



Q2 2025: From Strength to Strategy

Delivering Disciplined Long-Term Impact.



David Affonso

President & Group Chief Executive Officer



James McLetchie

Executive Vice President & Deputy Chief
Executive Officer, Group Chief Finance Officer



Wendy Kerry

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Senior Vice President, Group People &
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Ambikah Mongroo

Executive Vice President & Chief Executive
Officer Integrated Retail Portfolio



Tariq Alli

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Marc Rostant

Executive Vice President & Chief Executive
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Vaughn Martin

Executive Vice President & Chief Executive
Officer Gas Products Portfolio



Neela Marquez

Chief Executive Officer
Massy Finance Remittances

Our Team





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

The presentation may however, contain 'forward-looking statements'.

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



David Affonso

President &
Chief Executive Officer

Agenda for Today's Discussion



Group Performance Review



Strategic Reset



Portfolio Presentations



Investor Performance



Outlook

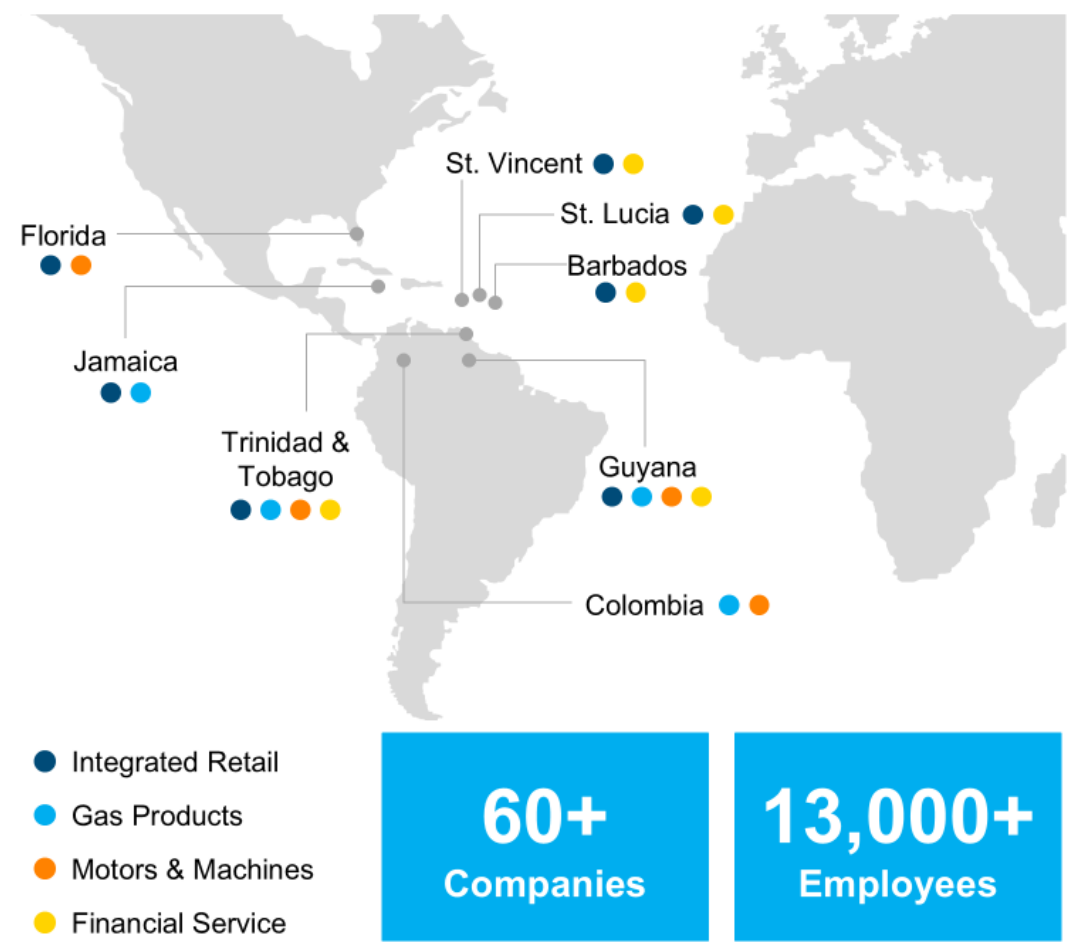




James McLetchie

Executive Vice President
Deputy Chief Executive Officer &
Group Chief Financial Officer

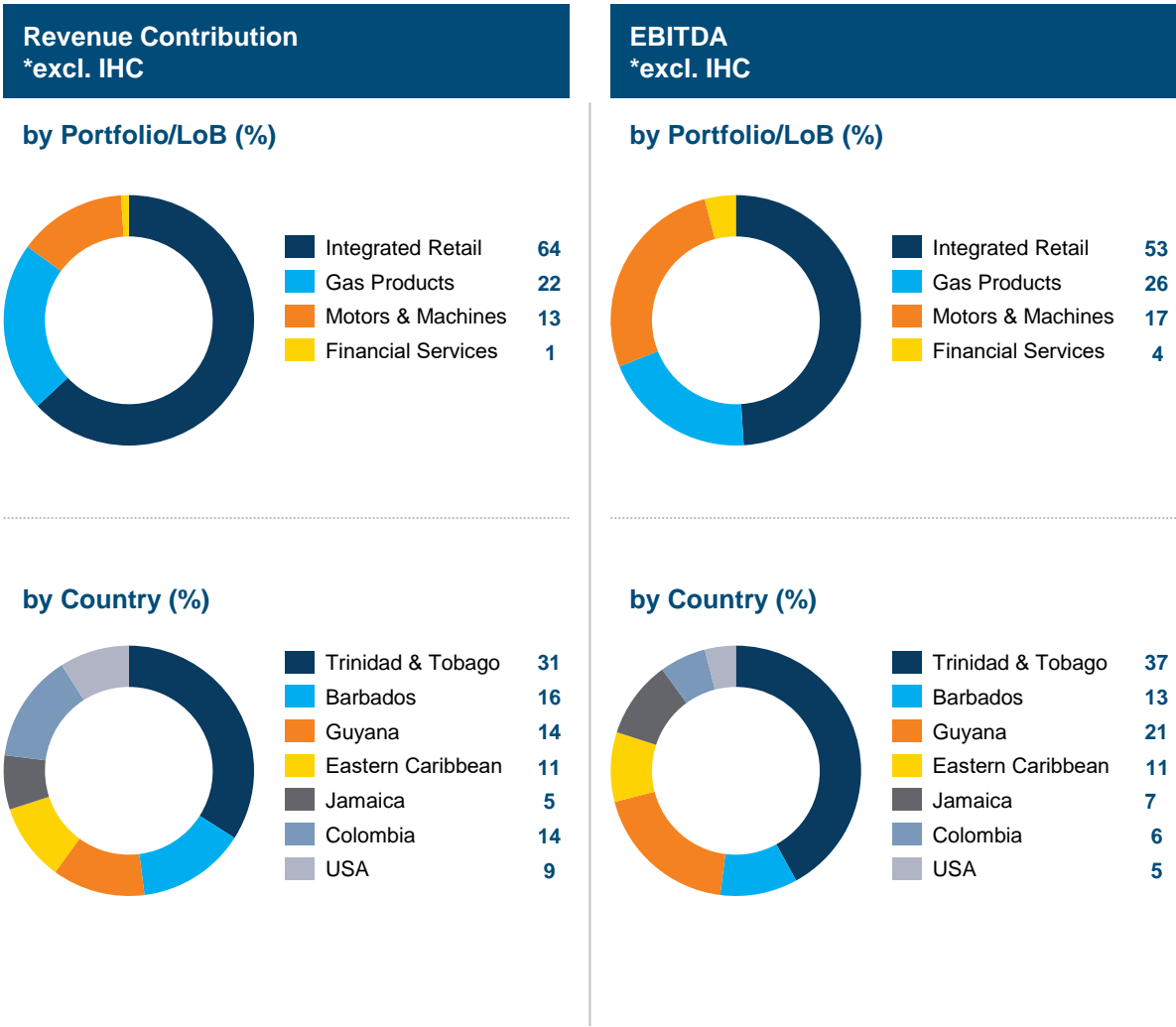
Massy at a Glance



Continuing Operations
March 31st 2025



Leveraging synergies and cross-market opportunities throughout the portfolio



P&L Financial Performance H1 2025



2025 Performance Highlights

Quoted in Trinidad and Tobago dollars (TT\$)

