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# Initial Public Offering: Everything Fresh Limited

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Prepared by:

JN Fund Managers Ltd.'s Global Investment  
Research Unit

**May 2018**

## Company Description: Everything Fresh Jamaica Ltd.

Everything Fresh Limited ('EFL' or 'the Company') was incorporated in August 2003, but commenced operations in October 2008. It imports and distributes various high-demand food products to include dairy products, delicatessen meats, assorted dry and canned goods, fruits, vegetables, seafood and meats from foreign markets and distributes them locally to various supermarkets and hotels. Everything Fresh's product portfolio also includes consumable food items, including assorted dry and canned goods, fruits, vegetables, seafood and meats.



The Company was built on the experience of one of the Company's founding Directors and Shareholder, Mr. Courtney Pullen, who, as a sole trader commenced his business in 1996 selling local farm produce to the local supermarkets. After three (3) years of purchasing produce from our local farmer and farming himself, he extended his sights off-shore and began importing fruits and vegetables from the United States of America through a local importer in Jamaica. The local sales of imported produce proved to be more profitable than the sale of local produce and this rapid growth in business led Mr. Courtney Pullen to incorporate C.L. Pullen Limited (CLP Limited) in March 2003 under whose umbrella such importation and sale would take place. In 2004, the Directors of CLP Limited ceased the purchase of goods from local produce importers altogether and began purchasing all its goods directly from the United States of America.

With this goal of expansion in mind, the Company (Everything Fresh Limited) was incorporated in August of 2003 with a view to enhancing sales in new lines of products such as dairy and dry food. Everything Fresh now supplies hotels including the Riu, Fiesta, Secrets Hotels, Iberostar Hotels, Grand Bahia Hotel, Royalton Hotels, Couples Hotels and The Jewel Hotels amongst others and various supermarket chains across Jamaica.

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## Invitation Details

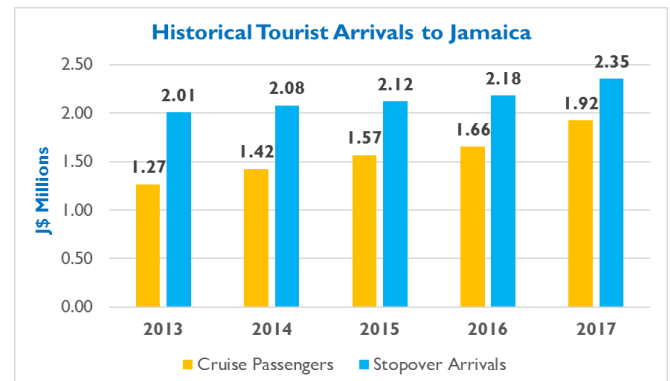
Everything Fresh is seeking to raise an additional **J\$390M** in equity capital by issuing up to **156,000,000** ordinary shares to prospective investors through an Initial Public Offering (IPO). The Company has stated that funds will be used for various purposes outlined in the table below. If the listing is successful, the company has stated its intention to distribute an annual cash dividend of up to **25%** of net profits.

<b>Issuer</b>	<b>Everything Fresh Jamaica Limited</b>
<b>Exchange</b>	The Jamaica Stock Exchange's Junior Market
<b>Offer Period</b>	<p>Opening Date: May 17, 2018 at 9:00AM</p> <p>Closing Date: May 24, 2018 at 4:30PM</p> <p>Early Applications may be made. Such Applications will be received but not processed until the Opening Date. All early Applications will be treated as having been received at the same time, being 9:00 a.m. on</p> <p>The Company is seeking to raise approximately <b>J\$390M</b> by inviting Applications to subscribe for up to 156,000,000 Shares. These shares will be reserved as follows:</p> <p><b>129,700,000 (16.63%)</b> Reserved Share Applicants to be sub-divided as follows:</p> <ul style="list-style-type: none"> <li>-3,000,000 (0.38%) Employee Shares</li> <li>-17,200,000 (2.21%) Key Partners and Associate Shares</li> <li>-78,000,000 (10.00%) Reserved Shares for Stocks &amp; Securities Limited (SSL)</li> <li>-31,500,000 (4.04%) Shares reserved for SSL Employees and Clients</li> </ul> <p>The remaining <b>26,300,000 (3.37%)</b> shares will be offered to the general public.</p>
<b>Shares Offered</b>	
<b>Pricing</b>	<p><b>J\$2.50</b> per share (to raise a total of approximately J\$390M). Payments MUST be made at the time of Application along with a J\$163.10 processing fee.</p>
<b>Use of Proceeds</b>	<p>The Company intends to use the net proceeds from newly issued shares in this Invitation to use the proceeds of the Invitation for to provide working capital support to its operations in order to allow the Company to increase its customer base and therefore its stock levels thereby increasing its turnover and revenue. The Company also intends to install solar panels which will reduce its energy costs as well as its carbon footprint while increasing its bottom line.</p>
<b>Proposed Dividend Policy</b>	<p>If the Invitation is successful and the Shares are admitted to listing on the Junior Market, the Board expects to distribute up to 25% of its net profits to shareholders, subject to the need for reinvestment in the Company from time to time.</p>
<b>Acceptable Payments Methods</b>	<p>Either: (1) Manager's Cheque payable to "Stocks and Securities Limited"; (2) cleared funds held in an SSL account; or (3) Transfer or direct deposit to SSL (details set out in the Application form attached herein). Absolutely no cash payments will be accepted.</p>
<b>Returned Applications/Refunds</b>	<p>Available for collection where originally submitted (SSL, or such other broker, applicable) within ten (10) business days of the Closing Date (or the extended Closing Date, as the case may be) or as soon as practicable thereafter.</p>

