

**Company Registration No. 05786163**

**Underdog Restaurants Limited**

**Report and Financial Statements**

**For the year ended 31 December 2022**

WEDNESDAY



A25 \*ACIS4SCR\* 20/12/2023 #418  
COMPANIES HOUSE

# **Underdog Restaurants Limited**

## **Report and financial statements 2022**

<b>Contents</b>	<b>Page</b>
<b>Officers and professional advisers</b>	<b>1</b>
<b>Strategic report</b>	<b>2</b>
<b>Directors' report</b>	<b>5</b>
<b>Statement of directors' responsibilities</b>	<b>7</b>
<b>Profit and loss account</b>	<b>8</b>
<b>Balance sheet</b>	<b>9</b>
<b>Statement of changes in equity</b>	<b>10</b>
<b>Notes to the financial statements</b>	<b>11</b>

# **Underdog Restaurants Limited**

## **Report and financial statements 2022**

### **Officers and professional advisers**

#### **Directors**

W Beckett  
H Gott  
P Campbell  
K Jones  
A McLauchlan  
T Besley-Gould  
C Gott

#### **Secretary**

A McLauchlan

#### **Registered Office**

Jack's Place, Unit B,  
6 Corbet Place,  
London  
E1 6NN

# Underdog Restaurants Limited

## Strategic report

The directors, in preparing the strategic report, have complied with s414C of the Companies Act 2006.

### Principal activities

The principal activity of the company in the year under review was to operate restaurants under the 'Hawksmoor' brand.

### Business review and future developments

The directors consider turnover and underlying EBITDA (earnings before interest, taxation, depreciation and amortisation) as the key performance indicators for the company. Turnover for the year increased from £33.6m in 2021 to £53.9m in 2022, with underlying EBITDA increasing from £3.7m in 2021 to £7.1m in 2022 driven by the recovery of the restaurants following the lifting of the Covid-19 restrictions in May 2021.

The directors are optimistic about the prospects for the company.

The company has built an industry-leading brand, which the directors believe will endure the current issues facing the hospitality sector.

### Principal risks and uncertainties

The company looks to manage the principal risks and uncertainties, arising from both internal and external factors that could impact the company's performance. The directors have put in place robust risk management processes to identify, monitor and evaluate such issues as they emerge, enabling them to take appropriate action where possible.

#### *Economic and market risk*

The economic environment and general consumer sentiment have a significant bearing on the success of the company. Furthermore, the company is exposed to the market risks associated with the activities and operation of competing restaurants.

The company is committed to maintaining a highly desirable customer experience. Internal processes ensure that the company is well-positioned to react to market pressures while continuing to deliver a high-quality product at competitive prices to its customers.

#### *Operational efficiency and cost control*

The company faces growing internal and external cost pressures. These pressures are managed with a focus on improving supply chain management, operational efficiency and appropriately robust cost control. The company is constantly looking to implement new initiatives to improve efficiency across its restaurants, resulting in lower operating costs without compromising product quality or service levels.

#### *Financing and treasury*

Key to the company's financial success is the availability of sufficient finance to allow it to meet its obligations and to enable it to fund its growth through investment in new restaurants and in maintaining its existing venues. The company generates strong cashflows and continues to monitor its working capital position and to mitigate liquidity risk.

The nature of the company's business is such that there is minimal exposure to credit risk, foreign currency exchange risk or interest rate risk.

# Underdog Restaurants Limited

## Strategic report

### Principal risks and uncertainties (continued)

#### *Covid-19*

The Covid-19 pandemic resulted in the UK government implementing several measures to reduce the spread of the virus during 2020 and 2021. These included severe restrictions on the hospitality sector, including an enforced closure over several months. These restrictions were lifted in January 2022. The directors continue to monitor the situation closely as future variants leading to lockdowns could impact the business further and, where available, will make use of applicable mitigations should that need arise.

In the year the company claimed £nil (2021: £2,519k) in relation to the Coronavirus Job Retention Scheme (CJRS) and £38k (2021: £311k) through Local Restrictions and Closure Support Grants. Other operating income is detailed in Note 4.

#### *Climate change*

The company does not consider there to exist any immediate risk to its operations from climate change; the directors will continue to monitor the position.

