26 November 2026

Cooks Coffee Company Limited

("Cooks Coffee", or the "Company" or the "Group")

"Continued growth and move into Group profit for the period"

Cooks Coffee Company (NZX:CCC; AQUIS:COOK), the international coffee-focused café chain, announces its results for the six months ended 30 September 2026.

Period Highlights

- Group total income increased by 23% to NZ$7.07m (£3.04m) (2025: NZ$5.77m (£2.48m)). This includes NZ$3.06m (£1.30m) of direct sales through the Managed Café stores v NZ$2.50m (£1.07m) in the last period. Franchise Revenue (excluding Managed Café sales) was $4.01m (£1.72m), an increase of 22.7%.

- Group trading EBITDA after impairment losses on receivables was NZ$0.546m (£0.235m), up 60% compared with NZ$0.341m (£0.147m) for the corresponding period last year.

- Net profit before tax from continuing operations was NZ$0.055m (£0.024m), compared with a net loss of NZ$0.151m (£0.065m) last year.

- Overall store sales for the UK and Ireland increased by 14.3% to NZ$55.4m (£23.8m).

- Total store sales in the UK increased by 15.5% to NZ$38.7m (£16.6m) as the development in suburban areas and smaller market towns gained further momentum.

- Total sales in Ireland increased by 11.6% to NZ$16.7m (£7.2m).

- Operating stores at the end of September were 118 in the UK and Ireland, up from 106 at the end of March 2026.

Post Period Events

Group store sales have maintained their positive momentum following the half-year end. For the seven weeks ended 15 November 2026, total store sales increased by 16.5% in the UK and 15% in Ireland compared with the corresponding period last year, representing overall growth of 16% across the Group's core UK and Ireland markets.

Chairperson's Statement

The strong trading performance in the first half of the financial year built on last year's momentum and has continued into the second half. Given this continued momentum, the Directors expect second-half results to exceed first-half performance, as certain one-off costs that affected the first half are not expected to recur.

The Company's revenues are primarily derived from royalties tied to individual site sales along with the direct sales from the corporate-managed stores in Ireland. The Directors' priority is to support store growth and profitability and to maintain a robust pipeline of new stores in the UK and Ireland to sustain ongoing expansion.

During the six-month period to the end of September 2026, the Company added a net 11 franchised stores and one managed café in the UK and Ireland (14 openings and 2 closures). Further growth is expected in the second half, with eight additional UK openings and two in Ireland planned, bringing the Group total to an anticipated 128 stores by the end of March 2027.

Esquires UK and Ireland together recorded a systemwide weekly sales high of NZ$2.5m (£1.1m) in the week ended 1 November 2026. After a strong first half, the Directors are confident the business models remain well suited to current consumer conditions, despite wider economic concerns.

The Board is committed to translating the top-line strength into bottom-line profitability and is reviewing all costs and activities with the objective of removing costs that are not delivering the expected value to the organisation.

Business Performance

Esquires Coffee United Kingdom

UK store numbers grew by 9% during the six months to 30 September 2026, increasing from 82 to 89 stores following nine openings and two closures. Sales from Esquires outlets rose 16% compared with the same period in FY25.

The Regional Developer model in the UK has proved to be a significant driver of store growth, especially in the South & East of England. With a new Regional Developer engaged for South West England and South Wales in October, this area is expected to build the brand presence.

The Board notes that a recent independent research report from the 2026 World Coffee Portal shows that the UK branded café industry grew at 3.5% in store numbers and 5.5% in sales value for the 12 months to January 2026 whilst Esquires Coffee UK grew at more than three times the industry growth rate in both measures. The UK branded café market is expected to grow at a CAGR of 3.2% for the period to 2030.

Esquires Ireland

Outlet numbers at the end of the period were 29, representing growth of 21% with the addition of one managed café and four new franchised stores. Ireland store sales increased by 12% in the six-month period to the end of September 2026.

In Ireland, the reported increase in the café industry was 3.0% by store numbers, with the Esquires brand growing at more than three times the industry growth rate. Allegra projects that the Irish branded café market will grow at a CAGR of 2.5% for the period to 2030.

