

# Performance for impact.

# Our next chapter,

# Powered by People

Financial Year 2025 Q3 Results



# Disclaimer

## **Forward-looking statement**

This presentation does not contain material non-public information as defined in the Trinidad and Tobago Securities Act, 2012. The presentation may however, contain 'forward-looking statements'.

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

# David Affonso

President &  
Chief Executive Officer



# 60+ Companies

# 13,000+ Employees

**USA**

- Integrated Retail
- Motors & Machines

**Jamaica**

- Integrated Retail
- Gas Products

**Trinidad & Tobago**

- Integrated Retail
- Gas Products
- Motors & Machines
- Financial Services
- Investment Holding Company

**Colombia**

- Gas Products
- Motors & Machines

**St. Vincent**

- Integrated Retail
- Financial Services

**St. Lucia**

- Integrated Retail
- Financial Services

**Barbados**

- Integrated Retail
- Financial Services
- Investment Holding Company

**Guyana**

- Integrated Retail
- Gas Products
- Motors & Machines
- Financial Services

# FY 2025

# Q3 Performance Highlights

# James McLetchie

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



# Our Performance Equation

People



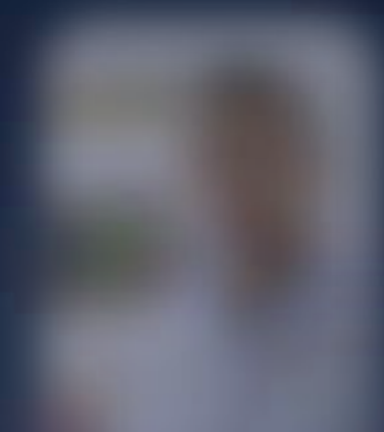
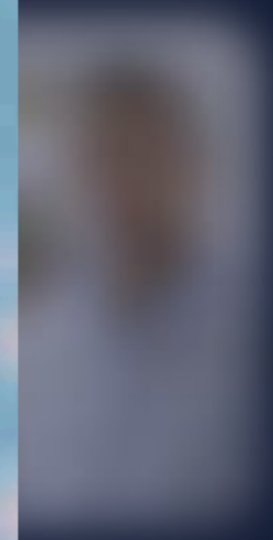
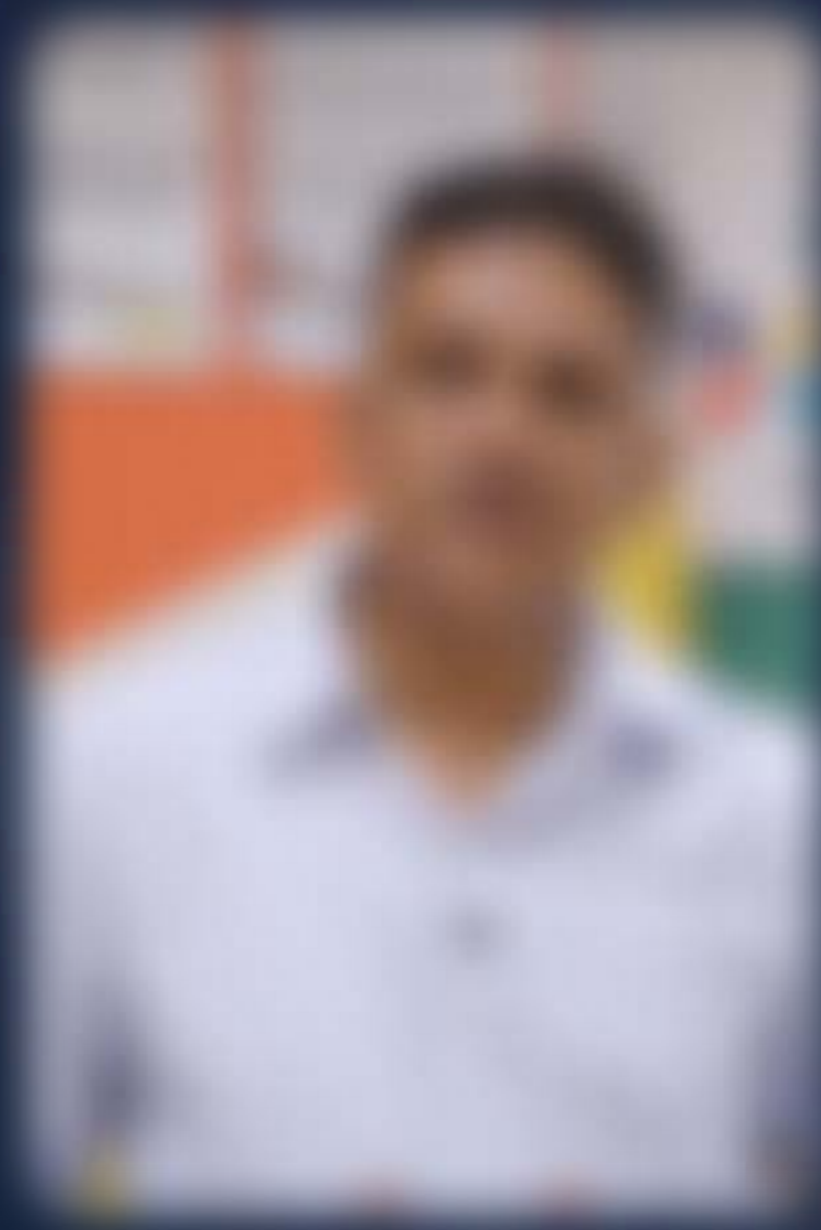
+

Customer



e  + Customers  + C

**People + Customers + Partners = Results x Impact**



**Barbados**



**129**

projects



**42,177**

participants



**SDG 11**

Sustainable Cities  
and Communities

**2,810**

participants

**20**

projects

**Colombia**



**SDG 4**

Quality Education

**Guyana**

**40**

projects



**2,358**

participants



**SDG 3**

Good Health and  
Well-being

**611**

participants

**5**

projects

**Jamaica**



**SDG 4**

Quality Education



St. Lucia



183

projects



34,641

participants



SDG 1

Zero Poverty



**7,828**

participants

**37**

projects

**St. Vincent**



**SDG 1**

Zero Poverty



Trinidad &  
Tobago

211

projects



4,538

participants



SDG 3

Good Health and  
Well-being

**83**

participants

**14**

projects

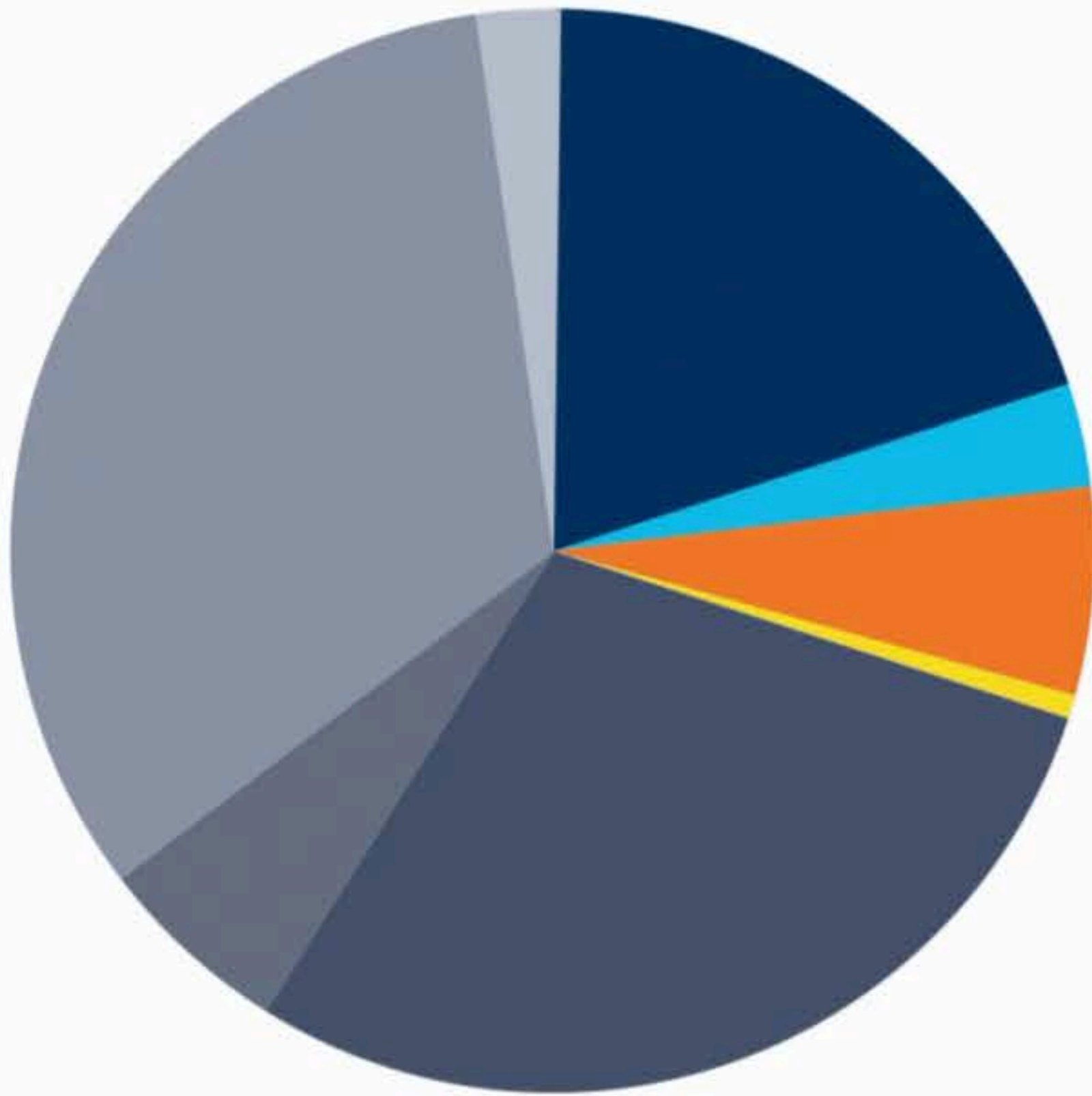
USA



**SDG 2**

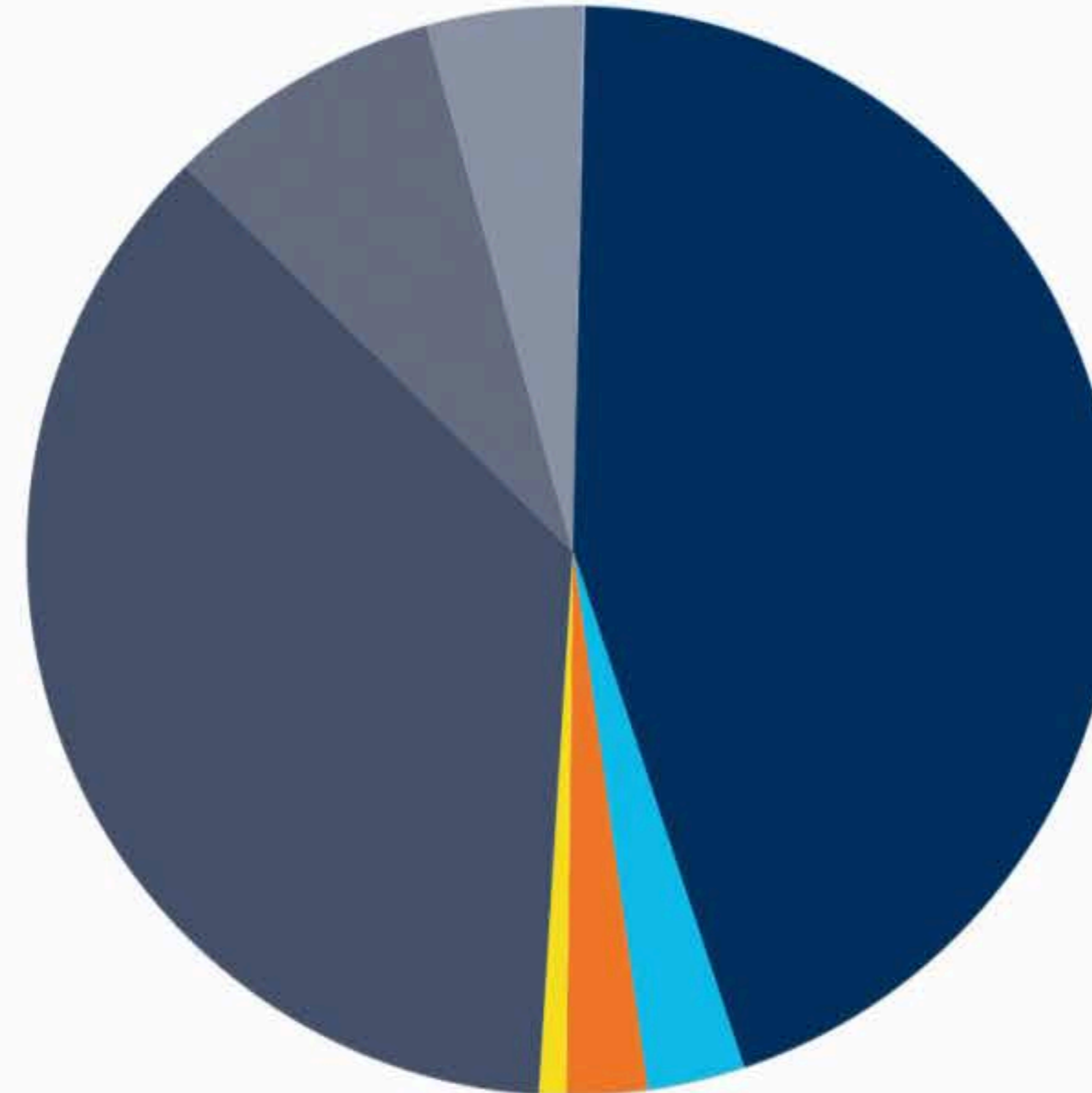
Zero Hunger

**639**  
projects



- Barbados - 129
- Colombia - 20
- Guyana - 40
- Jamaica - 5
- St. Lucia - 183
- St. Vincent - 37
- Trinidad & Tobago - 211
- USA - 14

**95,046**  
participants



- Barbados - 42,177
- Colombia - 2,810
- Guyana - 2,358
- Jamaica - 611
- St. Lucia - 34,641
- St. Vincent - 7,828
- Trinidad & Tobago - 4,538
- USA - 83

## Main SDG Focus



**SDG 1**  
Zero Poverty



**SDG 2**  
Zero Hunger



**SDG 3**  
Good Health and Well-being



**SDG 4**  
Quality Education



**SDG 11**  
Sustainable Cities and  
Communities

People + Customers + Partners = **Results** x Impact

A thick, blue, hand-drawn style underline that starts under the 'R' and ends under the 's' of the word 'Results'.

# Continued Strong P&L Performance...

P&L Financial  
Performance H1  
2025



Third Party Revenue  
from Continuing Ops.

**TT\$ 11.8 Billion**  
US\$ 1.757 Billion

↑ +4%

OVER 2024

EBITDA by Portfolio/LoB

**TT\$ 1.5 Billion**  
US\$ 220 Million

↑ +6%

OVER 2024

Group Profit Before Tax  
from Continuing Ops.

**TT\$ 810 Million**  
US\$ 120 Million

↑ +13%

OVER 2024

Group Profit After Tax  
from Continuing Ops.