Sustainability has always been an important part of the company's activities. The Hawksmoor Group became carbon neutral in 2021 and, as a founding member of the Sustainable Restaurant Association in 2012, has achieved three-star rating for over a decade.

#### *Cost of living crisis*

The cost-of-living crisis may impact consumer confidence and a more challenged macroeconomic environment. This is as a result of uncertainty and broader consumer confidence and the fall in real disposable incomes that the United Kingdom has experienced since late 2021. It is being caused predominantly by high inflation, particularly seen in energy and food price increases. More specifically, the company is affected by these changes in energy and food costs as well as inflationary impact on employee wages and changes in sentiment in the consumer market in which it operates.

The company monitors and responds to specific KPI's on a weekly and monthly basis, which act as early indicators in relation to the impact of the cost of living crisis on the business. Such indicators include the gross and net margins, labour efficiency, customer demand and feedback and supplier price changes.

Appropriate action is undertaken to mitigate such impact as it arises.

### Section 172 Statement

The following disclosure describes how the directors have had regard to the matters set out in section 172(1)(a) to (f) and forms the directors' statement required under section 414CA of The Companies Act 2006.

#### *S172(1) (a) The likely consequences of any decision in the long term*

The directors understand the business and the evolving environment in which they operate and strive to deliver **sustainable profitable growth while advancing the company's strong brand reputation**. They seek the kind of growth that cascades benefit throughout the entire organisation and creates opportunities for all its associates.

The company successfully navigated four lockdowns during the COVID-19 pandemic, opened two new sites and launched an online business called Hawksmoor at Home where customers purchased meal kits they could prepare themselves.

#### *S172(1) (b) The interests of the company's employees*

The directors recognise that The company's employees are fundamental and core to its business and delivery of its strategic ambitions. The success of its business depends on developing an engaged, high-performing team that embodies company values and supports future growth.

The Directors regularly seek feedback of all aspects of the business from both restaurant staff and the central support team. There are clear channels and regular opportunities for employees to provide feedback.

# Underdog Restaurants Limited

## Strategic report

### Section 172 Statement (continued)

#### *S172(1) (b) The interests of the company's employees (continued)*

There are development opportunities available to employees which are advertised regularly alongside ongoing training, both in-role and delivered by external third parties.

Employees are updated on the company's future plans and strategies as well as current business performance. The company ensures it remains a responsible employer through a consistent focus on pay, health and wellbeing, benefits, and safety in the workplace.

#### *S172(1) (c) The need to foster the company's business relationships with suppliers, customers and others*

The company is proud of the high quality and standards adhered to in the provision of its products and services. The company invests both time and money in several ways in order to do so. Relationships are built with all suppliers, and inputs are vetted and put through a stringent quality control process to ensure they meet our standards, and this customer expectations. Staff training is a point of focus to ensure customers receive the standard of service they have come to expect in our restaurants. Through this, The company ensures that that it meets customer expectations and through this can build excellent customer relationships and loyalty. Supplier relationships are equally important in enabling The company to deliver on customer expectations, and thus both customers and suppliers are at the centre of every decision the directors make to elevate each customer experience and foster exceptional strategic partnerships.

#### *S172(1) (d) The impact of the company's operations on the community and the environment*

The company is committed to protecting the environment. Accordingly, it seeks to conserve and protect resources and to reduce environmental impact through sustainable purchasing, source reduction, waste diversion, energy and water management, using alternative and renewable energy sources wherever possible.

The company is committed to a number of local charities within the communities where there is a presence as well as on a larger scale in supporting larger charities with a wider reach.

#### *S172(1) (e) The desirability of the company maintaining a reputation for high standards of business conduct*

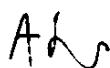
The company's Code of Conduct gives clear guidance on how to act consistently in accordance with ethical standards.

#### *S172(1) (f) The need to act fairly as between members of the company*

The company is a member of the Underdog Group of companies. The directors ensure that delivery of the strategy is aligned with that of its members.

Approved by the Board of Directors

and signed on behalf of the Board



A McLauchlan  
Director

12 December 2023

# **Underdog Restaurants Limited**

## **Directors' report**

The directors present their annual report on the affairs of the company together with the financial statements for the year ended 31 December 2022.