## Analyst's Opinion: Everything Fresh Limited

<b>Recommendation</b>	<b>DO NOT BUY</b>	<b>Implied Price Upside</b>	<b>-30.65%</b>
<b>Initial Public Offering Price</b>	<b>J\$2.50</b>	<b>Implied Dividend Yield</b>	<b>0.89%</b>
<b>Estimated Fair Value</b>	<b>J\$1.73</b>	<b>Implied Total Return</b>	<b>-29.76%</b>

Everything Fresh Ltd. has demonstrated sustained growth in sales over the last five financial years. This sales growth has been underpinned by the Company's success in increasing its customer base, enhancing wallet share with existing customers as well as the general strengthening of the domestic economy and tourism sector. The Company currently supplies some of the largest Hotel chains on the island; including Riu, Iberostar, Couples Resorts, Grand Palladium, Hedonism, Secrets, and Jewel Resorts. They also serve large local supermarket chains such as, Hi-Lo Foods.



Despite EFL's robust and consistent sales growth, evidence of a sustained demand for their products, the Company has struggled to translate sales growth into growth in profitability. In the prospectus for this IPO the Company outlined several plans that it anticipates will serve to contain future expenses such as the installation of solar panels, a measure aimed at reducing energy costs. We believe these cost-cutting measures, the continued expansion of the Company's customer network and the working capital support that will be provided by the proceeds of the IPO should translate to growth in profitability in the current and next financial years.

EFL is offering to investors approximately **156M** (or **20%** of the total **780M** shares) ordinary shares at a price of **J\$2.50** per share. The IPO price represents a **42.98X Price-to-Earnings (P/E)** multiple of FY 2017's Pre-Tax Earnings and a **28.08X P/E** multiple of our projections for FY 2018's Pre-Tax Earnings. The listing price also represents an **8.02X Price-to-Book (P/B)** multiple of FY 2017 year-end Book Value and a **2.93X P/B** multiple of our projections for FY 2018 year-end Book Value. Despite our expectations that EFL will manage to drive growth in profitability in the near term, we have concluded that based on our use of the P/E and P/B relative valuation methods, that EFL is being listed at a premium to fair value. Our estimated fair value of **J\$1.73<sup>1</sup>**, which is based on the EFL's projected performance in FY 2018, implies a potential downside of **30.65%** from the listing price. Based on the Company's stated dividend policy of a **25%** pay-out ratio, we estimate dividends for FY 2018 to be **J\$0.02**. This translates to a potential dividend yield of **0.89%** on the listing price and an estimated 1-Year Total return at **-29.76%**. **Consequently, we do not recommend buying Everything Fresh at its IPO price.**

<sup>1</sup> See section titled 'Valuation: Everything Fresh' for details

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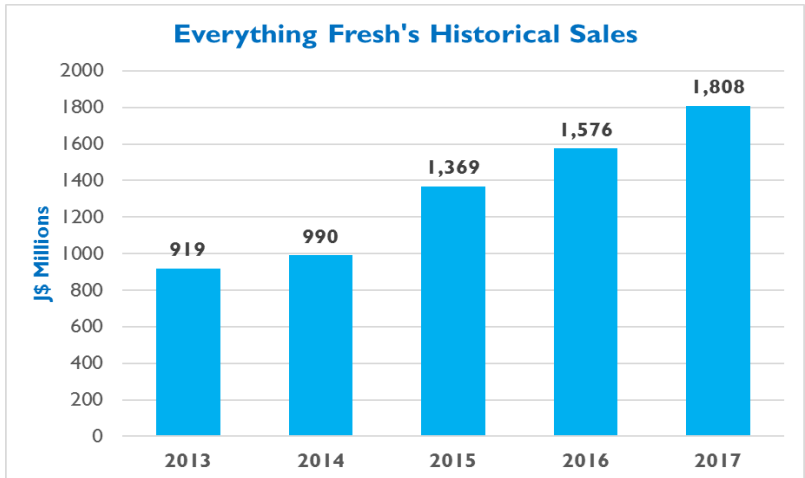
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## Financial Analysis<sup>2</sup>

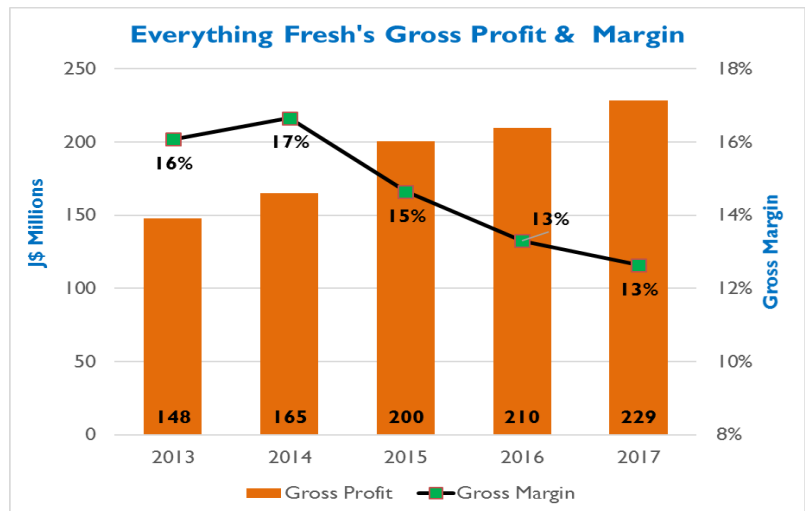
### Revenue & Profitability

Between FY 2013 and FY 2017 (ending December 2017), Everything Fresh experienced sustained growth in Revenues at a compounded average annual growth rate (CAGR) of **18.43%**. Top-line growth has shown some correlation with the growth in the domestic tourism industry where the Company has a significant customer base. Revenue growth was slightly below the 4-year trend in FY 2017 rising by **14.74%** or **J\$232.37M** year-over-year (YoY) to **J\$1.81B**.