International

A master franchise agreement was signed with Sterling Coffee Houses to develop the Esquires brand for India in May 2025, and we expect the first stores to be open before the end of the financial year.

An agreement was reached to develop the fast-growing UAE market with parties who are already successful franchisees in the UK. Whilst there are geopolitical tensions in the Middle East at present, the longer-term outlook is positive. The first store is planned to open in Dubai before Christmas 2026.

Store sales in Portugal, where Esquires has two stores in Porto, are slightly down on last year whilst in Pakistan, the eighth outlet, located in the Habbit Mall in Karachi, is performing very well.

Saudi Arabia currently operates two stores, with activity primarily concentrated at the Airport store, which remains the busiest in the Esquires global network in terms of transaction numbers.

Overall international store numbers were 12 at the report date.

ESG

The Board's ESG Committee, chaired by Elena Garside and comprising Directors and Senior Management, continues to oversee the Group's ESG strategy, strengthening governance, accountability and sustainability reporting.

During the period, the Group continued to advance its ESG priorities, with key highlights including:

- Responsible sourcing: Continued commitment to Fairtrade and organic coffee, supported by a partnership with a roastery certified to the Carbon Neutral Gold Standard.

- Environmental sustainability: Ongoing initiatives to reduce waste and environmental impact through sustainable packaging, reusable cup incentives, plant-based cleaning products and digitalisation.

- Community engagement: Continued support for local charities, wellbeing initiatives and community programmes, reinforcing the role of Esquires cafés as local community hubs.

- ESG recognition and franchise excellence: Esquires received two prestigious awards at the Irish Franchise Association Awards 2026, including Franchisee of the Year - Food & Beverage and Franchisor of the Year - Expanding (Food & Non-Food). Esquires Caerphilly also received the Best Ethical Café Award at the Welsh Enterprise Awards for the third consecutive year, while Esquires Ireland was recognised as Organic Coffee Shop Enterprise of the Year for the third consecutive year.

- Transparency and reporting: Publication of the Group's ESG Newsletter in July 2026, highlighting progress in responsible sourcing, environmental initiatives and community engagement.

The ESG Committee remains focused on strengthening measurable KPIs, enhancing ESG reporting and embedding responsible business practices across the Group to support sustainable growth and long-term shareholder value.

Summary and Outlook

The prospects for the Company for the remainder of the financial year and beyond are encouraging as the trading momentum has continued and store sales trends have been very positive. There is a solid pipeline of new stores in both core markets of the UK and Ireland.

The Esquires business model is based on a locally owned and focused franchised network and is highly scalable and capital-light. With the focus on core markets, we believe that we have critical mass with an ability to grow rapidly in exciting growth markets.

The target of having 300 stores in the UK and Ireland by 2034 remains, and the solid base being established in these core markets will enable expansion in other attractive markets and provide the base for potential value-enhancing opportunities that will add to shareholder value.

The developments in India and the UAE are exciting opportunities for the Company, and we are working actively to build on our existing presence in the Middle East, but the focus remains on the UK and Ireland.

Whilst the Group has delivered strong revenue growth during the year, this has not yet translated into the level of profitability expected by the Board. As a result, the Board is undertaking a comprehensive review of the cost base to ensure that expenditure is appropriately aligned with the scale and growth of the business. The objective is to optimise efficiency, enhance operating leverage and improve margins, while maintaining our capacity to support sustainable growth. The Board remains focused on disciplined execution and driving profitability towards industry-leading benchmarks to maximise long-term shareholder value.



Keith Jackson

Executive Chairperson

Note: The Company’s reporting currency is New Zealand dollars (“$”). £ equivalents are shown for convenience at an average rate of NZ$1 = £0.43.

