



**STATIONERY &  
OFFICE SUPPLIES  
LTD.**

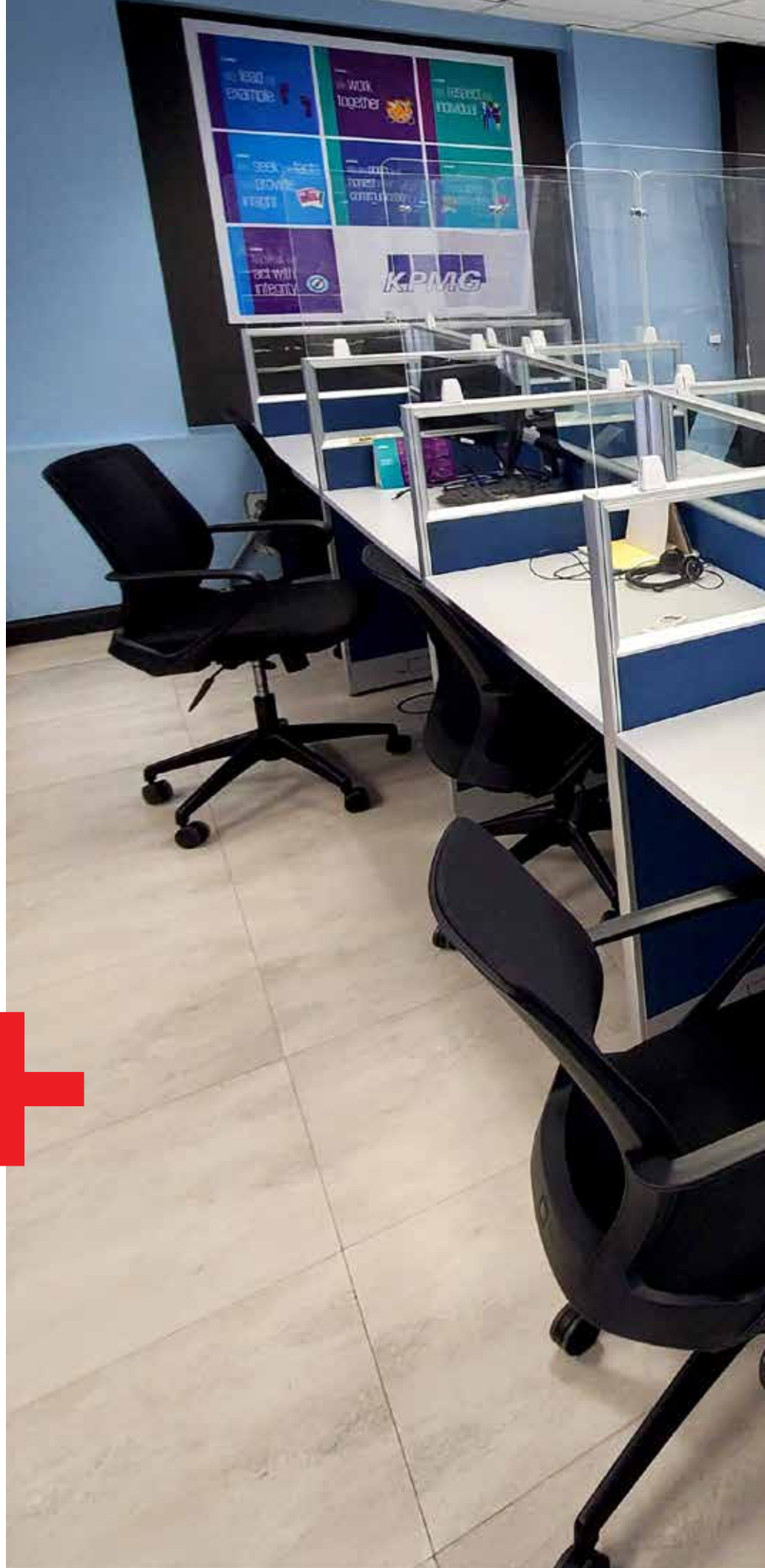


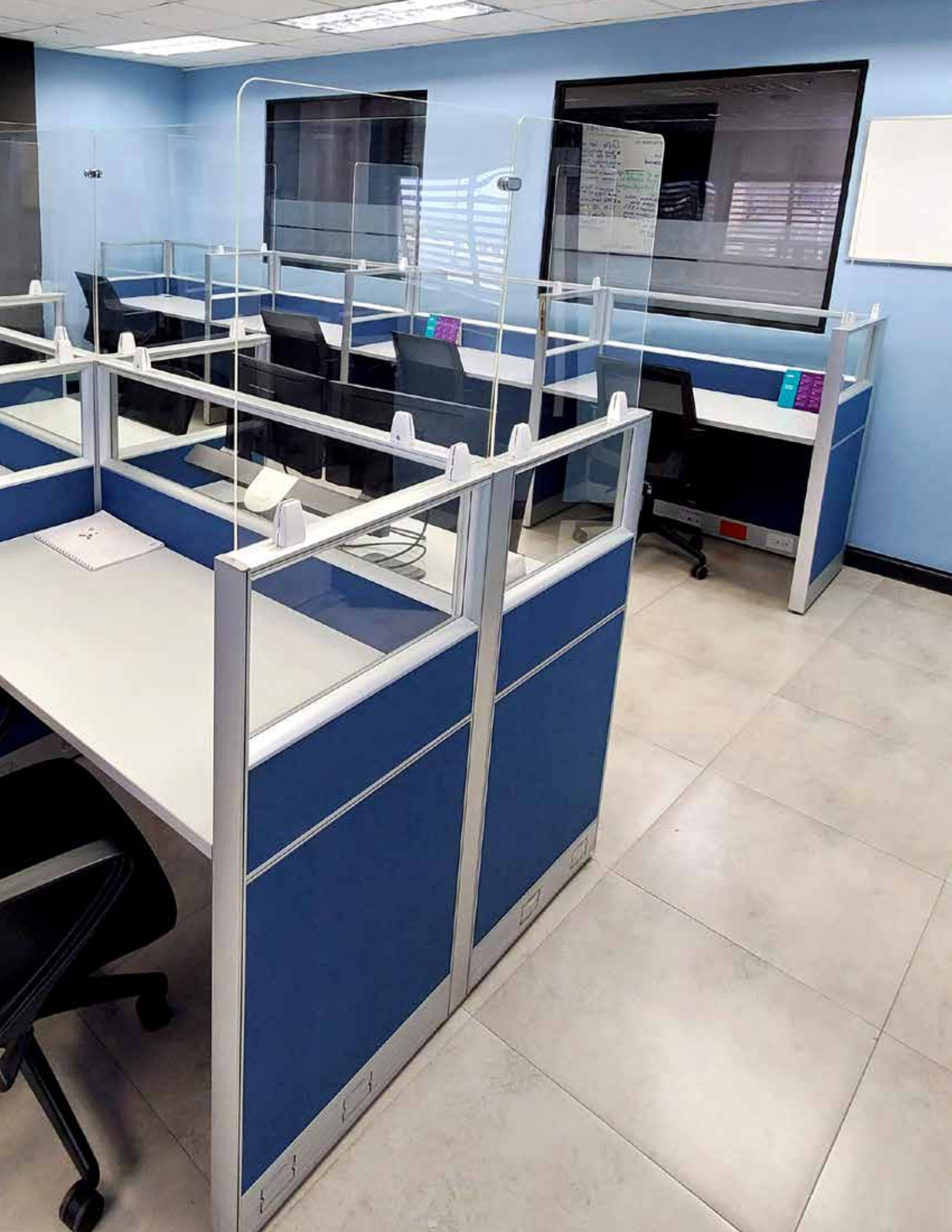
**Get Creative + Innovate!**

**2020 Annual Report**



We pivoted to respond to the quickly changing needs of our clients by offering customized products and services like ... providing sanitization products and retrofitting solutions to clients; especially those within the BPO sector.









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Get Creative + Innovate!

## ABOUT US

Stationery and Office Supplies Ltd. (SOS) has been in the business of selling high quality stationery and office furniture since we opened our doors in 1965. We are proud of what we have accomplished and look forward to serving the Jamaican public for many more years to come.

We have been a trusted distributor for all office needs, ensuring that our clients are able to run an efficient and organized operation. We carry everything from pens, pencils, erasers and post-it pads to desks, chairs, stationery cupboards, shredders and fire-resistant cabinets. Any item that is not in stock from our large inventory of products can be specially ordered and shipped in at the customer's request.

SOS is the sole distributor in Jamaica for Fursys Systems Office Furniture (one of its leading lines of modular office furniture systems), Boss Chairs, Smart Office Furniture, Hi-Top Case Goods, Torch Furniture, Image Furniture, Sentry Safes, Gardex Fire Resistant Cabinets and Safes and is the only authorized service agent for Fellowes Shredders. In May 2018, SOS acquired the manufacturing assets of Book Empire Limited, which produces SEEK notebooks, quire books, and writing pads.

We invite you to call or visit our offices at any time to request a free consultation from one of our experienced sales executives who will

help you to select products best suited for your business.

SOS is located at 23 - 25 Beechwood Avenue, Kingston 5 and boasts a 3,000 sq. ft. showroom filled with samples of the various furniture and stationery items available in stock. Our Montego Bay office is located at Unit #8, Fairview Office Park, Montego Bay, with a new show room displaying furniture and stationery supported by qualified staff waiting to assist you with your every need.

The in-house support staff is always ready to assist. If you need stationery, furniture or repairs to office furniture give us a call at our offices today in Kingston (876) 926-5688 / 926-2649 or Montego Bay (876) 953-6351 / 979-8635 or email us at [mail@sosjm.com](mailto:mail@sosjm.com)

Our sales executives are equipped with a full range of catalogues, samples and prices to make your decisions fast and as easy as possible. Our staff is all about personal service that makes the everyday business of buying stationery and office furniture just a little more enjoyable and stress free for you.

## Sustainability and Green Solutions

In 2011, the Company decided to play its part in protecting our environment by introducing shredding services to the general public. This endeavour has grown rapidly over time as companies have become more aware of the hazards of disposing old office documents and sensitive data incorrectly. Housed in its own secure storage facility on the compound, this addition to the Company's service offerings meets all international best practice standards, including banking best practice standards, as they apply to shredding and the destruction of material that contain confidential information.

All of the shredded paper products are exported to various mills overseas where the shredded paper is recycled. Customers are able to relax in the comfort of their offices and view the shredding process being undertaken at the Company's premises with SOS' online real-time viewing capabilities. Alternatively, customers may also be present at the Company's premises to observe the process. We are currently able to

**We offer free delivery to customers in Kingston and Montego Bay, making it easier to shop online.**





**Industrial Racking was added to our product line. They are adjustable, flexible, and customized – perfect for car parts, food processing, and hotel industries.**

process up to 5,000 pounds of paper on a daily basis and have the ability to shred tapes, hard drives, CDs and other media storage devices in compliance with international best practice standards. In addition, we offer pickup and delivery service options to clients who require door to door service.

In December 2014, SOS installed a 75kw solar (photovoltaic) system at its head office at Beechwood Avenue. This includes 292, 255-watt solar panels mounted on the roof and 9, 7000-watt inverters installed in a secure location. We are very proud of our contribution to the preservation of the environment and will continue to exercise this policy in the foreseeable future.

# Our Customers

The Company provides its products and services to many blue-chip companies and businesses in Jamaica. Some of the Company's customers are set out below:







PANJAM



We increased our sales in acrylic shields, dividers, sanitizing dispensers, and masks... retrofitting offices in accordance with the guidelines of the Ministry of Health.

# Chairman's Report

It is no simple feat that Stationery and Office Supplies (SOS) Limited ended the 2020 financial year intact. It therefore gives me great pleasure, on behalf of the Board of Directors of this resilient organization, to extend our gratitude to our staff for their commitment and hard work over the past year.

The arrival of COVID-19 to our shores in March ultimately resulted in an unprecedented decline in our national economy. The closure of schools and hotels, work-from-home orders, as well as curfew measures resulted in a 80% decline in our stationery and furniture sales, causing major losses during April of 2020. Through agility and creativity, we were able to increase our sales month by month for the balance of the year.

In total, our revenue declined by 20% from 2019 levels, while our gross profit declined by 22%. Having started 2020 at \$10.72, our stock declined to \$4.46. This was as a result of a contraction in the economy, as well as a fall in the JSE Index.

## Staying Flexible and Agile

By the end of the first quarter, we pivoted to respond to the quickly changing needs of our clients by offering customized products and

services. These included introducing a home office line of products, as well as providing sanitization products and retrofitting solutions to clients; especially those within the BPO sector. These initiatives were crucial to our success over the following quarters.

At the beginning of 2020 we had major plans, some of which were already underway, including an expansion project. We forged ahead with the purchase of the 34 Collins Green property in September 2020 as well as completing the construction of our new 8,000 sq foot warehouse. In addition to this, we were able to expand our product line with the re-introduction of Industrial Racking; a complement to our existing line of lightweight racks and shelving. Through an agreement with a manufacturer in China, we now stock the customizable heavy-duty storage solutions and use them in our own warehouse. Their ability to be stacked up to 36 feet and store up to 5,000 pounds per shelf have allowed us to make more efficient use of our physical warehouse space. As a distributor of the Industrial Racks, we aim to reach markets across the Caribbean region as our local customers continue to respond favorably to the product.

## Supporting Our People

We are proud that we were able to retain staff through the year with the implementation of a rotation schedule and a work-from-home arrangement in the Kingston and Montego Bay offices, respectively. The significant impact of government-imposed restrictions and prolonged closures throughout the hotel and tourism industry required us to close operations in Montego Bay for 4 months. Upon reopening, a rotation schedule was put in place.

Though it has been a difficult time, with persons experiencing loss and challenges in their personal lives, our team held strong together. We are grateful to our staff and partners who, despite a challenging year financially and emotionally, ensured that the company remained viable. It is with this tenacity that we continue to build the momentum for an even better 2021. As we continue to monitor the economic recovery of the country and the world, we are hopeful that we will be able to exceed our 2019 performance. We can only achieve this through continued innovation and continuously seeking new opportunities and partnerships.

