

Company registration number 07360142 (England and Wales)

**GORDON RAMSAY RESTAURANTS LIMITED**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE PERIOD ENDED 28 AUGUST 2022**



GORDON RAMSAY RESTAURANTS LIMITED

COMPANY INFORMATION

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Directors	G J Ramsay A Wenlock
Company number	07360142
Registered office	539-547 Wandsworth Road London United Kingdom SW8 3JD
Auditor	BDO LLP Chartered Accountants 55 Baker Street London United Kingdom W1U 7EU

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# **GORDON RAMSAY RESTAURANTS LIMITED**

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# GORDON RAMSAY RESTAURANTS LIMITED

## STRATEGIC REPORT

### FOR THE PERIOD ENDED 28 AUGUST 2022

The directors present their strategic report together with the audited financial statements for the period commencing on 1 September 2021 and ending 28 August 2022. The accounting period changed from a calendar year basis to a 52 week basis, and there were 362 days in this transitional year.

#### Principal activities

Gordon Ramsay Restaurants Limited and its subsidiary companies (the "group") have an interest in 50 restaurants - 36 UK based restaurants operated by group companies, together with 14 licensed locations in Europe, the Middle East and Asia.

The restaurants operated by the group are some of the UK's most famous dining establishments, including the three-star Michelin Restaurant Gordon Ramsay, the one-star Michelin Petrus, three restaurants at the iconic Savoy Hotel and Lucky Cat by Gordon Ramsay in Mayfair. The group also operates a wide range of premium casual dining restaurants that include eight Bread Street Kitchen venues in London, Edinburgh and Liverpool, Gordon Ramsay Plane Food at Heathrow Airport Terminal 5 and Heddon Street Kitchen in Central London.

#### Business review

The group enjoyed twelve months of uninterrupted trading in the UK, and successfully continued with its expansion strategy opening seven new restaurants during the financial period.

In the Super Premium category Restaurant Gordon Ramsay, Petrus, Savoy Grill and Lucky Cat traded profitably, and two additional restaurants within the Savoy Hotel opened during the period. Restaurant 1890 by Gordon Ramsay (February 2022), named in recognition of Georges Escoffier who joined the hotel in 1890, and The River Restaurant by Gordon Ramsay (October 2021) showcasing the highest quality shellfish and seafood that can be sourced in the UK.

In the Premium Casual category, the Bread Street Kitchen brand has seen new restaurants opening in Edinburgh (November 2021) and Liverpool (February 2022). The Directors plan to continue with the expansion of the Bread Street Kitchen & Bar brand more widely across the United Kingdom, and there have been notable openings after the period end in Battersea Power Station (November 2022), and a refurbished restaurant in Limehouse, East London where the Narrow reopened as "Bread Street Kitchen On The River" (December 2022).

In the Casual Dining category, the group added two Street Burgers, one in Reading (September 2021) and in Farringdon (April 2022). At 28 August 2022 there were four Street Pizza locations (2021 - four) and nine Street Burger locations (2021 - seven) trading.

The inaugural Gordon Ramsay Academy opened in Woking, Surrey in September 2021 and has been delivering a wide range of classes for both public attendees and for restaurant staff from across the group. The directors view this as a scalable asset both in the UK, currently sourcing suitable locations in Edinburgh, and internationally.

Outside of the UK the estate of licensed restaurants continued to develop at pace. A new group member GR South Korea Ltd opened their first restaurant Gordon Ramsay Burger in Seoul (January 2022) followed by Street Pizza also in Seoul (October 2022). A Street Pizza opened alongside the existing Bread Street Kitchen & Bar in Dubai (October 2021), and June 2022 saw the opening of Gordon Ramsay Bar and Grill in Kuala Lumpur. Most recently Gordon Ramsay Burger and Street Pizza restaurants opened in Hamad International Airport, Qatar (December 2022).

Consolidated turnover for the group increased significantly to £78.9m (2021: £26.2m) as a result of the uninterrupted full year of trading together with the sales contribution from newly opened restaurants.

Adjusted EBITDA\* for the period was £6.2m (2021: £1.1m loss).

\* Adjusted EBITDA is earnings before interest, tax, depreciation, amortisation and other exceptional items.

Exceptional costs were £3.0m (2021: £2.0m), the most significant element being pre-opening costs associated with launching new restaurants, and these are detailed in Note 4 to the financial statements.

As the group continues to grow, the directors are actively managing the estate and identifying sites requiring improved performance or alternative uses. During the period this has resulted in the decision to impair three additional sites alongside being able to reduce expected future cashflows for certain sites with onerous lease provisions. These actions have resulted in a net gain in the income statement of £0.3m (see note 4 for further details).

The group made a loss after tax of £0.5m during the period (2021: loss of £6.5m).

New financing facilities were arranged in May 2022, and capital invested into new restaurants and into maintaining the existing estate was £8.6m (2021: £4.6m).

# GORDON RAMSAY RESTAURANTS LIMITED

## STRATEGIC REPORT (CONTINUED)

**FOR THE PERIOD ENDED 28 AUGUST 2022**

### Future developments

The group remains committed to and on course with its growth strategy both in the UK and internationally. A fully refurbished Savoy Grill is due to reopen in late April 2023 following an eight week closure, and a second Lucky Cat restaurant is scheduled to open in Manchester in May 2023. Internationally, new restaurants including Street Burger, Street Pizza and Premium Casual concepts will continue to form a significant part of the licensed estate's expansion.

### Key performance indicators (KPI)

In line with our operating objectives, the group use both financial and non-financial KPI. These are monitored on a daily, weekly, and monthly basis. KPI are used to measure the primary objectives of the business and the performance of the restaurants.

KPI used to measure performance include turnover, food, beverage and labour margins, gross profit, and adjusted EBITDA.

	2022 £m	2021 £m
Turnover	78.9	26.2
Gross profit	38.0	9.1
Adjusted EBITDA *	6.2	(1.1)

\* Adjusted EBITDA is earnings before interest, tax, depreciation, amortisation and other exceptional items.

### Principal risks and uncertainties

The principal risks faced by the group, both internal and external are constantly monitored by the directors and the executive management team. As the business grows and evolves, the management team continue to develop and implement new risk management processes to help identify, monitor, and measure risks as they emerge. This ensures that the Board can undertake appropriate actions in a timely manner.

The UK economy continues to see significant impacts and risks arising from geo-political issues, with international tensions and war in Europe, together with global supply chain challenges and inflationary pressures impacting commodity, food and utility prices.

The variety of concepts and choice of location throughout London, together with the commencement of expansion across the UK, as well as the group's international licensing agreements help to minimise any risk of dependency on one brand or economic area.

### Capital risk management

The company manages its capital to ensure that it will continue as a going concern whilst looking to maximise returns to shareholders. The capital structure of the company consists of equity (this being issue share capital and retained earnings), inter-company balances, cash and cash equivalents. The company monitors its capital structure on a regular basis through cash flow reporting and forecasting.

### Foreign exchange risk

The company is exposed to foreign currency risk on sales and purchases that are denominated in a currency other than Pound Sterling (£). Given that the majority of the company's transactions remain Sterling denominated, the company does not consider it necessary to enter into foreign exchange contracts to manage its current foreign exchange risks.

### Liquidity risk

The group manages its exposure to liquidity risk through a naturally low level of debtors, maintaining a diversity of funding sources and the spreading of debt repayments over a range of maturities. To manage liquidity risk, the group prepares regular working capital forecasts to assess cash requirements. The risk posed by liquidity has been considered and the directors are satisfied that there is sufficient funding available in the group to meet its requirements.

# **GORDON RAMSAY RESTAURANTS LIMITED**

## **STRATEGIC REPORT (CONTINUED)**

***FOR THE PERIOD ENDED 28 AUGUST 2022***

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### **Interest rate risk**

The group does not have formal policies on interest rate risk but monitors interest rates and the risk to the business on a regular basis.

### **Employees**

Consistent delivery of the highest possible standard of service to the group's guests depends on recruiting, training, managing and retaining teams of the highest quality. The group is committed to the welfare of its staff and ensuring that all employees are given opportunities and are encouraged to develop with the group.

The group is committed to the involvement of employees in the business. Staff are kept informed of the performance and objectives of the group through staff meetings and regular structured feedback sessions.

The group is an equal opportunities employer. Its policy is to ensure that all employees are treated with the same respect and consideration regardless of sex, age, colour, disability, sexual orientation, nationality or ethnic or national origins.

Management facilitates the employment of disabled persons whenever a suitable vacancy arises. Continued employment and retraining of employees who become disabled whilst employed within the company is ensured. The group provides career development, training and promotion of disabled employees with a view to encouraging them to play an active role in the development of the company.

### **Going concern**

The directors have prepared a base case forecast which indicates that the group will be able to meet its liabilities as they fall due and meet lending covenants for a period of at least 12 months from the approval of the financial statements. These projections anticipate only a moderate increase in trade, mainly over periods where trading was subdued or unusually suppressed in the preceding year.