Management has attributed FY 2017 revenue growth to the acquisition of larger contracts with existing customers and the acquisition of new contracts.

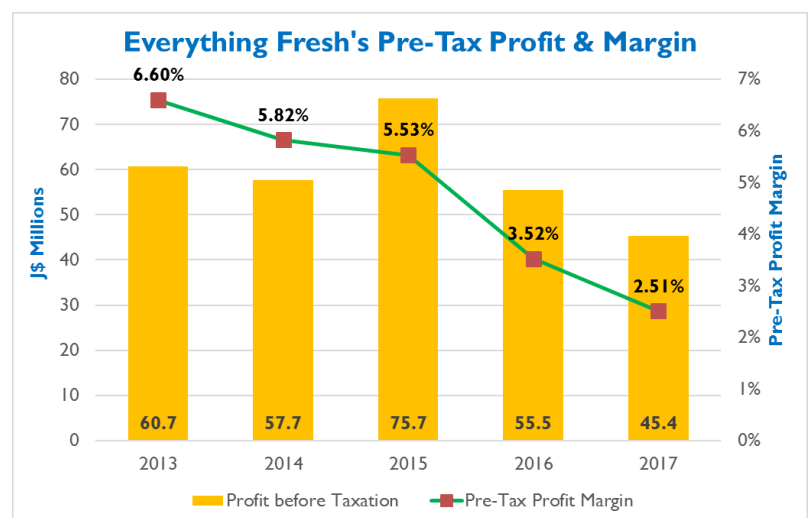
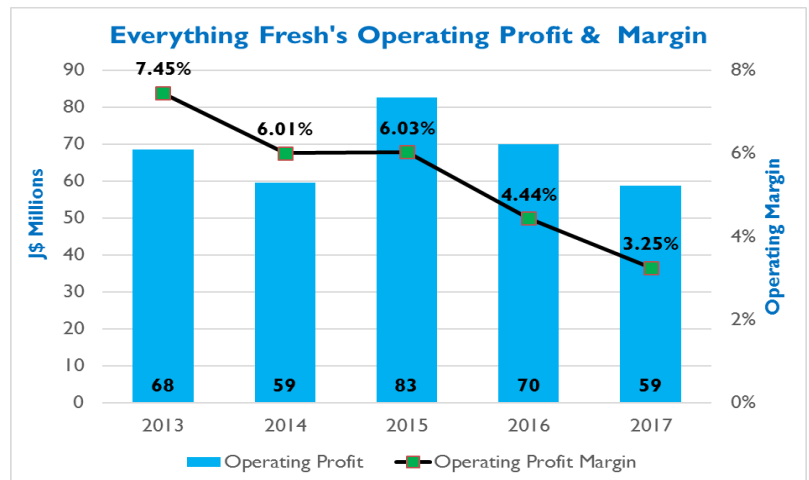
Over the period under review, the Company's Cost of Goods Sold (COGS) grew at a CAGR of **19.62%**, faster than that of Revenues. Consequently, the Company's Gross Profit rose by a CAGR of **11.52%**. Gross Profits rose by **9.06%** or **J\$18.99M** YoY in FY 2017 to **J\$228.57M**. Gross Profit Margins have reflected the declining growth rate in Gross Profits following a similar declining trend since FY 2014. The Gross Profit Margin fell from **16.66%** in FY 2014 to **12.64%** in FY 2017.



<sup>2</sup> An extract from the company's financial statements is included in the Appendix

This same declining trend in Gross Profit Margin can be seen in the Company's Operating Margin. Operating Profits have been challenged by the Company's inability to contain operating expenses despite experiencing a consistent rise in revenues. EFL's Operating Expense ratio rose Year-Over-Year to **10.85%** of Revenues in FY 2014. In 2015 this expense ratio fell to **8.64%** of Revenues in FY 2015 but has been trending upwards since.

Finally, EFL's sustained revenue growth has not translated into an improvement in their bottom line; as Pre-Tax Profits have mirrored the volatility in Operating Profits. In FY 2017, Pre-Tax Profits fell by **18.29%** or **J\$10.15M** to **J\$45.40M**.



## Dupont Analysis

DuPont Analysis					
Financial Year	2013	2014	2015	2016	2017
Profit Margin	4.71%	4.33%	4.11%	2.49%	2.06%
Asset Turnover Ratio	5.00	4.76	4.90	4.07	3.86
Financial Leverage Ratio	2.72	2.34	2.02	2.08	2.09
<b>Return on Equity</b>	<b>64.27%</b>	<b>48.24%</b>	<b>40.62%</b>	<b>21.10%</b>	<b>16.62%</b>

Everything Fresh's Return on Equity (ROE) has seen a sustained reduction over the last 5 financial years. This has largely been the result of the Company's declining profit margin. The Asset Turnover Ratio has also fallen consistently since FY 2015, due to asset growth outpacing the growth in sales. The 5-year CAGR of assets and sales is **27.71%** and **18.43%**, respectively.

