

# COOKS REPORTS YEAR OF CONSOLIDATION 

## HIGHLIGHTS

## ANNUAL GROUP REVENUE FROM CONTINUING OPERATIONS' ${ }^{1}$ FOR THE 12 MONTHS TO 31 MARCH 2018 INCREASED 26\% TO \$6.73 MILLION

## CONTINUED STRONG

 GROWTH ACROSS THE GLOBAL ESQUIRES NETWORK, WITH THE UK DELIVERING THE STANDOUT PERFORMANCENET LOSSES FROM CONTINUING OPERATIONS DOWN 54.4\% TO \$1.6 MILLION, INCLUDING DEPRECIATION AND AMORTISATION OF \$244K; FINANCE COSTS OF \$449K; AND SHARE OF NET LOSS IN CHINA ASSOCIATE OF $\$ 279 \mathrm{~K}$

> ESTABLISHED A BEACHHEAD IN EUROPE WITH THE OPENING OF STORES IN ROMANIA AND PORTUGAL AND NEW OPERATIONS IN PAKISTAN AND JORDAN

SECURED \$10 MILLION IN NEW EQUITY, SUFFICIENT FOR TRANSITION TO CASHFLOW BREAKEVEN WITHIN THE 2019
FINANCIAL YEAR

## COMMENCED THE RESTRUCTURING OF THE CHINESE AND MIDDLE EAST OPERATIONS

Cooks Global Foods (NZAX:CGF) today reports strongly improved financial performance after a year of consolidation that has set up the global Organic and Fairtrade coffee operator for its next phase of growth.

Group revenue from continuing operations for the 12 months to 31 March 2018 increased $26 \%$ to $\$ 6.73$ million from $\$ 5.34$ million the same time a year ago. Cooks sales of beverage products and franchise related fees show continuing strong growth in the global Esquires Coffee House network as well as a rising contribution from the branded consumer business especially Grounded responsible coffee.

Annual net losses from continuing operations halved to $\$ 1.6$ million from $\$ 3.5$ million in the same period a year ago, with foreign exchange gains contributing around $\$ 0.6$ million of the turnaround.

Annual net losses, including discontinued operations, narrowed to $\$ 4.1$ million from $\$ 12.2$ million in the prior financial year.

Employee and other costs increased to $\$ 6.5$ million from $\$ 6.0$ million in the prior year, largely due to the additional resource in the Esquires UK business to support the growth in store numbers and revenue in that territory and increased expenditure to support the launch of Scarborough Fair's new carbonneutral Grounded coffee brand.

[^0]

Executive Chairman

Executive Chairman Keith Jackson said: "Cooks Global Foods has made solid operational progress during the year. The core continuing coffee operations are performing well, with more regions making a positive contribution to operating earnings.
"The UK Esquires business continues to lead the global network with group revenue from the region increasing $92 \%$ to $\$ 3.0$ million now representing 44\% of total group revenue for continuing activities. We have established new coffee operations in Portugal, Romania, Jordan and Pakistan with these regions delivering positive results for the company albeit with some coming into play late in the financial year.
"While we have confirmed the appropriate accounting treatment of the restructured China business, the final agreements associated with the new entity are still being completed. We have also moved closer to finalising the terms for our new joint venture in the Middle East. Both arrangements more closely align the interests of our regional partners with Cooks and have the potential to accelerate growth of our coffee operations in these regions.
"Our supply businesses, including the coffee and tea supplier Scarborough Fair and the food exporter and importer Crux Products, continue to make solid progress. We are particularly excited about the potential for the Grounded responsible coffee brand which was launched this year and has been growing strongly in New Zealand.
"We have also held discussions with a number of partners that could propel growth in the coffee store network to above our 100 -store target. While these discussions are ongoing they are so far inconclusive.
"Finally, we completed a $\$ 10$ million capital raising that has given us sufficient momentum to bring our current operations to break even, a goal we expect to achieve some time in the current financial year. Together these achievements have put the company in a strong position and give Cooks Global Foods confidence for the year ahead."

| ESQUIRES OPERATING METRICS² |  |  |  |
| :---: | :---: | :---: | :---: |
| 12 Months To 31 March |  |  |  |
| Total Network | 2018 | 2017* | Variance |
| Esquires Coffee Store sales | NZ\$43,106,131 | NZ\$39,656,630 | 8.7\% |
| Transactions | 4,499,395 | 4,338,821 | 3.7\% |
| Average transaction value | NZ\$9.58 | NZ\$9.14 | 4.8\% |
| Same Store | 2018 | 2017* | Variance |
| Esquires Coffee Store sales | NZ\$33,602,282 | NZ\$33,231,225 | 1.1\% |
| Transactions | 3,444,465 | 3,586,901 | -4.0\% |
| Average transaction value | NZ\$9.76 | NZ\$9.26 | 5.4\% |

