisions for claims reported by policyholders and claims incurred but not yet reported and are established to cover the ultimate cost of settling the liabilities in respect of claims that have occurred and are estimated based on known facts at the statement of financial position date. Outstanding claims reserves are 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 are separately assessed by loss adjusters. Judgement is used to assess the extent to which external factors such as judicial decisions and government legislation affect the estimates. The ultimate liabilities will vary as a result of subsequent developments. Differences resulting from reassessment of the ultimate liabilities are recognised in subsequent periods.

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

27 LIABILITIES ON INSURANCE CONTRACTS (continued)

Claims development table

Gross	2005 $	2006 $	2007 $	2008 $	2009 $	2010 $	2011 $	2012 $	2013 $	2014 $	Total $
At end of accident year	178,616	103,408	156,259	283,232	131,532	149,645	277,110	132,167	143,410	174,908	
One year later	187,918	109,634	156,008	272,714	199,465	187,607	333,687	169,206	151,290		
Two years later	184,489	109,431	168,548	272,652	209,472	231,524	333,094	169,038			
Three years later	180,985	109,021	168,899	275,321	204,454	230,413	331,960				
Four years later	180,541	104,543	161,042	268,246	202,585	228,959					
Five years later	178,536	105,071	159,051	266,582	199,379						
Six years later	179,547	104,807	156,388	265,910							
Seven years later	177,739	103,833	156,126								
Eight years later	178,918	104,105									
Nine years later	177,508										
	177,508	104,105	156,126	265,910	199,379	228,959	331,960	169,038	151,290	174,908	**1,959,183**
Cumulative payments											
to date	166,623	94,938	139,756	297,741	246,601	128,611	311,712	115,812	117,744	71,330	**1,690,868**
Liability recognised	10,885	9,167	16,370	(31,831)	(47,222)	100,348	20,248	53,226	33,546	103,578	**268,315**
Liability in respect of prior years											**50,162**
Total liability											**318,477**
Net favourable											
(unfavourable) development	1,108	(697)	133	17,322	(67,847)	(79,314)	(54,850)	(36,871)	(7,880)		

30 September, 2014 Expressed in Thousands of Trinidad and Tobago dollars

27 LIABILITIES ON INSURANCE CONTRACTS (continued)

Claims development table (continued)

Net Claims	2005 $	2006 $	2007 $	2008 $	2009 $	2010 $	2011 $	2012 $	2013 $	2014 $	Total $
At end of accident year	116,520	90,953	102,245	154,379	129,189	147,099	135,271	98,240	87,401	108,386	
One year later	114,621	88,929	100,740	164,636	185,737	162,421	207,353	107,109	97,634		
Two years later	112,765	90,336	102,216	167,245	185,858	205,432	209,399	112,472			
Three years later	108,398	89,445	104,090	173,361	181,680	204,286	208,944				
Four years later	105,439	86,044	107,839	167,630	179,534	203,427					
Five years later	103,874	85,784	106,033	165,911	176,681						
Six years later	107,228	85,696	104,072	165,276							
Seven years later	105,435	84,981	103,797								
Eight years later	106,614	85,246									
Nine years later	105,198										
	105,198	85,246	103,797	165,276	176,681	203,427	208,944	112,472	97,634	108,386	**1,367,061**
Cumulative payments											
to date	94,344	76,085	87,528	197,580	224,439	104,132	108,566	81,806	142,269	45,888	**1,162,637**
Liability recognised	10,854	9,161	16,269	(32,304)	(47,758)	99,295	100,378	30,666	(44,635)	62,498	**204,424**
Liability in respect of prior years											**46,103**
Total liability											**250,527**
Net favourable											
(unfavourable) development	11,322	5,707	(1,552)	(10,897)	(47,492)	(56,328)	(73,673)	(14,232)	(10,233)		

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

28 OPERATING PROFIT BEFORE FINANCE AND REBRANDING COSTS

	2014 $	2013 $ (Restated)
Revenue	**10,703,801**	9,391,521
Cost of sales	**(7,720,716)**	(6,730,061)
Gross profit	**2,983,085**	2,661,460
Selling, general and administrative expenses	**(2,272,439)**	(2,019,691)
Other income	**170,155**	167,962
	880,801	809,731

