



NEAL & MASSY HOLDINGS LTD.

Neal & Massy Corporate Services

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| Trinidad and Tobago Unless otherwise indicated, Trinidad is the principal country in which each subsidiary company is registered and operates. Subsidiaries are wholly owned expected where indicated. | |
| Barbados | <ul style="list-style-type: none">▪ The Barbados Shipping & Trading Company Ltd. (Holding 97%)▪ BCB Communications (Holding 51%) |
| Eastern Caribbean, Cayman, The Bahamas and The Netherland Antilles | |
| Guyana | <ul style="list-style-type: none">▪ Neal & Massy Guyana Limited (Holding 93%) |
| Jamaica | <ul style="list-style-type: none">▪ Neal & Massy Group Jamaica Limited (Holding 98%) |
| USA/ Canada/ UK | |



Automotive/ Industrial Equipment

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| <p>Trinidad and Tobago</p> <p>Unless otherwise indicated, Trinidad is the principal country in which each subsidiary company is registered and operates. Subsidiaries are wholly owned expected where indicated.</p> | <ul style="list-style-type: none">▪ Automotive Components Limited▪ Best Auto Ltd. (Holding 50%)▪ City Motors (1986) Ltd.▪ MasterServ Ltd.▪ Neal & Massy Automotive Limited▪ Neal & Massy Transportation Group Limited▪ Pres-T-Con Ltd. (Holding 63.1%)▪ Tobago Services Ltd.▪ Tracmac Engineering Ltd. |
| <p>Barbados</p> | <ul style="list-style-type: none">▪ Warrens Motors |
| <p>Eastern Caribbean, Cayman, The Bahamas and The Netherland Antilles</p> | |
| <p>Guyana</p> | <ul style="list-style-type: none">▪ Associated Industries Limited |
| <p>Jamaica</p> | |
| <p>USA/ Canada/ UK</p> | |



Energy & Industrial Gases

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| <p>Trinidad and Tobago</p> <p>Unless otherwise indicated, Trinidad is the principal country in which each subsidiary company is registered and operates. Subsidiaries are wholly owned expected where indicated.</p> | <ul style="list-style-type: none">▪ Caribbean Industrial Gases Unlimited (Holding 50%)▪ Industrial Gases Ltd.▪ Neal & Massy Energy Ltd.▪ Neal & Massy Energy Resources Ltd▪ Neal & Massy Energy Services Ltd▪ Neal & Massy Gas Products Ltd. (Holding 57.3%)▪ Neal & Massy Wood Group Ltd. (Holding 50%)▪ NM Industrial Gas Holdings▪ NM Insertech (Caribbean) Ltd.▪ NM Petrochemicals Services Limited▪ NM Supply Chain Integrators (Holding 51%)▪ NMAP Services Unlimited (Holding 50%)▪ Trintogas Carbonics Ltd. |
| <p>Barbados</p> | |
| <p>Eastern Caribbean, Cayman, The Bahamas and The Netherland Antilles</p> | |
| <p>Guyana</p> | <ul style="list-style-type: none">▪ Demerara Oxygen Company Ltd. |
| <p>Jamaica</p> | <ul style="list-style-type: none">▪ Cool Petroleum Ltd. (Holding 40%)▪ Gas Products Ltd. |
| <p>USA/ Canada/ UK</p> | |



Food Retailing

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| Trinidad and Tobago Unless otherwise indicated, Trinidad is the principal country in which each subsidiary company is registered and operates. Subsidiaries are wholly owned expected where indicated. | <ul style="list-style-type: none">▪ Hi-Lo Food Stores Division▪ Trading & Distribution Ltd. |
| Barbados | <ul style="list-style-type: none">▪ Peronne Manufacturing▪ Super Centre Limited |
| Eastern Caribbean, Cayman, The Bahamas and The Netherland Antilles | <ul style="list-style-type: none">▪ BSL Holdings Ltd. (Holding 40%)▪ Gablewoods Supermart Ltd. (St. Lucia) (Holding 33.3%) |
| Guyana | |
| Jamaica | |
| USA/ Canada/ UK | |



