



On January 27th 2016, Mr. A. Norman Sabga, Group Chairman and Chief Executive hosted a breakfast meeting featuring Dr. the Honourable Keith Rowley, Prime Minister of the Republic of Trinidad and Tobago. The ANSA McAL Group entered into discussions with the Prime Minister centered on the economy and restoring investors' confidence.

Discussions focused on growth opportunities, Government initiatives and ways in which the business community and the Government can go about stimulating the economy in this challenging time. The Prime Minister painted a sober picture of the economy and urged the Group to 'see opportunity in this period of challenge'.

As a locally grown entity, the ANSA McAL Group is following through in its commitment to the nation and will continue to invest in its Group companies and employees within its own diverse sectors.

ANSA McAL has maintained excellent relationships with various Governments throughout history, commencing with the first Prime Minister of Trinidad and Tobago, Dr. Eric Eustace Williams. These noble relationships extends beyond the borders of Trinidad and Tobago.



ANSA McAL Hosts the Prime Minister A Letter from Mr. Andrew Sabga Carib Executives Rally Employees CNC3 – FIRST Daniel Joseph – Another ANSA McAL Champion TATIL's 23rd Invitational Golf Tournament Carib Launches Mobile App Break Out D' Blue and Gold at Pan Semis

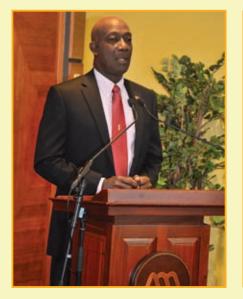
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CORPORATE BROADCAST JANUARY 2016

NOTICE: If you would like to feature your subsidiary events, useful company information, employee achievements and current promotions in the Corporate Broadcast, please submit articles and well captioned photos or ads to natasha.ramnath@ansamcal.com or contact 225-4973 pg

Check out some highlights



















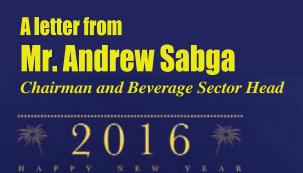














From: Andrew Sabga, Chairman

To: All Employees – Beverage Sector: Carib Glassworks Limited, Caribbean Development Company Limited, Carib Brewery Limited, Grenada Breweries Limited, Carib Brewery (St. Kitts and Nevis) Limited, DCI Miami Inc, ANSA Mcal US Inc. Subject: New Year Greetings

Dear Colleagues

It is hard to believe that 2015 has gone by so quickly and here I am writing to you once again to wish everyone a Happy New Year. As a Sector, 2015 was another challenging year. The business environment remained uncertain and unpredictable. Of greater concern, however, is the determination and focus by rival beer brands to gain footholds within the Region. Despite this, we made great progress on our journey together – building the leading brands that customers enjoy, building companies where employees want to work and making relevant changes for a sustainable future. By working hard together, we accomplished some of our goals and I would like to thank you for your many contributions!

While there is much work to do and there are further challenges ahead, we ended 2015 stronger and better able to serve customers and clients.

In 2015, our sector and industry leadership--both as a creative force and a commercial one – had to operate at new levels. New brands were created and launched, manufacturing operations strengthened, headcount streamlined and new plant and equipment installed and commissioned. All this in an effort to remain competitive and viable as we travel the road ahead.

We kept Safety – the core of who we are and what we do – as our first priority as we ran all our companies. Your hard work resulted in reductions in accident and lost-time-injury statistics, but we are still very far away from our aspirations. The year was unfortunately plagued by a fatality in Trinidad and I implore all of us to keep focus on operating at safe levels. Safety will continue to be a focus as we embark on additional training and enforcement of our policies.

Like 2014, our Trinidad-based companies faced significant challenges. Weak economic activity persists and the economic landscape continues to be depressed on account of significant oil and gas price declines, which continue to build external vulnerabilities. At Caribbean Development Company Limited (CDC) and Carib Brewery Limited (CBL) we continue to see more and more brands competing for space in the market. Challenges in our manufacturing operations still persist but with new investment, we hope to see a turnaround in 2016. Carib Glassworks Limited (CGL) continues on its path for growth and development as the implementation of a new furnace is well under way. CGL has been forward-thinking and is putting everything in place for a successful 2016. We will focus on building the company back to its former glory through the regaining of the regional glass market.

