



**EXPRESS
CATERING
LIMITED**

2020 Annual Report

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Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN that the Annual General Meeting of Express Catering Limited (ECL) will be held at the Margaritaville Limited's Boardroom, # 16, M19 Southern Cross Boulevard, Freeport, Montego Bay on Thursday, March 4, 2021 at 11:00 am for the following purposes:

Ordinary Business

1. To receive the report of the Directors and Financial Statements for the year ended May 31, 2020 and the report of the Auditors thereon.
2. To authorize the directors to fix the remuneration of the Auditors for the ensuing year. The Auditors, Messrs Mair Russell Grant Thornton, Chartered Accountants, have signified their willingness to continue in office pursuant to section 154 of the companies act.
3. To fix the remuneration of the Directors for the year that commenced June 1, 2020.
4. To ratify the interim dividends and declare them final.

Special Business

5. To consider and if thought fit pass ordinary resolutions increasing the authorized number of shares to unlimited and increasing the authorized share capital to unlimited.

A member entitled to attend and vote at the meeting is entitled to appoint a proxy to attend and vote instead of him. A proxy need not also be a member.

By order of the Board,



Roland Clarke

Company Secretary

REGISTERED OFFICE

#16, M19 Southern Cross Blvd.
Freeport, Montego Bay, Jamaica, W.I.

Chairman's Report

Ladies and Gentlemen,

What a year!

Express Catering Limited (ECL) started Fiscal Year 2019/20 very strongly, with projections surpassing all previous years. At the end of our third quarter, our revenue was shaping up to be the best since opening. However, unfortunately, the global pandemic at the beginning of our fourth quarter brought about a change in our revenues.

The Covid-19 pandemic affected our revenue stream severely. As was the case worldwide, tourism arrivals fell drastically and the situation was further compounded here in Jamaica by the closure of our borders. Departing passenger numbers at the Sangster International Airport fell by 16.96%. Accordingly, our revenues decreased by US\$3.3m, a 19.08% decline. Net profit for the year was US\$1.56m, a 58.18% decline. This was all as a result of the pandemic.

Up to March 2020 we employed over 300 team members to deliver the world-class service that we are known for. For this quarter, visitor arrivals were almost non-existent. As you are aware, the facilities and offerings of ECL were developed to satisfy our clients who are visitors to our island. With the severe drop in visitor arrivals, our revenue stream was greatly diminished. We had to make changes to our staff complement, our offerings and even had to close locations. We continue to be affected by the impacts of the pandemic, but we look forward to better days ahead.

With this outlook, we continue to make improvements to our product. MBJ Airports Limited, our landlord, continues to work on completing the revamped food court, of which we will be the biggest beneficiary. Three new concepts will be added to our offerings –

- **Freshens** which will serve signature smoothies, yogurts and other menu items
- **Bento** which will serve Japanese sushi, Bento boxes, poke bowls and more
- **Bob Marley's One Love** which will serve Jamaican inspired food, fresh juices and more

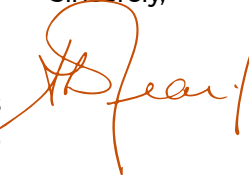
We have also engaged the services of two leading industry players in airport design and revenue maximisation who are helping us to better streamline our layout and offerings. Great things to come!

As with the rest of the world, Jamaica continues to monitor and implement processes to contain the spread of the coronavirus. Indications point to the Government taking relevant steps to ensure that our industries and livelihood are protected. However every day the virus seems to present new challenges which requires immediate and sometimes unexpected responses. While there is great optimism that 2021 will be an improved year over 2020 mainly because of the Covid-19 vaccine roll out across the world and in particular our main source markets, i.e. United States of America, Canada, United Kingdom, it is uncertain when the turnaround will actually be a reality. We do however anticipate improvements in tourism arrival numbers this year especially in the second half of 2021.

We continue to ensure that all our brands – Domino's, Aunty Anne's, Quizno's, Nathan's, Jimmy Buffet's Margaritaville, Starbucks, to name a few, operate at international standards and that all compliance and operational requirements are being adhered to. We also look forward to the better times ahead and stand ready to serve.

Thank you for your usual support. Looking forward to a better fiscal 2020/21.

Sincerely,



Directors' Profiles

Herrick Winston Russell Dear CLS, JP, CD.

NON-EXECUTIVE DIRECTOR AND CHAIRMAN

A Commissioned Land Surveyor, City Planner, Entrepreneur and Businessman, Winston Dear has dedicated his life to the development of Montego Bay and Western Jamaica. Since 1966 he has been an integral part of the life of Montego Bay and Jamaica and has played vital roles in Resort Development, Montego Freeport, Rose Hall Development, Montego South Development, Ironshore and The Greater Montego Bay Development Plan. Herrick was also instrumental in forming the Port Authorities, "Montego Bay Freezone" and lobbied for the establishment of the current Montego Freeport Cruise Ship terminal, thereby earning the moniker of "City Father". In the 1980's he was deeply involved in the 807 garment industry and at the zenith of this industry employed over 3000 workers. Under his watch, the Government established the earth station within the zone which set the course for us to become the leading ICT center of Jamaica.

Herrick Winston Russell Dear currently sits on the Boards of the Urban Development Corporation, Express Catering Limited, Margaritaville Caribbean Group Limited and Margaritaville (Turks) Ltd. He is a member of the Montego Bay Chamber of Commerce and Industry and a member of the Tribunal, Ministry of Tourism. He is also the Chairman of the Irwin High School in St. James. Herrick was appointed as a Justice of the Peace for the parish of St. James in 1983 and, in 2010, the Government of Jamaica bestowed the Order of Distinction on him. In 2017 the Government upgraded his honor to the rank of "The Order of Distinction in the rank of Commander Class" CD.

He is married to Denise and together they have three children, eight grandchildren and one great-grandchild, all living in Jamaica. With over 40 years sail boat racing and cruising experience (one of his most favourite things to do), Herrick holds a Coastal Masters Certificate from the Maritime Authority of Jamaica, and is entitled to use the title "Captain".

Ian Dear CD, JP

CHAIRMAN & CEO

Ian Dear is the founder and current Chairman and CEO of Margaritaville Caribbean Group (MCG).

MCG is an industry-leading hospitality company which has two subsidiaries publicly traded on the Jamaica Stock Exchange. Under Dear's leadership the Company portfolio has expanded to include a diverse range of hospitality concepts in 53 locations throughout the Caribbean.

Ian has been a Justice of the Peace for the parish of St. James, since 1996 and maintains active involvement in several community service organizations. He is currently Chairman of the Board of the Tourism Product Development Company Limited (TPDCo.) and a board member of the Tourism Enhancement Fund (TEF), Trans Jamaica Highway and Airports Authority of Jamaica (AAJ).

In addition to these current appointments, Ian has served as a member and board member for several organizations to include the Jamaica Hotel and Tourist Association, the Private Sector Organization of Jamaica, Young President's Association, the Montego Bay Chamber of Commerce, the Jamaica Cruise Council and the Attractions Association of Jamaica.

In 2020, Jamaica's Governor-General appointed Ian Dear to the Order of Distinction in the rank of Commander for his contributions to Caribbean Tourism and Real Estate Development.

Roland Clarke

EXECUTIVE DIRECTOR, SECRETARY AND CFO

Roland is a Chartered Accountant with over twenty years of experience in Accounting and Finance covering Retail, Manufacturing, and Telecom logistics industries.

Roland joined Margaritaville Caribbean Group in August 2010. Previously he was with Facey Commodity Company Ltd. where he had direct responsibility for the finance functions of the Telecoms Division. During this time he led implementation of financial systems for the group subsidiaries in Germany, Trinidad and Tobago, Honduras, Panama and El Salvador. Roland also spent 18 months in Trinidad and Tobago in the capacity of Financial Controller, while performing other corporate duties.

His experience also includes 10 years in various accounting and finance roles with the ICD Group of companies in Jamaica.

Roland is a Fellow of the Association of Certified Chartered Accountants of England and holds a BSC. (Hons.) in Accounting from the University of the West Indies.

Tania Waldron-Gooden, MBA, B.Sc.

NON-EXECUTIVE DIRECTOR

Tania Waldron-Gooden, Deputy Chief Executive Officer at Caribbean Assurance Brokers Limited, has over fourteen years of experience in areas such as Investment Banking, Research, New Product Development, Pension Fund and Portfolio Management. She was previously the Director-Investment Banking and Executive Director at Mayberry Investments Limited.

Tania is the Mentor and a member of the Board of Directors for Main Event Entertainment Group and Express Catering Limited and the Mentor for Derrimon Trading Company Limited and Caribbean Flavours and Fragrances Limited. She is also a Director of Chicken Mistress Limited and Island Grill Holdings Limited. As Mentor to these companies, Tania is responsible for providing the Board of Directors with support in establishing proper procedures, systems and controls for compliance with the Jamaica Stock Exchange Rule requirements for financial reporting, good corporate governance and the making of timely announcements.

