

COOKS COFFEE COMPANY

Annual General Meeting
29th September 2025

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THE ORGANIC COFFEE CO.



Agenda

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ABOUT US

Company Overview



MISSION AND VALUES

Cooks Coffee is building an ethical café group with great cafés owned and run by local people..

Listings

- New Zealand Stock Exchange (NZX): CCC
- Aquis Exchange in London: COOK

Franchise Model

Cooks promotes individual entrepreneurship and local community engagement through its franchise model.

Key Operations of Esquires Coffee

Focus Regions: UK and Ireland

Master Franchise Countries: India, Jordan, Pakistan, Portugal, Saudi Arabia, UAE

Sustainability Commitment

Cooks Coffee is dedicated to the highest standards of sustainability, in all matters, with all coffee being organic and sourced from certified suppliers.

Growth and Reach

- International Markets: 8
- Total Outlets: 129 (as of 29 Sep 2026)
- In development – India & UAE

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UNITED KINGDOM

Store Locations

ESQUIRES UK

FY27 YTD Store sales grew

+15.4%

Like for like +1.8%

Store numbers 29 September

89

UK - North East

Darlington
Gateshead
Sunderland

UK - North West

Ambleside
Congelton
Stockton Heath

UK - Yorkshire & The Humber

Doncaster
Wakefield

UK - East Midlands

Brackley
Buxton
Clifton
Corby
Leicester
Leicester Wulcomb
Lubenham
Market Harborough
Northampton
Oakham
Uppingham

UK - West Midlands

Shirley

UK - East of England

Basildon
Chesterwell
Ely
Hertford
Hethersett
Hitchin
Hoddesdon
Houghton Regis
Kettering
Letchworth
Loughton
Luton
Melton Mowbray
Southend-on-Sea
Stevenage
St Neots
Sudbury
Swaffam

UK - London

Colliers Wood
Eastcote
Kingston-on Thames
Pinner
Ruislip
Shepherds Bush
Twickenham
Walthamstow

UK - South East

Alton
Amersham
Aylesbury
Aylesbury Central
Aylesbury Kingsbrook
Aylesbury Lucas
Bicester
Buckingham
Camberley
Chesham
Crawley Mall
Crowthorne
Dartford
Dorking
Egham
Esher
Farnborough
Gerrards Cross
Glebe Farm (Milton Keynes)
Godalming
Guildford
Guildford Boxgrove
Hemel Hempstead
Horsham
Leighton Buzzard
Maidenhead
Maidstone
Mursley Farm
Newbury
Reading
Saffron Walden
Southsea
Walton-on-Thames
Wantage
Westerham
Windsor
Worthing

UK - South West

Boscombe
Bournemouth
Cranbrook
Yate

UK - Wales

Caerphilly
Newport

UK - Scotland

UK - Northern Ireland

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IRELAND

Store Locations



ESQUIRES
IRELAND FY27

Store sales grew

11.5%

26 weeks to 27th September
vs. last year

Like for Like Sales

+2.7%

Ireland – 28 Stores

- Carrick-on-Shannon
- Carrigaline
- Clonmel
- Dublin – The Custom House
- Dublin – Department of Education
- Dublin – Department of Social Protection
- Dublin – Ilac Shopping Centre
- Dublin – Liffey Valley (Tesco)
- Dublin – Tallaght Shopping Centre
- Galway – Eyre Square
- Galway – Galway Crystal
- Galway – Clarin Bridge
- Galway - Wellpark
- Limerick
- Longford
- Mallow
- Midleton
- Mullingar
- Navan
- Powerstown, Clonmel (Tesco)
- Raheen
- Roscommon
- Sligo
- Swords
- Tullamore (Tesco)
- Waterford (Tesco)
- Wexford (Tesco)
- Youghal (Tesco)

STRATEGY

Objectives & Brand Positioning



Objective

- 🔧 **Grow Existing Network Sales:** Increase Like for Like sales faster than inflation
- 🔧 **Expand Market Presence:** Increase footprint in the UK by opening new stores with the target of achieving >250 by 2034. Grow Ireland to 50 stores in same period.
- 🔧 **Enhance Brand Recognition:** Strengthen brand identity and community engagement. "The local chain".
- 🔧 **Sustainability Leadership:** Lead with sustainability in mind and practice
- 🔧 **Franchise Support:** Provide support to franchisees to ensure profitable & consistent quality and customer experience delivered by local people.