Third Party Revenue from Continuing Operations

7.9\$b

+4% over 2024

Group Profit Before Tax from Continuing Operations

557\$m

+16% over 2024

Group Profit After Tax from Continuing Operations

365\$m

+20% over 2024

Cash Conversion Cycle

95 days

-12% over 2024

EBITDA by Portfolio/LoB

1.0\$b

+11% over 2024

Cash Flow Generated from Operating Activities

745\$m

+80% over 2024

Earnings Per Share

17.59TT¢

+24% over 2024

Return on Shareholders Equity

9.2%

+18% over 2024

Financial Performance H1 to H1 Comparison

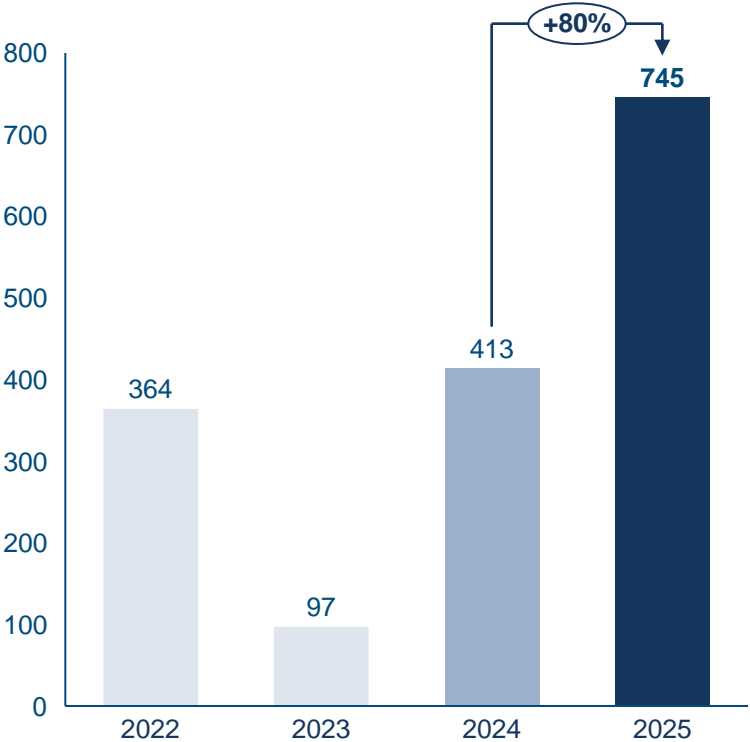


Quoted in Trinidad and Tobago dollars (TT\$)