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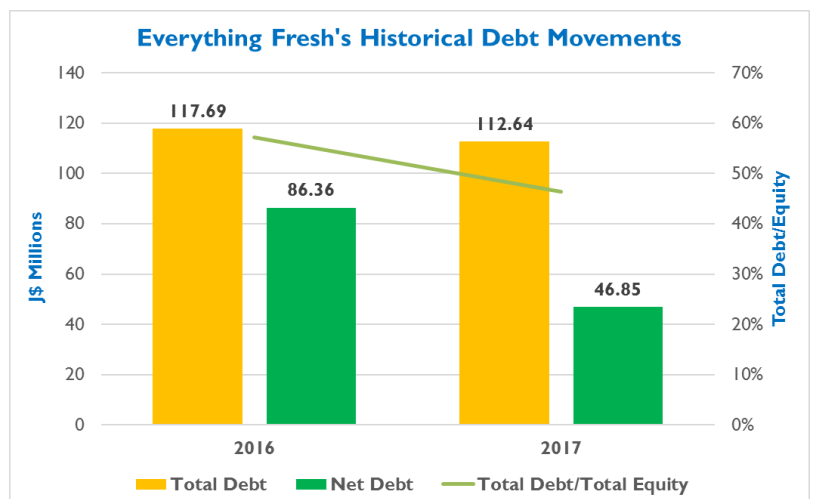
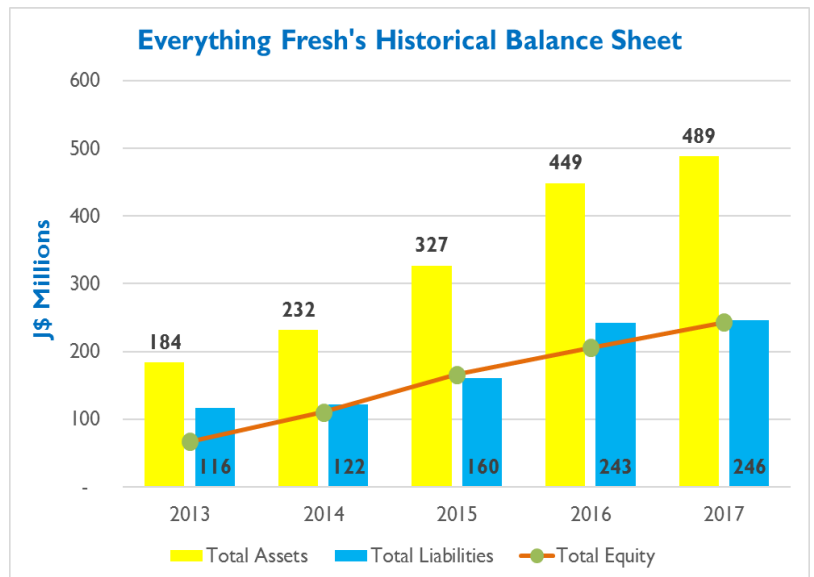
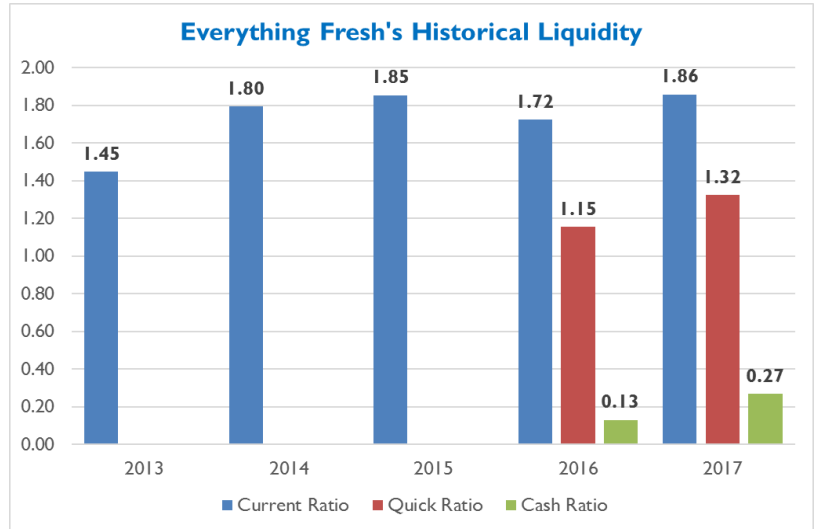
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## Liquidity and Solvency

Between FY 2013 and FY 2017, Everything Fresh's liquidity as measured by its Current Ratio displayed an uptrend; being well above the benchmark of **1.00X**. Core liquidity, as measured by the cash ratio stood at **0.27X** as at December 2017 relative to **0.13X** in **FY 2016**. This improvement in liquidity has been due to the Company's strong earnings growth over the years.

The Company's asset base exhibited a CAGR of **27.71%** between FY 2013 and FY 2017. In FY 2017 Total Assets grew by **8.90%** or **J\$39.94M** to **J\$488.56M** as at December 2017 relative, YoY. This increase in assets was largely due to a J\$19.93M increase in other receivables. Total liabilities rose marginally, YoY, by **1.09%** or **J\$2.64M** to **J\$245.54M**. Everything Fresh's Total Equity expanded by a CAGR of **23.05%** between FY 2013 and FY 2017. The Company's total equity has seen a sustained improvement over the last five financial years. In FY 2017, Total Equity rose by **18.13%** or **J\$37.30M** to **J\$243.02M** (Book Value Per Share (BVPS): **J\$0.31**).