[^1]|  | 31 MAR <br> 2017 | OPENED | CLOSED | 31 MAR <br> 2018 |
| :--- | :---: | :---: | :---: | :---: |
| UK | 29 | 8 | 2 | 35 |
| China | 26 | 1 | 12 | 15 |
| Canada | 4 | 0 | 2 | 2 |
| Indonesia | 3 | 0 | 1 | 2 |
| Europe | 11 | 3 | 1 | 13 |
| Middle East | 25 | 6 | 5 | 26 |
| TOTAL | $\mathbf{9 8}$ | $\mathbf{1 8}$ | $\mathbf{2 3}$ | $\mathbf{9 3}$ |

Constant currency network store sales ${ }^{3}$ were up $8.7 \%$ to $\$ 43.1$ million in the 12 months to 31 March 2018. Constant currency store sales are a leading indicator of the revenue Cooks expects to generate for new and refurbished stores and recurring revenues, such as royalties, coffee product and other retail sales. On a same-store basis, the total coffee store network's constant currency store sales rose $1.1 \%$ to $\$ 33.6$ million.

At the end of March 2018, store numbers stood at 93, down 5 from 98 at the same time a year ago. In the 12 months to 31 March 2018, Esquires opened a total of 18 stores, including 8 in the United Kingdom, 6 in the Middle East, 3 in Europe and 1 in China. However, these gains were offset by the closure of 23 stores including 12 stores in China, 5 stores in the Middle East and a total of 6 stores in other territories.

Cooks now treats its former Chinese subsidiary as an investment in an associate (with an effective stake of $21 \%$ ) with effect from 1 October 2017 and equity accounts for movements in this investment from that date onwards. Cooks continues to work through complex regulatory processes with respect to the Middle East joint venture. The completion of which is now expected within the first half of the new financial year.

Growth in store sales and store numbers was slower than the prior year mainly due to the impact of the restructuring of the Esquires' Chinese and Middle East operations.

Group revenue from the UK increased $92 \%$ to $\$ 3.0$ million from $\$ 1.5$ million the same time a year ago, while the region delivered an operating profit of $\$ 0.19$ million, reversing last year's $\$ 0.73$ million operating loss.

The UK Esquires business continues to lead performance across the network, benefitting from a net increase in six stores during the year taking the total to 35. It has also benefited from the ongoing store refurbishment programme. In the final quarter of the year we moved to accelerate the growth in this region with the signing of a regional master franchise for the South East of England, the first of several regional master franchises we envisage for the country.

The Ireland business is now treated as part of a European region which not only includes the Irish business but the new stores in Portugal and Romania. Group revenue from Europe (still predominantly relating to the Irish business) increased 48\% to $\$ 0.9$ million from $\$ 0.67$ million the same period a year ago, while the region posted an operating profit of $\$ 0.19$ million, reversing the prior year's $\$ 0.04$ million loss. The dramatic increase in revenue was in part assisted by franchise fees relating to Romania and Portugal.

[^2]Store numbers in Ireland were static during the year at 11 stores. Network store sales rose $12.5 \%$ from the prior year, with transactions up 10.8\% and average transaction value up 1.6\%.

The rest of the world segment covers the stores in the Middle East, Pakistan, Indonesia, and Canada. Group revenue from this region decreased from $\$ 2.5$ million to $\$ 1.9$ million but operating profits increased to $\$ 0.43$ million from a profit of $\$ 0.23$ million in the same period a year ago. The decrease in revenue predominantly relates to New Zealand sourced coffee sales to the Middle East and China, with reduced demand in China with the reduction in store numbers and timing differences in ordering cycles in the Middle East. Even after stripping out foreign currency gains the region recorded an operating profit. The rest of the world stores reduced to 30 in total from 32 the year before.

## SUPPLY AND CORPORATE

Group revenue from the supply businesses increased $31 \%$ to $\$ 0.84$ million from $\$ 0.64$ million a year ago largely due to a sharp increase in sales of the climate-neutral coffee brand Grounded. The Crux Products supply business is growing but is still yet to make a significant contribution to the group.