From a grateful Board, we thank you all for your hard work over the past year and we look forward to a productive and better 2021.





### David McDaniel

*Chairman of the Board & Managing Director*

Mr. David McDaniel is the Managing Director and one of the founders of the Company, having worked there from its incorporation and for his entire adult working life. Mr. McDaniel has been the shepherd of the Company over its fifty (50) plus years of trading.

It is through his stewardship that the Company has attained and sustained its success over the years. His vision is to import the skills and expertise of the second generation of his family into the business.

Mr. McDaniel was educated at Saint Paul's Elementary School – Manchester, Jamaica and is trained and equipped to technically and administratively supply and install Fursys Systems Furniture.



### Marjorie McDaniel

*Director, Chief Administrative Officer & Company Secretary*

Mrs. Marjorie McDaniel has been employed from 1968 to present and has been instrumental in the Company's operations and its administration ensuring that the Company operates as optimally as possible.

Mrs. McDaniel was educated at Saint Andrew High School for Girls, Alpha Commercial Academy and is also trained and equipped technically and administratively to supply and install Fursys Systems Furniture.

### Allan McDaniel

*Deputy Managing Director & Director of Warehousing & Logistics*

Mr. Allan McDaniel has been employed to the Company from 1996 to present having worked in the Sales, Design, Installation, Warehouse and Accounts Departments of the Company over the years as he has been identified as the person to eventually succeed his father, Mr. David McDaniel, to lead the Company into the future and as it moves to enter into the next phase of its existence as a listed company.

Mr. Allan McDaniel was educated at Campion College, University of Western Ontario, London, Canada, is certified in AutoCAD 12 (Graphic Design Program), trained and certified By Fellowes Inc. in Shredder maintenance and repairs, trained and equipped technically and administratively to Supply and install Fursys Systems Furniture.

Mr. Allan McDaniel is also a member of both the Company's Audit Committee and its Corporate Governance Committee.



### Stephen Todd

*Director – Sales & Marketing*

Mr. Stephen Todd is the Director - Sales & Marketing of the Company and has been employed to the Company since 1995.

Mr. Todd was educated at Munroe College and Florida International University, Florida, U.S.A. He is certified in Autocad 12 (Graphic Design Program), trained and equipped to technically and administratively supply and install Fursys Systems Furniture.

Stephen is also a member of the Company's Remuneration Committee.

## THE BOARD OF DIRECTORS

### **Kerri (McDaniel) Todd**

*Director Special Projects*

Mrs. Kerri Todd has been employed to the Company since 1992 to present and was the first of the member of the second generation of McDaniels to join the Company.

Mrs. Todd was educated at Hillel Academy, Ryerson University (Bachelor of Business Management) Toronto, Canada. She is certified in Autocad 12 (Technical Drawing Programme) and trained and equipped to technically and administratively supply and install Fursys Systems Furniture.



### **Kelli (McDaniel) Muschett**

*Director - Purchasing & Administration, BBM, MBA*

Mrs. Kelli Muschett has been employed to the Company from 2000 to present.

She was educated at Hillel Academy and Ryerson University, Toronto, Ontario (Bachelor of Business Management) and the European University, Spain, Madrid - MBA (International Business). Mrs. Muschett is also trained and equipped technically and administratively to supply and install Fursys Systems Furniture.

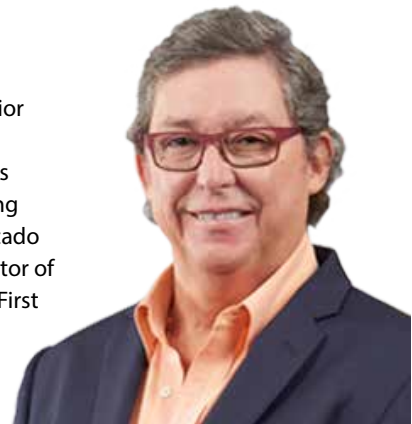
### **Anthony J.A. Bell, J.P.**

*Non-Executive Director & Chairman of the Audit Committee*

Mr. Bell brings to the Board of Directors his experience in management gained at a senior level in many prominent local companies.

Mr. Bell is a graduate of Jamaica College and South West London College, and he has worked as an accountant and financial controller over his career. He served as Managing Director of J. Wray and Nephew Ltd. and Chief Financial Officer of the Lascelles de Mercado group of companies for over thirty (30) years, retiring in 2011. Mr. Bell is a current director of Jamaica College Foundation, First Caribbean International Bank (Jamaica) Limited and First Caribbean International Securities Limited and IronRock Insurance Company Limited.

Mr. Bell is also a member of the Company's Remuneration Committee.



### **R. Evan D. Thwaites**

*Non-Executive Director & Chairman of the Corporate Governance Committee*

Evan Thwaites is a Chartered Insurer and an Associate of the Chartered Insurance Institute. He is the Managing Director of IronRock Insurance Company Limited.

Mr. Thwaites was educated at Wolmer's Boys' School and completed management training courses in the U.S.A., the United Kingdom and Germany for the purposes of his professional development in the insurance and reinsurance industry. He spent over thirty (30) years with Globe Insurance Company of Jamaica Ltd. (and its predecessor entity, Globe Insurance Company of the West Indies Ltd.), prior to its acquisition by Guardian Group, where he was Managing Director. He subsequently was a consultant and director, of Grace Kennedy Financial Services Ltd. and Jamaica International Insurance Company Ltd., respectively, prior to forming the Company.

Mr. Thwaites is also a member of the Company's Audit Committee.





**Jermaine Deans**

*Non-Executive Director*

Mr. Deans is the Managing Director of JN Cayman with extensive experience in Global Financial Markets, Capital Markets, Credit, Commercial Banking, Treasury Management, FX Trading, Bond Trading, Company Financial Analysis and Corporate Strategy Re-engineering, Balance Sheet Restructuring, Monetary and Fiscal Policies, Economics and Central Government Management, Supervision of Financial Institutions, Market Risk Assessment. He has also structured balance sheet solutions for various entities via Financial Advisory, Business Process Re-Tooling, Debt, Equity, Acquisitions and IPOs.

He is a director of Peak Bottling Company Limited and Spike Industries Limited and lectures in Portfolio Management and Financial Markets.

He holds a BSc. in Business Administration, Finance Major and an MBA, Finance Major, with concentration in Investment Management, from Villanova School of Business, Villanova University, Pennsylvania, USA.

Mr. Deans is the Chairman for the Remuneration Committee and a member of the Audit and Corporate Governance Committees.

**Michael A. Fraser, OD, JP, CLU**

*Company Mentor*

Mr. Michael Fraser is a Senior Insurance Professional who has wide experience in sales, marketing and management. He is a Chartered Life Underwriter (CLU) and graduated in 1987 from the Western Executive Business Programme from the University of Western Ontario, Canada.

He was appointed President and Chief Executive Officer of Island Life Insurance Company Limited in 2000. Up until December 2007 Mr. Fraser was Deputy CEO and Chief Marketing Officer at Sagicor Life Jamaica Limited. Mr. Fraser is Past President & CEO of Sagicor Life of the Cayman Islands Limited, a subsidiary of Sagicor Life Jamaica Limited.

Mr. Fraser is a former Board Member of Sagicor Life Jamaica Limited, a Past President of the Life Underwriters Association of Jamaica and was voted 'Insurance Man of the Year' in 1999. He was inducted into the Caribbean Insurance Hall of Fame in 2005.

Mr. Fraser is a Director of Sagicor Insurance Brokers Limited and Sagicor Life of the Cayman Islands Limited. He is also a Director of AMG Limited and Key Insurance Company Limited

He is currently Vice Chairman of the Jamaica Cancer Society and Chairman of the Jamaica Medical Foundation.



# SENIOR MANAGERS



## David Charles Plant

### *Financial Controller*

Mr. David Plant has been employed to the Company as its Financial Controller from 2006 to present.

Before working with the Company Mr. Plant had a long and distinguished career at KPMG from 1979 to 1999, and which included a posting in London as Senior Accountant and was employed at Chas E. Ramson Limited as its Financial Controller from 2000 to 2006.

Mr. Plant was educated at Wolmers Boys School and London School of Accountancy & Accountancy Tutors Ltd. He is a Fellow of the Institute of Chartered Accountants of Jamaica and a Fellow of the Association of Chartered & Certified Accountants.

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## Denise Hope McIntosh

### *Montego Bay Branch Manager*

Ms. Denise McIntosh has been employed to the Company since 2011 to present as the Manager of its Montego Bay Branch.

Before working with the Company, she held posts as Brand Manager, Indies Pharma Jamaica Ltd. in Montego Bay, Station Manager, Delta Airlines (Kingston & Montego Bay) and General Manager Caribbean, Northwest Airlines.

Ms. McIntosh was educated at Montego Bay High School, Montego Bay Community College, University of New Orleans (B.Sc in Business Administration) and University of Liverpool (MBA, Marketing).



## Bruce Baylis

### *Manager Manufacturing division - SEEK products*

Mr. Baylis joined Stationery and Office Supplies after the acquisition of his book empire, SEEK Exercise and Note books. He came to the company with over 30 years' experience in the manufacturing sector, successfully building the Jamaican manufactured brand and developing a solid distribution network islandwide. Mr. Baylis currently manages the production and sales of the SEEK portfolio.

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## CORPORATE DATA

### Executive Directors

**Chairman/Managing Director:**  
David McDaniel

**Deputy Managing Director/  
Director of Warehousing  
& Logistics:** Allan McDaniel

**Director/Company Secretary/  
Chief Administrative Officer:**  
Marjorie McDaniel

**Director, Sales & Marketing:**  
Stephen Todd

**Director, Special Projects:**  
Kerri Todd

**Director, Purchasing &  
Administration:** Kelli Muschett

### Non-executive Directors

Anthony J. A. Bell, J.P.

Jermaine Deans

R. Evan D. Thwaites

### Registered Head Office

**Stationery & Office  
Supplies Limited**  
21 - 25 Beechwood Avenue  
Kingston 5  
Tel: (876) 926-5688  
Fax: (876) 968-8200  
**Website: [www.sosjm.com](http://www.sosjm.com)**

### Bankers

**First Caribbean International  
Bank (Jamaica) Limited**  
23-27 Knutsford Boulevard  
Kingston 5

**National Commercial Bank  
Jamaica Limited**  
37 Duke Street  
Kingston

**JN Bank Limited**  
10-12 Grenada Crescent  
Kingston 5

### Attorney

**MH&CO Attorneys-at-Law**  
7 Barbados Avenue  
(Second Floor)  
Kingston 5

### Auditors

**Mair Russell Grant Thornton**  
3 Houghton Avenue  
Kingston 10





## CORPORATE GOVERNANCE



Under the chairmanship of Mr. David McDaniel, Stationery & Office Supplies Limited (“SOS”, the Company”) continues to maintain high standards of corporate governance best practices to preserve the Company’s shareholders value and confidence in its long term viability and profitability.

The Corporate Governance Committee of SOS has the responsibility to assist the Board of Directors of SOS to ensure the board composition, structure, policies and processes for managing the Company are in keeping with good corporate governance standards and adhere to the relevant regulatory framework.

The Board consists of nine (9) members with provisions in the Articles of the Company to increase the size of the Board, if necessary. The current members of the Board of Directors are David McDaniel (Chairman), Allan McDaniel, Anthony Bell, Richard Evan Thwaites, Jermaine Deans, Kerri Todd, Kelli Muschett, Stephen Todd and Marjorie McDaniel who is also the Company Secretary. The appointed Board Mentor is Mr. Michael Fraser.

As at August 10, 2020, the members of the Corporate Governance Committee, the Audit Committee and the Remuneration Committee are:

### **Audit Committee**

Mr. Anthony Bell, Chairman  
Mr. Richard Evan Thwaites  
Mr. Jermaine Deans

### **Corporate Governance Committee**

Mr. Richard Evan Thwaites, Chairman  
Mr. Anthony Bell  
Mr. Jermaine Deans

### **Remuneration Committee**

Mr. Jermaine Deans, Chairman  
Mr. Anthony Bell  
Mr. Richard Evan Thwaites





Quarterly Board and Audit Committee Meetings were scheduled during the year. The attendance at the scheduled Directors at Board and Audit Committee Meetings is reflected in the table below:

## Board Meeting Attendance

Directors in attendance	February 21, 2020	June 02, 2020	August 10, 2020	November 05, 2020
David McDaniel, Chairman	Y	Y	Y	Y
Marjorie McDaniel	Y	Y	Y	Y
Allan McDaniel	Y	Y	Y	Y
Kerri Todd	Y	Y	Y	Y
Kelli Muschett	Y	Y	Y	Y
Stephen Todd	Y	Y	Y	Y
Anthony Bell, Independent Director	Y	Apology	Y	Y
Richard Evan Thwaites, Independent Director	Y	Y	Y	Apology
Michael Fraser, Mentor	Apology	Apology	Y	Apology
Jermaine Deans, Independent Director	Y	Y	Y	Y

## Committee Meeting Attendance

MEETING	DATE	A. Bell - Chairman Audit	R. Thwaites - Chairman CG	M. Fraser - Mentor	Jermaine Deans - Chairman Remuneration
AUDIT	November 05, 2020	Y	Apology	Apology	Y
AUDIT	August 10, 2020	Y	Y	Apology	Y
AUDIT	June 02, 2020	Y	Y	Apology	Y
AUDIT	February 21, 2020	Y	Y	Apology	Y
CORPORATE GOVERNANCE	August 10, 2020	Y	Y	Apology	Y

## Top 10 Shareholders As of December 31, 2020

SHARE HOLDER	SHAREHOLDING	% SHARES ISSUED
1 OUTLOOK LIMITED	200,096,400.	80
2 ANJANETTE MARIANNA MCDANIEL	5,427,260.	2.2
3 QWI INVESTMENTS LIMITED	4,464,181.	1.8
4 JASON CARL CARBY	4,201,435	1.7
5 JN FUND MANAGERS LIMITED FOR JN POOLED PENSION LOCAL EQUITY FUND	3,337,495	1.3
6 KENDALL MARIE TODD	1,784,900	0.7
7 MIRAH JESSICA LIM TODD	1,400,000	0.6
8 JCSD TRUSTEE SERVICES LIMITED A/C BARITA UNIT TRUST CAPITAL GROWTH FUND	1,285,053	0.5
9 MF & G ASSET MANAGEMENT LTD. - NCB CM UNIT TRUST SCHEME (JMD CARIBBEAN EQUITY PORTFOLIO)	1,192,373	0.5
10 BRIDGETOWN MANAGEMENT SERVICES LTD	1,042,987	0.4

## Directors' Shareholdings As of December 31, 2020

DIRECTORS NAMES	SHAREHOLDING	CONNECTED PARTY	SHAREHOLDING
1 DAVID MCDANIEL	NIL	OUTLOOK LTD	200,096,400
2 MARJORIE MCDANIEL	NIL	OUTLOOK LTD	200,096,400
3 ALLAN MCDANIEL	NIL		
4 KELLI MUSCHETT	NIL	OUTLOOK LTD	200,096,400
5 STEPHEN TODD	NIL	OUTLOOK LTD	200,096,400
6 KERRI TODD	NIL	OUTLOOK LTD	200,096,400
7 ANTHONY BELL	NIL	-	
9 GARY HENDRICKSON	NIL	-	
10 R. EVAN D. THWAITES	28,165	-	

## Senior Managers' Shareholdings As of December 31, 2020

SHARE HOLDER	SHAREHOLDING	% SHARES ISSUED
1 DENISE MCINTOSH	295,650.	0.12

When working from home, being productive requires more than a desk and chair. Our line of home office furniture was able to meet the demands for functional and attractive furnishings and workspaces that promote creativity, efficiency and supports your body.