Selling, general and administrative expenses include the following:

	2014 $	2013 $ (Restated)
Staff costs	**881,621**	782,226
Depreciation	**134,409**	100,667
Impairment charge – investment properties	**10,384**	6,399
Impairment of goodwill	**1,431**	1,431
Amortisation of other intangible assets	**3,624**	3,223
Directors' fees	**2,989**	2,539
Operating lease rentals	**72,141**	45,162

29 STAFF COSTS

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

	2014 $	2013 $ (Restated)
Wages and salaries and termination benefits	**1,079,019**	952,021
Share based compensation	**5,454**	2,787
Pension costs	**22,804**	17,908
	1,107,277	972,716

30 September, 2014 Expressed in Thousands of Trinidad and Tobago dollars

29 STAFF COSTS (continued)

Average number of persons employed by the Group during the year:

	2014	2013
Full time	8,591	7,325
Part time	1,970	1,738
	10,561	9,063

30 FINANCE COSTS – NET

	2014 $	2013 $
Interest expense	85,245	125,299
Interest income	(51,388)	(93,160)
Finance costs – net	33,857	32,139

31 INCOME TAX EXPENSE

	2014 $	2013 $ (Restated)
Trinidad and Tobago subsidiaries	140,430	131,818
Overseas subsidiaries	77,921	78,694
Associated companies	14,029	17,317
	232,380	227,829

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

31 INCOME TAX EXPENSE (continued)

The Group's effective tax rate of 28% (2013 – 28%) differs from the statutory Trinidad and Tobago tax rate of 25% as follows:

	2014 $	2013 $ (Restated)
Profit before income tax	**832,479**	825,257
Tax calculated at a tax rate of 25%	**208,120**	206,315
Effect of different tax rates in other countries	**13,952**	12,805
(Income) not subject to tax/expenses not deductible for tax purposes	**(333)**	3,676
Business levy/green fund levy/withholding tax	**11,277**	8,535
Adjustments to prior year tax provisions	**(636)**	(3,502)
Tax charge	**232,380**	227,829

32 EARNINGS PER SHARE

Basic earnings per share is calculated by dividing the profit attributable to equity holders of the Company by the weighted average number of ordinary shares in issue during the year.

	2014 $	2013 $ (Restated)	2013 $ (Previously reported)
Profit attributable to owners of the parent	**555,003**	542,782	555,872
Weighted average number of ordinary shares in issue (thousands)	**97,455**	97,095	97,095
Basic earnings per share ($ per share)	**5.69**	5.59	5.73

Shares exercised but not issued were excluded from the calculation of weighted average number of ordinary shares for diluted earnings per share.

Profit attributable to owners of the parent	**555,003**	542,782	555,872
Weighted average number of ordinary shares for diluted earnings per share (thousands)	**97,455**	97,095	97,095
Diluted earnings per share ($ per share)	**5.69**	5.59	5.73

30 September, 2014 Expressed in Thousands of Trinidad and Tobago dollars

33 CONTINGENCIES

At 30 September, 2014 the Group had contingent liabilities in respect of bonds, guarantees and other matters arising in the ordinary course of business amounting to $152,780 (2013: $119,744) of which $64,000 (2013: $64,200) relates to Caribbean Industrial Gases Unlimited.

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 significant loss. However, the Group has pending tax appeals with The Board of Inland Revenue for the Income Years 1998 and 2001.

34 COMMITMENTS

Capital commitments

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

	2014 $	2013 $
Property, plant and equipment	**41,893**	41,966

Operating lease commitments - where a Group Company is the lessee:

The Group leases various retail outlets, offices 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:

	2014 $	2013 $
No later than 1 year	**51,736**	29,710
Later than 1 year and no later than 5 years	**145,952**	92,327
Later than 5 years	**146,791**	27,030
	344,479	149,067

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

34 COMMITMENTS (continued)

Capital commitments (continued)

Operating lease commitments - where a Group Company is the lessor:

	2014 $	2013 $
Less than one year	**36,776**	28,836
One year to five years	**38,456**	23,966
Over five years	**16,864**	–
	92,096	52,802

35 DISPOSAL GROUP CLASSIFIED AS HELD FOR SALE

For 2013, the results and financial position of the following investments were being presented as discontinued operations or held for sale.