Brand Positioning

- 🔧 Emphasise ethical sourcing, community engagement, and local ownership
- 🔧 Highlight sustainability credentials and certified coffee sources
- 🔧 Food as a key differentiator with strength in breakfast & brunch segments
- 🔧 Provide welcoming store environment
- 🔧 Appeal to "premium mainstream" consumers

FY27 NEW STORES TO DATE (14)

UK (9)

- Glebe Farm
- Ely
- Walthamstow
- Hemel Hempstead
- Farnborough
- Shepherds Bush
- Swaffam
- Amersham
- Wantage

Ireland (5)

- Galway Crystal
- Galway Clarin Bridge
- Wexford (Tesco)
- Liffey Valley (Tesco)
- Dept of Social Protection



UK

28

89



IRELAND

2



PORTUGAL

1



JORDAN

1



SAUDI ARABIA

MFA



UAE



PAKISTAN

8

MFA



INDIA

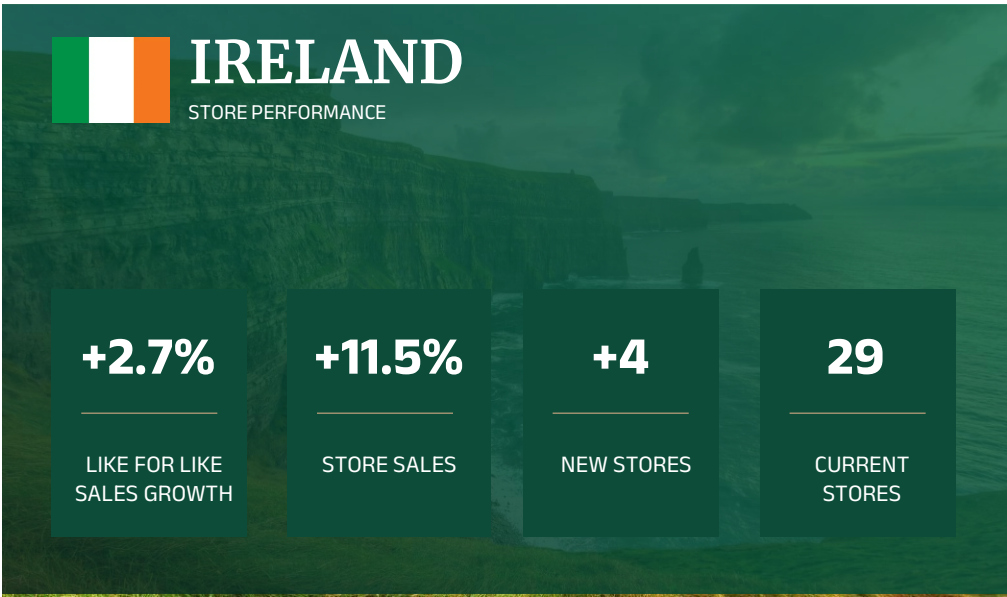
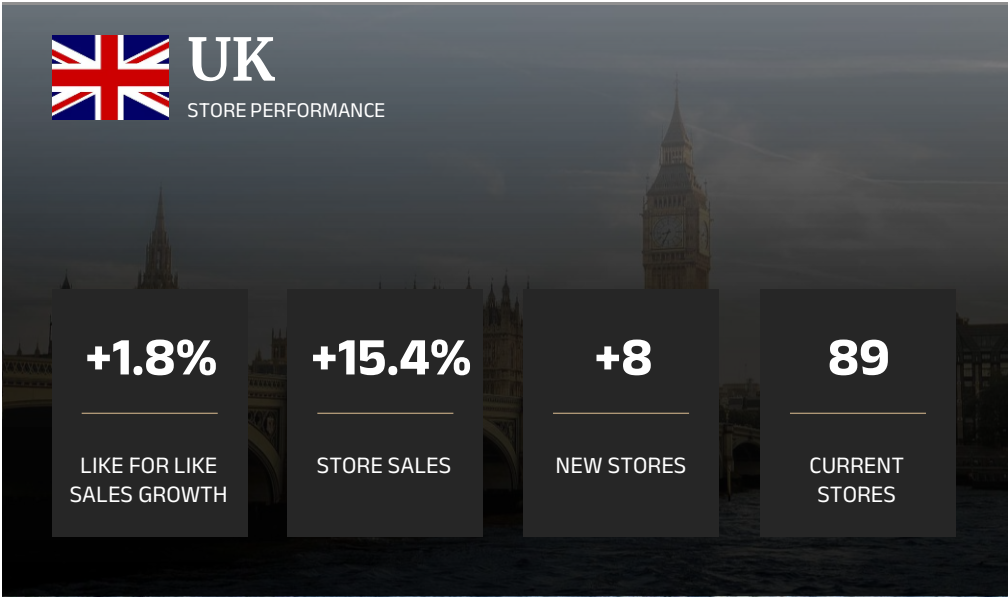
Esquires has 129 outlets across its 6 international markets with India & UAE coming on stream soon.