IVM  
& A

# Management Discussion & Analysis

**S**OS has developed a reputation of being one of Jamaica’s most resilient businesses, constantly seeking innovative ways to capitalize on opportunities as they present themselves. In 2020, we were called to prove this. Many businesses had to close, and those that remained open were forced to get creative in order to survive. Despite the challenges faced in 2020, the company remained agile and resilient, which led to achievements throughout the year. Although we suffered major declines in revenue, since April 2020, we have seen an increase in efficiency and performance month over month. This was accomplished through agility and innovativeness to address areas of inefficiency.

## Operations

The Company’s performance over the first 90 days of 2020 remained on target to hit record sales and profit but then the COVID-19 pandemic hit and derailed solid growth plans. Decreased working hours, tighter restrictions, hotel closures, and work-from-home orders led to a 80% decline in our stationery and furniture sales in April 2020.

Up to mid-year, we were cautiously watching the developments of lockdown measures and health alerts about the pandemic. In response, we increased our product offerings to meet changing customer needs as our corporate clients sought to adapt their offices to satisfy new health and safety measures. We increased our sales in acrylic shields, dividers, sanitizing dispensers, and masks. We also began retrofitting offices in accordance with the guidelines of the Ministry of Health. With the closure of schools and the shift to online classes, we shifted our SEEK production to focus on corporate stationery.

We continued on our trajectory of being flexible based on our customers’ needs and responding to client expectations by offering home office lines of furniture. As people settled into their new work-from-home

arrangements, the demand for functional and attractive furnishings resulted in an uptake of sales in this area. There was also an increase through our Buy One Get One (BOGO) sales held in May, June and August, with a focus on work-from-home solutions for existing clients. Discounts were also offered to corporate customers for employees in need of office furniture for work-from-home arrangements. To boost engagement with our clients we engaged certified fitness trainer, Mark Miller of MonkFit Wellness Systems, to provide tips and best practices for at-home workouts and maintaining a healthy lifestyle. This was done through a series of communication pieces to our existing clients.



We would like to thank our staff, who maintained positive attitudes...commitment...that they 'showed up' everyday.

## Internal Changes

In an effort to retain all staff during this uncertain period, a rotation schedule was implemented at both our Kingston and Montego Bay locations. This afforded staff members flexibility to come into the office when it suited their schedule.

The closure of hotels and the significant downturn in the tourism industry impacted our Montego Bay location significantly. We closed operations for 4 months and implemented a work-from-home arrangement. Beginning in May an in-office rotation schedule was implemented, as was done in Kingston. The Montego Bay office was fully reopened in February 2021.

In accordance with the protocols issued by the Ministry of Health, we employed additional sanitization staff, as well as installed sanitization stations in our offices. There were temperature checks on entrance for both staff and customers, as well as records of all visitors which allowed for contact tracing if a case of Covid19 was detected.

We would like to take this opportunity to thank our staff, who maintained positive attitudes throughout the period. Although we tried our best to ensure the team was taken care of, we know that it has been difficult for everyone. The team demonstrated their commitment to their jobs and 'showed up' everyday. Our sales representatives continued to communicate with their clients in order to meet sales targets.

## Expansion

Following the success of 2019, the company started 2020 with major expansion plans. The economic implications of the pandemic began affecting the company in February, when issues with suppliers in China started to impact the volume of imported goods. Plans for expansion were placed on hold in May, as we continued to monitor lockdown measures and health alerts locally. However, some projects had already been started and we forged ahead with the acquisition of the ¼ acre property located at 36 Collins Green Avenue in September 2020, as well as the construction of our new 8000 sq foot warehouse on 34 Collins Green Avenue.

In addition to our new property, we also added Industrial Racking to our product line. This addition came as a result of a recent agreement with a manufacturer who supplies companies in the United States. Industrial racks are heavy-duty storage solutions which are stackable up to 36 feet and are able to hold up to 5,000 pounds of goods per shelf. They are used in the car parts business, food processing, and hotel industries as they afford more efficient use of floor space. They are also fully adjustable, flexible, agile and can be customized. We have been able to stock the racks, as well as use them in our own warehouse facility. We are now a distributor for the manufacturer, and our aim is to take the distribution throughout the Caribbean. To date, we have received positive feedback from our local clients in the hotels and distribution areas. This is an addition to the company's previous line of lightweight industrial racks.

Prior to the arrival of Covid-19 in 2020, the company had its sights on selected regional projects. These included a call center in the Eastern Caribbean, as well as fulfilling private orders for two companies. The projects were however put on hold due to the pandemic.



## Five-Year Financial Review

	2020	2019	2018	2017	2016
Sales	972,310,382	1,217,983,130	1,064,360,671	906,505,818	702,070,852
Gross Profit & Other Income	448,983,844	584,269,841	529,685,319	423,471,020	339,057,876
Expenses	413,737,845	447,571,160	444,704,461	341,189,442	285,904,798
Profit Before Tax	35,248,989	136,698,681	84,980,859	82,281,578	53,153,078



Wherever you're working, it's important to properly dispose of confidential documents. Choose the shredder that best meets your security and office needs.

## Financial Performance

Revenues declined 20% to \$972.3 million in 2020 from \$1.2 billion in 2019. Our SEEK line accounted for about \$39 million of those revenues for the year. These sales came during our most challenging year in existence. Gross profit declined 22% to \$445.9 million from \$582.6 million in 2019. Pre-tax profit declined by 75% to \$35.1 million from \$136.5 million in 2019. This equated to earnings per share of \$0.13 compared to \$0.54 a year earlier.

SOS' total assets declined to \$888 million as at December 2020, from \$907 million a year earlier. The dip was due to us slightly reducing our inventory to \$232.7 million from \$249 million and trade receivables to \$99.4 million from \$140.4 million. During the financial year, we were able to reduce our total liabilities to \$278.3 million from \$310.4 million in 2019.

Through paying down on loans, we cut our borrowing by one-third to \$81.5 million from \$118.2 million in 2019. Overall, the faster reduction in liabilities than total assets resulted in a rise in total equity at \$609.7 million from \$596.7 million in 2019.

## Historical Performance during Crisis

SOS was established over five decades ago, just after the formation of independent Jamaica in 1962. In each decade, the Company has grown despite the economy facing crises over the years. Specifically, we grew sales year over year during the 2008 Financial Crisis and the 2012 Fiscal Crisis in Jamaica. From 2012 to 2019 sales grew from \$472 million to \$1.2 billion. Fast forward to 2020, Under the pandemic, sales and profit understandably dipped due to the triple effect not seen in a century as a health crisis sparked a work-employment crisis, which in turn sparked an economic crisis. Overall, our sales dipped by 20% to \$973 million. The decline was understandable but also a credit to the strength of the company as the overall economy declined by 9.9% which represented the worst decline

since Independence. Several businesses have folded during this period, but we remained active with a solid sales base.

## Share Price

Our stock price performance is underpinned by the fundamental strength of our operations, which in turn relies on the overall performance of the economy. When we listed our Company at \$2 per share on the Jamaica Stock Exchange in 2017 the economy grew at 1.0% its fastest rate of growth since 2012. The stock started 2020 at \$10.72 and closed the year at \$4.46 due to the economic fallout and its overall impact on JSE market multiples. Most stocks shed value in the year as part of a 22% fall in the JSE Combined Index. Overall, the economy contracted by 9.9% or the highest amount in independent Jamaica. Economists have indicated that the worst quarterly declines are behind us, and that we are entering into a recovery mode which will flow into growth. Consequently, we are optimistic about the pending economic upturn, as we come out of the COVID economic disruptions. The improved prospects for the economy in 2021 should redound to the benefit of businesses and investors alike. We remain focused on pushing ahead with continued growth regardless of the upheaval happening around us.

There were many learning opportunities for us in 2020. We recognized areas for growth and improvement, we were stretched in cost-cutting measures, we improved our systems, our customer satisfaction levels, as well as best practices for our employees. The measures resulted in us slashing total expenses to \$410.9 million from \$445.7 million in 2019. The 8.0% reduction in expenses saved the Company roughly \$35 million or equivalent to the Company's annual profit. Since April 2020, we have seen an increase in performance month over month. This signals that SOS is progressing in the right direction.

There were many learning opportunities for us in 2020. We recognized areas for growth and improvement... we improved our systems, our customer satisfaction levels ... best practices for our employees.



## Corporate Social Responsibility

At Stationery and Office Supplies, we continue to place community outreach as one of our highest priorities and in keeping with our business model, we commit to paying special attention to the advancement of our youth through education.

In alignment with this commitment to accessible education, we completed the fourth staging of the SOS Scholarship Program. Established in 2017, the program benefits incoming Campion College students in need of financial assistance. Two students from the cohort were selected based on their submissions of a 500-word essay application written under the title, "Why I Deserve a Scholarship". The 2020 Scholarship awardees each received:

- A personal computer
- Books & other stationery supplies
- A weekly lunch allowance; and
- Tuition paid to the school on their behalf throughout their academic tenure

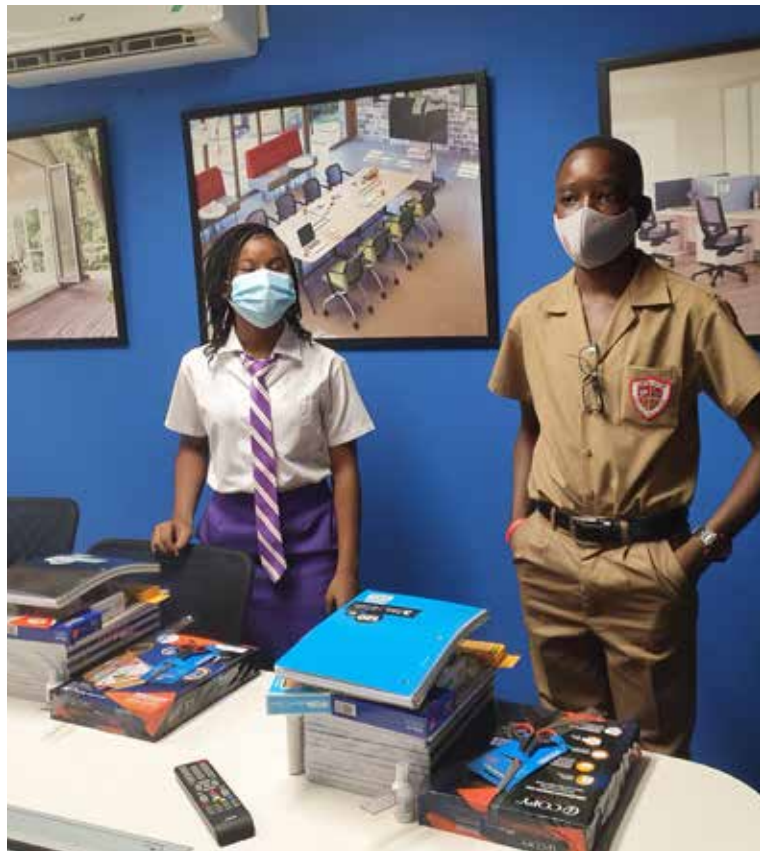
We are now one cohort away from meeting our goal of ensuring ten students, two students from each year group in the school, are benefitting from the programme annually as of 2021. The scholarship now benefits a total of eight students within the school.

## Looking Ahead

For 2021, we will continue to plan for a return of Jamaica's economy to pre-Covid levels, by ensuring we have the necessary infrastructure and resources to operate efficiently when stock movements return to normal. We will achieve this by seeking out areas of opportunity, including the retrofitting of office spaces to conform to social-distancing protocols, the new rack contracts, and distribution of face shields.

Our SEEK books production will see a revised focus on office products, as we await the return of the physical reopening of schools. It is our hope that with the steady pace of vaccinations - an important tool for saving lives and fast-tracking the global recovery - confidence will return, which will lead to the resuscitation of our economy.

It is said that, "What doesn't kill you, makes you stronger", and SOS has definitely proven that. We came out of 2020 stronger than when we began the year. We look forward to continued growth, increase in revenue and market share. We look ahead to expanding our operations in Montego Bay, new acquisitions, and partnerships with other companies throughout the Caribbean. Outlook for 2021 and 2022 is optimistic, as we continue to pursue opportunities that arise. We remain resilient and agile in all we do.



