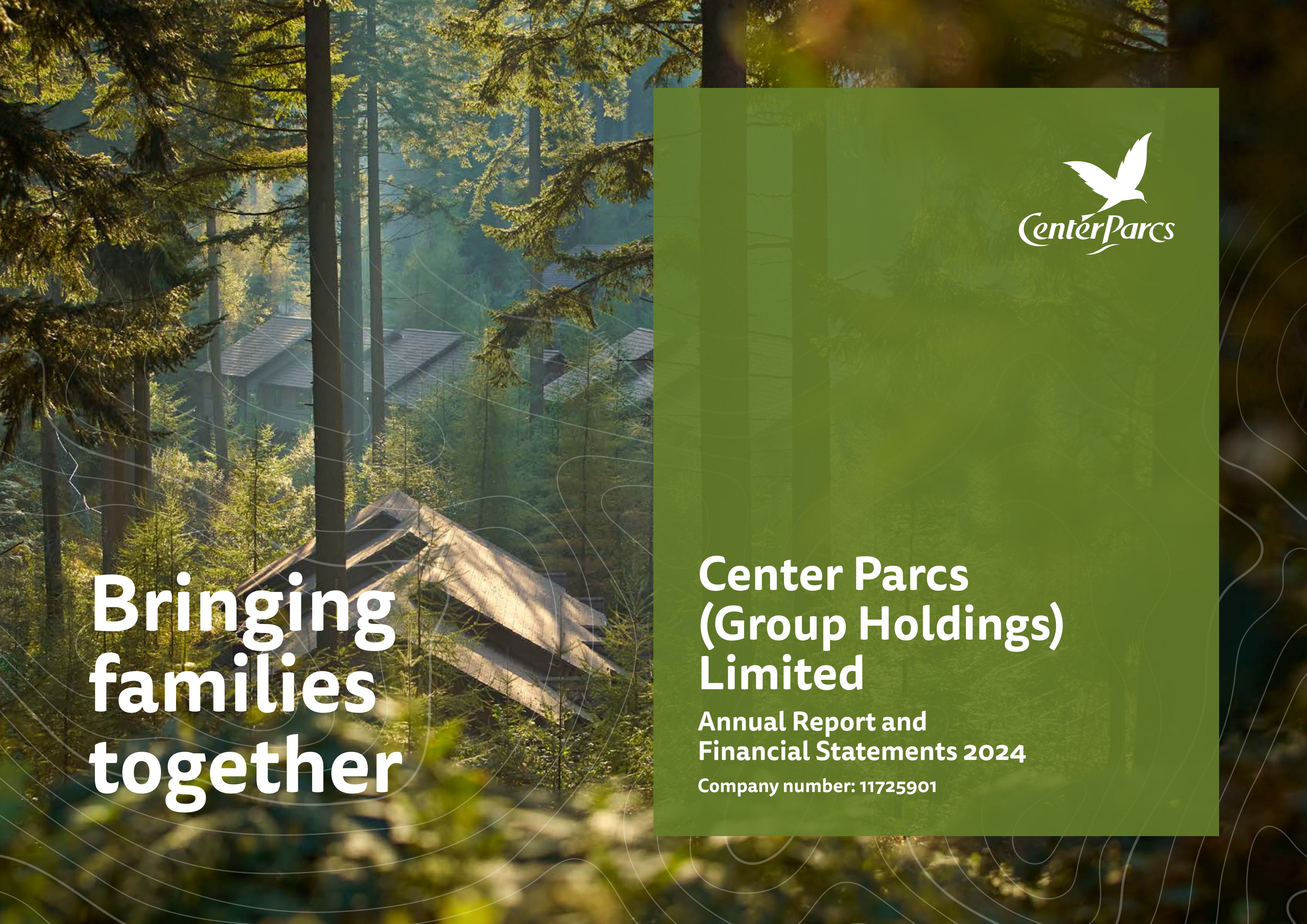


Bringing families together

Center Parcs (Group Holdings) Limited

Annual Report and Financial Statements 2024

Company number: 11725901

Annual Report and Financial Statements 2024

STRATEGIC REPORT

GOVERNANCE REPORT

FINANCIAL STATEMENTS

Center Parcs (Group Holdings) Limited (the "Company")
Registered office: One Edison Rise, New Ollerton, Newark, Nottinghamshire, United Kingdom, NG22 9DP

Strategic Report

Chief Executive's Statement

Colin McKinlay
Chief Executive Officer

"The Group delivered its highest ever EBITDA and guest satisfaction scores in its 37 years of operation. These fantastic results were delivered by our continued investment in our people, our environment and our facilities."

Chief Executive's Statement

During the year to 18 April 2024, the entire Center Parcs team have worked tirelessly to deliver a fantastic set of results.

The Group delivered its highest ever EBITDA and guest satisfaction scores in its 37 years of operation. These fantastic results were delivered by our continued investment in our people, our environment and our facilities, and our constant innovation over the years. We continue to fulfill our essential purpose of bringing families together, as well as focusing on our guiding principles of doing the right thing for our people, our guests and our stakeholders. I would like to thank each and every colleague for the passion and commitment they show day in, day out.

Our key performance highlights are:

- **97.0% occupancy across our six villages**
- **95% guest satisfaction, our highest score to date**
- **£704.1m in revenue, a 5.2% increase on last financial year**
- **£310.5m adjusted EBITDA**
- **Capital investment of £83m, delivering maintenance and refurbishment rolling programmes, alongside large projects including the complete refurbishment of Aqua Sana Elveden Forest, The Venue (our corporate events space) at Sherwood Forest and Winter Wonderland at Sherwood Forest.**

The outstanding financial results and guest satisfaction scores have been delivered against the backdrop of a significant number of external challenges, adversely affecting both households and businesses. In the UK, inflation was running at over 6% for much of the year. At the end of our financial year, the Bank of England Base Rate was 5.25% – a rate not seen since March 2008 – and for the financial year it remained above 4.25%. These factors led to higher costs for businesses and caused downward pressure on household budgets, tempering how much disposable income families had to spend on leisure and hospitality. Furthermore, continued and new global unrest has caused supply chain disruption and contributed to a general climate of uncertainty for consumers and businesses alike.

Looking to the future, as a business that embraces, protects and enhances its natural environment in order to provide a unique guest experience, we continue to strive to play our part in limiting climate change. During the year, we continued to make good progress on reaching our target of reducing our carbon emissions by 30% by 2030 from a baseline year of 2020, and we continue to evaluate and invest in a range of initiatives that will lead us to be net zero by 2050.

Whilst the year to April 2024 had significant external challenges, the Group continued to demonstrate its resilience by delivering an excellent set of results. It is almost certain that many of these challenges will continue into the next financial year, but we remain committed to doing everything we can to continue to meet our overarching aim of being the best company to work for, have a short break with, invest in and own.

Colin McKinlay

Chief Executive Officer

4 July 2024

Our business

Center Parcs is a leading short break provider, offering families quality breaks in beautiful woodland settings. We have been operating in the UK since 1987 and in Ireland since 2019. Targeting the premium sector of the family short break market, we offer accommodation and activities, set within nurtured woodlands, rich in biodiversity.

Our ownership

Center Parcs is owned by funds managed by Brookfield Asset Management, a Canadian global asset management company.

Center Parcs village

Accommodation Total 4,830

Guest capacity Total 25,682

Sherwood Forest
Opened 1987

904 | 4,806

Elveden Forest
Opened 1989

906 | 4,684

Longleat Forest
Opened 1994

805 | 4,244

Whinfell Forest
Acquired 2001

919 | 4,980

Woburn Forest
Opened 2014

800 | 4,232

Longford Forest
Opened 2019

496 | 2,736

Our purpose

Our purpose is to bring families together.

Our vision is to continue to be the best company to have a short break with, to work for, to invest in, and to own.
Our values support our purpose and are present in everything we do.

We are:

Natural
We talk and act like real people.

Family
We care for and support one another.

Respectful
We think before we act and empathise with others.

Confident
We proudly stand by our people, our brand and our product.

Passionate
We go above and beyond for our guests and each other.

Always growing
We ask hard questions of ourselves and are always looking for new answers.

Performance review
Highlights

2.3m
guests

97.0%
occupancy[1]

£704.1m
revenue

£310.5m
EBITDA[2]

£240.6m
operating profit[2]

£83.0m
capital investment

95%
guest satisfaction[3]

34%
labour turnover

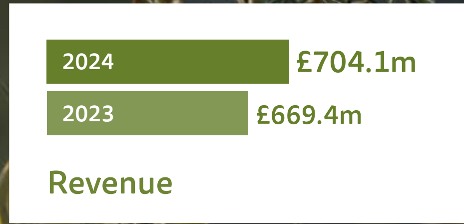
1 Occupancy is the average number of units of accommodation occupied as a percentage of the total number available.
2 Before adjusted items
3 Guest satisfaction is the percentage of guests that rate their break as excellent or good.

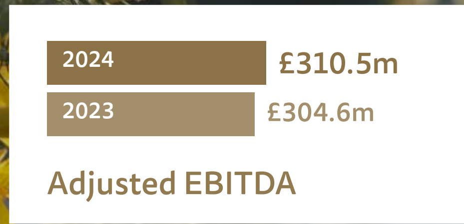
Performance review

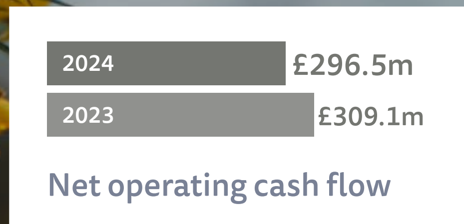
The Group has traded exceptionally well, delivering another year of record profits and demonstrating the continued resilience of the business in a challenging macro-environment.

The UK and Irish economies continued to see high inflation and high interest rates, with pressure on consumer spending due to lower levels of disposable income. Despite volatile consumer confidence, the Group performed exceptionally well during the year.

	Adjusted		Unadjusted	
	FY24	**FY23**	**FY24**	**FY23**
Revenue	**£704.1m**	£669.4m	**£704.1m**	£669.4m
Gross profit	**£495.7m**	£481.0m	**£495.7m**	£481.0m
Gross profit margin	**70.4%**	71.9%	**70.4%**	71.9%
EBITDA	**£310.5m**	£304.6m	**£309.2m**	£304.6m
EBITDA margin	**44.1%**	45.5%	**43.9%**	45.5%
Operating profit	**£240.6m**	£233.8m	**£239.3m**	£233.8m
Profit before tax	**£98.4m**	£121.0m	**£112.1m**	£110.6m
Profit after tax	**£76.2m**	£105.3m	**£88.6m**	£98.6m
Net operating cash flows	**–**	–	**£296.5m**	£309.1m
Net investing cash flows	**–**	–	**£(80.0)m**	£(65.3)m







Performance review

The primary profit measure used by the Center Parcs Group is Adjusted EBITDA, being earnings before interest, taxation, depreciation, amortisation and adjusted items. Adjusted EBITDA is derived from the income statement as follows:

	FY24 £m	FY23 £m
Revenue	**704.1**	669.4
Cost of sales	**(208.4)**	(188.4)
Gross profit	**495.7**	481.0
Administrative expenses before adjusted items	**(185.2)**	(176.4)
Adjusted EBITDA	**310.5**	304.6
Adjusted items	**(1.3)**	–
Depreciation and amortisation	**(69.9)**	(70.8)
Operating profit	**239.3**	233.8

Revenue

Revenue increased by 5.2% to £704.1 million. This is virtually a like-for-like comparison, as only one new unit of accommodation was constructed during the financial year, demonstrating the continued strong demand for Center Parcs breaks. Group occupancy during the year was 97.0%, and ADR increased by 2.2% to £244.99.

As at 18 April 2024, the Group had 4,830 units of accommodation.

Profit

Despite the negative financial impact of multiple macro-economic factors, the Group has grown both gross profit and adjusted EBITDA. A combination of revenue growth, alongside good control on costs, with a focus on efficiency initiatives, has delivered gross profit of £495.7 million and adjusted EBITDA of £310.5 million.

Margins have reduced slightly given material increases to the Group's cost base over the financial year.

Group costs (cost of sales and administrative expenses) before adjusted items increased by £28.8 million to £393.6 million, driven primarily by significant headwinds such as legislative wage inflation (National Living Wage) and other inflation-impacted input costs, including energy. Good cost discipline on controllable costs, with a focus on efficiency initiatives, has offset a proportion of the headwinds.

Energy costs have been fixed for the financial year ahead, giving the Group forward visibility on costs and margins.

Cash flow

The strong trading performance described above delivered operating cash flows of £296.5 million, which supported the Group's ongoing capital investment programme, which saw cash flows in respect of capital expenditure of £83.5 million. The Group continues to invest appropriately in the asset base to maintain the guest experience to the highest standard.

Operating highlights

Key Performance Indicators

As demonstrated by the Key Performance Indicators set out on page 07, the Group successfully maintained high occupancy levels and delivered good ADR growth. At the same time, guest satisfaction scores increased in comparison to the prior year.

Sustainability

We are pleased with our progress to date on our carbon reduction programme, which will see a 30% reduction in emissions by 2030 from a baseline year of 2020. We are now looking beyond that timeline and developing our strategy to be net zero by 2050.

Full details of the Group's carbon reduction programme are set out on pages 29 to 46.

Charity partners

We recently recommitted to our charity partnership in the UK with Together for Short Lives, and this relationship will continue until 2027. In Ireland, we have recently announced a new partnership with LauraLynn, Ireland's children's hospice. Further details are provided on page 18.

Awards

Center Parcs' spa, Aqua Sana, won Employer of the Year at the Professional Beauty UK Awards in 2023. Our spa in Ireland, Aqua Sana Longford Forest, won Spa of the Year at the Professional Beauty Ireland Awards in 2023.

Village expansion

Planning permission was obtained in January 2024 to expand the Group's village in Ireland, which will include 198 new units of accommodation and new guest facilities. We also have planning permission for an additional 85 units of accommodation across our UK villages.

Going concern

The Group has significant cash balances and current forecasts show continued profitability and cash generation for a period of at least 12 months from the date of approval of these financial statements. As such, the financial statements have been prepared on the going concern basis. At the prior year-end, the Group had restricted cash of £455.8 million as set out in note 14. This was used to settle the Group's A2 secured notes shortly after the prior financial year ended.

Performance review

Financing

Net debt

Net debt represents third-party borrowings, excluding lease liabilities and amounts due to related parties less cash and cash equivalents.

As set out in note 21 to the financial statements, the Group had net debt of £2,477.7 million at the year-end, compared to £2,317.9 million at the end of FY23. This principally reflects the refinancing of the Ireland Debt Facility during the year.

The Group had cash and cash equivalents of £45.3 million at the end of the financial year.

Borrowings

The Group has three key funding streams, these being fixed interest rate notes secured on the assets of the UK business, a floating interest rate Debt Facility secured on the assets of the Ireland business, and a Senior Facility that also attracts a floating rate of interest.

Full details of the Group's borrowings are provided in note 14 to the financial statements.

Refinancings

At the end of the previous financial year, the Group refinanced £440.0 million of A2 secured notes, replacing them with £324.0 million of new A6 notes and £324.0 million of new A7 notes. During FY24, we refinanced the £145.7 million (€165.3 million) Ireland Development Facility and replaced it with a new £224.1 million (€265.0 million) Facility.

In addition to the refinancing activities described above, we successfully refinanced the B4 secured notes after the year-end, on 17 May 2024. This was completed over a year ahead of maturity. On 7 June 2024, the Group also completed the refinancing of its Senior Debt Facility. Further details of these transactions are set out in note 29 to the financial statements.

Covenants

The terms of the Group's secured notes and Senior Debt Facility include Debt Service Cover covenants; the headroom on these ratios is significant and no risk of default has been identified. The secured notes also contain provisions requiring minimum annual investment and maintenance capital expenditure; our approved five-year business plan includes capital investment significantly in excess of these requirements.

The Ireland Debt Facility also includes a Debt Service Cover covenant but this is only tested once a Change of Control occurs.

Interest

Interest paid increased to £138.6 million from £119.1 million in FY24 following the completion of the secured note refinancing at the end of the prior year and the refinancing of the Ireland Debt Facility during FY24.

Balance sheet and cash flow statement review

Property

Land and buildings are carried at deemed cost, which is significantly lower than current market value. Recent third-party valuations undertaken show that the value of properties is in excess of £4.0 billion and hence significantly higher than the current book value.

Taxation

The Group paid corporation tax of £3.0 million during the financial year. Tax losses carried forward from financial periods impacted by the COVID-19 pandemic were offset against taxable profits in the period.

The taxation charge of £22.2 million on the adjusted profit before taxation of £98.4 million results in an effective tax rate of 22.6%, reflecting the fact that the majority of the Group's operations are in the UK and hence subject to a standard rate of corporation tax of 25%.

Defined benefit pension scheme

As at the financial year-end, the Group operated a legacy defined benefit pension scheme for a small number of members. It is anticipated that all liabilities in respect of this pension scheme will be settled during FY25.

Other

Preparation of financial statements

The Company is not legally required to prepare consolidated financial statements but has chosen to prepare them on a voluntary basis in order that stakeholders can more easily assess the performance of the combined UK and Ireland business. The financial statements have been prepared under the principles of predecessor accounting.

Our stakeholders

Engaging with our stakeholders is essential to understanding what matters to them.

This section sets out our key stakeholders, how we engage with them and how this engagement influences how we do business. It also serves as the Section 172 (1) Statement for the Company and its subsidiaries within the Group. The Company does not itself trade with suppliers or guests and has no employees. It has interests in subsidiary undertakings, which are responsible for relationships with external stakeholders.

The Board receives updates from the Operating Board, which detail any substantial engagement with our stakeholders. There are also regular agenda items to ensure that the Board receive relevant updates on all of our key stakeholders.

Our Board perform their duties in the way they consider would be most likely to promote the long-term success of the Company and the Group for the benefit of its members as a whole. In doing so, they have regard to the interests of other stakeholders, whilst maintaining high standards of business conduct.

Our key stakeholders are our guests, our colleagues, our suppliers, our communities, our shareholders, our investors, and nature. This is the first year we have reported on nature as a stakeholder and shows our commitment to protecting and nurturing the natural environment on our villages and beyond.

Our guests

Our purpose is to bring families together.

To do this successfully, we listen to our guests to ensure we understand the pressures faced by modern families and the things they value most when spending time together. We do this by engaging in a range of research, both qualitative and quantitative, covering topics such as new activities, seasonal offerings, updates to menus and marketing communications. We listen closely to our guests' feedback and work to incorporate it into any changes we make to the business.

After each break, guests are sent a survey to complete, based on their experience. The survey is managed by an external company to ensure an independent view and measures guest satisfaction in several areas, such as accommodation, facilities and service. The survey results determine an overall 'Delivering Excellent Service' (DES) score for each village and individual departments and units. This score is used to constantly improve our service and tailor our business to suit our guests' needs.

We saw high levels of guest satisfaction this year, with an overall score of 95%.

Guest feedback and DES scores are shared directly with key decision makers and stakeholders across the business on a regular basis, including at monthly Operating Board meetings.

We are proud that 65% of our guests have visited Center Parcs more than once and we know that a Center Parcs break is an annual tradition for many families. Having operated in the UK for more than 35 years, we're now seeing guests who visited us in their childhood returning with their own children to make even more memories together. In fact, more than 25,000 families have visited us at least five times.

65%
of our guests have visited Center Parcs more than once

95%
of guests rated their break as excellent or good

More than
25,000
families have visited Center Parcs at least five times

Our colleagues

Our colleagues play a huge role in making Center Parcs successful and we value each and every person, placing a great deal of importance on their wellbeing and development.

We believe in creating an inclusive culture that supports colleagues to thrive and reach their full potential, recognising that we're all at our best when we're able to be ourselves.

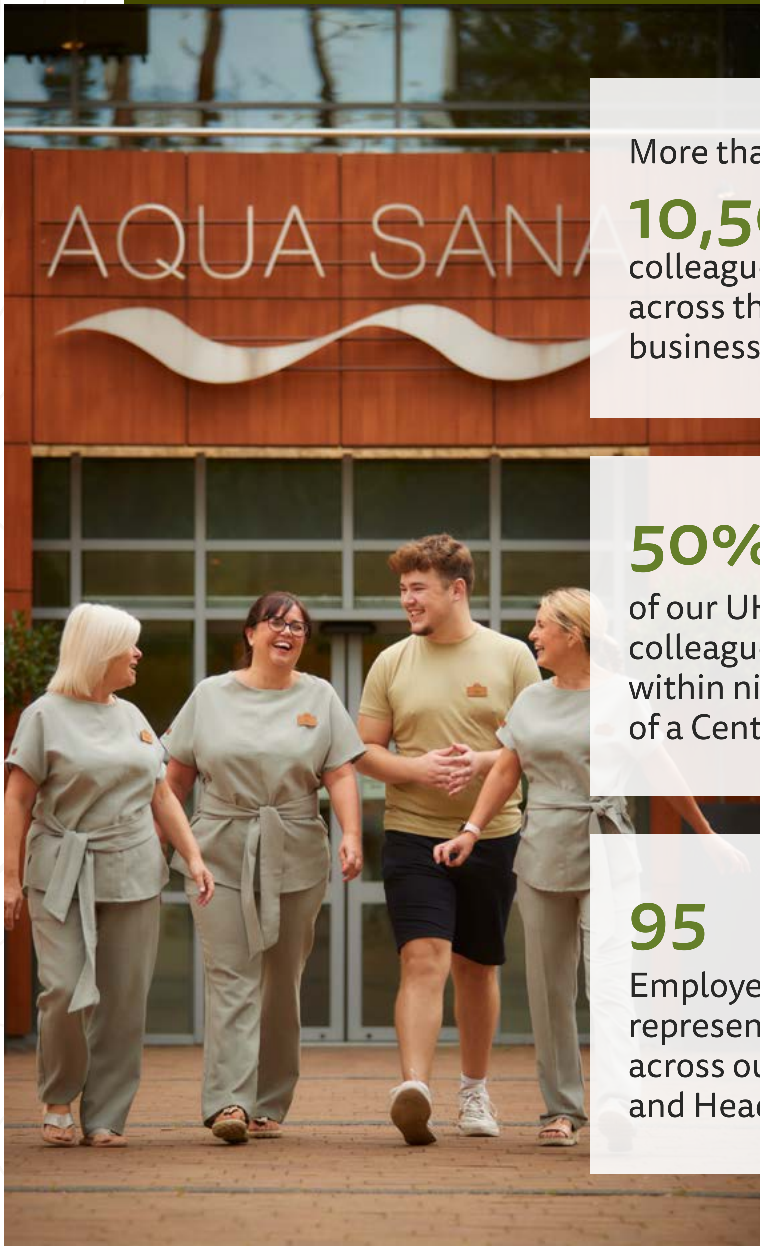
With more than 10,500 colleagues across the business, we use a range of methods to engage and communicate with our people.