Net Cash Generated from Operations

745 \$m

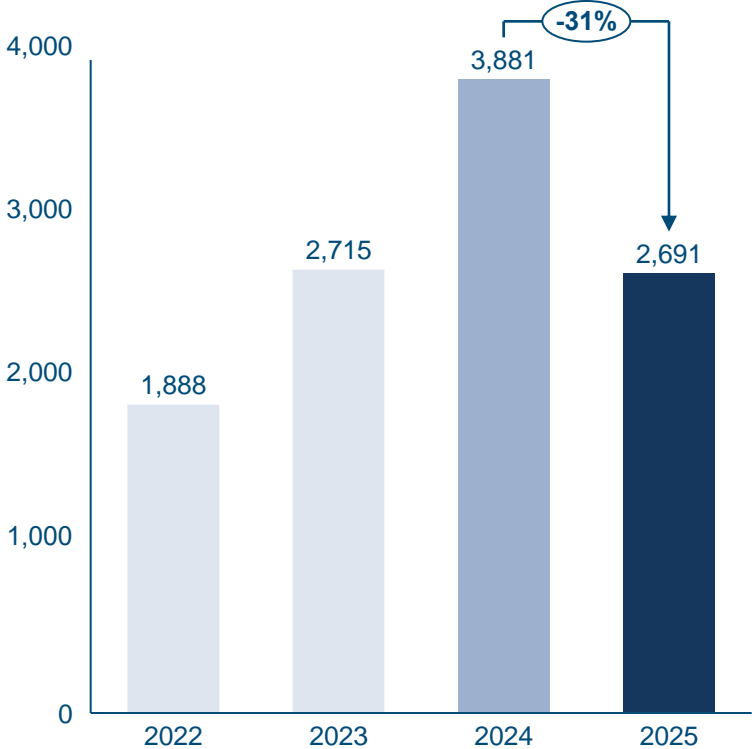
Increase +80%



Group Debt

2,691 \$m

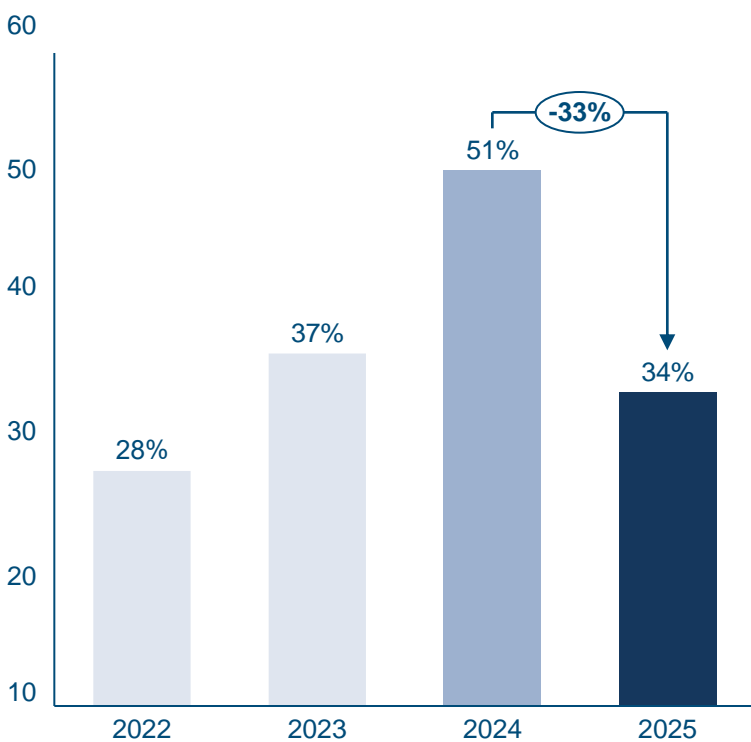
Decrease -31%



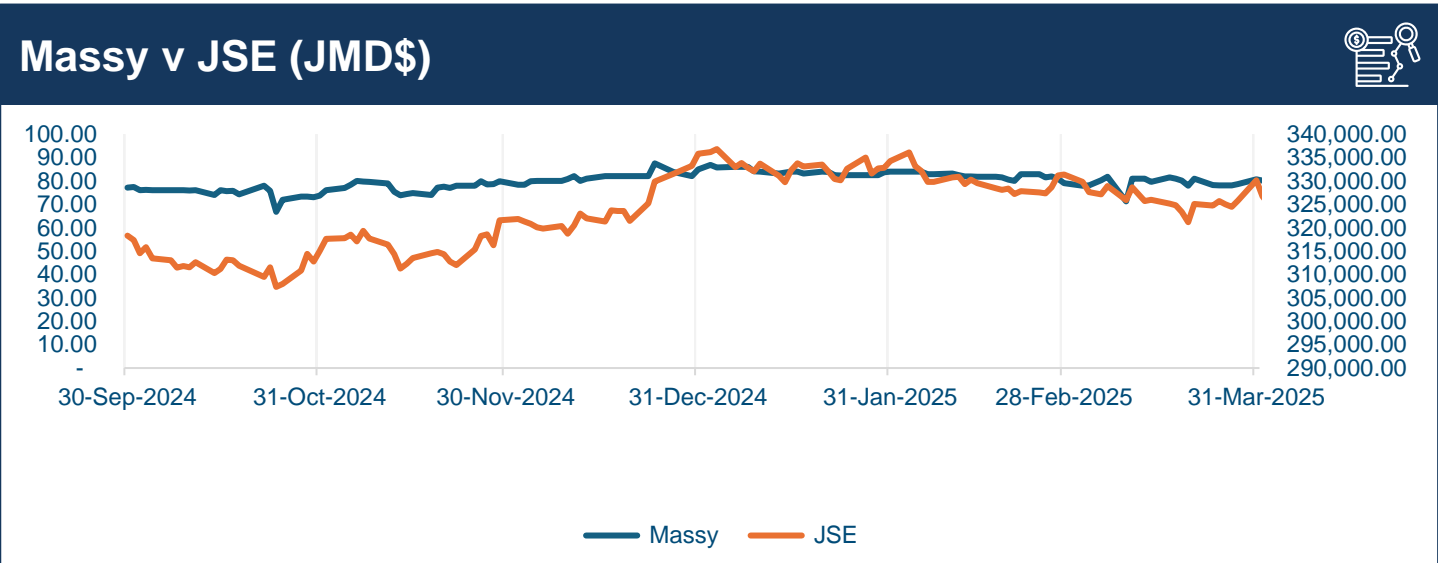
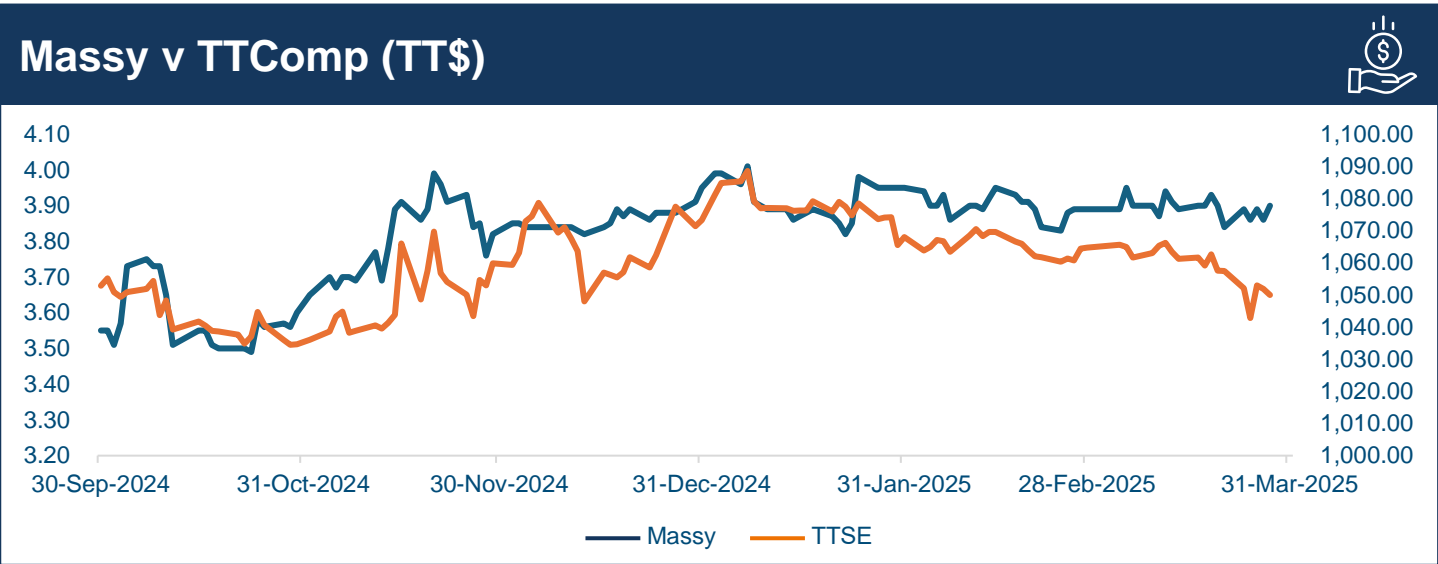
Debt to Total Equity

34%

Decrease -33%



Share Price Performance March 2025



Share price analysis

Trinidad & Tobago Stock Exchange:

Apr'24 to Mar'25:

Massy : ↓ 10%

TTCOMP: ↓ 10%

Oct'24 to Mar'25

Massy : ↑ 10%

TTCOMP: ↓ 1%

Jamaica Stock Exchange:

Apr'24 to Mar'25:

Massy : ↓ 10%

JSE: ↑ 3%

Oct'24 to Mar'25

Massy : ↑ 4%

JSE: ↑ 3%

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Outlook



The fabric of daily life... engineered for long-term growth

Every business within the Massy Group **contributes to moments** that matter at home, on the road and **all throughout life...**



What is Massy definition of strategy?

PLAYING TO WIN

Strategic Principles

Massy's strategic choices are guided by clear, data-driven insights, underlining the transition to **a more insight-informed and disciplined strategy.**

Winning Aspiration

To grow **trusted** and **resilient** businesses that are at the **heart of daily life** - creating joyful moments and **intergenerational prosperity** for employees, communities, and shareholders.

Strategic Choices

Strategic Growth Engines strategically selected markets and customer segments where we can excel

Disciplined capital allocation targeting high-return investments and operational excellence

Leadership development, technology innovation, and ESG practices driving sustainable value



Macro outlook

Regional Economic Growth - Modest ↑

Guyana: Strong	Trinidad: Flat to challenged
Barbados/EC/Jamaica: Modest	Colombia: Modest

Inflation Outlook- Easing ↓

Fiscal & Monetary Policy-Stable (Closely Monitoring) →
Cautious approach with elections and new governments

USD Outlook- Challenging ↓

Global & External Risks - Elevated ⚠
US uncertainty significant to strategic choices



2025 Massy Market Dynamics

- Retail Sector Transformation Digital acceleration** and increased competition across retail markets in Trinidad and Guyana
- Energy Sector Headwind** rising LPG input costs and reduced production activity in oil and gas
- Automotive & Industrial Evolution** Supply chain stabilization enhancing inventory flow and sales efficiency
- Market competitiveness** intensifying across key Caribbean territories, driving consolidation and creating opportunities for scale advantages.