EFL has grown its business without taking on any long-term debt over the period under review. The Company's debt comprises of a series of sixty (60) to ninety (90) day promissory notes and revolving demand loans that are secured by the company's bank accounts. These facilities



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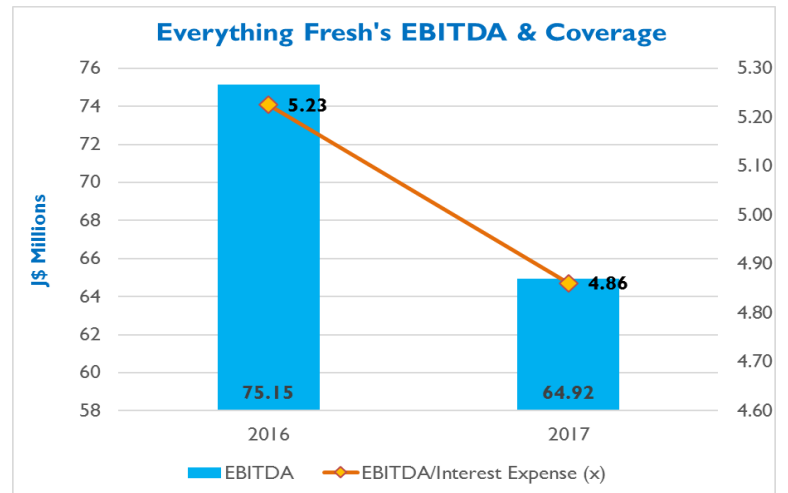
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vary between **7.25%** and **11.25%**. Consequently, the Company's Total Debt to Equity as at the end of FY 2017 was **0.46X**, an improvement over the **0.57X** recorded in FY 2016. As such, Everything Fresh not only demonstrates a fair level of liquidity but has a low solvency risk as well. This low solvency risk is further evidenced by the Company's strong EBITDA position as well as the ability of EBITDA to cover their annual interest obligations<sup>3</sup>.



## Investment Positives and Negatives

### Positives

- **Supportive Macro Environment-** The local and international macroeconomic environment have both improved steadily since the Global Financial Crisis. These improvements lend itself to greater consumer spending on products imported by Everything Fresh through its supermarket network. Domestic tourist arrivals have increased at a 5-Year CAGR of **6.91%**, reaching over **4.28M** visitors in 2017; which has some correlation with the growth in the Company's Sales. The projected continued increase in arrivals and hotel build-out locally should directly benefit Everything Fresh's top-line.
- **Robust Historical Revenue & Earnings Growth-** Between FY 2013-FY 2017, the company has exhibited a consistent growth in sales, having a compound annual growth (CAGR) rate of **18.43%**. This implies a consistent growth in demand for the group's product offerings.
- **Significant Market Presence-**The company operates in a competitive local produce market and therefore, the demand for its goods is likely to be elastic (sensitive) to changes in price levels and the availability of substitutes. However, the significant market presence of Everything Fresh in the Hotel industry has given them a distinct advantage over other local distributors.
- **Potential inorganic Growth from Acquisitions-** Everything Fresh could seek to expand inorganically through the acquisition of other local produce importers and distributors. This bodes well for the Company, given that they currently operate their own distribution operations.
- **Expansion to Overseas Markets-** Everything Fresh could seek to duplicate its business model in other regional markets that have a high demand for imported produce.

<sup>3</sup> EBITDA Coverage in the graph refers to its coverage of annual interest expenses only

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## Negatives

- **Concentration Risk-** The Company's performance is likely to fluctuate with the performance of broader local/global economy given that all their Revenues are generated locally.
- **The Stock is Overvalued-** Our valuation of EFL implies a fair value of **J\$1.73** per share, relative to the offer price of **J\$2.50** per share. This implies a potential **30.65%** downside to the stock. This is as the stock is being listed at a P/E of **42.98X** FY 2017's Pre-Tax Earnings and a P/B of **8.02X** FY 2017's year-end book value, well above its closest comparables on the market.
- **Small Free Float** - Of the approximately **156M** shares of the Company, only approximately **26.3M**, (**3.37%** of total shares offered) will be made available to the general public with a further **109.5M** shares (**14.04%** of total shares offered) being made available to Stocks & Securities Ltd., its clients and its employees. This brings the possible share float to approximately **57.8M** shares, or **7.41%** of the total shares outstanding. The scarcity of shares could inhibit trading activity which could curtail any potential upside over the medium to long-term.
- **Dis-Economies of Scale** - We have observed that even though sales have been consistently increasing over the last 5-Years, the cost of those sales have increased at a faster pace; implying that the Company has cost inefficiencies that have inhibited its bottom-line growth.

## Valuation: Everything Fresh Limited

### Key Valuation Assumptions

We are projecting full FY 2018 Pre-Tax Income up to December 2018 of approximately **J\$69.45M** which would represent an **53.09%** YoY increase relative to FY 2017. This translates to forward earnings per share (EPS) of approximately **J\$0.09**. We believe the projected rise is reasonable in the context of favourable local macroeconomic environment, a continuation of historical revenue growth and the expected deployment of the new capital raised from the IPO into the accumulation of more material contracts with local hotels.

Based on FY 2017 book value of **J\$243.02**, the expected inflow of approximately **J\$370M**, FY 2018 earnings coupled with a forecasted retention ratio of **75%** of FY 2018 earnings (the company has indicated an intended dividend policy of **25%** of earnings) we have projected a FY 2018 year-end book value of **J\$665.11M** (BVPS: **J\$0.85** per share).