Grenada Breweries Limited (GBL) has seen an influx of competitive activity with several new brands quickly gaining consumer relevance. The company continues to face challenges within their manufacturing operations, but despite this, and a recovering economy, the GBL Team has worked hard to deliver most of its objectives for 2015.

As indicated in my last address, Carib Brewery (St. Kitts & Nevis) Limited (CBL SKN) built a strong foundation in 2014 in order to achieve the plans set out for 2015; and they did just that. The Team continues to leverage each other's strengths and execute their plans for overall success.

DCI Miami Inc. (DCI) continued its focus on the rationalization of its markets. This strategy has worked well as we continue to grow our share in the New York/New Jersey area through a more focused approach. We will continue this level of focus in 2016 and we will consider re-opening markets such as Florida.

ANSA Meal US Inc. (AMUS) also remained focused on streamlining efficiencies to provide greater purchasing and logistical support to the Group. With shrinking revenues due to lower market demand, we were forced to reduce costs to remain relevant and competitive. 2016 will bring new challenges to our customers with lower oil prices and shrinking.

foreign exchange reserves in Trinidad – AMUS's major revenue source. Further work needs to be done on reducing costs and increasing efficiencies, while at the same time exploring new revenue streams.

Regionally, we would have seen the acquisition of Banks Holdings Limited (BHL) in Barbados by SLU Beverages Limited (SLU). SLU is ultimately owned by Anheuser-Busch InBev (AB InBev) which is the largest beer brewing company in the world. This deal, while done in Barbados, has serious implications throughout the Region, as it is the intention of AB InBev to become the largest beverage company in the Caribbean. Coupled with AB InBev's expertise as a global leader and a low cost producer, this deal offers AB InBev a Caribbean home with access to Caricom jurisdictions at beneficial trade terms. The world is at our doorsteps and we need to be very strategic, tactical and innovative in all that we do in order to remain competitive and relevant to our consumers.

We enter 2016 as stronger companies, ready to continue improving our performance and executing on our key strategic initiatives.

Last year I asked you to challenge the status quo, simplify processes, work more efficiently and continually challenge ourselves in one regard – to be better.

Now, as we look to the year ahead, one fundamental truth will continue to guide us in everything we do: we can never be successful unless we work as a Team. Our commitment to each other and Teamwork must always be foremost in our minds.

So, in 2016, we will continue to focus on our goals and objectives. However, it's not simply enough to outperform our competitors. We must work harder than ever, together, as a Team, to transform the business itself - for our customers' benefit, as well as for our own. At the foundation of our culture is a commitment to listen and respond to one another through open, respectful communication and a commitment to working and winning together.

Transformation is a big goal, but the rapid pace of change due to globalization in competition, new business models, new beverages, new technologies, and the ever-shifting array of challenges and opportunities they present, demands nothing less.

This year, we must continue our focus on customer service while improving our top-tier operations. As we work to earn and maintain customer loyalty, we must stay focused on improved customer satisfaction scores and providing industryleading service recovery when things do not go as planned.

We need to focus on reducing our expenses while ensuring the effectiveness of our initiatives.

The New Year will bring with it significant challenges, but our direction is clear and we know what we must do. Our job is to continue to focus intently on what we can control: providing our customers and clients with the best service and products, building our brands, reducing our costs, and doing our part to keep the economy moving forward.

I am counting on each of you to contribute to this vital effort. As the year unfolds, the steps we will be taking in each of these three areas will become clear, but the ultimate goal of every step we take will always be the same: to provide our customers with quality products, operate as a well-organized Team, and provide the highest level of creative and commercial solutions to achieve these ends.

At this time, let me take this opportunity to wish each of you and your loved ones, a very Happy New Year!

Thank you for your effort, dedication and commitment to excellence.

Sincerely,

Andrew Sabga hairman, Beverage Sector

INTEGRITY, RESPECT & TRUST Be True • Do What's Right Respect our Diversity INSIGHT & INNOVATION Continuously seek understanding Find the difference that makes a difference

COMMITMENT Go the extra mile Passionate about doing it well Thirst for more ACCOUNTABILITY Act like an owner Live up to our commitments

LEADERSHIP Courage to improve Take tough decisions Inspire confidence • Be a motivator

pg Z

Carib Executives Rally Employees Lets do our part to keep the economy moving



On January 11th, 2016 Mr. Andrew Sabga, Deputy Chairman of ANSA McAL Ltd and Beverage Sector Head addressed, employees of Carib Brewery Limited at the Brewery's compound.