Given current economic headwinds, in particular the rising cost of living, the directors have considered a foreseeable severe downside scenario with the group impacted by significantly reduced trade over a prolonged period through to May 2024. The group has modelled a 20% reduction in sales in those restaurants which had been opened before August 2022 period end, which equates to an overall reduction of 9% when including restaurants opened or planned to open subsequently. The 20% reduction in sales that has been modelled is as severe as that which was seen over the Omicron period between late November 2021 and February 2022. Through a combination of reduced capital expenditure and cost reduction the directors believe that impact of this magnitude would not leave the group with cash shortages, and that lending covenants would continue to be met.

The group's significant shareholder has confirmed that if necessary financial support would be made available to the group over the twelve-month period following approval of the financial statements in the event of any severe downturn.

Accordingly, the directors consider the going concern assumption in the preparation of the financial statements to be appropriate as at the date the accounts are authorised for issue.

## GORDON RAMSAY RESTAURANTS LIMITED

### STRATEGIC REPORT (CONTINUED)

#### FOR THE PERIOD ENDED 28 AUGUST 2022

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##### **Directors' statement of compliance with duty to promote the success of the group**

In accordance with the duties of directors under section 172 of the Companies Act 2006, the directors consider a number of matters in their decision making, including:

- the likely consequences of any decision in the long term;
- the interests of the company's employees;
- the need to foster the company's business relationships with suppliers, customers and others;
- the impact of the company's operations on the community and the environment; and
- the desirability of the company maintaining a reputation for high standards of business conduct.

The directors arranged additional loans from lenders to support the group's long-term growth strategy, and committed to new restaurants leases with the objective of developing additional long term revenues and profits.

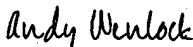
Further key decisions were made to continue to invest in growing central support teams, to enhance the service given to restaurants and their teams, and to support the business's continued growth in the UK and overseas. Key areas of investment have been into recruitment, training and internal communications platforms, central procurement, and into marketing and social media capability.

To further protect long term profitability the directors have made decisions around a small number of non-profitable sites including non-renewal of one expiring lease, and seeking sub-lease or assignment in three other locations.

The board considers that key decisions have been taken with the long term in mind, as well as giving due regard the more immediate interests of employees, suppliers, customers, communities and the environment in which the company operates.

This report was approved by the board and signed on its behalf.

DocuSigned by:



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A Wenlock

Director

4/5/2023

Date: .....

# **GORDON RAMSAY RESTAURANTS LIMITED**

## **DIRECTORS' REPORT**

### ***FOR THE PERIOD ENDED 28 AUGUST 2022***

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The directors present their annual report and financial statements for the period ended 28 August 2022.

#### **Results and dividends**

The loss for the period, after taxation and minority interests, amounted to £504,000 (2021: loss £6,470,000). The statement of comprehensive income is set out on page 11 and shows the result for the period.

The directors cannot recommend the payment of a dividend (2021: £Nil).

#### **Directors**

The directors who held office during the period and up to the date of signature of the financial statements were as follows:

G J Ramsay  
A Wenlock

#### **Statement of directors' responsibilities**

The directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and company, and of the profit or loss of the group for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the group's and company's transactions and disclose with reasonable accuracy at any time the financial position of the group and company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the group and company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

#### **Post reporting date events**

The group completed the acquisition of the Pizza East business in Shoreditch, London on 24 February 2023 and the restaurant reopened on 15 March 2023.

#### **Risks and uncertainties and likely future developments**

Details of the directors' considerations of risks and uncertainties along with likely future developments of the group and their going concern assessment are contained within the strategic report on pages 1 - 4.



## **GORDON RAMSAY RESTAURANTS LIMITED**

### **DIRECTORS' REPORT (CONTINUED)**

#### **FOR THE PERIOD ENDED 28 AUGUST 2022**

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##### **Streamlined Energy and Carbon Reporting (SECR)**

The group is mindful of its responsibilities to improve its energy efficiency and reduce its carbon footprint.

For the financial period ended 28 August 2022:

- The annual quantity of emissions in the period was 1,965 tCO<sub>2</sub>e (2021: 1,016 tCO<sub>2</sub>e).
- The annual quantity of energy consumed was 9,286,547 kWh (2021: 4,753,157 kWh).
- Expressed in terms of group turnover in £ millions, the annual emissions were 26 tCO<sub>2</sub>e per £m (2021: 39 tCO<sub>2</sub>e per £m).

The group's emissions increased by 93% (2021: decreased 15%) and energy consumptions increased by 95% (2021: decreased by 13%) due to the re-opening of the restaurants after the mandatory closures in 2021 as a result of the COVID-19 Pandemic. Whereas the intensity of emissions per £million in revenue has decreased by 33% (2021: increased by 22%), which highlights our commitment to implement energy efficiency measures as we continue with our expansion strategy.

##### **Implementation of energy efficiency improvement measures**

The group will continue to implement energy saving improvements wherever possible. Steps currently being undertaken include:

- All new restaurant sites are fitted with energy efficient LED lighting.
- Existing sites are fitted with energy efficient LED lighting when refurbished.
- Where practicable kitchens in new restaurants are electric not gas. This will save carbon emissions, although not necessarily energy usage.

The calculations reported above were compiled independently by energy consultants following the 2019 UK Government Environmental Reporting Guidelines and the GHG Protocol Corporate Accounting and Reporting Standards. The energy data was collated using a mix of existing reporting mechanisms (ESOS Phase 2 for 2018/19) and benchmark data. These methodologies provided a continuous record of electricity and heat use within the buildings occupied by the group. This energy data was converted to carbon emissions using emission factors provided by the Department of Business, Energy and Industrial Strategy. The associated emissions are divided into the combustion of fuels and the operation of facilities (scope 1), purchased electricity, heating and cooling (scope 2) and in-direct emissions that occur as a consequence of company activities (scope 3). Energy and thermal data was not available for some of the group's buildings as the energy is included within the service and rental charge. In these cases benchmark figures have been used to estimate the annual energy use. In buildings where electricity contracts are held or the supply is metered by the landlord, data prior to the ESOS Phase 2 reporting was unavailable and so estimates have been used.

## GORDON RAMSAY RESTAURANTS LIMITED

### DIRECTORS' REPORT (CONTINUED)

**FOR THE PERIOD ENDED 28 AUGUST 2022**

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#### Statement of disclosure to auditor

Each of the persons who are directors at the time when this directors' report is approved has confirmed that:

- so far as the directors are aware, there is no relevant audit information of which the company and the group's auditor is unaware; and
- the directors have taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the company and the group's auditor is aware of that information.

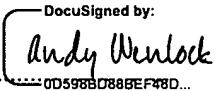
#### Change in accounting period

Financial statements were prepared for the 52 week period ended 28 August 2022.

#### Auditor

The auditor, BOO LLP, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

On behalf of the board

DocuSigned by:  
  
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A Wenlock

Director

4/5/2023

Date: .....

# **GORDON RAMSAY RESTAURANTS LIMITED**

## **INDEPENDENT AUDITOR'S REPORT**

### **TO THE MEMBERS OF GORDON RAMSAY RESTAURANTS LIMITED**

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#### **Opinion on the financial statements**

In our opinion:

- the financial statements give a true and fair view of the state of the Group's and of the Parent Company's affairs as at 28 August 2022 and of the Group's loss for the period then ended;
- the financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements of Gordon Ramsay Restaurants Limited (the 'Parent Company') and its subsidiaries (the 'Group') for the period ended 28 August 2022 which comprise Group Statement of Comprehensive Income for the period ended 28 August 2022, Group Statement of Financial Position as at 28 August 2022, Company Statement of Financial Position as at 28 August 2022, Group Statement of Changes in Equity for the period ended 28 August 2022, Company Statement of Changes in Equity for the period ended 28 August 2022 and Group Statement of Cash Flows for the period ended 28 August 2022, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

#### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### *Independence*

We are independent of the Group and the Parent Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

#### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the Directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's and Parent Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Directors with respect to going concern are described in the relevant sections of this report.

#### **Other information**

The directors are responsible for the other information. The other information comprises the information included in the Annual Report and the Financial Statements other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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# **GORDON RAMSAY RESTAURANTS LIMITED**

## **INDEPENDENT AUDITOR'S REPORT (CONITNUED)**

### **TO THE MEMBERS OF GORDON RAMSAY RESTAURANTS LIMITED**

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#### **Other Companies Act 2006 reporting**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic report and the Directors' report for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Directors' report have been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the Group and Parent Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic report or the Directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the Parent Company, or returns adequate for our audit have not been received from branches not visited by us; or
- the Parent Company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

#### **Responsibilities of Directors**

As explained more fully in the Directors' responsibilities, the Directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Directors are responsible for assessing the Group's and the Parent Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group or the Parent Company or to cease operations, or have no realistic alternative but to do so.

#### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

#### *Extent to which the audit was capable of detecting irregularities, including fraud*

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We obtained an understanding of the legal and regulatory framework applicable to the Group and the Parent Company and the industry in which it operates and considered the significant laws and regulations to be those relating to the industry, financial reporting framework and tax legislation. We considered management override of controls, revenue recognition and key estimates and judgements as potential areas of irregularity including fraud.
- We held discussion with management to consider any known or suspected instances of non-compliance with laws and regulations or fraud identified by them.
- Based on the understanding obtained we designed audit procedures to identify non compliance with the laws and regulations, as noted above. This included enquiries of management, review of board minutes, and review of relevant correspondence.
- We agreed a sample of journal entries to supporting documentation, focusing on journal entries containing characteristics of audit interest such as manual journals and journals relating to revenue.

## GORDON RAMSAY RESTAURANTS LIMITED

### INDEPENDENT AUDITOR'S REPORT (CONITNUED)

#### TO THE MEMBERS OF GORDON RAMSAY RESTAURANTS LIMITED

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- We tested and challenged the key estimates and judgements made by management in preparing the financial statements for indications of bias or management override when presenting the results and financial position of the Group and the Parent Company.
- We communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

#### Use of our report

This report is made solely to the Parent Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Parent Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Parent Company and the Parent Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

DocuSigned by:  
  
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Ed Green-Wilkinson (Senior Statutory Auditor)  
For and on behalf of BDO LLP, Statutory Auditor  
London, UK  
Date 06 April 2023

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

**GORDON RAMSAY RESTAURANTS LIMITED****GROUP STATEMENT OF COMPREHENSIVE INCOME****FOR THE PERIOD ENDED 28 AUGUST 2022**

		<b>28 August 2022 £000</b>	<b>31 August 2021 £000</b>
	<b>Notes</b>		
<b>Turnover</b>	<b>5</b>	78,929	26,235
Cost of sales		(40,957)	(17,088)
<b>Gross profit</b>		<b>37,972</b>	<b>9,147</b>
Administrative expenses		(37,903)	(18,839)
Other operating income	<b>6</b>	260	3,899
<b>Adjusted EBITDA *</b>		6,219	(1,129)
<b>Depreciation and amortisation</b>	<b>7</b>	(2,897)	(2,651)
<b>Exceptional administrative expenses</b>	<b>4</b>	(2,993)	(2,013)
<b>Operating profit/(loss)</b>	<b>7</b>	<b>329</b>	<b>(5,793)</b>
Interest receivable and similar income		1	1
Interest payable and similar expenses	<b>10</b>	(1,392)	(1,056)
<b>Loss before taxation</b>		<b>(1,062)</b>	<b>(6,848)</b>
Tax on loss	<b>11</b>	546	361
<b>Loss for the financial period</b>		<b>(516)</b>	<b>(6,487)</b>
Foreign exchange movement		-	-
<b>Total comprehensive loss for the period</b>		<b>(516)</b>	<b>(6,487)</b>
<b>Loss for the financial period is attributable to:</b>			
- Non-controlling interests		(12)	(17)
- Owners of the parent company		(504)	(6,470)
		<b>(516)</b>	<b>(6,487)</b>
<b>Total comprehensive loss for the period is attributable to:</b>			
- Non-controlling interests		(12)	(17)
- Owners of the parent company		(504)	(6,470)
		<b>(516)</b>	<b>(6,487)</b>

The statement of comprehensive income has been prepared on the basis that all operations are continuing operations.

\*Adjusted EBITDA is earnings before interest, tax, depreciation, amortisation, and exceptional items.

The notes on pages 18 to 38 form part of these financial statements.

**GORDON RAMSAY RESTAURANTS LIMITED****GROUP STATEMENT OF FINANCIAL POSITION****AS AT 28 AUGUST 2022**

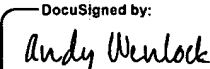
			<b>28 August</b>	<b>31 August</b>
			<b>2022</b>	<b>2021</b>
	<b>Notes</b>		<b>£000</b>	<b>£000</b>
<b>Fixed assets</b>				
Intangible assets	<b>12</b>		714	435
Tangible assets	<b>13</b>		22,229	17,560
			<u>22,943</u>	<u>17,995</u>
<b>Current assets</b>				
Stock	<b>15</b>	2,016	1,641	
Debtors falling due after more than one year	<b>16</b>	820	820	
Debtors falling due within one year	<b>16</b>	10,298	4,936	
Cash and cash equivalents	<b>17</b>	4,041	2,648	
		<u>17,175</u>	<u>10,045</u>	
Creditors: amounts falling due within one year	<b>18</b>	(49,243)	(31,712)	
<b>Net current liabilities</b>			<u>(32,068)</u>	<u>(21,667)</u>
<b>Total assets less current liabilities</b>			<u>(9,125)</u>	<u>(3,672)</u>
Creditors: amounts falling due after more than one year	<b>19</b>		(10,043)	(13,286)
<b>Provisions for liabilities</b>				
Deferred taxation	<b>22</b>	-	-	(286)
Provisions	<b>23</b>		(4,759)	(6,167)
<b>Net liabilities</b>			<u>(23,927)</u>	<u>(23,411)</u>

**GORDON RAMSAY RESTAURANTS LIMITED****GROUP STATEMENT OF FINANCIAL POSITION (CONTINUED)****AS AT 28 AUGUST 2022**

		<b>28 August</b>	<b>31 August</b>
		<b>2022</b>	<b>2021</b>
	<b>Notes</b>	<b>£000</b>	<b>£000</b>
<b>Capital and reserves</b>			
Share capital	<b>27</b>	2	2
Foreign exchange reserve	<b>28</b>	(67)	(67)
Other reserves	<b>28</b>	1,100	1,100
Accumulated losses	<b>28</b>	(25,204)	(24,700)
<b>Equity attributable to owners of the parent company</b>		<b>(24,169)</b>	<b>(23,665)</b>
Non-controlling interests		242	254
		<b>(23,927)</b>	<b>(23,411)</b>

The notes on pages 18 to 38 form part of these financial statements.

The financial statements were approved by the board of directors and authorised for issue on ..... and are signed on its behalf by:

DocuSigned by:  
  
 .....005988D888EF48D...  
 A Wenlock  
**Director**

**Date:** 4/5/2023

Company registration number 07360142 (England and Wales)



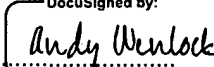
**GORDON RAMSAY RESTAURANTS LIMITED****COMPANY STATEMENT OF FINANCIAL POSITION****AS AT 28 AUGUST 2022**

			<b>28 August 2022 £000</b>	<b>31 August 2021 £000</b>
	<b>Notes</b>			
<b>Fixed assets</b>				
Investments	<b>14</b>		3,038	3,038
<b>Current assets</b>				
Debtors: amounts falling due within one year	<b>16</b>	8,771	7,342	
Cash and cash equivalents	<b>17</b>	2	67	
		<u>8,773</u>	<u>7,409</u>	
Creditors: amounts falling due within one year	<b>18</b>	(13,252)	(7,293)	
<b>Net current (liabilities)/assets</b>			<u>(4,479)</u>	<u>116</u>
<b>Total assets less current liabilities</b>			<u>(1,441)</u>	<u>3,154</u>
Creditors: amounts falling due after more than one year	<b>19</b>		(8,371)	(11,999)
<b>Net liabilities</b>			<u>(9,812)</u>	<u>(8,845)</u>
<b>Capital and reserves</b>				
Called up share capital	<b>27</b>	2	2	2
Other reserves	<b>28</b>	3,036	3,036	3,036
Accumulated losses	<b>28</b>	(12,850)	(11,883)	(11,883)
<b>Total equity</b>			<u>(9,812)</u>	<u>(8,845)</u>

The notes on pages 18 to 38 form part of these financial statements.

As permitted by s408 Companies Act 2006, the company has not presented its own statement of comprehensive income and related notes. The company's loss for the period was £967,000 (2021: £660,000 loss).