Tania holds a Bachelor of Science degree (BSc. - Hons.) in Geology from the University of the West Indies and a Master of Business Administration degree (M.B.A) from the University of Sunderland in the U.K. Tania has also completed the Jamaica Securities Course as well as the Canadian Securities Course administered by the Canadian Securities Institute.

John G. Byles

NON-EXECUTIVE DIRECTOR

John G. Byles is a graduate of the Florida International University where he attained a degree in Business Administration, with focus in Finance and International Business. Since then, his career has led him through several fields in the Corporate Finance arena. He spent over fifteen years in the banking and finance sector, working with Business Leaders in several growing and successful companies across dynamic industries before joining the tourism field over fifteen (15) years ago.

John currently sits on the Boards of Margaritaville (Turks) Ltd, Chukka Caribbean Adventures Group of Companies, Billy Craig Insurance Brokers, Express Catering Limited, Cargo Handlers Ltd. and Margaritaville Caribbean Group Ltd. He is also a member of the Cruise Council of Jamaica and is the Chairman of the Destination Assurance Council – Montego Bay Chapter. In the past, John has also served on the Boards of the Jamaica Tourist Board and Jamaica Promotions Corporation. John brings to the Board his considerable experience in brand delivery in the tourism sector and management experience from the finance industry. He is a committed husband and father of three (3), an avid polo enthusiast in his down time and an active community development stalwart.

Harriat Maragh

NON-EXECUTIVE DIRECTOR

Harriat “Harry” Maragh is the Chairman and Chief Executive Officer of Lannaman & Morris Shipping Limited and Metro Investments. He currently serves as a Director for Kingston Wharves Ltd, Margaritaville (Turks) Ltd., Advantum, Main Event and the Kingston Port Workers Superannuation Fund. He is also the Chairman for the latter two entities.

Mr. Maragh also sits on the Boards of the Shipping Association of Jamaica, Shipping Association of Jamaica Property Limited and Assessment Recoveries Limited. He is a former board member and continued supporter of the Caribbean Maritime University, former President of the Shipping Association of Jamaica and former board member of the Tourism Enhancement Fund.

A graduate of Calabar High School and Humber College of Applied Arts and Technology in Toronto, Canada, Harry is also a member of the Institute of Chartered Shipbrokers.

Top 10 ShareHoldings

NAMES		VOLUME	PERCENTAGE
Margaritaville St. Lucia	Castries, St Lucia	1,134,221,961	69.265%
Harriat P Maragh	Kingston	186,603,722	11.396%
National Insurance Fund	Kingston	181,789,338	11.102%
Mayberry Jamaican Equities Limited	Kingston	17,922,338	1.094%
MCG Employees Trust	Montego Bay	11,794,200	0.720%
MF&G Trust & Finance Ltd - A/C 57	Kingston	10,741,577	0.656%
Konrad Berry	Kingston	6,822,776	0.417%
JMMB T1 Equity Fund (Jmd)	Kingston	5,694,954	0.348%
Mayberry Managed Clients Account	Kingston	3,659,219	0.223%
Jamaica Money Market Brokers Ltd	Kingston	2,809,312	0.172%
		1,562,059,397	95.393%

Total Ordinary Stock Issued - **1,637,500,000**

Total Number Of Stock Holders - **1864**

Directors ShareHoldings

NAMES	DIRECT	CONNECTED	TOTAL	PERCENTAGE
Herrick Winston Dear	-	-	-	0.000%
Tania Waldron-Gooden	164,466	-	164,466	0.010%
Ian B. Dear	-	1,134,221,961	1,134,221,961	69.265%
John G. Byles	-	-	-	0.000%
Roland P Clarke	2,193,454	-	2,193,454	0.134%
Harriat P. Maragh	186,603,722	-	186,603,722	11.396%
	188,961,642	1,134,221,961	1,323,183,603	80.805%

Senior Managers ShareHoldings

NAMES	DIRECT	CONNECTED	TOTAL	PERCENTAGE
Roland P Clarke	2,193,454	-	2,193,454	0.134%
Mark Sutherland	1,340,524	-	1,340,524	0.082%
Alton Thelwell	-	-	-	0.000%
	3,533,978	-	3,533,978	0.216%

Corporate Governance

Report of Managements Responsibility and Internal Controls

The management of Express Catering Limited is responsible for the fairness and accuracy of the financial statements. The financial statements and the accompanying notes were prepared in accordance with the rules of the International Financial Reporting Standards and include such estimates as management deemed necessary to give a true and accurate view of the financial affairs of the group.

Management has established a system of internal controls over financial reporting that provides reasonable assurance that assets are adequately safeguarded and transactions are recorded accurately, in all material respects. Our internal controls provide for appropriate segregation of duties and responsibilities and there are documented policies regarding utilization of our assets and proper financial reporting. We also maintain a strong audit program that independently evaluates the adequacy of the design and effectiveness of these internal controls.

The Board of Directors provides oversight guidance to the management of the company in fulfilling their financial reporting duties and is assisted in their oversight responsibilities by the Audit Committee of the Board. Currently the Board of Directors meets on a quarterly basis and is prepared to revise the frequency should the need arise. The accompanying Management Discussion and Analysis were prepared under the direction and guidance of the Board of Directors.

The Audit Committee of the Board of Directors

The Audit Committee of the Board of Directors was established to assist the Board of Directors in completing their oversight responsibility. The committee is currently comprised of two members who are both non-executive directors. The Audit Committee has complete access to the financial records of the group and has direct access to the Chief

Financial Officer, Vice President of Internal Controls and Systems and our External Auditors.

The Audit Committee meets on a quarterly basis to carry out their roles and responsibilities, inclusive of the following;

- Monitor the financial performance of the company against objectives.
- Ensure that the company is compliant with statutory and regulatory reporting requirements.
- Ensure that the company is compliant with covenants relating to banking and other creditor requirements.
- Monitor and review the effectiveness of the internal audit function.
- Consider, approve and recommend to the board the group's annual operating and capital budgets.
- Review internal and external audit reports
- Assess operational risks & make recommendations to the board for decision.

The Audit Committee may be a mix of non-executive and executive directors but will at all times be comprised of at least two non-executive directors and will be chaired by one of them. The members of the committee for the year just ended were;

John Byles (Non-executive director) – Chairman
Tania Waldron (Non-executive director)

The board is very thankful to the Audit Committee for their guidance and wish for them another successful year.



Herrick Dear
Chairman



Ian Dear
Director



Management Discussion & Analysis

of Financial Condition and Results of Operations

The discussion and analysis for Express Catering Limited (ECL) that follows should be read in conjunction with the audited financial statements and related financial statement notes found elsewhere in this report. The company reports on a 12-month basis from June 1 to May 31. Financial data is reported in US\$, the functional currency of the company. The discussions are on the results for the year ended May 31, 2020 and comparative prior years.

Overview of Operations

ECL is a Jamaican registered company and a subsidiary of Margaritaville St. Lucia, Inc. The ultimate parent company is Margaritaville Caribbean Group Ltd (MCG), a Bahamian registered company. MCG, through its various subsidiaries and partnerships, own and operate a diverse portfolio of restaurant and nightclub concepts in Jamaica, Cayman Islands, Turks and Caicos and St Thomas USVI. The group is the franchise operator of the Jimmy Buffet's Margaritaville Restaurant, Bar and Retail Shops across the Caribbean.

ECL has been in operation since 2001, providing food and beverage offerings to the passengers that access the Sangster International Airport in Montego Bay, Jamaica annually. It also provides food and beverage offerings for the approximately 5,000 employees that work in the various support services at the airport.

In 2011 Express Catering Limited successfully negotiated a long-term contract to manage and supply the majority of food and beverage offerings at the airport. Since then, ECL has been the dominant food and beverage partner of MJB Airports Limited, operators of the Sangster International Airport in Montego Bay. The Company currently has exclusivity of food and beverage offerings for the post security sections. It also has a significant share of the pre-security food and beverage offerings.

The following International Franchises are currently under management by ECL at the Sangster International Airport:



These are complimented by a number of proprietary and local food and beverage brands such as;



US\$14million

TOTAL REVENUE ACHIEVED FOR THE YEAR

Three other international franchises were signed recently and will be added to the revamped food court that is currently under development. These new franchises are:

- Bento**, one of the largest sushi companies outside of Japan. The brand's on-site Bento chefs prepare a selection of sushi, bento boxes, ramen, poke bowls and more. These fresh menu items can be enjoyed by guests onsite, or pre-packaged selections can be purchased at any of Express Catering's Viva Grab and Go locations throughout the terminal.
- Freshens**, is a healthy "fresh casual" concept, serving signature smoothies and frozen yogurts alongside menu items with a focus on fresh and healthy options.
- Bob Marley's One Love**, a one-of-a-kind, Jamaican restaurant drawing inspiration from Jamaica's vibrant culture, food, music and spirit of generosity. Bob Marley's One Love will feature an authentic pimento wood-grill, fresh juices, sharing plates, Marley inspired photo ops and more.