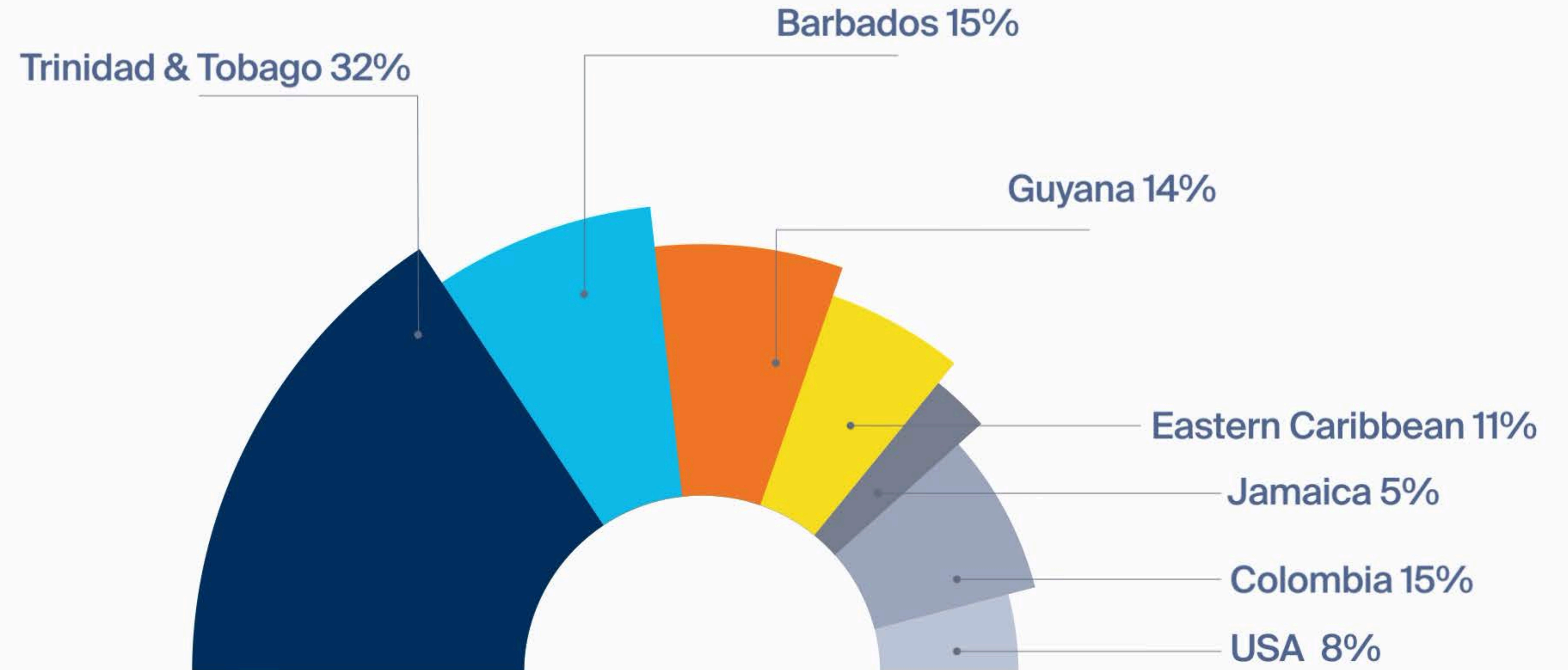
**TT\$ 529 Million**  
US\$ 79 Million

↑ +16%

OVER 2024

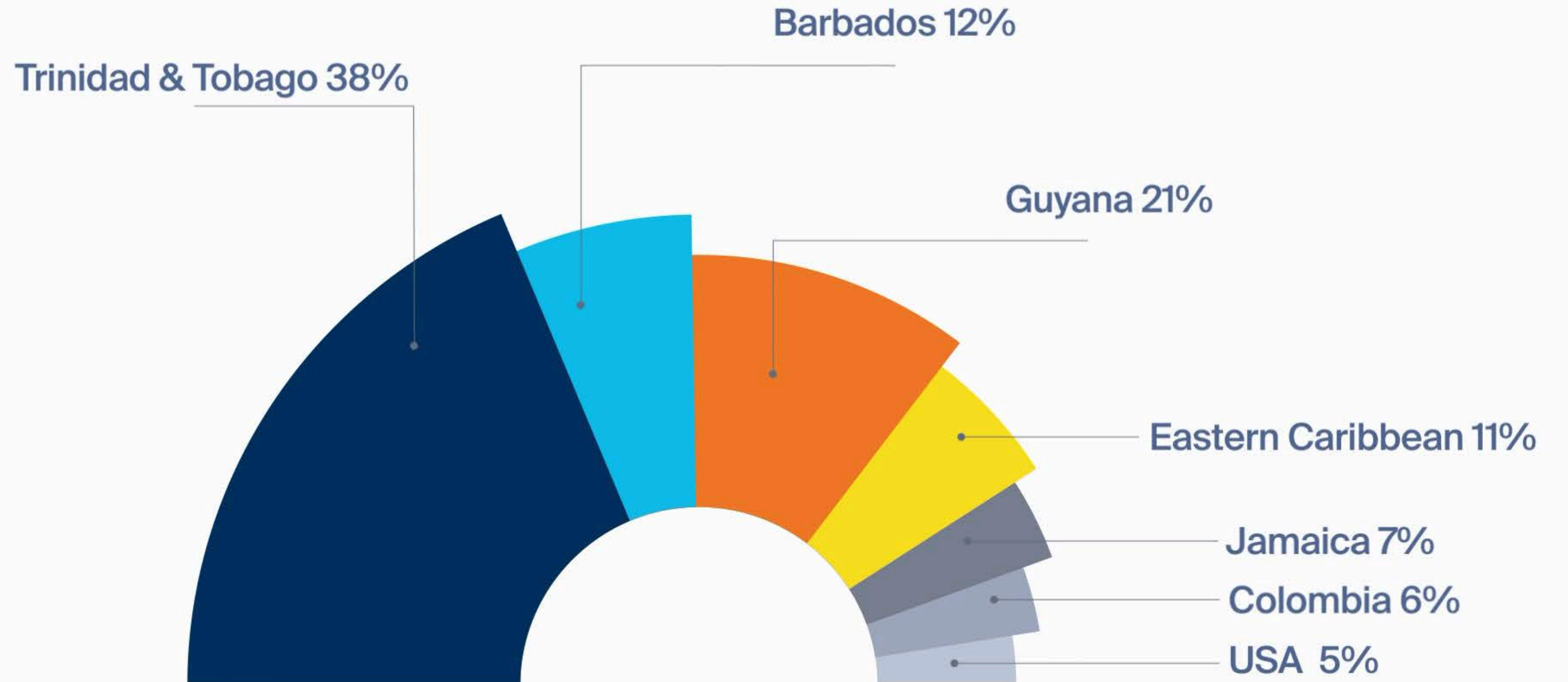
**Massy...  
a global  
company  
poised for  
growth**

Revenue Contribution (excl. IHC)  
By Country



with EBITDA  
contributions  
across diverse  
markets

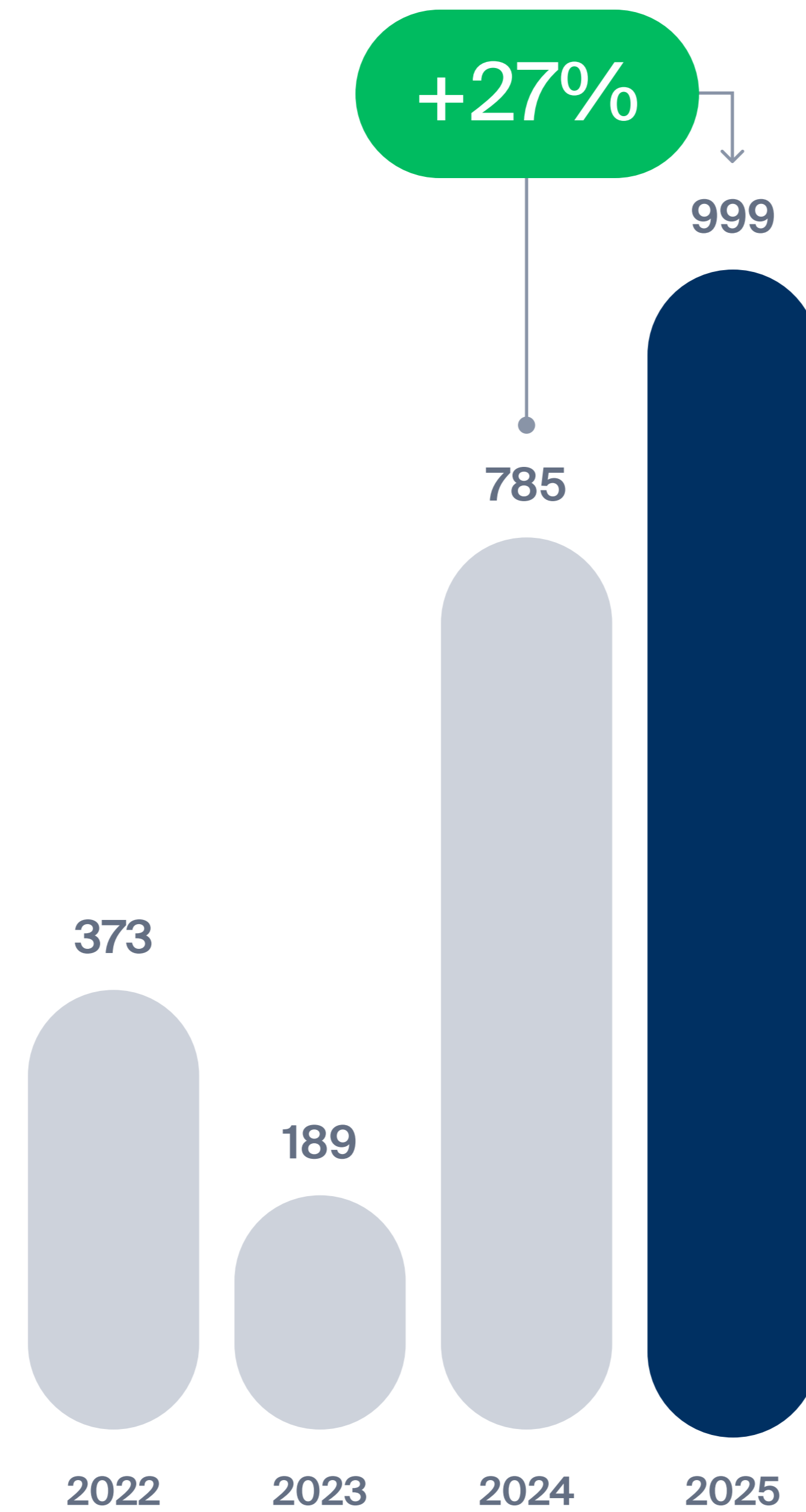
EBITDA (excl. IHC)  
By Country





Continued increase in net cash generated from operations...

Financial Performance  
FY 2025 Q3 Year to Date Comparison



Net Cash Generated  
from Operations

**TTM \$999**  
USM\$ 148.2

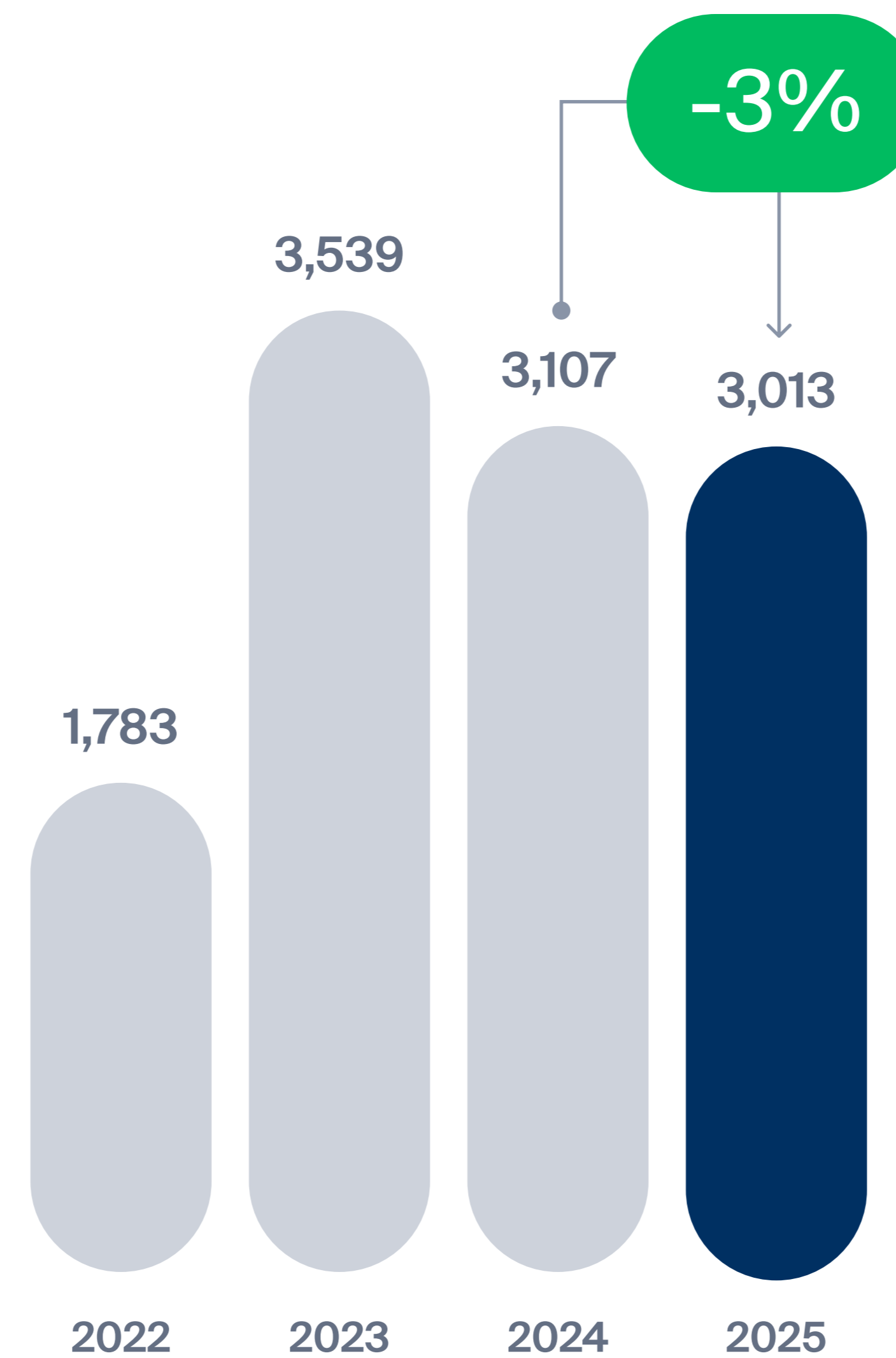
... strengthens  
our balance  
sheet to fund  
future growth