Executing our strategy across horizons



Delivering near-term results while building long-term value

Strategic Priorities		Horizon One FY 2025 - 2027	Horizon Two FY 2028 - 2030
Driving profitable growth 		Execute disciplined investments and acquisitions in markets with hard currency	Turn investments and acquisitions into profit engines that WIN in multiple markets
Transforming the core 		Implement technology, data and AI enabled initiatives to drive operational excellence	Convert tech investments into integrated platforms that boost performance across multiple markets
Investor and Stakeholder Engagement 		Strengthen stakeholder confidence through transparent reporting and meaningful community impact	Transform stakeholder relationships into sustainable value that rewards investors and communities
People Excellence 	Investing in our people and culture - the backbone of Massy - through talent development and leadership excellence		

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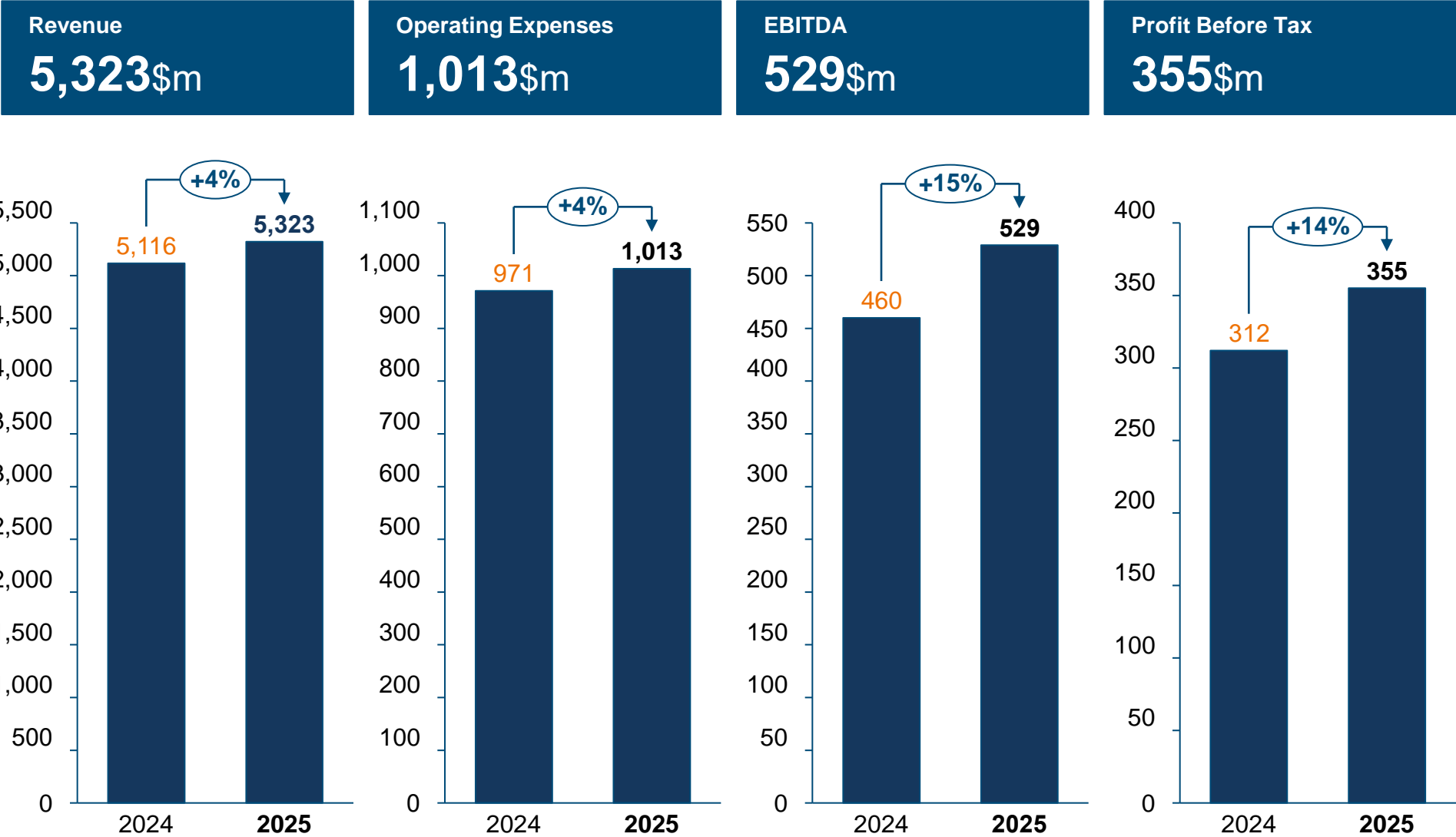


Ambikah Mongroo

Executive Vice President & Chief Executive Officer
Integrated Retail Portfolio

Integrated Retail Financial Results H1 Comparison

Quoted in Trinidad and Tobago dollars (TT\$)



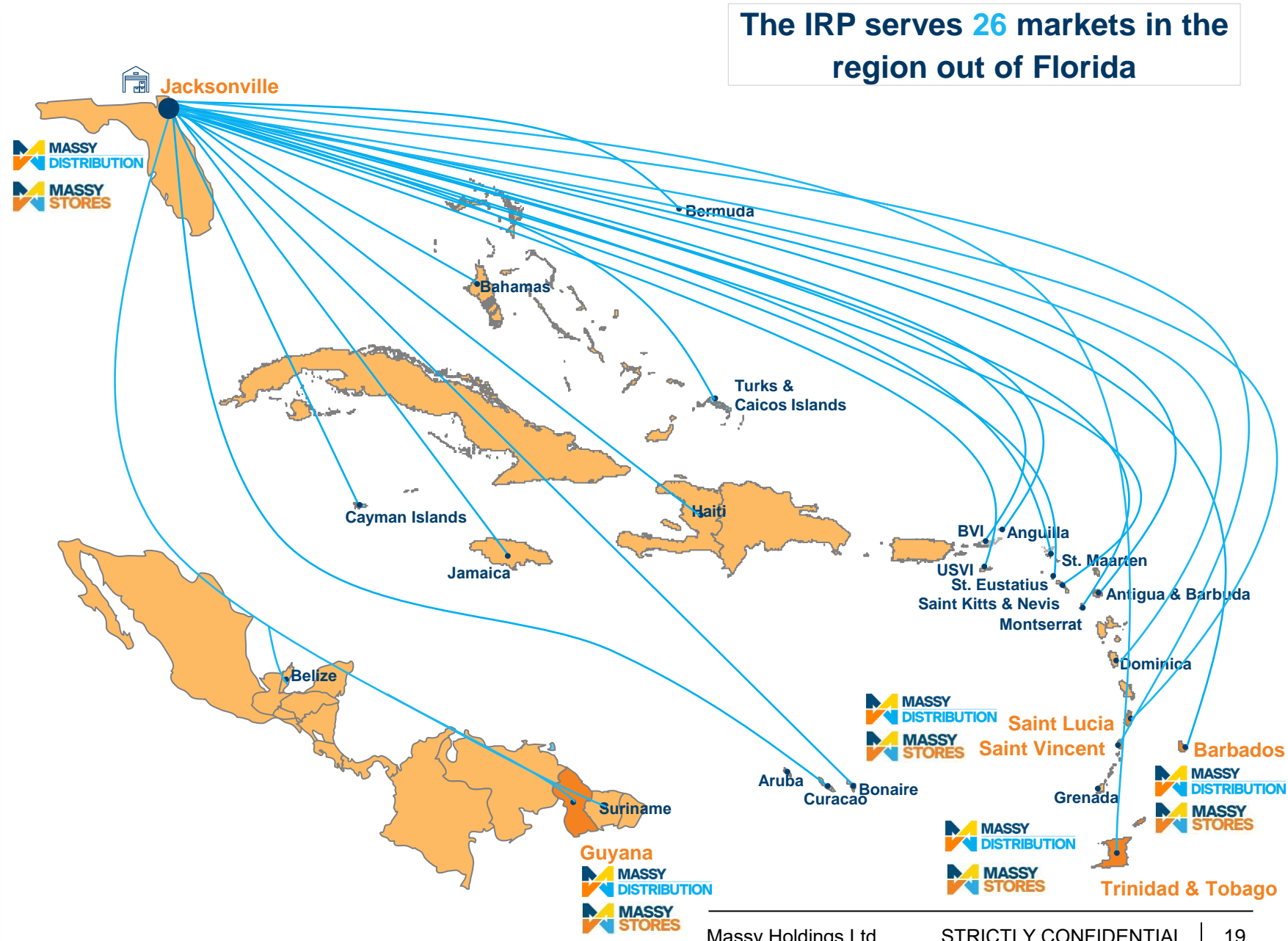
Market

-  Strong growth in key Caribbean markets, particularly Guyana (rapidly growing economy)
-  Competitive pressure from independent retail penetration in key markets
-  Potential impact of tariffs on product affordability and availability

Competitive Advantage

-  Strategic scale advantages through integrated retail model
-  Single largest market share in St. Lucia, Barbados and Trinidad and Tobago.
-  400,000+ active loyalty customers driving data-informed decisions

Where We Play



Unlocking our growth potential with disciplined execution



- **Retail Expansion** in Southern USA and Guyana.
- **Opportunistic** expansion in **Hard Currency Markets** – St. Lucia and Barbados.
- Leverage **strategic partnerships** and **business model to benefit from scale**.
- Tighter **portfolio management** – Divestment of noncore assets/business.
- **Deploy** appropriate technology to optimize **customer experience** and transform **business performance** through **innovative data analytics**.
- **Invest in Talent** to support **execution of strategy**.