Up to the beginning of the 4th quarter, the company employed 305 staff on a continuous basis to assist in delivering the world class service that it has become known for. Unfortunately, as the Covid-19 outlook became more uncertain, we had to make the difficult decision to reduce our staff compliment in order to manage the cost outlays with the significantly reduced earnings.

ECL is a direct participant in Jamaica's tourism industry as the company's business model was designed to satisfy the demands of the stopover visitors that enter and exit the Island through the Sangster International Airport. The facilities and offerings were developed to meet the preference of the increasing number

of visitors that come to enjoy the offerings of brand Jamaica. Stopover visitor arrivals numbers have increased every year up to 2019 as shown in the table below and so has the revenue and profits at ECL.

Sangster International Airport, in Montego Bay, and in close proximity to the growing tourism centers of Ocho Rios and Negril, continues to be the dominant entry point for visitors to the island. Of the 2.68 million stopover visitors in calendar 2019, 2.14 million or 79.74% entered through the Sangster International Airport. Kingston is the alternative point of entry for stopover visitors to the Island. The table illustrates growth in stopover visitors for all the years but at varying rates.

Stopover Visitor Arrivals to Jamaica		
Year	Stopovers	% Increase
2011	1,951,752	1.56%
2012	1,986,085	1.76%
2013	2,008,409	1.12%
2014	2,080,181	3.57%
2015	2,123,042	2.06%
2016	2,181,684	2.76%
2017	2,352,915	7.85%
2018	2,472,727	5.09%
2019	2,680,920	8.42%

Data from JTB Website

Construction work for the refurbishing of the central food court and additional retail space commenced during fiscal 2020, as was expected. The work is ongoing and is expected to be finished during the first half of calendar 2021. This work involves the relocation and rationalizing of current offerings located in the existing food court as well as the addition of new brands to enhance the available choice to the traveling public.

US\$802,375

DIVIDENDS PAID OUT OVER THE YEAR.

Express Catering Limited has also contracted the services of two of the most respected companies in revenue maximization and airport design – Pragma Consulting (Pragma) and The Design Solution (TDS). Pragma is a leading airport retail merchandising and revenue development company that has consulted on food and beverage and retail programme development in airports around the world. The Design Solution has been deeply involved in the planning and design of commercial spaces within the airport environment for over 25 years. They have worked in 55 countries, 140 airports and over 175 terminals and will assist Express Catering Limited to analyze all its offerings with a view to maximizing revenue opportunities.

Effects of Covid-19 on operations

Throughout its existence, the company has not experienced a year that was similar to fiscal 2020. Up to the end of the 3rd Quarter, the company was on track to achieve its highest level of revenue as well as EBITDA for any fiscal year. Owing to the spread of the Coronavirus disease (COVID-19), the World Health Organisation (WHO) declared a global pandemic on March 11, 2020. As was the case in most countries, our government took decisive action to immediately close the country's borders until the factors of the pandemic were better understood. The closure of the Sangster International Airport affected all ECL's businesses and has reduced the revenue and net profits to levels seen 4 years earlier. Total departing passenger fell by 76.19% or just under 500,000 for the fourth quarter. The company quickly adjusted to a cost containment and preservation mode to reduce spoilage and extra costs but were severely hampered by the uncertainties of the scope of the virus. The borders were subsequently

re-opened however, there has been a steep decline in the number of stopover visitors, which is our main customer base.

Fiscal 2020 Highlights

Revenue for Fiscal 2020 was US\$14.0 million compared to US\$17.3 million in the prior year, a US\$3.3 million or 19.08% decline. This was directly attributable to the closure caused by Covid-19.

The company adopted the new IFRS 16 on Leasing which became effective at the beginning of the fiscal year. The main effect was to recognize the liability for the future lease obligations relating to property lease as well as recognition of the asset relating to the right of use of the same property. US\$ 24.7 million was added to both categories to satisfy the new IFRS 16 condition.

Net profit for the year was US\$1.56 million compared to US\$3.73 million in the prior year. The uncertainties relating to the scope of Covid-19 caused the company to incur excess cost during the last 2 months of the year when revenues were reduced to near zero.

The company declared and paid dividends of US\$802,375 during the year.

Results of Operations for Fiscal 2020

Below is a summary of the operating matrix in relation to revenues for the 3 most recent fiscal years. The information was prepared from the statement of profit or loss and other comprehensive income, found elsewhere in this report, as well as from previous fiscal reports.

ECL Results of Operations Matrix	2020	2019	2018
	%	%	%
Revenue	100.00%	100.00%	100.00%
Cost of sales	-30.90%	-29.25%	-29.32%
Gross profit	69.10%	70.75%	70.68%
Administrative expenses	-31.53%	-44.04%	-42.06%
Promotional expenses	-0.33%	-0.28%	-0.23%
Depreciation and amortisation	-16.99%	-3.20%	-3.26%
Operating profit	20.25%	23.23%	25.13%
Finance income	0.00%	0.00%	0.01%
Finance costs	-9.24%	-1.98%	-2.17%
Gain/(loss) on foreign exchange	0.15%	0.29%	-0.28%
Profit before tax	11.17%	21.55%	22.68%
Income tax expense	0.00%	0.00%	-0.73%
Profit for the year being total			
comprehensive income for the year	11.17%	21.55%	21.95%

The adoption of the new IFRS 16 on Leases has changed the category ratios and the comparatives. Lease payment formerly grouped under administrative expenses are now split with a portion remaining under administrative expenses in the income statement and the balance treated as Lease Obligation payments and adjusted against the liability in the Balance Sheet. The implied finance cost associated with the Lease Obligation is now included in the income statement under finance costs. The income statement is further impacted by the increase in Amortisation costs associated with the impairment of the right-of-use asset.

Revenues

Up to the end of the 3rd quarter, current year revenues were ahead of prior year revenues and the company was on target to achieve the highest aggregate revenue for any fiscal year. March has traditionally been the best performing month during the winter tourist season. The expectation this year was no different. However, at just around the middle of the best performing month, the WHO declared the Covid-19 a global pandemic and all activities came to a halt until June, except for a few special cases, when some amount of commercial activities resumed. Total passengers accessing the airport during the fiscal year was 3.70 million compared to 4.54 million passengers in the prior year, an 18.50% reduction. Total

departing passengers were 1.86 million compared to 2.24 million in the prior year, a 16.96% decline.

MBJ Airports Limited commenced work on the food court expansion and rationalization project as planned. This initiative will see the addition of 4,000 square meters of food and beverage and retail space, inclusive of a redesigned food court. The new food court will have additional accommodation for diners and there will be additional flight information access points, thereby reducing customer anxiety while dining. ECL is expected to benefit substantially from this initiative.

Cost of Sales and Expenses

The third quarter report to shareholders mentioned that there was some negative pressure on Cost of Sales due to product mix but that the variation was within acceptable limits. The Covid-19 disruption in operations added to the variation but these were minimized by disposing of prepared items at cost. The company continues to benefit from the parent company's bulk purchasing abilities and is able to hold just-in-time inventory, thereby reducing spoilage from excess inventory. In addition, the company is leveraging the experience gained over the many years in maintaining standards in usage of raw materials.



The company adopted the new IFRS 16 on Leases during the year. All leases that had in excess of 12 months before expiry and were material in obligation would have to be accounted for as a finance lease and the relevant lease obligation and right-of-use asset shown in the financial statements. As property lease payments were included in administrative expenses prior, the adoption of the new IFRS 16 had the effect of reducing this category of expense but it increased the finance cost as the lease obligation assumed a cost of capital as well as amortization charges because the right-of-use asset must be written off in line with the expiration of the lease.

Our staff and their safety are very important to ECL. During the first phase of the lockdown, the company made the concerted effort to ensure that all team members were adequately protected in terms of safety wear and provided with the required information that would assist in them remaining safe. Almost all staff were paid through to the end of May as the company tried to get a better handle on the duration of the border closings and the desire to be ready to serve our customers once the borders re-opened and travel resumed. This of course took on greater uncertainty as weeks passed. The company eventually had to make the difficult decision to lay off some of the team members with the hope that this would be short lived. We look forward to a return to normalcy.

The company benefitted from some relief from property rent charges during the initial border closing. This continued into the new fiscal year as the travel numbers have been considerably reduced. The need to cover staff costs and charges such as utilities and maintenance, common area maintenance and the cost to become compliant with the Covid-19 protocols all impacted the net profit position during the year.

Earnings, Earnings Per Share (EPS) & Dividends

Net Profits earned for the year was US\$1.56 million. This produced EPS of US 0.09 Cents per share. Earnings in the prior year was US\$3.73 million with EPS of US 0.22 Cents.

Shareholders received a total of just over US\$802,375 in dividend during two distributions in the year, one in January and the other in March 2020. Amounts were paid from prior year retained earnings.