The financial statements were approved by the board of directors and authorised for issue on ..... and are signed on its behalf by:

DocuSigned by:  
  
 .....  
 A Wenlock  
 Director

Date: 4/5/2023

Company registration number 07360142 (England and Wales)

**GORDON RAMSAY RESTAURANTS LIMITED****GROUP STATEMENT OF CHANGES IN EQUITY****FOR THE PERIOD ENDED 28 AUGUST 2022**

	Share capital	Foreign exchange reserve	Other reserves	Accumulated losses	Equity attributable to owners of parent company	Non- controlling interests	Total
	£000	£000	£000	£000	£000	£000	£000
<b>Balance at 1 September 2020</b>	<b>2</b>	<b>(67)</b>	<b>1,100</b>	<b>(18,230)</b>	<b>(17,195)</b>	<b>271</b>	<b>(16,924)</b>
<b>Year ended 31 August 2021:</b>							
Loss and total comprehensive loss for the year	-	-	-	(6,470)	(6,470)	(17)	(6,487)
<b>Balance at 31 August 2021</b>	<b>2</b>	<b>(67)</b>	<b>1,100</b>	<b>(24,700)</b>	<b>(23,665)</b>	<b>254</b>	<b>(23,411)</b>
<b>Period ended 28 August 2022:</b>							
Loss and total comprehensive loss for the period	-	-	-	(504)	(504)	(12)	(516)
<b>Balance at 28 August 2022</b>	<b>2</b>	<b>(67)</b>	<b>1,100</b>	<b>(25,204)</b>	<b>(24,169)</b>	<b>242</b>	<b>(23,927)</b>

**GORDON RAMSAY RESTAURANTS LIMITED****COMPANY STATEMENT OF CHANGES IN EQUITY****FOR THE PERIOD ENDED 28 AUGUST 2022**


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	Share capital	Other reserves	Accumulated losses	Total
	£000	£000	£000	£000
<b>Balance at 1 September 2020</b>	<b>2</b>	<b>3,036</b>	<b>(11,223)</b>	<b>(8,185)</b>
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Year ended 31 August 2021:</b>				
Loss and total comprehensive loss for the year	-	-	(660)	(660)
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Balance at 31 August 2021</b>	<b>2</b>	<b>3,036</b>	<b>(11,883)</b>	<b>(8,845)</b>
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Period ended 28 August 2022:</b>				
Loss and total comprehensive loss for the period	-	-	(967)	(967)
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Balance at 28 August 2022</b>	<b>2</b>	<b>3,036</b>	<b>(12,850)</b>	<b>(9,812)</b>
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

**GORDON RAMSAY RESTAURANTS LIMITED****GROUP STATEMENT OF CASH FLOWS****FOR THE PERIOD ENDED 28 AUGUST 2022**

	<b>28 August 2022 £000</b>	<b>31 August 2021 £000</b>
<b>Cash flows from operating activities</b>		
Loss for the financial period	(516)	(6,487)
<b>Adjustments for:</b>		
Amortisation of intangible assets	140	118
Depreciation of tangible assets	2,757	2,533
Impairment of tangible fixed assets	715	146
Interest charged to income statement	1,392	1,056
Interest credited to income statement	(1)	(1)
Taxation expense	(546)	(361)
(Increase)/decrease in stock	(375)	(242)
(Increase)/decrease in debtors	(5,186)	(1,066)
Increase/(decrease) in creditors	9,262	6,511
Increase/(decrease) in provisions	(1,753)	(691)
UK and overseas corporation tax received/(paid)	147	(1,803)
<b>Net cash inflow/(outflow) from operating activities</b>	<b>6,036</b>	<b>(287)</b>
<b>Cash flows from investing activities</b>		
Purchase of intangible fixed assets	(419)	(176)
Purchase of tangible fixed assets	(8,161)	(4,401)
Proceeds from disposal of tangible fixed assets	-	4
Interest received	-	1
<b>Net cash used in investing activities</b>	<b>(8,580)</b>	<b>(4,572)</b>
<b>Cash flow from financing activities</b>		
Proceeds from new secured bank loans (net of arrangement fee)	16,549	2,000
Proceeds from other new loans *	620	1,332
Repayment of bank loans	(13,545)	-
Interest paid	(687)	(399)
Loans from participating interests	1,000	2,500
<b>Net cash generated from financing activities</b>	<b>3,937</b>	<b>5,433</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>1,393</b>	<b>574</b>
Cash and cash equivalents at beginning of period	2,648	2,074
<b>Cash and cash equivalents at end of period</b>	<b>4,041</b>	<b>2,648</b>
<b>Relating to:</b>		
Cash at bank and in hand	4,041	2,648
	<b>4,041</b>	<b>2,648</b>

\* Proceeds from other new loans consists of the Woking Borough Council loan and director's loans.

# **GORDON RAMSAY RESTAURANTS LIMITED**

## **NOTES TO THE GROUP FINANCIAL STATEMENTS**

### **FOR THE PERIOD ENDED 28 AUGUST 2022**

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#### **1 General information**

Gordon Ramsay Restaurants Limited is a private company, limited by shares and incorporated in England and Wales under the Companies Act 2006. The address of the registered office is given on the company information page and the nature of the company's operations and its principal activities are set out in the strategic report.

These financial statements are presented in Pounds Sterling (GBP) and are reported to the nearest thousand.

The company has determined that GBP is its functional currency.

#### **2 Accounting policies**

##### **2.1 Basis of preparation of financial statements**

The financial statements have been prepared under the historical cost convention and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires group management to exercise judgement in applying the group's accounting policies (see note 3).

##### **Parent company disclosure exemptions**

In preparing the separate financial statements of the parent company, advantage has been taken of the following disclosure exemptions available in FRS 102:

- only one reconciliation of the number of shares outstanding at the beginning and end of the year has been presented as the reconciliation for the company and the parent company would be identical;
- no statement of cash flows has been presented for the parent company;
- disclosures in respect of the parent company's financial instruments have not been presented as equivalent disclosures have been provided in respect of the group as a whole; and
- no disclosures have been given for the aggregate remuneration of the key management personnel of the parent company as their remuneration is included in the totals for the group as a whole.

The following principal accounting policies have been applied:

##### **2.2 Basis of consolidation**

The consolidated financial statements present the results of the company and its own subsidiaries ("the group") as if they form a single entity. Intercompany transactions and balances between group companies are therefore eliminated in full.

The consolidated financial statements incorporate the results of business combinations using the purchase method. In the statement of financial position, the acquirer's identifiable assets, liabilities and contingent liabilities are initially recognised at their fair values at the acquisition date. The results of acquired operations are included in the consolidated statement of comprehensive income from the date on which control is obtained. They are deconsolidated from the date control ceases.

The merger method of accounting has been applied for the GR South Korea Ltd merger (see note 14). In the group financial statements, merged subsidiary undertakings are treated as if they had always been a member of the group. The comparative figures for the prior year include its results for that period, the assets and liabilities at the previous reporting date and the shares issued by the company as consideration as if they had always been in issue.

# GORDON RAMSAY RESTAURANTS LIMITED

## NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

### FOR THE PERIOD ENDED 28 AUGUST 2022

#### 2 Accounting policies

(Continued)

##### 2.3 Going concern

The directors have prepared a base case forecast which indicates that the group will be able to meet its liabilities as they fall due and meet lending covenants for a period of at least 12 months from the approval of the financial statements. These projections anticipate only a moderate increase in trade, mainly over periods where trading was subdued or unusually suppressed in the preceding year.

Given current economic headwinds, in particular the rising cost of living, the directors have considered a foreseeable severe downside scenario with the group impacted by significantly reduced trade over a prolonged period through to May 2024. The group has modelled a 20% reduction in sales in those restaurants which had been opened before August 2022 period end, which equates to an overall reduction of 9% when including restaurants opened or planned to open subsequently. The 20% reduction in sales that has been modelled is as severe as that which was seen over the Omicron period between late November 2021 and February 2022. Through a combination of reduced capital expenditure and cost reduction the directors believe that impact of this magnitude would not leave the group with cash shortages, and that lending covenants would continue to be met.

The group's significant shareholder has confirmed that if necessary financial support would be made available to the group over the twelve-month period following approval of the financial statements in the event of any severe downturn.

Accordingly, the directors consider the going concern assumption in the preparation of the financial statements to be appropriate as at the date the accounts are authorised for issue.

##### 2.4 Turnover

The group's revenues are derived from the sale of food and beverage, hotel rooms and related services provided to customers, and from consultancy services and licence fees for use of the group's brands.

##### **Food and beverage**

Revenue is recognised when the amounts are earned and can reasonably be estimated. These revenues are recorded net of value added tax (VAT) and tips collected from customers and are recognised as the related services are delivered.

##### **Hotel rooms**

Hotel revenue, net of VAT, is recognised when the rooms are occupied and the services are performed. Deferred revenue consisting of deposits paid in advance is recognised as revenue when the related services are delivered.

##### **Consultancy services and licence fees**

Consultancy services are recognised when the services are provided to customers and are net of VAT.

##### **Rental income**

Rental income is recognised when the services are provided to the customers and are net VAT.

# GORDON RAMSAY RESTAURANTS LIMITED

## NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

### FOR THE PERIOD ENDED 28 AUGUST 2022

## 2 Accounting policies

(Continued)

### 2.5 Intangible assets

#### Goodwill

Goodwill arising on the acquisition of a subsidiary undertaking is the difference between the fair value of the consideration paid and the fair value of the assets and liabilities acquired. Positive goodwill is capitalised and amortised through the income statement over the directors' estimate of its useful economic life, which is 10 years. Impairment tests on the carrying value of goodwill are undertaken:

- in the period of acquisition and at the end of the first full financial year following acquisition;
- in other periods if events or changes in circumstances indicate that the carrying value may not be recoverable.