Losses in the supply business increased to $\$ 0.30$ million from a loss of $\$ 0.24$ million in the same period a year ago, largely reflecting the increase in marketing and distribution costs associated with the Grounded launch. Corporate costs were contained with operating costs narrowing from $\$ 2.2$ million to $\$ 1.4$ million.

## BALANCE SHEET

During the year the company secured an additional $\$ 10$ million in new equity from its major shareholders, of which $\$ 3.4$ million was used to repay borrowings, while the remaining $\$ 6.6$ million is funding the company's growth.

Around $\$ 4.7$ million of that sum was provided by the underwrite of the group's share purchase plan by entities associated with Cooks Executive Chairman Keith Jackson. As at 31 March 2018 around \$1.3 million of an earlier underwrite of Mr Jackson, provided by Cooks Investment Holding Limited, has been committed with respect to the Middle East joint venture transaction which is in the process of completing.

Cooks believes that its current operations will transition to cashflow breakeven using its existing facilities and the as-yet undrawn capital.

## OUTLOOK

"Cooks is continuing to make progress and we are confident that the steps we have taken this financial year have set up the company to grow and transition to cashflow breakeven in the new financial year," Mr Jackson said. "We will provide an update at the annual meeting later this year."

## ABOUT COOKS GLOBAL FOODS

Cooks Global Foods operates in world markets and is listed on the NZAX market operated by NZX Limited in New Zealand under the code CGF. It owns the intellectual property and master franchising rights to Esquires Coffee Houses worldwide excluding New Zealand and Australia. Cooks currently operates or franchises Esquires Coffee in Canada, the United Kingdom, Ireland, Bahrain, Kuwait, Saudi Arabia, UAE Indonesia, Portugal, Romania, Pakistan, Jordan, and China. It also operates the Scarborough Fair Tea (including Grounded Responsible Coffee) and Crux Products supply businesses.

For more information visit: www.cooksglobalfoods.com

## FOR FURTHER INFORMATION

## NVESTORS

## KEITH JACKSON

Executive Chairman
C. +6493040567 EXT. 714.

## MEDIA

## RICHARD INDER

The Project

## APPENDIX

Network (Store) Sales
Total store sales are the aggregate of sales of all Esquires branded coffee stores, whether franchised or owned, across the company's global brand network. Cooks derives income from its franchised stores from franchise related fees, primarily related to these sales levels as well as store sales for those stores directly owned by the company. Total network store sales, therefore, have a correlation to the portion of revenue earned by Cooks Global Foods relating to recurring franchise fees. However, they are not and should not be confused with the revenue of Cooks Global Foods which is reported in its financial statements as the two do not directly correlate.

Same Store Sales
Same store sales are the aggregate of all Esquires-branded coffee stores, whether franchised or owned across the company's global brand network that have been operational for at least a full two-year period for the purposes of like-for-like comparison between current and prior periods. The metric measures the improvement in existing store sales within the brand network, excluding new stores opened in the previous 24 months. Same store sales are not the same as revenue in the financial statements for Cooks Global Foods group, but can indicate stable revenue growth in the brand network.

Transactions
Transactions relate to the total individual transactions, which occur within Esquires branded coffee stores, whether franchised or owned. A transaction is defined as a single financial transaction for food, beverage or product that is processed through the point-of-sale system within a coffee store

Average Transaction Value
Average transaction values are derived by dividing total Esquires coffee store sales by total transactions recorded over the period
Total (Store) network
All stores whether owned or franchised, which operate under a brand owned by companies within the Cooks Global Foods Group

## APPENDIX 1 RELEASE

14 JUNE 2018

This document covers Cooks Global Food Limited's unaudited financial results for the year ended 31 March 2018

A(CGF) : COOKS GLOBAL FOODS LIMITED

Results for announcement to the market
Reporting Period
Previous Reporting Period

12 months ended 31 March 2018
12 months ended 31 March 2017

Amount (\$NZ'000)
Percentage change
\$6,726
26\%
-\$1,619
54.4\%
-\$2,478
-\$3,966
66.3\%

| Interim Dividend | Amount per <br> security | Imputed amount <br> per security |
| :--- | :---: | :---: |
| No interim dividend has been declared for this reporting <br> period. | $\$ 0.0000$ | $\$ 0.0000$ |

CGF has no dividend reinvestment plan currently in operation.
Record Date ..... N/A
Dividend Payment Date ..... N/A

## Comments

Refer to commentary in attached release. COOKS GLOBAL FOODS LIMITED PRELIMINARY ANNOUNCEMENT FOR THE YEAR ENDED 31 MARCH 2018

Preliminary unaudited full year report on consolidated results (including the results for the previous corresponding year) in accordance with Listing Rule 10.4.2.