Aspiration

To be the **trusted partner**, enriching daily life with exceptional brands and experiences, and **building lasting value** for generations of employees, customers, communities and shareholders.



Marc Rostant

Executive Vice President & Chief Executive Officer,
Motors & Machines Portfolio

Motors & Machines Financial Results H1 Comparison

Quoted in Trinidad and Tobago dollars (TT\$)



Revenue

1,874\$m

Operating Expenses

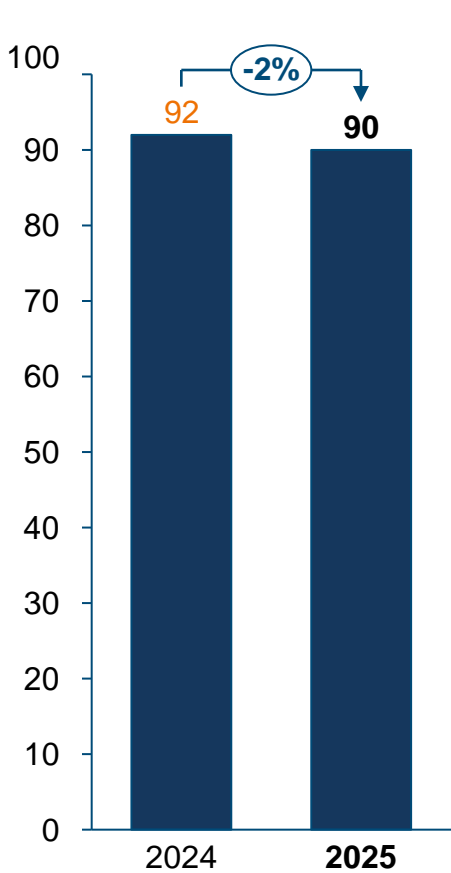
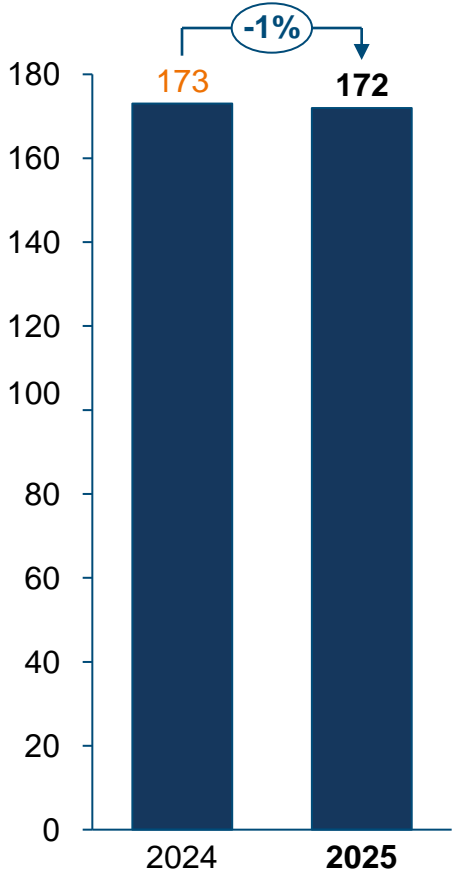
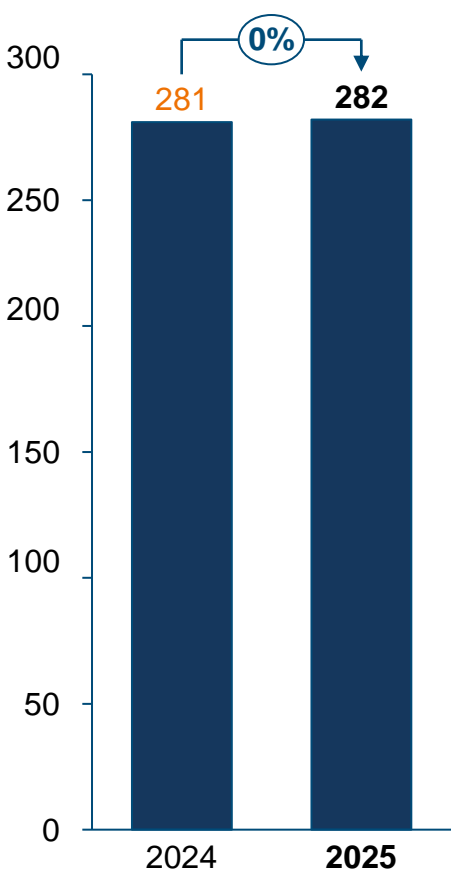
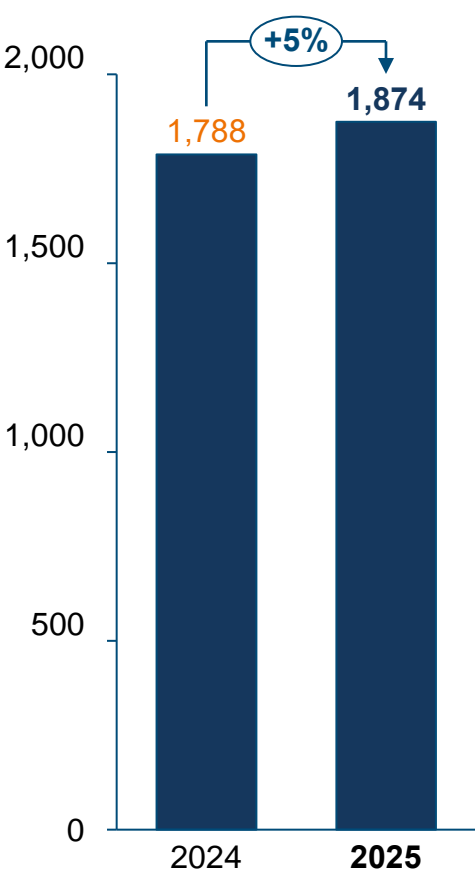
282\$m