Food/ Consumer Distribution & Logistics

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| <p>Trinidad and Tobago</p> <p>Unless otherwise indicated, Trinidad is the principal country in which each subsidiary company is registered and operates. Subsidiaries are wholly owned expected where indicated.</p> | <ul style="list-style-type: none">▪ CMA/CGM Trinidad Ltd. (Holding 40%)▪ Huggins Shipping▪ Marketing & Distribution Division▪ Melville Shipping▪ Trading & Distribution Ltd. |
| <p>Barbados</p> | <ul style="list-style-type: none">▪ Banks Holdings Ltd. (Holding 23.7%)▪ Booth Steamship Co. (Barbados) Ltd.▪ Geddes Grant Barbados Ltd.▪ SBI Distribution Inc. |
| <p>Eastern Caribbean, Cayman, The Bahamas and The Netherland Antilles</p> | |
| <p>Guyana</p> | <ul style="list-style-type: none">▪ Trading & Distribution Inc. |
| <p>Jamaica</p> | <ul style="list-style-type: none">▪ H.D. Hopwood & Company Ltd.▪ Windsor Laboratories Ltd. |
| <p>USA/ Canada/ UK</p> | <ul style="list-style-type: none">▪ BS&T International (Miami) LC (USA)▪ Milam Cargo Inc. (USA)▪ Neal & Massy Inc. (USA)▪ Tower Hill Merchants PLC (UK) (Holding 21.1%)▪ Trident Forwarding Service Inc. (USA) |



Tourism/ Hospitality

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| Barbados | <ul style="list-style-type: none">▪ Almond Resorts Inc. (Holding 52%)▪ Casuarina Holdings Inc. (Holding 50%) |
| Eastern Caribbean, Cayman, The Bahamas and The Netherland Antilles | <ul style="list-style-type: none">▪ Lazy Lagoon Holdings Ltd. (St. Lucia) (Holding 44.5%) |
| Guyana | |
| Jamaica | |
| USA/ Canada/ UK | |



Financial, Property and Other

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| Trinidad and Tobago Unless otherwise indicated, Trinidad is the principal country in which each subsidiary company is registered and operates. Subsidiaries are wholly owned expected where indicated. | <ul style="list-style-type: none">▪ General Finance Corporation Ltd.▪ Magna Rewards (Trinidad & Tobago) Ltd. (Holding 51.3%)▪ Nealco Properties Ltd.▪ Nealco Real Estate Ltd.▪ NM Remittance Services Ltd. |
| Barbados | <ul style="list-style-type: none">▪ Da Costa Mannings Inc.▪ Magna Rewards Inc. (Holding 90%)▪ Roberts Manufacturing co. Ltd. (Holding 50.5%)▪ Seawell Air Services▪ Signia Financial Group Inc. (Holding 20%)▪ United Insurance Co. Ltd. |
| Eastern Caribbean, Cayman, The Bahamas and The Netherland Antilles | <ul style="list-style-type: none">▪ Caribbean Airport Services Ltd. (Antigua) (Holding 49%)▪ Magna Rewards (St. Lucia) Ltd. (Holding 51.3%) |
| Guyana | <ul style="list-style-type: none">▪ NM Services Ltd. |
| Jamaica | <ul style="list-style-type: none">▪ Magna Rewards (Jamaica) Ltd. (Holding 51.3%) |
| USA/ Canada/ UK | <ul style="list-style-type: none">▪ Medina Foods Inc, (Canada) (Holding 30%) |



**Information Technology & Communications/
Security Services**

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| Barbados | <ul style="list-style-type: none">▪ G4S Security Services (Barbados) Ltd. (Holding 49%)▪ Illuminat (Barbados) Ltd. |
| Eastern Caribbean, Cayman, The Bahamas and The Netherland Antilles | <ul style="list-style-type: none">▪ Illuminat (Antigua) Ltd. |
| Guyana | <ul style="list-style-type: none">▪ CCS (Guyana) Ltd.▪ NM Security Solutions Inc. |
| Jamaica | <ul style="list-style-type: none">▪ Illuminat (Jamaica) Ltd. |
| USA/ Canada/ UK | |