Each of our villages and Head Office have an Employee Council, which consists of elected colleagues representing all teams. The councils meet quarterly to discuss issues, ideas and concerns. Feedback from the councils is provided to the Operating Board on a regular basis to ensure any concerns can be acted on. The Employee Councils are also responsible for administering the village's Community and Charity Funds.

We undertake anonymous colleague engagement surveys every two years. The results from these surveys help formulate action plans for the coming year and key trends are shared with senior managers to help drive change and improve the colleague experience. Ad hoc surveys are also conducted throughout the year to assess specific topics.

We also issue digital newsletters containing corporate news and information specific to each village and Head Office. The content is a mixture of important messages (such as health and safety reminders and key announcements) and engaging content. At the end of the period, the average open rate was 74%. As most of our colleagues don't have access to a company email account, the newsletters are shared with colleagues via their personal email addresses (where permission has been granted).

In addition to the above, all colleagues have access to an independent Whistleblowing Hotline, where anonymous reports of unethical behaviour or misconduct can be made at any time.



More than
10,500
colleagues across the business

50%
of our UK colleagues live within nine miles of a Center Parcs

95
Employee Council representatives across our villages and Head Office

Our colleagues

Recruitment, training and development

We pride ourselves on our approach to recruitment, seeking to employ people who embody our values and behaviours, and recognising that we can develop and train individuals in their role.

Offering the right training and development opportunities is key to attracting and retaining talented people and we offer both informal and formal development to support colleagues to achieve their potential, including a range of apprenticeships and leadership development programmes.

Rewards and benefits

It's important to us that we offer transparent, fair pay and we are committed to paying all of our colleagues 16p above the National Living Wage as a minimum, regardless of their age. We also work hard to ensure we maintain differentials for colleagues in team leader and manager roles.

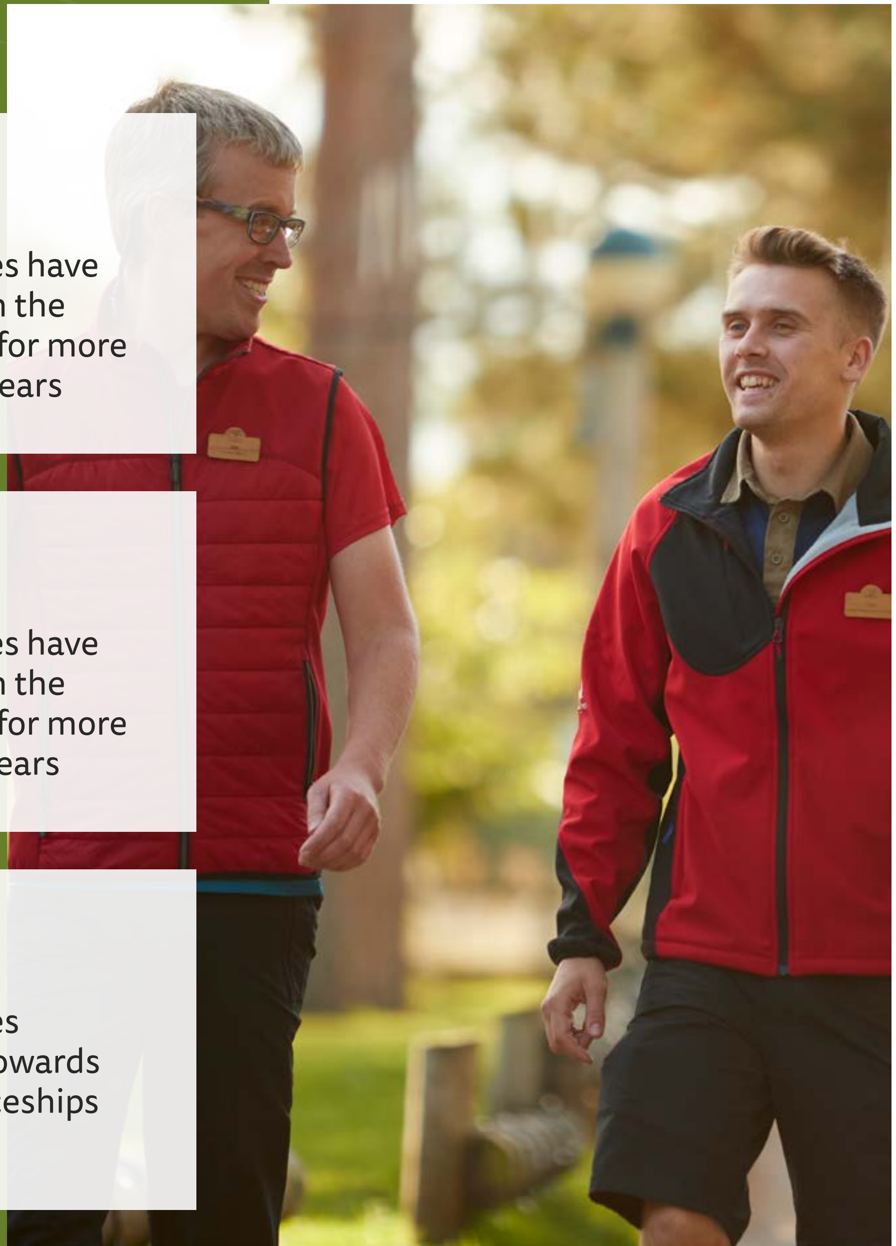
All colleagues (up to the Operating Board) are eligible for our annual bonus schemes, based on the business' progress against a series of targets.

We provide a range of discounts and benefits for all colleagues, as well as long service awards and colleague recognition events.

Wellbeing

We have a number of wellbeing programmes in place, including:

- Training managers to recognise signs of mental ill health in their team, including guidance on how to support colleagues.
- Training Mental Health First Aiders as a first point of contact for anyone experiencing mental ill health.
- Offering free flu vaccinations, an independent employee assistance programme and a digital healthcare service.
- Offering dynamic working where practical.



544
colleagues have been with the business for more than 20 years

14
colleagues have been with the business for more than 35 years

136
colleagues worked towards apprenticeships this year

Our colleagues

Developing a diverse, equitable and inclusive culture

Diversity, equity and inclusion is a key focus for the business. We want to create an environment where everyone can be themselves, whoever they are.

Like many organisations, we are at the start of a journey of learning, evolving and adapting. Our strategy focuses on three areas:

- **Culture** – enhancing our workplace and creating an environment where our teams feel a strong sense of belonging and can be themselves.
- **Leadership** – empowering our leaders to role model inclusive behaviours and lead by example to drive culture change.
- **Team** – attracting, developing and retaining diverse talent.

We are an accredited Disability Committed Employer, as well as an equal opportunities employer, meaning our selection processes, training, development and promotion opportunities are accessible and inclusive. We are committed to making reasonable adjustments throughout the employee lifecycle to ensure everyone can perform to the best of their ability.

Gender pay gap

We recognise we have an imbalance of men and women in certain roles, leading to a gender pay gap in terms of hourly pay (UK: 7%, Ireland: 14.4%) and bonus payments (UK: 51%, Ireland: 46.6%). These figures represent the amount less that an average female employee earns, compared to an average male employee.

The primary reason for this is due to the demographic pay gap, with more men in senior positions at Center Parcs than women. When men and women are doing the same roles, or roles of equivalent value, there is no pay gap evident.

In the last year, we have appointed a number of of women in senior roles and we are pleased to see that our gender pay gap has reduced by 1%. However, we still have some way to go.

We continue to support and nurture the careers of women looking to progress within the organisation, including running our Women's Development Programme. We are also adopting a flexible approach to working patterns, integrating diversity and inclusion into our policies, and have introduced a menopause policy.

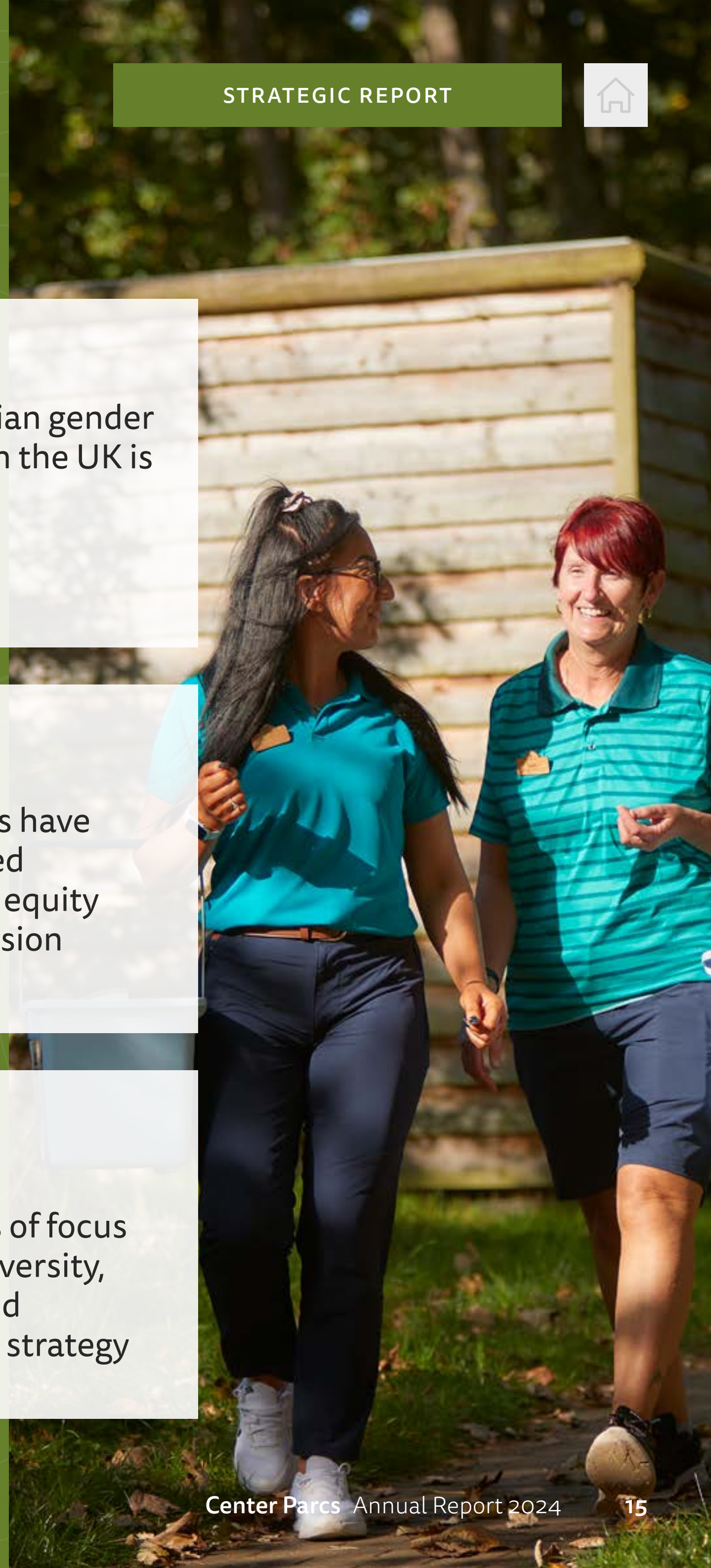
Our gender split as at 28 March 2024 is as follows:

	Directors[1]	Senior managers[2]	Managers[3]	Other employees
Men	5	34	268	2,910
Women	1	12	243	7,261

1 Directors of the Company

2 We have defined senior managers as those being part of the Senior Leadership Team

3 We have defined managers as those within the Management Bonus Scheme



Our median gender pay gap in the UK is

7%

409

managers have completed diversity, equity and inclusion training

3

key areas of focus for our diversity, equity and inclusion strategy

Our suppliers

Our suppliers range from large multinational companies to small family-owned local businesses.

Utilising local suppliers wherever possible is at the core of our business and we seek to foster lasting relationships with our suppliers, with some relationships spanning more than 30 years. We view our suppliers as partners, working together to achieve mutually beneficial goals and long-term success.

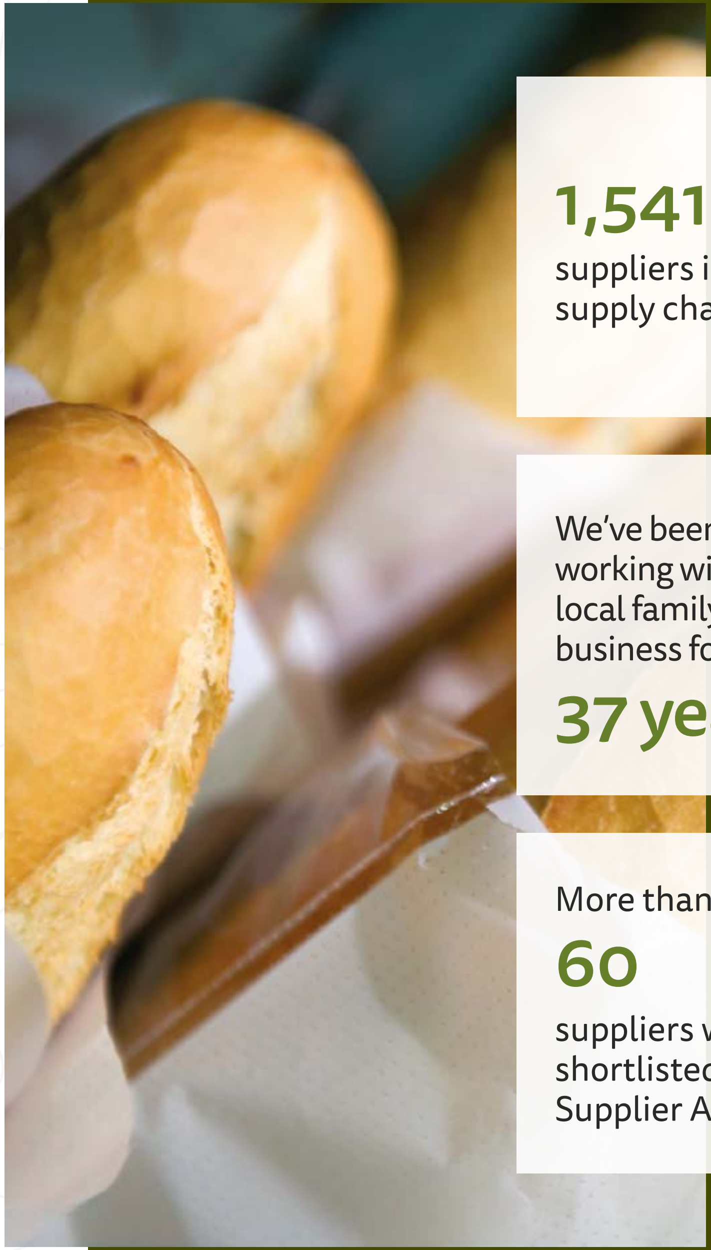
We are committed to the principles of responsible sourcing and respecting human rights. We map and collect data on our supply chain through Sedex, an online responsible sourcing management platform. This helps us to identify and mitigate any risks in the supply chain.

Suppliers are managed in line with our procurement and sanctions policies and must comply with our Ethical Trading Policy. This approach ensures thorough oversight of risks such as contractual and financial issues, modern slavery, sustainable sourcing and data security.

Our onboarding process is regularly reviewed to streamline the process, without compromising on diligence, and we regularly meet with our suppliers, listening to, and acting on, their feedback.

The Operating Board receive regular updates on critical supplier management and the Risk Committee review critical contracts and supplier issues on a regular basis. In addition, our Safety Management Group regularly review our Contractor Management Policy and ensure all relevant health and safety policies are applied to suppliers and contractors.

The Operating Board also review the actions taken to prevent modern slavery in the supply chain and approve our annual Modern Slavery Statement, as well as regularly reviewing payment practices and policies to ensure they are in line with agreed terms and best practice, including approving the Payment Practices Report.



1,541
suppliers in our supply chain

We've been working with one local family-run business for
37 years

More than
60
suppliers were shortlisted at our Supplier Awards

Our communities

Our villages play a vital role in their local communities, and we strive to be a responsible and active member of the community in a variety of ways.

As well as partnering with local suppliers wherever possible, we also employ a huge number of local people, with 50% of our UK colleagues living within nine miles of a Center Parcs village and 60% of our colleagues in Ireland living within County Longford.

Each village and Head Office also has access to a Community Fund and a Charity Fund (to administer donations via colleagues' payroll giving) – both funds are administered by the Employee Councils, based on applications from colleagues.

In the last year, the Community Funds have supported causes such as local football teams, food banks, primary schools and community facilities.

The Charity Funds have supported causes such as local air ambulances, local hospices and a wide range of both national and local health-based charities.

In addition, each village also donates raffle prizes and excess stock to local organisations and charities.

We also work closely with local communities on issues that affect them, such as traffic congestion, grant applications and seasonal activities.

The Operating Board receive regular updates on all community and charity partnerships.

Last year we donated

101

breaks to families in need of some precious time together

More than

£40,000

was donated last year via our Community and Charity Funds

We supported

100

community projects, groups and local charities last year

Our communities

Charity

We are currently partnered with Together for Short Lives in the UK – our partnership began in 2016 and is set to continue until 2027. In Ireland, we have recently come to the end of a five-year partnership with Barretstown, a charity offering camps and programmes for children and families living with a serious illness, and have just embarked on a new partnership with LauraLynn.

Funds are raised for both causes via a combination of guest donations at the point of booking (which the company then match fund), on village fundraising and challenge events. In addition, we provide both charities with a number of short breaks for families using their services, helping them make precious memories together.

Together for Short Lives is the UK's leading charity for children's palliative care. They work to ensure children with life-limiting conditions, and their families, can make the most of every moment they have together, whether that's for years, months or only hours. They also raise critical funds to support the UK's children's hospices. As part of our partnership, each of our villages are partnered with their closest children's hospice, ensuring funds raised by our colleagues benefit their local community. To date, we have raised more than £1.9m for Together for Short Lives.

LauraLynn, Ireland's children's hospice, aim to provide a Community of Care that delivers evidence-based, personalised services to children with palliative care needs, complex care needs and complex disabilities. They provide family support services and a home to residents, where quality of life is paramount.

In addition to our corporate partnerships, we work with a number of smaller charities, donating short breaks for families using their services, as well as responding to individual requests for families going through difficult times.

In 2016, we began working with the British Heart Foundation in the UK, donating preloved reusable furniture when we refurbish accommodation. Last year, 83 tonnes of items were diverted from the waste stream and raised more than £146,000.

We've raised

£1.9m

for Together for Short Lives during our partnership

together for short lives

Last year, we worked with

11

additional charity partners to donate breaks to families

PROUDLY SUPPORTING LauraLynn IRELAND'S CHILDREN'S HOSPICE

642

tonnes of furniture has been diverted from the waste stream to date through our partnership with the British Heart Foundation

Proud to support British Heart Foundation

Nature

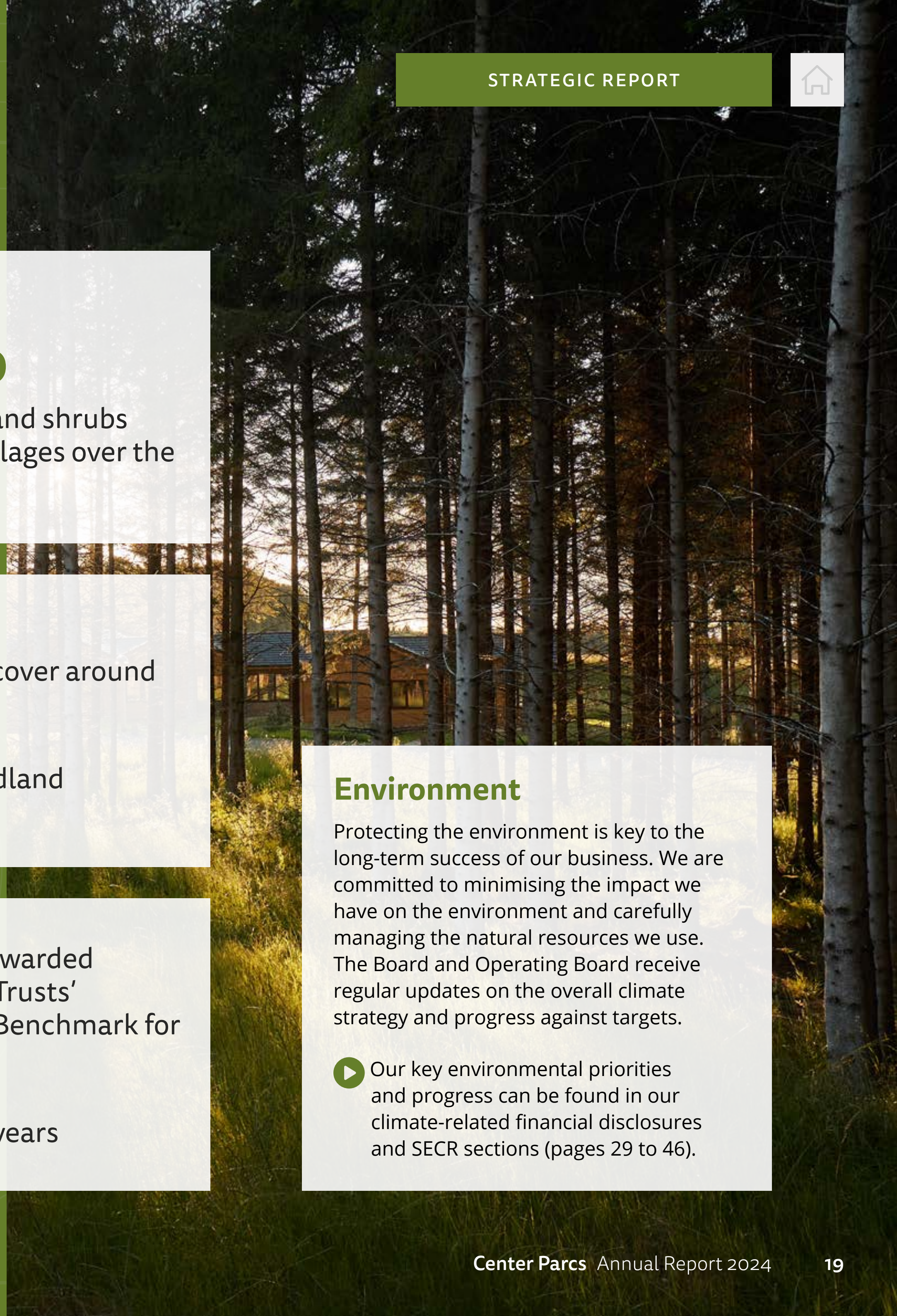
Our forests, and the nature they support, are the lifeblood of our business and vital to our long-term success.