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Unaudited Consolidated Statement of Profit or Loss and Other Comprehensive Income
For the six months ended 30 September 2026

	Notes	30 September 2026 $'000	30 September 2025 $'000
Continuing operations			
Revenue		**6,841**	**5,596**
Grant and other income		**225**	**170**
Raw Materials and Consumables Used		**(989)**	**(831)**
Impairment loss on receivables		**(57)**	**(211)**
Net foreign exchange (losses)/gains		**(5)**	**3**
Employee costs		**(2,613)**	**(2,228)**
Other expenses		**(2,856)**	**(2,158)**
Earnings before interest, tax, depreciation and amortisation		**546**	**341**
Depreciation and amortisation		**(236)**	**(228)**
Interest Income on leases		**793**	**795**
Finance Costs on leases		**(921)**	**(921)**
Finance costs on loans		**(127)**	**(138)**
Profit before income tax		**55**	**(151)**
Income tax (expense)/credit		**-**	**-**
Profit for the period from continuing operations		**55**	**(151)**
Net profit/loss for the period attributable to shareholders		**55**	**(151)**
Other comprehensive income			
Items that may be subsequently reclassified to profit or loss			
Change in foreign currency translation reserve		**(132)**	**104**
Total comprehensive profit/(loss) for the period attributable to shareholders		**(77)**	**(47)**
Total comprehensive income/(loss) for the period attributable to Shareholders of the parent arises from:			
- Continuing operations		**(77)**	**(47)**
		(77)	**(47)**
Profit/(loss) per share:			
Basic and diluted profit/(loss) per share (New Zealand Cents) from continuing operations:	3	**0.08**	**(0.24)**

The attached notes form part of and are to be read in conjunction with these financial statements. September 2025 comparative figures have been re-presented to reflect the reclassification of discontinued operations to continuing operations (refer to Note 1).

	Notes	Attributable to Equity holders of the Company Share Capital $'000	Foreign Currency Translation Reserve $'000	Accumulated Profit/(Loss) $'000	Shares held by employee share trust $'000	Total Equity $'000
Balance at 1 April 2025		59,374	1,836	(64,101)	-	(2,891)
Comprehensive income/(loss) for the year						
Gain/(Loss) for the year		-	-	407	-	407
Other comprehensive income						
Items that may be subsequently reclassified to profit or loss:						
Change in foreign currency translation reserve		-	122	-	-	122
Total comprehensive income/(loss) for the year		**-**	**122**	**407**	**-**	**529**
Transactions with owners of the Company						
Issue of ordinary shares		465	-	-	-	465
Total contributions by owners of the Company		465	-	-	-	465
Balance at 31 March 2026 / 1 April 2026		**59,839**	**1,958**	**(63,694)**	**-**	**(1,897)**
Comprehensive income/(loss) for the period						
Gain/(Loss) for the period		**-**	**-**	55	-	55
Other comprehensive income						
Items that may be subsequently reclassified to profit or loss:						
Change in foreign currency translation reserve			(132)	-	-	(132)
Total comprehensive income/(loss) for the period		**-**	**(132)**	**55**	**-**	**(77)**
Transactions with owners of the Company						
Purchase of shares held by employee share trust		-	-	-	(297)	(297)
Total transactions with owners of the Company		**-**	**-**	**-**	**(297)**	**(297)**
Balance at 30 September 2026		**59,839**	**1,826**	**(63,639)**	**(297)**	**(2,271)**

The attached notes form part of and are to be read in conjunction with these financial statements.

Unaudited Condensed Interim Statement of Financial Position
As at 30 September 2026

	Notes	30 September 2026 $'000	31 March 2026 $'000
Assets			
Current Assets			
Cash and cash equivalents		**1,307**	1,123
Trade and other receivables		**1,721**	2,051
Lease receivables		**4,257**	4,514
Other current assets		**509**	413
Current Assets		**7,794**	8,101
Non-Current Assets			
Property, plant and equipment		**1,083**	967
Right-of-use assets		**2,668**	2,369
Lease receivables		**19,120**	20,634
Intangible assets		**2,838**	2,838
Other non-current financial assets		**15**	15
JV Investments		**-**	16
Non-Current Assets		**25,724**	26,839
Total Assets		**33,518**	34,940
Liabilities			
Current Liabilities			
Trade and other payables		**4,195**	3,874
Deferred Revenue		**448**	483
Lease liabilities		**4,507**	4,954
Borrowings		**247**	-
Bank Loans		**-**	470
Current Liabilities		**9,397**	9,781
Non-Current Liabilities			
Deferred Revenue		**1,584**	1,685
Lease liabilities		**21,842**	22,732
Borrowings		**-**	-
Bank Loans		**2,750**	2,389
Other Liabilities		**216**	250
Non-Current Liabilities		**26,392**	27,056
Total Liabilities		**35,789**	36,837
Net Assets/(Liabilities)		**(2,271)**	(1,897)

