

Cooks Coffee Company

Annual General Meeting
30th September 2025



Esquires Pinner



Agenda

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Chairman's Address

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Company Overview

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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: Bahrain, India, Indonesia, Jordan, Kuwait, Pakistan, Portugal, Saudi Arabia

Sustainability Commitment

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

Growth and Reach

- **International Markets: 10**
- **Total Outlets: 108**
(as of Sep 2025)



Esquires Porto, Portugal

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UK Business Model

Regional Developer System

ESQUIRES BRAND IN UK

Store sales grew

+26.7%

26 weeks to 28th September

Store numbers

+13% to 77

Esquires Clifton



Royalty income from franchised stores is shared between the company and regional developers. Regional developers have their own staff managing the stores in their region with oversight and support from Esquires Coffee UK.

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IRISH Business Model

5

ESQUIRES IRELAND

Store sales grew

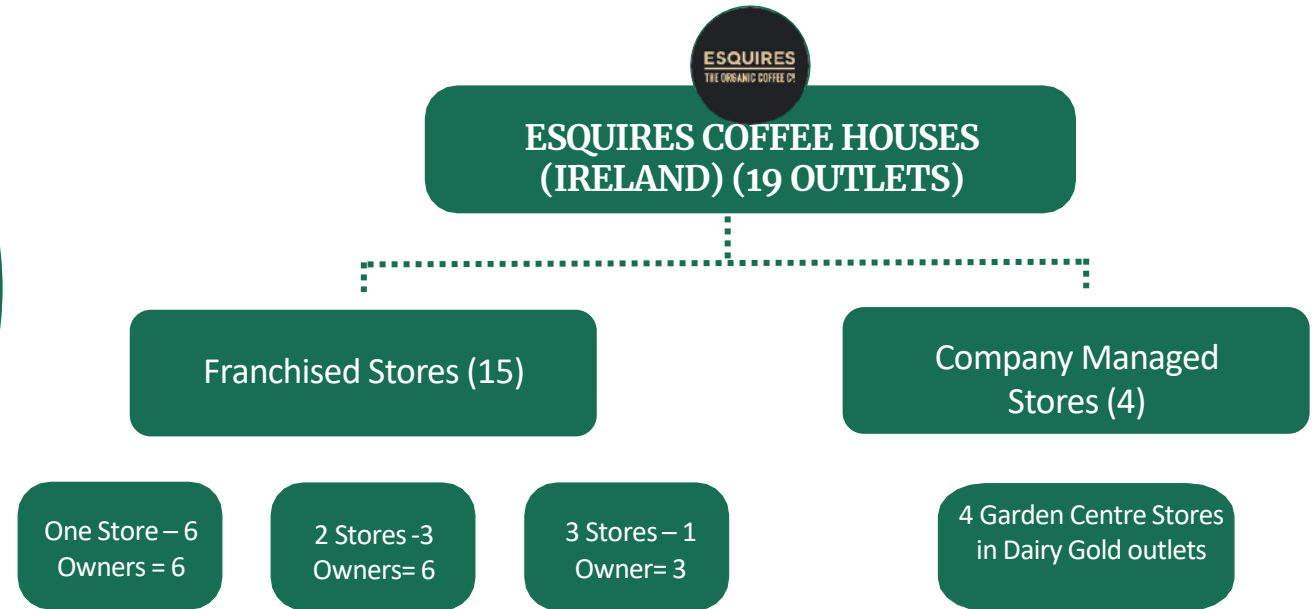
27.4%

26 weeks to 28th September
vs. last year

Like for Like Sales

+6.4%

Esquires Mallow



- Royalty income from franchised stores is based on store sales.
- Company managed stores provide royalties and store contribution

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Objectives & Brand Positioning

FY26 NEW STORES

- **UK:**

Hertford, Clifton, Maidenhead, Shirley,
Leighton Buzzard, Crowthorne,
Camberley, Eastcote, Westerham,
Buxton & Saffron Walden

- **Ireland:**

Mallow & Sligo



Esquires Hertford



Esquires Leighton Buzzard

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 >300 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 robust support to franchisees to ensure 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
- Appeal to “premium mainstream” consumers

Target Audience

- Urban professionals, environmentally conscious consumers, local communities

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Company Positioning

7



Esquires Westerham

Unique Selling Points of Cooks Coffee Esquires brand

- Ethical café group with a strong local ownership model Commitment to sustainability with certified coffee sources
- Focus on community engagement and supporting local entrepreneurs
- Empower entrepreneurs with a proven franchise system and comprehensive support
- Differentiate by fostering local entrepreneurship, uniqueness and community ties
- Higher food content than most coffee focused chains (+40% in UK & +56% in Ireland)
- Outperforming overall market growth and industry leaders in 2025