### Relative Valuation Models

Everything Fresh has presented no history of a sustained dividend policy and as such a Dividend Discount Model (DDM) would not be appropriate to value the Company. Additionally, amidst the lack of predictability in the Company's future cash flows and large variable capital expenditures, we decided against using a Discounted Cash Flow (DCF) model here as well. Consequently, we chose to use relative measures to value the Company.

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## Price-to-Earnings (P/E) Ratio Valuation Method

Using Everything Fresh's issue price of **J\$2.50** and their FY 2017 EPS of **J\$0.06** up to December 2017, their listing P/E ratio is **42.98X**. We are projecting Earnings per share of **J\$0.09** (Pre-Tax Income of **J\$69.45M**) for FY 2018. Though it is typical for early stage companies to have a high P/E ratio due to high growth expectations, we believe that the listing P/E of **42.98X** is unreasonable given (1) the Company's

	Price/ Earnings (x)	Return on Equity (ROE)
<b>Everything Fresh</b>	<b>42.98</b>	<b>16.62%</b>
Caribbean Producers	14.54	13.68%
Derrimon Trading	11.37	29.21%
Junior Market Retail Average	16.65	17.70%
Junior Market Average	23.10	19.91%
<b>Average ex Efresh</b>	<b>16.42</b>	<b>20.12%</b>

\* Metrics based on 12M Trailing Financials

inability to show a sustained growth in profitability in an improving macroeconomic climate (2) the average and individual P/E's of similar Companies with an equal or greater growth potential that are currently listed on the Junior Market in the Retail industry.

We believe that a reasonable P/E multiple for Everything Fresh given recent and expected growth in profitability, current market conditions and comparables is **15X**. When the projected multiple is applied to projected FY 2018 earnings of **J\$0.09**, the P/E Method implies a fair value of **J\$1.34**, which is **-46.58%** below the listing price.

## Price-to-Book (P/B) Ratio Valuation Method

Using Everything's listing price of **J\$2.50** and their listing Book Value Per Share (BVPS) of **J\$0.31** as at December 2017, the company's listing P/B ratio was calculated at **8.02X**. Based on projected FY 2018 profitability, as well as the expected injection of capital from this listing we estimate the Company's BVPS as at the end of December 2018 at **J\$0.85** which translates to a forward Price to Book ratio of **2.93X**. We believe that given the Company's ROE of

	Price/Book (x)	Return on Assets (ROA)
<b>Everything Fresh</b>	<b>8.02</b>	<b>7.96%</b>
Caribbean Producers	1.99	4.21%
Derrimon Trading	3.32	10.22%
Junior Market Retail Average	3.55	
Junior Market Average	3.65	
<b>Average ex Efresh</b>	<b>3.13</b>	

\* Metrics based on 12M Trailing Financials

**16.62%**, current market conditions and the relatively decent Return on Assets (ROA) of **7.96%**, a P/B of approximately **2.5X** would be reasonable. When the projected multiple is applied to the estimated FY 2018 year-end BVPS of **J\$0.85** the P/B Method implies a fair value of **J\$2.13**, which is **-14.73%** below the listing price.

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## Fair Value Estimate

The average of both methods produces an estimated fair value of **J\$1.73** which implies a **-30.65%** downside from the intended IPO price which implies that investors should **not** participate in this IPO. Over the last 2/3 years robust market liquidity and an uptick in retail interest

P/E Valuation	1.34
P/B Valuation	2.13
<b>Estimated Fair Value</b>	<b>1.73</b>

in the local stock market has driven a significant increase in investor demand for Initial Public Offerings. These offering are usually accompanied by a sharp uptick in the stock price immediately following the IPO which is then followed by a decline as trading of the stock normalizes. Against this backdrop while there **may** be a positive short-term movement in the stock price post listing we believe that the stock would be challenged to maintain price momentum given the issues with the listing valuation.

### Risks to Valuation

- Risks to our recommendation lies in the company’s high exposure to the domestic economy. All the Company’s revenues are made locally. Thus, any major shock to domestic economy may affect Everything Fresh’s profitability.
- The company may make an acquisition that may impact our projections going forward.
- A general downturn in the broad local equity market; which could negatively impact market multiples.

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## Appendix

### Shareholdings Pre-IPO:

Pre-IPO Shareholders for Everything Fresh Ltd.		
Name of Shareholder	Issued Share Capital	Percentage Ownership
Quality Investments Ltd.	624,000,000.00	100.00%
<b>Total</b>	<b>624,000,000.00</b>	<b>100.00%</b>

Investors should Note that Pre-IPO, shares of Everything Fresh were restructured and as such 100,000 units of ownership shares were transferred from N&G Distributors Limited to Quality Investments Limited; creating 623,900,000 shares in the process. Both N&G Distributors Limited and Quality Investments Limited Ltd. is beneficially owned and controlled by Mr. Courtney Lancelot Pullen, Mrs. Melene Rose Pullen and Mr. Garret Samuel Gardner (all three of which are directors of Everything Fresh Ltd.).