Equity			
Share capital	4	**59,839**	59,839
Shares held by employee share trust		**(297)**	-
Accumulated losses		**(63,639)**	(63,694)
Foreign currency translation reserve		**1,826**	1,958
Total Equity		**(2,271)**	(1,897)
Net tangible assets per share (New Zealand Cents)		**(8.15)**	(7.14)

The attached notes form part of and are to be read in conjunction with these financial statements.

Unaudited Condensed Interim Statement of Cash Flows
For the six months ended 30 September 2026

	Notes	30-Sept 2026 $'000	30-Sept 2025 $'000
Operating activities			
Cash was provided from:			
Receipts from customers		**7,717**	**4,800**
Dividends received		**-**	**-**
Principal elements of lease receipts		**2,078**	**2,029**
Cash was applied to:			
Interest cost		**(127)**	**(138)**
Payments to suppliers		**(3,630)**	**(2,392)**
Payments to employees		**(3,149)**	**(2,135)**
Net cash generated from operating activities		**2,889**	**2,164**
Investing activities			
Cash was provided from:			
Disposal of property, plant and equipment		**-**	**-**
Cash was applied to:			
Purchase of property, plant and equipment		**(290)**	**(512)**
Acquisition of intangible assets		**-**	
Net cash provided from/(applied to) investing activities		**(290)**	**(512)**
Financing activities			
Cash was provided from:			
Proceeds from borrowings		**255**	**325**
Proceeds from share issue		**-**	**220**
Cash was applied to:			
Principal elements of lease payments		**(2,180)**	**(2,121)**
Repayment of borrowings		**(182)**	**(1,871)**
Payments for purchase of shares by employee share trust		**(297)**	
Net cash provided from/(applied to) financing activities		**(2,404)**	**(3,447)**
Net increase/(decrease) in cash and cash equivalents held		**195**	**(1,795)**
Cash & cash equivalents at beginning of the year		**1,123**	**2,686**
Effect of exchange rate changes on foreign currency balances		**(11)**	**(58)**
Cash & cash equivalents at end of the period		**1,307**	**833**
Composition of cash and cash equivalents:			
Bank balances		**1,307**	**833**

The attached notes form part of and are to be read in conjunction with these financial statements.

Reconciliation of profit after tax to net cash generated from operating activities
For the six months ended 30 September 2026

The following is a reconciliation between profit after taxation for the period shown in the statement of comprehensive income and net cash flows generated from operating activities from continuing operations.

	30-Sept 2026 $'000	30-Sept 2025 $'000
Profit/(Loss) after tax	**55**	**(151)**
Add non-cash items:		
Depreciation and amortisation	**236**	228
Impairment loss on receivables	**57**	211
Net foreign exchange gains/(losses)	**5**	(3)
Lease interest on right of use asset	**130**	126
JV share of profits excluding actual dividends received	**-**	1
Add/(Less) movements in assets/liabilities:	**2,406**	1,752
Net cash flow generated from operating activities	**2,889**	**2,164**

The attached notes form part of and are to be read in conjunction with these financial statements.

Notes to and forming part of the Unaudited Interim Financial Statements
For the six months ended 30 September 2026

The Group's reportable segments are business units deriving Royalties, Product Sales, Franchise Fees and managed café sales in geographical locations.