Mr. Sabga in his address stated that "The New Year will bring with it significant challenges, but our direction is clear". He encouraged employees to continue to focus on customer service while improving the company's top – tier operation. "Our job is to focus intently on what we can control. Providing our customers and clients with the best service and products, building our brands, reducing our cost and doing our part to keep the economy moving forward," Mr. Sabga stated.

Mr. David Hadeed, Managing Director, Carib Glass Works Ltd (CGL) spoke of the Brewery's transformational journey to make CGL more nimble, as well as innovative and creative.

Mr. Hadeed said, "CGL has to maintain that culture of transformation and as a manufacturer of consistent quality to stay relevant for the long haul. Sustainable superior results can only be achieved by continually developing and improving our organisational systems and processes; by leveraging technology and innovative design to engage customers, enhanced offerings and improved efficiency."

The Brewery is building, expanding and making significant investments to improving its capacity and the technical competence. CGL recently signed a technical assistance agreement (TAA) with Heye International to collaborate in the production of CGL's new plant. The company's aim is to optimize output efficiency and product quality, whilst at the same time reducing overall cost. The Brewery's forecast, based on efficiency levels is positive. This would be buttressed as CGL is also in the midst of rebuilding a state of the art system furnace to meet targets and ensure customer satisfaction.

Mr. Ian McDonald, Chief Executive Officer, Caribbean Development Company echoed the sentiments of Mr. Hadeed. "We have many opportunities ahead of us by way of quality and packaging improvements, increased operational efficiencies, better Sales execution and distribution enhancements, optimized marketing strategies, global expansion, people development and most importantly, workplace safety."

At the end of the formalities, employees were treated to a breakfast hosted by Mr. Andrew Sabga and Executives of Carib Brewery Ltd, Carib Glass Works Ltd and Caribbean Development Company.

Carib Executives Rally Employees



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CNC3-FIRST

CNC3 became the first local channel to be added to DirecTV Trinidad channel line-up .This marks a milestone for CNC3, bridging the gap between international and local content, offering a more comprehensive entertainment experience to subscribers.

CNC3 is now available to more than 40,000 DirecTV postpaid and prepaid customers throughout the Trinidad and Tobago via channel 131. Mr. Nicholas Sabga, CNC3's General Manager expressed his enthusiasm on this new partnership, saying, "CNC3 is pleased to be directly on the DirecTV platform. It offers viewers an easy way of accessing our content. We are extremely thrilled by the actions taken by DirecTV to have this done as it will strengthen both local companies' position as the demand for high quality local content continues to grow."

Mr. Bernard Pantin, DirecTV's General Manager stated, "DirecTV is very proud of making this materialise which emphasizes DirecTV's commitment to Trinidad and Tobago and the wider Caribbean.

"This represents the first phase of expanding the reach of local channels to the wider Caribbean and we look forward to working with CNC3 to achieve same."

Customers are able to use their pause, live, rewind and record features on CNC3 content. For more information on DirecTV and to find CNC3 on their TV guide, visit www.directvcaribbean.com.

Some content taken from Trinidad Guardian

DANIEL JOSEPH ANOTHER ANSA MCAL CHAMPION!

"Always remain positive, professional & progressive"











I am a dedicated individual who has a passion for learning. I am currently pursuing my masters at UWI with a primary focus on Project Management. My key interest is business development through the successful application of projects and programmes, piloted by effective project management tools and techniques.

From early on I recognised the great opportunity offered by ANSA McAL. However, I was duly surprised by the rigorous recruitment process that was utilized. Though, often challenging, I thoroughly enjoyed the experience and always reminded myself that even if I was not chosen, I would be moving on with key learnings. My most memorable moment was my final individual interview with Mr. Aneal Maharaj, Ms. Theresa White and Mr. Jose Nivet that resulted in an an inspiring conversation about life's difficult choices and the winding pathway to success.