At the heart of our business is a commitment to treat them with the respect they deserve, nurturing and enhancing the woodland to encourage greater biodiversity and create habitats for species of local and national significance.

Each of our villages has a bespoke Forest Management Plan (FMP), which clearly sets out our approach over a 10-year period, covering all areas of forest management. The plans were updated in 2023 in consultation with independent experts and organisations, to cover the next 10 years. These plans include a total of 76 Biodiversity Action Targets across all six villages, to ensure we maintain and improve habitats and biodiversity year on year. The plans have also been reviewed by the ESG Committee and the Operating Board.

We are keenly aware of our responsibility to protect the species that call our forests home and conduct annual surveys across our villages to understand the population of flora and fauna and the health of our forests. This forms part of our approach to consulting with nature as a key stakeholder in our business. The results of these surveys, and progress against our FMP targets, are reviewed annually by the ESG Committee. In recognition of our commitment, and our effective approach to forestry management, we have been awarded The Wildlife Trusts' Biodiversity Benchmark Award for 17 consecutive years, an achievement which we are extremely proud of.

The Operating Board receive regular updates on engagement activities in this area.



We planted

12,990

native trees and shrubs across our villages over the last year

Our villages cover around

2,500

acres of woodland

We've been awarded The Wildlife Trusts' Biodiversity Benchmark for

17

consecutive years

Environment

Protecting the environment is key to the long-term success of our business. We are committed to minimising the impact we have on the environment and carefully managing the natural resources we use. The Board and Operating Board receive regular updates on the overall climate strategy and progress against targets.

Our key environmental priorities and progress can be found in our climate-related financial disclosures and SECR sections (pages 29 to 46).

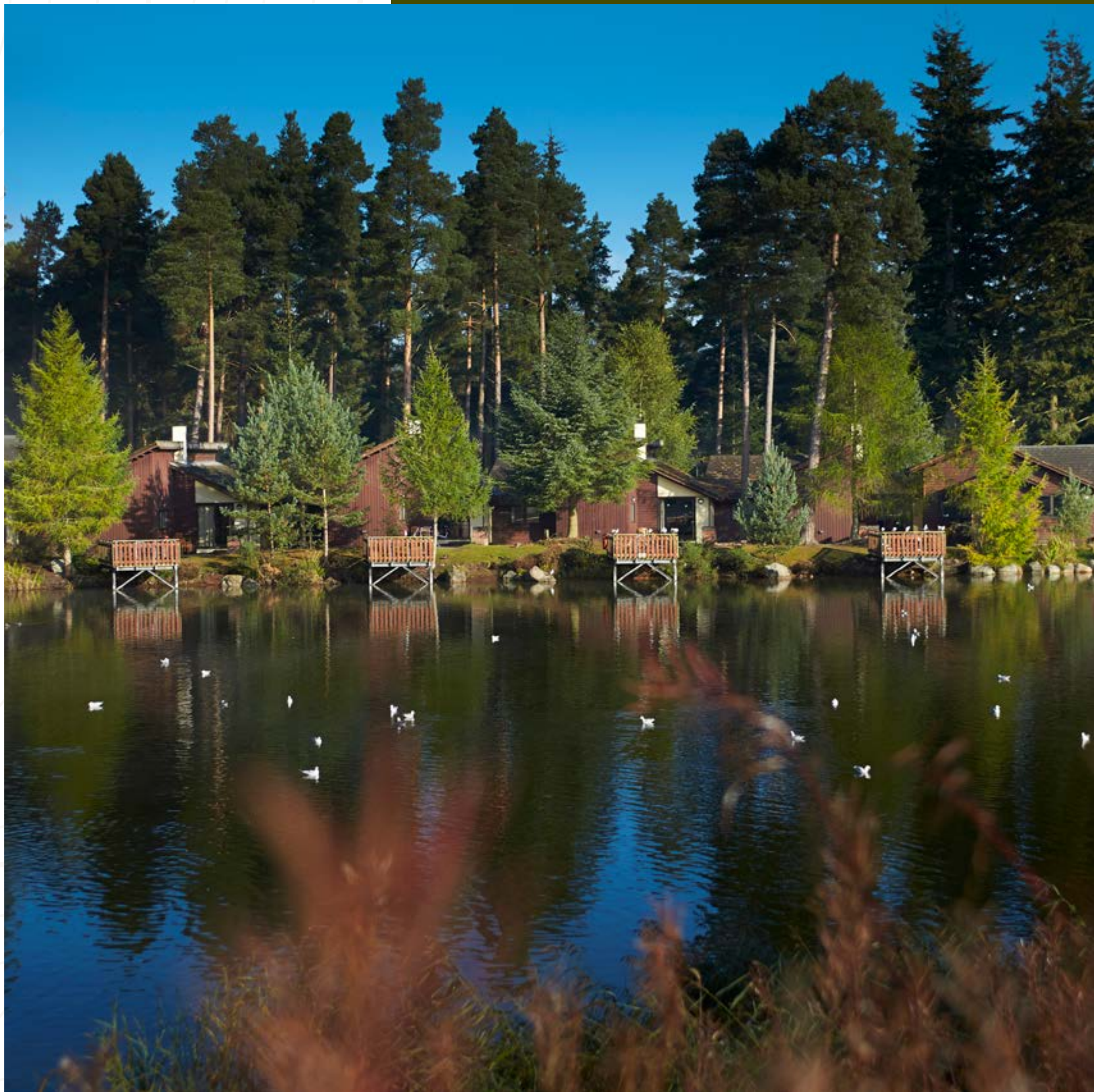
Our shareholders and investors

The Board has regular engagement with shareholders to understand their expectations and gain feedback on the Group's overall strategic goals and performance.

We provide an update on financial performance, strategic priorities and significant projects to our investors on a quarterly basis, in accordance with the terms of our financing agreements.

Material reportable events are also reported to debtholders as and when they arise. Corporate reports and stock exchange announcements, in respect of the Group's listed debt, are published on the website.

A Shareholder Agreement sets out the rights of the shareholder in relation to the Group and the matters that require specific investor consent.



Key strategic decisions

As part of the decision-making process for each matter, the Board considers the likely consequences of any decision in the long term, identifies stakeholders who may be affected and carefully considers their interests and any potential impact.

The key strategic decisions taken during the year were informed and supported by stakeholder engagement activities and include:

- The expansion of Longford Forest, Ireland, by up to 198 lodges with associated expansion of central facilities.
- The appointment of a Chief People Officer, Chief Construction and Development Officer and a Non-Executive Director.
- The payment of dividends of £226.4 million to shareholders.
- The commencement of a new corporate charity partnership in Ireland with LauraLynn, for an initial two-year period.
- The approval of new 10-year Forest Management Plans, including detailed biodiversity targets, for each village.

Risk management

Risk management framework

The Operating Board has overall responsibility for identifying and managing risk within the Group. The Group operates a risk management framework to identify the key risks that the Group may be exposed to and develops systems and controls to mitigate and manage those risks so that the risks do not crystalise and undermine the Group's ability to deliver its objectives. The key elements to our approach to risk management are:

Risk Committee

The Risk Committee is chaired by the Chief Executive Officer and is made up of the Operating Board and other key members of senior management. The Risk Committee meets in full session quarterly and six-weekly for shorter interim meetings. It maintains the Group's Enterprise Risk Register and ensures that the Group has systems and controls in place to manage or mitigate such risks. The Risk Committee also reviews the operational risk registers for each area of the business and ensures any emerging risks are identified and addressed. The Risk Committee establishes and reviews the risk appetite of the Group and strives to ensure that the Group achieves its corporate objectives without running unacceptable risks, which may lead to financial losses, reputational harm, regulatory action or diminution in shareholder value.

Environmental, Social and Governance Committee

The Environmental, Social and Governance Committee (ESGC) is chaired by the Chief Executive Officer and is made up of the Operating Board (excluding Non-Executive Directors) and other key members of senior management. The ESGC meets quarterly. It sets the Group's strategy and objectives in relation to environmental, social and governance matters and oversees and monitors the work the Group undertakes in these areas.

Data Protection Committee

The Data Protection Committee (DPC) is co-chaired by the Chief Corporate Officer and the Chief Sales and Marketing Officer and is made up of senior management and subject matter experts. The DPC ensures the Group maintains systems and controls to protect and safeguard the data and information that the Group holds, protecting the interests and privacy of its guests, employees and other stakeholders. The DPC meets twice a year, increasing to three times per year from the next financial year. This increase recognises the level of regulatory change in this area and the level of oversight required by the DPC.

Safety Management Group

The Safety Management Group (SMG) is chaired by the Chief Village Operations Officer and is made up of senior management and subject matter experts. The SMG meets quarterly. The health, safety and wellbeing of our employees, guests and visitors to our sites is paramount, and the SMG ensures the effective management of operational risks that may impact on guests, employees and visitors to ensure we operate in a safe environment.

Competition Committee

The Competition Committee is chaired by the Chief Finance Officer and meets twice a year. It monitors trends and activities within the leisure sector to provide insight into risk management policies and processes. It works closely with the Risk Committee to oversee alignment of the strategy with risk management.

From the next financial year, the Group has established two further committees – an Audit Committee and a Remuneration Committee. The Audit Committee will establish formal and transparent arrangements for considering how the Group should apply corporate reporting requirements and internal control principles, as well as maintaining appropriate relationships with auditors. The Remuneration Committee will have responsibility for Executive Director remuneration and will set discretionary bonuses and/or benefits for Directors and senior employees.

Risk management

Principal risks and uncertainties

The Risk Committee has undertaken a detailed and thorough review of the principal risks and uncertainties facing the Group, including those which would compromise the Group's ability to deliver its corporate objectives. The principal risks, and details of how these risks are managed and mitigated, are set out below.

Health and safety

Risk owner: **Chief Corporate Officer** Trend since FY23: =

Serious illness, injury or loss of life in relation to employees, guests or visitors (including contractors, suppliers and third-party employees) at the Group's sites may lead to criminal prosecution, civil claims, fines, reputational damage and a reduction in guest numbers, revenue and profitability.

Center Parcs is a family environment. Therefore, the interests of children, young adults and adults at risk must be safeguarded to avoid injury, harm or loss of life.

How we manage and/or mitigate the risk

- The Group has well-developed policies and strategies across health and safety, fire safety, food safety and safeguarding.
- The Safety Management Group supervises and oversees the Group's compliance with its policies and strategies.
- Incident response plans are in place, covering a wide range of possible and probable incidents that may occur. Employees are trained in relation to these plans and exercises are run to ensure employees are experienced in handling such incidents.
- A comprehensive set of risk assessments are maintained and continually updated.
- Regular audits are performed using both internal and external resources to ensure policies are adhered to.
- The Group has its own in-house occupational health service and operates comprehensive first aid cover.
- The Group maintains a comprehensive insurance programme to cover all relevant risks.

Security

Risk owner: **Chief Village Operations Officer** Trend since FY23: **New**

Serious incidents of crime, disorder, anti-social behaviour and/or violence may cause health and safety incidents leading to criminal prosecution, civil claims, fines, reputational damage and a reduction in guest numbers, revenue and profitability.

How we manage and/or mitigate the risk

- The Group employs its own in-house security personnel to minimise the risk of any such incidents occurring and, if they do occur, to manage them effectively and appropriately.
- Each site has controlled access points to ensure only authorised persons are allowed on site.
- Access controls are in place to ensure members of the public can only access areas open to the public.
- Incident management plans are in place and tested on a regular basis.
- We use CCTV extensively where appropriate.
- We maintain regular contact with law enforcement agencies and emergency services.
- We engage external consultants to monitor and advise on emerging risks and trends.
- Appropriate training is provided to all staff.

Key = No change ^ Increase v Decrease

Risk management

Business continuity	
Risk owner: **Chief Executive Officer**	Trend since FY23: =

The Group requires certainty, stability and predictability in relation to its suppliers, contractors and employees to ensure it can deliver short breaks for its guests. If such certainty, stability or predictability is disrupted, the Group may see a loss of revenue, a reduction in profit and/or reputational harm.

How we manage and/or mitigate the risk

- The Group monitors the performance of its key suppliers across a number of key performance indicators to ensure they are able to meet the demands of the Group.
- The Group maintains comprehensive business continuity plans and tests these frequently. The Group liaises with key suppliers to ensure they have similar continuity and business resilience plans in place.
- The Group has a robust recruitment strategy to ensure it has sufficient numbers of colleagues to fulfil the needs and demands of the Group.
- The Group maintains a comprehensive insurance programme that includes cover for property damage and business interruption arising from property damage.

Macro-economic climate	
Risk owner: **Chief Finance Officer**	Trend since FY23: **New**

The Group operates a leisure and hospitality business and, therefore, relies on household disposable income to generate bookings and revenue. A difficult or deteriorating macro-economic climate could see reductions in demand, revenue and profit.

Recent levels of high inflation, low wage growth and higher costs of borrowing have all reduced household disposable income.

How we manage and/or mitigate the risk

- The Group monitors key macro-economic metrics and ensures it develops its product offering to remain appealing to its core market.
- The Group employs specialists to deliver best value across its supply chain and minimise input costs.

Key = No change ^ Increase v Decrease

Risk management

Financial

Risk owner: **Chief Finance Officer** Trend since FY23: Increase

The Group may be exposed to risks relating to interest rates, liquidity, currency, credit and fraud.

If any such risks crystallise, they could lead to financial losses, regulatory action or reputational damage.

How we manage and/or mitigate the risk

- At 18 April 2024, approximately 84% of the Group's external funding was represented by fixed rate loan notes (2023: approximately 88%), limiting the exposure to interest rate risk. Where the Group utilises floating rate debt, interest rate caps are used to further manage the risk.
- The Group maintains sufficient levels of cash and committed funding to enable it to meet its medium-term working capital, lease liability and funding obligations. Rolling forecasts of liquidity requirements are prepared and monitored and surplus cash is invested in interest bearing accounts.
- The Group is principally exposed to currency risk via the operation of Center Parcs Ireland Limited, which has a functional currency of euros. The Group does not operate a hedging facility to manage operational currency risk as it is not considered to be material.
- Center Parcs borrows from well-established institutions with high credit ratings. The Group's cash balances are held on deposit with a number of UK banking institutions.
- Systems and processes are deployed to detect and prevent fraudulent transactions, payments, refunds and bank account changes.

Key suppliers and supply chain management

Risk owner: **Chief Corporate Officer** Trend since FY23: No change

The Group is reliant on its suppliers to ensure it can deliver high-quality short breaks for its guests.

Supply chain failure or disruption in relation to certain key or material suppliers could lead to the closure of one or more of our villages or significant disruption.

Unexpected and significant price increases may impact on the profits made by the Group, specifically if these costs cannot be passed on.

Actions taken, or decisions made, by our suppliers may damage the reputation of the Group.

How we manage and/or mitigate the risk

- Extensive due diligence is carried out on our suppliers prior to appointing them and on an ongoing basis to ensure they are resilient and will be able to meet the demands we place on them.
- For key and material suppliers, we ensure we have contingency plans in place to ensure there is continuity of supply and to avoid any material disruption to the business.
- Multiple suppliers of key goods and services are used to ensure there is no single point of failure.
- Wherever possible, fixed price and fixed-term contracts are entered into in order to secure pricing and supply. We seek advanced warning of any proposed price increases and actively engage with suppliers to minimise any such increases without compromising on the quality of goods and services.
- The Group has a hedging strategy in place to forward buy power and gas in advance of the financial year in which it is to be consumed.
- Group Procurement actively re-tender contracts to ensure we always get the best value.
- All relevant employees receive training in relation to ethical trading, modern slavery and our Business Code of Conduct.

Key = No change ^ Increase v Decrease

Risk management

Data protection, information security and cyber security

Risk owner: **Chief Corporate Officer** Trend since FY23: =

The Group holds and processes a large amount of personal data in relation to guests, employees and other individuals. The unlawful collection, processing, use, distribution or access of such data, or any unauthorised access or loss, may lead to significant reputational harm and regulatory action against the Group.

The threat of unauthorised third parties seeking to access our systems is constantly evolving and becoming increasingly sophisticated. Any such unauthorised access may cause financial loss, disruption and reputational harm.

How we manage and/or mitigate the risk

- Only the data that is required to be collected is collected, and this is only retained for as long as necessary. Data Protection Impact Assessments are undertaken for all data collected. Data can only be accessed by those who require access. All relevant employees receive training in relation to data protection.
- Group IT ensures that all systems have relevant upgrades and security patches deployed as soon as possible.
- Penetration testing and security scans are run on the IT environment on a regular basis to identify and address any vulnerabilities.
- We deploy hardware and software solutions to protect the digital environment and provide alerts in relation to any hostile attempts at access.
- All relevant employees receive training in relation to cyber security and online safety.

IT systems

Risk owner: **Chief Corporate Officer** Trend since FY23: =

The Group relies on a number of systems to take bookings, record transactions, make payments and otherwise operate the business. The loss of any such system for a prolonged period may lead to significant loss of revenue and profit, disruption to guests and reputational harm.

How we manage and/or mitigate the risk

- All key systems have backups, failovers and contingency plans in place to ensure minimal disruption is caused.
- We place a prohibition on any system changes in advance of, and during, key booking periods.
- Business continuity plans are documented and tested, both internally and with third-party suppliers.

Key = No change ^ Increase v Decrease

Risk management

Management, people and talent

Risk owner: **Chief People Officer** Trend since FY23: Decrease

The Group relies on an experienced management team to deliver its strategy and achieve its corporate objectives. A failure to attract, recruit, retain and develop this team may lead to a failure in delivering the corporate objectives and/or a reduction in competitive advantage.

The Group's success in delivering excellent guest service is reliant on attracting, recruiting, retaining and training employees who are committed to delivering the corporate objectives. Without sufficient such employees, the Group may not achieve its corporate objectives and may see a reduction in revenue and profit.

How we manage and/or mitigate the risk

In relation to the management team:

- The Group has well-developed succession plans in place to ensure there is resilience and stability.
- Development plans are in place and internal career progression is encouraged.
- A strong brand reputation coupled with competitive remuneration packages allows the Group to attract and retain high calibre people.
- The remuneration strategy encourages responsible decision making and risk taking, with a view to delivering long-term stakeholder value.

In relation to the wider employee base:

- The Group invests heavily in ongoing learning and development to ensure its employees have the skills and experience to deliver best-in-class service.
- The Group has a robust recruitment strategy to ensure it has sufficient numbers of colleagues to fulfil the needs and demands of the Group.
- Employee engagement surveys are undertaken to understand how employees feel about their work and identify, and act on, any areas for improvement.
- The remuneration strategy rewards employees for delivering excellent guest service and allows employees to share in the financial success of the Group.

Environmental, Social and Governance (ESG)

Risk owner: **Chief Executive Officer** Trend since FY23: Increase

The Group is committed to achieving high standards of ESG principles, actions and outcomes. A failure to adhere to this commitment may lead to:

- Reputational damage.
- A reduction in customer demand if guests choose to holiday elsewhere.
- Difficulty in recruiting and retaining employees.
- Regulatory action, including fines.
- Higher borrowing costs or lack of funding.
- A reduction in revenue and/or profit.

How we manage and/or mitigate the risk

The ESG Committee:

- Monitors the Group's progress on its environmental targets, including the target to reduce carbon emissions by 30% by 2030 (against a baseline of 2020). Progress against these targets is included in our climate-related financial disclosures (CFD) and SECR data on pages 29 to 46.
- Oversees the commitment to be net zero carbon emissions by 2050.
- Oversees compliance with the Task Force on Climate-related Financial Disclosures' (UK-CFD) recommendations and other reporting obligations. Details can be found in our CFD report (pages 29 to 46).
- Ensures the effectiveness of the Group's Environmental Management System (ISO14001).
- Ensures we select charitable partnerships which are aligned to our brand values and relevant to our guests and employees.
- Drives the diversity, equity and inclusion strategy and workstreams across the Group in relation to guests, employees and other stakeholders.
- Oversees governance arrangements to ensure they are appropriate to the size and scale of the Group, its sphere of operations and the risks relevant to the Group.

Key = No change ^ Increase v Decrease

Risk management

Climate change and severe weather	
Risk owner: **Chief Village Operations Officer/Chief Development and Construction Officer**	Trend since FY23: **New**

Acute physical risks from severe weather events, such as storms, snow, high winds, extreme temperatures (hot and cold), flood and drought may disrupt the Group's business or lead to a partial or complete closure of one or more of our villages. This in turn may lead to a loss of revenue or a reduction in profit.

Chronic physical risks from longer term climate change may lead to areas where the Group's sites are located becoming less hospitable and, therefore, less attractive for leisure and hospitality.

Transitional risks are those that arise from changes to our operating environment during the transition to a low-carbon economy.

How we manage and/or mitigate the risk

- The Risk Committee oversees both physical and transitional risks associated with climate change. The ESG Committee oversees delivery against our carbon reduction targets. Details of our climate risks and progress we have made against our targets is included in our climate-related financial disclosures (CFD) section and SECR data (pages 29 to 46).
- In relation to severe weather events, the Group maintains robust operational plans that take into account severe weather events to ensure either the business continues to trade during such events, with relevant adjustments to mitigate risk, or that it closes some or all of its facilities in a controlled manner, if required.
- The Group monitors weather warnings to ensure timely action is taken.
- The Group maintains a comprehensive insurance programme that includes cover for property damage and business interruption arising from property damage as a result of severe weather events.
- The Group maintains forestry management and biodiversity plans that take into account the risk of severe weather and climate change.
- The Group acknowledges that climate change is a global risk that impacts everyone. The Group is committed to playing its part to minimise climate change.

Key = No change ^ Increase v Decrease

Climate-related financial disclosures

Governance

Our governance framework allows the Board to integrate climate-related risks and opportunities into our strategy and decision-making processes. The ESG Committee is responsible for assisting the Board in its oversight of ESG matters. The Risk Committee considers the impact of ESG and climate change risks and the climate-related disclosures. The overall ESG governance framework is below:

ESG Committee

The ESG Committee is responsible for ensuring our ESG strategy, including climate-related risks and opportunities, is managed within operations. This includes ensuring:

- A coherent strategy to manage climate risks and opportunities is developed and delivered, including the organisation's strategic approach to carbon reduction.
- Climate-related risks and opportunities, including the organisation's carbon emissions, are identified and assessed in a timely and appropriate manner.
- Appropriate resources are put in place to mitigate climate-related risks, realise climate-related opportunities and reduce the organisation's carbon emissions in line with an adopted strategy.
- An accurate, timely and relevant flow of information to target and measure progress against the organisation's adopted climate-related, and other, environmental targets.