This report has been prepared in a manner which complies with generally accepted accounting practice and gives a true and fair view of the matters to which the report relates and is based on unaudited financial statements.

The accounting policies used in the preparation of these financial statements are consistent with those used in the interim financial statements for the six months ended 30 September 2017 and in the audited financial statements for the year ended 31 March 2017.

The Listed Issuer has a formally constituted Audit \& Risk Committee of the Board of Directors.

## CONSOLIDATED STATEMENT OF FINANCIAL PERFORMANCE

Revenue
Cost of sales
Gross profit
Operating expenses and staff costs
Other income

Operating profit before depreciation and amortisation
Depreciation and amortisation

Operating loss
Share of net loss of associates accounted for using the equity method
Finance costs
Loss before income tax
Income tax benefit/(expense)

Net loss for the year from continuing operations
Net loss for the year from discontinued operations

Net loss for the year

| Unaudited <br> March 2018 | Up/ Down | Audited <br> March 2017 |
| :---: | :---: | :---: |
| $\$ N Z^{\prime} 000$ | $\%$ | $\$ Z^{\prime} 000$ |


| 6,726 | 26.0\% | 5,340 |
| :---: | :---: | :---: |
| $(1,069)$ | 14.5\% | $(1,250)$ |
| 5,657 | 38.3\% | 4,090 |
| $(6,343)$ | 9.8\% | (7,034) |
| 39 | -71.7\% | 138 |
| (647) | 76.9\% | $(2,806)$ |
| (244) | -47.0\% | (166) |
| (891) | 70.0\% | $(2,972)$ |
| (279) |  |  |
| (449) | 20.4\% | (564) |
| $(1,619)$ | 54.2\% | $(3,536)$ |
| - |  | (16) |
| $(1,619)$ | 54.4\% | $(3,552)$ |
| $(2,478)$ | 71.3\% | $(8,627)$ |
| $(4,097)$ | 66.4\% | $(12,179)$ |

Earnings Per Share (Cents per share):
(0.84)
(2.85)

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

## Assets

Cash and cash equivalents
Trade and other receivables
Inventories
Other assets
Current tax assets
Assets classified as held-for-sale
Property, plant and equipment
Investments accounted for using the equity method
Other non-current assets
Total tangible assets
Intangible assets
Total assets
Liabilities
Trade and other payables
Bank overdraft
Borrowings and other liabilities
Liabilities classified as held-for-sale
Total liabilities
Net assets

| Unaudited <br> March 2018 | Up/ Down |  |
| :---: | :---: | :---: |
| \$NZ'OOO | $\%$ | Audited <br> March 2017 <br> \$NZ'OOO |

## Equity

Share capital
Accumulated losses
Foreign currency translation reserve
Total equity attributable to equity holders of the Company
Non-controlling interests
Total equity

Total tangible assets per share

| 42,517 |  | 37,875 |  |
| ---: | ---: | ---: | :---: |
| $(42,770)$ |  | $(38,804)$ |  |
| 334 |  | 755 |  |
| 81 | $146.6 \%$ | $(174)$ |  |
| $(68)$ |  | 371 |  |
| 13 | $-93.4 \%$ | 197 |  |
|  |  |  |  |
| Cents | Cents |  |  |
| 1.59 | 2.10 |  |  |

## STATEMENT OF CHANGES IN EQUITY

## Loss for the period

Net increase in issued share capital
Foreign currency translation reserve
Non-controlling interests
Movements in equity for the period
Equity at start of the period
Equity at end of the period

| Unaudited <br> March 2018 <br> \$NZ'OOO | Up/ Down <br> $\%$ | Audited <br> March 2017 <br> \$NZ'OOO |
| ---: | :---: | ---: |
| $(4,097)$ | $\mathbf{6 5 . 2 \%}$ | $(11,775)$ |
| 4,642 |  | 1,503 |
| $(421)$ |  | 760 |
| $(308)$ |  | 62 |
| $\mathbf{( 1 8 4 )}$ | $\mathbf{9 8 . 1 \%}$ | $\mathbf{( 9 , 4 5 0 )}$ |
| $\mathbf{1 9 7}$ |  | 9,647 |
| $\mathbf{1 3}$ | $\mathbf{- 9 3 . 4 \%}$ | $\mathbf{1 9 7}$ |