Segment information for the reporting period is as follows:

30 September 2026	Global franchising	UK franchising	International & Corporate	IRE franchising	Ireland Managed Cafes	Total
	$'000	$'000	$'000	$'000	$'000	$'000
Global operational splits						
Revenue	51	2,291	105	1,334	3,060	**6,841**
Grant and other income	0	144	2	79	0	**225**
Raw materials and consumables used	0	(14)	0	(64)	(911)	**(989)**
Impairment loss on receivables	0	(57)	0	0	0	**(57)**
Net foreign exchange (losses)/gains	(2)	(1)	(2)	0	0	**(5)**
Employee costs	0	(608)	(38)	(615)	(1,352)	**(2,613)**
Other Expenses	(163)	(727)	(913)	(454)	(599)	**(2,856)**
Earnings before interest, tax, depreciation and amortisation	**(114)**	**1,028**	**(846)**	**280**	**198**	**546**
Depreciation and amortisation	0	16	(6)	(11)	(235)	**(236)**
Finance costs, net	0	(4)	(93)	(8)	(150)	**(255)**
Profit/(Loss) before income tax	**(114)**	**1,040**	**(945)**	**261**	**(187)**	**55**
Income tax (expense)/credit	-	-	-	-	-	**-**
Profit/(Loss) for the period from continuing operations	**(114)**	**1,040**	**(945)**	**261**	**(187)**	**55**
Non-current assets						
Intangible assets	-	1,315	1,523	-	-	**2,838**
Property, plant and equipment	-	73	4	98	908	**1,083**
Right of Use Assets					2,668	**2,668**

30 September 2025	Global Franchising $'000	UK Franchising $'000	International & Corporate $'000	IRE Franchising $'000	Ireland Managed Cafes $'000	Total $'000
Global operational splits						
Revenue	41	1,865	0	1,191	2,499	**5,596**
Grant and other income	0	66	0	104	0	**170**
Raw materials and consumables used	0	(30)	0	(5)	(796)	**(831)**
Impairment loss on receivables	0	(185)	(25)	0	(1)	**(211)**
Net foreign exchange (losses)/gains	(1)	0	1	3	0	**3**
Employee costs	0	(608)	(44)	(458)	(1,118)	**(2,228)**
Other expenses	(15)	(618)	(786)	(341)	(398)	**(2,158)**
Earnings before interest, tax, depreciation and amortisation	**25**	**490**	**(854)**	**494**	**186**	**341**
Depreciation and amortisation	0	(39)	0	(21)	(168)	**(228)**
Finance costs, net	0	(8)	(110)	(11)	(135)	**(264)**
Profit/(loss) before income tax	25	443	(964)	462	(117)	**(151)**
Income tax (expense)/credit	0	0	0	0	0	**0**
Profit/(loss) for the period from continuing operations	25	443	(964)	462	(117)	**(151)**
Non-current assets						
Intangible assets	-	1,308	1,523	-	-	**2,831**
Property, plant and equipment	-	188	-	278	377	**843**

1. General information

Cooks Coffee Company Limited ("Company" or "Parent"), together with its subsidiaries (the "Group"), operates franchised cafés in the food and beverage industry.

The Company is a limited liability company incorporated and domiciled in New Zealand and is listed on the NZX Main Market board of the New Zealand stock exchange.

Statutory base
The Company is registered under the Companies Act 1993 and is an FMC reporting entity under part 7 of the Financial Markets Conduct Act 2013.

Reporting framework
The unaudited interim financial statements have been prepared in accordance with New Zealand Generally Accepted Accounting Practice (NZ GAAP). They comply with New Zealand equivalents to International Financial Reporting Standards ("IFRS") and other applicable New Zealand Reporting Standards as appropriate for profit-oriented entities. The financial statements comply with IFRS. These policies have been consistently applied to all periods presented, unless otherwise noted.

These financial statements for the six months ended 30 September 2026 have been prepared in accordance with NZ IAS 34, Interim Financial Reporting and should be read in conjunction with the financial statements published in the Annual Report for the year ended 31 March 2026. They also comply with the International Accounting Standard 34, Interim Financial Reporting (IAS 34).