The ESG Committee reports to the Operating Board on a quarterly basis and is Chaired by the Chief Executive Officer. The ESG Committee approve any climate-related strategy and review the progress and performance of climate-related strategy and targets, as well as other Social and Governance-related areas.

The ESG Committee have delegated the day-to-day management of ESG matters, including the development and delivery of any climate-related strategy, to an ESG Working Group. The ESG Working Group brings all matters requiring corporate agreement and monitoring to the ESG Committee for review or approval on a quarterly basis.

The ownership of ESG and climate change risks is delegated to the Chair of the ESG Working Group. The progress that the ESG Working Group has made in mitigating climate-related risks is presented annually to the Risk Committee.

Climate-related financial disclosures

ESG Working Group

The ESG Working Group is a multi-disciplinary team of senior management representatives from the Development, HR, Procurement, Finance and Legal teams. The Working Group meets quarterly. The subgroups meet monthly and report to the ESG Committee on a quarterly basis. The ESG Working Group focuses on the three main strands of ESG:

Environmental	Social	Governance
Activities across the business to deliver on environmental targets	The communities that surround our villages	Transparent reporting on financial, non-financial and regulatory matters
Renewable energy, sustainable travel and energy saving	Working with charities and the third sector	Legal compliance and risk management
Progress against our 2030 targets and 2050 net zero commitment	The application of ESG priorities in the selection of our suppliers	Ensuring robust and effective corporate policies, internal controls, process and methodologies
Environmental management to ISO14001	Colleague and guest travel to and from our villages	Managing conflicts of interest
Mitigation of climate risks and amplifying opportunities	Colleague wellbeing, social mobility, safety and health	Allocation of sufficient resources and competent personnel
Biodiversity management in line with the Biodiversity Benchmark	Fairness and equity	ESG ratings and supply chain monitoring
Natural resource management e.g. waste, water	Diversity, equity and inclusion	

Village Environmental Management Groups

Our Village Environmental Management Groups, based at each of our villages, assist with the development and delivery of on-village resource efficiency and environmental sustainability projects, directly ensuring that energy, water, waste and biodiversity targets are met. The initiatives supported by these groups contribute to moving Center Parcs towards its medium-term targets, as detailed under the metrics and targets section.

These groups play a key role in implementing our Environmental Management System (EMS) and Biodiversity Benchmark to manage and mitigate environmental impacts, whilst also ensuring we maintain certification to the IS014001 and Biodiversity Benchmark standards for Environmental Management on site. They also build the villages' resilience to climate change, whilst continuing to effectively manage our use of natural resources and natural capital. The groups are Chaired by the Deputy Village Director of each village and include on-village team members from the areas of the business most involved in delivering our 2030 and 2050 targets, such as estate maintenance, forestry management, provision of leisure activities, service delivery, food, beverage and retail, and grounds management. The groups meet bi-monthly.

Information flow

- Village Groups meet bi-monthly and report progress to the central Environment and Sustainability team. Progress reports cover village-level actions across energy, waste, water, biodiversity and other areas of environmental compliance and sustainability, in support of meeting our targets.
- Quarterly progress across all villages is consolidated by the Corporate Sustainability Manager and the Energy and Sustainability Data Analyst within the Environment and Sustainability team.
- Quarterly progress from villages, alongside corporate-level progress on carbon emissions, renewable energy and biodiversity, is presented to the ESG Working Group. Once reviewed by the Working Group, the data is presented to the ESG Committee.
- Updates on the corporate management of identified climate risks are shared annually with the Risk Committee and a summary is presented annually to the ESG Steerco in the CFD content for the Annual Report.
- Relevant progress on corporate targets is shared with colleagues and annually updated on our public website.

Climate-related financial disclosures

Strategy

Our strategic response to climate change focuses on the transitional and physical risks and opportunities for our business. Aligned with the upcoming requirements of the EU CSRD (ESRS 1), we assess climate risks and opportunities using short (one year), medium (one to five years) and long-term (more than five years) horizons, looking at their potential impacts on our business, strategy and financial planning. Our approach is informed by our materiality assessment and climate scenario analysis (see pages 36 and 37) and, over the coming years, our 2050 Net Zero Strategy. Details of the NZE, APS and STEPS scenarios can be found on pages 38 and 39.

Transitional risks

Accelerated requirements to cut emissions, resulting in tightening government policies and regulation, with the outcome being more stringent requirements to invest in decarbonising assets over a shorter timeframe, therefore increasing costs.

Timeframe:	Medium and long term, especially under the NZE scenario.
Opportunities:	To become a low carbon/sustainable short break destination, compared to UK competitors or overseas holidays.

Our response:

Short term

- We are on track for our medium-term carbon targets and fully compliant with relevant regulation over the coming year.
- We are continuing to develop our Scope 1 and 2 Net Zero 2050 Strategy.
- We have now calculated our Scope 3 emissions and will determine a potential carbon reduction trajectory for these.
- We will continue our Take 2 colleague engagement programme.
- We will continue to purchase 100% renewable zero carbon electricity from the grid and a private wire supply from the biogas CHP unit at Center Parcs Sherwood Forest.
- Net zero readiness is considered in the design and construction of all new buildings. Wherever possible, we include technologies such as air source heat pumps and low embodied carbon materials.
- We have started to engage our supply chain on carbon reduction and are exploring ways to reduce the carbon impact of guest and staff travel to and from our villages.

Medium term

- Our medium-term target is to reduce our Scope 1 and 2 carbon emissions by 30% by 2030 from a baseline year of 2020. Reducing our emissions by 3% each year is in line with the Science-Based Targets approach, to keep climate change well below 2°C. We keep this under review, considering any changes in government policy and best practice. Over the last year, we have identified several quick wins that could reduce our Scope 1 and 2 emissions in the short to medium term.
- Our Sustainability team are highly qualified and maintain memberships of relevant professional bodies, including IEMA, and keep abreast of changes in our regulatory and operating environment around climate change and sustainability. We receive legal compliance updates three times a year from a third party.

Long term

- Center Parcs is committed to achieving net zero by 2050 for its Scope 1 and 2 greenhouse gas emissions, in line with the legally binding commitments made by the UK Government and similar commitments in the EU.
- As we develop our 2050 Net Zero Strategy, we will consider which actions may be delivered in shorter timescales.

Climate-related financial disclosures

Reputational risk of perceived inaction, impacting guest satisfaction and investor confidence.

Timeframe:	Medium term under the NZE scenario and medium to long term under APS and STEPS.
Opportunities:	Increased public reporting, with strong progress on carbon reduction, may increase our reputation as a low carbon/sustainable short break destination, as well as increasing access to alternative investment.

Our response

Short term

- We are increasing the depth and breadth of our measurement, monitoring and public reporting around carbon emissions and the work we are doing to reduce these.
- We will be undertaking a materiality assessment to review stakeholder priorities with regards to climate change and other sustainability issues.

Medium to long term

- We continue to improve the quality and accessibility of our public reporting, qualitatively and quantitatively, demonstrating the solid progress we are making.
- Our Sustainability and Marketing teams maintain a constant watch on changes in public, guest and other stakeholder feedback and expectations on climate change and sustainability issues, so that we can continue to meet or exceed these.
- Any identified medium to long-term risks or opportunities are discussed and evaluated by the ESG Committee and/or the Risk Committee as appropriate.

Increased supply costs for higher carbon products, such as gas, diesel or carbon intensive products from high carbon countries.

Timeframe:	Short to medium term under the NZE scenario, medium to long term under APS.
Opportunities:	Increased costs for higher carbon holidays, such as those requiring international aviation, may increase the demand for low-carbon UK breaks.

Our response

Short term

- Center Parcs' Energy Purchasing Committee takes expert consultant advice in the purchase of natural gas – this is hedged in advance for 12 months or longer.
- Prices for food and other commodities are secured well in advance.
- We have now calculated our Scope 3 carbon footprint, including our supply chain emissions, and identified our supply chain carbon hotspots. We are currently working to ascertain the carbon intensities of our strategic suppliers.

Medium term

- Procurers and specifiers are instructed and guided to consider the possible inflationary risks associated with procuring higher carbon products and products from higher carbon countries.
- We will support and encourage our smaller and medium-sized suppliers to calculate and report their emissions.

Long term

- Any financial risks considered to be both probable and material are communicated to the Risk Committee and the Board.

Increased taxation and insurance costs in relation to carbon impacts and climate risks.

Timeframe:	Medium term under the NZE scenario, medium and long term under APS and STEPS.
Opportunities:	–

Our response

Medium and long term

- Any financial risks as a result of climate change that are considered to be both probable and material are communicated to the Risk Committee and the Board.

Climate-related financial disclosures

Physical risks

Prolonged drought. Several of our villages sit in areas identified as under serious water stress under the EA 2021 classifications. Drought can impact village water features and other critical natural capital, such as the health of our forests. This impacts lake levels, tree loss, ecosystem health and biodiversity. Broader impacts on farming result in shortages in the supply of some fresh produce. These issues degrade our natural capital and impact the guest experience.

Timeframe:	Possible short to medium term under all scenarios, increasing in the long term under APS and STEPS.
Opportunities:	–

Our response

Short to medium term

- Lake levels and water quality are monitored regularly to identify and quickly mitigate risks. In a worst-case scenario, lakes can be closed to avoid risk from poor water quality or low water levels.
- Tree and ecosystem health is reviewed regularly as part of the annual management cycle of our Forest Management Plans. Risks are reported to the ESG Steerco and village leadership.
- Wherever appropriate, we favour drought resistant species in our approved planting list.
- In our supply chain, where only a few products are affected, if possible, we swap to another product or a product from a different geographic source. If there is no alternative, we remove the product from the menus.

Medium to long term

- We are undertaking village-level assessments for rainwater harvesting and increased wastewater recovery to target potential investment in increasing our on-village stores of non-potable water.

Prolonged or severe heatwaves could make parts of our villages unusable due to overheating, causing damage to physical and natural assets and impacting the supply of some temperature sensitive goods to site. This could result in the closure of more temperature sensitive leisure activities, a need for investment in additional cooling technology for lodges and central buildings to protect the health and wellbeing of guests and colleagues, and the loss of some temperature sensitive supplies.

Timeframe:	Possible short to medium term under all scenarios, increasing in the long term under APS and STEPS.
Opportunities:	–

Our response

Short to medium term

- Risks from heatwaves are mitigated through our business model of offering a variety of indoor and outdoor activities on all our villages.
- All AHUs, fridges and freezers in central buildings and lodges are inspected regularly and upgraded if needed.
- We have standard operating procedures for closing more temperature sensitive activities in the case of a heatwave.
- In FY24, we invested in site-wide free water bottle refill points to help guests keep cool.
- If temperature sensitive supplies are impacted, where possible we swap to another product. If there is no alternative, we remove the product from sale.
- The occurrence of heatwaves is sporadic and, therefore, not expected to have a material impact on short or medium-term cash flows.

Long term

- We will consider whether there is any need for increased investment in cooling technologies on our villages, specifically in hotspot areas such as kitchens.

Climate-related financial disclosures

Heavy localised rain or snow could result in flooding or villages becoming snow bound. This could result in villages, or parts of villages, becoming unsafe or unusable or road access to and from villages becoming severely disrupted. Access to and from villages for guests, colleagues and suppliers could become impaired, resulting in guests, colleagues or critical suppliers becoming stranded on site or unable to access site.

Timeframe:	Possible short to medium term under all scenarios, increasing in the long term under APS and STEPS.
Opportunities:	Increased heavy rainfall will enable rainwater harvesting and an opportunity to capture large volumes of rainfall in short periods to top up lake levels, therefore reducing water costs and mitigating drought impact risks.

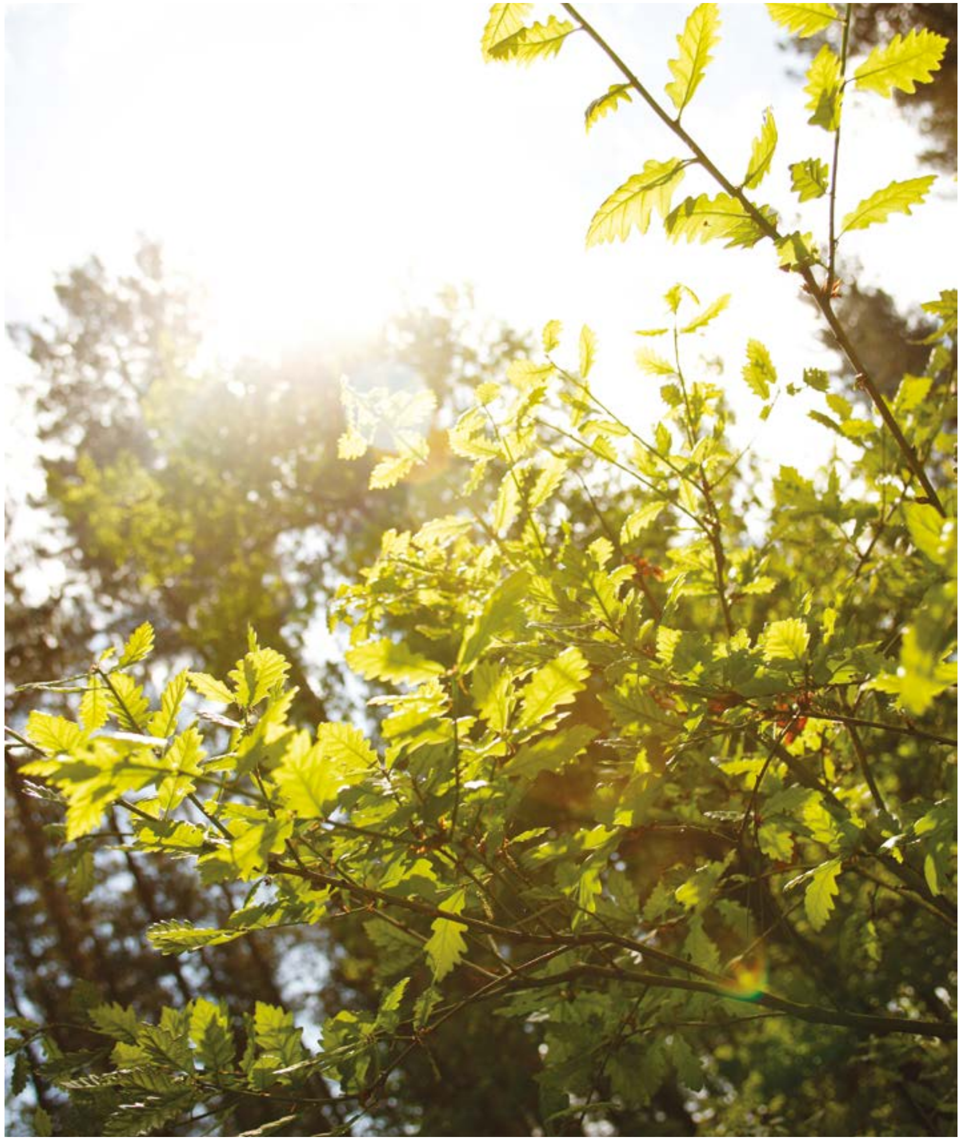
Our response

Short to medium term

- Commercial risks from heavy rain are mitigated through our business model of offering a variety of indoor and outdoor activities on all our villages.
- In the event of weather disruption, we advise guests to monitor local weather reports on the day of their journey.
- Village Technical Services teams manage regular roof surveys.
- Drains and gullies are assessed regularly by Grounds Services teams.
- Flood incidents are tracked to identify hotspots, with appropriate mitigation measures to alleviate risks. In the worst case, affected buildings or lodges are closed.

Long term

- We continue to invest in improved sustainable drainage systems (SuDS) and landscape drainage to divert floodwater to attenuation, as part of planned development.



Climate-related financial disclosures

Milder winters and warmer summers may disrupt breeding, hibernation, food availability and natural control of various species of micro and macro-organisms around our villages, causing boom and bust cycles in populations e.g. swarms of biting insects, overpopulation of rabbits or muntjac deer, blue algae and tree diseases. This could lead to increased disease in flora and fauna populations, a need for active population control or tree removals and risk of impact to the guest experience.

A warmer climate could reduce hibernation periods for small mammals and extend active seasons, especially bat active season. This could create conflicts between some village operational activity and bat feeding or breeding periods. This could result in greater time constraints and higher costs for some development activity and impact revenue generating activity, such as Winter Wonderland lighting.

Timeframe:	Possible short to medium term under all scenarios, increasing in the long term under APS and STEPS.
Opportunities:	A warmer climate makes the villages an attractive destination, with cool forests and water activities, and increases food and beverage revenue from cool drinks and ice creams. A warmer climate could also mean more guests will be interested in holidaying in the UK rather than the traditional overseas hot holiday destinations, increasing demand for Center Parcs breaks. In the longer term, a warmer climate will mean less snowfall, reducing the risk of closures and travel disruption and the impact on lake liners and road surfaces, reducing maintenance costs.

Our response

Short, medium and long term

- Our new 10-year Forest Management Plans have been adopted by the Board, including targets for each village covering biodiversity indicators.
- Village Grounds Services teams have a cycle of annual work against these plans and are required to undertake annual surveys to track progress, including for bats and small mammals where appropriate. The results of these surveys are communicated to each village and to the ESG Steerco to flag any impacts on village operations and/or biodiversity.
- Tree diseases are monitored annually at the Risk Committee, with diverse planting in place to enhance forest resilience.
- Biodiversity Sensitive Area maps are updated regularly and referred to in any planned development or village activity.
- All staff in the Development department, senior staff across the business and key village staff have been trained on biodiversity awareness in relation to regulations.
- A development approach of planning in year one and delivering in year two ensures that biodiversity risks are mitigated well in advance.
- We monitor and track stats on all reported pest incidents to quickly identify trends that we can move to address. One member of Grounds Services staff on each village is nominated as pest controller. Any need and plans for targeted pest or population control measures are raised as appropriate with the Risk Committee for health and safety-related impacts and/or the ESG Committee for biodiversity-related impacts.

Climate-related financial disclosures

Materiality assessment

In conducting our full Scope 1, 2 and 3 carbon footprint, following Greenhouse Gas Protocol guidelines (GHG Protocol), we have identified four areas of focus for both carbon emissions and climate risk.

- Scope 1 and 2: Village and Head Office operations
- Scope 3 Category 1: Purchased goods and services
- Scope 3 Category 7: Colleague commuting
- Scope 3 Category 11: Use of sold products (guest travel)

A materiality assessment was conducted by the Center Parcs Environment and Sustainability team to identify potential physical and transitional risks throughout the whole business across these four areas. This review engaged a range of stakeholders across the business and generated an extensive list of potential physical and transitional risks. This list was then consolidated into 11 higher level risks, from which nine risks (detailed on pages 31 to 35) were judged as potentially material, either now or in the future, based on a probability and impact matrix in line with the approach that Center Parcs employs more broadly in evaluating corporate risk.

Two risks were judged as not material:

- Wildfire is a very low probability physical risk, as our forests are highly populated by guests and colleagues. This means that any incidence of fire is very rapidly identified and dealt with.
- Wind is a physical risk. However, Met Office data indicates little evidence of increased UK wind speeds due to climate change. This will be kept under review as winds, even of average strength, that follow heavy rain or drought, when trees are in full leaf, or from atypical directions, could still cause increased damage.

To gauge current physical climate risks, the Group has reviewed all incidences of historic weather-related disruption over the last seven years. A climate scenario analysis was used to add weighting to the assessment of future probability and impact for identified physical risks.

Climate scenario analysis

We have assessed physical and transitional risks under three scenarios following the International Energy Agency published scenarios, trajectories and temperature outcomes[1]. This range of transitional scenarios covers a plausible range of risks and uncertainties.

- "Net Zero Emissions" (NZE); 1-2.1°C impact 2050 (5-95 percentile). Modelled at 1.2°C (i.e. current).
- "Announced Pledges" (APS); 1.5-3°C impact 2050 (5-95 percentile). Modelled at 2°C.
- "Stated Policies" (STEPS); 1.9-3.7°C impact 2100 (5-95 percentile). Modelled at 4°C.

Whilst 4°C climate change is an unlikely outcome in the STEPS scenario above, the IPCC 6th assessment report (AR6) shows a wider range of possible temperature outcomes. Applying a 4°C outcome in our risk analysis accommodates the potential for more rapid climate change in line with high emissions scenarios from AR6, such as the RCP8.5 model.

Our physical risk analysis was conducted using the UK Climate Projections (UKCP) interactive tool. The UKCP tool has been created through a collaboration between the BBC and Met Office and uses Met Office climate modelling data to depict weather-related impacts of climate across three different temperature scenarios (current, 2°C and 4°C). This model was chosen as it is UK specific, developed by the UK Met Office. It can generate data to a postcode-level resolution and covers a relevant range of future climate change scenarios. Postcode-level resolution provides outputs that relate closely to Center Parcs' village locations. The publicly available webpage allows users to enter a UK postcode and see the impacts of 2°C and 4°C warming on eight different weather-related outcomes (shown in the following table).

Postcodes for each of our six locations (five UK villages and Head Office) were entered separately, results across the eight weather categories were documented, and trend analysis was carried out to determine the relative increase/decrease for the 2°C and 4°C warming scenario, as compared to the "current" scenario.

This process resulted in an assessment of physical risks across three different scenarios, broadly aligned with our timelines for the short, medium and long term: current temperatures (short to medium term), 2°C warming (long term) and 4°C warming (long term).

The following table does not include Longford Forest, in Ireland. We anticipate this village will follow a similar pattern to our UK villages.