## CONSOLIDATED STATEMENT OF CASH FLOWS

## Loss for the period

Add/(Less):
Deferred tax
Depreciation \& amortisation
Impairment of goodwill
Share of losses of associates
Impairment of other assets
Provision for doubtful debt
Share based payments
Reclassification from foreign currency translation reserve
Net movements in working capital
Net cash flow from operating activities
Net cash flow from investing activities

Net cash flow from financing activities

Net (decrease)/increase in cash held

Opening bank balance
Closing bank balance

Made up as follows:
Cash and cash equivalents
Bank overdraft

| Unaudited <br> March 2018 | Up/ Down |  |
| :---: | :---: | :---: |
| \$NZ'OOO | $\%$ | Audited <br> March 2017 <br> \$NZ'OOO |


| $(4,097)$ | 66.4\% | $(12,179)$ |
| :---: | :---: | :---: |
|  |  |  |
|  |  |  |
| - |  | (29) |
| 495 |  | 740 |
| - |  | 4,043 |
| 279 |  | - |
| - |  | 174 |
| - |  | 75 |
| 358 |  | 503 |
| 651 |  | - |
| 697 |  | 1,499 |
| $(1,617)$ | 68.7\% | $(5,174)$ |
|  |  |  |
| (272) | 50.4\% | (548) |
|  |  |  |
| 3,067 | -36.8\% | 4,853 |
|  |  |  |
| 1,178 | 235.6\% | (869) |
|  |  |  |
| $(1,644)$ | -112.1\% | (775) |
| (466) | 71.7\% | $(1,644)$ |
|  |  |  |
|  |  |  |
| 714 |  | 182 |
| $(1,180)$ |  | $(1,826)$ |
| (466) | 71.7\% | $(1,644)$ |

(a) Name of jointly controlled entity
(b) Percentage of ownership disposed
(c) Contribution to consolidated loss for the period
(d) Date from which such contribution has been calculated
(e) Contribution to consolidated profit/(loss) for the previous corresponding period
(f) Date from which such contribution has been calculated
(g) Date of disposal

## Beijing Esquires Management Limited

## 100\%

- $\mathbf{~ 2 , 4 7 8 , 0 0 0 ~}$

1/04/17
-\$7,376,000
1/04/16
30/09/17

## MATERIAL INVESTMENT IN JOINTLY CONTROLLED ENTITY

(a) Name of associate entity
(b) Percentage of ownership held
(c) Contribution to consolidated loss for the period
(d) Date from which such contribution has been calculated
(e) Contribution to consolidated profit/(loss) for the previous corresponding period
(f) Date from which such contribution has been calculated
(g) Date of disposal

Shanghai Yinshi Food and Beverage
Management Company Limited

### 20.97\%

- $\mathbf{~ 2 7 9 , 0 0 0}$

1/10/17

N/A
N/A
N/A

ISSUED AND QUOTED SECURITIES AT END OF CURRENT PERIOD

Category of Securities Issued
Number
Quoted
ORDINARY SHARES:
Total number of shares in issue
489,509,248
489,509,248
Issued during the current year
73,022,583

COMMENTS BY DIRECTORS

## If no report in any section, state NIL. If insufficient space below, provide details in the form of notes to be attached to this report.

A. Material factors affecting the revenues and expenses of the group for the current full year or half year Refer to Commentary.
B. Significant trends or events since the end of the current full year or half year Refer to Commentary.
C. Changes in accounting policies since last Annual Report and/or last Half Yearly to be disclosed None. For detailed accounting policies please refer to Note 3 in the 2017 Annual Report.
D. Critical Accounting Policies - Management believes the following to be critical accounting policies. That is they are both important to the portrayal of the Issuer's financial condition and results, as they require management to make judgments and estimates about matters that they are inherently uncertain

None.
E. Management's discussion and analysis of financial condition, result and/or operations (optional) - this section should contain forward looking statements that should outline where these involve risk and uncertainty
Refer to Commentary.