Almond Resorts Inc
Casuarina Holdings Inc

During the Financial Year 2013, the sales of both Almond Beach Village and Almond Casuarina hotels were closed. All properties having been sold, Almond Resorts Inc and Casuarina Beach Club Limited will be wound up and liquidated.

Analysis of the result of discontinued operations is as follows:

	2014 $	2013 $
Loss for the year from discontinued operations	**–**	–
Loss attributable to non-controlling interests	**–**	–
Loss attributable to owners of the parent	**–**	–
Almond Resorts Group - current year losses	**–**	–
	–	–

30 September, 2014 Expressed in Thousands of Trinidad and Tobago dollars

35 DISPOSAL GROUP CLASSIFIED AS HELD FOR SALE (continued)

Analysis of the result of discontinued operations is as follows: (continued)

	Almond Resorts Inc		Casuarina Holdings Inc		Sub-total	
	2014 $	2013 $	**2014** $	2013 $	**2014** $	2013 $
Revenue	–	–	–	33,006	–	33,006
Operating profit before finance costs	–	(14,192)	–	14,033	–	(159)
Finance costs - net	–	(4,219)	–	(14,784)	–	(19,003)
Loss before tax from discontinued operations	–	(18,411)	–	(751)	–	(19,162)
Reversal of closing cost provision	–	18,411	–	751	–	19,162
Loss for the year from discontinued operations	–	–	–	–	–	–
Non-controlling interests	–	–	–	–	–	–
Loss attributable to equity shareholders	–	–	–	–	–	–

Assets of disposal group classified as held for sale:

	Almond Resorts Inc		Casuarina Holdings Inc		Sub-total	
	2014 $	2013 $	**2014** $	2013 $	**2014** $	2013 $
Property, plant and equipment	–	330,760	–	242,453	–	573,213
Inventories	–	–	–	–	–	–
Other current assets	–	612	–	4,065	–	4,677
Total Assets	–	331,372	–	246,518	–	577,890

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

35 DISPOSAL GROUP CLASSIFIED AS HELD FOR SALE (continued)

Liabilities of disposal group classified as held for sale:

	Almond Resorts Inc		Casuarina Holdings Inc		Sub-total	
	2014 $	2013 $	**2014** $	2013 $	**2014** $	2013 $
Trade and other payables	–	14,515	–	12,057	–	26,572
Other current liabilities	–	183,315	–	243,222	–	426,537
Total Liabilities	–	197,830	–	255,279	–	453,109

Analysis of the cash flows of discontinued operations is as follows:

	Almond Resorts Inc		Casuarina Holdings Inc	
	2014 $	2013 $	**2014** $	2013 $
Operating cash flows	–	(11,372)	–	4,082
Investing cash flows	–	–	–	–
Financing cash flows	–	10,681	–	(68)
Total cash flows	–	(691)	–	4,014

36 BUSINESS COMBINATIONS

Massy Energy Fabric Maintenance Ltd. (MEFML)

On 11 June, 2013 the Group acquired the assets and liabilities of Caribbean Insulation Services Limited (CISL) and transferred same into the newly created entity Massy Energy Fabric Maintenance Ltd., formerly Neal & Massy Caribbean Insulation Services Limited (NMCISL), which is wholly owned by Massy Energy (Trinidad) Ltd., itself a wholly owned subsidiary of Massy Holdings Ltd.

The fair value of the identifiable assets and liabilities of Massy Energy Fabric Maintenance Ltd. was finalized in the year ended 30 September, 2014.