### Shareholdings Post-IPO:

Upon closure of the Invitation, assuming all categories of Shares in the Invitation are fully subscribed/purchased by the public and the Reserved Share Applicants, the respective shareholders and their respective percentage shareholdings in the Company will be as follows:

Post-IPO Shareholders for Everything Fresh Ltd.		
Name of Shareholder	Shareholding	Percentage Ownership
Quality Investments Ltd.	624,000,000.00	80.00%
Reserved Share Applicants	129,700,000.00	16.63%
General Public	26,300,000.00	3.37%
<b>Total</b>	<b>780,000,000.00</b>	<b>100.00%</b>

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**Financial Statement Extracts**
**INCOME STATEMENT EXTRACT**

J\$ ('000)					
December Year End	2013	2014	2015	2016	2017
Revenue	919,289.66	989,961.19	1,368,745.97	1,576,004.38	1,808,374.47
Cost of sales	(771,505.98)	(825,074.20)	(1,168,327.51)	(1,366,424.60)	(1,579,807.37)
<b>Gross Profit</b>	<b>147,783.68</b>	<b>164,886.99</b>	<b>200,418.46</b>	<b>209,579.78</b>	<b>228,567.11</b>
Other Income	11.29	1,933.08	325.31	802.46	2,086.92
Operating Expenses	(79,328.05)	(107,365.50)	(118,232.16)	(140,479.18)	(171,929.58)
<b>Operating Profit</b>	<b>68,466.92</b>	<b>59,454.57</b>	<b>82,511.60</b>	<b>69,903.06</b>	<b>58,724.45</b>
Finance costs	(7,808.33)	(1,792.20)	(6,799.94)	(14,382.34)	(13,356.54)
<b>Profit before Taxation</b>	<b>60,658.59</b>	<b>57,662.36</b>	<b>75,711.67</b>	<b>55,520.72</b>	<b>45,367.91</b>
Taxation	(17,332.98)	(14,809.07)	(19,512.43)	(16,262.19)	(8,068.11)
<b>Net Profit</b>	<b>43,325.61</b>	<b>42,853.29</b>	<b>56,199.23</b>	<b>39,258.53</b>	<b>37,299.80</b>
<b>EPS</b>	<b>0.08</b>	<b>0.07</b>	<b>0.10</b>	<b>0.07</b>	<b>0.06</b>

**BALANCE SHEET EXTRACT**

J\$ ('000)					
December Year End	2013	2014	2015	2016	2017
Non-Current Assets	16,247.70	14,806.01	30,684.07	30,291.75	32,250.02
Current Assets	167,433.36	217,119.87	296,075.99	418,325.31	456,304.59
<b>Total Assets</b>	<b>183,681.07</b>	<b>231,925.88</b>	<b>326,760.06</b>	<b>448,617.06</b>	<b>488,554.60</b>
Non-Current Liabilities	703.57	718.84	688.97	320.11	-
Current Liabilities	115,568.91	120,945.34	159,610.15	242,577.49	245,535.34
<b>Total Liabilities</b>	<b>116,272.48</b>	<b>121,664.18</b>	<b>160,299.12</b>	<b>242,897.60</b>	<b>245,535.34</b>
<b>Shareholders' Equity</b>	<b>67,408.59</b>	<b>110,261.70</b>	<b>166,460.94</b>	<b>205,719.46</b>	<b>243,019.26</b>
Book Value Per Share	0.09	0.14	0.21	0.26	0.31

**Global Investment Research Unit**

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**KEY FINANCIAL STATISTICS**

<b>Ratios</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
<b>Liquidity Ratios</b>					
Current Ratio	1.45	1.80	1.85	1.72	1.86
Quick Ratio	-	-	-	1.15	1.32
Cash Ratio	-	-	-	0.13	0.27
<b>Profitability Ratios</b>					
Return on Equity	64.27%	48.24%	40.62%	21.10%	16.62%
Return on Assets	23.59%	20.62%	20.12%	10.13%	7.96%
Gross Margin	16.08%	16.66%	14.64%	13.30%	12.64%
Operating Margin	7.45%	6.01%	6.03%	4.44%	3.25%
Pre-tax Profit Margin	6.60%	5.82%	5.53%	3.52%	2.51%
Profit Margin	4.71%	4.33%	4.11%	2.49%	2.06%
<b>Efficiency Ratios</b>					
Asset Turnover Ratio (x)	5.00	4.27	4.19	3.51	3.70
Inventory Turnover (x)	-	-	-	11.40	13.78
Days Inventory on Hand (days)	-	-	-	32.02	26.48
Receivables Turnover (x)	-	-	-	86.90	64.36
Payables Turnover (x)	-	-	-	12.59	14.33
Days Payables Outstanding	-	-	-	28.98	25.48
Days Credit Sales Outstanding	-	-	-	4.20	5.67
<b>Credit Ratios</b>					
Leverage Ratio (x)	2.72	2.34	2.02	2.08	2.09
Total Debt/EBITDA (x)	-	-	-	1.57	1.74
Total Debt/Total Equity (x)	-	-	-	0.57	0.46
Total Debt/Total Assets (x)	-	-	-	0.26	0.23
EBITDA/ (Interest+CPLTD)	-	-	-	0.57	0.52

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**Board of Directors<sup>4</sup>**

**Gregory Lancelot Pullen, JP  
Chairman**

Mr. Pullen’s strong history in operations, finance, sales, marketing in manufacturing and technology speak to his thirty-two (32) years of experience in business and entrepreneurship. As an experienced Director who sits on several prominent boards, he pulls from a wealth of knowledge to consistently steer the Company towards new levels of growth. He understands what it takes to move a company from start-up to scale up. Mr. Pullen’s integrity is demonstrated in his responsibilities as Justice of the Peace, and as a Director for the National Council on Drug Abuse, Penwood High School and several media organizations.



**Courtney Lancelot Pullen  
Managing Director and Founder**

As Managing Director, Mr. Pullen’s successful evaluation of market trends leads his team through continued success and growth. As founder, he holds his employees firm to his vision, ensuring they continue to provide top quality consumables for this and future generations. He believes in maintaining consistent dialogue with team members, in order to stay ahead of the needs of the organisation. Mr. Pullen is also an avid reader who follows global news and trends, consistently looking for new advances and methods that can be used to promote growth.