[1] www.iea.org/reports/world-energy-outlook-2021/scenario-trajectories-and-temperature-outcomes

Climate-related financial disclosures

Reference data	Hottest day – summer (ºC)			Hottest day – winter (ºC)			No. of days above 25ºC			Rainy days – summer		
Related risk	Heatwave			Warmer climate, milder winters and warmer summers			Wildfire, heatwave, warmer climate, milder winters and warmer summers			Drought		
	Now-1.2°C	2°C	4°C	Now-1.2°C	2°C	4°C	Now-1.2°C	2°C	4°C	Now-1.2°C	2°C	4°C
Sherwood Forest	35.4	36.8	40.2	17.7	18.3	19.9	3	7	15	9	8	7
Elveden Forest	36.2	38.2	41.9	18.8	19.3	20.6	5	10	19	9	8	7
Longleat Forest	34.0	36.2	40.3	17.5	17.8	19.7	3	7	16	9	8	6
Whinfell Forest	29.8	31.7	36.0	17.1	17.4	18.7	0	1	4	13	12	10
Woburn Forest	36.8	37.9	41.9	18.8	19.2	20.3	4	9	18	8	8	6
Head Office	35.4	36.8	40.2	17.7	18.3	19.9	3	7	15	9	8	7

Reference data	Rainy days – winter			Wettest day – summer (mm)			Wettest day – winter (mm)			Cold weather (days below 0°C)		
Related risk	Heavy localised rain/storm			Heavy localised rain/storm			Heavy localised rain/snow			Warmer climate, milder winters and warmer summers		
	Now-1.2°C	2°C	4°C	Now-1.2°C	2°C	4°C	Now-1.2°C	2°C	4°C	Now-1.2°C	2°C	4°C
Sherwood Forest	10	10	10	60	71	68	33	36	42			
Elveden Forest	10	10	10	65	72	71	26	33	32			
Longleat Forest	12	12	12	42	47	55	47	47	50	50	34	12
Whinfell Forest	15	15	15	54	68	63	106	108	113			
Woburn Forest	10	10	10	42	44	47	27	33	37			
Head Office	10	10	10	60	71	68	33	36	42			

Climate-related financial disclosures

We have reviewed the key forces and drivers taken into consideration in each IEA transitional risk scenario and evaluated how, why and over what time horizons these are relevant to our business in the table below[1].

Net Zero Emissions 2050 (NZE)	
Impact	**Center Parcs impact**
• Consistent with limiting global temperature rise to 1.5°C (with at least a 50% probability). NZE assumes an orderly transition, strong and coordinated policies, and incentives including areas like building regulations, planning policy, emissions reporting and transport. • Some risk of technology bottlenecks with some utility and technology price volatility. • Advanced economies take the lead and reach NZE earlier. • Clean technology costs driven down by global collaboration. • Carbon prices are in place in all regions, rising in advanced economies per tonne to US\$140 (2030), US\$205 (2040) and US\$250 (2050). • Policies such as carbon border taxes and carbon taxes on aviation are implemented.	• Significant increases in the cost of higher carbon gas, oil and petrol relative to low-carbon electricity and lower costs for technology, make early investment in electric and lower-carbon transport, cooking and heating commercially favourable. • Lower-carbon products and services suppliers have a distinct competitive and commercial advantage. • As climate change is limited to 1.5°C, long-term physical risks are partially mitigated. • In the medium to long term, some climate concerns, alongside marked impacts from carbon taxation, affect consumer behaviour on choice of lower carbon, lower risk holiday destinations, transport and products. • Medium term, there are substantial increases in the costs of higher carbon procured products across all sectors. • Long term, there is greater stability on costs for climate sensitive products, such as food, timber, textiles, paper and natural products. • Legislative and reputational risks are higher in an increasingly complex and strictly enforced regulatory environment.

1 Assumed rates of economic growth, including household purchasing power and borrowing costs are held constant across the three scenarios

Climate-related financial disclosures

Announced Pledges (APS)	
Impact	**Center Parcs impact**
• All countries fully implement all recent major national announcements as of the end of August 2023. • Accelerated cost reductions and wider availability of clean energy technologies leads to doubling of clean energy investment and financing to 2030. • Includes pledged initiatives to increase the cost of carbon. As a result, carbon prices per tonne rise steadily to US$135 (2030), US$175 (2040) and US$200 (2050). • Policies such as carbon border taxes and carbon taxes on aviation implemented. However, as some countries move faster than others, trade tensions work to limit the impact of rising carbon costs on consumers.	• Steady increases in the cost of high-carbon energy sources, but slower decline in technology costs, make accelerated investment in electric and lower carbon transport, cooking and heating increasingly commercially favourable, though at a slower rate than NZE. • Lower-carbon products and services have some competitive and commercial advantages. • As APS is insufficient for net zero, physical risks from climate change increase noticeably in the long term. • In the medium to long term, growing climate concern and some increased costs for higher carbon options impact some overseas holiday destinations, affecting some consumer behaviour on low-carbon lower risk destinations, transport and products. • Some medium to long-term increases in the costs of higher carbon products, followed by long-term upward pressure on costs for climate products sensitive to physical climate risks, such as food, timber, textiles, paper and natural products. • Legislative and reputational risks are elevated.

Stated Policies (STEPS)	
Impact	**Center Parcs impact**
• Implementation of current policy and those under development as of the end of August 2023 leads to a gradual decline in power sector emissions. However, weak policies and low investment in industry, heavy transport and international development mean global emissions grow. • Includes only existing and scheduled initiatives to increase the cost of carbon. As a result, carbon prices per tonne rise only gradually to US$130 (2030), US$150 (2040) and US$155 (2050) resulting in only limited relative cost increases in high-carbon energy sources and products compared to low-carbon alternatives.	• Costs for higher-carbon energy and low-carbon technologies change slowly in the long term, meaning a relatively slow transition to low or zero carbon cooking, transport and heating. • Limited impacts on the cost of aviation and products mean carbon costs have only a weak impact on consumer choices of holiday destination, transport and products, even into the long term. • As STEPS falls far short of net zero, the physical risks from climate change increase markedly in the long term, with significant impacts on some overseas holiday destinations. • In the medium to long term, substantial climate concern has a marked effect on consumer behaviour, particularly amongst climate aware/sensitive consumers. • In the long term, climate change has significant impacts on the cost of climate sensitive products such as food, timber, textiles, paper and natural products. • Demand increases for adaptations such as air conditioning and extreme weather resilient activities and infrastructure. • Legislative and reputational risks remain unchanged from their current level.

Climate-related financial disclosures

Risk management

TCFD and Climate-related Financial Disclosures (CFD) guidance categorises the risks from climate change as either physical or transitional. Physical risks are environmental events, including floods, wildfires or storms, whereas transitional risks arise from changes in policy and/or new technologies, such as the growth of renewable energy.

Physical risks are classed as either “acute” or “chronic”. Acute risks are event driven, including drought, floods, extreme precipitation and windstorms. Chronic risks are long-term climatic shifts, such as rising temperatures and sea level, expansion of tropical pests and diseases in temperate zones, and accelerating loss of biodiversity.

The Group has adopted Climate Transitional Risks and Climate Physical Risks as two distinct enterprise risks. This process means that Director-level responsibility for climate change impacts on the business has been allocated, and a regular approach is taken to identifying and managing our most significant risks. The enterprise risks are documented in our corporate risk register, together with the controls in place to mitigate them, which are reviewed and evolve over time. The Risk Committee meets on a quarterly basis and reviews the material risks, following formal meetings with the risk owners, which are held on an annual basis.

Climate change has many associated risks and opportunities for our business. The key themes are highlighted in the climate-related risks and opportunities. The size and scope of identified risks and their respective prioritisation has been reviewed by the ESG Committee and in detail by the Risk Committee. The materiality of the identified risks, along with perceived stakeholder impact, will be a key consideration when defining our Net Zero Strategy.

The Group’s business model and strategy appear resilient to physical climate risks at 2–4°C. With the mitigation plans in our strategy above, and investment over time in adaptive measures to address drought, heat and heavy rainfall impacts, significant physical risks can be adequately managed. Our investment in active biodiversity and forestry management capacity will help mitigate risks to our natural capital. Climate change at 2–4°C also presents some opportunities for our business model. With a potential for greater interest in UK holidays, our villages provide accommodation with shade, water features and water-based activity. A decrease in heavy snow will also benefit the business. We have not identified any physical climate risks to our supply chain that are likely to impact cash flow.

We have conducted a scenario analysis for transitional risks using three IEA scenarios. Identified transitional risks are adequately managed through our strategy. We recognise that a route to net zero Scope 1 and 2 emissions by 2050 will require capital investment in zero carbon heat supply, alongside energy efficiency measures to mitigate impact on the cost of holidays. The scale and phasing of this investment will be assessed, in outline, in the development of our Net Zero Strategy. Our electricity supply is already zero carbon. We have started to address our Scope 3 transport emissions through significant investment in on-site electric vehicle charging capacity, to provide zero carbon power for guest and colleague travel. We are reviewing options to decarbonise our supply chain, and this is not expected to have either capital or cash flow impacts. More broadly, we see an opportunity in our business model to promote Center Parcs as a low carbon and sustainable short break destination.

Climate-related financial disclosures

Metrics and targets

To date, we have made some significant progress in reducing our environmental impacts. In 2010, we set ourselves a challenging target to reduce our Scope 1 and 2 carbon emissions by 20% over 10 years (2010-2020). Our commitment, backed by targeted investment, meant that we achieved our target of reducing these carbon emissions by 20% in 2018, two years ahead of our original goal.

In 2021, we announced our aim to reduce Scope 1 and 2 carbon emissions by 30% by 2030 (from a new baseline year of 2020). The 2020 baseline included our newest UK village, Woburn Forest. In building Woburn Forest, we invested to achieve EPC A ratings for most lodges, as well as including a village-wide district heating network supplied with heat from biomass and gas CHP.

In 2022, we launched our Take 2 initiative. This initiative challenges villages to deliver annual reductions in energy, water and waste each financial year.

In 2023, we committed to developing a 2050 Scope 1 and 2 Net Zero Strategy, outlining our route to achieving this. We also calculated our Scope 3 emissions and started work on determining a potential carbon reduction trajectory for these.

In 2024, we started to engage with, and support, our supply chain, staff and guests in reducing emissions in these hotspot areas.

We regularly monitor progress towards our targets internally and share these results with senior management on village and decision makers at a Group level on at least a quarterly basis. We are also committed to sharing our progress publicly on an annual basis, aligned with our financial reporting cycle. In recent years, we have added substantial depth and detail to the public reporting of our progress on our corporate website.

We will work to add metrics and targets that allow us to track our progress in mitigating physical and transitional climate-related risks to our natural capital, guest experience and village infrastructure.

Our metrics, KPIs and targets (detailed on pages 42 and 43) enable us to manage and mitigate our climate risks and opportunities. Details of our FY23 and FY24 energy use and carbon emissions are contained within our SECR report (page 44).

Tangible progress has been made on reducing our UK Scope 1 and 2 carbon emissions, which have fallen by 7.3% since FY23 and now sit 28.9% below our 2020 baseline. We are well ahead of the trajectory needed to achieve our 2030 target of a 30% reduction. The COVID-19 pandemic had a significant impact on our targets in 2021 and 2022. Nevertheless, progress has also been made against our 2020 baseline for all our corporate targets on energy, renewables, waste, water, recycling and a shift to a 100% electric or hybrid fleet. While progress has been made, our recycling rate and water usage are currently not quite at their target trajectory. These areas will be the focus of additional work through FY25.

Our metrics, KPIs and targets currently only relate to our UK operations, as FY24 is the first year in which we have been able to gather accurate data from our operations in Ireland, due to closures and changes in operating during the COVID-19 pandemic. However, we are aiming to set KPIs and targets for our Ireland operation in the near future.

Climate-related financial disclosures

Carbon emissions

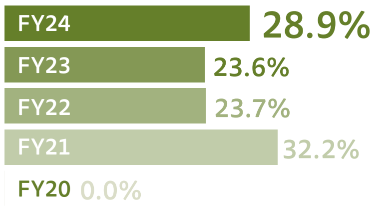
Reduce our Scope 1 and 2 carbon emissions by 30% by 2030 from a baseline year of 2020. This target includes reducing our emissions by 3% each year.

KPI: Absolute Scope 1 and 2 CO_2e emissions per year (tonnes)

Link to CFD risks: Regulation, policy, taxation

Progress

We have reduced absolute emissions across our UK operations by 28.9% from our baseline year of FY20 to FY24. We are improving our data to enable us to accurately report progress on our Scope 3 emissions.



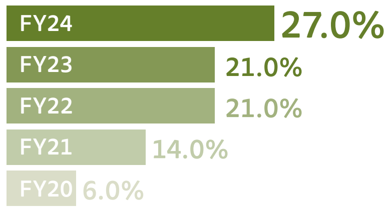
Renewable energy

Source 50% of our energy from renewable sources by 2030.

KPI: Percentage of energy consumed supplied from renewable sources

Link to CFD risks: Regulation, policy, taxation

Progress



Energy usage

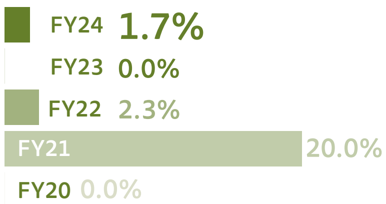
Reduce amount of energy we use by a sustained 5% by 2030.

KPI: Total energy usage per year (MWh)

Link to CFD risks: Regulation, policy, taxation

Progress

We have reduced the amount of energy we consume across our UK operations by 1.75% from our baseline year of FY20 to FY24.



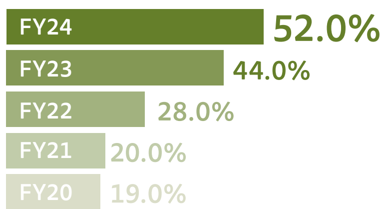
Sustainable travel

Switch 100% of our fleet to electric or hybrid vehicles by 2030.

KPI: Percentage of owned fleet that are electric or hybrid vehicles

Link to CFD risks: Regulation, policy, taxation

Progress



Sustainable travel

Install circa 100 electric vehicle charging points on each of our villages and Head Office.

KPI: –

Link to CFD risks: Regulation, policy, taxation

Progress

FY24: 100% achieved, with at least 100 charging points installed across our five UK villages, and an additional 14 charging points installed at our Head Office.

Key Ahead Below On target

Climate-related financial disclosures

Water usage

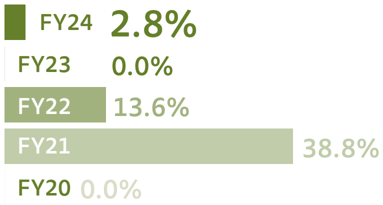
Reduce our water usage by 10% by 2030.

KPI: Percentage reduction in annual water use from 2020 baseline

Link to CFD risks: Regulation, policy, taxation

Progress

Water consumption has decreased by 2.78% from our baseline year of FY20 to FY24.



Net zero commitment

–

KPI: Absolute Scope 1 and 2 CO_2e emissions per year (tonnes). Scope 3 KPI to be confirmed at a later date

Link to CFD risks: Regulation, policy, taxation

Progress

We will develop a Net Zero Strategy outlining our route to achieving this. We have also calculated our Scope 3 emissions and are determining a potential carbon reduction trajectory for these.

Waste reduction and recycling

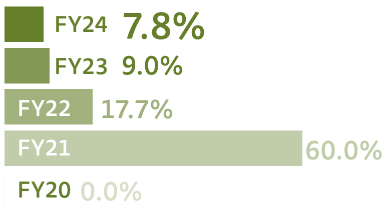
Reduce our waste by 20% by 2030.

KPI: Percentage reduction in total annual waste by weight from 2020 baseline

Link to CFD risks: Regulation, policy, taxation

Progress

We have reduced the waste produced across our UK operations by 7.8% from our baseline year of FY20 to FY24.



Waste reduction and recycling

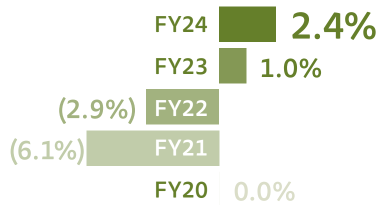
Increase our recycling by 10% by 2030.

KPI: Percentage increase in recycled waste by weight from 2020 baseline

Link to CFD risks: Regulation, policy, taxation

Progress

Our recycling rate has increased from 35.2% to 37.6% from FY20 to FY24.



Key Ahead Below On target

Climate-related financial disclosures

Streamlined Energy Carbon Regulations Reporting

Energy and carbon reporting

We set out our energy use and associated greenhouse gas emissions below. Data has been collected in respect of the period and reported on a consistent basis with UK Greenhouse Gas Protocol methodology and Streamlined Energy Carbon Regulations (SECR) Guidance.

Scope 3 disclosures are disaggregated in line with the requirements of the SECR Guidance for reporting on business mileage (Category 6).

	FY24 (52 weeks ended 18 April 2024)		FY23 (52 weeks ended 20 April 2023)
	UK Operations	Ireland Operations	UK Operations
Energy (1,000s kWh)			
Grid electricity	**49,490**	**8,625**	48,562
Purchased electricity from biogas CHP	**10,122**	**–**	7,010
Total electricity	**59,612**	**8,625**	55,572
Natural gas	**205,318**	**29,027**	216,021
Fuel – petrol and diesel	**3,118**	**249**	3,655
Biomass heat	**7,117**	**–**	6,172
Purchased heat from biogas CHP	**7,539**	**–**	4,735
Total purchased energy (excluding fuel)	**279,585**	**37,652**	282,500
Total purchased energy (including fuel)	**282,704**	**37,901**	286,155
Total renewable energy	**74,024**	**8,625**	59,469
Proportion of total energy (ex. fuel) from renewable sources	**26.5%**	**22.9%**	21.1%
Scope 1 and Scope 2 emissions location-based (tonnes CO_2 equivalent)			
Scope 1 emissions location-based	**38,891**	**5,960**	40,782
Scope 2 emissions location-based	**10,520**	**2,565**	10,751
Scope 2 emissions market-based	**272**	**–**	1,360
Total Scope 1 and 2 market-based emissions and Scope 3 (Business Travel)	**39,504**	**–**	42,177
Total Scope 1 and 2 market-based emissions	**39,163**	**5,960**	42,142
Intensity ratio: Scope 1 and 2 market-based CO_2e per £100,000 of revenue	**6.3**	**7.2**	7.1
Scope 3 emissions UK and Ireland (tonnes CO_2 equivalent)			
Category 6. Business Travel (UK SECR)	**33**	**n/a**	35

We have followed the 2019 Government Environmental Reporting Guidelines and used the GHG Reporting Protocol – Corporate Standard with the 2023 UK Government's Conversion Factors for Company Reporting.

Scope 1 includes emissions from combustion of fuels on site, including natural gas, biomass, diesel and petrol and company car miles used for business travel, together with fugitive emissions from refrigerant gases.

Scope 2 includes purchased grid electricity and electricity purchased from a third-party generator who produces the electricity via a biogas-powered CHP unit. It also includes a small amount of Scope 2 emissions associated with electricity used in EV company cars for business travel. A very small amount of Scope 2 emissions arise from the heat supplied from the biogas CHP.

A location-based method reflects the average emissions intensity of the UK power grid. The market-based method reflects the lower emissions intensity from our purchase of certificate-backed zero carbon, renewable electricity through the grid and direct from generators. The location-based method is provided for disclosure only, and all intensity total emissions shown are calculated using the Scope 2 market-based method.

Scope 3 reporting this year is limited to the component of Category 6 that is mandatory to report under SECR reporting for business mileage.

Climate-related financial disclosures

Energy use and energy efficiency measures

The biogas CHP unit at Sherwood Forest supplies around 80% of the electricity demand of the village and a substantial proportion of the heat demand for central buildings. In FY23, an outage in the AD plant that directly supplies biogas to the CHP reduced both purchased electricity and purchased heat from biogas CHP. This resulted in an increase in our natural gas and grid electricity use in FY23. In FY24, biogas CHP output returned to normal, contributing to falls in our natural gas use, grid electricity use and carbon emissions, as well as an increase in the proportion of our energy supplied from renewable sources. Over the next year we will be exploring opportunities to increase the heat we take from the biogas CHP to further reduce our carbon emissions and reliance on natural gas.

Since FY20, we have purchased certificates (REGOs) to match 100% of our grid supplied electricity. As of June 2024, we have also purchased these certificates for the electricity supplied from the biogas CHP at Sherwood Forest. This has contributed to an increase in our reported renewable energy supply and a fall in our reported carbon emissions. In FY24, the only remaining Scope 2 market-based emissions are the limited emissions associated with the supply of heat from the biogas CHP and the emissions from April to June for the electricity supplied from the biogas CHP at Sherwood Forest. As of next year, our Scope 2 market-based emissions should be less than 10 tonnes.

Our grid electricity use has increased slightly from FY23 to FY24. This is largely due to several natural gas CHP engines being offline. In FY24, this heat demand has instead been met by standard natural gas boilers. This shift has reduced our natural gas use. As the loss of electricity generation from gas CHP has been met with 100% renewable and zero carbon grid electricity, this has contributed to an increase in the percentage of energy supplied from renewables and a fall in our carbon emissions. Overall, from FY23 to FY24, we have made good progress in increasing the percentage of our energy that is supplied from renewables.

Petrol and diesel use has continued to fall in FY24, as we continue to migrate our corporate fleet to EV and PHEV. Over the last year, we have replaced 532 older gas boilers in our lodges with more efficient units.

In FY24, we reported the energy use and carbon emissions for Longford Forest, our village in Ireland, for the first time. Currently, we have no specific targets in place for Longford Forest. However, planning permission has been granted to increase the number of lodges on the village and, as we expand the village, we are embedding the required infrastructure, including PVs and heat pumps, to ensure our new lodges can be exceptionally low carbon in terms of primary energy use.

Nature and environment

The ESG Steering Committee, Chaired by our Chief Executive Officer, has continued to drive progress against our corporate sustainability and biodiversity targets, including adopting our new 10-year Forest Management Plans and undertaking Biodiversity Net Gain assessments for all UK villages (see page 19). The Steerco has ensured that the business maintains our ISO14001 Environmental Management System and retains The Wildlife Trusts' Biodiversity Benchmark accreditation.

Steady progress has been made in preparing for more advanced levels of sustainability reporting across Environmental, Social and Governance issues, which will be required over the next few years. This is in preparation for the forthcoming EU Corporate Sustainability Reporting Directive (CSRD) and the expected UK Sustainability Disclosure Standards (SDS), building on the existing reporting requirements for the Task Force on Climate-Related Financial Disclosures (UK-CFD) (see pages 29 to 46), Streamlined Energy and Climate Reporting (SECR) (see table on page 44) and the Energy Savings Opportunity Scheme (ESOS).

This year, we have recognised nature as a key stakeholder in our business (see page 19) and deepened our assessment and management of climate-related risks (see pages 31 to 35).

Climate-related financial disclosures

Environment

Progress against our carbon (Scope 1 and 2), energy and other corporate targets, year on year and against our baseline, is covered under our SECR report (page 44) and our metrics report (pages 41 to 43). Progress on identifying and mitigating climate change transitional and physical risks is covered in our climate-related financial disclosures (pages 29 to 46).