### **Going concern**

During the year the company made an operating profit of £5,688k (2021: £2,479k). The balance sheet showed net current assets of £15,429k (2021: £10,866k).

The Group has produced a base case cashflow forecast for the 12 months following the date of this report, alongside a sensitised scenario reflecting depressed revenue, further cost increases and wage inflation. Under both the base case and sensitised scenarios, The Group has sufficient liquidity to honour its obligations as they fall due and meet covenants attached to external bank debt.

At the balance sheet date, the Group had external bank debt of £12.2m maturing on 31 December 2024, and unsecured fixed rate loan notes of £48,196k which bear interest at 6% per annum, with a redemption date of 30 June 2025.

The directors believe that the assumptions made in arriving at the Group's base case forecast cash flows are appropriate, as well as their sensitised scenarios which include significant downside assumptions including the impact of inflation on food and energy costs due to inherent uncertainty in this respect, which could place restrictions on the Group's core operating environment and thus its ability to generate cash and comply with its covenants.

Taking this uncertainty into account, and having assessed likely downside scenarios and appropriate actions to mitigated such scenarios, the directors have formed the judgement that it is appropriate to prepare the financial statements on a going concern basis.

### **Future developments and principal risks**

The company looks to manage the principal risks and uncertainties, arising from both internal and external factors that could impact its performance. More information can be found in the Strategic Report.

### **Political and charitable contributions**

During the year company made charitable donations of £56k (2021: £11k) for the benefit of various charities. No political donations were made in either year.

### **Disabled employees**

Applications for employment by disabled persons are always fully considered, bearing in mind the abilities of the applicant concerned. In the event of members of staff becoming disabled every effort is made to ensure that their employment with the company continues and that appropriate training is arranged. It is the policy of the company and that the training, career development and promotion of disabled persons should, as far as possible, be identical to that of other employees.

### **Employee consultation**

The company places considerable value on the involvement of its employees and has continued to keep them informed on matters affecting them as employees and on the various factors affecting its performance. This is achieved through formal and informal meetings and the company newsletter. Employee representatives are consulted regularly on a wide range of matters affecting their current and future interests.

The company has invested in a branded social media for business platform which is extensively used by all staff. Company information can be cascaded quickly and effectively using this platform and comment gathered from all staff. The company has also utilised company surveys during the pandemic in order to obtain feedback from employees on important matters.

### **Dividends**

The directors cannot recommend the payment of a dividend in relation to the year ended 31 December 2022 (2021: £nil and none recommended post year end).

# **Underdog Restaurants Limited**

## **Directors' report**

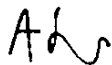
### **Directors**

The directors who served in the year are presented on page 1 of the annual report. There were no changes in the year or to the date of this report.

### **Exemption from audit**

For the period ending 31 December 2022 the company was entitled to exemption from audit under section 479A of the Companies Act 2006 relating to subsidiary companies.

Approved by the Board of Directors  
and signed on behalf of the Board



A McLauchlan  
Director

12 December 2023



# **Underdog Restaurants Limited**

## **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 company and of the profit or loss of the company 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 company will continue in business.

The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476.

The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

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

The directors are responsible for the maintenance and integrity of the corporate and financial information included on The company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

## Underdog Restaurants Limited

### Profit and loss account For the year ended 31 December 2022

	Notes	2022 £'000	2021 £'000
<b>Turnover</b>	2	53,931	33,553
Cost of sales		(32,338)	(23,083)
<b>Gross profit</b>		21,593	10,470
Administrative expenses		(15,943)	(10,821)
Other operating income	4	38	2,830
<b>Operating profit/(loss)</b>	2	5,688	2,479
Interest receivable		20	16
<b>Profit/(loss) on ordinary activities before taxation</b>		5,708	2,495
Tax on profit/(loss) on ordinary activities	5	(948)	(397)
<b>Profit/(loss) for the financial year</b>		4,760	2,098

All amounts reported in the profit and loss account relate to continuing operations.

There were no recognised gains or losses during the current or prior year other than the profit for that financial year. Accordingly, no separate statement of total recognised gains and losses has been presented.