Balance Sheet Performance & Cash Flow

ECL invested a combined amount of US\$387,000 for both fixed and intangible assets during the year. This was expended to replace fully depreciated restaurant equipment as well as upgrade display refrigeration in others. The post security lounge is currently being renovated by MBJ Limited to increase the available space for food and beverage as well as retail. ECL will have to relocate the existing offerings that are in the current food court. Some expenditure was made towards this initiative during the year.

The temporary deposit of US\$707,000 included in Receivables at the close of the last fiscal year was repaid during the year so balances have returned to



their usual levels. Inventories were reduced due to the downturn in business. There were also returns to the Corporate Office, that acts as supplier to ECL, due to the wider avenue for usage at that level.

Due to the significant downturn in business associated with Covid-19 and the uncertain outlook for the medium term, the company sought and received extensions on payment terms from the majority of our major suppliers. This will greatly assist in getting us through the medium term as current revenue levels are way below what is required to cover all obligations. Payables balance ended in line with prior year balances.

Future Outlook

Calendar 2020 will probably be the first in the last twenty years or more that Jamaica will record a reduction in stopover visitor arrivals. As ECL's business model was developed around stopover visitor arrivals, the rest of calendar 2020 will continue to see substantially reduced revenue numbers. Our plan is to manage our costs within the reduced revenue numbers so that there is little or no need for cash injection.

As the world waits with anticipation for a vaccine to effectively manage the Covid-19 virus, the Jamaica Tourist Board is positioning Jamaica to be first in line in the Caribbean, once there is resumption of travel for leisure. MBJ Airport Limited is on track with the expansion initiatives at the airport that started during the year and which is expected to increase the passenger capacity. ECL too is doing its part in the expansion initiative by ensuring that our offerings are carefully curated to satisfy the international travel market.

We will be making a significant investment in fixed assets in line with the upgrading works being undertaken by the airport operator. There will be costs to relocate the existing restaurants into the new space, costs to build and outfit 2 of the new international franchises recently signed as well as costs to develop the third international franchise being developed. With the services being provided by TDS and Pragma, ECL's input in the newly designed food court will be reflective of the level of facilities and services provided in top international destinations.

The Financials



Independent auditor's report

To the Members of
Express Catering Limited

Report on the audit of the Financial Statements

Opinion

We have audited the financial statements of Express Catering Limited ("the Company") which comprise the statement of financial position as at May 31, 2020, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended and notes to the financial statements including a summary of significant accounting policies.

In our opinion, the financial statements give a true and fair view of the financial position of the Company as at May 31, 2020, and of its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS).

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that in our professional judgement; were of most significance in our audit of the financial statements of the current period. These matters are addressed in the context of our audit of financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on this matter. We have determined that there are no key audit matters to communicate in our report.

Other information

Management is responsible for the other information. The other information comprises the annual report (but does not include the financial statements and our auditor's report thereon), which is expected to be made available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

hlbjm.com

Partners: Sixto P. Coy, Karen A. Lewis

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Independent auditor's report (cont'd)

To the Members of
Express Catering Limited

Report on the audit of the Financial Statements (cont'd)

Other information (cont'd)

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Responsibilities of Management and those charged with governance for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with IFRS and the Jamaican Companies Act, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Company's internal control.

Independent auditor's report (cont'd)

To the Members of
Express Catering Limited

Report on the Financial Statements (cont'd)

Auditor's Responsibilities for the Audit of the Financial Statements (cont'd)

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that presents a true and fair view.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe the matter in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditor's report is Sixto Coy.

Montego Bay, Jamaica

October 27, 2020


Chartered Accountants

Express Catering Limited

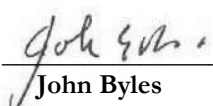
Statement of financial position

May 31, 2020

	Note	2020 US\$	2019 US\$
Assets			
Non-current			
Property, plant and equipment	(3a)	4,200,757	4,394,696
Right-of-use asset	(3b)	22,928,960	-
Intangible assets	(4)	1,004,100	1,019,150
		28,133,817	5,413,846
Current			
Inventories	(5)	332,281	395,253
Trade and other receivables	(6)	181,061	937,666
Owing by related companies	(7)	3,636,499	1,526,144
Cash and bank balances	(8)	182,700	258,152
		4,332,541	3,117,215
Total assets		32,466,358	8,531,061
Equity and liabilities			
Equity			
Share capital	(9)	73,861	73,861
Capital reserve	(10)	43,490	43,490
Retained earnings		3,858,485	3,096,576
Total equity		3,975,836	3,213,927
Liabilities			
Non-current			
Preference shares	(11)	3,500,000	3,500,000
Lease liabilities	(12)	22,941,901	29,261
Deferred tax liability	(13)	89,150	89,150
		26,531,051	3,618,411
Current			
Bank overdraft	(14)	7,424	185,522
Trade and other payables	(15)	1,456,331	1,460,746
Current portion of lease liabilities	(12)	495,716	17,450
Income tax payable		-	35,005
		1,959,471	1,698,723
Total liabilities		28,490,522	5,317,134
Total equity and liabilities		32,466,358	8,531,061

The notes on the accompanying pages form an integral part of these financial statements.

Approved for issue by the Board of Directors on October 27, 2020 and signed on its behalf by:

) Director
John Byles

) Director
Ian Dear

Express Catering Limited

Statement of profit or loss and Other comprehensive income

Year ended May 31, 2020

	Note	2020 US\$	2019 US\$
Revenue		14,001,360	17,316,372
Cost of sales		(4,326,339)	(5,065,453)
Gross profit		9,675,021	12,250,919
Administrative expenses	(16)	(4,414,748)	(7,625,785)
Promotional expenses		(46,034)	(47,794)
Depreciation and amortisation		(2,378,389)	(554,827)
Operating profit		2,835,850	4,022,513
Finance income	(17)	597	440
Finance costs	(17)	(1,293,316)	(342,047)
Gain on foreign exchange		21,153	50,565
Profit for the year being total comprehensive income for the year		1,564,284	3,731,471
Earnings per share	(18)	0.0009	0.0022

The notes on the accompanying pages form an integral part of these financial statements.

Express Catering Limited

Statement of changes in equity

Year ended May 31, 2020

	Share Capital US\$	Capital Reserve US\$	Retained Earnings US\$	Total US\$
Balance at May 31, 2018	73,861	43,490	6,366,236	6,483,587
Dividends (Note 20)	-	-	(7,001,131)	(7,001,131)
Transaction with owners	-	-	(7,001,131)	(7,001,131)
Profit for the year being total comprehensive income for the year	-	-	3,731,471	3,731,471
Balance at May 31, 2019	73,861	43,490	3,096,576	3,213,927
Dividends (Note 20)	-	-	(802,375)	(802,375)
Transaction with owners	-	-	(802,375)	(802,375)
Profit for the year being total comprehensive income for the year	-	-	1,564,284	1,564,284
Balance at May 31, 2020	73,861	43,490	3,858,485	3,975,836

The notes on the accompanying pages form an integral part of these financial statements.

Express Catering Limited

Statement of cash flows

Year ended May 31, 2020

	2020 US\$	2019 US\$
Cash flows from operating activities:		
Profit before tax	1,564,284	3,731,471
Adjustments for:		
Depreciation and amortisation	2,378,389	554,827
Interest expense	1,293,316	342,047
Interest income	(597)	(440)
	5,235,392	4,627,905
Decrease/(increase) in inventories	62,972	(60,527)
Decrease/(increase) in receivables	756,605	(806,144)
(Increase)/decrease in owing by related companies	(2,110,355)	4,472,414
Decrease) in trade and other payables	(4,415)	(590,452)
	3,940,199	7,643,196
Cash generated from operations		
Interest on overdraft and lease liabilities paid	(960,816)	(6,759)
Income tax paid	(35,005)	(56,820)
Net cash provided by operating activities	2,944,378	7,579,617
Cash flows from investing activities:		
Purchase of property, plant and equipment	(253,135)	(211,194)
Purchase of intangible assets	(134,203)	(203,237)
Interest received	597	440
Net cash used in investing activities	(386,741)	(413,991)
Cash flows from financing activities		
Repayment of lease obligations	(1,320,116)	(11,033)
Proceeds from lease obligations	-	41,311
Interest on preference shares paid	(332,500)	(335,288)
Dividends paid	(802,375)	(7,001,131)
Net cash used in financing activities	(2,454,991)	(7,306,141)
Increase/(decrease) in cash and cash equivalents	102,646	(140,515)
Cash and cash equivalents at beginning of year	72,630	213,145
Cash and cash equivalents at end of year (Note12)	175,276	72,630

The notes on the accompanying pages form an integral part of these financial statements.

Express Catering Limited

Notes to the financial statements

Year ended May 31, 2020

1. General information and nature of operations

The company was incorporated under the Laws of Jamaica on June 26, 2001. Its registered office is Unit 16 M19 Southern Cross Boulevard, Montego Freeport, Montego Bay.

Its main activities during the year were the operation of branded sports bars and restaurants at Sangster International Airport, Montego Bay. The company is a subsidiary of Margaritaville St. Lucia Inc, whose ultimate parent is Margaritaville Caribbean Group Ltd., a company registered under the Bahamas IBC Act of 2000.