EBITDA




172\$m

Profit Before Tax

90\$m



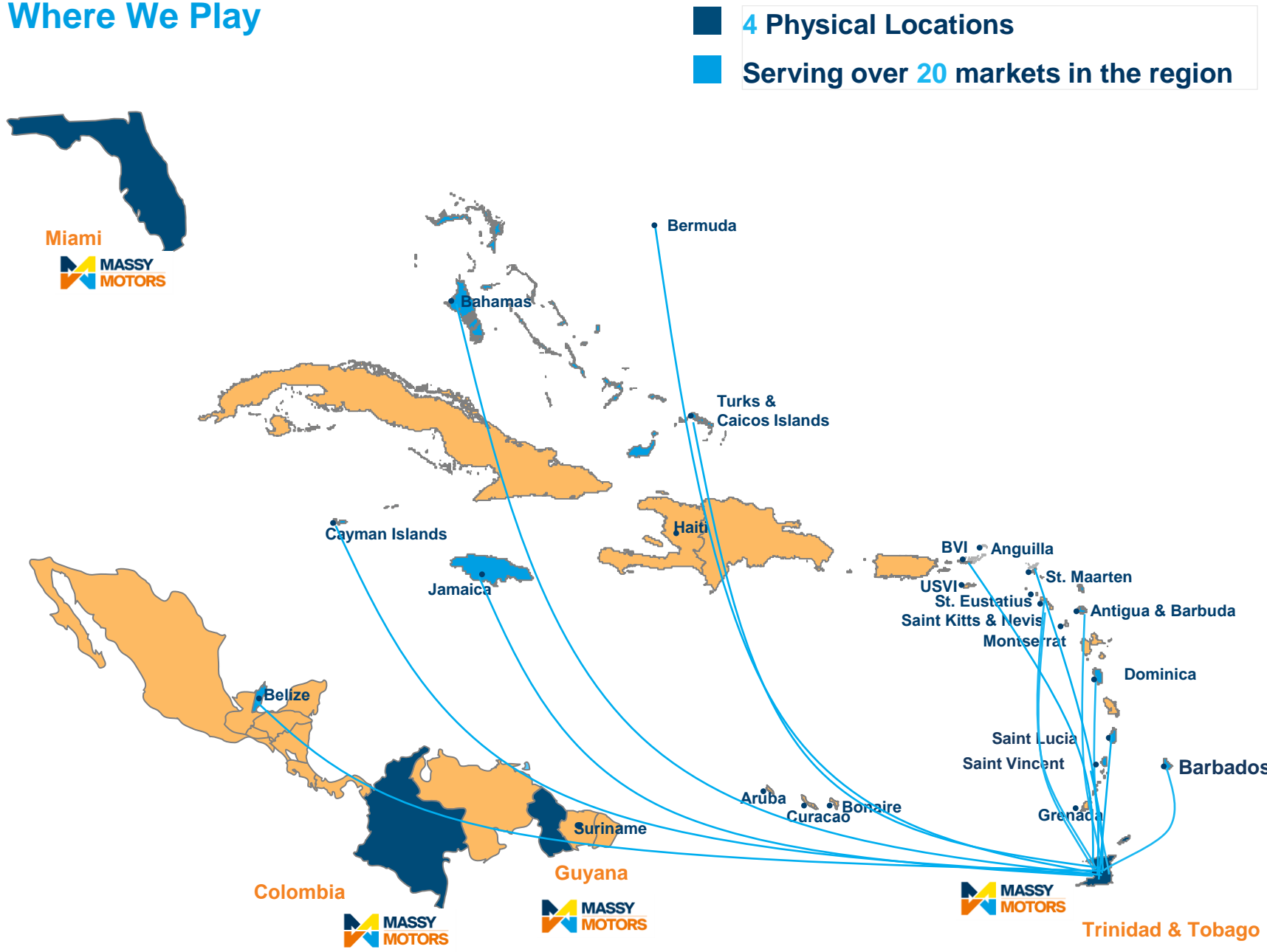
Market

-  Mature new vehicle market with limited USD access, and niche opportunities
-  Trinidad construction decline affecting machinery business
-  Favorable Colombia conditions from improving macroeconomics

Competitive Advantage

-  Strong brand partnerships with major automotive OEMs (Hyundai, Nissan, MG, Volvo, Mazda, Kia, Renault, Mercedes-Benz)
-  Established regional presence across Trinidad, Colombia, Guyana and Caribbean

Where We Play



Strategic Priorities

We are investing in key areas of growth and focused investments



- **Recapture Trinidad market share** through targeted strategies and superior experiences
- **Optimize Colombia brand portfolio** to align with market demand
- **Position for Guyana's growth** opportunities
- **Strengthen inventory management** for high-demand model availability
- **Standardize processes and systems** for operational excellence
- **Develop talent pipeline** and **succession planning** for key positions

Aspiration

Protect and grow market share while becoming the mobility provider of choice in the markets we operate

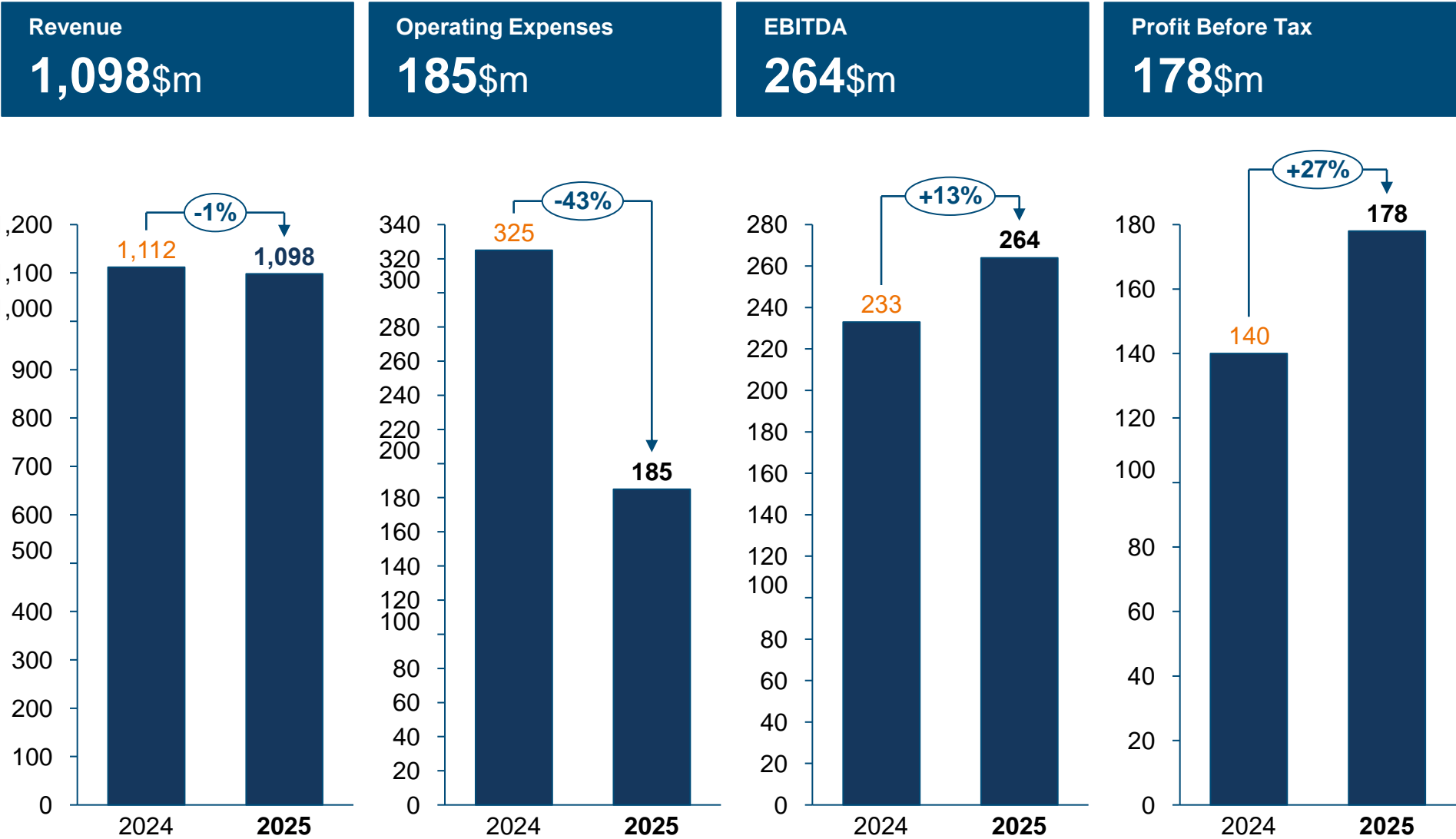


Vaughn Martin

Executive Vice President & Chief Executive Officer,
Gas Products Portfolio

Gas Products Financial Results H1 Comparison

Quoted in Trinidad and Tobago dollars (TT\$)