# Underdog Restaurants Limited

## Balance sheet As at 31 December 2022

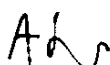
	Notes	2022 £'000	2021 restated £'000
<b>Fixed assets</b>			
Tangible assets	6	7,326	7,288
<b>Current assets</b>			
Stocks		974	843
Debtors: amounts due within one year	7	28,929	21,709
Debtors: amounts due after one year	7	204	204
Cash at bank and in hand		4,524	5,658
		<u>34,631</u>	<u>28,414</u>
<b>Creditors: amounts falling due within one year</b>	8	<u>(19,202)</u>	<u>(17,548)</u>
<b>Net current assets</b>		<u>15,429</u>	<u>10,866</u>
<b>Total assets less current liabilities</b>		<u>22,755</u>	<u>18,154</u>
<b>Provisions for liabilities</b>	9	<u>177</u>	<u>18</u>
<b>Net assets</b>		<u>22,932</u>	<u>18,172</u>
<b>Capital and reserves</b>			
Called up share capital	10	-	-
Share premium	11	1,023	1,023
Profit and loss account	11	21,909	17,149
<b>Shareholders' funds</b>		<u>22,932</u>	<u>18,172</u>

The financial statements of Underdog Restaurants Limited, registered number 05786163 were approved by the Board of Directors and authorised for issue on 12 December 2023.

For the financial year in question the company was entitled to exemption under section 479A of the Companies Act 2006. No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts.

Signed on behalf of the Board of Directors



Alex McLauchlan  
Director

## **Underdog Restaurants Limited**

### **Statement of changes in equity Year ended 31 December 2022**

	<b>Called-up share capital £</b>	<b>Share premium £</b>	<b>Profit and loss account £</b>	<b>Total £</b>
At 31 December 2020 restated	-	1,023	15,051	16,074
Total comprehensive income	-	-	2,098	2,098
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 December 2021 restated	-	1,023	17,149	18,172
	<hr/>	<hr/>	<hr/>	<hr/>
Total comprehensive income	-	-	4,760	4,760
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 December 2022	-	1,023	21,909	22,932
	<hr/>	<hr/>	<hr/>	<hr/>

# **Underdog Restaurants Limited**

## **Notes to the financial statements Year ended 31 December 2022**

### **1. Accounting policies**

#### **Accounting convention**

The financial statements have been prepared under the historical cost convention, modified to include certain items at fair value, and in accordance with Financial Reporting Standard 102 (FRS 102) issued by the Financial Reporting Council.

The accounting policies adopted by the company are set out below and have been applied consistently throughout the year and are consistent with the preceding year.

The company meets the definition of a qualifying entity under FRS 102 and has therefore taken advantage of the disclosure exemptions available to it in respect of its separate financial statements, which are presented alongside these consolidated financial statements. Exemptions have been taken in relation to the presentation of a cash flow statement and remuneration of key management personnel.

#### **Critical accounting judgements and key sources of estimation uncertainty**

The preparation of the consolidated financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amount of assets and liabilities, income and expenses. The estimates and assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form a basis for making the judgements about carrying value of assets and liabilities that are not readily apparent from other sources.

The directors have reviewed the estimates and assumptions used in the preparation of the consolidated financial statements. The directors do not believe that there is a significant risk which would lead to material adjustments to the carrying value of any assets and liabilities in the next financial year due to the changes on the estimates or assumptions.

#### **Going concern**

During the year the company made an operating profit of £5,688k (2021: £2,479k). The balance sheet showed net current assets of £15,429k (2021: £10,866k).

The Group has produced a base case cashflow forecast for the 12 months following the date of this report, alongside a sensitised scenario reflecting depressed revenue, further cost increases and wage inflation. Under both the base case and sensitised scenarios, The Group has sufficient liquidity to honour its obligations as they fall due and meet covenants attached to external bank debt.

At the balance sheet date, the Group had external bank debt of £12.2m maturing on 31 December 2024, and unsecured fixed rate loan notes of £48,196k which bear interest at 6% per annum, with a redemption date of 30 June 2025.

The directors believe that the assumptions made in arriving at the Group's base case forecast cash flows are appropriate, as well as their sensitised scenarios which include significant downside assumptions including the impact of inflation on food and energy costs due to inherent uncertainty in this respect, which could place restrictions on the Group's core operating environment and thus its ability to generate cash and comply with its covenants.