#### Other intangible assets

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

All intangible assets are considered to have a finite useful life. If a reliable estimate of the useful life cannot be made, the useful life shall not exceed ten years.

Amortisation is provided on the following bases:

Software	15% straight line
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### 2.6 Tangible fixed assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight line method.

Depreciation is provided on the following basis:

Leasehold land and buildings	straight line over lease period
Fixtures, fittings and equipment	15% straight line
Asset under construction	not depreciated
Short-term fixed assets	33% straight line

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the consolidated statement of comprehensive income.

### 2.7 Impairment of fixed assets and goodwill

The need for any fixed asset impairment write-down is assessed by comparison of the carrying value of the asset against the higher of realisable value and value in use.

### 2.8 Investments

Investments held as fixed assets are shown at cost less provision for impairment. Investments held as current assets are stated at the lower of cost and net realisable value.

# GORDON RAMSAY RESTAURANTS LIMITED

## NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

### FOR THE PERIOD ENDED 28 AUGUST 2022

## 2 Accounting policies

(Continued)

### 2.9 Joint ventures

An entity is treated as a joint venture where the group holds a long term interest and shares control under a contractual agreement.

In the group accounts, interests in joint ventures are accounted for using the gross equity method of accounting. The consolidated statement of comprehensive income includes the group's share of the operating results, interest, pre-tax results and attributable taxation of such undertakings. In the consolidated statement of financial position, the interests in joint ventures is shown as the group's share of the identifiable net assets.

### 2.10 Stock

Stock are valued at the lower of cost and net realisable value. Cost is based on the cost of purchase on a first in, first out basis. Net realisable value is based on estimated selling price less additional costs to completion and disposal.

### 2.11 Financial instruments

The group only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and other third parties, loans to related parties and investments in non-puttable ordinary shares.

Debt instruments (other than those wholly repayable or receivable within one year), including loans and other debtors and creditors, are initially measured at present value of the future cash flows and subsequently at amortised cost using the effective interest method. Debt instruments that are payable or receivable within one year, typically trade debtors and creditors, are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration expected to be paid or received.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the consolidated statement of comprehensive income.

For financial assets measured at amortised cost, the impairment loss is measured as the difference between an asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate.

For financial assets measured at cost less impairment, the impairment loss is measured as the difference between an asset's carrying amount and best estimate of the recoverable amount, which is an approximation of the amount that the group would receive for the asset if it were to be sold at the reporting date.

### 2.12 Debtors

Short term debtors are measured at transaction price, less any impairment.

### 2.13 Creditors

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.



# GORDON RAMSAY RESTAURANTS LIMITED

## NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

### FOR THE PERIOD ENDED 28 AUGUST 2022

## 2 Accounting policies

(Continued)

### 2.14 Current and deferred taxation

The tax expense for the year comprises current and deferred tax. Tax is recognised in the consolidated statement of comprehensive income, except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the company and the group operate and generate income.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the reporting date, except that:

- the recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits;
- any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met; and
- where they relate to timing differences in respect of interests in subsidiaries, associates, branches and joint ventures and the group can control the reversal of the timing differences and such reversal is not considered probable in the foreseeable future.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax. Deferred tax is determined using tax rates and laws that have been enacted by the reporting date.

### 2.15 Provisions for liabilities

Provisions are made where an event has taken place that gives the company a legal or constructive obligation that probably requires settlement by a transfer of economic benefit, and a reliable estimate can be made of the amount of the obligation.

Provisions are charged as an expense to the income statement in the year that the company becomes aware of the obligation, and are measured at the best estimate at the reporting date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the statement of financial position.

### 2.16 Defined contribution pension plan

The group operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the group pays fixed contributions into a separate entity. Once the contributions have been paid the group has no further payment obligations.

The contributions are recognised as an expense in the consolidated statement of comprehensive income when they fall due. Amounts not paid are shown as a liability in the statement of financial position. The assets of the plan are held separately from the group in independently administered funds.

## **GORDON RAMSAY RESTAURANTS LIMITED**

### **NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)**

#### **FOR THE PERIOD ENDED 28 AUGUST 2022**

---

## **2 Accounting policies**

**(Continued)**

### **2.17 Leased assets**

All leases are treated as operating leases. Their annual rentals are charged to the income statement on a straight-line basis over the term of the lease. Concessions in the period have been recognised over the period to which they had been granted.

The aggregate value of incentives received on the signing of a lease are treated as a reduction in the rent charge and allocated over the term of the lease.

Rentals paid under operating leases are charged to profit or loss on a straight line basis over the lease term.

### **2.18 Government grants**

Grants are accounted under the accruals model as permitted by FRS 102. Grants relating to expenditure on tangible fixed assets are credited to profit or loss at the same rate as the depreciation on the assets to which the grant relates. The deferred element of grants is included in creditors as deferred income.

Grants of a revenue nature are recognised in the consolidated statement of comprehensive income in the same period as the related expenditure.

### **2.19 Foreign currency translation**

Foreign currency transactions of individual companies are translated at the rates ruling when they occurred. Foreign currency monetary assets and liabilities are translated at the rates ruling at the reporting date. Any differences are taken to the statement of comprehensive income.

The results of overseas operations are translated at the average rates of exchange during the year and the statement of financial position translated into Sterling at the rates of exchange ruling on the reporting date. Exchange differences which arise from translation of the opening net assets and results of foreign subsidiary undertakings are taken to reserves.

All other differences are taken to the statement of comprehensive income with the exception of differences on foreign currency borrowings used to finance or provide a hedge against foreign equity investments, which are taken directly to reserves to the extent of the exchange difference arising on the net investment in these enterprises. Tax charges or credits that are directly and solely attributable to such exchange differences are also taken to reserves.

### **2.20 Interest income**

Interest income is recognised in the consolidated statement of comprehensive income using the effective interest method.

### **2.21 Borrowing costs**

All borrowing costs are recognised in the consolidated statement of comprehensive income in the year in which they are incurred.

### **2.22 Exceptional items**

Exceptional items are transactions that fall within the ordinary activities of the group but are presented separately due to their size or incidence.

Exceptional items and adjusted EBITDA have been disclosed separately as a non-GAAP disclosure to help users understand the underlying performance of the business.

# GORDON RAMSAY RESTAURANTS LIMITED

## NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

### FOR THE PERIOD ENDED 28 AUGUST 2022

## 2 Accounting policies

(Continued)

### 2.23 Research and development

In the research phase of an internal project it is not possible to demonstrate that the project will generate future economic benefits and hence all expenditure on research shall be recognised as an expense when it is incurred. Intangible assets are recognised from the development phase of a project if and only if certain specific criteria are met in order to demonstrate the asset will generate probable future economic benefits and that its cost can be reliably measured. The capitalised development costs are subsequently amortised on a straight line basis over their useful economic lives, which range from 3 to 6 years.

If it is not possible to distinguish between the research phase and the development phase of an internal project, the expenditure is treated as if it were all incurred in the research phase only.

## 3 Judgements and key sources of estimation uncertainty

In preparing these financial statements, the directors have had to make the following judgements:

- Determine whether leases entered into by the group are operating or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis.
- Determine whether there are onerous leases which due to committed future periods of rental charges result in unavoidable costs not covered by trading or other uses of the lease.
- Determine whether there are indicators of impairment of the group's tangible and intangible assets, including goodwill. Factors taken into consideration in reaching such a decision include the economic viability and expected future financial performance of the asset and where it is a component of a larger cash-generating unit, the viability and expected future performance of that unit.

Other key sources of estimation uncertainty are:

- Intangible and tangible fixed assets (see note 12 and 13)  
Tangible fixed assets are depreciated and intangible fixed assets are amortised over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal value.

Determining whether the company's fixed assets have any indicators of impairment. Where such indicators exist, the directors estimate the value in use using discounted future cash flows. Assessments include the review of current trading performance and future expected cash flows expected to arise from each cash generating unit. The key assumptions used are the discount rates and the forecast cash flows, these assumptions are made by management based on recent performance, external forecasts, and management's knowledge and expertise of the cashflow drivers. The company has estimated a long term growth rate of 1% to the end of the lease. Discount rates used in the value in use calculations are estimated with reference to the group weighted average cost of capital, for FY22 we have applied the discount rate of 14%. The company has conducted a sensitivity analysis of the discount rates used, a 1% increase in discount rate would increase the impairment by £23k and a 1% decrease in discount rate decreases the impairment by £5k

- Investments (see note 14)  
Determining whether the company's investments in its subsidiaries have any indicators of impairment. Where such indicators exist, the directors estimate the recoverable amount of the investment. Assessments include the review of current trading performance and future expected cash flows expected to arise from the investments. The carrying amount of the investments in the subsidiaries at the reporting date was £3,037,355 (2021: £3,037,265) with no provisions recognised in 2022 or 2021.
- Onerous leases (see note 23)  
On determining that an onerous lease exists the committed unavoidable costs arising from these are recorded at their discounted present value. The key estimates included within this include the estimate of the unavoidable costs and the discount rate applied to these to give a present value. A 1 % increase and decrease in the discount rate would decrease and increase the provision by £174k and £186k respectively.