Investment Appeal

- **Market Opportunity:** Positioned in a growing industry with increasing consumer demand for specialty coffee and sustainable practices
- **International opportunity:** Demonstrate ability to expand rapidly with a strategic focus on developing key international markets based on strength in UK & Ireland
- **Proven Track Record:** Successful expansion into new markets with a clear strategy for continued growth
- **Revenue Diversification:** Multiple revenue streams from franchise fees and store sales
- **Management Expertise:** Experienced leadership team with a strong understanding of the coffee retail sector

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Board of Directors and Management

8



Keith Jackson

Executive Chairman



Elena Garside

Independent Director (ESG)



Michael Ambrose

Independent Director (M&A, Audit)



Gareth Lloyd-Jones

Independent Director (M&A)



Peihuan Wang

Director



Gordon Robinson

Independent Director (Audit & ESG)



Aiden Keegan

Group CEO, Managing Director (UK)



Katie Scott

Chief Financial Officer

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Summary



Esquires Buxton

Listing

Listed on the New Zealand Stock Exchange (NZX: CCC) and Aquis Exchange in London (AQSE: COOK).

Market Presence

108 outlets across 9 international markets, with a strategic focus on the UK and Ireland. First Indian store planned for H2 FY26.

Value Proposition

- 🌱 **Ethical and Sustainable:** Committed to ethical sourcing and sustainability practices
- 🌱 **Strong Community Focus:** Supports local entrepreneurship and community initiatives
- 🌱 **Experienced Management:** Led by seasoned industry professionals with a proven track record
- 🌱 **Strong New Store Pipeline:** 36% of sales in first 26 weeks of FY26 are from stores opened since 1st April 2025
- 🌱 **Market Opportunity:** Positioned in a growing industry with strong consumer demand for premium coffee and sustainability



Store Locations

UK and Ireland

Ireland

Carrick-on-Shannon
Carrigaline
Clonmel
Dublin – The Custom House
Dublin – Ilac Shopping Centre
Dublin – O'Connell Street
Dublin – Tallaght Shopping Centre
Galway – Eyre Square
Galway - Wellpark
Limerick
Longford
Mallow
Midleton
Mullingar
Navan
Raheen
Roscommon
Sligo
Swords



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UK - North East

Darlington
Middlesbrough
Sunderland

UK - North West

Ambleside
Stockton Heath

UK - Yorkshire & The Humber

Doncaster
Wakefield

UK - East Midlands

Brackley
Buxton
Clifton
Corby
Leicester
Leicester Wulcomb
Market Harborough
Northampton
Uppingham

UK - West Midlands

Hanley
Shirley

UK - East of England

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

UK - London

Balham
Colliers Wood
Eastcote
Greenford Quays
Pinner
Ruislip
Twickenham

UK - South East

Alton
Aylesbury
Aylesbury Central
Aylesbury Kingsbrook
Aylesbury Lucas
Bicester
Buckingham
Camberley
Crawley Mall
Crayford
Crowthorne
Dartford
Dorking
Egham
Esher
Godalming
Guildford
Guildford Boxgrove
Horsham
Leighton Buzzard
Maidenhead
Maidstone
Mursley Farm
Newbury
Saffron Walden
Southsea
Walton-on-Thames
Westerham
Windsor
Worthing

UK – South West

Boscombe
Bournemouth
Cranbrook
Yate

UK - Wales

Caerphilly
Newport

UK – Scotland

UK – Northern Ireland



Cooks Coffee Company

Continuing Business Financials

FY24 – FY25



Esquires Saffron Walden



Esquires Longford

Statement of Consolidated Profit & Loss NZ\$000

	FY25	FY24
Revenue from Operations	6728	4703
Operating Profit	1101	179
Profit / (Loss) before Tax	813	-356
Earnings per Share (cents)	1.3	-0.61

Stores at Year End

	FY25	FY24
UK	71	60
Ireland	18	15
Rest of World	20	27
Total	109	102



Trading Update

26 weeks to 28th September 2025

12

+26.9%



UK & Ireland Store Sales

36%



Sales Contributed by Stores
Opened Since April 2024 in
first 26 weeks FY26 YTD

\$1.9M



Weekly Sales Record



+ 3.5%

Like for Like
Sales Growth
UK

+26.7%

UK Store Sales

+11

New Stores in UK

77

Current Stores in UK



+6.4%

Like for Like
Sales Growth
Ireland

+27.4%

Ireland Store Sales

+2

New Stores in Ireland

20

Current Stores
in Ireland



Awards in FY2025





Q&A

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RESOLUTIONS & PROXIES

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Esquires Camberly



Resolutions

To consider and, if thought fit, to pass the following Ordinary Resolutions:

1. Re-election of Michael Ambrose
2. Confirm election of Aiden Keegan
3. Confirm election of Katherine Scott
4. Re-election of Peihuan Wang
5. Auditors' remuneration