Financial Performance  
FY 2025 Q3 Year to Date Comparison



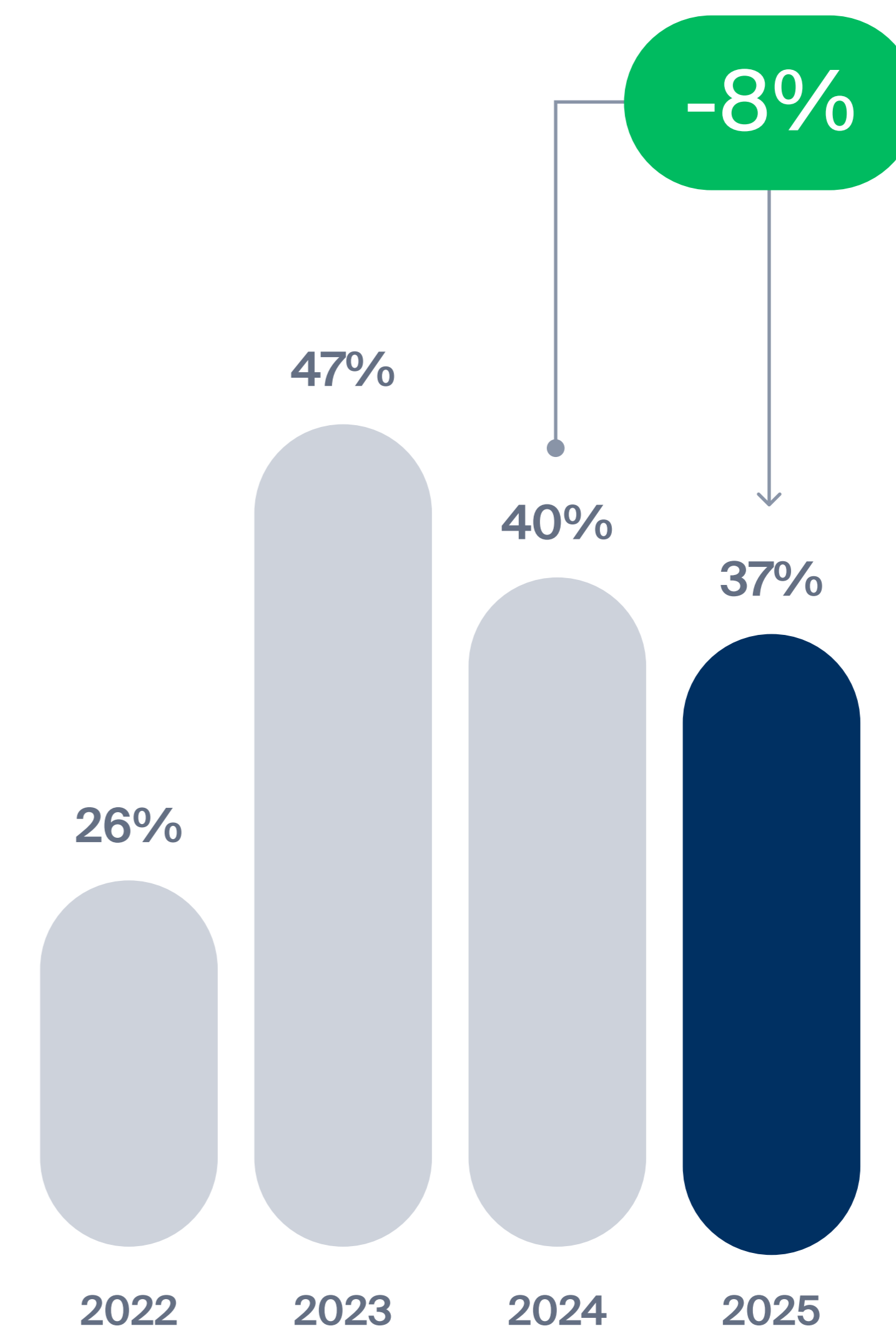
Group Debt

3,013 TT\$m



Debt to Total Equity

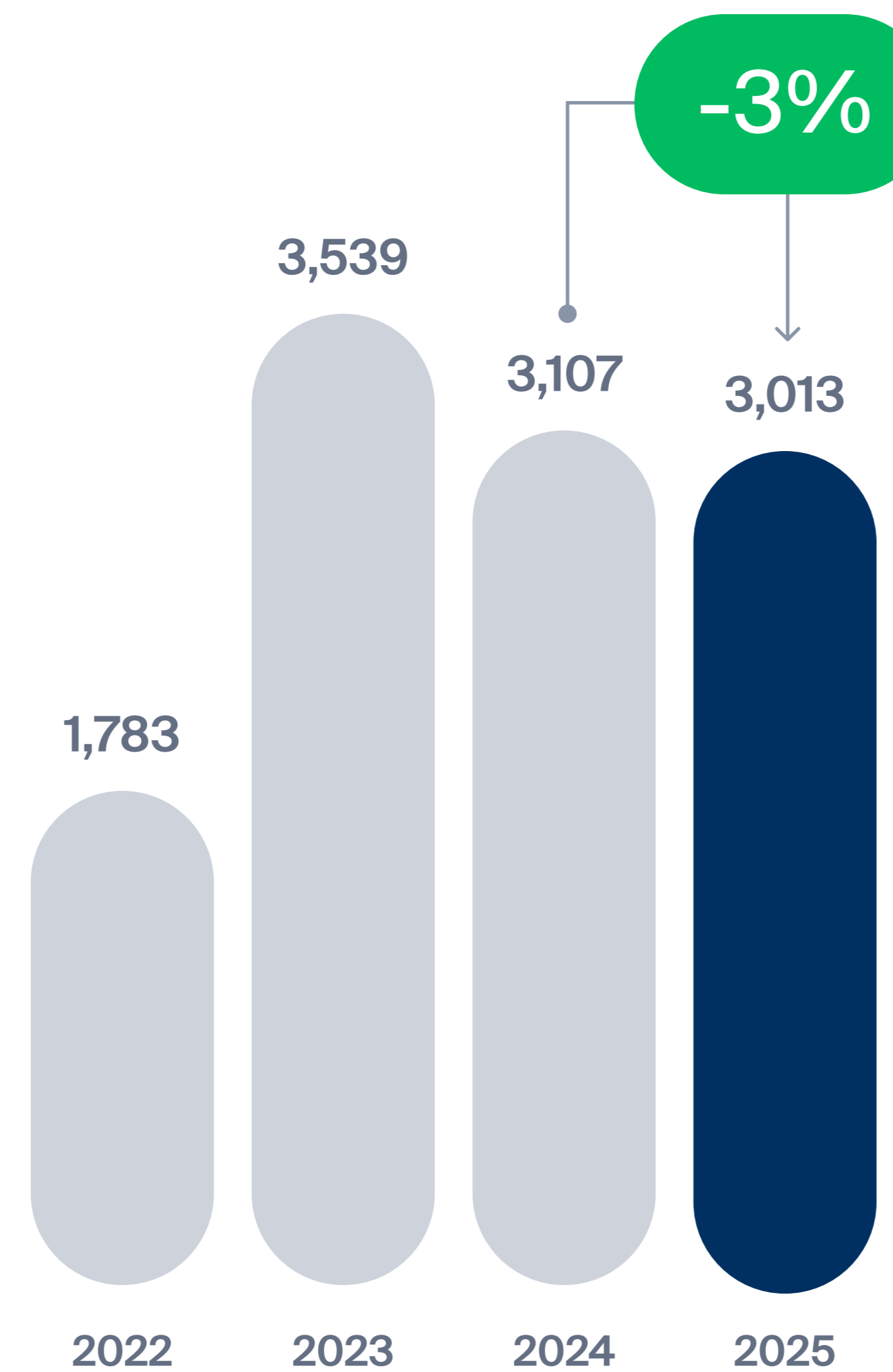
37%



... strengthens  
our balance  
sheet to fund  
future growth

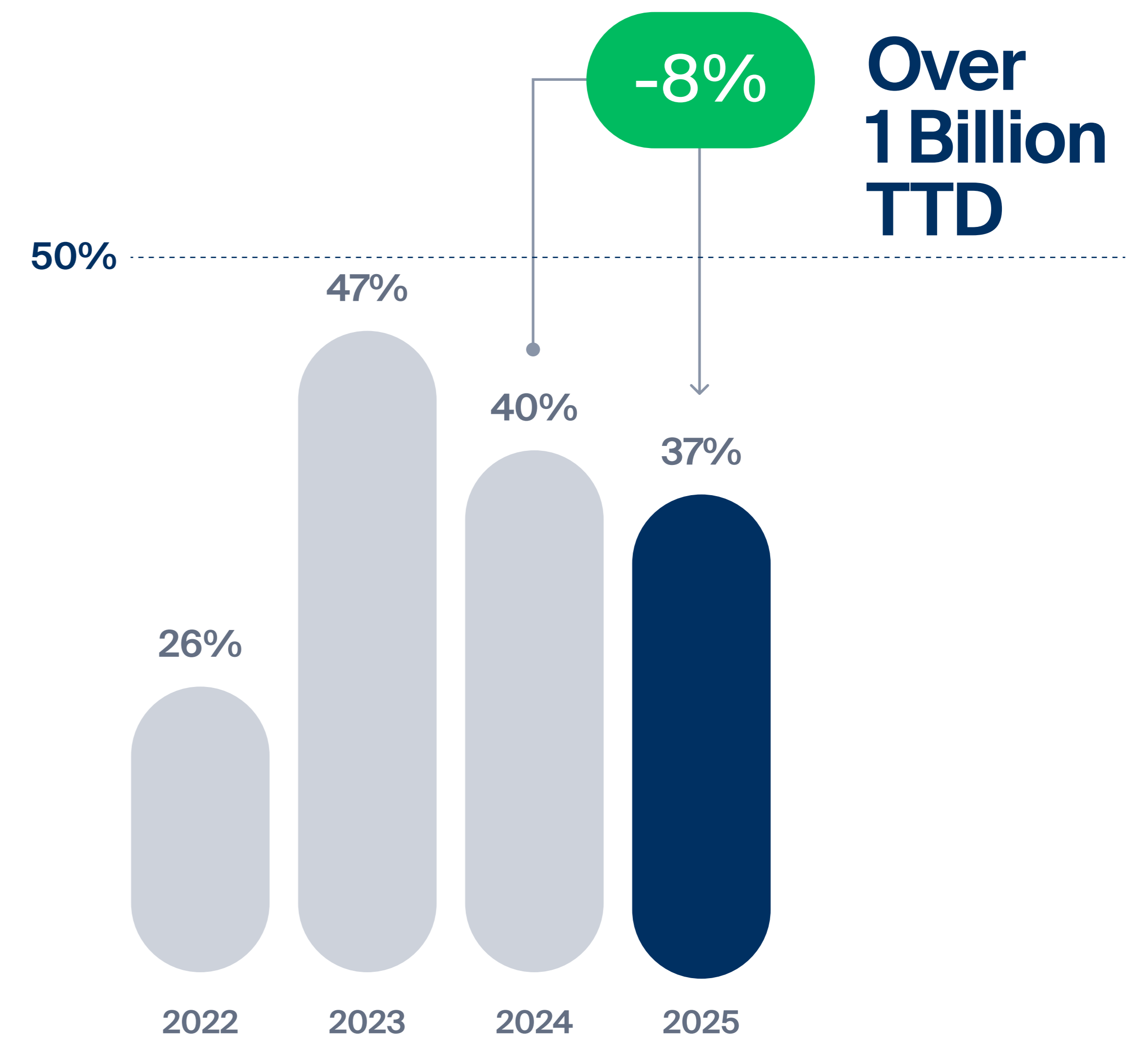
Group Debt

3,013 TT\$m



Debt to Total Equity

37%



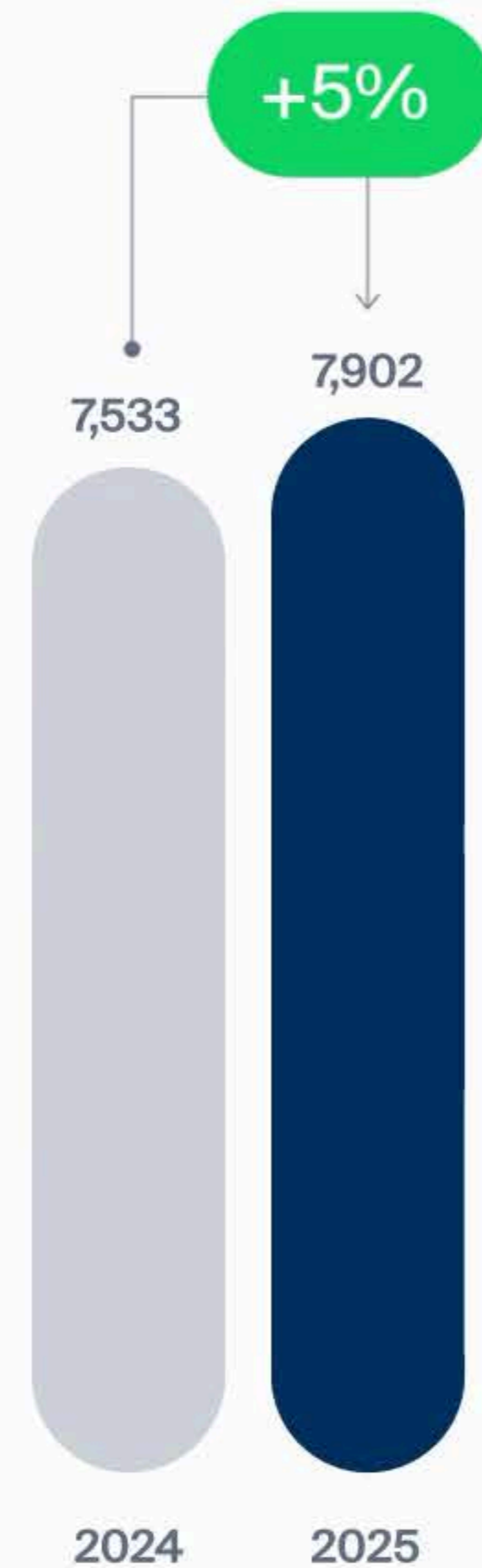
Over  
1 Billion  
TTD

# Integrated Retail Portfolio

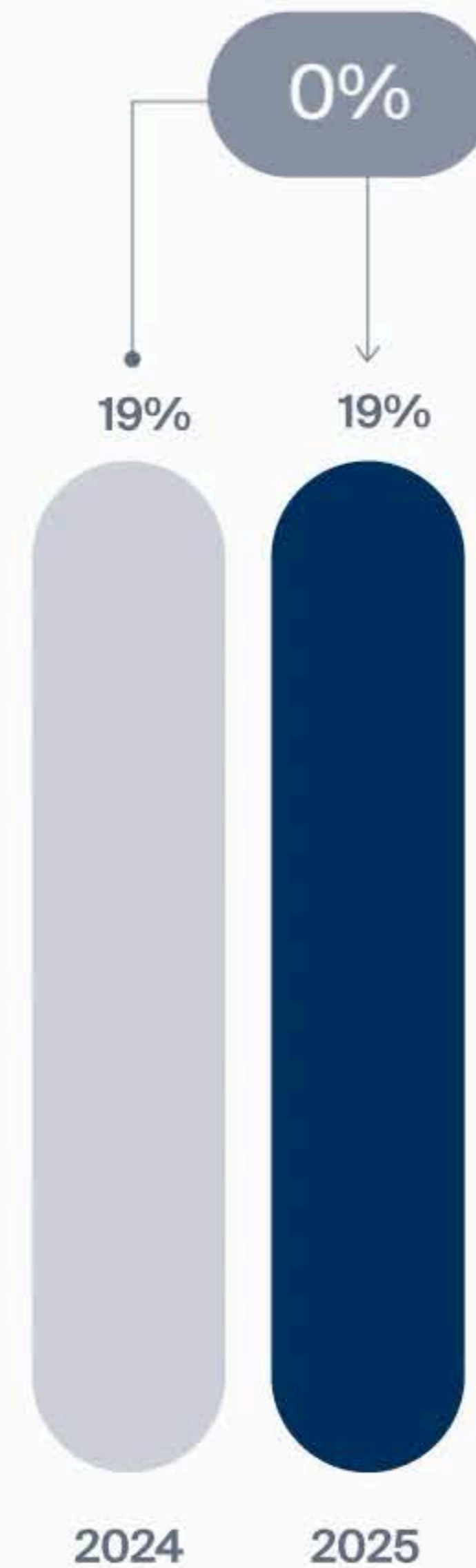


## Financial Results 3rd Quarter (Q3) Year to Date Comparison

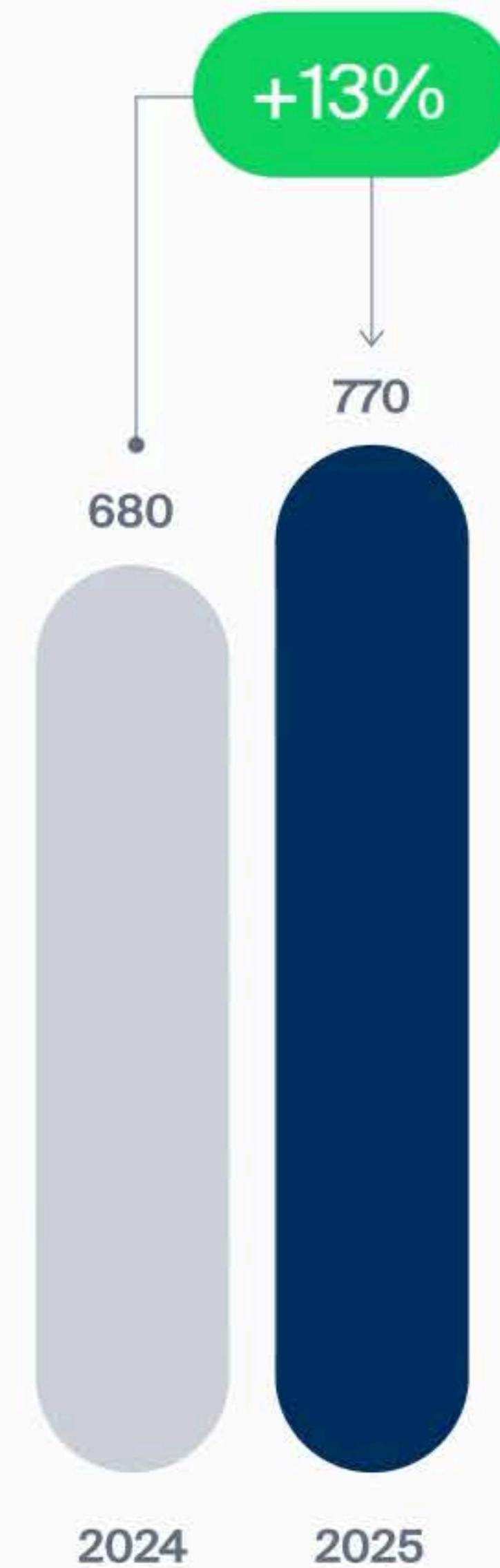
Revenue  
**7,902 TT\$m**  
US\$ 1.2 Billion