Market



Guyana: 78% LPG 99% IMG
Gas to Shore project creating new
LPG supply channels



Jamaica: 82% LPG 99%IMG
Growing LNG market alongside
established LPG business



Trinidad: 80% IMG
Maximizing IMG value locally and
export market

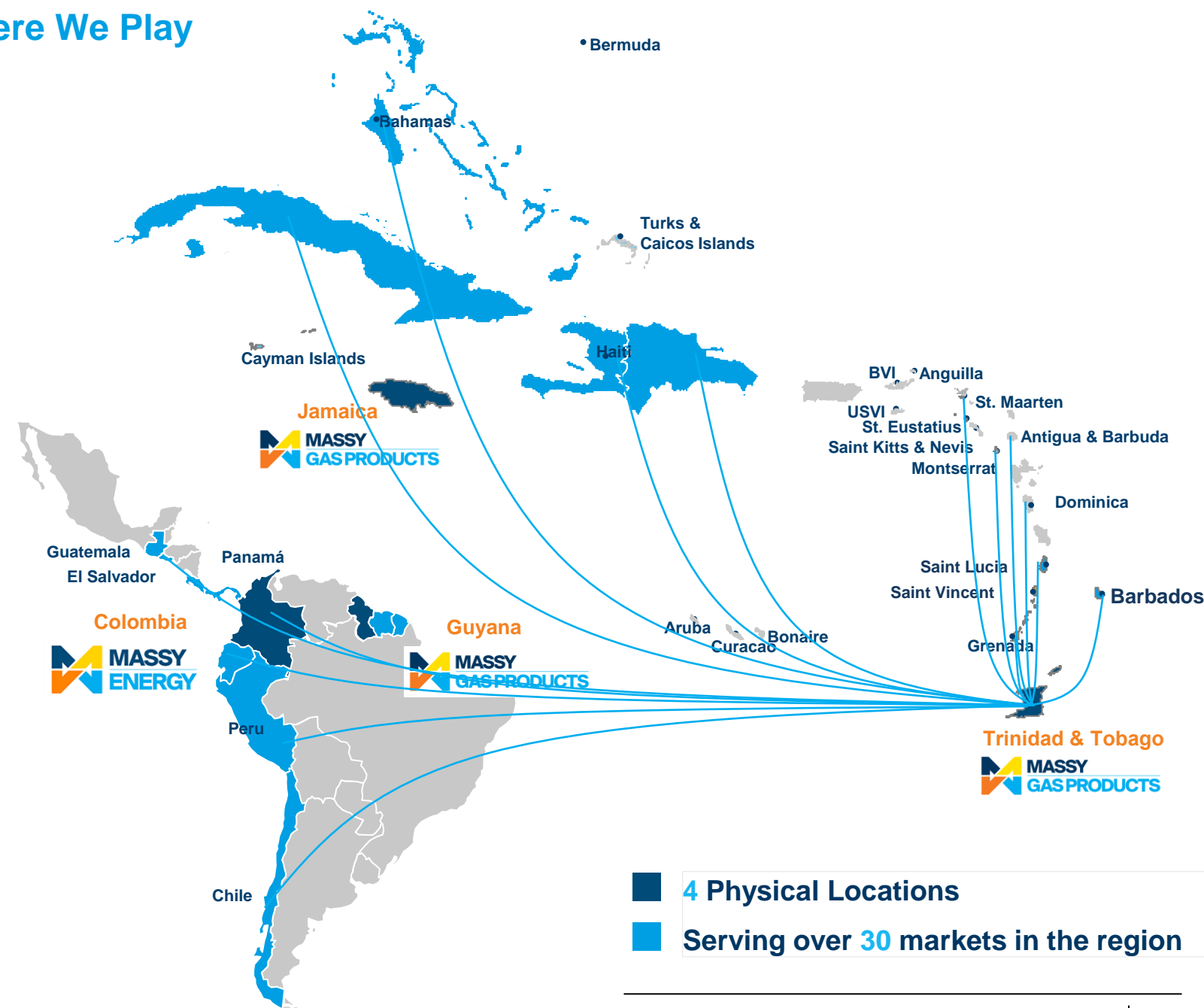


Regional Energy Services:
Strategic positioning to offset
inflationary pressures



99.9% IMG product quality with
international quality certifications

Where We Play



Strategic Priorities

Recalibrating to align with future energy demands and value creation.



- **Prioritize SAFETY excellence** with international best practices
 - **Explore** LNG opportunities in Jamaica.
-
- **Secure** supply chains and strengthen client relationships to enhance cash flow
 - **Maximize** Trinidad IMG export capabilities through logistics optimization
 - **Accelerate** digital transformation for operational advantage
-
- **Expand** across hard currency markets in the Americas
 - **Invest** in talent acquisition, development and empowerment

Aspiration

Safely strengthen market dominance, **optimize value** and **strategically grow** in selective markets in the Americas



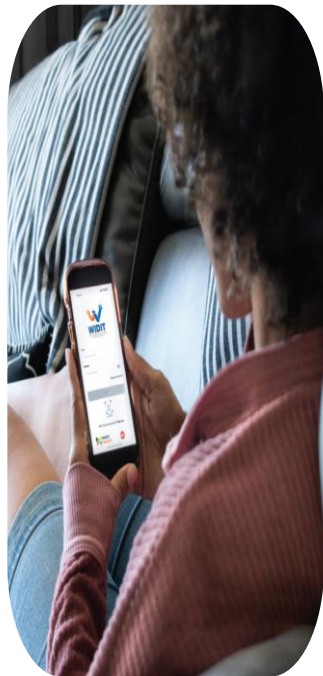


Neela Marquez

Chief Executive Officer
Remittance Services

We will focus our investment for long term strategic growth

Improve customer service through AI-supported mobile apps



Who we are



Strategic priorities



- International money transfer across 5 territories



- Strategic Partnerships with MoneyGram & Western Union International

- Digital Remittance Wallet Platform with over 12,000 Downloads and over 7k registered customers.

- Digital transaction **growth** from **8% to 25%** of total flows by 2026
- **High Cash flow** businesses that can facilitate **WIDIT** mobile Wallet acceptance.
- **Omnichannel** capability serving both digital and traditional customers
- Score of **70%+** Increasing customer satisfaction for long-term sustainability and growth

Financial Metric

- **EBITDA MARGIN: 64%**
- **Return on Capital Employed: 33.4%**

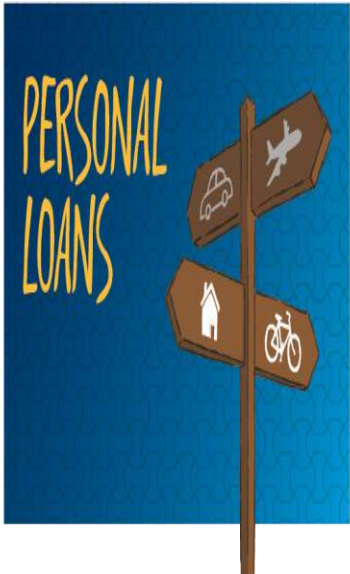


Tariq Alli

Chief Executive Officer and Managing Director
Massy GFC

We will focus our investment for long term strategic growth

Growing opportunity in finance, though highly competitive rates



Who we are



- **Financial services provider** with diversified asset portfolio
- **InstaLoan** Fully online digital loan platform.
- Strategic **Massy Motors** financing partner