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TRADING UPDATE FY27

26 Weeks To 27th September 2026



KEY HIGHLIGHTS



+14.2%

UK & IRELAND STORE SALES FY27



41 %

UK & IRELAND SALES CONTRIBUTED BY
STORES OPENED SINCE APRIL 2024



£983K

UK & IRELAND WEEKLY SALES RECORD
(30TH AUGUST 2026)

RECOGNITION

Awards in FY2026



FINANCIAL RESULTS

Financial Summary FY26 v FY25

Cooks Coffee Financial Performance Summary FY26 v FY25

NZ\$000's	FY26	FY25	%
Franchise Income	7,468	5,741	30.1%
Income from Managed Cafes	5,317	987	438.7%
Other Income	305	251	21.5%
Total Income	13,090	6,979	87.6%
Consumables	-1,690	-387	336.7%
Employee Costs	-4,899	-2,497	96.2%
Other Costs	-4,599	-2,757	66.8%
Earnings before Impairment & Forex	1,902	1,338	42.2%
Impairment & Forex	-509	-120	324.2%
Earnings before Interest & Tax	1,393	1,218	14.4%
Depreciation & Administration	-466	-117	298.3%
Net Interest on Leases	-246	-78	215.4%
Interest on Loans	-277	-386	-28.2%
JV Profit Contribution	3	176	-98.3%
Net Profit before forex translation	407	813	-49.9%
Forex translation reserve	122	-232	-152.6%
Net Profit before tax	529	581	-9.0%
Interest Cover on Loans	5.0	3.2	59.4%

BRANDING

Brand Development & Shareholder Engagement

250,000+

customers served each week
in the UK & Ireland

More than 13 million annually

Record week for transactions UK &
Ireland week ending 27th September



1,900

shareholders

96% domiciled in New Zealand.
1,600 shareholders through Sharesies
56% of shares held in New Zealand