I was assigned to Alstons Marketing Company Limited (AMCO). Established in 1882, AMCO is one of the largest and most experienced distribution companies in Trinidad and Tobago. AMCO has formed successful partnerships with principals of regional and international reputation to develop, build and grow a number of brands which have become household names within the categories of Health and Wellness, Wines and Spirits, Pharmaceuticals and Consumer Products.

My experience has been wonderful. I currently work as the Merlin Project Manager for a Distribution Sector Project under the tutelage of Mr. Tulio Jimenez, Logistics Manager at AMCO. Mr. Jimenez has also been a great influence as he has offered guidance in the application of my work, engaged me in various work related initiatives allowing for experience building and career enhancement, and passed on great knowledge from his past experiences. My assigned mentor is Mr. Rahim Mohammed, HR Manager -Beverage Sector, who has done a lot in building my professional attitude and behaviour in the workplace by sharing his experiences, lessons learnt and giving great advice in challenging situations.

My career goal is to encourage business development through the successful application of projects and programmes piloted by effective project management tools and techniques. Upon conclusion of the programme I plan to continue expanding my career within the group and involve myself in challenging assignments that can allow for mutual knowledge transfer and growth.





TATIL'S 23RD INVITATIONAL GOLF TOURNAMENT

The 23rd TATIL Invitational took place on Saturday 23rd & Sunday 24th January 2016, at the St. Andrews Golf Club, Moka, Maraval. It is the first tournament on the golfing calendar and is one that is much anticipated by members of the golfing fraternity, as points are accumulated by National Teams and golfers, who aspire to represent Trinidad & Tobago in International and Caribbean Tournaments.

With an excellent two days of golf, ladies champion, Ms. Ysabelle Lawrence retained her title with an even par 72 finish. Ms. Sabrina Mitchell placed 2nd with a score of 151.

In the Senior category, Angard Sonnilal managed a total of 153 to get ahead of Stephen Hale totaling 157. The nett prize was won by Malcolm Procope.

In the Super Seniors division, veteran Arjoon Samlal had a fantastic 1st day with a gross score of 69 and maintained his lead with an overall tota1of 52. Mr. John Hale just a shot off and placed 2nd while 3rd, 4th and 5th place went to Mr. Monty Chapman, Mr. Fabien Lee Fong and Mr. Tyrone Leong respectively. The nett prizes were given to Mr. Anthony Wight and Mr. Bill Ramrattan.

1st Flight category winner, John Henry, was four shots superior to Steve Durgadeen who totalled 162. Curtis Moses placed 3rd, Phillip Subero 4th and 5th, Nandlal Ramlakhan. The 1st nett was Jerome Ali and 2nd nett was Deryck Chanardip.

The impressive 1st place winner in the 2nd Flight was Mr. Brandon Matabadal with an overall score of 162 followed by Learie Flores with a total of 171.

Mr. Deryck Gonsales continued his reign as the Champ in the Championship flight with scores totaling 155. Clint Alfred captured 2nd place with 157 and Wayne Baptiste came 3rd with a score of 158. The nett prize went to Jian Liu.

Mr. Clyde Abder, President of the TTGA, expressed their sincere gratitude to TATIL for their sterling contribution throughout the twenty-three years of commitment towards golf in Trinidad and Tobago.







CARIB Brewery launched a mobile application platform in an effort to better engage with its consumers and to collect consumer behaviour and opinions in a modern era.

Speaking at the launch on January 14th 2016, which was held at the ANSA McAL Hospitality Suite, Queen's Park Oval, Port-of-Spain, Mr Antron Forte, Carib's Marketing Manager said the world was changing and consumers were more informed. "They are much more users of multi-channel media, they are challenging our marketing or branding messages. Carib Brewery has been dependent on consumer information through marketing databases and records to understand their consumers likes and dislikes."

"New digital channels and social media in particular are generating a magnitude of unstructured data, about consumer behaviour and opinions. This data complements and replaces traditional data sets, which leads to one important aspect that of consumer engagement. This Carib mobile application platform should reach out to our consumers." Mr. Forte expounded. "The application allows Carib to engage with consumers on a different level and provides real time information to their valuable consumers."