In FY24, as part of our ongoing work to mitigate our climate risks, we calculated our full Scope 3 footprint (combined across UK and Ireland) for the first time. Whilst not reported here, this data is being used to guide and focus our work to influence emissions reductions beyond our core footprint. This work has highlighted that our supply chain, guest travel and staff commuting make significant contributions to our wider carbon impact.

We have started targeted work to reduce these areas of Scope 3 emissions, including engaging with many of our larger suppliers to understand their approach to calculating, reporting and reducing their emissions. 23% of our supply chain (by spend) now provide us with their own detailed Scope 1, 2 and 3 emissions and emissions intensity. 33% of our supply chain (by spend) provide us with their Scope 1 and 2 emissions.

To support strategic suppliers that have not yet calculated their emissions, we have established an innovative pilot programme with Nottingham Trent University (NTU). NTU Masters' students are working with several of our suppliers, helping them calculate their full Scope 1, 2 and 3 emissions. We have provided suppliers and students with a free carbon footprinting tool developed by the Aga Khan Development Network. Students will gain skills in corporate carbon footprinting, whilst our suppliers will benefit from a deeper understanding of their environmental impacts and opportunities. Any data shared with us will improve our understanding of our supply chain emissions.

In FY24, we also conducted a review of the level of public transport use in staff travel to and from work. This review established that 15.6% of our staff travel to work by bus, minibus or coach. This compares to a UK average of 4.2% (Office of National Statistics). Center Parcs' high level of public transport use is supported by subsidised and contracted local bus services for our staff.

We also undertook a guest travel survey and identified that, while most of our guests do arrive by car, around 10% of guests arrive in an EV or PHEV. EVs and PHEVs only represent around 2.6% of the current UK road fleet (RAC statistics). To reduce the carbon impact of guest travel further, we have installed 100 EV chargers per UK village. These are all supplied with 100% renewable zero carbon electricity.

Nature

We continue to retain the Biodiversity Benchmark accreditation across all villages. There have also been some significant milestones over the last year in our work to support and improve biodiversity. In summer 2023, our new 10-year Forest Management Plans (FMPs) were presented to, and adopted by, the ESG Steering Committee. These plans include 76 Biodiversity Action Targets to ensure we maintain and improve habitats and biodiversity year on year.

In spring 2024, Biodiversity Net Gain (BNG) assessments were conducted across all our UK villages. Whilst the BNG assessment process was primarily developed to help mitigate any negative impacts from development, we have used this Natural England methodology to generate a high-resolution assessment of the quality and distinctiveness of our forests. Generating biodiversity credit scores has allowed us to make a start in quantifying our natural capital and measuring how far we have come in improving the commercial woodlands that we have adopted. This assessment has identified specific areas for targeted work in improving habitat quality within our annual Forest Management Plan work programmes.

The protection of biodiversity is more important than ever before. This has been rightly matched with increasing stakeholder expectations, as well as more stringent legal and development controls. To help focus colleagues' minds on integrating wildlife protection into day-to-day operations, and all stages of new project development and delivery, this year we have developed and deployed a wildlife legislation module as mandatory training for key colleagues across our villages and Head Office.

Our annual surveys, to track performance against the 76 Biodiversity Action Targets in our FMPs, identified that 73 targets had been met in the period. Three areas were identified where some focused attention is required. Two areas related to muntjac deer grazing at Elveden Forest. The third area related to aquatic invertebrates at Whinfell Forest. A cause and potential mitigation approach is being investigated here.

Governance Report

Governance Report

Good governance is essential to our business.

The Companies (Miscellaneous Reporting) Regulations 2018 require companies of a certain size to make a statement in their Directors' Report summarising the corporate governance arrangements applied by the Company.

Whilst the Company does not fall within the scope of this regulation, it has some subsidiary companies which do meet the criteria. Given the structure of the Group's governance arrangements, an outline of our governance framework is provided on a voluntary basis to provide transparency on our approach to governance within the Group, which applies to both the UK and Ireland operations.

The Group also complies with the Walker Guidelines for Disclosure and Transparency in Private Equity (the Walker Guidelines). Our approach to governance is summarised in the context of the Wates Principles, the corporate governance framework published by the Financial Reporting Council in 2018 and the Walker Guidelines.

Principle One – Purpose and Leadership

Our purpose is to bring families together. We have six values, which are the behaviours and ways of working that support our purpose. Further information can be found in the "Our values" section (page 06).

Our aim is to create a diverse, equitable and inclusive culture. Further information can be found in the "Our colleagues" section (pages 13 to 15).

Principle Two – **Board Composition**

The Group is ultimately governed by the Board of Directors of the Company's indirect parent company BSREP II Center Parcs Jersey 2 Limited (the "Board").

The Board comprises of six Directors and meets regularly to facilitate the monitoring and oversight of the operation, performance and key decisions of the Group.

Colin McKinlay
Chief Executive Officer

Colin McKinlay joined Center Parcs as Chief Finance Officer in 2017 and took on the role of Chief Executive Officer in 2022. Prior to this, he held the position of Finance Director at TUI Travel Northern Europe and has held a number of senior financial roles at businesses operating in the travel industry, including Chief Financial Officer at Thomas Cook UK & Ireland.

Martin Dalby
Non-Executive Chair

Martin Dalby served as Chief Executive Officer of Center Parcs for 22 years and took on the role of Non-Executive Chair in 2022. Prior to joining Center Parcs, he held various accounting positions with Scottish and Newcastle. During his career with Center Parcs, he also held the roles of Financial Controller and Finance Director.

Katrina Jamieson
Chief Finance Officer

Katrina Jamieson joined Center Parcs as Chief Finance Officer in 2022. Prior to this, she held the position of Group Financial Controller at Currys, with responsibility for the UK, Ireland, Nordics and Greece, and has held a number of senior roles across retail businesses, including Digital Director, Business Transformation Director and Interim Group CFO at Halfords.

Brad Hyler
Shareholder Director

Brad Hyler is a Managing Partner in Brookfield's Real Estate Group and Head of Real Estate in Europe. He is responsible for overseeing all real estate activities in the region, including investments, portfolio management and new fund formation. He has been instrumental in the creation and expansion of Brookfield's logistics and student housing operating platforms. Prior to joining Brookfield in 2011, he held various positions at O'Connor Capital Partners and Jones Lang Lasalle. He holds a Bachelor of Arts from the University of North Carolina at Chapel Hill.

Benedict Tobias Annable
Shareholder Director

Benedict Annable is a Managing Director of Brookfield Property Group and is responsible for advising on all legal aspects of Brookfield's real estate platform, specifically focusing on European acquisitions, dispositions and related financings. Since joining Brookfield in 2018, he has been involved in several acquisitions across various asset classes and jurisdictions, including offices, student housing and apart'hotel businesses and assets in the UK, France and Spain. Prior to joining Brookfield, he was a Partner at the law firm of Mishcon de Reya LLP, where he focused on acquisitions, disposals, investments and joint ventures, primarily in the real estate sector. He holds a BA (Hons) from Durham University.

Andrea Colasanti
Shareholder Director

Andrea Colasanti is a Senior Vice President in Brookfield's Property Group, involved in Asset Management for Brookfield's European real estate investments. Since joining Brookfield in London in 2018, he has been involved in several Asset Management activities and transactions for Brookfield's real estate group across hospitality, student housing and logistics in various European countries (UK, France, Germany and Portugal). Before joining Brookfield, he worked for PwC, where he focused on financial due diligence and corporate finance in the real estate sector. He holds a Bachelor's Degree in Business Administration and a Master's Degree in Economics and Business from Luiss Guido Carli University in Rome.

Principle Two – **Operating Board**

On a day-to-day basis, the Center Parcs Group is run by the Operating Board, which acts in a similar way to an executive committee.

The Operating Board is a group of senior leaders who provide strategic direction and operational management across the Center Parcs businesses in the UK and Ireland and includes the CEO and CFO.

Colin McKinlay

Chief Executive Officer

Colin McKinlay joined Center Parcs as Chief Finance Officer in 2017 and took on the role of Chief Executive Officer in 2022. Prior to this, he held the position of Finance Director at TUI Travel Northern Europe and has held a number of senior financial roles at businesses operating in the travel industry, including Chief Financial Officer at Thomas Cook UK & Ireland.

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Rajbinder Singh-Dehal

Chief Corporate Officer

Rajbinder Singh-Dehal joined Center Parcs as Company Secretary in 2009. He has held a number of roles, including Head of Legal and Commercial Services, and HR and Commercial Services Director. In 2020, he was appointed Chief Corporate Officer. Before joining Center Parcs, he was Head of the Corporate and Commercial legal team at Alliance & Leicester. He qualified as a Solicitor in 2001.

Principle Two – **Operating Board**

Steve Hustler
Chief Development and Construction Officer

Steve Hustler joined Center Parcs in 2015 as Head of Estates, Assets and Development, moving into the position of Director of Estates, Assets and Development in 2020. In 2023, he took on the role of Chief Development and Construction Officer. Prior to joining Center Parcs, he held a number of roles in construction, facilities management and capital development in both the public and private sector. He is CIWFM qualified.

Cathryn Petchey
Chief People Officer

Cathryn Petchey joined Center Parcs as Chief People Officer in 2024. Prior to joining Center Parcs, she was Global People Director at Superdry and HR Director at Mulberry. She has a wealth of experience across consumer and retail businesses, both in the UK and globally. She began her career on the M&S graduate scheme and is a Chartered Fellow of the CIPD.

Paul Kent
Non-Executive Director

Paul Kent started his career in retail management with Safeway and joined Center Parcs in 1987, when the first village was established in the UK. During his career with Center Parcs UK, he has held a variety of roles, including General Manager at Sherwood Forest, UK Operations Manager and Commercial Director. He was appointed Development and Construction Director in 2017 and, in 2023, took on the role of Non-Executive Director.

Colin Whaley
Chief Sales and Marketing Officer

Colin Whaley joined Center Parcs as Sales and Marketing Director in 2004. Prior to joining Center Parcs, he held a number of senior roles in sales and marketing within the travel industry, including at British Airways, Thomas Cook Holidays, ebookers and Travelbag.

Alan Park
Chief Village Operations Officer

Alan Park joined Center Parcs in 2004 as UK Operations Manager. He has held a number of roles with the business, including Regional Director of Operations and Director of Village Operations. He was appointed Operations Director in 2017. Prior to joining Center Parcs, he held senior positions with BUPA Hospitals and Eurostar. In his earlier career, he worked for the Home Office at Heathrow and In-Flight Operations in the Royal Air Force.

Principle Two – **Board Composition**

Our Board has the appropriate balance of background, skills, experience and knowledge to make and execute Group decisions, working closely with the wider Operating Board. The size and composition of the Board is appropriate for the nature of the decisions made and implemented by the Operating Board.

The scrutiny, review and support provided by the Board gives an appropriate amount of independent rigour and challenge to the operation and decisions of the Operating Board.

The size and composition of the Operating Board is appropriate for the size and nature of the business. In particular, each of the Group's key business functions are represented in Operating Board meetings and each member is highly skilled and experienced in the function they represent. During the year, the Operating Board appointed Paul Kent (previously the Development Director on the Operating Board) as a Non-Executive Director of the Operating Board, and Cathryn Petchey in the new position of Chief People Officer. These appointments seek to increase the diversity and breadth of experience and skills on the Operating Board, as well as retaining experience and knowledge within the business.

The Group is continuously striving to increase diversity at all levels of the business.

There are periodic evaluations of the constitution and effectiveness of the Operating Board and additional appointments are made where necessary to deliver the appropriate diversity and expertise, as was evidenced during the year by the new appointments.

The Group is committed to the ongoing professional development of its employees, including the Operating Board Directors. This is delivered through a variety of means, such as mentoring programmes, development days and various training courses, ensuring employees have the most up-to-date knowledge and skills to ensure they are effective in their roles. For further details on how the Board and Operating Board engage with the Group's stakeholders and promote the success of the Group, please refer to the "Our stakeholders" section (page 11).

Principle Three – Director Responsibilities

The Board and Operating Board ensure every decision considers the views and needs of all stakeholders. Whilst the Operating Board has oversight, key decisions are made by relevant committees and the people with the most appropriate knowledge and experience.

Each Director has a clear understanding of their accountability and responsibilities. The Operating Board Directors and senior management complete an annual code of conduct declaration, confirming they have behaved in accordance with the Group's behaviours and values. Senior managers are also required to declare any potential conflicts of interest as they occur, and these are reviewed by the Operating Board. Where individuals are Directors of separate legal entities within the Group, they are aware of their responsibilities regarding each of these legal entities.

The primary role of the Non-Executive Chair is to oversee the operation of the Operating Board and the Group's governance structures, in particular to ensure that the Operating Board is effective in setting and implementing the Group's direction and strategy. In addition, the Non-Executive Chair is also responsible for ensuring the Group maintains an appropriate level of dialogue with its stakeholders, in particular shareholders, and overseeing the operational management of the Group's business, in line with the strategy and long-term objectives set by the Board.

We have a range of Committees with Board-delegated authority to manage day-to-day operations and decision making on behalf of the Board and the Operating Board. The Committees are Chaired and attended by members of the Operating Board, as appropriate, and other relevant members of senior management.

These Committees operate under clearly documented Terms of Reference. The remit of each is regularly reviewed and the Terms of Reference are updated as and when required. The Committees provide regular reports to the Board and Operating Board on their activities and are all operational Committees of the Operating Board.

Further details of our Committees are contained in the Strategic Report (page 22)

Principle Four – Opportunity and Risk

Opportunity: The Board and Operating Board seek out opportunities, which are conducive to achieving the Group's strategy, whilst mitigating risk, in line with the Group's risk management framework.

Risk: The Group has a risk management programme, which drives identification, mitigation and ongoing monitoring of significant risks, which is overseen by the Risk and ESG Committees.

Principle Five – Remuneration

The Group aims to attract and retain a high-quality workforce through appropriate, fair and affordable remuneration at all levels of the business.

The Board is involved in the setting of a remuneration strategy and policies that affect the Operating Board and the Group. The strategy takes into account the recruitment framework and long-term incentive plans for senior management, legislative requirements, best market practice and remuneration benchmarking.

Pay is aligned with performance and considers fair pay and conditions across the business. Pay of the Board and Operating Board is regularly benchmarked to ensure individuals with the ability to deliver the Group's strategic objectives are secured and retained.

Principle Six – Stakeholder Relations and Engagement

Center Parcs engages regularly with each of its key stakeholder groups to ensure their needs are appropriately reflected in our purpose and priorities. Key stakeholder groups include guests, colleagues, suppliers, communities, nature, and shareholders and investors.

Please refer to the "Our stakeholders" section (page 11) for details on how we engage with each group and take their needs into account.

Directors' Report

The Directors present their Report for the year ended 18 April 2024.

Other sections of the Annual Report and Accounts have been deemed to be incorporated into the Directors' Report by reference, and the table below shows where required disclosures can be found.

The Company changed its name from Center Parcs Finance Holdings 1 Limited to reflect the Company's activity within the Group as the holding company for the UK and Irish businesses.

Disclosure area	Page
Board of Directors	49 to 51
Risks and risk management	23 to 28
Engagement with employees	13 to 15
Engagement with guests, suppliers and others	11 to 20
Employment of people with disabilities	15
Greenhouse gas emissions	44
Financial instruments	85 to 88

Directors

The Company's Directors who served during the financial year ended 18 April 2024 were:

- Colin McKinlay, Chief Executive Officer
- Martin Dalby, Non-Executive Chairman
- Katrina Jamieson, Chief Finance Officer
- Brad Hyler, Shareholder Director
- Benedict Annable, Shareholder Director
- Andrea Colasanti, Shareholder Director

Going concern

The Group reported a profit for the period of £88.6 million (2023: profit of £98.6 million) and generated operating cash inflows of £296.5 million (2023: £309.1 million). The Group has significant cash balances and current forecasts show continued profitability and cash generation for a period of at least 12 months from the date of approval of these financial statements.

The Group recognises that, as at 18 April 2024, its net current liabilities were in excess of deferred revenue. This is consistent with guest booking patterns and other anticipated working capital movements. Cash flow forecasts confirm that the Group will have sufficient cash to settle liabilities as they fall due.

No borrowings have expected maturity dates within 12 months of the date of approval of these financial statements, following the refinancing of the Senior Debt Facility as set out in note 29 to the financial statements. There is significant headroom on all debt covenant tests.

Future developments

No changes to the nature of the business are anticipated.

Dividends

Dividends of £226.4 million were paid during the 52 weeks ended 18 April 2024 (2023: £392.7 million). The Directors have not proposed the payment of a final dividend.

Directors' liabilities

The Group maintains Directors' and Officers' Liability Insurance in respect of legal action that might be brought against its Directors and Officers as a result of their position within the Company and the companies within the Group. The Directors and Officers have the benefit of an indemnity provision in accordance with the Company's Articles of Association. These indemnities were in place for the whole of the period ended 18 April 2024 and as at the date of this report.

Political donations

No political donations were made in the current or prior period.

Events after the balance sheet date

On 17 May 2024, the Group issued £330.0 million of tranche B7 secured notes. Part of the proceeds of these new notes was used to settle the Group's tranche B4 secured notes in full. The tranche B7 notes have an expected maturity date of 25 August 2029 and a final maturity date of 28 August 2055. The interest rate to both expected maturity and final maturity is fixed at 7.875%.

On 7 June 2024, the Group concluded the refinancing of the Senior Debt Facility, which resulted in a new Facility totalling £350.0 million being put in place with effect from 13 June 2024. Part of the proceeds were used to repay the existing Facility.

On 18 June 2024 the Company received £151.8 million by way of a loan from its subsidiary, Center Parcs Finance Borrower Limited. On the same date the funds were on-lent to the Company's parent undertaking, BSREP II Center Parcs Jersey 2 Limited, on identical terms.

Directors' Responsibilities Statement

The Directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable laws 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 the United Kingdom adopted international accounting standards. 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 and Company for that period.

In preparing these financial statements, International Accounting Standard 1 requires that Directors:

- properly select and apply accounting policies;
- present information, including accounting policies, in a manner that provides relevant, reliable, comparable and understandable information;
- provide additional disclosures when compliance with the specific requirements of the financial reporting framework is insufficient to enable users to understand the impact of particular transactions, events and conditions on the entity's financial position and financial performance; and
- make an assessment of the Group's and Company's ability to continue as a going concern.

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 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 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 Group's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement of disclosure to auditors

In accordance with Section 418 of the Companies Act 2006, in the case of each Director in office at the date the Directors' Report is approved, the following applies:

a. So far as the Director is aware, there is no relevant audit information of which the Group's auditor is unaware; and

b. They have taken all the steps that they ought to have taken as a Director in order to make themselves aware of any relevant audit information and to establish that the Group's auditor is aware of that information.

Independent auditor

Deloitte LLP are deemed to be reappointed under section 487 (2) of the Companies Act 2006.

This report was approved by the Board of Directors on 4 July 2024 and signed on its behalf by

K. Jamieson

Katrina Jamieson
Director

Financial Statements

Independent auditor's report to the members
of Center Parcs (Group Holdings) Limited

Report on the audit of the financial statements

Opinion

In our opinion the financial statements of Center Parcs (Group Holdings) Limited (the 'Parent Company') and its subsidiaries (the 'Group'):

- give a true and fair view of the state of the Group's and of the Parent Company's affairs as at 18 April 2024 and of the Group's profit for the 52 weeks then ended;
- have been properly prepared in accordance with United Kingdom adopted international accounting standards; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements which comprise the Group Income Statement, the Group Statement of Comprehensive Income, the Group and Parent Company Balance Sheets, the Group and Parent Company Cash Flow Statements, the Group and Parent Company Statements of Changes in Equity and the related notes 1 to 29. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom adopted international accounting standards.

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 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 Financial Reporting Council's (the 'FRC's') Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other matters

As described in note 1 to the financial statements, this is the first year that the Group and Company prepared consolidated Group accounts. Therefore, we have not audited the prior year Group Income Statement, the Group Statement of Comprehensive Income, the Group Balance Sheet, the Group Cash Flow Statement, the Group Statement of Changes in Equity and the corresponding amounts for that year.

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 12 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 other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. The Directors are responsible for the other information contained within the Annual Report. 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.

Independent auditor's report to the members
of Center Parcs (Group Holdings) Limited

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 respect of these matters.

Responsibilities of Directors

As explained more fully in the Directors' Responsibilities Statement, 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.

A further description of our responsibilities for the audit of the financial statements is located on FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered 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 considered the nature of the Group's industry and its control environment, and reviewed the Group's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also enquired of management, Directors and internal audit about their own identification and assessment of the risks of irregularities, including those that are specific to the Group's business sector.

We obtained an understanding of the legal and regulatory framework that the Group operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements including UK Companies Act and pension and tax legislation; and
- do not have a direct effect on the financial statements but compliance with which may be fundamental to the Group's ability to operate or to avoid a material penalty, such as Health and Safety legislation.

We discussed among the audit engagement team and relevant internal specialists such as tax, valuations, pensions and IT specialists regarding the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

Independent auditor's report to the members
of Center Parcs (Group Holdings) Limited

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statements disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- enquiring of management, internal audit and external legal counsel concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations; and;
- reading minutes of meetings of those charged with governance and reviewing internal audit reports.

Report on other legal and regulatory requirements

Opinions on other matters prescribed by the Companies Act 2006

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 of the Parent Company and their environment obtained in the course of the audit, we have not identified any material misstatements in the Strategic Report or the Directors' Report.

Matters on which we are required to report by exception

Under the Companies Act 2006 we are required to report in respect of the following matters 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.

We have nothing to report in respect of these matters.

Use of our report

This report is made solely to the 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 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 Company and the Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Joanna Waring

Joanna Waring FCA

(Senior Statutory Auditor)

for and on behalf of Deloitte LLP

Statutory Auditor
Birmingham, United Kingdom

4 July 2024

Group Income Statement

For the 52 weeks ended 18 April 2024

	Note	52 weeks ended 18 April 2024			Unaudited 52 weeks ended 20 April 2023		
		Before adjusted items £m	Adjusted items £m	Total £m	Before adjusted items £m	Adjusted items £m	Total £m
Revenue	2	**704.1**	**–**	**704.1**	669.4	–	669.4
Cost of sales		**(208.4)**	**–**	**(208.4)**	(188.4)	–	(188.4)
Gross profit		**495.7**	**–**	**495.7**	481.0	–	481.0
Administrative expenses		**(185.2)**	**(1.3)**	**(186.5)**	(176.4)	–	(176.4)
Depreciation and amortisation		**(69.9)**	**–**	**(69.9)**	(70.8)	–	(70.8)
Total operating expenses		**(255.1)**	**(1.3)**	**(256.4)**	(247.2)	–	(247.2)
Operating profit/(loss)	3	**240.6**	**(1.3)**	**239.3**	233.8	–	233.8
Movement in fair value of financial derivatives	16	**–**	**15.0**	**15.0**	–	(23.0)	(23.0)
Finance income	5	**3.1**	**–**	**3.1**	1.6	–	1.6
Finance expense	5	**(145.3)**	**–**	**(145.3)**	(114.4)	12.6	(101.8)
Profit/(loss) before taxation		**98.4**	**13.7**	**112.1**	121.0	(10.4)	110.6
Taxation	6	**(22.2)**	**(1.3)**	**(23.5)**	(15.7)	3.7	(12.0)
Profit/(loss) for the period attributable to equity shareholders	19	**76.2**	**12.4**	**88.6**	105.3	(6.7)	98.6

All amounts relate to continuing activities.