Taking this uncertainty into account, and having assessed likely downside scenarios and appropriate actions to mitigated such scenarios, the directors have formed the judgement that it is appropriate to prepare the financial statements on a going concern basis.

# **Underdog Restaurants Limited**

## **Notes to the financial statements Year ended 31 December 2022**

### **1. Accounting policies (continued)**

#### **Turnover**

Turnover represents restaurant and bar takings registered at point of sale through electronic tills, excluding any discretionary service charge and value added tax. The origin and destination of all turnover was the United Kingdom.

#### **Tangible fixed assets**

Tangible fixed assets are stated at historical cost, net of depreciation and any provision for impairment.

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Leasehold expenditure	- over the duration of the lease
Plant and machinery	- 33.33% straight-line on cost
Fixtures and fittings	- 33.33% straight-line on cost

#### **Stocks**

Stocks are valued at the lower of cost and net realisable value on a first-in-first-out basis, after making due allowance for obsolete and slow-moving items.

#### **Taxation**

Current tax is provided at amounts expected to be paid (or recovered) using the relevant tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date.

Deferred tax is measured at the average tax rates that are expected to apply in the periods in which the timing differences are expected to reverse, based on tax rates and laws that have been enacted or substantively enacted at the balance sheet date. Deferred tax is measured on a non-discounted basis.

#### **Leases**

Rentals paid under operating leases are charged to the profit and loss account on a straight-line basis over the period of the lease, even if payments are not made on such a basis. The aggregate benefit of any rent-free period or similar incentive under rental operating leases is also recognised on a straight-line basis over the full lease period. The company has taken the transitional allowance on existing leases to not restate those lease incentives accounted for under UITF 28.

# Underdog Restaurants Limited

## Notes to the financial statements Year ended 31 December 2022

### 2. Profit/(loss) before taxation

The profit/(loss) before taxation is stated after charging/(crediting):

	2022 £'000	2021 £'000
Depreciation – owned assets (note 6)	924	1,015
Operating lease rentals – other	2,191	1,786
Cost of stock recognised as an expense	16,070	11,077
Other Operating Income (note 4)	(38)	(2,830)
	<u>1,108</u>	<u>869</u>
Directors' remuneration and other benefits	<u>1,108</u>	<u>869</u>

### 3. Staff costs

The average monthly number of employees (including executive directors) was 709 (2021: 554). Their aggregate remuneration comprised:

	2022 £'000	2021 £'000
Wages and salaries	17,473	12,944
Social security costs	1,496	1,110
Pension contributions to private schemes	500	294
	<u>19,469</u>	<u>14,348</u>

The highest paid director in the year received emoluments of £245,000 (2021: £234,000)

### 4. Other operating income

	2022 £'000	2021 £'000
Coronavirus Job Retention Scheme (CJRS)	-	2,519
Local Restrictions and Closure Support Grants	38	311
	<u>38</u>	<u>2,830</u>

Other income of £38k (2021: £2,830k) includes £nil (2021: £2,519k) claimed in relation to the Coronavirus Job Retention Scheme (CJRS) and £38k (2021: £311k) claimed through Local Restrictions and Closure Support Grants. There are no unfulfilled conditions or other contingencies in relation to the Local Restrictions and Closure Grants recognised.

# Underdog Restaurants Limited

## Notes to the financial statements Year ended 31 December 2022

### 5. Taxation

#### (a) Analysis of the tax charge

The tax charge on the profit on ordinary activities for the year was as follows:

	2022 £'000	2021 £'000
Current tax:		
UK corporation tax	1,107	437
(Over)/underprovision in prior years	-	-
Total current tax (credit)/charge	1,107	437
Deferred tax (credit)/charge	(159)	(40)
Tax (credit)/charge on (loss)/profit	948	397

#### (b) Factors affecting current tax charge

The tax assessed on the (loss)/profit for the year varies from the effective rate of corporation tax in the UK of 19% (2021: 19%). The differences are reconciled below:

	2022 £'000	2021 £'000
Profit/(loss) before tax	5,708	2,495
Profit/(loss) on ordinary activities multiplied by the effective rate of corporation tax in the UK at 19% (2021: 19%)	1,085	474
Expenditure not deductible for tax purposes	-	-
Timing differences on fixed assets	(137)	(37)
Adjustment to tax charge in respect of previous periods	-	-
Total current charge/(credit) tax (note 5 (a))	948	437