The company was listed on the Junior Market of the Jamaica Stock Exchange in July 2017.

2. Summary of significant accounting policies

The financial statements have been prepared using the significant accounting policies and measurement basis summarised below:

a Statement of compliance

These financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) and are expressed in United States Dollars (USD).

b Standards, interpretations and amendments to published standards effective in the current year

Certain new standards, interpretations and amendments to existing standards have been published and became effective during the current financial year. The company has assessed the relevance of all such new standards, interpretations and amendments and determined that the following will have an impact on the company.

- **IFRS 16 'Leases' (effective for annual periods beginning on or after January 1, 2019)**

IFRS 16, Leases replaces IAS 17, Leases, and the related interpretations, (IFRIC 4, 'Determining whether an arrangement contains a lease', SIC 15, 'Operating leases – incentives', and SIC 27, 'Evaluating the substance of transactions involving the legal form of a lease').

It introduces a single accounting model for lessees, which requires a lessee to recognise a right-of-use asset and a lease liability for all leases, except for leases that have a lease term of 12 months or less ("short-term leases") and leases of low-value assets. IFRS 16 defines a lease on the basis of whether a customer controls the use of an identified asset for a period of time, which may be determined by a defined amount of use. Control is conveyed where the customer has both the right to direct the use of the identified asset and to obtain substantially all of the economic benefits from that use.

The adoption of this new Standard has resulted in the Company recognising a right-of-use asset and related lease liability in connection with all former operating leases except for those identified as low-value or having a remaining lease term of less than 12 months from the date of initial application.

The new Standard has been applied using the modified retrospective approach, with the cumulative effect of adopting IFRS 16 being recognised as an adjustment to the opening balances for the current period. Prior periods have not been restated.

Express Catering Limited

Notes to the financial statements

May 31, 2020

2. Summary of significant accounting policies (cont'd)

b Standards, interpretations and amendments to published standards effective in the current year (cont'd)

For contracts in place at the date of initial application, the company has elected to apply the definition of a lease from IAS 17 and IFRIC 4 and has not applied IFRS 16 to arrangements that were previously not identified as lease under IAS 17 and IFRIC 4.

The company has elected not to include initial direct costs in the measurement of the right-of-use asset for operating leases in existence at the date of initial application of IFRS 16, being June 1, 2019. At this date, the company has also elected to measure the right-of-use assets at an amount equal to the lease liability adjusted for any prepaid or accrued lease payments that existed at the date of transition.

Instead of performing an impairment review on the right-of-use assets at the date of initial application, the company has relied on its historic assessment as to whether leases were onerous immediately before the date of initial application of IFRS 16.

On transition, for leases previously accounted for as operating leases with a remaining lease term of less than 12 months and for leases of low-value assets the company has applied the optional exemptions to not recognise right-of-use assets but to account for the lease expense on a straight-line basis over the remaining lease term.

For those leases previously classified as finance leases, the right-of-use asset and lease liability are measured at the date of initial application at the same amounts as under IAS 17 immediately before the date of initial application.

The following is a reconciliation of the financial statement line items from IAS 17 to IFRS 16 at June 1, 2019:

	Note	Carrying amount at May 31, 2019 \$	Remeasurement on adoption of IFRS 16 \$	IFRS 16 carrying amount at June 1, 2019 \$
Property, plant and equipment	(3)	4,394,696	24,711,022	29,105,718
Lease liabilities	(12)	(46,711)	(24,711,022)	(24,757,733)
Total		4,347,985	-	4,347,985

The nature of expenses related to these leases changed as IFRS 16 replaces the straight-line operating lease expense with a depreciation charge for the right-of-use assets and interest expense on lease liabilities.

- **IFRIC 23 'Uncertainty over Income Tax Treatment' (effective for annual periods beginning on or after January 1, 2019)**

The interpretation addresses the accounting for income taxes, when tax treatments involve uncertainty in the application of IAS 12. An entity must determine whether to consider each uncertain tax treatment separately or together with one or more other uncertain tax treatments. The approach that better predicts the resolution of the uncertainty needs to be followed.

The adoption of the interpretation had no impact on the company's financial statements.

Express Catering Limited

Notes to the financial statements

May 31, 2020

2. Summary of significant accounting policies (cont'd)

c Standards, interpretations and amendments issued but not yet effective and have not been adopted early by the Company

At the date of authorisation of these financial statements, certain new standards, interpretations and amendments to existing standards have been issued, but were not effective at the statement of financial position date. The company have assessed the relevance of all such new standards, interpretations and amendments, has determined that the following may be immediately relevant to its operations, and has concluded as follows:

- Amendment to IAS 1 and IAS 8, (effective for annual periods beginning on or after January 1, 2020).

These amendments to IAS 1, 'Presentation of financial statements', and IAS 8, 'Accounting policies, changes in accounting estimates and errors', and consequential amendments to other IFRSs: i) use of a consistent definition of materiality throughout IFRSs and the Conceptual Framework for Financial Reporting; ii) clarify the explanation of the definition of material; and iii) incorporate some of the guidance in IAS 1 about immaterial information.

The adoption of the interpretation is not expected to have an impact on the company's financial statements.

d Basis for measurement

These financial statements have been prepared on the historical cost basis, except for land and buildings that are measured at revalued amounts, or fair values, as explained in the accounting policies below.

e Property, plant and equipment

- (i) Carrying amount

Property, plant and equipment are carried at cost less accumulated depreciation.

- (ii) Depreciation

Depreciation is provided on the straight line basis at such rates as will write off the cost of the various assets over the period of their expected useful lives. The useful lives approximate to forty (40) years for buildings, five to ten (5 - 10) years for furniture, fixtures, machinery and equipment, three (3) years for computers and five (5) years for motor vehicle.

Leasehold building and improvements are being amortised over twenty years.

- (iii) Repairs and renewals

The costs of repairs and renewals which do not enhance the carrying value of existing assets are written off to profit or loss as they are incurred.

f Intangible assets

These represent amounts spent on the development of new products, processes and systems which is being amortised over 6 years.

Express Catering Limited

Notes to the financial statements

May 31, 2020

2. Summary of significant accounting policies (cont'd)

g Functional and presentation currency

Functional and presentation currency

The financial statements are prepared and presented in United States dollars, which is the functional currency of the company.

Foreign currency translations and balances

- (i) Foreign currency monetary balances at the end of the reporting period have been translated at the rates of exchange ruling at that date.
- (ii) Foreign currency transactions are translated into the functional currency at the exchange rate ruling at the dates of those transactions.
- (iii) Foreign exchange gains and losses resulting from the settlement of such transactions and from the remeasurement of monetary items are included in profit or loss. Non-monetary items are not retranslated at year-end and are measured at historical rates except for those measured fair value which are translated using the exchange rates at the date when the fair value was determined.

h Revenue recognition

Revenue comprises revenue from sale of goods to customers. Revenue is measured at the fair value of consideration received and receivable, net of rebates and discounts and is recognised when customers are invoiced.

i Inventories

Inventories are stated at the lower of cost and net realisable value. Cost includes all expenses, directly attributable to goods sold. Net realisable value is the estimated selling price in the ordinary course of business less any related selling expenses.

j Cash and bank

Cash and bank comprise amounts held in current and savings accounts with financial institutions and cash on hand balances net of bank overdraft.

k Trade and other receivables

Trade and other receivables are classified as loans and receivables. These are initially recognised at original invoice amount (which represents fair value) and subsequently measured at amortised cost.

l Owing to related company

Amounts owing to related company are carried at cost.

Express Catering Limited

Notes to the financial statements

May 31, 2020

2. Summary of significant accounting policies (cont'd)

m Financial instruments

Recognition and derecognition

Financial assets and financial liabilities are recognised when the company becomes a party to the contractual provisions of the financial instrument.

Financial assets are derecognised when the contractual rights to the cash flows from the financial asset expire, or when the financial asset and substantially all the risks and rewards are transferred. A financial liability is derecognised when it is extinguished, discharged, cancelled or expires.

Classification and initial measurement of financial assets

Except for those trade receivables that do not contain a significant financing component and are measured at the transaction price in accordance with IFRS 15, all financial assets are initially measured at fair value adjusted for transaction costs (where applicable).

Financial assets, other than those designated and effective as hedging instruments, are measured at amortised cost.

The classification is determined by both:

- the entity's business model for managing the financial asset
- the contractual cash flow characteristics of the financial asset.

All income and expenses relating to financial assets that are recognised in profit or loss are presented within finance costs, finance income or other financial items, except for impairment of trade receivables which is presented within other expenses.

Subsequent measurement of financial assets

Financial assets at amortised cost

Financial assets are measured at amortised cost if the assets meet the following conditions:

- they are held within a business model whose objective is to hold the financial assets and collect its contractual cash flows
- the contractual terms of the financial assets give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding

After initial recognition, these are measured at amortised cost using the effective interest method. Discounting is omitted where the effect of discounting is immaterial. The company's cash and cash equivalents, trade and most other receivables fall into this category of financial instruments.