# AUDITED FINANCIAL STATEMENTS





## Independent auditor's report

To the Members of  
Stationery and Office Supplies Limited

### Report on the Audit of the Financial Statements

#### Opinion

We have audited the separate financial statements of Stationery and Office Supplies Limited (“the Company”) which comprise the statement of financial position as at December 31, 2020, the statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended and notes comprising significant accounting policies and other explanatory information.

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

#### 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. The matter was 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.

#### Allowance for expected credit losses

As at December 31, 2020 trade and other receivables after allowance for expected credit losses of \$4,902,468 amounted to \$99,385,309 or 11% of the total assets. We consider the measurement of expected credit losses a key audit matter as the determination is highly subjective, is based on significant judgements made by management and subject to significant uncertainty.

These estimates involve increased judgement as a result of the economic impacts of COVID-19.

#### [hlbjm.com](http://hlbjm.com)

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HLB Mair Russell is an independent member of HLB the global advisory and accounting network

## Independent auditor's report (cont'd)

To the Members of  
Stationery and Office Supplies Limited

### **Report on the Audit of the Financial Statements (cont'd)**

#### Allowance for expected credit losses (cont'd)

The principles for determining expected credit losses are described in the summary of significant accounting policies. The management of credit risk and the review for impairment have been described in more details in note 27b to the financial statements.

#### How our audit address the key audit matter

Our audit procedures included, amongst others:

To ensure compliance with IFRS 9, we evaluated the techniques and methodologies used by the company in order to assess expected credit losses. We assessed and validated the inputs used and assumptions applied in determining the loss rates which are integral to the provision matrix used in determining the expected credit losses for trade receivables. In addition, we considered and assessed the adequacy of the allowance including the impact of COVID-19 expected credit loss.

#### Other information

Management is responsible for the other information. The other information comprises the information in the annual report but does not include the financial statements and our auditor's report thereon. The annual report 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. 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.

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## Independent auditor's report (cont'd)

To the Members of  
Stationery and Office Supplies Limited

### **Report on the Audit of the Financial Statements (cont'd)**

#### 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 scepticism 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.
- 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.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entity or business activities within the Company to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the audit. We remain solely responsible for our audit opinion.

## Independent auditor's report (cont'd)

To the Members of  
Stationery and Office Supplies Limited

### **Report on the Audit of the Financial Statements (cont'd)**

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

We communicate with those charged with governance 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 auditor's 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.

### **Report on additional matters as required by the Jamaican Companies Act**

We have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of our audit. In our opinion, proper accounting records have been maintained, so far as appears from our examination of those records, and the financial statements, which are in agreement therewith, give the information required by the Jamaican Companies Act, in the manner required.

The Engagement Partner on the audit resulting in this independent auditor's report is Ms. Karen Lewis.

Kingston, Jamaica

February 23, 2021



HLB Mair Russell  
Chartered Accountants

# Stationery and Office Supplies Limited

## Statement of financial position


December 31, 2020

	Note	2020 \$	2019 \$
<b>Assets</b>			
<b>Non-current assets</b>			
Property, plant and equipment	(5)	411,180,830	400,614,099
Intangible assets	(6)	12,044,807	13,298,607
Investments	(7)	3,867,548	3,974,552
		<b>427,093,185</b>	<b>417,887,258</b>
<b>Current assets</b>			
Inventories	(8)	232,650,829	249,047,574
Trade and other receivables	(9)	99,385,309	140,413,502
Prepayments		31,069,220	36,258,739
Taxation recoverable		917,766	897,820
Cash and cash equivalents	(10)	96,899,268	62,540,044
		<b>460,922,392</b>	<b>489,157,679</b>
<b>Total assets</b>		<b>888,015,577</b>	<b>907,044,937</b>
<b>Equity and liabilities</b>			
<b>Equity</b>			
Share capital	(11)	88,151,214	88,151,214
Capital reserve	(12)	112,423,398	112,423,398
Retained profits		409,155,830	396,073,978
<b>Total equity</b>		<b>609,730,442</b>	<b>596,648,590</b>
<b>Liabilities</b>			
<b>Non-current liabilities</b>			
Borrowings	(13)	81,490,713	118,228,943
Other loans	(14)	49,990,695	50,786,114
Deferred tax liability	(15)	13,090,899	10,933,402
		<b>144,572,307</b>	<b>179,948,459</b>
<b>Current liabilities</b>			
Trade and other payables	(16)	92,864,283	96,726,727
Owing to Directors	(14)	33,204	33,204
Current portion of borrowings	(13)	36,973,453	30,307,373
Current portion of other loans	(14)	3,841,888	3,380,584
		<b>133,712,828</b>	<b>130,447,888</b>
<b>Total liabilities</b>		<b>278,285,135</b>	<b>310,396,347</b>
<b>Total equity and liabilities</b>		<b>888,015,577</b>	<b>907,044,937</b>

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

Approved for issue by the Board of Directors on February 23, 2021 and signed on its behalf by:

  
\_\_\_\_\_) Director  
David McDaniel

  
\_\_\_\_\_) Director  
Marjorie McDaniel

## Stationery and Office Supplies Limited

### Statement of profit or loss and Other comprehensive income

Year ended December 31, 2020

	Note	2020 \$	2019 \$
<b>Revenue</b>	(4c)	<b>972,318,382</b>	<b>1,217,983,130</b>
Cost of sales		(526,892,239)	(635,366,957)
		<b>445,426,143</b>	<b>582,616,173</b>
Other income		17,670	419,426
Administrative and general expenses		(286,666,116)	(306,177,280)
Selling and promotional costs		(74,937,627)	(93,205,130)
Impairment loss on financial assets		(835,182)	(1,511,536)
Depreciation and amortisation		(28,424,809)	(26,183,802)
<b>Operating profit</b>		<b>54,580,079</b>	<b>155,957,851</b>
Finance income	(17)	202,938	1,084,242
Loss on foreign exchange		(7,968,886)	(5,228,422)
Finance costs	(17)	(14,905,225)	(15,264,990)
Gain on disposal of property, plant and equipment		3,340,083	150,000
<b>Profit before tax</b>	(18)	<b>35,248,989</b>	<b>136,698,681</b>
Income tax expense	(19)	(2,157,497)	(2,133,692)
<b>Profit for the year</b>		<b>33,091,492</b>	<b>134,564,989</b>
<b>Total comprehensive income for the year</b>		<b>33,091,492</b>	<b>134,564,989</b>
<b>Basic and Diluted Earnings Per Share</b>	(20)	<b>0.13</b>	<b>0.54</b>

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

## Stationery and Office Supplies Limited

### Statement of changes in equity

Year ended December 31, 2020

	Share Capital \$	Capital Reserve \$	Retained Profits \$	Total \$
<b>Balance at January 1, 2019</b>	88,151,214	112,423,398	294,024,654	494,599,266
Dividends (21)	-	-	(32,515,665)	(32,515,665)
Transaction with owners	-	-	(32,515,665)	(32,515,665)
Profit for the year being total comprehensive income	-	-	134,564,989	134,564,989
<b>Balance at December 31, 2019</b>	<b>88,151,124</b>	<b>112,423,398</b>	<b>396,073,978</b>	<b>596,648,590</b>
Dividends (21)	-	-	(20,009,640)	(20,009,640)
Transaction with owners	-	-	(20,009,640)	(20,009,640)
Profit for the year being total comprehensive income	-	-	33,091,492	33,091,492
<b>Balance at December 31, 2020</b>	<b>88,151,124</b>	<b>112,423,398</b>	<b>409,155,830</b>	<b>609,730,442</b>

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

# Stationery and Office Supplies Limited

## Statement of cash flows

Year ended December 31, 2020

	Note	2020 \$	2019 \$
<b>Cash flows from operating activities:</b>			
Profit before tax		35,248,989	136,698,681
Adjustment for:			
Depreciation and amortisation	(5 &6)	34,698,812	33,499,606
(Gain)/loss on foreign exchange on other loans		(334,115)	2,098,102
Gain on disposal of property, plant and equipment		(3,340,083)	(150,000)
Loss/(gain) on investments		1,107,005	(277,927)
Interest income	(17)	(202,938)	(806,315)
Interest expense	(17)	14,905,225	15,264,990
		<b>82,082,895</b>	<b>186,327,137</b>
Increase/(decrease) in inventories		16,396,745	(33,886,936)
Decrease in trade and other receivables		41,028,193	9,827,957
Decrease/(increase) in prepayments		5,189,519	(7,276,267)
Decrease in trade and other payables		(3,862,444)	(38,216,482)
Decrease in owing to Directors		-	(652,238)
<b>Cash generated from operations</b>		<b>140,834,908</b>	<b>116,123,171</b>
Interest paid		(14,905,225)	(15,264,990)
<b>Net cash provided by operating activities</b>		<b>125,929,683</b>	<b>100,858,181</b>
<b>Cash flows from investing activities:</b>			
Interest received (net of withholding tax)		182,992	750,477
Purchase of property, plant and equipment	(5)	(45,056,451)	(43,356,545)
Proceeds from disposal of property, plant and equipment		4,384,791	150,000
Purchase of shares		(1,022,154)	(2,786,357)
Proceeds from disposal of shares		22,153	516,748
<b>Net cash used in investing activities</b>		<b>(41,488,669)</b>	<b>(44,725,677)</b>
<b>Cash flows from financing activities</b>			
Dividends paid		(20,009,640)	(32,515,665)
Proceeds from borrowings		5,650,000	22,992,000
Repayment of borrowings		(35,722,150)	(23,091,423)
Repayment of other loans		-	(3,198,982)
Repayment of finance lease		-	(6,558,072)
<b>Net cash used in financing activities</b>		<b>(50,081,790)</b>	<b>(42,372,142)</b>
<b>Net increase in cash and cash equivalents</b>		<b>34,359,224</b>	<b>13,760,362</b>
<b>Cash and cash equivalents at beginning of year</b>		<b>62,540,044</b>	<b>48,779,682</b>
<b>Cash and cash equivalents at end of year</b>	(10)	<b>96,899,268</b>	<b>62,540,044</b>

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



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# Stationery and Office Supplies Limited

## Notes to the financial statements

December 31, 2020

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### 1. General information and nature of operation

Stationery and Office Supplies Limited is a limited liability company incorporated under the Laws of Jamaica on July 23, 1965. The company is domiciled in Jamaica with registered offices located at 23 Beechwood Avenue, Kingston 5, Jamaica, West Indies.

The main activity of the company is the sale of office furniture, fixtures, stationery and other office supplies and the manufacture and sale of books.

The company's shares were listed on the Junior Market of the Jamaica Stock Exchange on August 10, 2017.

At the reporting date, Outlook Limited, a company incorporated in St. Lucia, and its directors controlled the company by virtue of their direct holding of 80% of the issued shares of the company.

#### COVID-19 Effect

On March 11, 2020 the World Health Organization (WHO) declared a new Coronavirus disease (COVID-19) pandemic. As a result, global economies began to experience significant volatility. Government have taken extensive measures to contain the spread of the virus including imposing travel restrictions, quarantines, social distancing, and closures of non-essential services. These measures have caused significant operational disruption for many businesses and global economies and stock markets have also experienced great volatility.

This downturn caused a seventeen percent (17%) decrease in revenues during March 2020 and a decrease in April of approximately seventy percent (70%).

The following months saw revenues steadily increasing but still far off from our corresponding year.

Management has instituted procedures and policies to minimize losses and safeguard the health of its staff. However, the development of the COVID-19 pandemic remains uncertain and as such Management continues to assess and adjust its policies accordingly.

### 2. Statement of compliance and basis of preparation

#### (a) Statement of compliance

These financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB).

#### (b) Basis of preparation

These financial statements are prepared under the historical cost convention, except for the revaluation of properties and are presented in Jamaican dollars.

The significant accounting policies are stated in Note 4 and have been applied in the period presented in these financial statements.

### 3. Changes in accounting policies

#### New and revised standards that are effective for annual periods beginning on or after January 1, 2020

Certain new and amended standards and interpretations 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 does not have a material impact on the company's financial statements.

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# Stationery and Office Supplies Limited

## Notes to the Financial Statements

December 31, 2020

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### 3. Changes in accounting policies (cont'd)

- Amendments to references to the Conceptual Framework in IFRS standards
- Amendments to IAS 1 and IAS Definition of material
- Amendments to IFRS 9, benchmark IAS 39 & IFRS 7 interest rate reform
- Amendments to IFRS 16 COVID- 19 Rent Related Concessions

The company is currently assessing the impact of future adoption of the new standards on its financial statements.

#### **Standards, amendments and interpretations 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, amendments and interpretations to existing standards have been published but are not yet effective, and have not been early adopted by the company.

New standards, amendments and interpretations not early adopted or listed below have not been disclosed as they are not expected to have a material impact on the company's financial statements.

- References to the Conceptual Framework
- Proceeds before Intended Use (Amendments to IAS 16)
- Onerous Contracts – Cost of Fulfilling a Contract (Amendments to IAS 37)
- Annual Improvements to IFRS Standards 2018 – 2020 Cycle (Amendments to IFRS 1, IFRS 9, IFRS 16 and IAS 41)
- Classification of Liabilities as Current or Non-current (Amendments to IAS 1)

### 4. Summary of significant accounting policies

#### **a Property, plant and equipment**

- (i) Property, plant and equipment are carried at revalued amounts or cost less accumulated depreciation and impairment (Note 4j). Cost includes any cost directly attributable to bringing the assets to the location and condition necessary for them to be capable of operating in the manner intended by the company's management.
- (ii) Land and buildings are carried at revalued amounts being the market value and are performed once every three to five (3 – 5) years, unless market factors indicate a material change in fair value. Any revaluation surplus is recognized in other comprehensive income and credited to capital reserve in equity, unless the carrying amount of that asset has previously suffered a revaluation decrease or impairment loss. To the extent that any decrease has previously been recognized in other comprehensive income, a revaluation increase is credited to profit or loss with the remaining part of the increase recognized in other comprehensive income.