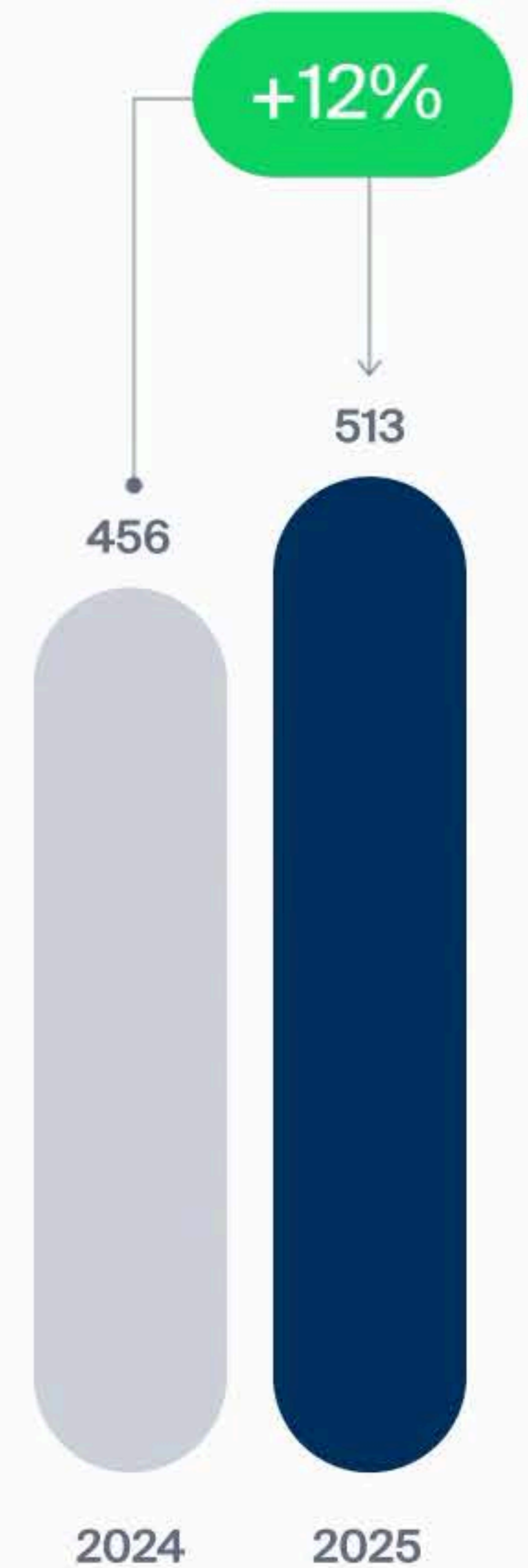
OpEx Margin  
**19%**



EBITDA  
**770 TT\$m**  
US\$ 114 Million



Profit Before Tax  
**513 TT\$m**  
US\$ 76 Million

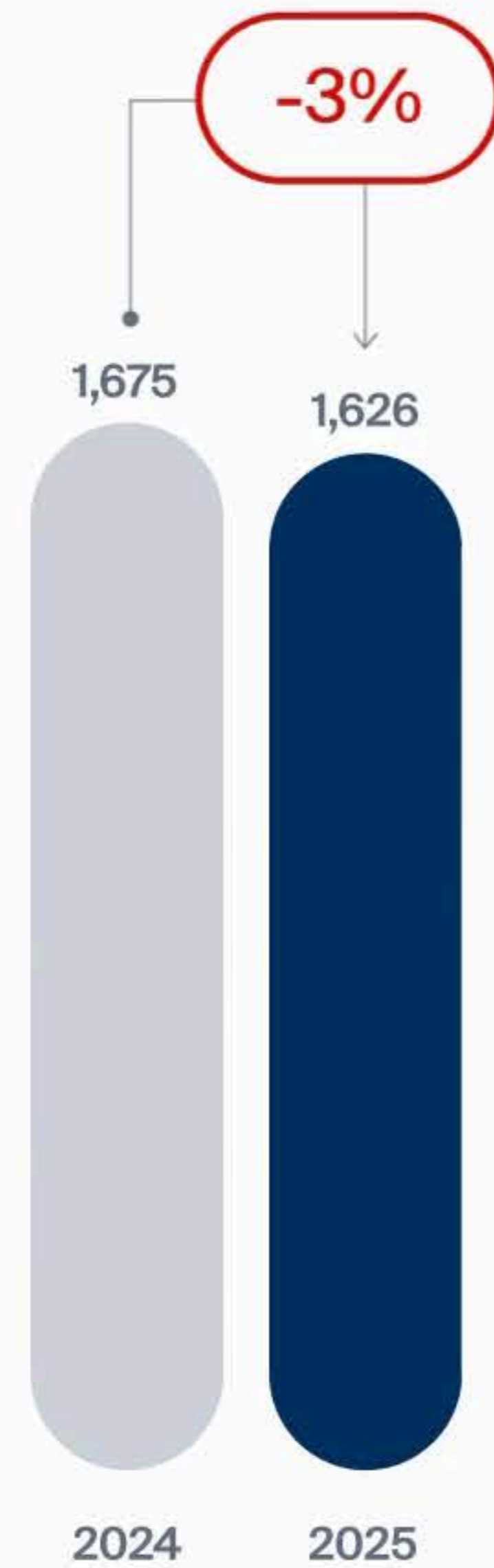


# Gas Products Portfolio

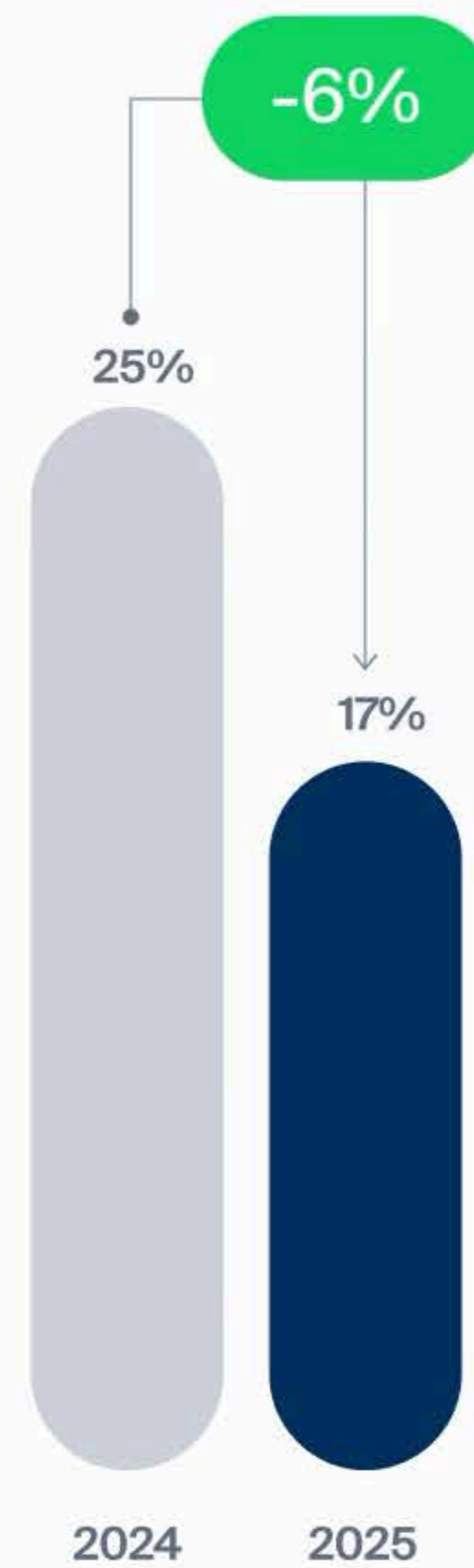


## Financial Results 3rd Quarter (Q3) Year to Date Comparison

Revenue  
**1,626 TT\$m**  
US\$ 241 Million



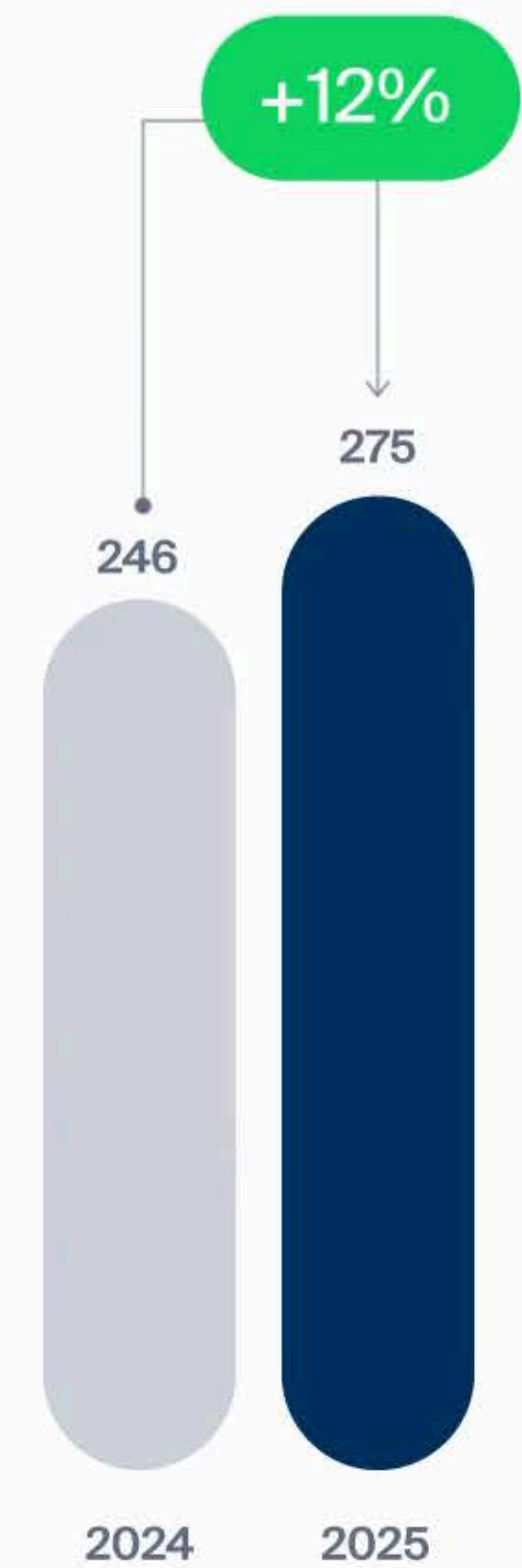
OpEx margin  
**17%**



EBITDA  
**404 TT\$m**  
US\$ 60 Million



Profit Before Tax  
**275 TT\$m**  
US\$ 41 Million



# Motors & Machines Portfolio



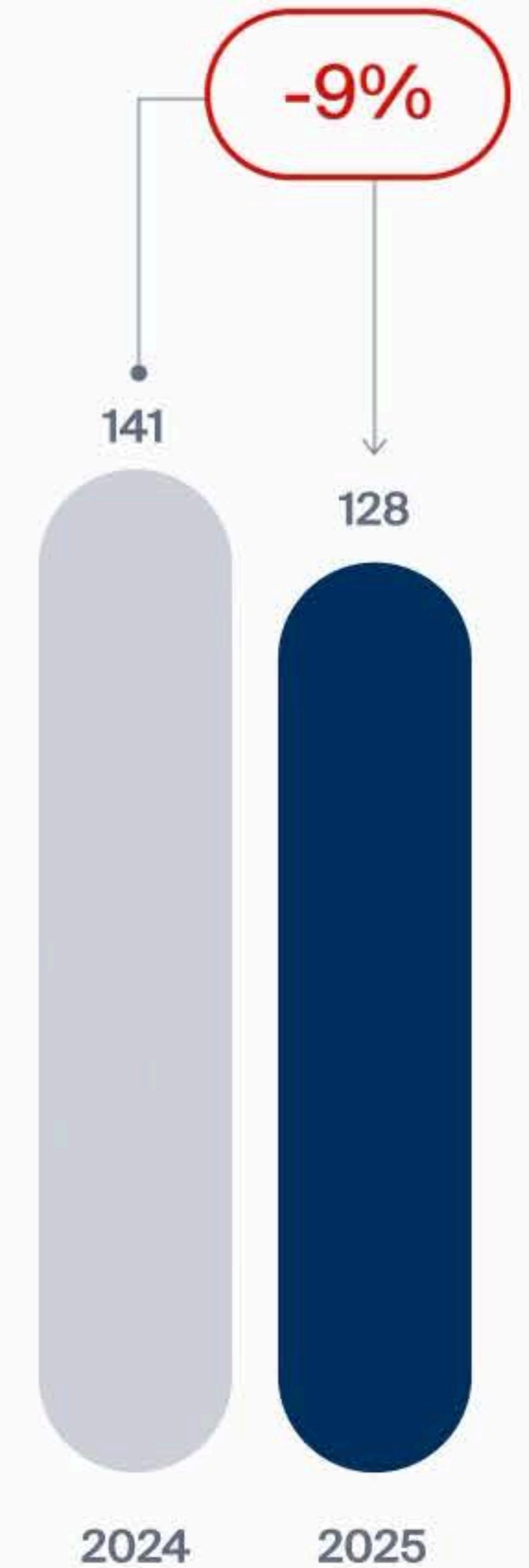
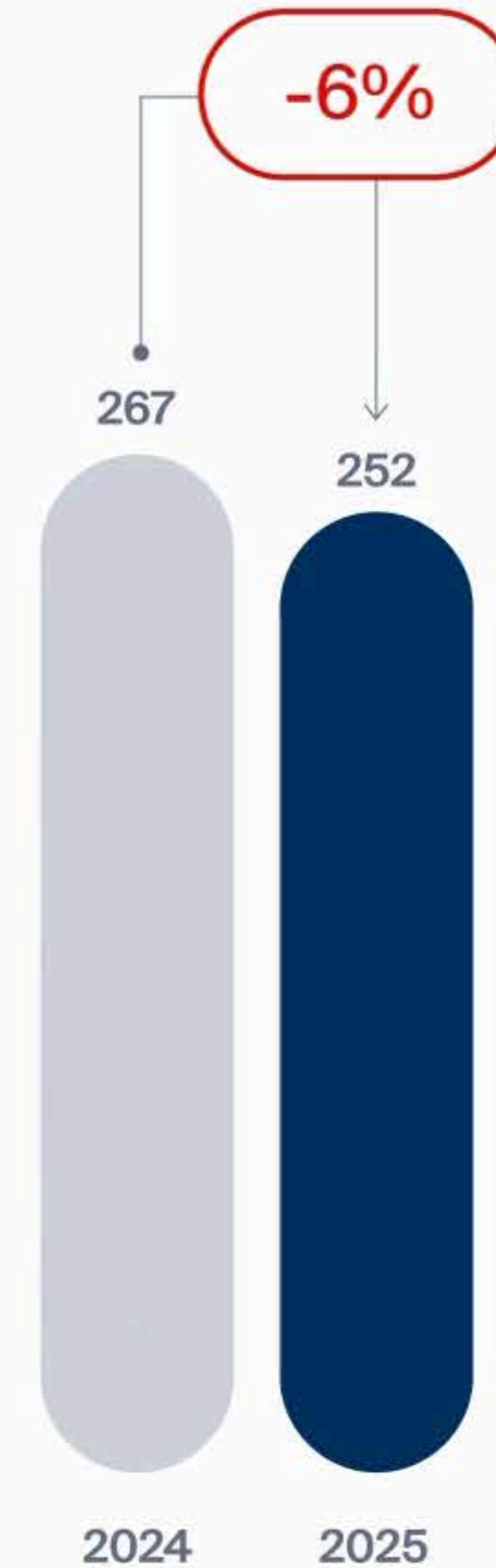
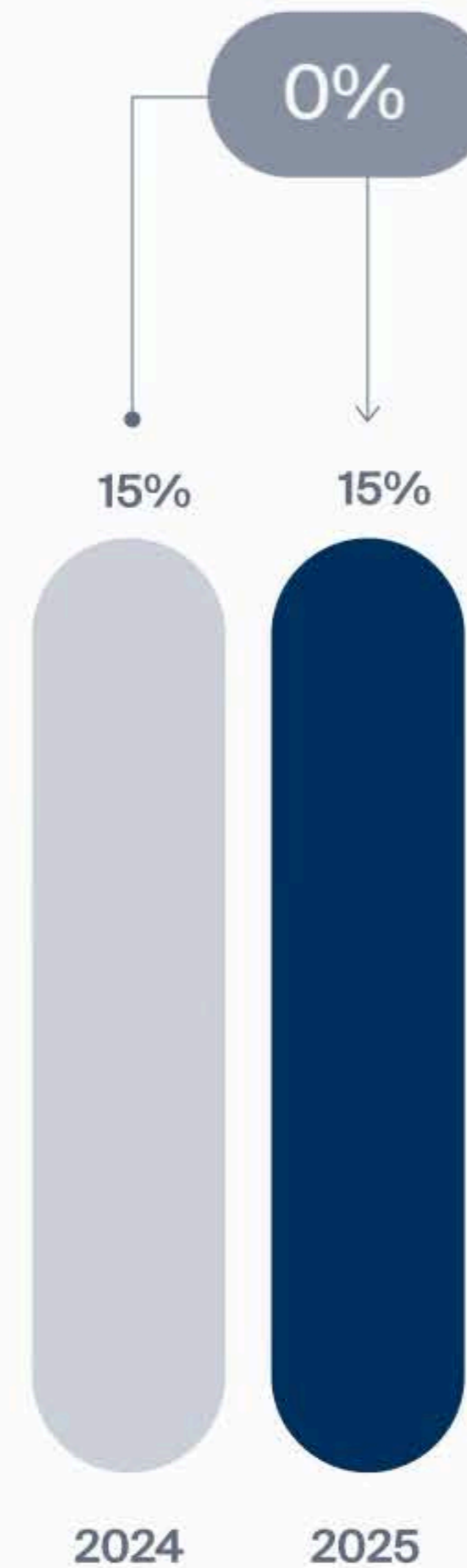
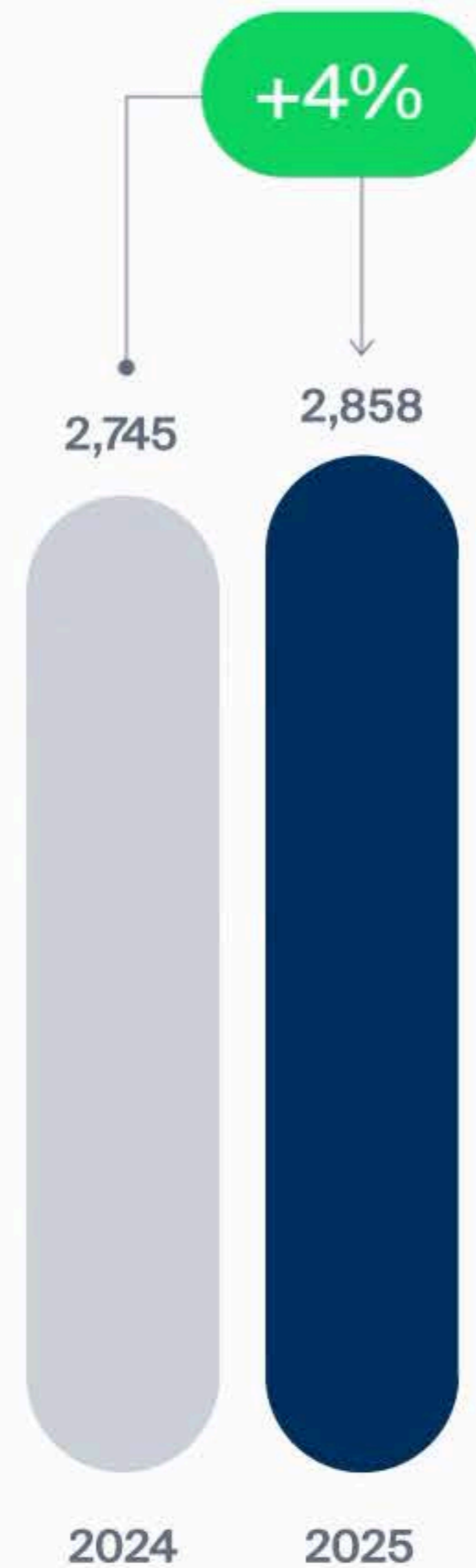
## Financial Results 3rd Quarter (Q3) Year to Date Comparison