Impairment of financial assets

IFRS 9's impairment requirements use more forward-looking information to recognise expected credit losses – the 'expected credit loss (ECL) model'. This replaces IAS 39's 'incurred loss model'. Instruments within the scope of the new requirements included loans and other debt-type financial assets measured at amortised cost and FVOCI, trade receivables, contract assets recognised and measured under IFRS 15 and loan commitments and some financial guarantee contracts (for the issuer) that are not measured at fair value through profit or loss.

Express Catering Limited

Notes to the financial statements

May 31, 2020

2. Summary of significant accounting policies (cont'd)

m Financial instruments (cont'd)

Recognition of credit losses is no longer dependent on the company first identifying a credit loss event. Instead the company considers a broader range of information when assessing credit risk and measuring expected credit losses, including past events, current conditions, reasonable and supportable forecasts that affect the expected collectability of the future cash flows of the instrument.

In applying this forward-looking approach, a distinction is made between:

- financial instruments that have not deteriorated significantly in credit quality since initial recognition or that have low credit risk ('Stage 1') and
- financial instruments that have deteriorated significantly in credit quality since initial recognition and whose credit risk is not low ('Stage 2').
- 'Stage 3' would cover financial assets that have objective evidence of impairment at the reporting date.

'12-month expected credit losses' are recognised for the first category while 'lifetime expected credit losses' are recognised for the second category.

Measurement of the expected credit losses is determined by a probability-weighted estimate of credit losses over the expected life of the financial instrument.

Classification and measurement of financial liabilities

As the accounting for financial liabilities remains largely the same under IFRS 9 compared to IAS 39, the company's financial liabilities were not impacted by the adoption of IFRS 9. However, for completeness, the accounting policy is disclosed below.

The company's financial liabilities include bank loans and overdraft, trade and other payables.

n Trade and other payables

Trade and other payables are obligations to pay for goods or services that have acquired in the ordinary course of business from suppliers. Payables 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). Trade and other payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

o Income taxes

Income tax on the profit or loss for the year comprises current and deferred tax.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted at the date of the statement of financial position, and any adjustment to tax payable in respect of previous years.

Deferred tax is accounted for using the liability method, providing for temporary differences between the carrying amount of assets and liabilities for financial reporting purposes and the corresponding basis used in the computation of taxable profit. In principle, deferred tax liabilities are recognised for all taxable differences and deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which deductible temporary differences can be utilised.

Express Catering Limited

Notes to the financial statements

May 31, 2020

2. Summary of significant accounting policies (cont'd)

o Income taxes (cont'd)

Deferred tax is calculated at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled. Deferred tax is charged or credited in the Statement of Comprehensive Income, except when it relates to items credited or charged directly to equity, in which case the deferred tax is also dealt with in equity.

p Leased assets

As described in Note 2b, the company has applied IFRS 16 using the modified retrospective approach and therefore comparative information has not been restated. This means comparative information is still reported under IAS 17 and IFRIC 4.

For any new contracts entered into on or after January 1, 2019, the Company considers whether a contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'. To apply this definition the Company assesses whether the contract meets three key evaluations which are whether:

- the contract contains an identified asset, which is either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to the Company
- the Company has the right to obtain substantially all of the economic benefits from use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract
- the Company has the right to direct the use of the identified asset throughout the period of use.

The Company assess whether it has the right to direct 'how and for what purpose' the asset is used throughout the period of use.

Measurement and recognition of leases as a lessee

At lease commencement date, the Company recognises a right-of-use asset and a lease liability on the statement of financial position. The right-of-use asset is measured at cost, which is made up of the initial measurement of the lease liability, any initial direct costs incurred by the Company, an estimate of any costs to dismantle and remove the asset at the end of the lease, and any lease payments made in advance of the lease commencement date (net of any incentives received).

The Company depreciates the right-of-use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The Company also assesses the right-of-use asset for impairment when such indicators exist. At the commencement date, the Company measures the lease liability at the present value of the lease payments unpaid at that date, discounted using the interest rate implicit in the lease if that rate is readily available or the Company's incremental borrowing rate.

Lease payments included in the measurement of the lease liability are made up of fixed payments (including in substance fixed), variable payments based on an index or rate, amounts expected to be payable under a residual value guarantee and payments arising from options reasonably certain to be exercised.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or if there are changes in in-substance fixed payments.

Express Catering Limited

Notes to the financial statements

May 31, 2020

2. Summary of significant accounting policies (cont'd)

p Leased assets (cont'd)

When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or profit and loss if the right-of-use asset is already reduced to zero.

The Company has elected to account for short-term leases and leases of low-value assets using the practical expedients. Instead of recognising a right-of-use asset and lease liability, the payments in relation to these are recognised as an expense in profit or loss on straight-line basis over the lease term.

Accounting policy applicable before May 31, 2019

The Company as a lessee

Finance leases

Management applies judgment in considering the substance of a lease agreement and whether it transfers substantially all the risks and rewards incidental to ownership of the leased asset. Key factors considered include the length of the lease term in relation to the economic life of the asset, the present value of the minimum lease payments in relation to the asset's fair value, and whether the Company obtains ownership of the asset at the end of the lease term.

For leases of land and buildings, the minimum lease payments are first allocated to each component based on the relative fair values of the respective lease interests. Each component is then evaluated separately for possible treatment as a finance lease, taking into consideration the fact that land normally has an indefinite economic life.

See Note 2(e) for the depreciation methods and useful lives for assets held under finance leases. The interest element of lease payments is charged to profit or loss, as finance costs over the period of the lease.

Operating leases

All other leases are treated as operating leases. Where the Company is a lessee, payments on operating lease agreements are recognised as an expense on a straight-line basis over the lease term. Associated costs, such as maintenance and insurance, are expensed as incurred.

q Impairment

The company's assets are subject to impairment testing.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). As a result, some assets are tested individually for impairment and some are tested at cash-generating unit level.

Individual assets or cash-generating units are tested 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 or cash-generating unit's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of fair value, reflecting market conditions less costs to sell and value in use, based on an internal discounted cash flow evaluation. All assets are subsequently reassessed for indications that an impairment loss previously recognised may no longer exist.

Express Catering Limited

Notes to the financial statements

May 31, 2020

2. Summary of significant accounting policies (cont'd)

r Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of shares are included in equity as a deduction from proceeds.

s Use of estimates and judgements

The preparation of financial statements in accordance with International Financial Reporting Standards requires management to make estimates and assumptions that affect the amounts reported in the financial statements. These estimates are based on historical experience and management's best knowledge of current events and actions. Actual results may differ from these estimates and assumptions.

There were no critical judgements, apart from those involving estimation, that management has made in the process of applying the company's accounting policies that have a significant effect on the amounts recognised in the financial statements.

The estimates and assumptions which have the most significant risk of causing a material adjustment to the carrying amounts of assets and liabilities are discussed below.

Depreciation and amortisation of property, plant and equipment and intangible assets

Depreciation and amortisation are provided so as to write down the respective assets to their residual values over their expected useful lives and, as such, the selection of the estimated useful lives and the expected residual values of the assets requires the use of estimates and judgements. Details of the estimated useful lives are as shown in Note 2(e).

Expected credit loss

In assessing provision for doubtful debts, management estimates the recoverable amount of overdue balances. Estimation uncertainty relates to assumptions about future collectability of these overdue balances.

Express Catering Limited

Notes to the financial statements

May 31, 2020

3a. Property, plant and equipment comprise:

The carrying amounts for property, plant and equipment for the years included in the financial statements as at May 31, 2020, can be analysed as follows:

	Building and Leasehold Improvement US\$	Motor Vehicle US\$	Entertainment Equipment US\$	Computer US\$	Furniture and Fixtures US\$	Bar and Restaurant Equipment US\$	Total US\$
Gross carrying amount							
Balance as at June 1, 2019	2,861,012	56,761	167,066	485,320	2,773,930	2,343,137	8,687,226
Additions	1,331	-	11,169	37,226	81,837	121,572	253,135
Balance as at May 31, 2020	2,862,343	56,761	178,235	522,546	2,855,767	2,464,709	8,940,361
Depreciation and impairment							
Balance as at June 1, 2019	(1,133,127)	(56,138)	(130,866)	(390,313)	(1,357,093)	(1,224,993)	(4,292,530)
Depreciation	(96,362)	(623)	(4,809)	(22,319)	(165,742)	(157,219)	(447,074)
Balance as at May 31, 2020	(1,229,489)	(56,761)	(135,675)	(412,632)	(1,522,835)	(1,382,212)	(4,739,604)
Carrying amount as at May 31, 2020	1,632,853	-	42,560	109,914	1,332,932	1,082,497	4,200,757

Express Catering Limited

Notes to the financial statements

May 31, 2020

3a. Property, plant and equipment (cont'd):

The carrying amounts for property, plant and equipment for the years included in the financial statements as at May 31, 2020, can be analysed as follows:

	Leasehold Improvement US\$	Motor Vehicle US\$	Entertainment Equipment US\$	Computer US\$	Furniture and Fixtures US\$	Bar and Restaurant Equipment US\$	Total US\$
Gross carrying amount							
Balance as at June 1, 2018	2,819,299	56,761	149,785	473,988	2,655,555	2,320,644	8,476,032
Additions	41,713	-	17,281	11,332	118,375	22,493	211,194
Balance as at May 31, 2019	2,861,012	56,761	167,066	485,320	2,773,930	2,343,137	8,687,226
Depreciation and impairment							
Balance as at June 1, 2018	(1,033,808)	(56,138)	(127,463)	(350,026)	(1,194,034)	(1,060,451)	(3,821,920)
Depreciation	(99,319)	-	(3,403)	(40,287)	(163,059)	(164,542)	(470,610)
Balance as at May 31, 2019	(1,133,127)	(56,138)	(130,866)	(390,313)	(1,357,093)	(1,224,993)	(4,292,530)
Carrying amount as at May 31, 2019	1,727,885	623	36,200	95,007	1,416,837	1,118,144	4,394,696

Express Catering Limited

Notes to the financial statements

May 31, 2020

3b. Right-of-use asset

	US\$
First time adoption of IFRS 16	24,711,022
Amortised during the year	(1,782,062)
Carrying amount at May 31, 2020	22,928,960

Right-of-use asset represents property spaces leased.

4. Intangible assets

These represents amounts spent on the development of new products, processes and systems and amounts paid for licenses and franchises are being amortised over 7 years.

	Development Cost US\$	Licenses and Franchises US\$	Total US\$
Gross carrying amount			
Balance as at June 1, 2019	464,462	1,333,231	1,797,693
Additions	134,203	-	134,203
Balance as at May 31, 2020	598,665	1,333,231	1,931,896
Amortisation			
Balance as at June 1, 2019	(10,574)	(767,969)	(778,543)
Amortisation	(60,288)	(88,965)	(149,253)
Balance as at May 31, 2020	(70,862)	(856,934)	(927,796)
Carrying amount as at May 31, 2020	527,803	476,297	1,004,100

	Development Cost US\$	Licenses and Franchises US\$	Total US\$
Gross carrying amount			
Balance as at June 1, 2018	261,225	1,333,231	1,594,456
Additions	203,237	-	203,237
Balance as at May 31, 2019	464,462	1,333,231	1,797,693
Amortisation			
Balance as at June 1, 2018	(10,574)	(683,752)	(694,326)
Amortisation	-	(84,217)	(84,217)
Balance as at May 31, 2019	(10,574)	(767,969)	(778,543)
Carrying amount as at May 31, 2019	453,888	565,262	1,019,150

5. Inventories

	2020 US\$	2019 US\$
Food	89,534	135,280
Beverage	58,041	65,439
Gift Shop	52,607	59,318
Other	132,099	135,216
Total	332,281	395,253

Express Catering Limited

Notes to the financial statements

May 31, 2020

6. Trade and other receivables

	2020 US\$	2019 US\$
Receivables	26,672	68,585
Staff loan	13,896	10,042
Deposit	90,962	764,373
Other receivables	25,861	69,055
Prepayments	23,670	25,611
Total	181,061	937,666

7. Related party balances and transactions

The company is related to the various companies in the Caribbean operating under the Margaritaville franchise, by way of common shareholders and directors.

- i The statement of financial position includes balances arising in the normal course of business, with related parties as follows:

	2020 US\$	2019 US\$
Margaritaville Limited	3,636,499	1,526,144
	3,636,499	1,526,144

- ii Related party balances are unsecured. Related party balances have no fixed repayment terms.

8. Cash and cash equivalents

	2020 US\$	2019 US\$
Cash and bank balances	182,700	258,152
Bank overdraft (Note 14)	(7,424)	(185,522)
Total	175,276	72,630

9. Share capital

	2020 US\$	2019 US\$
Authorised		
Issued and fully paid:		
1,637,500,000 ordinary shares (No par value)	73,861	73,861
	73,861	73,861

On June 26, 2017, the company adopted new public company Articles of Incorporation and passed (amongst others) the following resolutions with the approval of its holding company, Margaritaville St. Lucia:

Express Catering Limited

Notes to the financial statements

May 31, 2020

9. Share capital (cont'd)

- The sub-division of each Share into 250 units, for the purposes of pricing the Sale Shares in the Invitation and for the creation of liquidity in the trading market for the Shares following a successful listing on the Junior Market of the Junior Stock Exchange (JSE).
- The conversion of each fully paid Share to stock for the purposes of the application proposed to be made to list the Shares on the Junior Market of the JSE.

10. Capital reserve

The above represents net income earned two months prior to the date of incorporation as follows:

	US\$
Gross income	159,538
Less: Expenses	94,303
Taxation	21,745
	43,490

11. Preference shares

These represent 35,000 9.5% Cumulative Redeemable United States Dollars Indexed Preference Shares with an issue price of US\$100. These are redeemable on December 19, 2023. Dividend payment dates are March 31, July 31, October 31, and December 31 each year.

12. Lease liabilities

The Company operates under a Concession Licence Agreement granted to it in December 2011 by MBJ Airports Limited which operates Sangster International Airport. This Concession Licence Agreement permits the Company to develop and use 31,570.70 square feet of space for food and beverage concessions at the post- security screening area.

Information about leases for which the company is a lessee is presented below:

(a) Lease liabilities

	\$
Opening balance	46,711
First time adoption of IFRS 16	24,711,022
Payments	(1,320,116)
	23,437,617
Current	495,716
Non-current	22,941,901
Total	23,437,617

Express Catering Limited

Notes to the financial statements

May 31, 2020

12. Lease liabilities (cont'd)

(a) Lease liabilities (cont'd)

Future minimum lease payments are as follows:

	Within 1 year	1 to 5 Years	Over 5 Years	Total
	\$	\$	\$	\$
Lease payments	(1,420,045)	(9,612,106)	(19,199,606)	(30,231,757)
Finance charges	924,329	3,120,706	2,749,104	6,794,140
Net present values	(495,716)	(6,491,400)	(16,450,502)	(23,437,617)

(b) Amounts recognised in the profit or loss

	\$
Depreciation charged on right-of-use assets	1,782,062
Interest expense on lease liabilities	949,341
	2,731,403

(c) Amounts recognised in the statement of cash flow

	\$
Principal payments	1,273,405
Interest payments	949,341
Cash out flows for leases	2,222,746

13. Deferred tax liability

Deferred taxes are calculated on all temporary differences under the liability method using a tax rate of 25%. The movement on the deferred tax account is as follows:

	2020 US\$	2019 US\$
Balance at beginning of year	89,150	89,150
Balance at end of year	89,150	89,150

Deferred tax balance arose on temporary differences in respect of the following:

	2020 US\$	2019 US\$
Deferred tax on:		
Property, plant and equipment	89,150	89,150
Deferred tax liability	89,150	89,150

14. Bank overdraft

This represents the excess of unrepresented cheques over bank balances at the end of year. The company does not operate an overdraft facility.

Express Catering Limited
Notes to the financial statements
May 31, 2020

15. Trade and other payables

	2020 US\$	2019 US\$
Trade payables	951,047	902,245
Accrued expenses	159,375	74,781
Other payables	345,909	483,720
Total	1,456,331	1,460,746

16. Expenses by nature

Total direct, administrative and other operating expenses:

	2020 US\$	2019 US\$
Direct expenses		
Cost of inventories recognised as expense	4,326,339	5,065,453
Administrative expenses		
Employee benefits (Note 21)	1,852,723	2,036,760
Lease expense	932,815	3,697,358
Franchise fees	456,028	563,708
Audit Fees	14,157	14,890
Other expenses	1,159,025	1,313,069
Total	4,414,748	7,625,785
Promotional expenses		
Advertising	46,034	47,794
Depreciation and amortisation		
Depreciation	2,229,136	470,610
Amortisation	149,253	84,217
Total	2,378,389	554,827

17. (a) Finance income

Finance income includes all income from financial assets and comprises:

	2020 US\$	2019 US\$
Interest income from financial assets	597	440
Total	597	440

(b) Finance costs

Finance costs includes all interest related expenses which have been included in the statement of profit or loss and comprises:

	2020 US\$	2019 US\$
Preference dividends	332,500	332,500
Interest on leases	949,504	2,788
Overdraft interest	11,312	6,759
Total	1,293,316	342,047

Express Catering Limited

Notes to the financial statements

May 31, 2020

18. Earnings per share

Earnings per share is calculated by dividing profit for the year by the weighted average number of ordinary shares in issue for the year.

	2020 US\$	2019 US\$
Profit attributable to shareholders	1,564,284	3,731,471
Weighted average number of shares	1,637,500,000	1,637,500,000
Basic and diluted earnings per share	0.0009	0.0022

19. Income taxes

The Company will not be liable to pay corporate income tax in its first 5 years on the Junior Market. It will be liable to corporate income tax at half of the usual rate in years 6 to 10 on the Junior Market. If the Company breaches any Junior Market requirements, it may be liable to repay the tax that was remitted.