Downward revaluations of land and buildings are recognized upon revaluation or impairment testing, with the decrease being charged to other comprehensive income to the extent of any surplus in equity relating to this asset and any remaining decrease recognized in profit or loss. Any revaluation surplus remaining in equity on disposal of the asset is transferred to retained earnings.

- (iii) Depreciation is charged on assets in the month after the date of acquisition.

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 fifty (50) years for building, twenty-five (25) years for roadway, ten (10) years for machinery, equipment and storage container, computer equipment, furniture and fixtures, five(5) years for motor vehicles and eight (8) years for solar system equipment.

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# Stationery and Office Supplies Limited

## Notes to the Financial Statements

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December 31, 2020

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#### 4. Summary of significant accounting policies (cont'd)

##### a Property, plant and equipment (cont'd)

Leasehold improvements are being amortised over five (5) years.

Land is not depreciated.

- (iii) Gains or losses arising on the disposal of property, plant and equipment are determined as the difference between the disposal proceeds and the carrying amount of the assets and are recognised in profit or loss.
- (v) Repairs and renewals  
The cost of repairs and renewals which do not enhance the value of the existing assets are written off to the profit or loss as they are incurred.

##### b Inventories

Inventories are stated at the lower of cost, determined on a first in first out (FIFO) basis, and net realisable value. Net realisable value is estimated selling price in the ordinary course of business less estimated costs of completion and any applicable selling expenses.

Cost of finished goods and work-in-progress includes raw materials and labour as well as suitable portions of related production overheads, based on normal operating capacity.

Cost of other inventories comprising raw materials and finished goods (merchandise) comprise of their cost and expenses incurred in acquiring and bringing them to their existing location and condition.

##### c Revenue recognition

Revenue comprises sales to customers and other income. Sales represent the invoiced value of goods to customers net of General Consumption Tax.

Revenue from the sale of goods is recognised at a point in time when the control of the asset is transferred to the customer. Control of the goods is transferred when the physical possession of the good has been transferred to the customer which typically occurs at delivery.

##### d Foreign currency translation

###### *Functional and presentation currency*

The financial statements are prepared and presented in Jamaican Dollars, which is the functional currency of the company. Except where otherwise stated, these financial statements are expressed in Jamaican Dollars.

###### *Foreign currency translations and balances*

- (i) Foreign currency balances at the end of the reporting period have been translated at rates of exchange ruling at that date.
- (ii) Transactions in foreign currency are converted at rates of exchange ruling at the dates of those transactions.
- (iii) Gains/losses arising from fluctuations in exchange rates are included in profit or loss.

##### e Cash and cash equivalents

Cash and cash equivalents consist of current, savings accounts and fixed deposit held with licensed financial institutions and cash in hand maintained by the company.

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# Stationery and Office Supplies Limited

## Notes to the Financial Statements

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December 31, 2020

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#### 4. Summary of significant accounting policies (cont'd)

##### f Income tax

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

When applicable, current tax is calculated on taxable profits at current tax rates.

Current tax is the expected tax payable on the taxable profits for the year, using tax rates enacted at the end of the reporting period, and any adjustments 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. The carrying amounts for deferred tax reviewed at the end of each reporting period and adjusted if needed.

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 to profit or loss, except when it is related to items credited or charged directly to equity, in which case the deferred tax is also dealt with in other comprehensive income or equity.

Deferred tax liabilities are generally recognised in full except to the extent that the company is able to control the timing of the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax assets are recognised to the extent that it is probable that the underlying tax loss or deductible temporary difference will be utilised against future taxable income.

##### g 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 all substantial risks and rewards are transferred.

A financial liability is derecognised when it is extinguished, discharged, cancelled or expired.

###### 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 classified into the following categories:

- amortised cost
- fair value through profit or loss (FVTPL)
- fair value through other comprehensive income (FVOCI).

In the periods presented the company does not have any financial assets categorised as FVOCI.

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.

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# Stationery and Office Supplies Limited

## Notes to the Financial Statements

December 31, 2020

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#### 4. Summary of significant accounting policies (cont'd)

##### g Financial instruments (cont'd)

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 (and are not designated as FVTPL):

- 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.

###### Financial assets at fair value through profit or loss (FVTPL)

Financial assets that are held within a different business model other than 'hold to collect' or 'hold to collect and sell' are categorised at fair value through profit and loss. Further, irrespective of business model financial assets whose contractual cash flows are not solely payments of principal and interest are accounted for at FVTPL. The company's quoted equity securities fall into this category.

The company accounts for the investment at FVTPL and did not make the irrevocable election to account for the investment in quoted equity securities at fair value through other comprehensive income (FVOCI).

In the current financial year, the fair value is determined in line with the requirements of IFRS 9, which does not allow for measurement at cost.

Assets in this category are measured at fair value with gains or losses recognised in profit or loss. The fair values of financial assets in this category are determined by reference to active market transactions or using a valuation technique where no active market exists.

###### Financial assets at fair value through other comprehensive income (FVOCI)

The company accounts for financial assets at FVOCI if the assets meet the following conditions:

- they are held under a business model whose objective it is "hold to collect" the associated cash flows and sell and
- 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.

Any gains or losses recognised in other comprehensive income (OCI) will be recycled upon derecognition of the asset. None of the company's financial assets fall into this category.

###### 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.

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# Stationery and Office Supplies Limited

## Notes to the Financial Statements

December 31, 2020

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#### 4. Summary of significant accounting policies (cont'd)

##### g 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.

The company applies the simplified approach for trade receivables which is permitted by IFRS 9. The simplified approach requires that the impairment provision is measured at initial recognition and throughout the life of the receivables using a lifetime ECL.

The company established a provision matrix based on historical credit losses adjusted to reflect forward looking macro economic factors affecting the customers ability to settle the amount outstanding.

##### Trade and other receivables

The company makes use of a simplified approach in accounting for trade and other receivables as well as contract assets and records the loss allowance as lifetime expected credit losses. These are the expected shortfalls in contractual cash flows, considering the potential for default at any point during the life of the financial instrument.

In calculating, the company uses its historical experience, external indicators and forward-looking information to calculate the expected credit losses using a provision matrix.

The company assess impairment of trade receivables on a collective basis as they possess shared credit risk characteristics and they have been grouped based on the days past due. Refer to Note 27b for a detailed analysis of how the impairment requirements of IFRS 9 are applied.

##### Classification and measurement of financial liabilities

The company's financial liabilities include borrowings, other loans, trade and other payables and owing to Directors.

Financial liabilities are initially measured at fair value, and, where applicable, adjusted for transaction costs unless the company designated a financial liability at fair value through profit or loss.

Subsequently, financial liabilities are measured at amortised cost using the effective interest method except for derivatives and financial liabilities designated at FVTPL, which are carried subsequently at fair value with gains or losses recognised in profit or loss (other than derivative financial instruments that are designated and effective as hedging instruments).

All interest-related charges and, if applicable, changes in an instrument's fair value that are reported in profit or loss are included within finance costs or finance income.

##### h Owing to Directors

Amounts owing to Directors are carried at amortised cost.

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# Stationery and Office Supplies Limited

## Notes to the Financial Statements

December 31, 2020

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#### 4. Summary of significant accounting policies (cont'd)

##### i Borrowings

Borrowings comprise loans and capital lease obligations and are classified as financial liabilities measured at amortised cost and are recognised initially at fair value, being their issued proceeds net of transaction costs incurred.

Subsequently, borrowings are measured at amortised cost and any difference between net proceeds and the redemption value is recognised in the profit or loss account over the period of the borrowings using the effective interest method. Interest charges are recognised in profit or loss in the period in which they occur.

##### j Impairment

The company's property, plant and equipment and intangible assets are subject to impairment testing.

For the purpose 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 assets or cash-generating units carrying amount exceeds its recoverable amount, which is the higher of fair value less costs of disposal and value-in-use.

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.

##### k Intangible assets

###### Initial recognition

Computer software is capitalised on the basis of the costs incurred to acquire and install the specific software.

###### Brand name

Brand name acquired is recognised as an intangible asset at its fair value.

###### Subsequent measurement

All finite-lined intangible assets, are accounted for using the cost model whereby capitalised costs are amortised in a straight line basis over their estimated useful lives. Residual values and useful lives are reviewed at each reporting date. In addition, they are subject to impairment testing as described in Note 4j. The useful lives applied are ten (10) years for computer software and fifteen (15) years for brand name.

Amortisation has been included within depreciation, amortisation and impairment of non-financial assets.

Subsequent expenditures on the maintenance of computer software and brand name are expensed as incurred.

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## Stationery and Office Supplies Limited

### Notes to the Financial Statements

December 31, 2020

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#### 4. Summary of significant accounting policies (cont'd)

##### k Intangible assets (cont'd)

When an intangible asset is disposed of, the gain or loss on disposal is determined as the difference between the proceeds and the carrying amount of the asset, and is recognised in profit or loss within other income or expenses.

##### l Leases

At inception of a contract, 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 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.

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.



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# Stationery and Office Supplies Limited

## Notes to the Financial Statements

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December 31, 2020

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#### 4. Summary of significant accounting policies (cont'd)

##### **m Equity**

Share capital is determined using the nominal (par) value of shares that have been issued.

Capital reserve represents gains and losses arising from the revaluation of land and buildings.

Retained profits include all current and prior period results as disclosed in profit or loss.

All transactions with owners of the company are recorded separately within equity.

Dividends are recognised as a liability in the period in which they are declared.

##### **n Operating expenses**

Operating expenses are recognised in profit or loss upon utilisation of the service or at the date of their origin.

##### **o Finance income and costs**

Finance income comprise interest income on funds invested. Interest income is recognised as it accrues, using the effective interest method.

Finance costs comprise interest expense on borrowings. Borrowings costs are recognised in profit or loss using the effective interest method.

##### **p 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.

##### **(i) Depreciation of property, plant and equipment**

Depreciation is 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 4(a).

##### **(ii) Taxation**

The Company is required to estimate income tax payable to the Commissioner General of Tax Administration Jamaica on any profit derived from operations (Note 19). This requires an estimation of the current tax liability together with an assessment of the temporary differences which arise as a consequence of different accounting and tax treatments.

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# Stationery and Office Supplies Limited

## Notes to the Financial Statements

December 31, 2020

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#### 4. Summary of significant accounting policies (cont'd)

##### p Use of estimates and judgements (cont'd)

These temporary differences result in deferred tax assets or liabilities which are included in the statement of financial position. Deferred tax assets and liabilities are measured using the enacted tax rate at the end of the reporting period.

If the tax eventually payable or recoverable differs from the amounts originally estimated then the difference will be accounted for in the accounts in the year such determination is made.

##### (iii) Impairment

The company assesses at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when annual impairment testing for an asset is required, the company makes an estimate of the asset's recoverable amount. An asset's recoverable amount is the higher of its fair value less costs to sell and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets.

Where the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, an appropriate valuation model is used.

Impairment losses of continuing operations are recognised in the statement of comprehensive income in those expense categories consistent with the function of the impaired asset, except for property previously revalued where the valuation was taken to equity. In this case the impairment is also recognised in equity up to the amount of any previous revaluation.

An assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. If such indication exists, the company makes an estimate of the recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised.

If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increased amount cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the statement of profit or loss and other comprehensive income unless the asset is carried at revalued amount, in which case the reversal is treated as a revaluation increase.

- (iv) In determining amounts recorded from impairment of trade receivables, the company applies a simplified approach in calculating expected credit losses. The company recognises a loss allowance based on 12 months expected credit losses at each reporting period date and has established a provision matrix based on its historical credit loss experience and adjusted for forward looking microeconomic factors affecting the customers ability to settle the amount outstanding.



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## Stationery and Office Supplies Limited

### Notes to the Financial Statements

December 31, 2020

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#### **4. Summary of significant accounting policies (cont'd)**

##### **q Provisions, contingent liabilities and contingent assets**

Provisions are recognised when present obligations will probably lead to an outflow of economic resources from the company and they can be estimated reliably. Timing or amount of the outflow may still be uncertain. A present obligation arises from the presence of a legal or constructive commitment that has resulted from past events, for example, legal disputes or onerous contracts.

Restructuring provisions are recognised only if a detailed formal plan for the restructuring has been developed and implemented, or management has at least announced the plan's main features to those affected by it. Provisions are not recognised for future operating losses.

Provisions are measured at the estimated expenditure required to settle the present obligation, based on the most reliable evidence available at reporting date, including the risks and uncertainties associated with the present obligation. Where there are a number of similar obligations the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. Provisions are discounted to their present values, where the time of many is material. Any reimbursement expected to be received in the course of settlement of the present obligation is recognised, if virtually certain as a separate asset, not exceeding the amount of the related provision.

In those cases where the possible outflow of economic resource as a result of present obligations is considered improbable or remote, or the amount to be provided for cannot be measured reliably, no liability is recognised in the statement of financial position.

Probable inflows of economic benefits to the company that do not yet meet the recognition criteria of an asset are considered contingent assets.

##### **r Operating segments**

An operating segment is a component of the company that engages in business activities from which it may earn revenues and incur expenses; whose operating results are regularly reviewed by the Chief Operating Decision Makers to make decisions about resources to be allocated to the segments and assess its performance.

The company has three operating segments, books, furniture and stationery and other supplies.