2

new international markets

Chandigarh, India
Dubai Marina, Dubai
First stores scheduled before year end



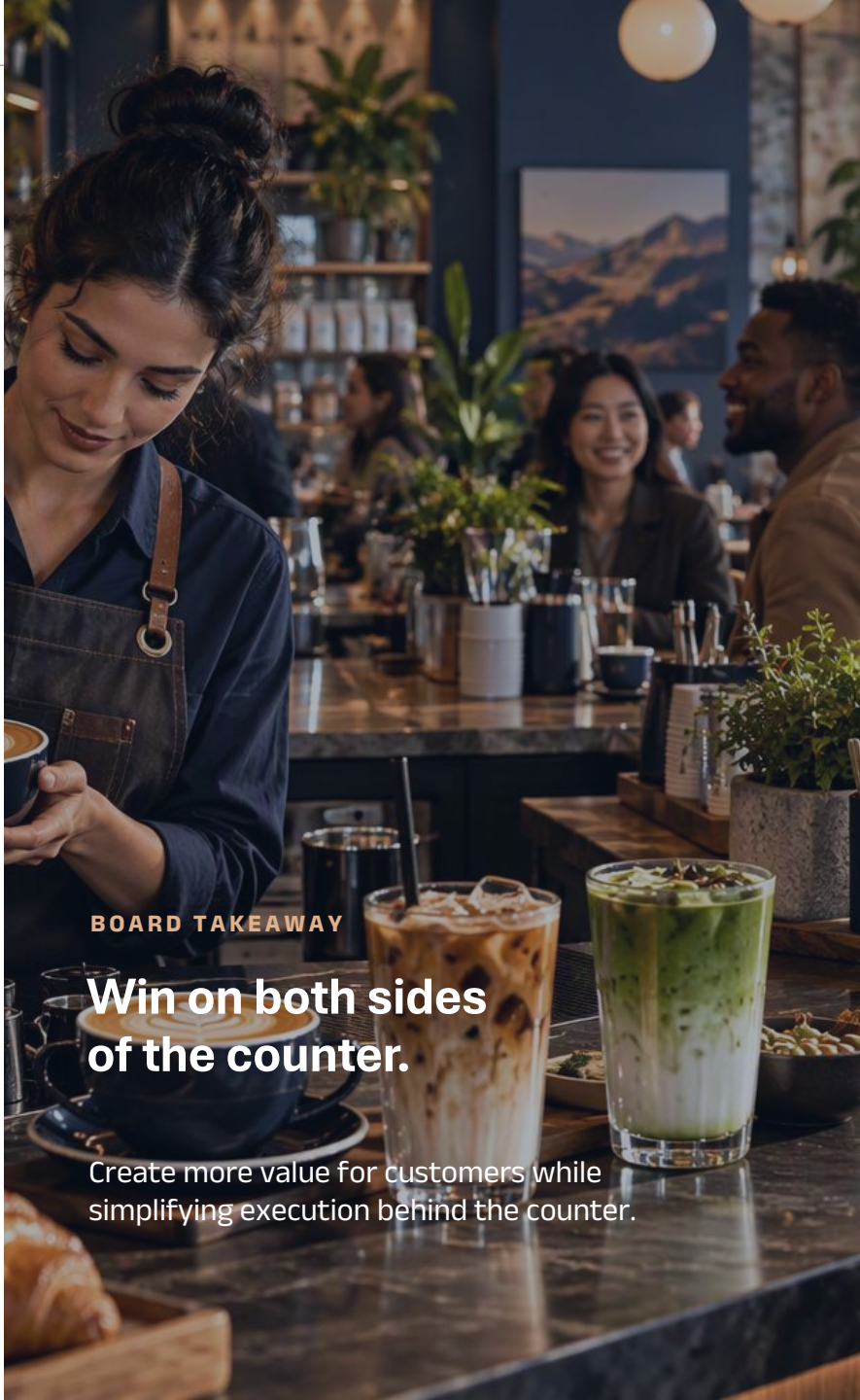
FIVE GLOBAL TRENDS

Shaping the future of cafés

The growth agenda is shifting from coffee alone to a broader mix of premium experience, beverage innovation and operational execution.

01	PREMIUMISE	Specialty quality, provenance and barista craft support differentiation and credible trade-up.
02	INNOVATE	Cold drinks, matcha, functional beverages and customisation are widening the café occasion.
03	DIGITISE	Mobile ordering, loyalty and technology reduce friction while enabling frequency and productivity.
04	EXPERIENCE	Stores increasingly serve distinct missions: commuter convenience, social connection, work and treat.
05	SECURE SUPPLY	Traceability, sustainability and climate resilience are becoming commercial imperatives.

STRATEGIC PRIORITY **Balance premiumisation and innovation with operational simplicity, labour productivity and disciplined menu economics.**



BOARD TAKEAWAY

Win on both sides of the counter.

Create more value for customers while simplifying execution behind the counter.



Q&A

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RESOLUTIONS

RE-ELECTION OF ELENA GARSIDE –

Re-election Of Elena Garside

Remuneration Of Auditors Set By
The Board

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Elena Garside



Elena who is UK-based, has significant experience in financial and ESG communications with a focus on advising on current and emerging trends within these fields, including responsible investing, and sustainable finance.

Her clients have included FTSE 100 and FTSE 250 companies, as well as privately owned businesses and global corporations. Elena started her career in journalism before becoming a PR consultant with Bankside Consultants, Hudson Sandler, and New Century Media.

Elena is the founder and CEO of Garside & Garside Limited which consults on ESG, media relations and reputational matters. She holds a degree in journalism from St Petersburg State University and the London College of Communication. Elena has been a Director since 2022.