Group Statement of Comprehensive Income

For the 52 weeks ended 18 April 2024

	Note	2024 £m	Unaudited 2023 £m
Profit for the period		**88.6**	98.6
Other comprehensive income:			
Items that may be reclassified to profit or loss in subsequent periods			
Fair value movements in respect of cash flow hedges	16	**(0.2)**	–
Exchange gain/(loss) arising on translation of foreign operations	19	**4.1**	(6.8)
		3.9	(6.8)
Items that will not be reclassified to profit or loss			
Remeasurements of post-employment benefit obligations	24	**(0.6)**	(1.6)
Tax relating to components of other comprehensive income	17	**0.2**	0.3
		(0.4)	(1.3)
Other comprehensive income/(expense) for the period		**3.5**	(8.1)
Total comprehensive income for the period		**92.1**	90.5

The notes on pages 65 to 99 form part of these financial statements.

Balance Sheets

		Group		Company	
	Note	As at 18 April 2024 £m	Unaudited As at 20 April 2023 £m	As at 18 April 2024 £m	As at 20 April 2023 £m
Assets					
Non-current assets					
Goodwill	7	**602.4**	602.4	**–**	–
Other intangible assets	8	**712.8**	711.7	**–**	–
Property, plant and equipment	9	**1,976.0**	1,963.5	**–**	–
Right-of-use assets	10	**33.6**	31.0	**–**	–
Investments in subsidiary undertakings	11	**–**	–	**1,220.5**	1,220.5
Deferred tax asset	17	**1.8**	2.4	**–**	–
Retirement benefit surplus	24	**0.6**	0.3	**–**	–
		3,327.2	3,311.3	**1,220.5**	1,220.5
Current assets					
Inventories		**5.7**	5.4	**–**	–
Trade and other receivables	12	**13.6**	12.8	**–**	–
Current tax asset		**1.1**	4.4	**–**	–
Cash and cash equivalents		**45.3**	109.0	**0.2**	–
Restricted cash	14	**–**	455.8	**–**	–
Derivative financial instruments	16	**3.6**	3.0	**–**	–
		69.3	590.4	**0.2**	–
Liabilities					
Current liabilities					
Trade and other payables	13	**(264.5)**	(284.5)	**(0.1)**	–
Borrowings	14	**(185.0)**	(770.5)	**–**	–
Derivative financial instruments	16	**–**	(12.0)	**–**	–
		(449.5)	(1,067.0)	**(0.1)**	–
Net current (liabilities)/assets		**(380.2)**	(476.6)	**0.1**	–
Non-current liabilities					
Borrowings	14	**(2,338.0)**	(2,112.2)	**–**	–
Lease liabilities	15	**(41.4)**	(37.8)	**–**	–
Deferred tax liability	17	**(356.1)**	(339.8)	**–**	–
		(2,735.5)	(2,489.8)	**–**	–
		211.5	344.9	**1,220.6**	1,220.5
Equity attributable to owners of the parent					
Equity share capital	18	**–**	–	**–**	–
Share premium	19	**149.1**	149.1	**149.1**	149.1
Other reserve	19	**848.5**	848.5	**–**	–
Retained earnings	19	**(788.6)**	(651.1)	**1,071.5**	1,071.4
Currency translation reserve	19	**2.5**	(1.6)	**–**	–
Total equity		**211.5**	344.9	**1,220.6**	1,220.5

The Company has elected to take the exemption under section 408 of the Companies Act 2006 not to present the parent company income statement. The profit for the parent company for the period was £226.5 million (2023: £392.7 million). The financial statements on pages 60 to 99 were approved by the Board of Directors on 4 July 2024 and were signed on its behalf by:

K. Jamieson

Katrina Jamieson
Director

Center Parcs (Group Holdings) Limited

Registered no. 11725901

The notes on pages 65 to 99 form part of these financial statements.

Cash Flow Statement

	Note	Group		Company	
		52 weeks ended 18 April 2024	Unaudited 52 weeks ended 20 April 2023	52 weeks ended 18 April 2024	52 weeks ended 20 April 2023
		£m	£m	£m	£m
Cash flows from operating activities					
Operating profit		**239.3**	233.8	**(0.1)**	–
Depreciation and amortisation	3	**69.9**	70.8	**–**	–
Working capital and non-cash movements	20	**(10.6)**	11.2	**0.1**	–
Difference between the pension charge and contributions	24	**(0.9)**	(0.8)	**–**	–
Corporation tax paid	6	**(3.0)**	(6.3)	**–**	–
Receipts in respect of taxation group relief	6	**1.8**	0.4	**–**	–
Net cash from operating activities		**296.5**	309.1	**–**	–
Cash flows (used in)/from investing activities					
Purchase of property, plant and equipment		**(77.7)**	(63.0)	**–**	–
Purchase of intangible assets		**(5.8)**	(4.1)	**–**	–
Sale of property, plant and equipment		**0.4**	0.2	**–**	–
Interest received		**3.1**	1.6	**–**	–
Dividends received	25	**–**	–	**226.6**	392.7
Net cash (used in)/from investing activities		**(80.0)**	(65.3)	**226.6**	392.7
Cash flows (used in)/from financing activities					
Repayment of borrowings	21	**(582.3)**	–	**–**	–
Proceeds from external borrowings	21	**228.1**	648.0	**–**	–
Issue costs on debt	21	**(7.6)**	(3.5)	**–**	–
Senior Facility extension fee	14	**(0.5)**	–	**–**	–
Break costs on secured debt	14	**(9.4)**	–	**–**	–
Costs in respect of interest rate cap	16	**(0.5)**	–	**–**	–
Proceeds on close out of derivative financial instruments	16	**2.7**	–	**–**	–
Interest paid		**(138.6)**	(119.1)	**–**	–
Repayment of lease liabilities	15	**(0.1)**	(0.2)	**–**	–
Dividends paid	19	**(226.4)**	(392.7)	**(226.4)**	(392.7)
Net cash (used in)/from financing activities		**(734.6)**	132.5	**(226.4)**	(392.7)
Net (decrease)/increase in cash and cash equivalents, including restricted cash		**(518.1)**	376.3	**0.2**	–
Cash and cash equivalents at beginning of the period, including restricted cash		**564.8**	186.2	**–**	–
Currency translation differences		**(1.4)**	2.3	**–**	–
Cash and cash equivalents at end of the period, including restricted cash		**45.3**	564.8	**0.2**	–
Reconciliation of net cash flow to movement in net debt					
(Decrease)/increase in cash and cash equivalents, including restricted cash		**(518.1)**	376.3	**0.2**	–
Cash outflow/(inflow) from movement in debt		**354.2**	(648.0)	**–**	–
Change in net debt resulting from cash flows		**(163.9)**	(271.7)	**0.2**	–
Non-cash movements and deferred issue costs	21	**0.8**	33.6	**–**	–
Currency translation differences	21	**3.3**	(5.9)	**–**	–
Movement in net debt in the period		**(159.8)**	(244.0)	**0.2**	–
Net debt at beginning of the period		**(2,317.9)**	(2,073.9)	**–**	–
Net debt at end of the period	21	**(2,477.7)**	(2,317.9)	**0.2**	–

Net debt represents third-party borrowings, excluding lease liabilities and amounts due to related parties less cash and cash equivalents, as set out in note 21.

The notes on pages 65 to 99 form part of these financial statements.

Statements of Changes in Equity

Group	Share capital £m	Share premium £m	Other reserve £m	Retained earnings £m	Currency translation reserve £m	Total equity £m
At 20 April 2023	–	149.1	848.5	(651.1)	(1.6)	344.9
Comprehensive income						
Profit for the period	–	–	–	88.6	–	88.6
Other comprehensive income	–	–	–	(0.6)	4.1	3.5
Transactions with owners						
Equity contribution	–	–	–	0.9	–	0.9
Dividends paid	–	–	–	(226.4)	–	(226.4)
At 18 April 2024	–	149.1	848.5	(788.6)	2.5	211.5

Group (unaudited)	Share capital £m	Share premium £m	Other reserve £m	Retained earnings £m	Currency translation reserve £m	Total equity £m
At 21 April 2022	–	149.1	848.5	(356.4)	5.2	646.4
Comprehensive income						
Profit for the period	–	–	–	98.6	–	98.6
Other comprehensive income	–	–	–	(1.3)	(6.8)	(8.1)
Transactions with owners						
Equity contribution	–	–	–	0.7	–	0.7
Dividends paid	–	–	–	(392.7)	–	(392.7)
At 20 April 2023	–	149.1	848.5	(651.1)	(1.6)	344.9

Company	Share capital £m	Share premium £m	Retained earnings £m	Total equity £m
At 20 April 2023	–	149.1	1,071.4	1,220.5
Comprehensive income				
Profit for the period	–	–	226.5	226.5
Transactions with owners				
Dividends paid	–	–	(226.4)	(226.4)
At 18 April 2024	–	149.1	1,071.5	1,220.6

Company	Share capital £m	Share premium £m	Retained earnings £m	Total equity £m
At 21 April 2022	–	149.1	1,071.4	1,220.5
Comprehensive income				
Profit for the period	–	–	392.7	392.7
Transactions with owners				
Dividends paid	–	–	(392.7)	(392.7)
At 20 April 2023	–	149.1	1,071.4	1,220.5

The notes on pages 65 to 99 form part of these financial statements.

Notes to the financial statements

For the 52 weeks ended 18 April 2024

1. Accounting policies

General information

The Company is a private company limited by shares, which is incorporated and domiciled in the UK, and is registered in England and Wales. The address of its registered office is One Edison Rise, New Ollerton, Newark, Nottinghamshire, NG22 9DP. The principal activity of the Group is set out in the Strategic Report. The Group's and Company's financial statements have been prepared in pounds sterling.

Basis of preparation

These consolidated financial statements for the 52 weeks ended 18 April 2024 (2023: 52 weeks ended 20 April 2023) have been properly prepared in accordance with United Kingdom adopted international accounting standards. The financial statements have been prepared under the historical cost convention, as modified by the revaluation of derivative financial instruments and retirement benefit obligations. All accounting policies disclosed have been applied consistently to both periods presented. The accounting reference date of Center Parcs (Group Holdings) Limited is 22 April.

Going concern

The Group reported a profit for the period of £88.6 million (2023: profit of £98.6 million) and generated operating cash inflows of £296.5 million (2023: £309.1 million). The Group has significant cash balances and current forecasts show continued profitability and cash generation for a period of at least 12 months from the date of approval of these financial statements.

The Group recognises that as at 18 April 2024 its net current liabilities were in excess of deferred revenue. This is consistent with guest booking patterns and other anticipated working capital movements; cash flow forecasts confirm that the Group will have sufficient cash to settle liabilities as they fall due. No borrowings have expected maturity dates within 12 months of the date of approval of these financial statements following the refinancing of the Senior Debt Facility as set out in note 29 to the financial statements. There is significant headroom on all debt covenant tests.

In light of all of the above, the financial statements have been prepared on the going concern basis.

Basis of consolidation

The consolidated financial statements incorporate the financial statements of Center Parcs (Group Holdings) Limited ('the Company') and entities controlled by the Company. A company controls another entity when it is exposed, or has rights, to variable returns from its involvement with that entity and has the ability to affect those returns through its power over that entity.

The consolidated financial statements incorporate the results of CPUK Finance Limited, a company set up with the sole purpose of issuing debt secured on assets owned by the Group. The Directors of Center Parcs (Group Holdings) Limited consider this company meets the definition of a structured entity under IFRS 10 'Consolidated financial statements' and hence for the purpose of the consolidated financial statements it has been treated as a subsidiary undertaking. Details of this company are provided in note 27. The financial statements of subsidiary undertakings are prepared for the same financial reporting period as the Company.

Center Parcs (Group Holdings) Limited is not legally required to prepare consolidated financial statements but has chosen to prepare them on a voluntary basis for the first time this year in order that stakeholders can more easily assess the performance of the combined UK and Ireland business. As such, the prior year Group Income Statement, Group Statement of Comprehensive Income, Group Balance Sheet, Group Cash Flow Statement, Group Statement of Changes in Equity and the corresponding amounts for that year are unaudited.

The consolidated financial statements of Center Parcs (Group Holdings) Limited have been prepared under the principles of predecessor accounting. The Company was incorporated on 13 December 2018 and acquired the UK and Ireland Center Parcs group on 11 February 2019. This acquisition had no impact on the ultimate parent company and controlling party as this was Brookfield both before and after the transaction.

The application of predecessor accounting results in accounting treatment differences on consolidation. The difference between the net assets of the Center Parcs UK and Ireland business acquired by Brookfield in August 2015 and the total equity of Center Parcs (Group Holdings) Limited at the date of its acquisition of that group is included within equity as an other reserve.

Notes to the financial statements

For the 52 weeks ended 18 April 2024

Critical accounting judgements and key sources of estimation uncertainty

The preparation of financial statements requires the Directors to make estimates and assumptions that affect the application of policies and reported amounts. Estimates and judgements are continually evaluated and are based on historical experience and other factors including expectations of future events that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Critical judgements in applying the Group's accounting policies

Discount rate used to determine the value of the Group's defined benefit pension scheme obligation (note 24):

The Group's defined benefit pension scheme obligation is discounted at a rate set by reference to market yields at the end of the reporting period on high quality corporate bonds. Significant judgement is required when setting the criteria for bonds to be included in the population from which the yield curve is derived.

Key sources of estimation uncertainty

Impairment test for goodwill/intangible assets (note 7):

Determining whether goodwill or intangible assets are impaired requires an estimation of the value in use of the cash-generating units to which those assets have been allocated. The value in use calculation requires the Group to estimate future cash flows expected to arise from the cash-generating units and a suitable discount rate and long-term growth rate in order to calculate present value.

Impairment test for investment (note 11):

Determining whether the investment in the underlying subsidiary is impaired requires an estimation of the value in use of the cash-generating unit. The value-in-use calculation requires the Company to estimate future cash flows expected to arise from the cash-generating unit and a suitable discount rate in order to calculate present value.

Revenue

Revenue relates to accommodation rental income on holidays commenced during the period, together with other related income that primarily arises from on-village leisure, retail and food and beverage spend. Revenue relating to accommodation is recognised on a straight-line basis over the period of the holiday. The performance obligation for non-rental income, and hence the basis for revenue recognition, is when the related product or service is provided to the guest. All revenue is recorded net of VAT.

Payment for accommodation rental income is received in advance of holidays commencing, and is recorded as 'deferred income' within Trade and other payables until the holiday commences.

A number of trading units on each holiday village are operated by concession partners. Revenue due in respect of such units is recognised on an accruals basis. All revenue arises in the United Kingdom or Ireland.

For disaggregation purposes, revenue as presented in note 2 is split between accommodation and on-site spend.

Cost of sales

Cost of sales comprise the cost of goods and services provided to guests. All costs to the point of sale, including direct colleague costs, are included within cost of sales. Depreciation and amortisation charges are not considered part of cost of sales.

Operating segments

The operating segments set out in note 2 to the consolidated financial statements are consistent with the internal reporting provided to the Chief Operating Decision Maker, as defined by IFRS 8 'Operating Segments'. The Chief Operating Decision Maker has been identified as the Board of Directors.

Adjusted items

Adjusted items are defined as those that, by virtue of their nature, size or expected frequency, warrant separate disclosure in the financial statements in order to fully understand the underlying performance of the Group. Adjusted items are those that are not directly related to the ongoing trade of the business or that are unrepresentative of ongoing performance. Examples of adjusted items include the costs of Group restructures, the impact of the change in applicable deferred tax rate and movements in the fair value of derivatives.

Notes to the financial statements

For the 52 weeks ended 18 April 2024

Goodwill

Goodwill arising on acquisitions is capitalised and represents the excess of the fair value of the consideration given over the fair value of the identifiable net assets and liabilities acquired. Goodwill is not amortised but is instead tested for impairment on an annual basis, or more frequently if events or changes in circumstances indicate that the carrying value may be impaired. Any impairment is recognised immediately in the income statement. Goodwill is allocated to cash-generating units for the purpose of impairment testing.

Other intangible assets

Software

Costs that are directly associated with the production of identifiable and unique software products controlled by the Group, and that will probably generate economic benefits exceeding costs beyond one year, are recognised as intangible assets. Direct costs include the software development colleague costs and an appropriate portion of relevant overheads. Computer software development costs recognised as assets are amortised over their estimated useful lives. Software assets are amortised on a straight-line basis over their useful economic lives, which are typically between four and seven years.

Other intangible assets

Other purchased intangible assets are capitalised at cost, amortised on a straight-line basis over their useful economic lives and tested for impairment annually. The brand is not amortised as it is considered to have an indefinite life; the carrying value of the brand is subject to an annual impairment review.

Impairment of assets

At each reporting date, the Group reviews the carrying amounts of its assets to determine whether there is any indication that those assets have suffered an impairment loss. Assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment and whenever there is an indication at the end of a reporting period that the asset may be impaired. Assets that are subject to depreciation and amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units).

Property, plant and equipment

The Directors chose the cost basis under IAS 16 'Property, plant and equipment', rather than to apply the alternative (revaluation) treatment to all items of property, plant and equipment as its ongoing accounting policy. The cost of property, plant and equipment includes directly attributable costs.

The Group elected to apply the optional exemption of IFRS 1 'First-time adoption of International Finance Reporting Standards' and, as such, the carrying value of the properties that were previously held at fair value were treated as deemed cost at the date of adoption of IFRS.

Depreciation is provided on the cost of all property, plant and equipment (except assets in the course of construction) so as to write off the cost, less residual value, on a straight-line basis over the expected useful economic life of the assets concerned, which are typically as follows:

Installations:	10 to 20 years
Fixtures and fittings:	5 to 10 years
Motor vehicles:	4 years
Computer hardware:	4 years

Buildings are depreciated to residual value over 50 years. Land is not depreciated.

Useful lives and residual values are reviewed at each balance sheet date and revised where expectations are significantly different from previous estimates. In such cases, the depreciation charge for current and future periods is adjusted accordingly.

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale. All other borrowing costs are recognised in the income statement in the year in which they are incurred.

Notes to the financial statements

For the 52 weeks ended 18 April 2024

Maintenance expenditure

It is the policy of the Group to maintain its land and buildings to a high standard. Where maintenance expenditure increases the benefits that property, plant and equipment is expected to generate, this expenditure is capitalised. All other maintenance costs are charged to the income statement as incurred.

Leases

The Group assesses whether a contract is or contains a lease at inception of a contract. The Group recognises a right-of-use asset and a corresponding lease liability with respect to all lease agreements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low-value assets. For these leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group calculates an appropriate incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise:

- fixed lease payments (including in-substance fixed payments), less any lease incentives;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the lessee under residual value guarantees;
- the exercise price of purchase options, if the lessee is reasonably certain to exercise the options; and
- payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

Lease liabilities are subsequently measured by increasing the carrying amount to reflect interest on the lease liabilities (using the effective interest rate method) and by reducing the carrying amount to reflect the lease payments made. The Group remeasures the lease liabilities (and makes a corresponding adjustment to the related right-of-use assets) whenever:

- the lease term has changed or there is a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.
- the lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which case the lease liability is remeasured by discounting the revised lease payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used).
- a lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement date and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Whenever the Group incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under IAS 37 ‘Provisions, Contingent Liabilities and Contingent Assets’. The costs are included in the related right-of-use asset.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The deprecation starts at the commencement date of the lease.

Variable rents that do not depend on an index or rate are not included in the measurement of the lease liability and the right-of-use asset. The related payments are recognised as an administrative expense in the consolidated income statement in the period in which the event or condition that triggers those payments occurs.

Notes to the financial statements

For the 52 weeks ended 18 April 2024

Investments in subsidiary undertakings

Investments are stated at cost, less any provision for impairment. If there are indications of impairment, an assessment is made of the recoverable amount. An impairment loss is recognised in the income statement when the recoverable amount is lower than the carrying value. Dividends receivable from investments in subsidiary undertakings are recognised in the income statement when approved by the shareholders of the company paying the dividend.

Current and deferred tax

The tax currently payable is based on the taxable profit for the year. The current tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the balance sheet date and is measured at the amount expected to be paid to or recovered from the tax authorities.

Deferred tax is provided in full, using the liability method, on all differences that have originated but not reversed by the balance sheet date which give rise to an obligation to pay more or less tax in the future. Differences are defined as the differences between the carrying value of assets and liabilities and their tax base. Such assets and liabilities are not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit. Deferred tax on properties assumes recovery through sale.

Deferred tax assets are recognised to the extent that it is probable that future taxable profits will be available against which the assets can be utilised. Deferred tax is calculated using tax rates that are expected to apply when the related deferred tax asset is realised or the deferred tax liability is settled, on the basis of the tax laws enacted or substantively enacted at the balance sheet date.

Deferred tax assets and liabilities are only offset when there is a legally enforceable right to offset current tax assets and current tax liabilities and when the deferred income taxes relate to the same fiscal authority and there is an intention to settle on a net basis.

Inventories

The basis of valuation of inventories is the lower of cost on a first in first out basis and estimated net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less applicable variable selling expenses. Inventory provisions are created where necessary to ensure that inventory is valued at the lower of cost and estimated net realisable value.

Financial instruments

The Group classifies its financial assets into two categories, being those measured at amortised cost and those measured at fair value. Where assets are measured at fair value, gains and losses are recognised either in the income statement or in other comprehensive income, depending on the nature of the asset. Financial assets are included in current assets, except for maturities greater than 12 months after the balance sheet date, which are classified as non-current assets.

Financial liabilities are classified as either fair value through profit and loss or other financial liabilities. The classification depends on the nature of the financial instrument acquired. Other financial liabilities are carried at amortised cost using the effective interest rate method.