Reconciliation of theoretical tax charge to effective tax charge:

	2020 US\$	2019 US\$
Profit before tax	1,586,076	3,731,471
Tax at applicable tax rate of 25%	396,519	932,868
Tax effect of expenses not deductible for tax purpose	534,241	181,059
Tax effect of allowances and remission of tax	(673,950)	(75,237)
Remission of tax	(256,810)	(1,038,690)
Income tax charge for the year	-	-

20. Ordinary dividends

The Board declared dividends of US\$0.000245 and US\$0.000245 per ordinary share to all shareholders on record as at January 15, 2020 and March 20, 2020 respectively. Dividends of 0.000611 per ordinary share was declared in the prior year.

21. Employee benefits

	2020 US\$	2019 US\$
Wages and taxes	1,594,336	1,802,271
Medical and other staff benefits	258,387	234,489
Total	1,852,723	2,036,760

There were three hundred and five (305) - (2019 - Three hundred and nine (309)) permanent employees at year end.

22. Risk management policies

The company's activities expose it to a variety of financial risks in respect of its financial instruments: market (currency risk, interest rate risk and other price risk), credit risk and liquidity risk. The company seeks to manage these risks by close monitoring of each class of its financial instruments as follows:

a Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. The company is exposed to market risk through its use of financial instruments and specifically to currency risk, interest rate risk and certain other price risk, which result from both operating and investing activities.

i Currency risk and sensitivity

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

However, the company's financial statements are denominated in United States Dollar and as such there is no exposure to this risk.

ii Interest rate risk

Interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in the market interest rate. The company's cash and cash equivalents are subject to interest rate risk. However, the company attempts to manage this risk by monitoring its interest-earning assets closely and procuring the most advantageous rates under contracts with interest rates that are fixed for the life of the contract, where possible.

Interest rate sensitivity

Due to the fact that interest earned from the company's interest earning bank accounts is immaterial, there would be no material impact on the results of the company's operations as a result of fluctuations in interest rates.

iii Other price risk

Other price risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to the individual instrument or its issue or factors affecting all instruments traded in the market.

The company is not exposed to other price risk as it has no investment in equity instruments.

b Credit risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss.

The company faces credit risk in respect of its receivables and cash and cash equivalents held with financial institutions. However, this risk is controlled by close monitoring of these assets by the company. In addition these deposits are maintained with commercial banks that are insured under the Jamaica Deposit Insurance Scheme (JDIS).

Express Catering Limited

Notes to the financial statements

May 31, 2020

22. Risk management policies (cont'd)

b Credit risk (cont'd)

Receivables and other receivables

The company applies the IFRS 9 simplified approach to measuring expected credit losses using a lifetime expected credit loss provision for receivables. To measure expected credit losses on a collective basis, receivables are grouped based on similar credit risk and aging.

The expected loss rates are based on the company's historical credit losses experienced over the two year period prior to the period end. The historical loss rates are then adjusted for current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The company only grants credits to Airlines. The company experienced no credit losses over the past two years and does not expect to incur any credit loss based on its current business model.

The maximum credit risk faced by the company is limited to the carrying amount of financial assets recognised at the end of the reporting period as summarised below:

	2020 US\$	2019 US\$
Trade and other receivables	181,061	937,666
Cash and bank balances	182,700	258,152
Total	363,761	1,195,818

c Liquidity risk

Liquidity risk is the risk that the company will encounter difficulty in meeting its commitments associated with financial liabilities.

The company manages its liquidity risk by carefully monitoring its cash outflow needs for day-to-day business and maintaining an appropriate level of resources in liquid or near liquid form to meet its needs. The company maintains cash and savings deposits for up to 30-day periods to meet its liquidity requirements.

The company's financial liabilities comprise trade and other payables, bank overdraft, preference shares and lease obligation. The contractual maturities (including interest where applicable) are as follows:

May 31, 2020

	Current Within 12 Months US\$	Non-current 1 to 5 years US\$	Over 5 years US\$
Bank overdraft	7,424	-	-
Trade and other payables	1,434,539	-	-
Lease liabilities	1,420,045	9,612,106	19,199,606
Preference shares	-	3,500,000	-
Total	2,862,008	13,112,106	19,199,606

Express Catering Limited

Notes to the financial statements

May 31, 2020

22. Risk management policies (cont'd)

c Liquidity risk (cont'd)

May 31, 2019

	Current Within 12 Months US\$	Non-current 2 to 5 years US\$
Bank overdraft	185,522	-
Trade and other payables	1,460,746	-
Lease obligations	20,353	36,520
Preference shares	-	3,500,000
Total	1,666,621	3,565,781

23. Fair value of financial instruments

Fair value is the amount for which an asset could be exchanged, or liability settled, between knowledgeable willing parties in an arm's length transaction. Market price is used to determine fair value where an active market (such as a recognised stock exchange) exists as it is the best evidence of the fair value of a financial instrument.

Financial instruments that, subsequent to initial recognition, are measured at fair value are grouped into levels 1 to 3 based on the degree to which the fair values are observable, as follows:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities. (Level 1).
- Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is derived from prices). (Level 2).
- Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs). (Level 3).

The company's assets and liabilities are measured at amortised costs and the carrying amounts for these are disclosed at Note 24.

Express Catering Limited

Notes to the financial statements

May 31, 2020

24. Summary of financial assets and liabilities by category

The carrying amount of the company's financial assets and liabilities are recognised at the end of the reporting period under review may also be categorised as follows:

	2020 US\$	2019 US\$
Financial assets measured at amortised costs		
Trade and other receivables	181,061	937,666
Owing by related companies	3,636,499	1,526,144
Cash and bank balances	182,700	258,152
Total	4,000,260	2,721,962
Financial liabilities		
Non-current liabilities		
At amortised cost		
Preference shares	3,500,000	3,500,000
Lease liabilities	22,941,902	29,261
	26,441,902	3,529,261
Current liabilities		
At amortised cost		
Bank overdraft	7,424	185,522
Trade and other payables	1,434,539	1,460,746
Current portion of lease liabilities	495,716	17,450
	1,937,679	1,663,718

25. Segment information

Management has determined the operating segments based on the reports reviewed by the Chief Executive Officer (CEO) that are used to make strategic decisions.

The two operating segments are food and beverage which are normally priced together as a meal and therefore no segment reporting is disclosed in these financial statements.

26. Capital management, policies and procedures

The company's capital management objectives are to ensure the company's ability to continue as a going concern and to provide adequate return to shareholders by pricing products commensurately with the level of risk and current market conditions.

The company is not subject to any externally imposed capital requirements.

27. Impact of COVID-19

The spread of the Coronavirus disease (COVID-19) which was declared a global pandemic by the World Health Organization (WHO) on March 11, 2020, has severely impacted many local economies around the globe. In Jamaica, as in many countries, businesses were forced to cease or limit operations for long periods of time. Measures taken to contain the spread of the virus, including travel bans, quarantines, social distancing, and closures of non-essential services have triggered significant disruptions to businesses worldwide, resulting in an economic slowdown. These measures significantly affected the company's operation and resulted in its temporary closure as of March.

At the date of the authorisation of the financial statements, operations continued to be impacted by COVID-19. Management is unable to determine a reliable estimate of the financial impact of COVID-19 events on its profitability and financial position for the subsequent period.

Form of Proxy

\$100 stamp
to be
affixed

EXPRESS CATERING LIMITED

I/We, _____
[insert name]

of _____
[address]

being a shareholder(s) of the above-named Company,
hereby appoint:

_____ [proxy name]

of _____
[address]

or failing him, _____ [alternate proxy]

of _____
[address]

as my/our proxy to vote for me for me/us on my/
our behalf at the Annual General Meeting of the
Company to be held at 11:00am on Thursday,
March 4, 2021 at the Margaritaville Ltd. Board Room,

#16, M19 Southern Cross Boulevard, Freeport,
Montego Bay and at any adjournment thereof.

This Form is to be used as instructed. Unless
otherwise instructed the Proxy Form will
be used as he/she thinks fit. Please tick the
appropriate box.

ORDINARY BUSINESS

	FOR	AGAINST
Resolution 1		
Resolution 2		
Resolution 3		
Resolution 4		

SPECIAL BUSINESS

Resolution 5		
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Signed this _____ day of _____ 2021

Print Name: _____ Signature: _____

NOTES: When completed, this Form of Proxy must be received by the Registrar of the Company, Jamaica Central Securities Depository, 40 Harbour Street, Kingston, Jamaica, W.I. not less than forty-eight (48) hours before the time for holding the meeting. The Proxy Form should bear stamp duty of \$100.00 which may be adhesive and duly cancelled by the persons signing the proxy form. If the appointer is a Corporation, this Form of Proxy must be executed under its common seal or under the hand of an officer or attorney duly authorized in writing.