# Underdog Restaurants Limited

## Notes to the financial statements Year ended 31 December 2022

### 6. Tangible fixed assets

	Leasehold expenditure £'000	Plant and machinery £'000	Fixtures and fittings £'000	Total £'000
<b>Cost</b>				
At 1 January 2022	12,838	3,070	3,227	19,135
Additions	474	42	446	962
At 31 December 2022	13,312	3,112	3,673	20,097
<b>Accumulated depreciation</b>				
At 1 January 2022	5,967	2,911	2,969	11,847
Charge for the year	702	149	73	924
At 31 December 2022	6,669	3,060	3,042	12,771
<b>Net book value</b>				
At 31 December 2022	6,643	52	631	7,326
At 31 December 2021	6,871	159	258	7,288

### 7. Debtors

Amounts falling due within one year:

	2022 £'000	2021 £'000
Trade debtors	1,615	362
Amounts owed by group undertakings	25,270	20,144
Other debtors	886	445
Prepayments	1,158	758
	28,929	21,709

Amounts falling due after more than one year:

	2022 £'000	2021 £'000
Other debtors	204	204

# Underdog Restaurants Limited

## Notes to the financial statements Year ended 31 December 2022

### 8. Creditors: amounts falling due within one year

	2022 £'000	2021 restated £'000
Trade Creditors	3,162	3,052
Amounts due to group undertakings	8,700	9,030
Corporation tax	1,161	437
Other taxation and social security	748	1,315
Other creditors	1,490	785
Accruals and deferred income	3,941	2,929
	<u>19,202</u>	<u>17,548</u>

Accruals and deferred income restated in 2021 due to deferred tax movement incorrectly recognised in another group entity.

### 9. Provisions for liabilities and charges

	2022 £'000	2021 £'000
Provision for deferred taxes	<u>(177)</u>	<u>(18)</u>
		Deferred tax £'000
On accelerated capital allowances		
Balance at 1 January 2022		(18)
Profit and loss account		<u>(159)</u>
Balance at 31 December 2022		<u>(177)</u>

### 10. Called up share capital

	2022 £	2021 £
<b>Allotted, issued and fully paid</b>		
9,500 Ordinary "A" shares of 1p each	95	95
2,822 Ordinary "B" shares of 1p each	28	28
7,400 Ordinary "C" shares of 1p each	74	74
	<u>197</u>	<u>197</u>

The company has three classes of ordinary share, each of which carries no right to fixed income. All shares are ranked *pari passu*.

# Underdog Restaurants Limited

## Notes to the financial statements Year ended 31 December 2022

### 11. Reserves

	Profit and loss account £'000	Share premium £'000	Totals £'000
At 1 January 2022 restated	17,149	1,023	18,172
Profit for the year	4,760	-	4,760
At 31 December 2022	21,909	1,023	22,932

### 12. Operating lease commitments

Annual commitments under non-cancellable operating leases are as follows:

	Land and buildings	
	2022 £'000	2021 £'000
Expiring:		
Within one year	2,132	2,127
Between two and five years	8,193	8,386
In more than five years	11,311	13,220

### 13. Capital commitments

At the balance sheet date, the company had capital commitments as follows:

Contracted for but not provided in the financial statements:

	2022 £'000	2021 £'000
Acquisition of property, plant and equipment	-	-

### 14. Control

At the balance sheet date, the directors consider Underdog Group (C) Limited, a company incorporated in the United Kingdom, to be the parent company. The smallest and largest group into which the results of the company are consolidated is that headed by Underdog Group Limited.

Copies of the consolidated financial statements can be obtained from Underdog Group Limited, Jack's Place, Unit B, 6 Corbet Place, London E1 6NN.

### 15. Post balance sheet events

A new lease was signed on the 24<sup>th</sup> of October 2022 to open a restaurant in Chicago, USA in 2024. This site will not trade within the company, but will be a part of the wider 'Hawksmoor' Group.

A new restaurant in Dublin, Republic of Ireland, opened in May 2023. This site does not trade within the company, but will be a part of the wider 'Hawksmoor' Group.