Carib Brewery partnered with Trend Media, a division of Digicel Group, to create the application. Ms. Vindra Dhanraj, Country Manager of Trend Media, stated the future of digital development was in mobile through unique platforms like Carib mobile application. She explained, the application allows Carib fans the opportunity to showcase their enjoyment with Carib Beer, while earning rewards through engaging and sharing their experiences. The mobile site was adaptive for the mobile user to ensure the "best user experience" unlike the traditional application. "There would be no need to download the Carib application. No need to wait for app version updates, the mobile site would have its unique 'html link' that can be bookmarked onto the home screen on any type of mobile devices with browsing capability." She added that Digicel subscribers would enjoy free data browsing on the Carib mobile site.

Some content was taken from Newsday







MACKESON Zone





As part of its philosophy to increase engagement amongst staff, Carib Brewery hosted a Carnival Lime at the Brewery's compound on Friday 22nd January, 2016.

A zone was created themed "Mackeson Zone" which captured the essence of the brand in an inclusive atmosphere. Drinks were available in speciality Mackeson Pub Glasses, while staff were treated to some powerful rhythms from the "Hands of Rhythm" section. Towards the end of the event employees indulged in a sobering serving of pork which was roasted on the spot.



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STAG Beer Promotion \$50,000.00 Winner



"I FEEL like Machel Montano right now, I am the happiest man alive!" This was the response of Mr. Aleem Beharry who won \$50,000 cash and one year's supply of Stag Beer in the grand draw of the Stag Beer and Trinidad and Tobago Gaming Association's (TTG) promotion.

The draw took place on January 13th 2016 at Grand Bazaar, where several bar owners came out to witness the event. The Stag Beer promotion was one of the series of promotional activities planned in September, 2015 following CARIB Brewery Ltd and TTG partnership, in an effort to create a more fulfilling "bar experience" to customers.

Ms. Nirmala Bissoondath, Matches Bar Owner said, "It feels good to know that someone from my bar won and customers can participate in the game while they lime".

The promotions represents CBL's continued innovation and commitment to consumers.

STAG Endorses Ki Chutney Soca Champion 2016

KI Persad the current Chutney Soca Champion 2016, was welcomed into the Stag Family of Brand Ambassadors following the historic signing on January 20th 2016, which took place at the ANSA McAL Hospitality Suite at the Queen's Park Oval.

Mrs. Carla Furlonge-Walker, Marketing Director of CBL in her address stated, "Team Stag is proud and excited to welcome KI to the Stag family. We have long recognised KI's qualities as the quintessential Stag man. His drive for success, creativity and talent mimics STAG, A Man's Beer, in addition to his dapper dress and intelligence. He is a perfect addition to our growing family of endorsees. We see in KI the opportunity to connect with a wider cross section of our customers. This can be envisaged in a region where chutney- soca is quickly becoming a main component of all festivals and celebrations."

Everybody do the KI dance!



N'S BEF



STAG BEET the official Sponsor of **Hikers one-day** hockey festival



From left: Mr. Linden Henry, ANSA McAL's Stag Beer representative, Mr. Devin Munroe, President of Hikers Club and Ms. Kenisha Wills a representative of Hikers during the launch held on January 22nd 2016

ANSA McAL (Guyana) through its STAG brand are the official sponsors of the Hikers Hockey Club 2016 one-day tournament which was carded for January 31st, 2016.