Certain operations previously presented as discontinued operations in the unaudited interim financial statements for the six months ended 30 September 2025 have been reclassified as continuing operations, consistent with the presentation adopted in the audited financial statements for the year ended 31 March 2026.

The comparative statements of profit or loss and cash flows have been re-presented accordingly. These changes relate solely to the presentation of comparative information and have no impact on

the Group's previously reported total profit or loss, net cash flows or closing cash balances for the period.

2. Changes in significant accounting policies

Except as described below, the accounting policies applied by the Group in these consolidated interim financial statements are the same as those applied by the Group in its consolidated financial statements for the year ended 31 March 2026. The Group has not applied any standards, amendments and interpretations that are not yet effective.

3. Profit/(loss) per share

Basic profit/(loss) per share is calculated by dividing the profit/(loss) attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding for the period.

Diluted profit/(loss) per share is determined by dividing the profit/(loss) attributable to ordinary shareholders by the weighted average number of ordinary shares outstanding, adjusted for the effects of any dilutive potential ordinary shares.

Net tangible assets per share is determined by dividing the net asset value of the Group, adjusted to exclude the intangible assets, by the number of shares issued, excluding shares held by the CCC Employee Share Trust Limited at the end of the period.

The weighted average numbers of shares are calculated below:

	30 September 2026	**31 March 2026**
Weighted average ordinary shares issued	65,404,831	65,621,005
Basic and diluted profit/(loss) per share (New Zealand Cents) from continuing operations:	0.08	0.62
Net tangible assets per share (New Zealand Cents)	(8.15)	(7.14)

4. Share Capital

The share capital of Cooks Coffee Company Limited consists of issued ordinary shares. All shares are equally eligible to receive dividends and the repayment of capital. The shares have no par value.

Movement of share capital	**30 September 2026**	**31 March 2026**
Number of Shares issued:	**No. of Shares**	**No. of Shares**
Ordinary shares opening balance	66,419,342	64,738,670
Ordinary shares issued	-	1,680,672
Total ordinary shares authorised at period end	66,419,342	66,419,342

Movements of share capital	**30 September 2026**	**31 March 2026**
Value of Shares issued:	**$'000**	**$'000**
Ordinary shares opening balance	59,839	59,374
Ordinary shares buyback	-	-
Ordinary shares issued less share issue expenses	-	465
Total ordinary shares authorised at period end	59,839	59,839

As at 30 September 2026, the Company had 66,377,342 quoted shares and 42,000 non-voting shares on issue. During the period, CCC Employee Share Trust Limited, as trustee of the CCC Employee Share Trust, acquired 3,670,000 ordinary shares in the Company from a shareholder for £128,450 (NZ$297k). The purchase was funded by an advance from the Company. The shares remain in issue and are held by the Trust for the benefit of employees, key business partners and directors. They are presented as a deduction from equity and are excluded from the weighted average number of shares.

5. Related party transactions

The Group's related parties include the directors and senior management personnel of the Group, and any associated parties as described below. Unless otherwise stated, none of the transactions incorporate special terms and conditions and no guarantees were given or received.

- **Keith Jackson** is a director of Cooks Investment Holdings Limited, Jackson & Associates Limited and Weihai Holding Limited, Halberg Endowment Fund and a trustee of Nikau Trust.
- **Michael Ambrose** is a director of Ashville Consultancy Limited, New Zealand Dairy Goats Limited, High Rise NZ 2021 Limited, Fab NZ Limited & Mion Investments Limited.
- **Peihuan Wang** is a director of Jiajiayue Holding Group Limited and Weihai Holding Limited, SPAR China Group Ltd & Jiajiayue Group Limited.
- **Elena Garside** is a director of Garside & Garside Ltd.
- **Gareth Lloyd-Jones** is a director of Argentine Steak House (BIDCO) Limited, Buenasado (Reading) Limited, High Road Restaurants Group BIDCO Limited, High Road Restaurants Group HOLDCO Limited & The Small, Buenos Aires Restaurant Limited, North Star (Cambridge) Limited & The Small Friendly Pub Co Ltd.
- **Gordon Robinson** is a director of Sterling BAPC Ltd, KCR Residential REIT PLC and Falconedge PLC.