FOR THE YEAR ENDED 31 MARCH 2018

## Global operational splits

Revenue
Other income
Cost of inventories sold
Depreciation and amortisation
Other expenses
Operating loss for the year
Non-current assets
Intangible assets
Property, plant and equipment

FOR THE YEAR ENDED 31 MARCH 2017

## Global operational splits

## Revenue

Other income
Cost of inventories sold
Depreciation and amortisation
Impairment of goodwill
Other expenses
Operating loss for the year

Non-current assets
Intangible assets
Property, plant and equipment

| Continuing operations |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Unaudited Global franchising \& design | Unaudited UK franchising \& retail | Unaudited Europe franchising \& retail | Unaudited <br> Supply | Unaudited <br> Corporate | Unaudited <br> Total |
| \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| 1,937 | 2,962 | 989 | 838 | - | 6,726 |
| , | 38 | - | - | 1 | 39 |
| (205) | (192) | - | (672) | - | $(1,069)$ |
| (35) | (162) | (35) | (1) | (11) | (244) |
| $(1,264)$ | $(2,452)$ | (762) | (464) | $(1,401)$ | $(6,343)$ |
| 433 | 194 | 192 | (299) | $(1,411)$ | (891) |
| 69 | 901 | 498 | - | 1,480 | 2,948 |
| 27 | 285 | 25 | 3 | 19 | 359 |


| Discontinued operations |  |  |
| :---: | :---: | :---: |
| Unaudited China franchising \& retail | Unaudited <br> Supply | audited Total |
| \$'000 | \$'000 | \$'000 |
| 1,746 | 46 | 1,792 |
| 270 | 45 | 315 |
| (804) | (11) | (815) |
| (251) | - | (251) |
| $(3,499)$ | (11) | $(3,510)$ |
| $(2,538)$ | 69 | $(2,469)$ |
| 2,137 | - | 2,137 |
| 570 | - | 570 |

\begin{tabular}{|c|c|c|c|c|c|}
\hline \multicolumn{6}{|c|}{Continuing operations} \\
\hline Audited \& Audited \& Audited \& Audited \& Audited \& Audited \\
\hline franchising \& design \$'000 \& franchising \& retail \$'000 \& \[
\begin{array}{r}
\text { franchising \& } \\
\text { retail } \\
\$ 1000 \\
\hline
\end{array}
\] \& \begin{tabular}{l}
Supply \\
\$'000
\end{tabular} \& Corporate
\[
\$ \mathbf{~ ' 0 0 0}
\] \& Total

$\$ \mathbf{\prime} 000$ <br>
\hline 2,489 \& 1,543 \& 668 \& 640 \& - \& 5,340 <br>
\hline \& 112 \& - \& - \& 26 \& 138 <br>
\hline (511) \& (170) \& - \& (569) \& - \& $(1,250)$ <br>
\hline (33) \& (86) \& (31) \& - \& (16) \& (166) <br>
\hline \& - \& - \& - \& - \& <br>
\hline $(1,718)$ \& $(2,129)$ \& (673) \& (312) \& $(2,202)$ \& $(7,034)$ <br>
\hline 227 \& (730) \& (36) \& (241) \& $(2,192)$ \& $(2,972)$ <br>
\hline 68 \& 957 \& 529 \& - \& 1,481 \& 3,035 <br>
\hline 94 \& 122 \& 14 \& 2 \& 24 \& 256 <br>
\hline
\end{tabular}

| Discontinued operations |  |  |
| :---: | :---: | :---: |
| Audited | Audited | Audited |
| franchising | Supply | Total |
| \$'000 | \$'000 | \$'000 |
| 4,745 | 447 | 5,192 |
| 319 |  | 319 |
| $(1,680)$ | (542) | $(2,222)$ |
| (425) | (149) | (574) |
| $(4,043)$ |  | $(4,043)$ |
| $(6,276)$ | $(1,007)$ | $(7,283)$ |
| $(7,360)$ | $(1,251)$ | $(8,611)$ |
| 2,257 | - | 2,257 |
| 570 | 194 | 764 |


[^0]:    The Chinese business was treated as a discontinued operation until 30 September 2017 and thereafter as an investment in an associate to be equity accounted going forward. The China business has been folded into a new joint venture, in which Cooks will hold a minority position, covering the greater China region. No further funds have been invested in China since 30 September 2017, with Cooks China partner providing funding, during a transition period, until 31 March 2018. Funds that Cooks owe as part of this interim arrangement have been dealt with by an adjustment to the proportional ownership structure in the new business, with cooks share of the new company settling at $21 \%$.

[^1]:    *The 2017 operational year was 53 weeks. The 53rd week's sales have been removed so the year is comparable to 2018's 52-week year.
    ${ }^{2}$ Esquires operating metrics convert the prior year figures at the same exchange rate as the current year to eliminate any exchange fluctuation effect. For the definition of all terms please see the last page of this release.

[^2]:    ${ }^{3}$ The 2018 trading period was one week shorter than the same period a year ago to show fair comparison, an adjustment to remove the impact of the extra week of trading in the 2017 financial year is used in this report.