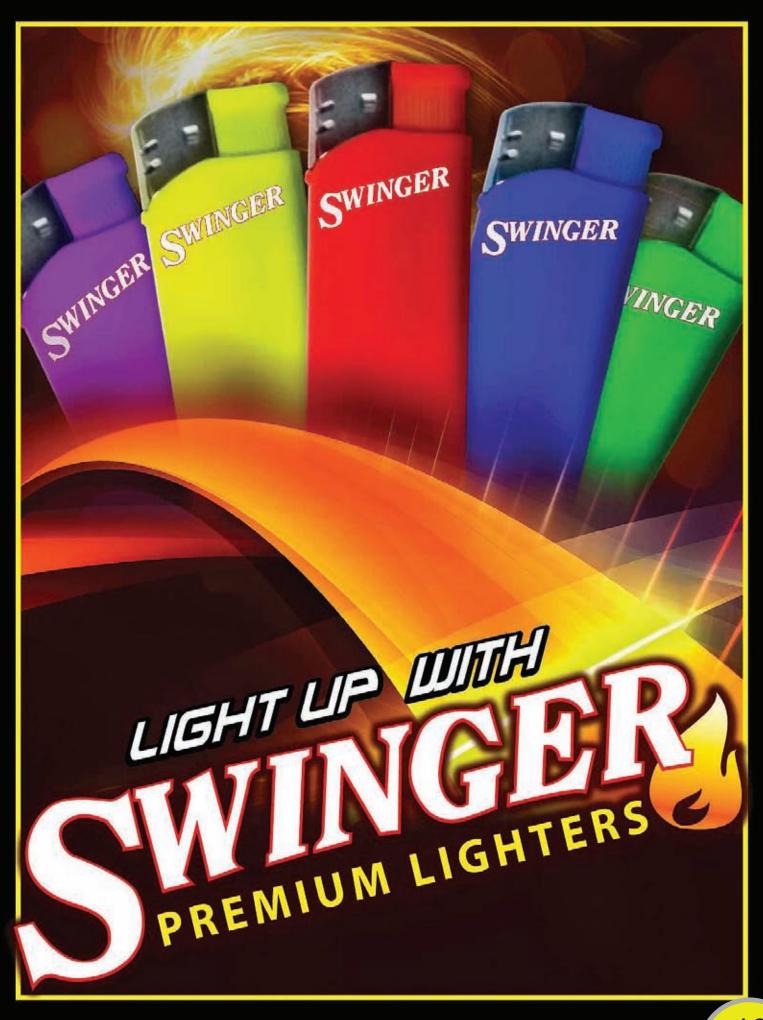
Ten teams will battle for the top prize of \$100,000 and bragging rights. The club envisages a day where families can come and enjoy a fun-filled occasion at the Saint Stanislaus Ground, Carifesta Avenue.

Mr. Devin Munroe, President of Hikers Club explained that the matches will be played under a round robin format with 24 minutes, 12 minutes per half, being allocated for each match.

He added that teams were selected during the club's cocktail event where 10 captains were selected and available players were listed and eventually chosen by the captains via a transparent round robin selection process.

Mr. Linden Henry, representative of Stag said that ANSA McAL (Guyana) Ltd was happy to be a part of the event and encouraged persons to support the event. regional

news



Trinidad Match Limited (TML), promoted its new Swinger Lighters at Pan Semis. The new Swinger Lighter is an electronic type lighter with an adjustable flame which ensures ease of operation and meets all safety requirements. This premium affordable lighter comes in five colours and is distributed by Micon Marketing Ltd. The Swinger Lighters are currently available from leading supermarkets and bars all over Trinidad and Tobago.

ights Up at Semis

BLABET



Marathoner - Our Very Own Christine Regis

The Trinidad and Tobago International Marathon was held on Sunday 17th January, 2016 with a race which commenced at 5:00 a.m. from Freeport to the Queens Park Savannah, Port of Spain. There were runners from Colombia, Grenada, Guyana, Kenya, St Lucia, Panama, USA, Great Britain and Trinidad and Tobago.

Our very own Christine Regis, a Tatil Life CSR based at Royal Road Branch participated in the event and made us proud as she was the first female from Trinidad & Tobago and second female overall to cross the finish line in a time of 3 hrs and 22 mins.

We extend our congratulations to Christine on this tremendous achievement! L to R: Christine Regis with President Anthony Carmona & his wife Reema Carmona to R: Christine receives her trophy from The Honourable Ir. Darryl Smith, Minister of Sports and Youth Affairs

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"ANSALympians" Fitness Team Fitness is for Life – Join the Squad!

ANSA McAL Head Office introduced its "ANSALympians" fitness team in January 2016. It is a health and fitness team which was formed not only for the purpose of getting ready for the road, Carnival Monday and Tuesday but all year round.

The team's mission is more than fitness, it's a way of life. They are committed to the health and wellbeing of the mind, body, and spirit. The "ANSALympians" philosophy is geared towards inspiring and supporting healthy lifestyle choices in order to enhance the quality of life.

Interested in joining the workout sessions?

Then, contact Marsha Worrell at marsha.worrell@ansamcal.com. Sessions are held every Monday, Wednesday and Thursdays from 5:00 p.m. to 6:00 p.m. The group assembles at the front of Tatil Building – 11 Maraval Road, POS to begin their training regiment.









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