**GORDON RAMSAY RESTAURANTS LIMITED****NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)****FOR THE PERIOD ENDED 28 AUGUST 2022****4 Exceptional items**

	<b>2022</b>	<b>2021</b>
	<b>£000</b>	<b>£000</b>
Other exceptional items	52	106
Legal and compliance costs	555	210
Pre-opening costs	2,682	1,466
(Reduction)/increase in provisions (see note 23)	(1,011)	85
Impairment of fixed assets (see note 13)	715	146
	<b>2,993</b>	<b>2,013</b>

**5 Turnover**

	<b>2022</b>	<b>2021</b>
	<b>£000</b>	<b>£000</b>
<b>Turnover analysed by geographical market</b>		
United Kingdom	75,845	25,008
Rest of the world	3,084	1,227
	<b>78,929</b>	<b>26,235</b>

Turnover is wholly attributable to the principal activity of the group.

**6 Other operating income**

	<b>2022</b>	<b>2021</b>
	<b>£000</b>	<b>£000</b>
Government grants - Coronavirus Job Retention Scheme ("CJRS")	20	3,277
Other government grants*	133	524
Other income	107	98
	<b>260</b>	<b>3,899</b>

\* Other government grants consist of local government support grants received by the company.

# GORDON RAMSAY RESTAURANTS LIMITED

## NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

### FOR THE PERIOD ENDED 28 AUGUST 2022

#### 7 Operating profit/(loss)

	2022 £000	2021 £000
<b>Operating profit/(loss) is stated after (crediting)/charging:</b>		
Exchange differences	(111)	(11)
Depreciation of tangible fixed assets	2,757	2,533
Amortisation of intangible fixed assets	140	118
Operating lease rentals *	9,884	4,108
<b>Auditors' remuneration:</b>		
- fees payable to the group's current auditor for the audit of the company's annual accounts	59	50
- fees payable to the group's current auditor for the audit of the subsidiaries' annual accounts	143	120
- other taxation services	71	67
- all other services	-	42
	<u>          </u>	<u>          </u>

\* Operating lease rentals above is the expense recorded after recognising in the income statement COVID-19 related rent concessions received of £11,120 (2021: £1,653,061).

#### 8 Employees

The average monthly number of employees, including the directors, during the period was as follows:

	2022 Number	2021 Number
Head office	108	40
Restaurant staff	1,028	580
Directors	2	2
	<u>          </u>	<u>          </u>
	<b>1,138</b>	<b>622</b>
	<u>          </u>	<u>          </u>

Staff costs, including directors' remuneration, were as follows:

	Group 2022 £000	Group 2021 £000	Company 2022 £000	Company 2021 £000
Wages and salaries	24,631	12,241	-	-
Social security costs	2,570	1,260	-	-
Defined contribution pension scheme	450	281	-	-
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
	<b>27,651</b>	<b>13,782</b>	<b>-</b>	<b>-</b>
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>

Wages and salaries are shown gross of CJRS (see note 6).

**GORDON RAMSAY RESTAURANTS LIMITED****NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)****FOR THE PERIOD ENDED 28 AUGUST 2022****9 Directors' remuneration**

	<b>2022</b>	<b>2021</b>
	<b>£000</b>	<b>£000</b>
Directors' emoluments	<b>517</b>	<b>327</b>

The highest paid director received remuneration of £517,000 (2021: £372,000).

The value of the group's contributions paid to a defined contribution pension scheme in respect of the highest paid director amounted to £Nil (2021: £Nil).

**10 Interest payable and similar charges**

	<b>2022</b>	<b>2021</b>
	<b>£000</b>	<b>£000</b>
Bank interest payable	885	596
Released of deferred loan fee	164	94
Unwinding of the discounted future costs (see note 23)	343	366
	<b>1,392</b>	<b>1,056</b>

**11 Taxation**

	<b>2022</b>	<b>2021</b>
	<b>£000</b>	<b>£000</b>
<b>Corporation tax</b>		
Current tax on loss for the period	(260)	(511)
Double taxation relief	(129)	(22)
	<b>(389)</b>	<b>(533)</b>
<b>Foreign Tax</b>		
Foreign tax on loss for the period	129	172
	<b>(260)</b>	<b>(361)</b>
<b>Deferred tax</b>		
Origination and reversal of timing differences	(286)	-
	<b>(286)</b>	<b>-</b>
<b>Taxation on loss on ordinary activities</b>	<b>(546)</b>	<b>(361)</b>

**GORDON RAMSAY RESTAURANTS LIMITED****NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)****FOR THE PERIOD ENDED 28 AUGUST 2022****11 Taxation****(Continued)****Factors affecting tax credit for the period**

The tax assessed for the period is higher than (2021: higher than) the standard rate of corporation tax in the UK of 19.00% (2021: 19.00%). The differences are explained below:

	<b>2022</b>	<b>2021</b>
	<b>£000</b>	<b>£000</b>
Loss before taxation	(1,062)	(6,848)
Expected tax credit based on the standard rate of corporation tax in the UK of 19.00% (2021: 19.00%)	(202)	(1,301)
<b>Effects of:</b>		
Expenses that are not deductible in determining taxable profit	(77)	(443)
Adjustments in respect of prior years	(679)	(532)
Fixed asset differences	263	374
Foreign tax - other	-	569
Deferred tax not recognised	149	972
<b>Total tax credit for the period</b>	<b>(546)</b>	<b>(361)</b>

**Factors that may affect future tax charges**

At the period end date, the total unused tax losses carried forward are £12,476,097 (2021: £12,019,187).

In addition to the deferred tax liability of £Nil (2021: £285,853) that has been recognised (see note 22), a deferred tax asset of £3,119,024 (2021: £1,768,236) was not recognised in respect of losses carried forward in different group companies, as there was insufficient evidence that those losses would be recovered.

The Finance Act 2021 was substantively enacted in May 2021 and increased the corporation tax rate effective 1 April 2023 from 19% to 25% if the company profits are expected to be in excess of £250,000 and at a marginal rate if profits are expected to be between £50,000 and £250,000. The charge is not considered to have a material impact on these financial statements.

**GORDON RAMSAY RESTAURANTS LIMITED****NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)****FOR THE PERIOD ENDED 28 AUGUST 2022****12 Intangible fixed assets**

<b>Group</b>	<b>Goodwill £000</b>	<b>Software £000</b>	<b>Total £000</b>
<b>Cost</b>			
At 1 September 2021	961	636	1,597
Additions	-	419	419
At 28 August 2022	<b>961</b>	<b>1,055</b>	<b>2,016</b>
<b>Amortisation</b>			
At 1 September 2021	961	201	1,162
Charge for the period	-	140	140
At 28 August 2022	<b>961</b>	<b>341</b>	<b>1,302</b>
<b>Carrying amount</b>			
At 28 August 2022	-	<b>714</b>	<b>714</b>
At 31 August 2021	-	<b>435</b>	<b>435</b>

**13 Tangible fixed assets**

<b>Group</b>	<b>Leasehold land and buildings £000</b>	<b>Fixtures, fittings and equipment £000</b>	<b>Short-term fixed assets £000</b>	<b>Asset under construction £000</b>	<b>Total £000</b>
<b>Cost</b>					
At 1 September 2021	26,002	13,422	-	1,181	40,605
Additions	2,114	4,367	32	1,628	8,141
Transfers	287	857	4	(1,148)	-
At 28 August 2022	<b>28,403</b>	<b>18,646</b>	<b>36</b>	<b>1,661</b>	<b>48,746</b>
<b>Depreciation</b>					
At 1 September 2021	13,942	9,065	-	38	23,045
Charge for the period	1,257	1,492	8	-	2,757
Impairment charge	194	519	2	-	715
Transfers	-	38	-	(38)	-
At 28 August 2022	<b>15,393</b>	<b>11,114</b>	<b>10</b>	<b>-</b>	<b>26,517</b>
<b>Carrying amount</b>					
At 28 August 2022	<b>13,010</b>	<b>7,532</b>	<b>26</b>	<b>1,661</b>	<b>22,229</b>
At 31 August 2021	<b>12,060</b>	<b>4,357</b>	<b>-</b>	<b>1,143</b>	<b>17,560</b>



# GORDON RAMSAY RESTAURANTS LIMITED

## NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

### FOR THE PERIOD ENDED 28 AUGUST 2022

#### 14 Fixed asset investments

Company	Investments in subsidiaries £000
<b>Cost or valuation</b>	
At 1 September 2021	3,038
Additions*	-
At 28 August 2022	3,038
<b>Net book value</b>	
At 28 August 2022	3,038
At 31 August 2021	3,038

\* During the period 90 ordinary shares with a nominal value of £1 were purchased due to the GR South Korea Ltd merger.