## Stationery and Office Supplies Limited

Notes to the Financial Statements  
December 31, 2020

### 5. Property, plant and equipment comprise:

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

	Construction in progress	Freehold Land	Buildings	Roadway improvements	Leasehold improvements	Motor Vehicles	Computer Equipment	Other Equipment	Solar Equipment	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Gross carrying amount</b>										
Balance at January 1, 2020	16,709,023	100,000,000	171,081,016	2,062,400	7,234,615	124,753,127	13,696,016	78,301,688	14,600,678	528,438,563
Additions	-	15,640,000	22,005,904	-	-	5,650,000	1,307,270	453,277	-	45,056,451
Transfer	(16,709,023)	-	16,709,023	-	-	-	-	-	-	-
Disposals	-	-	-	-	-	(11,262,958)	-	-	-	(11,262,958)
<b>Balance at December 31, 2020</b>	-	<b>115,640,000</b>	<b>209,795,943</b>	<b>2,062,400</b>	<b>7,234,615</b>	<b>119,140,169</b>	<b>15,003,286</b>	<b>78,754,965</b>	<b>14,600,678</b>	<b>562,232,056</b>
<b>Depreciation</b>										
Balance at January 1, 2020	-	-	(10,312,009)	(226,864)	(7,234,614)	(65,689,134)	(10,739,041)	(24,497,376)	(9,125,426)	(127,824,464)
Charge for the year	-	-	(3,586,281)	(82,496)	-	(18,690,607)	(1,403,769)	(7,856,774)	(1,825,085)	(33,445,012)
Disposals	-	-	-	-	-	10,218,250	-	-	-	10,218,250
<b>Balance at December 31, 2020</b>	-	-	<b>(13,898,290)</b>	<b>(309,360)</b>	<b>(7,234,614)</b>	<b>(74,161,491)</b>	<b>(12,142,810)</b>	<b>(32,354,150)</b>	<b>(10,950,511)</b>	<b>(151,051,226)</b>
<b>Carrying amount at December 31, 2020</b>	-	<b>115,640,000</b>	<b>195,897,653</b>	<b>1,753,040</b>	<b>1</b>	<b>44,978,678</b>	<b>2,860,476</b>	<b>46,400,815</b>	<b>3,650,167</b>	<b>411,180,830</b>

(i) Land and buildings located at 34 Collins Green Avenue, St. Andrew, were revalued by independent valuers D.C. Tavares & Finson Realty Ltd. in November 2017. The resulting decrease in valuation has been debited to the statement of profit or loss.

(ii) Under the cost model, the carrying amount of revalued land and buildings at 21, 23 and 25 Beechwood Avenue, Kingston 5 and 34 Collins Green Avenue, St. Andrew at reporting date would be \$117,205,625 (2019 - \$95,293,949).

(iii) Land and buildings have been pledged as security for the company's borrowings (Note 13).

## Stationery and Office Supplies Limited

Notes to the Financial Statements  
December 31, 2020

### 5. Property, plant and equipment comprise (cont'd):

	Construction in progress	Freehold Land	Buildings	Roadway	Leasehold improvements	Motor Vehicles	Computer Equipment	Other Equipment	Solar Equipment	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Gross carrying amount</b>										
Balance at January 1, 2019	-	100,000,000	168,613,166	2,062,400	7,234,615	102,804,557	12,692,110	77,924,492	14,600,678	485,932,018
Additions	16,709,023	-	2,467,850	-	-	21,948,570	1,003,906	1,227,196	-	43,356,545
Disposals	-	-	-	-	-	-	-	(850,000)	-	(850,000)
<b>Balance at December 31, 2019</b>	<b>16,709,023</b>	<b>100,000,000</b>	<b>171,081,016</b>	<b>2,062,400</b>	<b>7,234,615</b>	<b>124,753,127</b>	<b>13,696,016</b>	<b>78,301,688</b>	<b>14,600,678</b>	<b>528,438,563</b>
<b>Depreciation</b>										
Balance at January 1, 2019	-	-	(6,942,052)	(144,368)	(7,234,614)	(47,789,327)	(9,450,871)	(17,567,774)	(7,300,341)	(96,429,347)
Charge for the year	-	-	(3,369,957)	(82,496)	-	(17,899,807)	(1,288,170)	(7,779,602)	(1,825,085)	(32,245,117)
Disposals	-	-	-	-	-	-	-	850,000	-	850,000
<b>Balance at December 31, 2019</b>	<b>-</b>	<b>-</b>	<b>(10,312,009)</b>	<b>(226,864)</b>	<b>(7,234,614)</b>	<b>(65,689,134)</b>	<b>(10,739,041)</b>	<b>(24,497,376)</b>	<b>(9,125,426)</b>	<b>(127,824,464)</b>
<b>Carrying amount at December 31, 2019</b>	<b>16,709,023</b>	<b>100,000,000</b>	<b>160,769,007</b>	<b>(1,835,536)</b>	<b>1</b>	<b>59,063,993</b>	<b>2,956,975</b>	<b>53,804,312</b>	<b>5,475,252</b>	<b>400,614,099</b>

# Stationery and Office Supplies Limited

## Notes to the Financial Statements

December 31, 2020

### 6. Intangible assets

Details of intangible assets and their carrying amounts are as follows:

	Acquired Software \$	Brand Name \$	Total \$
<b>Gross carrying amount</b>			
Balance at January 1, 2020	5,661,552	10,325,000	15,986,552
<b>Balance at December 31, 2020</b>	<b>5,661,552</b>	<b>10,325,000</b>	<b>15,986,552</b>
<b>Amortisation</b>			
Balance at January 1, 2020	(1,698,465)	(989,480)	(2,687,945)
Charge for the year	(566,155)	(687,645)	(1,253,800)
<b>Balance at December 31, 2020</b>	<b>(2,264,620)</b>	<b>(1,677,125)</b>	<b>(3,941,745)</b>
<b>Carrying amount at December 31, 2020</b>	<b>3,396,932</b>	<b>8,647,875</b>	<b>12,044,807</b>
<hr/>			
	Acquired Software \$	Brand Name \$	Total \$
<b>Gross carrying amount</b>			
Balance at January 1, 2019	5,661,552	10,325,000	15,986,552
<b>Balance at December 31, 2019</b>	<b>5,661,552</b>	<b>10,325,000</b>	<b>15,986,552</b>
<b>Amortisation</b>			
Balance at January 1, 2019	(1,132,310)	(301,146)	(1,433,456)
Charge for the year	(566,155)	(688,334)	(1,254,489)
<b>Balance at December 31, 2019</b>	<b>(1,698,465)</b>	<b>(989,480)</b>	<b>(2,687,945)</b>
<b>Carrying amount at December 31, 2019</b>	<b>3,963,087</b>	<b>9,335,520</b>	<b>13,298,607</b>

### 7. Investments

The company accounted for its equity securities at FVTPL.

	December 31, 2020 \$
Fair value through profit or loss:	
Quoted equity securities	3,618,012
Amortised cost:	
Cash	249,536
	<b>3,867,548</b>
<hr/>	
	December 31, 2019 \$
Fair value through profit or loss:	
Quoted equity securities	3,974,552
	<b>3,974,552</b>

# Stationery and Office Supplies Limited

## Notes to the Financial Statements

December 31, 2020

### 8. Inventories

	2020	2019
	\$	\$
Finished goods	182,344,553	210,570,816
Work-in-progress	140,071	138,677
Raw materials	13,379,213	12,081,349
Goods in transit	36,786,992	26,256,732
<b>Total</b>	<b>232,650,829</b>	<b>249,047,574</b>

The cost of inventories recognised as an expense during the year was \$526,892,239 (2019 - \$635,366,957). This includes \$236,550,040 in respect of items written down to net realisable value.

### 9. Trade and other receivables

	2020	2019
	\$	\$
Trade	88,952,676	141,566,602
Less: Allowance for expected credit loss	(4,902,468)	(4,190,944)
	84,050,208	137,375,658
Staff loans	462,958	497,047
Other receivable	14,872,143	2,540,797
<b>Total</b>	<b>99,385,309</b>	<b>140,413,502</b>

All amounts are short-term and the carrying value is considered a reasonable approximation of fair value.

The age of trade receivables and other receivables past due but not impaired is as follows:

	2020	2019
	\$	\$
Not more than 3 months	71,031,936	114,429,063
More than 3 months but not more than 1 year	13,018,272	22,946,595
<b>Total</b>	<b>84,050,208</b>	<b>137,375,658</b>

### 10. Cash and cash equivalents

	Interest Rate % p.a.	2020	2019
		\$	\$
<b>Cash and short-term deposits</b>			
Bank and cash:			
Petty cash		368,219	274,998
J\$ savings account	0.05-0.25	2,606,648	33,778,604
J\$ current accounts		43,821,270	22,238,825
US\$ current account			
(US \$346) (2019 – US\$48,138)		49,340	6,247,617
<b>Cash at bank and in hand</b>		<b>46,845,477</b>	<b>62,540,044</b>
Short-term deposits	2.25	50,053,791	-
<b>Total cash and cash equivalents</b>		<b>96,899,268</b>	<b>62,540,044</b>

# Stationery and Office Supplies Limited

## Notes to the Financial Statements

December 31, 2020

### 11. Share capital

	2020	2019
	\$	\$
Authorised: 500,000,000 ordinary shares (2019 – 500,000,000)		
Issued: 250,120,500 ordinary shares (2019 – 250,120,500)		
Stated capital Issued and fully paid:		
Balance at beginning of the year	88,151,214	88,151,214
<b>Balance at end of the year</b>	<b>88,151,214</b>	<b>88,151,214</b>

### 12. Capital reserve

	2020	2019
	\$	\$
Balance at January 1	112,423,398	112,423,398
<b>Balance at December 31</b>	<b>112,423,398</b>	<b>112,423,398</b>

### 13. Borrowings

	2020	2019
	\$	\$
<b>Loans –</b>		
(a) Cornerstone Trust & Merchant Bank Limited (formerly MF&G Trust & Finance Limited)	23,522,344	34,404,983
(b) JN Fund Managers Ltd.	94,941,822	107,790,906
(c) Seramco Limited Superannuation Fund	-	336,684
(d) The Seramco Limited Staff Pension Fund (2015)	-	867,838
(e) Other loan	-	5,135,905
	118,464,166	148,536,316
Less: Current portion	(36,973,453)	(30,307,373)
<b>Total</b>	<b>81,490,713</b>	<b>118,228,943</b>

- (a) i A loan of \$14.9 million was received March 2018 towards the purchase of motor vehicles. The loan is to be repaid over thirty-six (36) monthly payments and matures February 2021. Interest is charged at a rate of eight point five percent (8.5%) per annum which is subject to change from time depending on money market conditions.

The loan is secured by:

- Chattel Mortgage over two (2) 2017 Ford Everest motor cars comprehensively insured with interest duly noted for value of EMV \$7.45million each.
- Personal Guarantee of Directors David McDaniel and Marjorie McDaniel.
- Promissory Note signed by Stationery and Office Supplies Limited for \$14.9 million.





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## Stationery and Office Supplies Limited

### Notes to the Financial Statements

December 31, 2020

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#### 13. Borrowings (cont'd)

- ii A loan of \$6.5 million was received July 2018 to purchase motor vehicles. The loan is to be repaid over thirty-six (36) monthly payments and matures June 2021. Interest is charged at a rate of eight point five percent (8.5%) per annum which is subject to change from time to time depending on money market conditions.

The loan is secured by:

- Chattel Mortgage over one (1) 2016 Toyota Land Cruiser Prado comprehensively insured with interest duly noted for value of EMV \$8.2 million PSV \$6.69 million.
- Personal Guarantee of Directors David McDaniel and Marjorie McDaniel.
- Promissory Note signed by Stationery and Office Supplies Limited for \$6.5 million.

- iii A loan of \$3.995 million was received October 2018 to purchase motor vehicles. The loan is to be repaid over thirty-six (36) monthly payments and matures September 2021. Interest is charged at a rate of eight point five percent (8.5%) per annum which is subject to change from time to time depending on money market conditions.

The loan is secured by:

- Chattel Mortgage over one (1) 2019 Suzuki APV Panel Van comprehensively insured with interest duly noted for value.
- 
- Personal Guarantee of Directors David McDaniel and Marjorie McDaniel.
- Promissory Note signed by Stationery and Office Supplies Limited for \$3.9995 million.

- iv A loan of \$5 million was received May 2019 to purchase motor vehicles. The loan is to be repaid over thirty-six (36) monthly payments and matures September 2022. Interest is charged at a rate of eight point five percent (8.5%) per annum which is subject to change from time to time depending on money market conditions.

The loan is secured by:

- Chattel Mortgage over one (1) 2019 Mitsubishi Fuso Canter, comprehensively insured with interest duly noted for value.
- Personal Guarantee of Directors David McDaniel and Marjorie McDaniel.
- Promissory Note signed by Stationery and Office Supplies Limited for JA \$5,000,000.

- v A loan of \$8.75 million was received July 2019 to purchase motor vehicles. The loan is to be repaid over thirty-six (36) monthly payments commencing one month after the date of disbursement and matures July 2022. Interest is charged at a rate of seven percent (7%) per annum which is subject to change from time to time depending on money market conditions.

The loan is secured by:

- Chattel Mortgage over one (1) 2020 Ford Ranger, comprehensively insured with interest duly noted for value.
- Personal Guarantee of Directors David and Marjorie McDaniel.

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## Stationery and Office Supplies Limited

### Notes to the Financial Statements

December 31, 2020

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#### 13. Borrowings (cont'd)

- Promissory Note signed by Stationery and Office Supplies Limited for \$8,750,000.

vi. A loan of \$2.55 million was received November 2019 to purchase motor vehicles. The loan is to be repaid over thirty-six (36) monthly payments commencing one month after the date of disbursement and matures November 2022. Interest is charged at a rate of seven percent (7%) per annum which is subject to change from time to time depending on money market conditions.

The loan is secured by:

- Chattel Mortgage over one (1) 2020 JAC Truck, comprehensively insured with interest duly noted for value.
- The joint and Personal Guarantee of Directors David McDaniel and Marjorie McDaniel.
- Promissory Note signed by Stationery and Office Supplies Limited for JA \$2,550,000.

vii. A loan of \$6,692,000 million was received November 2019 to purchase motor vehicles. The loan is to be repaid over thirty six (36) monthly payments commencing one month after the date of disbursement and matures November 2022. Interest is charged at a rate of seven percent (7%) per annum which is subject to change from time to time depending on money market conditions.