The following table summarises the consideration paid, the fair value of assets acquired and liabilities assumed at the acquisition date:

30 September, 2014 Expressed in Thousands of Trinidad and Tobago dollars

36 BUSINESS COMBINATIONS (continued)

Massy Energy Fabric Maintenance Ltd. (MEFML) (continued)

Consideration paid:

	Adjusted **2014** **$**	Provisional 2013 $
Cash	**41,754**	50,000
Bank overdrafts and other short-term borrowings	**–**	12,797
Total consideration	**41,754**	62,797
Recognised amounts of identifiable assets acquired and liabilities assumed:		
Cash and cash equivalents	**(11,845)**	10
Property, plant and equipment	**22,258**	27,400
Inventories	**9,081**	10,504
Trade and other receivables	**44,887**	45,784
Trade and other payables	**(17,626)**	(14,675)
Borrowings	**(7,960)**	(7,774)
Total identifiable net assets	**38,795**	61,249
Goodwill	**2,959**	1,548

Acquisition-related costs of $985 have been charged to administrative expenses in the consolidated income statement for the year ended 30 September, 2013.

The revenue included in the consolidated income statement for 2014 is $100,289 (2013: $32,163). MEFML also contributed profit before tax of $3,587 (2013: $1,149).

The assets and liabilities presented above used a combination of independent valuations and book value.

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

36 BUSINESS COMBINATIONS (continued)

Massy DeLima Grupo Automotriz S.A.S (MDLGA S.A.S)

Massy International Limited, itself a wholly owned subsidiary of Massy Transportation Group Ltd, acquired 70% of MDLGA S.A.S. on 1 April, 2014.

As part of the purchase contract, an audit of the balances as at 31 March, 2014 is required. This audit is still in progress and also impacts the purchase consideration. Only when the audit of the opening balances is complete will it be possible to perform final valuations of identifiable assets and liabilities, as required by IFRS 3 'Business Combinations'.

Non-controlling interest is measured at their share of identifiable assets and liabilities. These amounts are measured at their carrying value as the valuation required by IFRS 3 'Business Combinations' is not yet completed.

Massy International Limited entered into a Memorandum of Agreement which is a binding agreement created to allow for the eventual purchase of two additional dealerships. No specific contingent consideration asset or liability has been identified as at year end.

The share purchase agreement includes a put and call option. At this point management's assessment is that the likelihood of either party exercising their option is remote. As such no financial liability is recognised in the results of the Group.

The following table summarises the consideration paid, the fair value of assets acquired and liabilities assumed at the acquisition date:

Consideration paid:	**2014 $**
Cash	41,960
Bank overdrafts and other short-term borrowings	–
Total consideration	41,960
Recognised amounts of identifiable assets acquired and liabilities assumed:	
Cash and cash equivalents	4,462
Property, plant and equipment	9,960
Goodwill	35,659
Investment	2,552
Inventories	19,874
Trade and other receivables	35,408
Trade and other payables	(20,564)
Borrowings	(26,339)
Total identifiable net assets	61,012

30 September, 2014 Expressed in Thousands of Trinidad and Tobago dollars

36 BUSINESS COMBINATIONS (continued)

Massy DeLima Grupo Automotriz S.A.S (MDLGA S.A.S) (continued)

Consideration paid: (continued)

	2014 $
Total identifiable net assets acquired – 70%	42,708
Negative goodwill	(748)
Goodwill acquired from Massy DeLima Grupo Automotriz S.A.S.	35,659
Negative goodwill on consolidation	(748)
Goodwill (Note 8)	34,911

The individual components of goodwill have not yet been determined as the values are provisional.

No acquisition-related costs were incurred for the year ended 30 September, 2014.

The revenue included in the consolidated income statement since 1 April, 2014 contributed by MDLGA S.A.S was $123,253. MDLGA S.A.S also contributed profit before tax of $2,473 over the same period.

The assets and liabilities presented above are based on book value.

Gablewoods Supermart Limited (GSL)

Shares previously held by Massy (Barbados) Ltd., which represented a 37% interest, in GSL were transferred to Massy Integrated Retail Ltd. prior to 31 December, 2013. On 31 December, 2013 Massy Integrated Retail Ltd acquired the remaining 63%.