Revenue  
**2,858 TT\$m**  
US\$ 424 Million

OpEx margin  
**15%**

EBITDA  
**252 TT\$m**  
US\$ 37 Million

Profit Before Tax  
**128 TT\$m**  
US\$ 19 Million

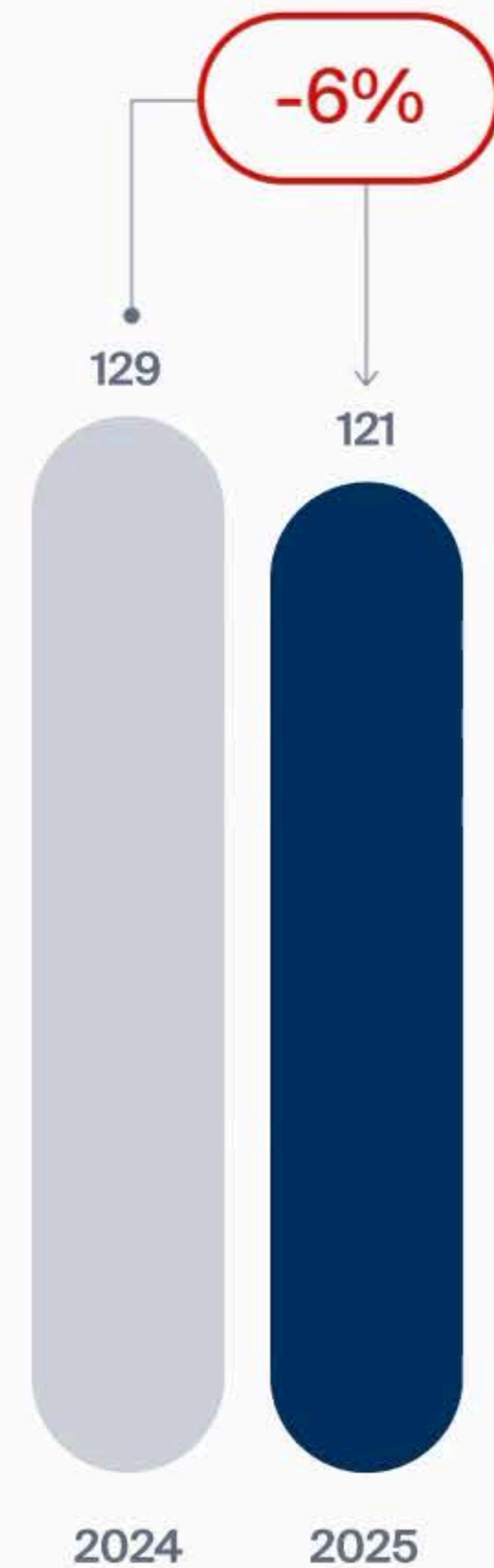


# Financial Services Portfolio

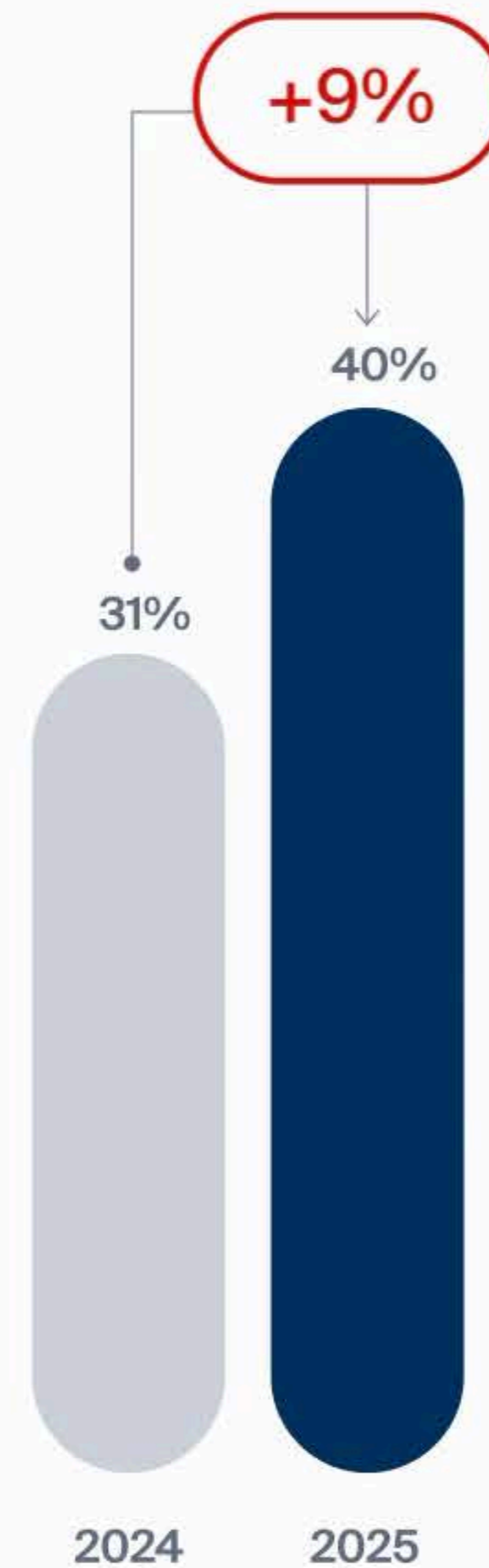


## Financial Results 3rd Quarter (Q3) Year to Date Comparison

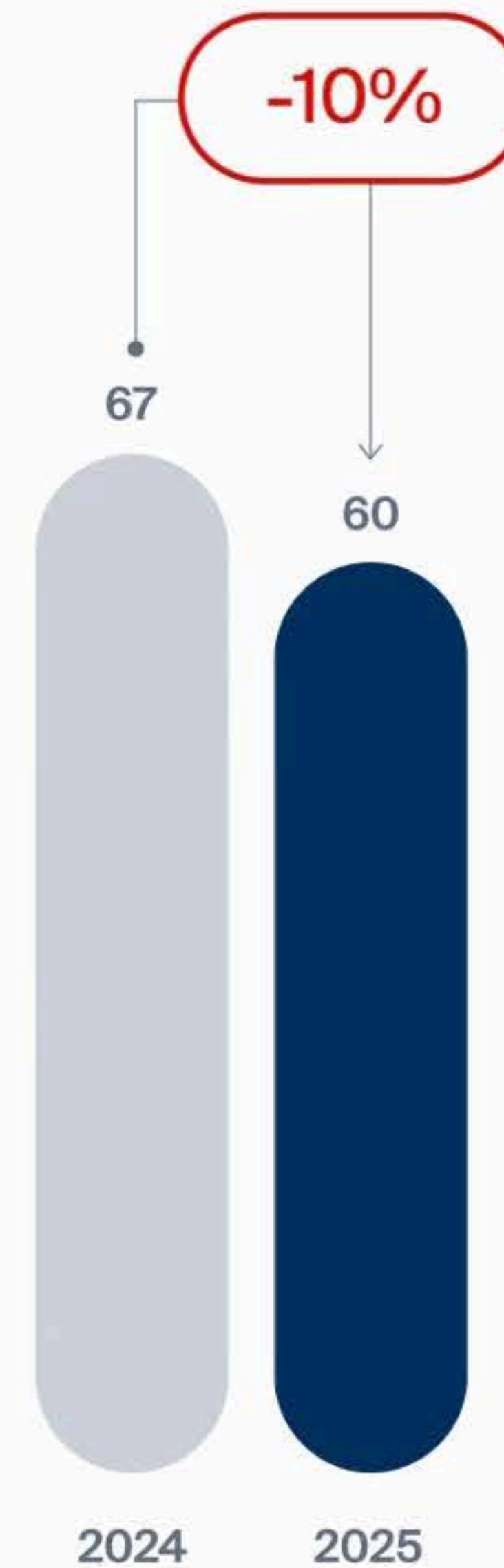
Revenue  
**121 TT\$m**  
US\$ 18 Million



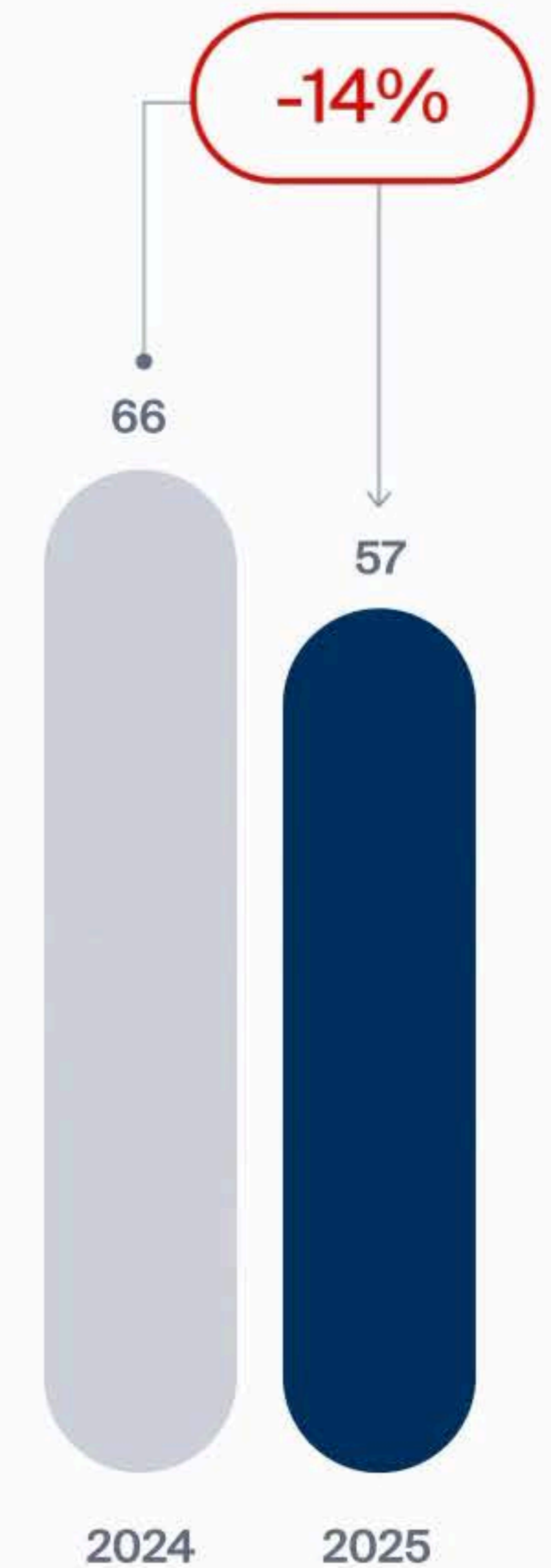
OpEx margin  
**40%**



EBITDA  
**60 TT\$m**  
US\$ 9 Million

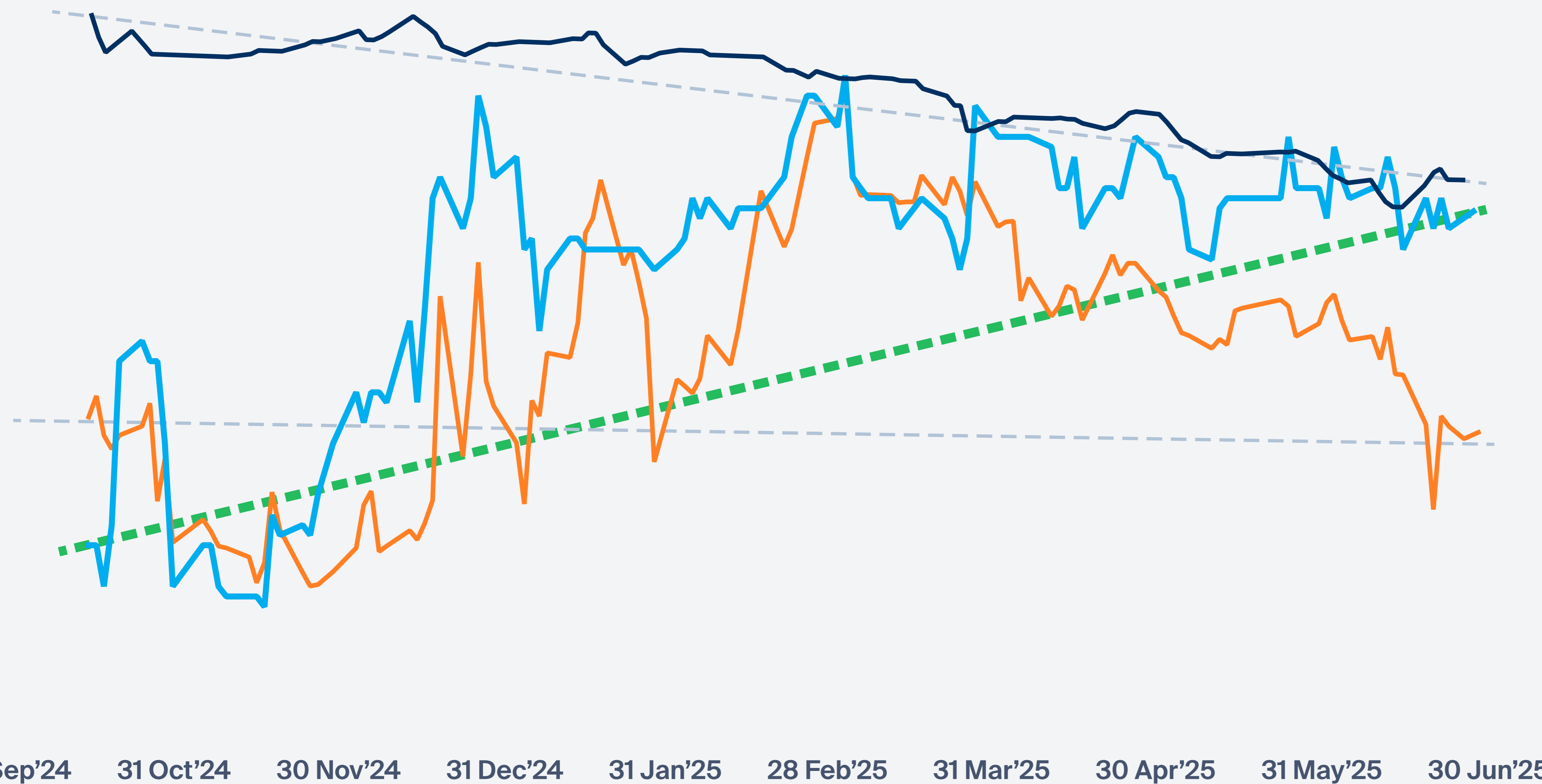


Profit Before Tax  
**57 TT\$m**  
US\$ 8 Million



# Share Price Performance June 2025

Conglomerates & Massy v TTComp (TT\$)



TTSE  
↓ 3%

Massy  
↑ 13%

Conglomerates  
↓ 10%



**People** + Customers + Partners = Results x Impact

Two thick, blue, hand-drawn style lines that underline the word 'People' and extend to the right, crossing under the plus sign between 'People' and 'Customers'.