Transactions with related parties

	30 September 2026 $'000	30 September 2025 $'000
Purchases of goods and services		
Purchase of management services	120	120
Interest paid to related parties	-	63

Balances outstanding with related parties

	30 September 2026 $'000	31 March 2026 $'000
Outstanding balances arising from purchases of goods and services		
Entities controlled by key management personnel	-	950
Loans to related parties		
Beginning of the year	-	1,779
Loans advanced	-	-
Loans repaid	-	(1,762)
Net foreign exchange effects	-	(8)
Loan converted to shares	-	-
Interest charged	-	4
Interest paid	-	(13)
Balance end of period	-	-

Director transactions

	30 September 2026 $'000	30 September 2025 $'000
Directors' fees	180	138
Salaries, wages and contractor payments	501	576
Share based payments	-	24
	681	738

6. Capital Commitments, Contingent Liabilities

There were no capital commitments as at 30 September 2026 (31 March 2026: $nil).

There were no changes in capital commitments, contingent liabilities and contingent assets that would require disclosure for the six months ended 30 September 2026 (31 March 2026: $nil).

7. Going Concern

The Group reported a comprehensive loss of $77,000 (£33k), (2025: loss of $47,000 (£20k)) for the six-month period to 30 September 2026.

Net cash generated from operating activities for the six months ended 30 September 2026 was $2,889,000 (£1.24m), compared with $2,164,000 (£0.93m) for the corresponding six-month period ended 30 September 2025.

As at 30 September 2026, the Group reported net liabilities of $2,271,000 (£0.97m) (31 March 2026: $1,897,000 (£0.82m)) and current liabilities exceeded current assets by an amount of $1,603,000 (£0.69m) (31 March 2026: $1,680,000 (£0.72m)).

The ability of the Group to pay its debts as they fall due and to realise their assets and extinguish their liabilities in the normal course of business at the amounts stated in the consolidated financial statements and to continue trading has been considered by the Directors in the adoption of the going concern assumption during the preparation of these financial statements.

The Directors forecast that the Group can manage its cash flow requirements and meet its commitments for the foreseeable future, being a period of at least 12 months from the date of authorisation of these consolidated financial statements. In reaching this conclusion, the Directors have considered the achievability of the plans and assumptions underlying those forecasts. The key assumptions include:

- Opening multiple new stores in the United Kingdom in FY27, with nine new sites opened in the first half of the year, and a further eight sites confirmed for the second half of the year.
- Based on the Company's current performance, the average store sales in the UK are £400,000 and the income that the Group derives per store in the first full year of trading is £20,000.
- The Group is currently marketing the Regional Development rights for the West Midlands, Scotland and Northern Ireland and expects to sell all regions in FY27.
- The Board notes that a recent independent research report from the 2026 World Coffee Portal shows that the UK branded café industry grew at 3.5% in store numbers and 5.5% in sales value for the 12 months to January 2026 whilst Esquires Coffee UK grew at more than three times the industry growth rate in both measures. In Ireland, the reported increase in the café industry was 3.0% by store numbers. The UK branded café market is expected to grow at a

CAGR of 3.2% to 2030 whilst the Irish branded café market is expected to grow at a CAGR of 2.5%.

The Directors have a reasonable expectation that the Group has sufficient headroom in its cash resources to allow the Group to continue to operate for the near future or, alternatively, it can manage its working capital requirements to create additional required headroom.

Whilst the Directors acknowledge that there are capital raising, credit, exchange and liquidity risks in the global economic market in which the Group operates, they note the Group has a track record of obtaining financial support from cornerstone investors and related parties and, where necessary, negotiating the deferment of debt repayments.

After considering all available information, the Directors have concluded that there are reasonable grounds to believe that the forecasts and plans are achievable, the Group will be able to pay its debts as and when they become due and payable, there is sufficient headroom in available cash resources, and the basis of preparation of the financial report on a going concern basis is appropriate.