The loan is secured by:

- Chattel Mortgage over one (1) 2020 Mitsubishi Fuso, comprehensively insured with interest duly noted for value.
- Personal Guarantee of Directors David McDaniel and Marjorie McDaniel.
- Promissory Note signed by Stationery and Office Supplies Limited for JA \$6,692,000.

(viii) This represents a demand loan of \$5.65 million that was received September 2020 to purchase a motor vehicle. The loan is to be repaid over thirty-six (36) monthly payments and interest is charged at a variable rate of seven percent (7%) per annum.

The loan is secured by:

- Limited Guarantee of Marjorie McDaniel and David McDaniel.
- Chattel Mortgage over 2021 Mitsubishi L200 Sportero AT.

(b) i. A loan of \$37million was received October 2017 towards the purchase of property and is to be repaid over a period of eighty-four (84) months. Interest is at a rate of eight point five percent (8.5%) per annum, subject to change depending on market conditions with repayment commencing thirty (30) days following the date on which the loan was disbursed.

The loan is secured by:

- First legal mortgage over the Duplicate Certificate of Title to commercial property at 23 Beechwood Avenue, Kingston 5.

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## Stationery and Office Supplies Limited

### Notes to the Financial Statements

December 31, 2020

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#### 13. Borrowings (cont'd)

- Assignment of all Risk Peril Insurance, to the order of JN Fund Managers Limited, over the 10,958 square feet office building at 23 Beechwood Avenue, Kingston 5 for its full replacement cost minimum interest cover ratio 2:1.
- ii A bond of \$80M was issued April 2018 towards the purchase of equipment and the SEEK brand. The bond is to be repaid over six (6) years and bears interest at a rate of eight percent (8%) per annum. There will be a two year moratorium on principal repayment from April 25, 2018 through April 25, 2020. There after principal will be amortized equally over the remaining four years as detailed below:
  - Year 3 - \$16 million in total with quarterly payments of \$4 million.
  - Year 4 - \$20 million in total with quarterly payments of \$5 million.
  - Year 5 - \$24 million in total with quarterly payments of \$6 million.
  - Year 6 - \$20 million in total with quarterly payments of \$5 million.

The bond is secured by:

- Real estate property located at 34 Collins Green Avenue, with last valuation of J\$63,000,000.
- Floating charge over the equivalent of J\$85,000,000 of the company's receivables at 33% LTV ratio.
- The LTV of the collateral package will be tested on an annual basis and should be maintained at aforementioned LTV levels.
- In lieu of receivables, the company can opt. to use cash in debt service reserve account at a LTV of 100%.

The company is required to maintain a debt service reserve account with a minimum balance at all times to be equivalent to three months interest payments on the Notes, approximately J\$1.7million. The cash requirement was met, however, at year end this was not placed in a reserve account.

- (c) This represents a loan of \$11.545 million which bears interest at a rate of eight point five percent (8.5%) per annum. The interest rate is subject to change from time to time depending on money market conditions. Repayment will be for a period of thirty-six (36) months commencing one month after the disbursement date.

The loan is secured by:

- Chattel Mortgage over 2017 Subaru XV Crossover. Comprehensively secured with interest duly noted for values of EMV \$6.995 million and EMV \$4.55 million respectively.
- Personal Guarantee of Directors David McDaniel and Marjorie McDaniel.
- Promissory Note signed by Stationery and Office Supplies Limited for \$11,545,000.

The loan was repaid during the year.

# Stationery and Office Supplies Limited

## Notes to the Financial Statements

December 31, 2020

### 13. Borrowings (cont'd)

- (d) This represents a loan of \$6.995 million at an interest rate of eight point five percent (8.5%) per annum which is subject to change from time to time depending on money market conditions. Repayment will be for a period of thirty six (36) months commencing one month after the disbursement date.

The loan is secured by:

- Chattel mortgage over 2016 Toyota Fortuner.
- Personal Guarantee of Directors David McDaniel and Marjorie McDaniel.
- Promissory Note signed by Stationery and Office Supplies Limited for \$11.545 million.

The loan was repaid during the year.

- (e) This represents a loan of \$10 million with no interest repayment. Repayment of \$5 million is due after the expiration of twelve (12) months and the next \$5 million due after the expiration of twenty-four (24) months accruing from the effective date of May 1, 2018.

The loan was repaid during the year.

### 14. (i) Other loans

	2020 \$	2019 \$
Loan: (a) Director's long term loan	33,250,402	34,281,348
(b) Outlook Ltd long term loan	20,582,181	19,885,350
	<u>53,832,583</u>	<u>54,166,698</u>
Less: current portion	(3,841,888)	(3,380,584)
<b>Total</b>	<b><u>49,990,695</u></b>	<b><u>50,786,114</u></b>

- (a) As of March 2018, this loan attracted interest of five point five percent (5.5%) per annum and is repayable on a quarterly basis.
- (b) The loan was received on September 1, 2015 for a period of six (6) years with a moratorium on principal payments for the first four (4) years. Interest is fixed at a rate of nine percent (9%) per annum and is payable on a quarterly basis. Effective June 2019 interest payments became due biannually and the rate of interest reduced from nine percent (9%) to six percent (6%) per annum.

### (ii) Owing to Directors

	2020 \$	2019 \$
Advances	33,204	33,204
<b>Total</b>	<b><u>33,204</u></b>	<b><u>33,204</u></b>

These amounts are unsecured, interest free and have no fixed repayment terms (Note 24(ii)).

## Stationery and Office Supplies Limited

### Notes to the Financial Statements

December 31, 2020

#### 15. Deferred tax liability

Deferred tax is calculated on all temporary differences under the liability method using a tax rate of 12.5% (2019 - 12.5%). The movement on the deferred tax account is as follows:

	2020	2019
	\$	\$
Balance at beginning of year	(10,933,402)	(8,799,710)
Deferred tax expense (Note 19)	(2,157,497)	(2,133,692)
<b>Balance at end of year</b>	<b>(13,090,899)</b>	<b>(10,933,402)</b>

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

	2020	2019
	\$	\$
Deferred tax liability on:		
Property, plant and equipment	(13,090,899)	(10,933,402)
<b>Deferred tax liability</b>	<b>(13,090,899)</b>	<b>(10,933,402)</b>

#### 16. Trade and other payables

	2020	2019
	\$	\$
Trade	13,183,465	36,146,898
Customer deposits	26,527,057	28,964,783
Statutory deductions	6,542,140	7,121,537
Accruals	1,877,007	2,305,812
Other	44,734,614	22,187,697
<b>Total</b>	<b>92,864,283</b>	<b>96,726,727</b>

#### 17. Finance income and finance cost

Finance income includes all income from short – term deposits and cash at bank:

	2020	2019
	\$	\$
Gain on investment	-	277,927
Interest income	202,938	806,315
<b>Total finance income</b>	<b>202,938</b>	<b>1,084,242</b>

Finance costs for the years presented comprise:

	2020	2019
	\$	\$
Interest expense for borrowings at amortised cost	13,361,436	14,317,958
Interest on finance lease	436,784	947,032
Loss on investment	1,107,005	-
<b>Total finance costs</b>	<b>14,905,225</b>	<b>15,264,990</b>

# Stationery and Office Supplies Limited

## Notes to the Financial Statements

December 31, 2020

### 18. Profit before tax

Profit before tax is stated after charging/(crediting):

	2020	2019
	\$	\$
Depreciation, amortisation and impairment	34,698,809	33,499,606
Directors' emoluments –		
- Management remuneration	48,563,159	49,665,229
- Fees	545,000	595,000
Auditor's remuneration	2,040,000	1,950,000
Finance cost	14,905,225	15,264,990
Finance income	(202,938)	(1,084,242)
Loss on foreign exchange	7,968,886	5,228,422
Gain on disposal of property, plant and equipment	(3,340,083)	(150,000)

### 19. Income tax

The company's shares were listed on the Jamaica Stock Exchange Junior Market (JSE Junior Market) on August 10, 2017. As a result, the company is entitled to a remission of taxes for an allowable period not exceeding ten (10) years from the date of the listing on the JSE Junior Market, provided the shares remain listed for at least fifteen (15) years. The remissions of taxes are applicable as follows:

Years 1 to 5	100%
Years 6 to 10	50%

The financial statements have been prepared on the basis that the company will have the full benefit of the tax remissions. Prior to April 1, 2019 the company was liable for \$60,000 Minimum Business Tax payable in two equal instalments (June and September). However, as of April 2019, the government abolished the Minimum Business Tax.

- i Income tax based on profit for the year, adjusted for tax purposes and computed at the tax rate of 25% comprise:

	2020	2019
	\$	\$
Deferred tax expense (note 15)	2,157,497	2,133,692
<b>Total</b>	<b>2,157,497</b>	<b>2,133,692</b>

- ii Reconciliation of theoretical tax expenses to effective tax expenses:

	2020	2019
	\$	\$
<b>Profit before tax</b>	<b>35,248,989</b>	<b>136,698,681</b>
Tax at the applicable tax rate of 25%.	8,812,247	34,174,670
Tax effect of expenses not deductible for tax purposes	2,015,422	1,980,821
Tax effect of other charges and allowances	4,336,798	3,446,011
Remission of tax	(13,006,970)	(37,467,810)
<b>Income tax for the year</b>	<b>2,157,497</b>	<b>2,133,692</b>

## Stationery and Office Supplies Limited

### Notes to the Financial Statements

December 31, 2020

#### 20. Basic and diluted earnings per share

Basic and diluted earnings per share are both calculated using the profit attributed to equity shareholders as the numerator:

	2020 \$	2019 \$
Profit attributable to shareholders	33,091,492	134,564,989
Weighted average number of ordinary shares	250,120,500	250,120,500
Basic and diluted earnings per share	0.13	0.54

#### 21. Dividends

During the year the company paid final dividends for the financial year 2020 of \$20,009,640 (2019 - \$32,515,665) to its equity shareholders. This represents a payment of \$0.08 per share in December.

#### 22. Segment reporting

Segment information for the reporting period are as follows:

	Books \$	Furniture \$	Stationery and Others \$	Total \$
Revenue	38,309,719	733,675,398	200,333,265	972,318,382
Less: Cost of sales	(26,958,423)	(392,648,622)	(107,285,194)	(526,892,239)
<b>Gross profit</b>	<b>11,351,296</b>	<b>341,026,776</b>	<b>93,048,071</b>	<b>445,426,143</b>

#### 23. Leases

Lease payment not recognised as a liability.

The company leases an office, warehouse and storage buildings. The lease agreement expired on December 31, 2015. The company has an option to renew, however, at the reporting date the documentation to give effect to the terms of the new lease agreement had not been finalised. The company has therefore elected not to recognise a lease liability.

The expense relating to payments not included in the measurement of the lease liability is as follows:

	December 31, 2020	
	US\$	J\$
Lease of office, warehouse and storage building	49,933	6,124,379
	December 31, 2019	
	US\$	J\$
Lease of office, warehouse and storage building	47,774	6,277,117

## Stationery and Office Supplies Limited

### Notes to the Financial Statements

December 31, 2020

#### 24. Balances and transactions with related parties

i At the end of the reporting period trade and non-trade balances with related parties were as follows:

	2020	2019
	\$	\$
Other loans (Note 14)	53,832,583	54,166,698
Owing to Directors (See Note 14)	33,204	33,204
	<b>53,865,787</b>	<b>54,199,902</b>

ii Transactions with key management personnel

The compensation of key management for services is shown below:

	2020	2019
	\$	\$
Short-term employee benefits – Management remuneration	48,563,159	49,665,229
Fees paid to directors	545,000	595,000
<b>Total</b>	<b>49,108,159</b>	<b>50,260,229</b>

#### 25. Reconciliation of liabilities arising from financing activities

The changes in the company's liabilities arising from financing activities can be classified as follows:

	Borrowings	Other loans	Total
	\$	\$	\$
January 1, 2020	148,536,316	54,166,698	202,703,014
<b>Cash flows:</b>			
Repayment	(35,722,150)	-	(35,722,150)
Proceeds	5,650,000	-	5,650,000
<b>Noncash:</b>			
Loss on foreign exchange	-	(334,115)	(334,115)
<b>December 31, 2020</b>	<b>118,464,166</b>	<b>53,832,583</b>	<b>172,296,749</b>



# Stationery and Office Supplies Limited

## Notes to the Financial Statements

December 31, 2020

### 26. Expenses by nature

Total direct, administrative and other overhead expenses:

	2020	2019
	\$	\$
Cost of inventories recognised as an expense	526,892,239	635,964,035
<b>Administrative and general expenses</b>		
Directors' emoluments –		
- Management remuneration	48,563,159	49,665,229
- Fees	545,000	595,000
Employee benefits (Note 27)	153,742,792	174,308,705
Rent	6,484,379	6,277,117
Utilities	6,194,382	6,085,867
Auditor's remuneration	2,040,000	1,950,000
Motor vehicle expense	18,184,094	22,352,568
Repairs and maintenance	24,705,012	18,066,168
Legal and professional fees	3,764,614	4,549,140
Security	1,785,465	1,927,172
Insurance	5,891,285	4,217,493
Donations and subscriptions	500,379	800,669
Bank charges	5,829,893	5,767,041
Other administrative expenses	8,435,662	9,615,111
<b>Total</b>	<b>286,666,116</b>	<b>306,177,280</b>
<b>Selling and promotional costs</b>		
Advertising	18,399,384	18,010,233
Commission	45,743,870	62,087,331
Travelling and entertainment	10,794,373	13,107,566
<b>Total</b>	<b>74,937,627</b>	<b>93,205,130</b>
<b>Depreciation and amortisation</b>		
Depreciation – Administrative (Note 5)	27,171,009	24,929,313
Amortisation – Intangible assets	1,253,800	1,254,489
	<b>28,414,809</b>	<b>26,183,802</b>
Depreciation included in cost of sales (Note 5)	<b>6,274,003</b>	<b>7,315,804</b>

### 27. Employee benefits

	2020	2019
	\$	\$
Salaries and wages	124,173,681	139,380,458
Statutory contributions	22,774,952	26,170,111
Staff benefits	6,794,159	8,758,136
<b>Total</b>	<b>153,742,792</b>	<b>174,308,705</b>

There were one hundred and thirty-eight (138), (2019 – one hundred and thirty-four (134)) employees at year end.