# Our People Strategy

# Nadia McCarthy

Senior Vice President,  
Group People & Culture



A photograph of two male workers in a warehouse or industrial setting. They are both wearing white hard hats and dark blue work jackets with reflective silver stripes. The worker on the right has a beard and is wearing a white hard hat. They are both looking down at a large, yellow, cylindrical piece of machinery. The worker on the right is holding a white strap or hose connected to the machine. The background is filled with stacks of cardboard boxes and other industrial equipment. The overall lighting is somewhat dim, with a focus on the workers and the machinery.

**“At the heart of extraordinary performance... will be Massy's unique capabilities and distinctive culture; Massy is where purpose meets People.”**

James McLetchie

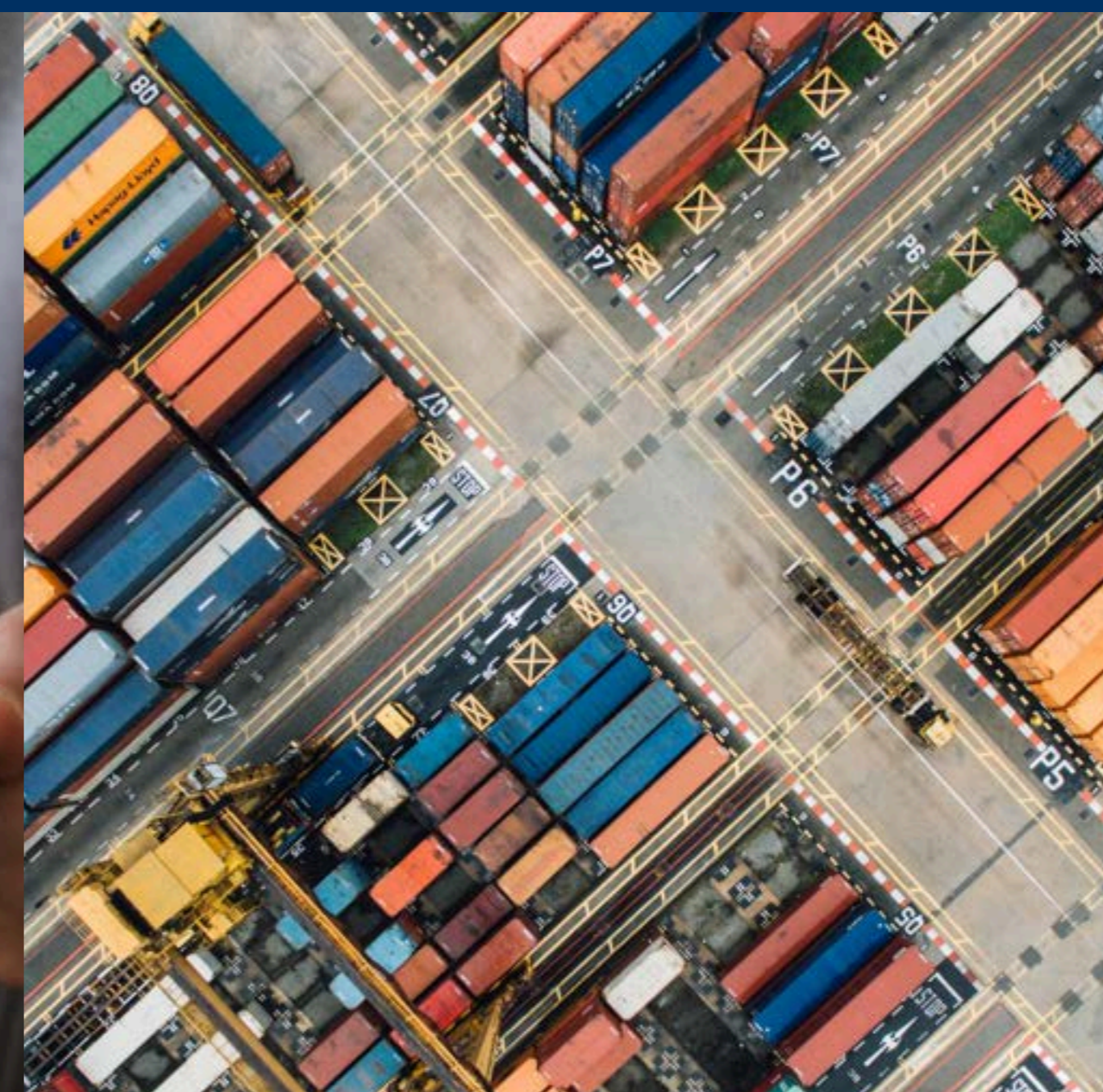
A photograph of a male worker in a blue polo shirt and safety glasses, focused on using a power tool on a car wheel. The background shows an industrial setting with a car lift and various mechanical parts.

**“Our Human Capital strategy is Massy’s response to global disruptive forces: BOLD, INTENTIONAL, and DESIGNED to meet these challenges head-on.”**

Nadia McCarthy

# Global Disruptive Forces Include

- Rapid evolution of technology/AI
- Demand for new skills
- Rapidly Evolving Customer Expectations
- Economic and Political uncertainty

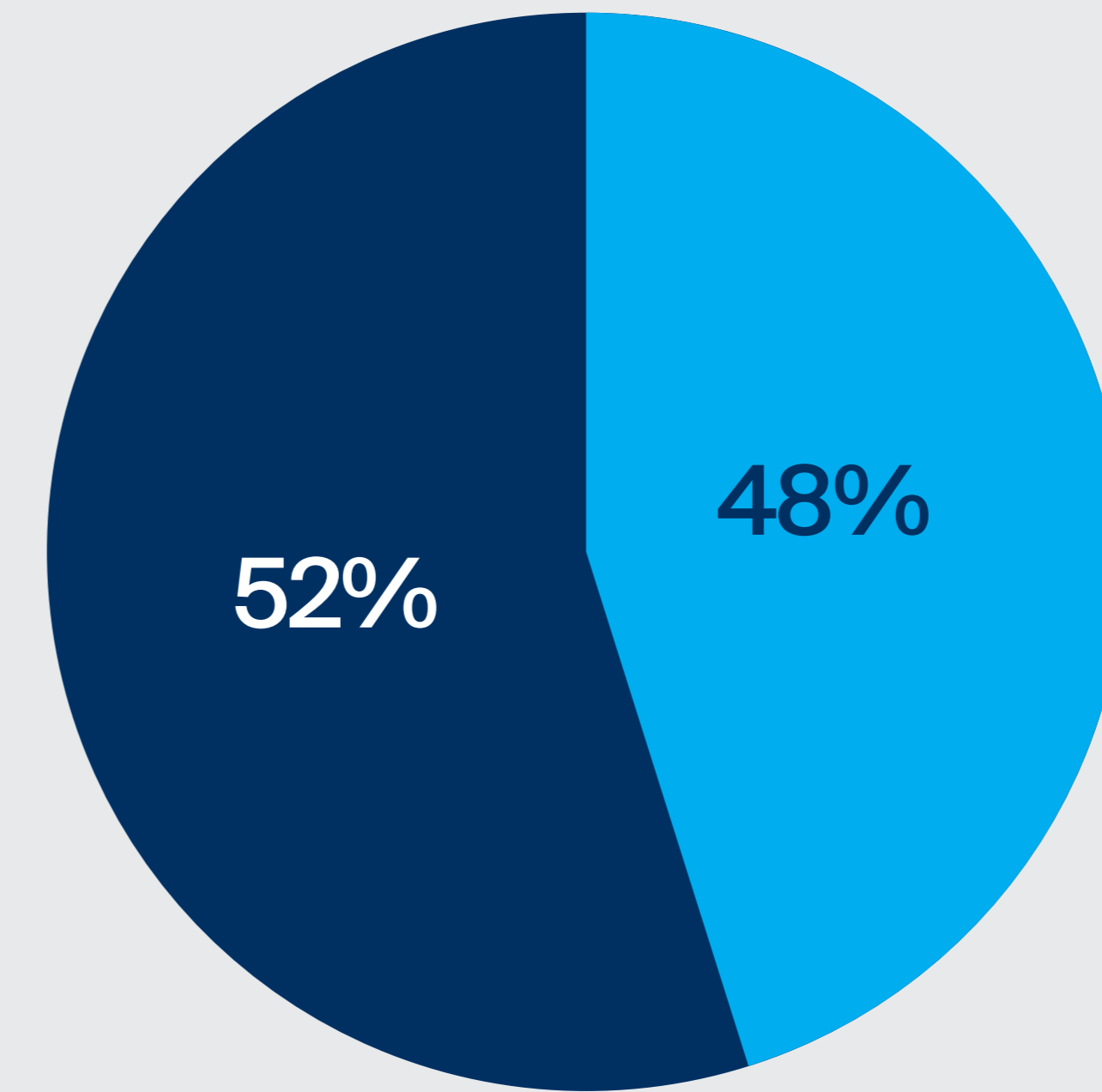


A close-up portrait of a smiling woman with dark skin and braided hair, wearing a blue top. The image is dimmed to serve as a background for the text.

**At Massy, we want to unleash the potential of People through innovation, continuous development, and empowerment.**

# 13,115 employees

## Gender Breakdown



- 48% Female
- 52% Male

Operations /  
Technical Staff

52%

Customer Service  
Frontline

34%


Corporate  
Functions

11%

Leadership/  
Executive

2%



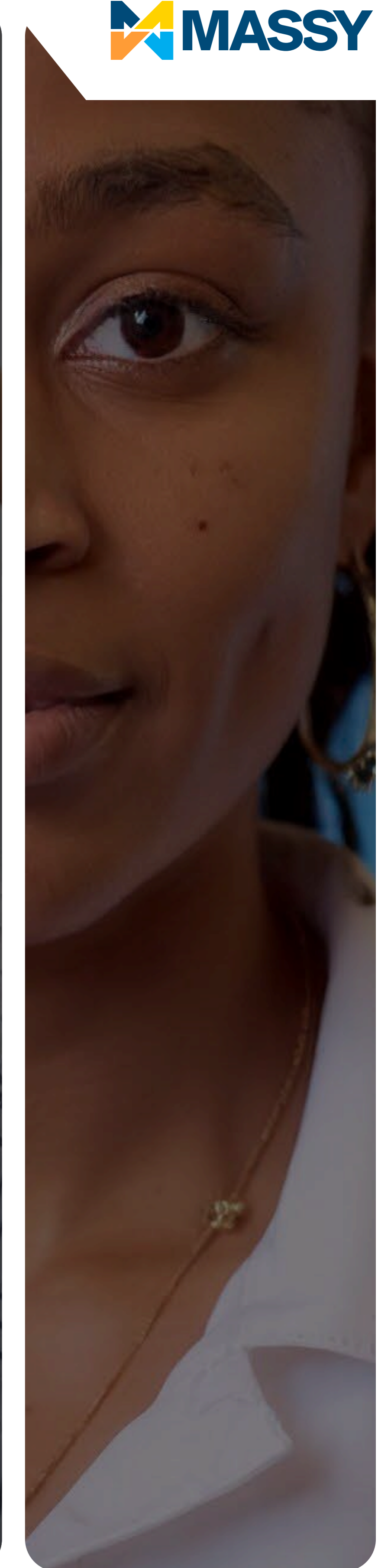
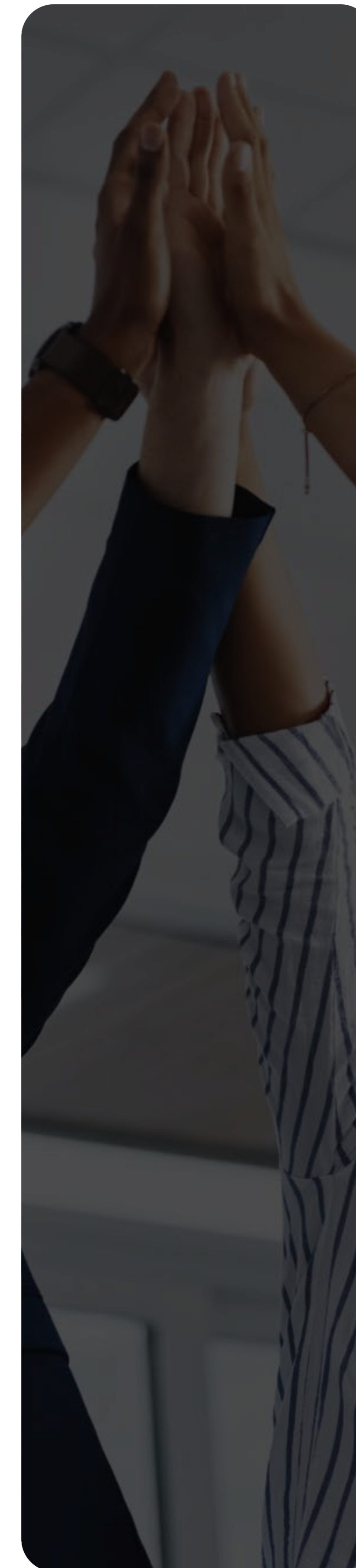
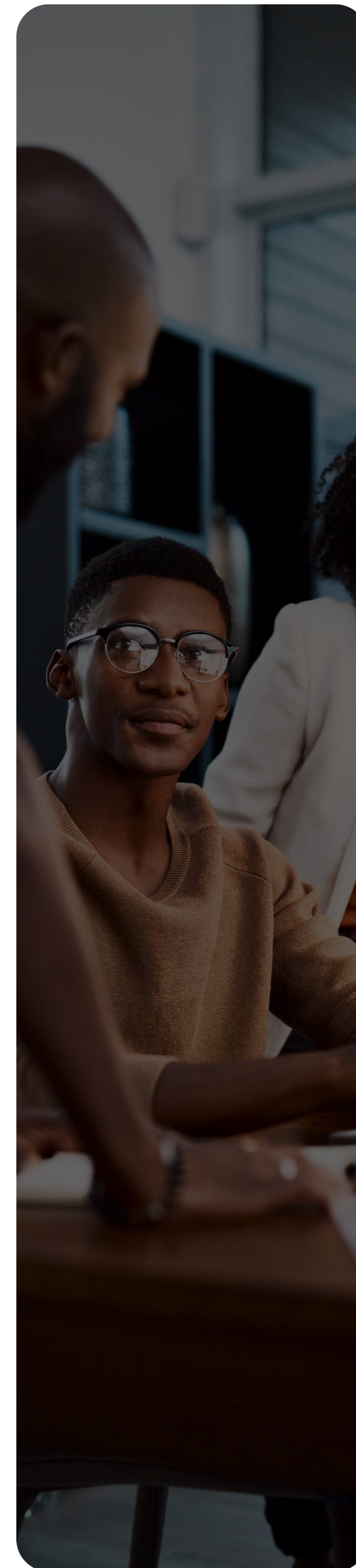
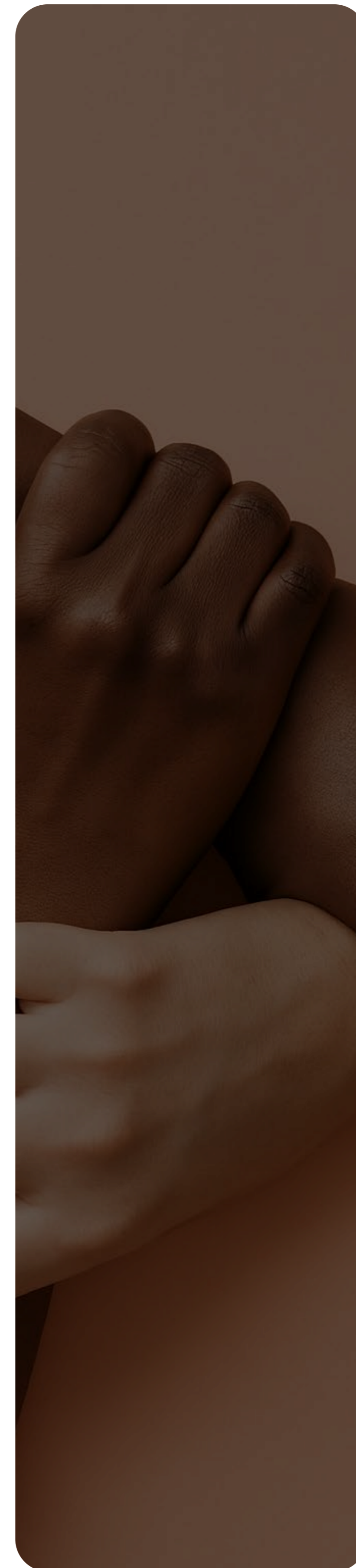
A photograph of two women at a grocery store checkout counter. The woman on the left is wearing an orange polo shirt and is smiling. The woman on the right is wearing a light-colored button-down shirt, glasses, and has long braids. They are both looking at each other. The background shows shelves stocked with various grocery items.