**Nesha Ann-Marie Carby  
Executive Director**

Appointed to the Board of Directors of the Company in 2018, this is the latest step in Ms. Carby’s 10-year history of service to the Company. Her extensive experience in both sales and administration empowers her to maintain dual roles as Administrative Manager and Director. In managing the Company’s administrative systems, she is responsible for maintaining permits, health certificates and other essential documents and systems required to keep this growing food import and distribution company on its upward track.



<sup>4</sup> Biographies were taken from the Company’s Prospectus

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**Melene Rose Pullen**

**Director**

Mrs. Pullen cultivates a sense of security and an open door policy to all team members of the Company. She is dedicated to strengthening the Company's foundation - its employees. The team, who she sees as extended family, has planted deep roots. As evidenced by many of the staff members' long work history, they continue to branch out and grow along with the Company.



**Garret Samuel Gardner**

**Director**

Thinking outside the box and being straightforward are key ways that Director of Purchasing, Mr. Gardner, has successfully curated strong vendor and supplier relationships that help to maintain the consistent quality and reliability of the Company's top-quality food and dairy products. After ten (10) years with the Company, he has held positions on many levels, continuously advancing, through passionate dedication, to where he is now. His exceptional history provides the right mix of experience and know-how to secure the highest quality food items at the best prices and create ongoing value that the Company passes on to its customers.



**Vivette Elana Miller**

**Director**

Ms. Miller has been admitted to practice law in three (3) countries and acts as a Supreme Court mediator in Jamaica where she has been a member of the legal community for the past fifteen (15) years. As a Director for the Company, Ms. Miller has the discernment and experience to ensure that the proper legal framework is in place to protect the Company and its investors. Her legal insight is invaluable to the Company's governance structure and helps to ensure that the Company meets its statutory obligations. Her exceptional negotiation skills provide an extra edge that helps the Company navigate complex legal matters and contract discussions. As a member of the Rotary Club of Downtown Kingston, their motto of 'Service above Self,' is one that fits neatly into Ms. Miller's own dedication to improving the lives of others.



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**Jennifer Elice Lewis**

**Director**

Jennifer Lewis’ exceptional skills in Auditing and Strategic Planning help to keep the company on its toes, ensuring it is guided by sound accounting principles and financial practices. A certified Internal Auditor, her systematic and methodical approach to evaluating and improving the company’s effectiveness of risk management is a valuable safeguard to its operations. Her strong analytical skills instill confidence in those who look to her for guidance in her field of expertise. Her credentials include Fellow, Association of Chartered and Certified Accountants (ACCA), England and Fellow, Institute of Chartered Accountants of Jamaica.

Ms. Lewis is an independent business consultant. Ms. Lewis is an independent consultant who provides advice in the areas of accounting, taxation, audit, financial analysis, business advisory and planning. At the JSE she was a Business Development Specialist on the Multilateral Investment Fund Project (MIF). This project was aimed at reaching out to SMEs to encourage listing on the Junior Stock Exchange. They also assisted the development of SMEs through training and financial advice. A proactive and results-oriented individual, her 37 year long career building knowledge and proficiency as a Financial Controller and Internal Auditor brings another level of competence to the directorship of Everything Fresh Ltd.



**Donovan Hugh Perkins**

**Director**

Holding seats on boards in both the private and public sectors, Mr. Perkins is a powerhouse of knowledge and experience. He possesses a BBA in Finance, an MBA in Finance & Marketing and over thirty (30) years of practical experience. He enthusiastically applies this deep expertise and wisdom to the governance of Everything Fresh Ltd. Mr. Perkins has held several executive level roles within leading financial institutions, as well as directorships with key public entities, including a director for both the National Water Commission and National Insurance Fund. He has also been a staunch lobbyist. Under the umbrella of organizations like the Jamaica Exporters Association and Private Sector Organizations of Jamaica, Mr. Perkins has spent many years working to enhance Jamaica’s competitiveness and enable a more conducive business environment. Recently retired from his position as Chief Executive Officer of Sagicor Bank Jamaica Ltd.



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**Leo Williams**

**Mentor**

Acting as Mentor to the Board of the Company, Mr. Williams’ many years of involvement with the Jamaica Stock Exchange equip him with special competency in the IPO process and assisting companies to align with its requirements. He is the Executive Director of Williams & Associates Investments Ltd., a firm that provides investment advisory services with the goal of attracting capital to Caribbean markets. He has passionately pursued this goal for many years, accumulating qualifications that include an MBA in Finance from The Wharton School, an MSc in Systems Engineering and an MA in International Studies. Fluent in Spanish and possessing expert knowledge of Latin America and the Caribbean region, Mr. Williams has assisted companies to launch and grow globally, including into non-English speaking markets.



**Mark Croskery**

**Director**

Financial planning and investment strategy are core values brought to the directorship of the Company by Mark Croskery. Mr. Croskery is the Executive Director of Stocks and Securities Ltd., Jamaica’s second oldest brokerage firm. Possessing an M.Sc. in Global Financial Analysis and a dual B.Sc. in Corporate Finance and Accounting, he has a deep understanding of both local and international markets. Applying his experience and education across several organizations, he also serves on the Board of The Jamaica Stock Exchange and is a member of The Young Presidents Organisation. His functions in the public and private sectors make him an exceptional fit for the Company. He plays a key role in developing the Company’s growth strategy and identifying opportunities to attract capital.



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