In the opinion of the directors, the aggregate value of the company's investment in subsidiary undertakings is not less than the amount included in the statement of financial position.

#### Subsidiary undertakings

The following were subsidiary undertakings of the company:

Name	Country of incorporation	Principal activity	Class of shares	Holding
Gordon Ramsay Holdings Limited	UK	Holding company	Ordinary	99%
Gordon Ramsay Holdings International Limited	UK	Holding company	Ordinary	100%
Artichoke Consultancy Limited *	UK	Holding company	Ordinary	99%
Gordon Ramsay (Royal Hospital Road) Limited*	UK	Operating a restaurant	Ordinary	99%
Gordon Ramsay at Claridge's Limited*	UK	Not trading	Ordinary	99%
Gordon Ramsay at the Connaught Limited*	UK	Not trading	Ordinary	99%
Gordon Ramsay at the Berkeley Limited*	UK	Not trading	Ordinary	99%
Gordon Ramsay (Maze) Limited*	UK	Not trading	Ordinary	89%
Gordon Ramsay (St. James's) Limited*	UK	Not trading	Ordinary	89%
Gordon Ramsay (No. 1) Limited*	UK	Operating a restaurant	Ordinary	99%
La Noisette Restaurants Limited*	UK	Not trading	Ordinary	99%
Gordon Ramsay at the Savoy Grill Limited*	UK	Not trading	Ordinary	99%
London House Operating Company Limited*	UK	Not trading	Ordinary	99%
Gordon Ramsay (Narrow Street) Limited*	UK	Operating a restaurant	Ordinary	99%
London House Restaurants Limited*	UK	Not trading	Ordinary	100%

# GORDON RAMSAY RESTAURANTS LIMITED

## NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

### FOR THE PERIOD ENDED 28 AUGUST 2022

#### 14 Fixed asset investments

(Continued)

G R Logistics Limited*	UK	Not trading	Ordinary	100%
Foxtrot Oscar Holdings Limited*	UK	Holding company	Ordinary	100%
Foxtrot Oscar Limited*	UK	Operating a restaurant	Ordinary	100%
Gordon Ramsay (York and Albany) Limited*	UK	Operating a restaurant and hotel	Ordinary	100%
Gordon Ramsay Plane Food Limited*	UK	Operating a restaurant	Ordinary	100%
Gordon Ramsay (No. 2) Limited*	UK	Operating a restaurant	Ordinary	100%
Gordon Ramsay (One New Change) Limited*	UK	Operating a restaurant	Ordinary	100%
Petrus (Kinnerton Street) Limited*	UK	Operating a restaurant	Ordinary	99%
Union Street Cafe Limited	UK	Operating a restaurant	Ordinary	100%
Busyn Limited*	UK	Operating a restaurant	Ordinary	100%
Sparkle Restaurants Limited*	UK	Not trading	Ordinary	99%
Gordon Ramsay International Talent Limited*	UK	Not trading	Ordinary	99%
GR South Korea Ltd	UK	Restaurant franchise income	Ordinary	100%
G R BurGR LLC*	USA	Not trading	Ordinary	50%
The Fat Cow LLC*	USA	Not trading	Ordinary	50%
Bread Street Kitchen Pte Limited	Singapore	Restaurant franchise income	Ordinary	100%
GR Macau Limited	Hong Kong	Not trading	Ordinary	100%
RB Restaurant Ventures LLC*	USA	Not trading	Ordinary	100%
GR US Topco LLC	USA	Holding company	Ordinary	100%
GR US Opco No. 1 LLC*	USA	Holding company	Ordinary	100%
GR US Licensing LP	USA	Not trading	Ordinary	99.8%
GR US General Partner LLC	USA	Holding company	Ordinary	100%
The Fat Cow LA LP*	USA	Not trading	Ordinary	49%
BS Restaurant Ventures LLC*	USA	Not trading	Ordinary	100%

\* indirectly held

All companies incorporated in the United Kingdom have the same registered office as Gordon Ramsay Restaurants Limited (see company information page).

The registered office of G R BurGR LLC, The Fat Cow LLC and The Fat Cow LA LP is 200 Central Park South, 19th Floor, NY 10019, USA.

The registered office of Bread Street Kitchen Pte Limited is 1 Marina Boulevard, #28-00 1 Marina Boulevard, Singapore, 018989.

The registered office of GR US Topco LLC is 1201 North Market Street, 18th Floor, P.O. Box 1347, Wilmington, DE 19801.

The registered office of GR US Opco No.1 LLC, BS Restaurants Ventures LLC, and RB Restaurant Ventures LLC is 11377 West Olympic Blvd, Los Angeles, CA 90064, USA.

The registered office of GR US Licensing LP and GR US General Partner LLC is 251 Little Falls Drive, Wilmington, DE, 90064.

The registered office of GR Macau Limited is Avenida da Praia Grande, No. 409, China Law Building, 21st F, Macau.

**GORDON RAMSAY RESTAURANTS LIMITED****NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)****FOR THE PERIOD ENDED 28 AUGUST 2022****15 Stock**

	<b>Group 2022 £000</b>	<b>Group 2021 £000</b>
Raw materials and consumables	2,016	1,641

Stock recognised in cost of sales during the period as an expense was £18,869,501 (2021: £5,978,523).

**16 Debtors**

	<b>Group 2022 £000</b>	<b>Group 2021 £000</b>	<b>Company 2022 £000</b>	<b>Company 2021 £000</b>
<b>Due within one year</b>				
Trade debtors	3,643	1,476	-	-
Corporation tax recoverable	386	240	-	-
Amounts owed by group undertakings*	-	-	8,771	7,342
Director loan	20	-	-	-
Other debtors	3,455	2,143	-	-
Prepayments and accrued income	2,794	1,077	-	-
	<b>10,298</b>	<b>4,936</b>	<b>8,771</b>	<b>7,342</b>
<b>Due after more than one year</b>				
Other debtors	820	820	-	-

\* Amounts owed by group undertakings are unsecured, interest free and repayable on demand.

**17 Cash and cash equivalents**

	<b>Group 2022 £000</b>	<b>Group 2021 £000</b>	<b>Company 2022 £000</b>	<b>Company 2021 £000</b>
Cash at bank and in hand	4,041	2,648	2	67

**GORDON RAMSAY RESTAURANTS LIMITED****NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)****FOR THE PERIOD ENDED 28 AUGUST 2022****18 Creditors: Amounts falling due within one year**

	<b>Group 2022 £000</b>	<b>Group 2021 £000</b>	<b>Company 2022 £000</b>	<b>Company 2021 £000</b>
Bank loans	7,202	406	7,202	406
Other loans	70	17	-	-
Trade creditors	11,662	7,627	-	18
Amounts owed to group undertakings*	-	-	1,276	1,515
Amounts owed to other participating interests (see note 29)	5,655	4,655	3,875	3,875
Corporation tax	70	38	-	-
Other taxation and social security	2,963	1,992	26	791
Other creditors	3,804	3,442	-	-
Directors' loan (see note 29)	8,250	8,047	536	536
Accruals and deferred income	9,567	5,488	337	152
	<b>49,243</b>	<b>31,712</b>	<b>13,252</b>	<b>7,293</b>

\* Amounts owed by group undertakings are unsecured, interest free and repayable on demand.

**19 Creditors: Amounts falling due after more than one year**

	<b>Group 2022 £000</b>	<b>Group 2021 £000</b>	<b>Company 2022 £000</b>	<b>Company 2021 £000</b>
Bank loans	8,371	11,999	8,371	11,999
Other loans	1,672	1,287	-	-
	<b>10,043</b>	<b>13,286</b>	<b>8,371</b>	<b>11,999</b>

**20 Loans**

	<b>Group 2022 £000</b>	<b>Group 2021 £000</b>	<b>Company 2022 £000</b>	<b>Company 2021 £000</b>
<b>Amounts falling due within one year</b>				
Bank loans	7,202	406	7,202	406
Other loan*	70	17	-	-
<b>Amounts falling due 1-2 years</b>				
Bank loans	1,328	11,999	1,328	11,999
Other loan*	70	69	-	-
<b>Amounts falling due 2-5 years</b>				
Bank loans	7,043	-	7,043	-
Other loan*	209	207	-	-
<b>Amounts falling due after more than 5 years</b>				
Other loan*	1,393	1,011	-	-
	<b>17,315</b>	<b>13,709</b>	<b>15,886</b>	<b>12,405</b>

\* Other loan consists of the Woking Borough Council loan.