**“Because it’s when our People thrive  
that we unlock the extraordinary—  
generation after generation.”**

Nadia McCarthy

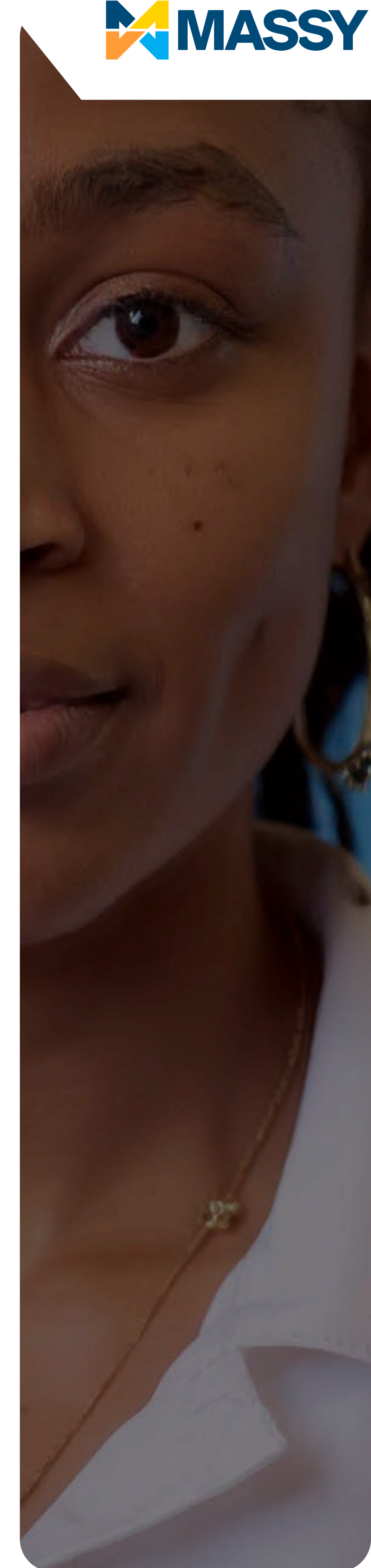
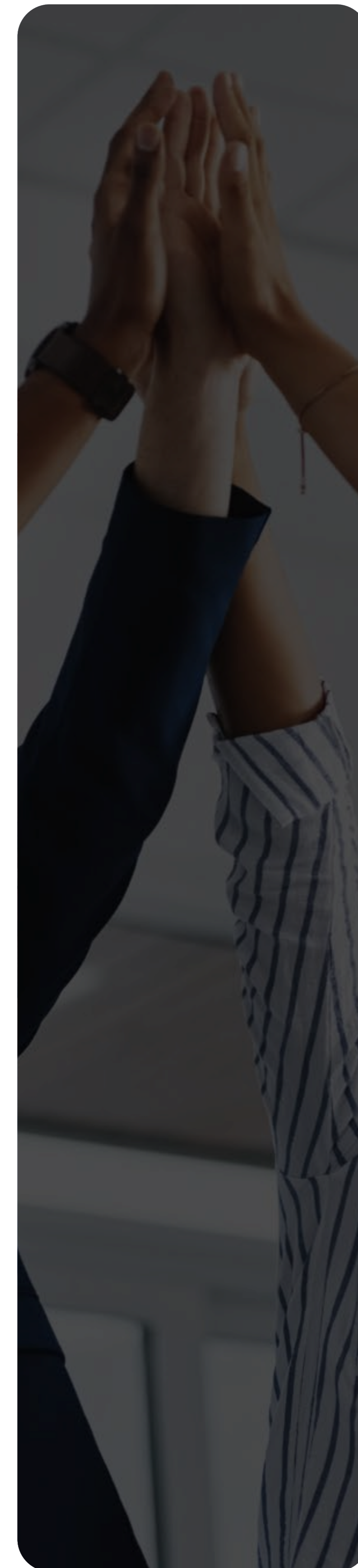
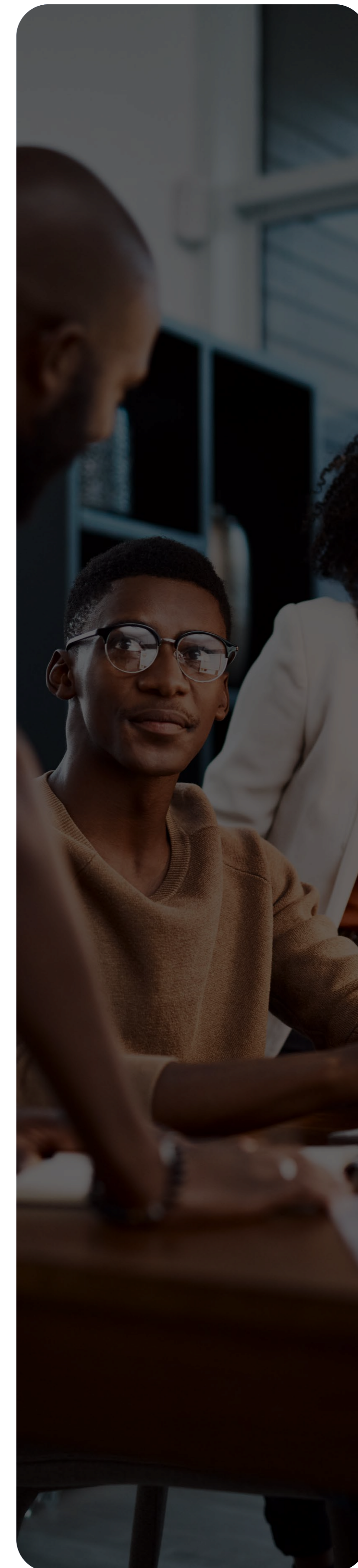
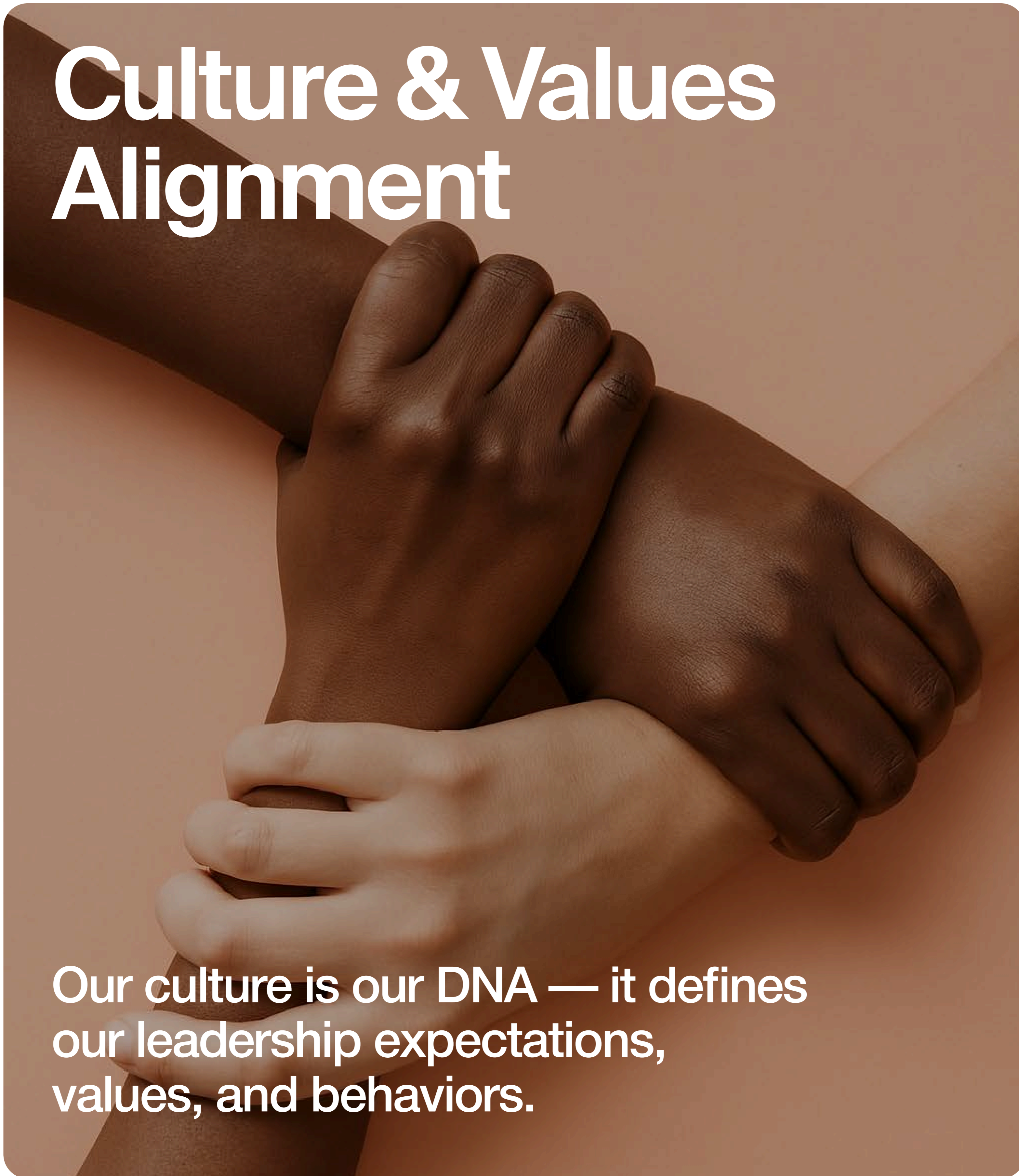
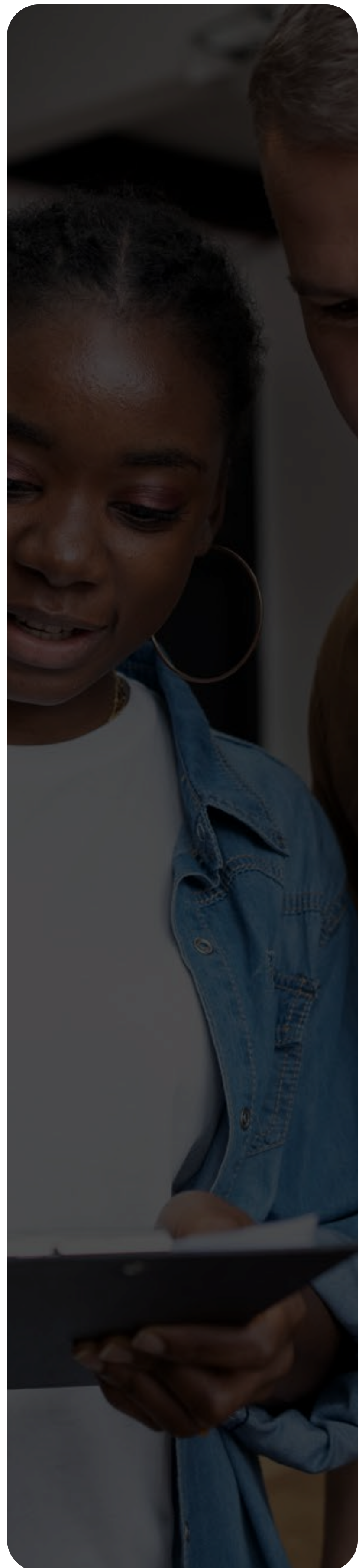
# Leadership and Talent Planning

Our leadership and workforce talent are our competitive differentiators.