An audit of the balances as at 31 December, 2013 is required. Only when the audit of the opening balances is complete will it be possible to perform final valuations of identifiable assets and liabilities, as required by IFRS 3. Management has already started work on assessing fair values - using the assumption that the amounts recorded are accurate.

The individual components of goodwill have not yet been determined as the values are provisional.

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

36 BUSINESS COMBINATIONS (continued)

Gablewoods Supermart Limited (GSL) (continued)

The following table summarises the consideration paid, the fair value of assets acquired and liabilities assumed at the acquisition date:

Consideration paid:

	2014 $
Previously held interest	38,794
Cash	82,224
Pre acquisition dividend	(5,201)
Total consideration	115,817
Recognised amounts of identifiable assets acquired and liabilities assumed:	
Cash and cash equivalents	16,890
Property, plant and equipment	135,443
Goodwill (Note 8)	9,027
Investment in securities	33,921
Inventories	84,091
Trade and other receivables	26,737
Trade and other payables	(84,295)
Borrowings	(62,200)
Minority interest	(61,569)
Total identifiable net assets	98,045
Goodwill (Note 8)	17,772

Acquisition-related costs of $1,492 have been charged to administrative expenses in the consolidated income statement for the year ended 30 September, 2014.

The revenue included in the consolidated income statement since 31 December, 2013 contributed by GSL was $736,858. GSL also contributed profit before tax of $35,356 over the same period.

The assets and liabilities presented above used a combination of independent valuations and book value.

30 September, 2014 Expressed in Thousands of Trinidad and Tobago dollars

37 RELATED PARTY TRANSACTIONS

The ultimate parent of the Group is Massy Holdings Ltd. (formerly Neal & Massy Holdings Limited) (incorporated in the Republic of Trinidad and Tobago).

The following transactions were carried out with related parties:

	2014 $	2013 $
i) Sales of goods and services:		
Sales of goods:		
Associates	**31,491**	38,632

Goods are sold on the basis of the price lists in force with non-related parties.

	2014 $	2013 $
ii) Purchases of goods and services:		
Purchases of goods:		
Associates	**153,296**	159,740
Goods purchased from entities controlled by non-executive directors	**135,384**	132,673

Goods are bought on the basis of the price lists in force with non-related parties.

	2014 $	2013 $
iii) Key management compensation:		
Salaries and other short-term employee benefits	**92,083**	80,502
Post-employment benefits	**5,985**	5,233
Share-based compensation	**5,454**	2,787
	103,522	88,522
iv) Year-end balances arising from sales/purchases of goods/services:		
Receivables from related parties:		
Associates	**17,492**	15,431
Payables to related parties:		
Associates	**331**	482

30 September, 2014 | Expressed in Thousands of Trinidad and Tobago dollars

37 RELATED PARTY TRANSACTIONS (continued)

The following transactions were carried out with related parties:

	2014 $	2013 $
v) Loans to associates:		
Beginning of year	**25,024**	28,890
Loans advanced during year	**7,202**	565
Loan repayments received	**(5,829)**	(4,907)
Interest charged	**673**	852
Interest received	**(62)**	(376)
End of the year	**27,008**	25,024
vi) Loans from associates:		
Beginning of year	**–**	3,267
Loans advanced during year	**29,000**	–
Loan repayments received	**(29,000)**	(3,220)
Interest charged	**60**	27
Interest received	**(60)**	(74)
End of the year	**–**	–
vii) Total loans to other related parties:		
Beginning of year	**76**	9,876
Loans advanced during year	**2,000**	190
Loan repayments received	**(2,000)**	(9,990)
Interest charged	**9,092**	18
Interest received	**(5,551)**	(18)
End of the year	**3,617**	76

38 SUBSEQUENT EVENTS

Subsequent to the end of the Financial Year 2014, the Group acquired 100% ownership of Wood Group PSN's business in Colombia (now renamed Massy Energy Colombia). This acquisition cost $74,587



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