Strategic priorities



- **Growing Digital loan delivery channel**
- **Integration with Massy Motors creating unique captive** financing opportunities

Financial Metric

- **Loans to Deposits Ratio (As at HY 2025) – 70%**
- **Capital Adequacy: 19.88%**

Agenda for Today's Discussion



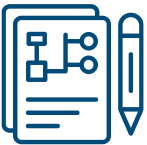
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Q2 Dividend Announcement

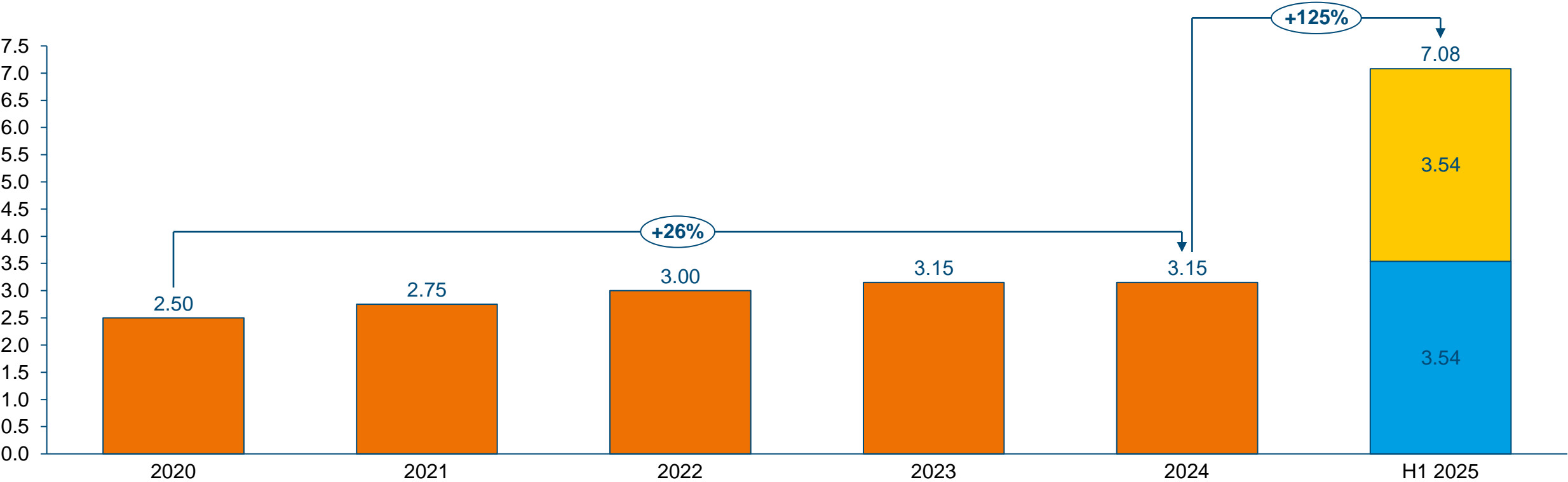


5-year Dividend Trend

- Q1
- Q2
- Interim

Dividend Q2 2025


3.54 TT¢
per share



Wealth Creation Promise 125% increase over 2024's H1 dividend, accelerates our wealth creation promise

Investor Returns Delivered Strongly Against Benchmarks



Peer Group Investments

Massy

5.21%


Average Caribbean Conglomerate
Peer Group

3.46%

Median Latin American Group


1.85%

Dividend Yield

Investor Returns Comparison

\$100

Invested March 31st, 2020



Return as at March 31, 2025

Note: S&P returns includes Magnificent 7 Tech stocks

\$182.09	\$92.69	\$99.74	\$233.05
Massy	TTSE Composite Index	JSE	S&P 500 Index

Source: Team analysis

Massy Holdings Ltd.

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Agenda for Today's Discussion



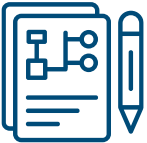
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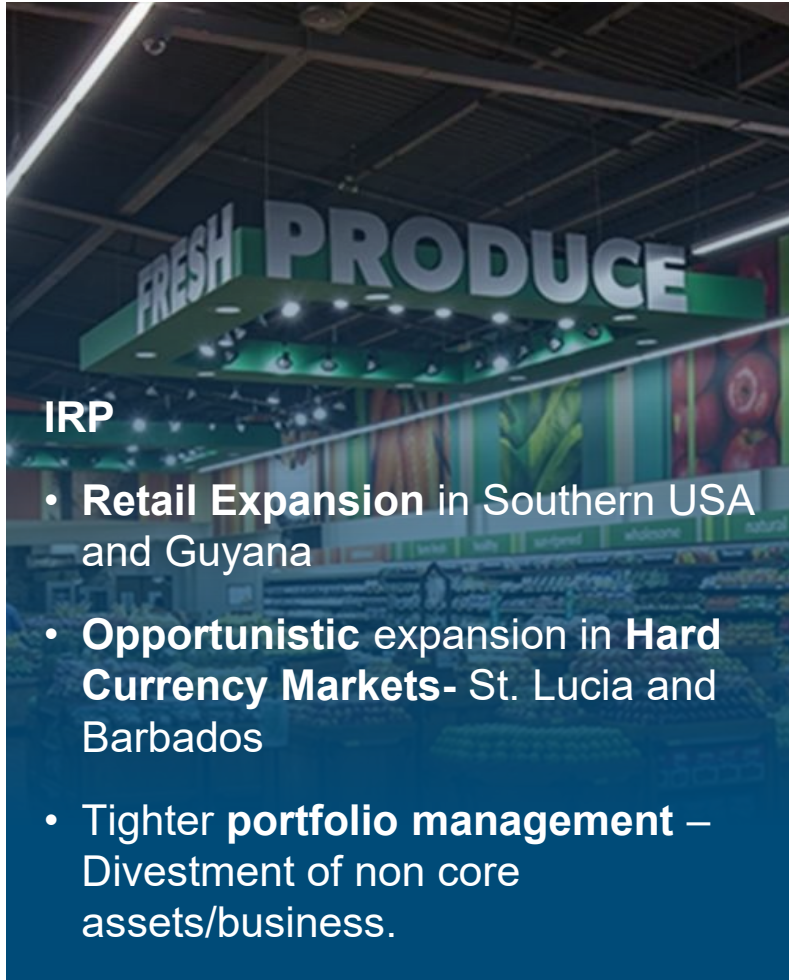
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Outlook



Portfolio Strategic Priorities



IRP

- **Retail Expansion** in Southern USA and Guyana
- **Opportunistic** expansion in **Hard Currency Markets**- St. Lucia and Barbados
- Tighter **portfolio management** – Divestment of non core assets/business.



MMP

- **Recapture Trinidad market share** through targeted strategies and superior experiences
- **Optimize Colombia brand portfolio** to align with market demand
- **Position for Guyana's growth opportunities**



GPP

- **Prioritize SAFETY excellence** with international best practices
- **Explore** LNG opportunities in Jamaica.
- **Maximize** Trinidad IMG export capabilities through logistics optimization

Enablers

Talent



Leadership



Technology



Governance



2030 NORTH STAR



TTD 25B in revenue with
equivalent growth and **cash**
flow generated

Best in class **return to**
shareholders including **dividend**
payout

Disciplined capital investment

Technology-driven operational
excellence

Talent-driven performance
culture

“

**Investing at
Massy...
a legacy of shared
prosperity &
intergenerational
wealth.**



Thank You

For further information, visit our website at

www.massygroup.com