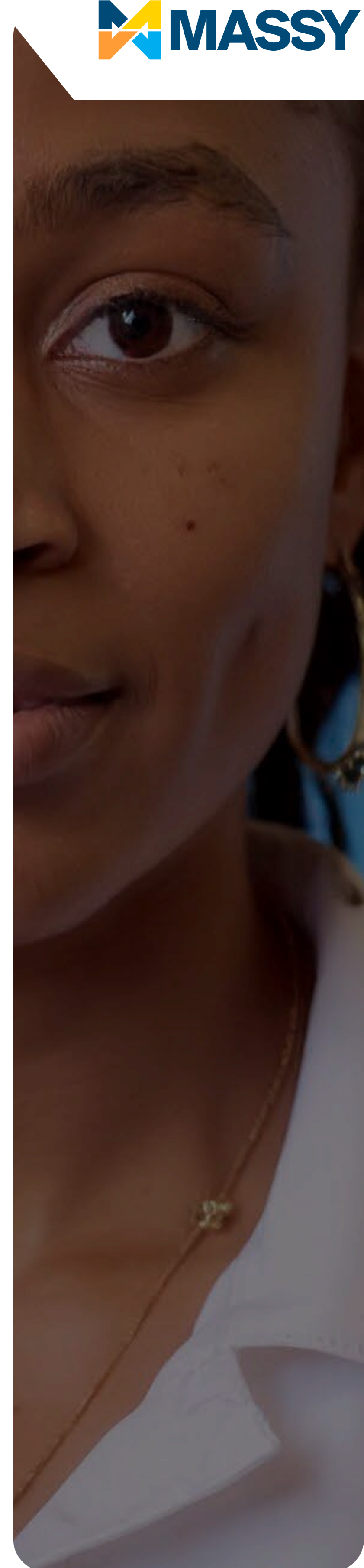
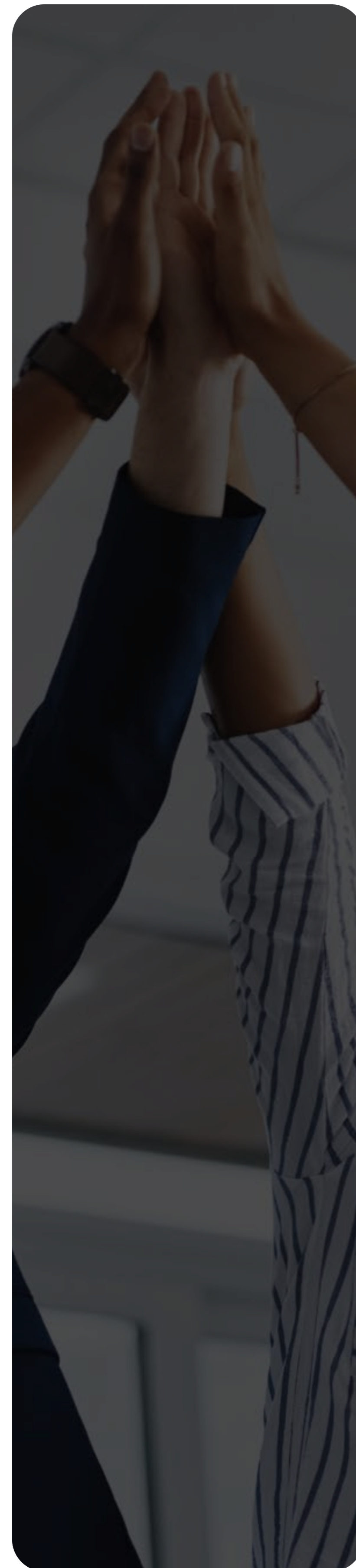
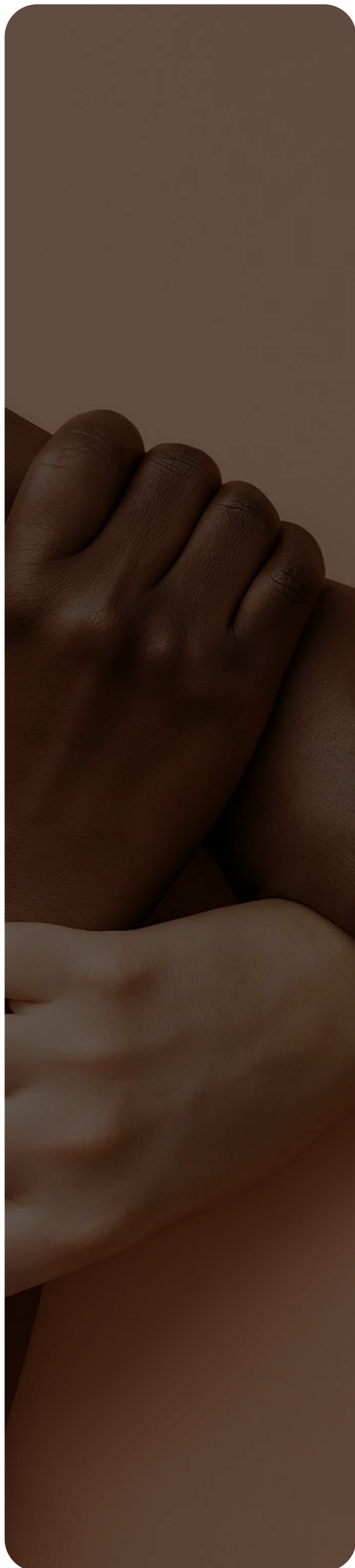
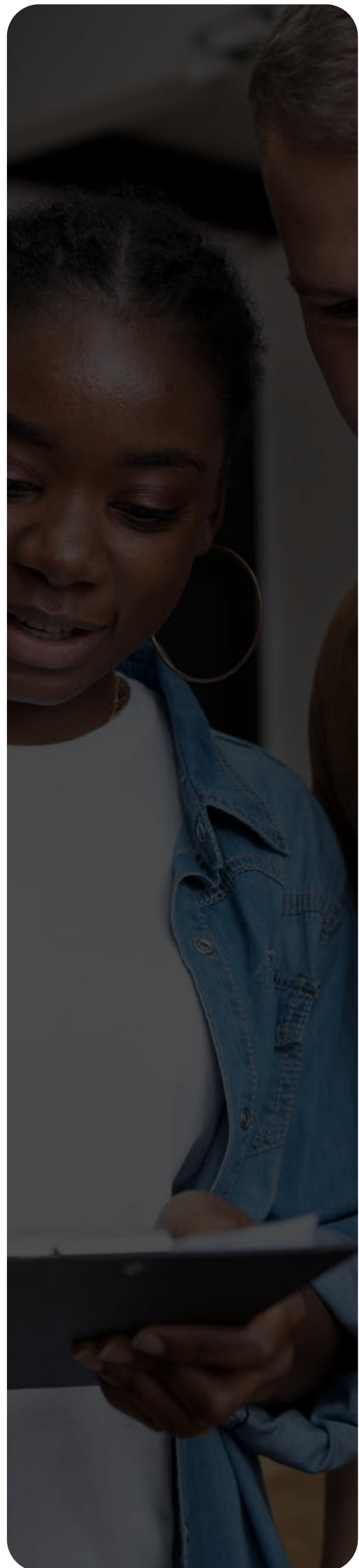
# Culture & Values Alignment

Our culture is our DNA — it defines our leadership expectations, values, and behaviors.



# World-Class Capabilities

A digital employee experience that empowers our people to perform at their best.



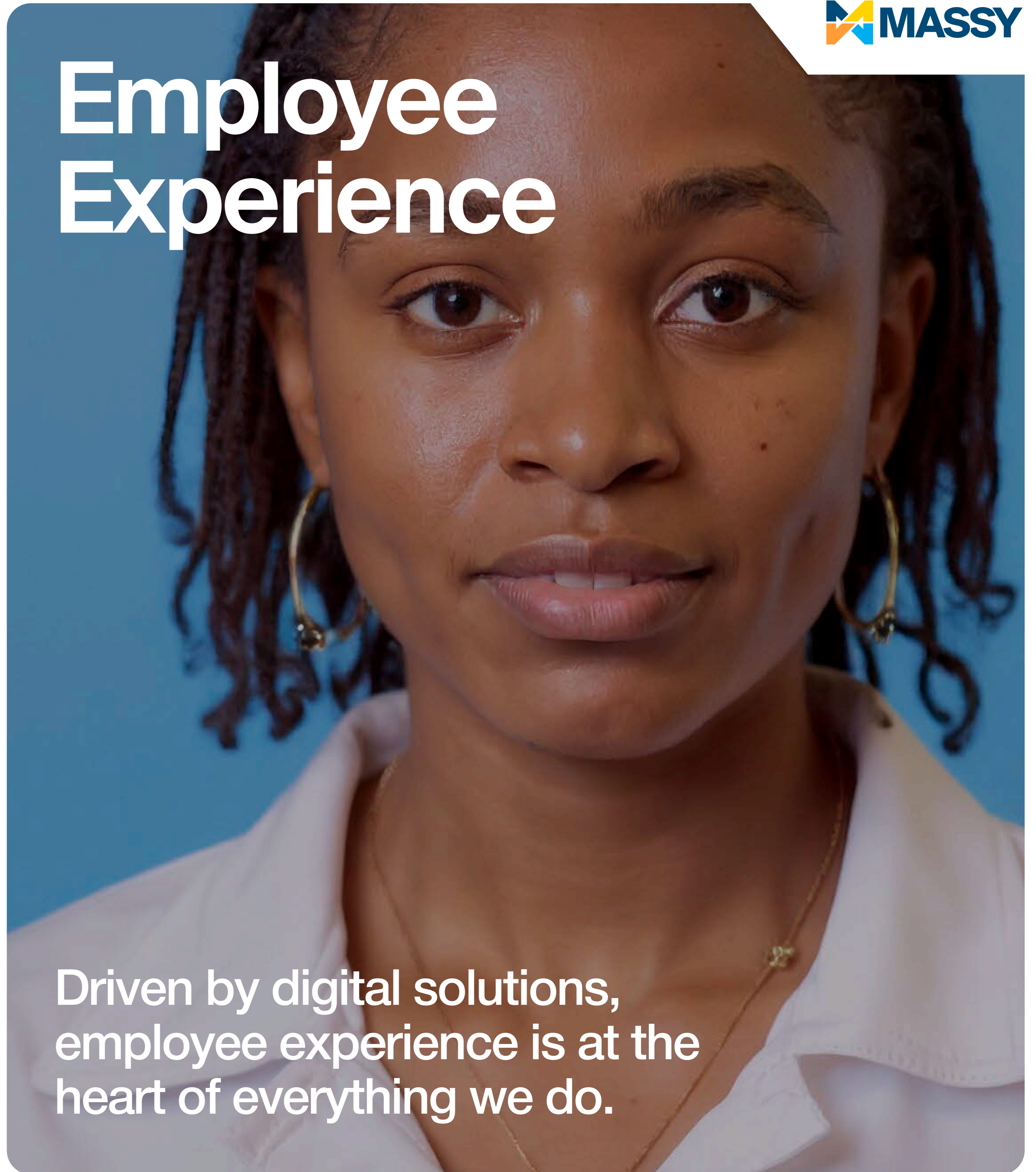
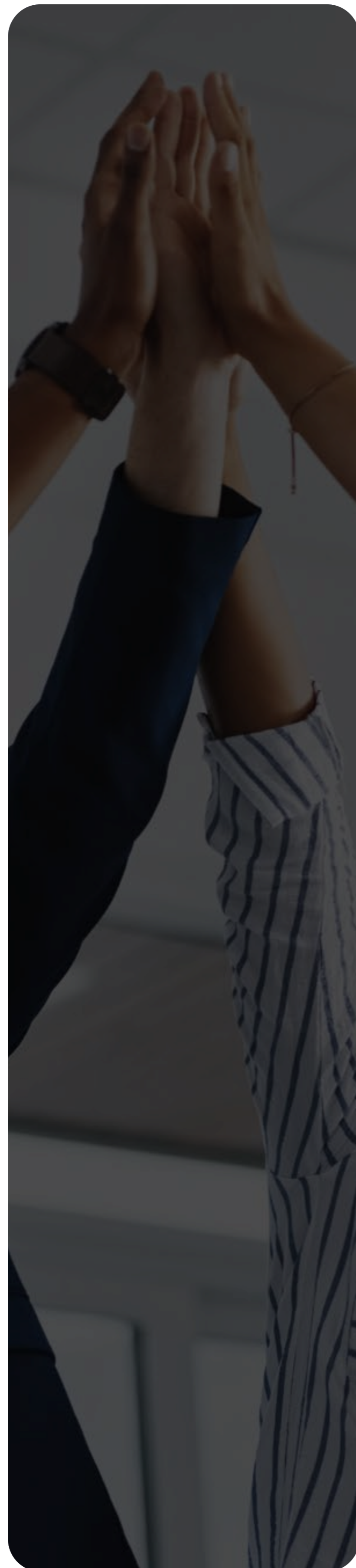
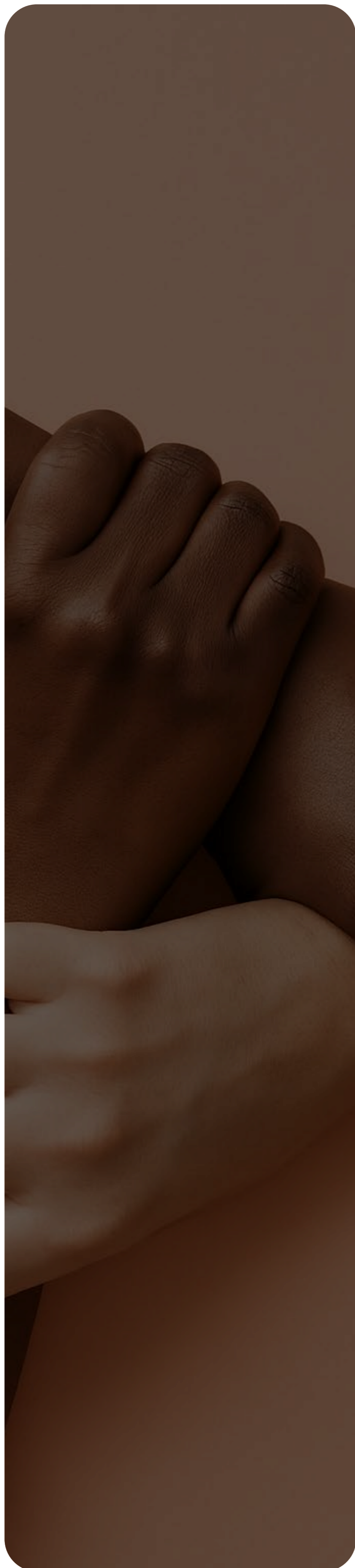
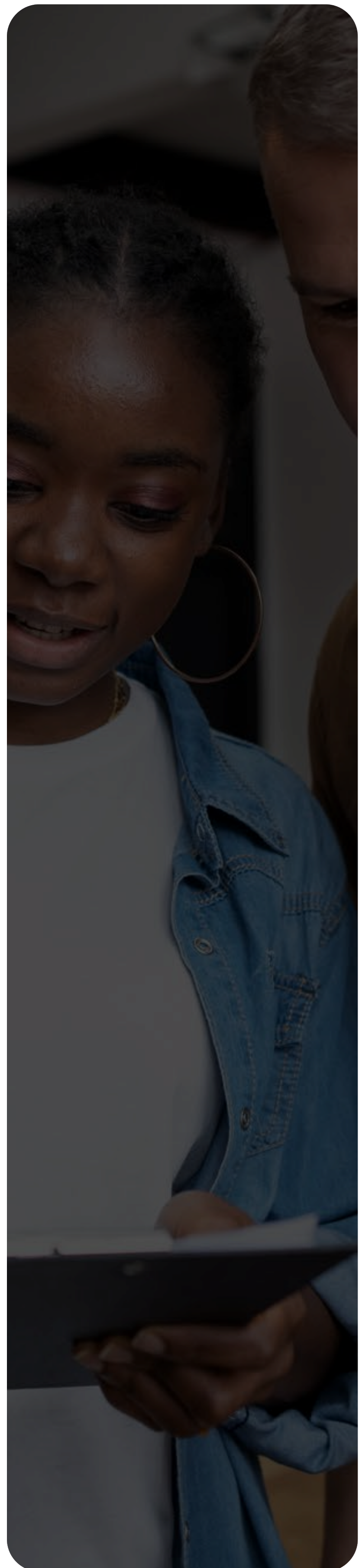
A group of diverse people in an office setting, with several individuals raising their hands in a celebratory gesture, forming a high-five. The scene is brightly lit, suggesting a positive and energetic work environment.

# Performance & Reward Alignment

Sustaining high performance requires a competitive reward framework.

# Employee Experience

Driven by digital solutions,  
employee experience is at the  
heart of everything we do.



# Planned Investment in People

A man with short brown hair, wearing safety glasses, a blue button-down shirt, and a dark brown apron, stands in a workshop. He is smiling slightly and looking towards the camera. The background is a blurred industrial setting with various mechanical parts and tools.

**“To deliver on our vision, we’re making strategic investments that empower our People and position Massy for the future.”**

David Affonso



# Welcome Additions to Our Leadership Team



# Ivette Zuniga

## **EVP and Group Chief Financial Officer (Starting October 1)**

Ivette Zuniga, with over two decades of global finance leadership, is recognized for directing multi-billion-dollar businesses and driving financial transformation across regions. She has held senior roles at GE, Carrier, Trane, Johnson Controls, Diploma PLC, and NextEra Energy, where she executed complex M&A and advanced operational efficiency. Alongside her financial expertise, Ivette has built finance academies and leadership programs, underscoring her commitment to operational excellence and developing future finance leaders.



# Ryan T. Latchu

## Group EVP Portfolio CEO Motors & Machines (Starting October 1)

Ryan Latchu, with 22+ years in the automotive industry and 14 years in senior roles across Massy, is recognized for driving transformation, governance strength, and customer experience. He also brings over eight years of leadership at Toyota Trinidad and Tobago, where he most recently served as President. His leadership blends a people-first philosophy with global credentials, including a Certificate in Corporate Governance from Wharton.



# Dionne Ligoure

## VP Corporate Communications and Corporate Affairs (Starting September 1)

Dionne Ligoure, with 30 years of leadership in Corporate Communications, Marketing, Strategic Planning, and International Business Development, is recognized for shaping brand reputation and guiding organizations through critical moments. She has led communications at Caribbean Airlines and BWIA, building stakeholder trust across the Caribbean, North America, and Europe. She complements her executive expertise with academic training in Leading Sustainable Corporations from Oxford's Saïd Business School and a strong commitment to continuous improvement.



# Ryan Chaitram

## SVP Strategy and Digital (Starting September 1)

Ryan Chaitram, with over 20 years in the energy sector and 24 years at bp Trinidad and Tobago, is recognized for his expertise in strategy, finance, communications, and business development. His commercial experience includes advancing market opportunities, structuring partnerships, and expanding portfolios as Business Development Advisor and Head of Finance. Known for combining analytical precision with creative communication, he translates complex strategies into clear growth agendas that align teams and deliver results.



**People + Customers + Partners = Results x Impact**