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# Stationery and Office Supplies Limited

## Notes to the Financial Statements

December 31, 2020

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### 28. Risk management policies

The company's activities expose it to a variety of financial risks in respect of its financial instruments: market risk (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.

##### Foreign currency risk

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 its operating and investing activities.

##### i Currency risk

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.

The company is exposed to currency risk due to fluctuations in exchange rates on balances that are denominated in currencies other than the Jamaican Dollar. For transactions denominated in United States Dollars (US\$) the company however, maintains US\$ bank account in an attempt to minimise this risk.

At the end of the reporting period there were net liabilities of approximately US\$412,568 (2019 - US\$470,501) which were subject to foreign exchange rate changes as follows:

#### Concentrations of currency risk

	2020 US\$	2019 US\$
Financial assets		
- Bank and cash	346	48,138
Financial liabilities		
- Other loans	(377,375)	(408,592)
- Trade and other payables	(35,539)	(110,047)
<b>Total</b>	<b>(412,568)</b>	<b>(470,501)</b>

The above assets/liabilities are receivables/payables in United States Dollars (US\$). The exchange rate applicable at date is J\$142.65 to US\$1 (2019 - J\$132.57 to US\$1).

#### Foreign currency sensitivity

The following table illustrates the sensitivity of the net result for the year end and equity with regards to the company's financial assets and financial liabilities and US Dollar to Jamaican (JA) Dollar exchange rate. Only movements between the Jamaican Dollar and US Dollars are considered, as these are the two major currencies of the company.

## Stationery and Office Supplies Limited

### Notes to the Financial Statements

December 31, 2020

#### 28. Risk management policies (cont'd)

##### a Market risk (cont'd)

##### i Currency risk (cont'd)

The sensitivity analysis is based on the company's United States Dollar financial instruments at the end of the reporting period.

Effect on results of operations:

If the JA Dollar weakens by 6% (2019 – 6%) against the US Dollar then this would have the effect of the amounts shown below on the basis that all other variables remain constant.

	Rate %	Weakens \$
<b>2020</b>	<b>6</b>	<b>(3,531,176)</b>
<b>2019</b>	<b>6</b>	<b>(3,742,459)</b>

If the JA Dollar strengthens against the US Dollar by 2% (2019 – 4%) this would have the following impact:

	Rate %	Strengthens \$
<b>2020</b>	<b>2</b>	<b>1,177,059</b>
<b>2019</b>	<b>4</b>	<b>2,494,973</b>

##### ii Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in market interest rates. 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-bearing instruments closely and procuring the most advantageous rates under contracts with interest rates that are fixed for the life of the contract, where possible.

The company maintains interest-earning bank accounts with licensed financial institutions. Interest rates on interest-earning bank accounts are not fixed but are subject to fluctuations based on prevailing market rates.

The company's interest rate risk arises mainly from its borrowings.

##### 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. However, the company is exposed to changes in market interest rates through its borrowings.

The following table illustrates the sensitivity of profit to a reasonably possible change in interest rates.

# Stationery and Office Supplies Limited

## Notes to the Financial Statements

December 31, 2020

### 28. Risk management policies (cont'd)

#### a Market risk (cont'd)

##### ii Interest rate risk (cont'd)

Effects on results of operations:

If the interest rate increases by 1% (2019 – 1%) according to changes in money market conditions then this would be the effect of the amounts shown on the basis that all other variables remain constant.

	Rate %	\$
<b>2020</b>	<b>1</b>	<b>1,823,008</b>
2019	1	1,959,093

If the interest rate decrease by 1% (2019 – 1%) according to change in money market conditions then this would be the effect of the amounts shown on the basis that all other variables remain constant.

	Rate %	\$
<b>2020</b>	<b>1</b>	<b>(1,823,008)</b>
2019	1	(1,959,093)

##### 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 issuer or factors affecting all instruments traded in the market. The company's financial instruments are substantially independent of changes in market prices as they are short-term in nature.

#### b Credit risk

Credit risk is the risk that a counterparty fails to discharge an obligation to the company. The company is exposed to credit risk from financial assets including cash and cash equivalents held at banks, trade and other receivables.

##### Credit risk management

The credit risk in respect of cash balances held with banks and deposits with banks are managed via diversification of bank deposits, and are only with reputable financial institutions.

The company continuously monitors the credit quality of customers. The company's policy is to deal with only credit worthy counterparties. The credit terms range between 15 and 30 days. The credit terms for customers are subject to an internal approval process which considers the credit rating scorecard. The on going credit risk is managed through regular review of aging analysis together with credit limit per customer.

Trade receivables consists of a large number of customers. The company does not require collateral or other credit enhancements in respect of its trade and other receivables.

## Stationery and Office Supplies Limited

### Notes to the Financial Statements

December 31, 2020

#### 28. Risk management policies (cont'd)

##### b Credit risk (cont'd)

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 \$	2019 \$
Investments	3,867,548	3,974,552
Trade and other receivables	99,385,209	140,413,502
Bank balances	96,531,049	62,265,046
<b>Total</b>	<b>199,783,806</b>	<b>206,653,100</b>

##### Trade receivables

The company applies IFRS 9 simplified model of recognising lifetime estimate credit losses, for all trade receivables as these items do not have significant financing component.

In measuring the expected credit losses the trade receivables have been assessed on a collective basis as they possess shared credit risk characteristics. They have been grouped based on the days past due. The expected loss rates are based on the payment profile for sales over the last 24 months before December 31, 2020 and January 1, respectively as well as the corresponding historical losses during the period. The historical rates are adjusted to reflect forward looking macro economic factors affecting the customers ability to settle the amount outstanding. The company has identified gross domestic product (GDP) and inflation rates to be the most relevant factors and accordingly adjusts historical loss rates for expected changes in these factors.

Trade receivables are written off when there is no reasonable expectation of recovery, failure to make payments within 365 days from the invoice date and failure to engage with the company on alternative payment arrangement amongst other is considered indicators of no reasonable expectation of recovery.

##### December 31, 2020

	Trade receivables days past due					Total
	Current	More than 30 days	More than 60 days	More than 90 days	365 days and over	
Expected credit loss rate	5.48%	1.40%	0.66%	0.65%	100%	
Gross carrying amount	45,235,242	18,927,271	9,681,539	13,103,230	2,005,394	88,952,676
Lifetime expected credit loss	2,482,357	265,377	64,382	84,958	2,005,394	4,902,468

## Stationery and Office Supplies Limited

### Notes to the Financial Statements

December 31, 2020

#### 28. Risk management policies (cont'd)

##### b Credit risk (cont'd)

##### Trade receivables (cont'd)

December 31, 2019

	Trade receivables days past due					Total
	Current	More than 30 days	More than 60 days	More than 90 days	365 days and over	
Expected credit loss rate	-	0.03%	0.03%	0.04%	100%	-
Gross carrying amount	-	64,657,658	49,806,796	22,954,300	4,147,847	141,566,602
Lifetime expected credit loss	-	19,397	14,942	8,758	4,147,847	4,190,944

The closing balance of the trade and other receivables as at December 31, 2020 reconciles with the trade receivables loss allowance opening balance as follows:

	2020 \$	2019 \$
Opening loss allowance at January 1, 2020	4,190,944	2,826,825
Receivables written-off during the year	-	(147,417)
Loss allowance recognised during the year	711,524	1,511,536
	<b>4,902,468</b>	<b>4,190,944</b>

##### 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 to meet its liquidity requirements.

As at December 31, 2020, the company's non-derivative financial liabilities have contractual maturities (including interest payment where applicable) as summarised below:

	Current Within 12 Months \$	Non-current 2 to 5 years \$	Non-current Over 5 years \$
Borrowings	46,720,035	101,237,344	-
Other loans	6,876,181	44,235,364	12,563,808
Owing to directors	33,204	-	-
Trade and other payables	92,864,283	-	-
<b>Total</b>	<b>146,493,703</b>	<b>145,472,708</b>	<b>12,563,808</b>

## Stationery and Office Supplies Limited

### Notes to the Financial Statements

December 31, 2020

#### 28. Risk management policies (cont'd)

##### c Liquidity risk (cont'd)

This compares to the maturity of the company's financial liabilities in the previous reporting period as follows:

	Current Within 12 Months \$	Non-current 2 to 5 years \$	Non-current Over 5 years \$
Borrowings	41,216,208	141,851,182	-
Other loans	6,390,032	47,064,304	11,676,019
Owing to directors	33,204	-	-
Trade and other payables	96,726,727	-	-
<b>Total</b>	<b>144,366,171</b>	<b>188,915,486</b>	<b>11,676,019</b>

The above contractual maturities reflect the gross cash flows, which may differ to the carrying values of the liabilities at the end of the reporting period.

#### 29. Fair value measurement

- (i) Financial assets and financial liabilities measured at fair value in the statement of financial position are grouped into three levels of a fair value hierarchy. The three levels are defined based on the observability of significant inputs to the measurement as follows:

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Unobservable inputs for the asset or liability.

December 31, 2020	Level 1 \$	Level 2 \$	Level 3 \$	Total \$
<b>Financial assets</b>				
Quoted equity securities	3,867,548	-	-	3,867,548
<b>Total</b>	<b>3,867,548</b>	<b>-</b>	<b>-</b>	<b>3,867,548</b>
December 31, 2019	Level 1 \$	Level 2 \$	Level 3 \$	Total \$
<b>Financial assets</b>				
Quoted equity securities	3,974,552	-	-	3,974,552
<b>Total</b>	<b>3,974,552</b>	<b>-</b>	<b>-</b>	<b>3,974,552</b>

There were no transfers between level 1 and level 2 in 2020 and 2019.

The company's other financial assets and financial liabilities are measured at amortised cost, and the fair values for these are disclosed at Note 30.

## Stationery and Office Supplies Limited

### Notes to the Financial Statements

December 31, 2020

#### 29. Fair value measurement (cont'd)

(ii) Fair value measurement of non-financial assets.

The following table shows the Levels within the hierarchy of non-financial assets measured at fair value on a recurring basis at December 31, 2020:

December 31, 2020	Level 1 \$	Level 2 \$	Level 3 \$	Total \$
Property, plant and equipment	-	-	-	-
Land and buildings	-	-	279,188,630	279,188,630
<b>Total</b>	<b>-</b>	<b>-</b>	<b>279,188,630</b>	<b>279,188,630</b>

Fair value of the company's land and buildings is estimated based on appraisal by a professionally qualified valuator. The significant inputs and assumptions are developed in close consultation with management.

Land and Buildings (Level 3)

The appraisal was carried out using a market approach that reflects observed prices for market transactions and incorporates adjustments for factors specific to the company's property, including size, location, encumbrances and current use of the property. Land and buildings at 34 Collins Green Avenue, St. Andrew, were revalued November 2017.

Reconciliation of the opening and closing balances of the company's land and buildings:

	2020 \$
<b>Balance at January 1, 2020</b>	260,769,007
Additions	37,645,904
Transfer	16,709,023
Depreciation of land and buildings	(3,586,281)
<b>Balance at December 31, 2020</b>	<b>311,537,653</b>

December 31, 2019	Level 1 \$	Level 2 \$	Level 3 \$	Total \$
Property, plant and equipment	-	-	-	-
Land and buildings	-	-	260,769,007	260,769,007
<b>Total</b>	<b>-</b>	<b>-</b>	<b>260,769,007</b>	<b>260,769,007</b>

Fair value of the company's land and buildings is estimated based on appraisal by a professionally qualified valuator. The significant inputs and assumptions are developed in close consultation with management.

Land and Buildings (Level 3)

The appraisal was carried out using a market approach that reflects observed prices for market transactions and incorporates adjustments for factors specific to the company's property, including size, location, encumbrances and current use of the property. Land and buildings at 34 Collins Green Avenue, St. Andrew, were revalued November 2017.



## Stationery and Office Supplies Limited

### Notes to the Financial Statements

December 31, 2020

#### 29. Fair value measurement (cont'd)

Reconciliation of the opening and closing balances of the company's land and buildings:

	2019 \$
<b>Balance at January 1, 2019</b>	261,671,114
Additions	2,467,850
Depreciation of land and buildings	(3,369,957)
<b>Balance at December 31, 2019</b>	<b>260,769,007</b>

#### 30. Summary of financial assets and liabilities by category

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

	2020 \$	2019 \$
<b>Financial assets</b>		
Fair value through profit or loss		
Investments	3,876,548	3,974,552
	<b>3,876,548</b>	<b>3,974,552</b>
<b>Financial assets</b>		
Amortised cost		
Trade and other receivables	99,385,309	140,413,502
Bank and cash	96,899,268	62,540,044
<b>Total</b>	<b>200,161,125</b>	<b>202,953,546</b>
<b>Financial liabilities measured at amortised cost</b>		
Borrowings	81,490,713	118,228,943
Other loans	49,990,695	50,786,114
<b>Financial liabilities measured at amortised cost</b>		
Trade and other payables	92,864,283	96,726,727
Owing to directors	33,204	33,204
Current portion of borrowings	36,973,453	30,307,373
Current portion of other loans	3,841,888	3,380,584
<b>Total</b>	<b>265,194,236</b>	<b>299,462,945</b>

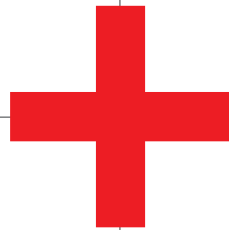
#### 31. Capital management, policies and procedures

The company's capital management objectives are to ensure the company's ability to continue as a going concern and to sustain future development of the business. The company's Board of Directors review the financial position of the company at regular meetings.

The company is not subject to externally imposed capital requirements. The company did not change its approach to capital management policies during the year.







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