# GORDON RAMSAY RESTAURANTS LIMITED

## NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

### FOR THE PERIOD ENDED 28 AUGUST 2022

#### 20 Loans

(Continued)

The bank loans are secured on a group basis and personal guarantees of the directors (see note 29). The bank loans are shown net of issue unamortised costs of £312,749 (2021: £140,278).

On 4 November 2021, there was a drawdown of £1,000,000 from the facility that was in place at the time with Barclays Bank PLC. On 4 May 2022 the Company agreed new borrowing facilities with Barclays Bank PLC, the group's longstanding lender. The old term loan was replaced with a £10,000,000 term loan, with interest charged at a variable rate based on SONIA, with quarterly repayment instalments of £357,142 commencing on 30 November 2022. The old revolving credit facility (RCF) was replaced with a £15,000,000 RCF, of which £5,885,414 was drawn during the period, and £9,114,586 remains committed and undrawn as at 28 August 2022. The RCF is available for 18 months from 4 May 2022 and repayment instalments will commence on the earlier of two years after the date of the agreement or six months after all of the facility is drawn.

Under the new term loan, £1,428,568 is due for repayment within one year of the balance sheet date, £1,428,568 is due within one to two years, and all further amounts within 5 years.

In the prior year, the company agreed a loan with Woking Borough Council to support the fit out of the cooking school and restaurant, this is repayable over 25 years commencing on 1 April 2022 and interest is charged at a fixed rate of 3.5% per annum. This loan is classified as other loans. During the period the total movement of £437,193 consists of a drawdown of £386,768 and accrued interest as at the period end.

#### 21 Financial instruments

	Group 2022 £000	Group 2021 £000
<b>Financial assets</b>		
Financial assets that are debt instruments measured at amortised cost	12,407	7,789
<b>Financial liabilities</b>		
Financial liabilities measured at amortised cost	(66,157)	(42,839)

Financial assets measured at amortised cost comprise cash, trade and other debtors, accrued income, amounts owed by joint ventures and associated undertakings.

Financial liabilities measured at amortised cost comprise bank loans and overdrafts, other loans, trade creditors and other creditors and accrued expenses.

#### 22 Deferred taxation

	Group 2022 £000	Group 2021 £000
Liability at start of year	(286)	(286)
Credit to profit or loss	286	-
	-	(286)
<b>The provision for deferred taxation is made up as follows:</b>		
Accelerated capital allowances	-	(306)
Short term timing differences	-	20
	-	(286)

# GORDON RAMSAY RESTAURANTS LIMITED

## NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

### FOR THE PERIOD ENDED 28 AUGUST 2022

#### 23 Provisions

Group	* Onerous lease Provisions £000	Provision relating to joint venture £000	Total £000
At 1 September 2021	5,980	187	6,167
Credited to the income statements (see note 4)	(1,011)	-	(1,011)
Unwinding of discounted future costs (see note 10)	343	-	343
Utilised in the period	(740)	-	(740)
<b>At 28 August 2022</b>	<b>4,572</b>	<b>187</b>	<b>4,759</b>

\*The onerous lease provision relates to the leases of two restaurants in the Casual Dining category and four restaurants in the Premium Casual category.

#### 24 Retirement benefit schemes

The group operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £450,000 (2021: £281,000). Contributions totalling £115,000 (2021: £96,000) were payable to the fund at the reporting date.

#### 25 Commitments under operating leases

At the reporting end date the group had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	Group 2022 £000	Group 2021 £000
Not later than 1 year	10,013	7,514
Later than 1 year and not later than 5 years	32,947	32,801
Later than 5 years	31,762	22,457
	<b>74,722</b>	<b>62,772</b>

#### 26 Financial commitments

The group agreed new borrowing facilities with the group's existing lender on 4th May 2022. Under these facilities, £1,428,568 falls due for repayment within one year of the balance sheet date, £1,428,568 is due within one to two years, and all further amounts within 5 years.

The group loan facilities are secured by a debenture over the present and future assets of the company and personal guarantees from the directors (see note 29).

In the prior year the group agreed a new loan with Woking Borough Council to support the fit out of the cooking school and restaurant, this is repayable over 25 years commencing 1 April 2022 and interest is charged at a fixed rate of 3.5% per annum.

# GORDON RAMSAY RESTAURANTS LIMITED

## NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

### FOR THE PERIOD ENDED 28 AUGUST 2022

#### 27 Share capital

	2022 £000	2021 £000
<b>Allotted, called up and fully paid</b>		
214,302* Ordinary shares of £0.01 each	2	2
	<u>2</u>	<u>2</u>

\* Two shares were issued during the period in respect of the GR South Korea Ltd merger.

#### 28 Reserves

##### Foreign exchange reserve

This is the gain arising on retranslating the net assets/liabilities of overseas operations into Pounds Sterling.

##### Other reserves

###### Company

These are share based payments made by the company on behalf of the subsidiary of the company.

###### Group

This is a reserve arising as a result of a past business combination accounted for as a merger in accordance with UK GAAP and applicable law.

##### Accumulated losses

Accumulated losses represents cumulative profits or losses, net of dividends paid and other adjustments.

# GORDON RAMSAY RESTAURANTS LIMITED

## NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

### FOR THE PERIOD ENDED 28 AUGUST 2022

#### 29 Related party transactions

As at 28 August 2022, G J Ramsay had given personal guarantees totalling £5,000,000 (2021: £5,000,000) in respect of the group's banking facility.

The company has taken advantage of the exemption available under paragraph 33.1A of the Financial Reporting Standard 102 not to disclose transactions with other wholly owned members of the group.

Amounts owed to other participating interests (see note 18) consists of a loan from Humble Pie Media Limited, a company incorporated in the United Kingdom and related to the company by virtue of common directorship and ownership. This amount is unsecured, interest free and repayable on demand

During the year, the group was charged operating lease rentals of £300,000 (2021: £300,000) and at the year end, an amount of £90,000 (2021: £450,000) in respect of these rentals are due to a landlord which shares a common ultimate controlling party. Accordingly these transactions are related party transactions.

The below entities were considered related parties as they share common directors with the company and are controlled by the same ultimate controlling party. The following amounts were due from/(owed to) the below related parties at the reporting date as a result of the group's financing, management and trading activities:

	At 1 September 2021 £000	Net movements £000	At 28 August 2022 £000
Gordon Ramsay Holdings Limited	1,085	(601)	484
Gordon Ramsay (Maze) Limited	518	-	518
Gordon Ramsay (Royal Hospital Road) Limited	775	387	1,162
Petrus (Kinnerton Street) Limited	419	272	691
Gordon Ramsay (Narrow Street) Limited	93	68	161
Gordon Ramsay (No. 1) Limited	294	15	309
Sparkle Restaurants Limited	(46)	-	(46)
Humble Pie Media Limited	(5)	5	-
Gordon Ramsay North America, LLC	36	(36)	-
Humble Pie Productions Limited	16	(16)	-
	<u>          </u>	<u>          </u>	<u>          </u>

The following director had loans owing from the company during the period. The movement on this:

	At 1 September 2021 £000	Net movements £000	At 28 August 2022 £000
G J Ramsay	8,047	203	8,250
	<u>          </u>	<u>          </u>	<u>          </u>

The following director had a current account with the company's investment subsidiary GR South Korea Ltd. The movement on this:

	At 1 September 2021 £000	Net movements £000	At 28 August 2022 £000
A Wenlock	-	20	20
	<u>          </u>	<u>          </u>	<u>          </u>



# GORDON RAMSAY RESTAURANTS LIMITED

## NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

### FOR THE PERIOD ENDED 28 AUGUST 2022

#### 30 Ultimate controlling party

G J Ramsay is the ultimate controlling party of the company.

#### 31 Events after the reporting date

The group completed the acquisition of the Pizza East business in Shoreditch, London on 24 February 2023 and the restaurant reopened on 15 March 2023. The Savoy Grill closed on 26 February 2023 for a major refurbishment and is due to reopen on 24 April 2023.

#### 32 Analysis of net debt

	At 1 September 2021 £000	Cash flows £000	Amortisation £000	At 28 August 2022 £000
Cash at bank and in hand (see note 17)	2,648	1,393	-	4,041
Debt due after 1 year (see note 19)	(13,286)	3,407	(164)	(10,043)
Debt due within 1 year (see note 18*)	(423)	(6,849)	-	(7,272)
Amounts owed to other participating interests (See note 18)	(4,655)	(1,000)	-	(5,655)
Directors loans (see note 29)	(8,047)	(203)	-	(8,250)
	<u>(23,763)</u>	<u>(3,252)</u>	<u>(164)</u>	<u>(27,343)</u>

\* Debt due within 1 year is made up of bank loans and other loans in note 18.