Trade receivables

Trade receivables are recognised initially at fair value and subsequently at amortised cost less any expected credit losses.

Cash and cash equivalents

For the purposes of the cash flow statement and the balance sheet, cash and cash equivalents comprise cash at bank and cash in hand.

Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the income statement over the period of the borrowings using the effective interest method. Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

Notes to the financial statements

For the 52 weeks ended 18 April 2024

Borrowing costs

Interest on borrowings is treated as an expense in the income statement, with the exception of interest costs incurred on the financing of major projects, which are capitalised within property, plant and equipment.

Early termination costs

Costs associated with the early repayment of borrowings are written off to the income statement as incurred.

Derivative financial instruments

The Group does not trade in derivative financial instruments. Derivative financial instruments have historically been used by the Group to manage its exposure to interest rates on long-term floating-rate borrowings. All derivative financial instruments are measured at the balance sheet date at their fair value. Details of hedge accounting and the recognition of gains and losses are set out in note 16 to the financial statements.

Gains and losses in respect of the effective portion of the instruments are recognised in the Group Statement of Comprehensive Income and those in respect of the ineffective portion are recognised in the Group Income Statement.

Embedded derivatives

Derivatives embedded in other financial instruments or other host contracts are treated as separate derivatives when their risks and characteristics are not closely related to those of the host contracts and the host contracts are not measured at fair value through profit and loss.

Trade payables

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

Provisions

Provisions for legal claims are recognised when the Group has a present legal or constructive obligation as a result of past events, it is more likely than not that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated. Provisions are not recognised for future operating losses. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations is small.

Government grants

Government grants are not recognised until there is reasonable assurance that the Group will comply with the conditions attaching to them and that the grants will be received.

Government grants that are receivable as compensation for expenses or losses already incurred or for the purposes of giving immediate financial support to the Group with no future related costs are recognised in the income statement in the period in which they become receivable.

Dividend distribution

Dividend distributions to the Company's shareholders are recognised as a liability in the Company's financial statements in the period in which the dividends are approved by the Company's shareholders. Interim dividends are recognised when paid.

Foreign currencies

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions denominated in foreign currencies are translated into sterling at the rate of exchange ruling at the date of the transaction.

Notes to the financial statements

For the 52 weeks ended 18 April 2024

Colleague benefits

Pensions

– Defined contribution pension scheme

Group colleagues can choose to be a member of a defined contribution pension scheme. A defined contribution pension scheme is a pension scheme under which the Group pays fixed contributions into a separate entity. The Group has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all colleagues the benefits relating to colleague service in the current and prior periods. Contributions are charged to the income statement as incurred.

– Defined benefit pension scheme

A funded senior management defined benefit pension scheme also exists. A defined benefit pension scheme is a pension plan that defines the amount of pension benefit that a colleague will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

The surplus or liability recognised in the balance sheet in respect of the defined benefit pension scheme is the present value of the defined benefit obligation at the balance sheet date less the fair value of plan assets, together with adjustments for unrecognised actuarial gains or losses and past service costs. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates for high-quality corporate bonds, which have terms to maturity approximating the terms of the related pension liability. Past-service costs are recognised immediately in the income statement. Remeasurement gains and losses are recognised in other comprehensive income.

Profit-sharing and bonus plans

The Group recognises a liability and an expense for bonuses and profit-sharing, based on a formula that takes into consideration the profit attributable to the Company's shareholders after certain adjustments. The Group recognises a provision where contractually obliged or where there is a past practice that has created a constructive obligation.

Holiday pay

The Group recognises an appropriate liability for the cost of holiday entitlements not taken at the balance sheet date.

Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from proceeds.

Share premium

The amount by which the cash received by the Company in respect of a share issue exceeds the nominal value of those shares is recorded within share premium.

Other reserve

The other reserve in the consolidated financial statements represents the differences on consolidation arising on the adoption of predecessor accounting. This comprises the difference between the net assets of the Center Parcs Group acquired by Brookfield in August 2015 and the total equity of Center Parcs (Group Holdings) Limited at incorporation.

Notes to the financial statements

For the 52 weeks ended 18 April 2024

New standards and interpretations

A number of new or revised accounting standards were effective for the first time in the current period. None of these have significantly impacted the financial statements of the Group or Company and are unlikely to have a material impact in the future.

The International Accounting Standards Board (IASB) has issued the following new or revised standards and interpretations with an effective date for financial periods beginning on or after the dates disclosed below and therefore after the date of these financial statements. The IASB has also issued a number of minor amendments to standards as part of their annual improvement process.

IFRS 16	Leases	
	Lease Liability in a Sale and Leaseback	1 January 2024
IAS 7/IFRS 7	Statement of Cash Flows/Financial Instruments: Disclosures	
	Supplier Finance Arrangements	1 January 2024
IAS 1	Presentation of Financial Statements	
	Amended by Non-current Liabilities with Covenants	1 January 2024
IAS 21	The Effects of Changes in Foreign Exchange Rates	
	Lack of Exchangeability	1 January 2025
IFRS 18	Presentation and Disclosure in Financial Statements	
	New Standard	1 January 2027
IFRS 19	Subsidiaries without Public Accountability: Disclosures	
	New Standard	1 January 2027

The Directors do not anticipate that the adoption of any standards listed above will have a material impact on the Group's or Company's financial statements in the period of initial application, although the assessment is ongoing.

Notes to the financial statements

For the 52 weeks ended 18 April 2024

2. Segmental reporting

52 weeks ended 18 April 2024	Sherwood Forest £m	Elveden Forest £m	Longleat Forest £m	Whinfell Forest £m	Woburn Forest £m	Longford Forest £m	Central Services £m	Total £m
Revenue	**129.2**	**126.2**	**123.3**	**121.3**	**120.8**	**83.3**	**–**	**704.1**
Adjusted EBITDA	**65.9**	**62.1**	**66.0**	**58.2**	**60.8**	**33.4**	**(35.9)**	**310.5**
Adjusted items								**(1.3)**
Depreciation and amortisation								**(69.9)**
Operating profit								**239.3**

52 weeks ended 20 April 2023	Sherwood Forest £m	Elveden Forest £m	Longleat Forest £m	Whinfell Forest £m	Woburn Forest £m	Longford Forest £m	Central Services £m	Total £m
Revenue	126.4	120.2	116.7	115.2	115.3	75.6	–	669.4
EBITDA	68.1	61.1	63.1	56.0	58.9	30.0	(32.6)	304.6
Depreciation and amortisation								(70.8)
Operating profit								233.8

Operating segments are reported in a manner consistent with the internal reporting provided to the Chief Operating Decision Maker, as defined by IFRS 8 'Operating Segments'. The Chief Operating Decision Maker, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the Board of Directors.

The operating segments are the six holiday villages that the business operates. Central Services costs are centrally managed administration costs. The accounting policies of the reportable segments are the same as the Group's accounting policies described in note 1.

The primary profit measure used by the Chief Operating Decision Maker is Adjusted EBITDA, being earnings before interest, taxation, depreciation, amortisation and adjusted items. The internal reporting does not disaggregate operating profit or the balance sheet to each operating segment.

The split of revenue by business stream was £417.9 million (2023: £409.6 million) for accommodation and £286.2 million (2023: £259.8 million) for on-site spend.

The prior year comparative numbers are unaudited.

Notes to the financial statements

For the 52 weeks ended 18 April 2024

3. Operating profit

The following items have been included in arriving at the Group's operating profit:

	52 weeks ended 18 April 2024 £m	52 weeks ended 20 April 2023 £m
Colleague costs (note 23)	**191.2**	168.4
Cost of inventories	**61.0**	55.3
Depreciation of property, plant and equipment – owned assets (note 9)	**64.7**	64.8
Depreciation of right-of-use assets (note 10)	**0.5**	0.6
Amortisation of intangible assets (note 8)	**4.7**	5.4
Repairs and maintenance expenditure on property, plant and equipment	**19.7**	18.4
Services provided by the Group's auditor	**0.5**	0.6

During the period, the Group obtained the following services from the Group's auditor:

	52 weeks ended 18 April 2024 £m	52 weeks ended 20 April 2023 £m
Charged to the income statement – administrative expenses		
Audit of the parent company, subsidiary and consolidated financial statements	**0.5**	0.4
Deferred cost in respect of the secured debt		
Corporate finance services	**–**	0.2
	0.5	0.6

The Directors monitor the level of non-audit work undertaken by the auditor and ensure it is work which they are best suited to perform and does not present a risk to their independence and objectivity. The audit fee above includes £18,277 (2023: £15,508) for the audit of the parent company. The prior year comparative numbers are unaudited.

4. Adjusted items

The following adjusted items are reflected in the financial statements:

	52 weeks ended 18 April 2024 £m	52 weeks ended 20 April 2023 £m
Operating items		
Administrative expenses	**(1.3)**	–
	(1.3)	–
Non-operating items		
Movement in fair value of financial derivatives (note 16)	**15.0**	(23.0)
Finance expense (note 5)	**–**	12.6
Taxation	**(1.3)**	3.7
	13.7	(6.7)
	12.4	(6.7)

During the current period the Group obtained planning permission to expand its holiday village in Ireland. The process of obtaining planning permission was significantly delayed and the Group incurred a number of costs that, under normal circumstances, it would have capitalised as property, plant and equipment. These costs have been treated as Adjusted administrative expenses.

Movements in the fair value of financial derivatives are considered to be adjusted items.

Taxation on these items has also been treated as an adjusted item, as has the impact of the change in applicable deferred tax rate from 19% to 25% in the prior financial period. The prior year comparative numbers are unaudited.

Notes to the financial statements

For the 52 weeks ended 18 April 2024

5. Net finance costs

	Group		Company	
	52 weeks ended 18 April 2024 £m	52 weeks ended 20 April 2023 £m	52 weeks ended 18 April 2024 £m	52 weeks ended 20 April 2023 £m
Finance expense				
Interest payable on borrowings	**(142.4)**	(117.0)	**–**	–
Release of fair value uplift	**0.2**	14.6	**–**	–
Interest expense on lease liabilities	**(2.3)**	(2.1)	**–**	–
Other interest and similar charges	**(0.8)**	(0.5)	**–**	–
Premium on settlement of the A2 notes	**–**	(9.4)	**–**	–
Total finance expense before adjusted items	**(145.3)**	(114.4)	**–**	–
Adjusted finance expense				
Release of fair value uplift	**–**	12.6	**–**	–
	–	12.6	**–**	–
Total finance expense	**(145.3)**	(101.8)	**–**	–
Finance income				
Bank interest receivable	**3.1**	1.6	**–**	–
Total finance income	**3.1**	1.6	**–**	–
Net finance costs	**(142.2)**	(100.2)	**–**	–

Interest payable on borrowings includes amortisation of deferred issue costs of £5.2 million (2023: £2.3 million) and amortisation of premiums on issue of secured notes of £1.7 million (2023: £1.7 million) as set out in note 21.

The premium on settlement of the A2 notes was paid after the prior year-end as set out in note 14.

On acquisition of the Center Parcs Group, Brookfield recognised the existing secured notes at fair value rather than book value. The fair value uplift unwinds over the life of those notes. During the prior period the A2 secured notes were repaid in full and the remaining fair value uplift was released and treated as an adjusted item.

The prior year comparative numbers are unaudited.

Notes to the financial statements

For the 52 weeks ended 18 April 2024

6. Taxation

(a) Taxation

The Group paid corporation tax of £3.0 million (2023: £6.3 million) during the period and received payments for taxation group relief of £1.8 million (2023: £0.4 million).

The Group tax charge is made up as follows:

	52 weeks ended 18 April 2024 £m	52 weeks ended 20 April 2023 £m
Current tax:		
– Current period	**(8.2)**	(4.8)
– Prior periods	**1.7**	–
	(6.5)	(4.8)
Deferred tax:		
– Origination and reversal of temporary differences	**(17.3)**	(7.2)
– Adjustments in respect of prior periods	**0.3**	–
Taxation (note 6(b))	**(23.5)**	(12.0)

The Company had a tax charge of £nil in the period (2023: £nil). The prior year comparative numbers are unaudited.

(b) Factors affecting the tax charge

Group

The tax assessed for the period is lower (2023: lower) than that resulting from applying the standard rate of corporation tax in the UK of 25% (2023: 19%). The difference is reconciled below:

	52 weeks ended 18 April 2024 £m	52 weeks ended 20 April 2023 £m
Profit before taxation	**112.1**	110.6
Profit before taxation multiplied by the standard rate of corporation tax in the UK	**28.0**	21.0
Adjustments in respect of prior periods	**(2.0)**	–
Permanent differences and expenses not deductible for tax purposes	**2.2**	(5.3)
Impact of change in UK corporation tax rate	**–**	(4.3)
Differences in effective overseas tax rates	**(4.7)**	1.2
Brought forward losses not previously recognised	**–**	(0.6)
Tax charge for the period (note 6(a))	**23.5**	12.0

Company

The tax assessed for the period is lower (2023: lower) than that resulting from applying the standard rate of corporation tax in the UK of 25% (2023: 19%). The difference is reconciled below:

	52 weeks ended 18 April 2024 £m	52 weeks ended 20 April 2023 £m
Profit before taxation	**226.5**	392.7
Profit before taxation multiplied by the standard rate of corporation tax in the UK	**56.6**	74.6
Income from subsidiary – not subject to tax	**(56.6)**	(74.6)
Tax charge for the period (note 6(a))	**–**	–

Impact of Pillar 2

The ultimate parent company of the Group, Brookfield Corporation, has confirmed that they will prepare any relevant calculations in respect of Pillar 2 and bear any Top Up Tax assessed in the UK, Cayman Islands or Ireland. Any additional Pillar 2 tax calculated is expected to be immaterial.

Notes to the financial statements

For the 52 weeks ended 18 April 2024

7. Goodwill

Cost and net book value	Group £m
At 18 April 2024, 20 April 2023 and 21 April 2022	602.4

Impairment test for goodwill and the brand

Goodwill relates to the acquisition of Center Parcs UK and Ireland. It is allocated to six cash-generating units (CGUs), being the UK and Ireland villages. The Directors consider that the economic characteristics and future expectations are materially consistent across each territory.

The recoverable amount of a CGU is determined based on value-in-use calculations. These calculations use cash flow projections based on financial forecasts prepared by management covering a rolling five-year period.

Key assumptions used for value-in-use calculations

The value-in-use calculation is based on forecasts approved by the Board covering the next 10 years with a terminal value applied after year five.

The key assumptions of the value-in-use calculation are Adjusted EBITDA margin, growth rates and the discount rate; the long-term growth rate applied is 3.0% (2023: 3.0%) and the discount rate applied is 12.3% (2023: 12.4%).

Management determines forecast Adjusted EBITDA margins based on past performance and expectations of market development. The growth rates used reflect management's expectations of the future market. Discount rates used are pre-tax and reflect the specific risks to the Group.

Based on the value-in-use calculations performed, the Directors have concluded that there is no impairment of goodwill or the brand. The key components of the impairment test model are the post tax discount rate and long-term growth rate. An increase of 0.3% to the discount rate would result in an impairment of £0.3 million. A decrease of 0.4% in the long-term growth rate would result in an impairment of £1.6m.

The Company has no goodwill. The prior year comparative numbers are unaudited.

8. Other intangible assets

	Software £m	Brand £m	Total £m
Cost			
At 21 April 2023	51.0	698.0	749.0
Additions	5.8	–	5.8
At 18 April 2024	**56.8**	**698.0**	**754.8**
Amortisation			
At 21 April 2023	37.3	–	37.3
Charge for the period	4.7	–	4.7
At 18 April 2024	**42.0**	**–**	**42.0**
Net book amount at 20 April 2023	13.7	698.0	711.7
Net book amount at 18 April 2024	**14.8**	**698.0**	**712.8**

	Software £m	Brand £m	Total £m
Cost			
At 22 April 2022	46.9	698.0	744.9
Additions	4.1	–	4.1
At 20 April 2023	**51.0**	**698.0**	**749.0**
Amortisation			
At 22 April 2022	31.9	–	31.9
Charge for the period	5.4	–	5.4
At 20 April 2023	**37.3**	**–**	**37.3**
Net book amount at 21 April 2022	15.0	698.0	713.0
Net book amount at 20 April 2023	**13.7**	**698.0**	**711.7**

The brand is considered to have an indefinite life due to the continued investment that is made in the guest facilities and the ongoing marketing campaigns of the business. An impairment review using the same methodology and assumptions as detailed in note 7 has been undertaken and no impairment was indicated (2023: £nil).

The Company has no other intangible assets. The prior year comparative numbers are unaudited.

Notes to the financial statements
For the 52 weeks ended 18 April 2024

9. Property, plant and equipment

	Land and buildings £m	Installations £m	Fixtures and fittings £m	Motor vehicles and hardware £m	Assets in the course of construction £m	Total £m
Cost						
At 21 April 2023	1,621.8	444.8	200.2	31.6	7.0	2,305.4
Additions	1.1	23.8	36.9	7.5	7.9	77.2
Disposals	–	(25.8)	(29.9)	(2.7)	–	(58.4)
Transfers	–	3.2	2.9	–	(6.1)	–
At 18 April 2024	**1,622.9**	**446.0**	**210.1**	**36.4**	**8.8**	**2,324.2**
Depreciation						
At 21 April 2023	2.7	204.5	112.9	21.8	–	341.9
Charge for the period	–	31.2	29.3	4.2	–	64.7
On disposals	–	(25.8)	(29.9)	(2.7)	–	(58.4)
At 18 April 2024	**2.7**	**209.9**	**112.3**	**23.3**	**–**	**348.2**
Net book amount at 20 April 2023	1,619.1	240.3	87.3	9.8	7.0	1963.5
Net book amount at 18 April 2024	**1,620.2**	**236.1**	**97.8**	**13.1**	**8.8**	**1,976.0**
Cost						
At 22 April 2022	1,621.6	417.0	184.1	28.6	8.1	2,259.4
Additions	0.2	26.8	29.9	4.4	6.4	67.7
Disposals	(0.2)	(4.8)	(15.3)	(1.4)	–	(21.7)
Transfers	0.2	5.8	1.5	–	(7.5)	–
At 20 April 2023	**1,621.8**	**444.8**	**200.2**	**31.6**	**7.0**	**2,305.4**
Depreciation						
At 22 April 2022	2.7	176.6	99.8	19.5	–	298.6
Charge for the period	–	32.7	28.4	3.7	–	64.8
On disposals	–	(4.8)	(15.3)	(1.4)	–	(21.5)
At 20 April 2023	**2.7**	**204.5**	**112.9**	**21.8**	**–**	**341.9**
Net book amount at 21 April 2022	1,618.9	240.4	84.3	9.1	8.1	1,960.8
Net book amount at 20 April 2023	**1,619.1**	**240.3**	**87.3**	**9.8**	**7.0**	**1,963.5**

The Group's holiday village sites in the United Kingdom are held on a variety of leasehold interests with the original terms ranging from 73 years through to 999 years.

The Group's holiday village in Ireland is held on a freehold basis and the net book amount of the associated land and buildings at 18 April 2024 is £171.7 million (2023: £176.8 million). The Group's head office is also held on a freehold basis and the net book amount of the associated land and buildings at 18 April 2024 is £4.8 million (2023: £4.8 million).

The Company has no property, plant and equipment. The prior year comparative numbers are unaudited.

Notes to the financial statements

For the 52 weeks ended 18 April 2024

10. Right-of use assets

	£m
Cost	
At 21 April 2023	**34.0**
Remeasurement	3.1
At 18 April 2024	**37.1**
Depreciation	
At 21 April 2023	(3.0)
Charge for the period	(0.5)
At 18 April 2024	**(3.5)**
Net book amount at 20 April 2023	31.0
Net book amount at 18 April 2024	**33.6**

	£m
Cost	
At 22 April 2022 and 20 April 2023	**34.0**
Depreciation	
At 22 April 2022	(2.4)
Charge for the period	(0.6)
At 20 April 2023	**(3.0)**
Net book amount at 21 April 2022	31.6
Net book amount at 20 April 2023	**31.0**

Details of assets held under leases are set out in note 15.

The Company has no right-of-use assets. The prior year comparative numbers are unaudited.

11. Investments in subsidiary undertakings

Company	£m
Cost and net book value	
At 21 April 2022, 20 April 2023 and 18 April 2024	1,220.5

Investments represent 100% of the ordinary shares of Center Parcs Finance Borrower Limited, a company registered in England and Wales. The principal activity of Center Parcs Finance Borrower Limited is that of an intermediate holding company.

Center Parcs Finance Borrower Limited made a profit of £284.9 million for the period ended 18 April 2024 (2023: profit of £335.5 million) and had net assets at that date of £1,206.3 million (2023: £1,148.0 million).

The Directors believe that the carrying value of investments is supported by the recoverable amount of the investee based on the impairment testing performed.

The recoverable amount of a CGU is determined based on value-in-use calculations. These calculations use cash flow projections based on financial forecasts prepared by management covering a rolling five-year period.

The value-in-use calculation is based on forecasts approved by the Board covering the next 10 years with a terminal value applied after year five.

The key assumptions of the value-in-use calculation are Adjusted EBITDA margin, growth rates and the discount rate; the long-term growth rate applied is 3.0% (2023: 3.0%) and the discount rate applied is 12.3% (2023: 12.4%).

Management determines forecast Adjusted EBITDA margins based on past performance and expectations of market development. The growth rates used reflect management's expectations of the future market. Discount rates used are pre-tax and reflect the specific risks to the Group.

The key component of the impairment test model is the post tax discount rate. An increase of 0.1% to the discount rate would result in an impairment of £58.0 million.

A list of all subsidiary undertakings consolidated in these financial statements is set out in note 26. The prior year comparative numbers are unaudited.

Notes to the financial statements

For the 52 weeks ended 18 April 2024

12. Trade and other receivables

	Group		Company	
Amounts falling due within one year:	**2024 £m**	**2023 £m**	**2024 £m**	**2023 £m**
Trade receivables	**6.2**	5.1	**–**	–
Prepayments and accrued income	**6.2**	5.7	**–**	–
Amounts owed by related parties	**0.9**	1.8	**–**	–
Other receivables	**0.3**	0.2	**–**	–
	13.6	12.8	**–**	–

The fair value of trade and other receivables is equal to their book value and no impairment provisions have been made (2023: £nil). Credit risk in respect of the Group's revenue streams is limited as the vast majority of customers pay in advance. Trade receivables principally reflect amounts due in respect of corporate event sales and rebates due from suppliers. Credit checks are undertaken in respect of corporate event customers and key suppliers ahead of contracts being signed.

Amounts owed by related parties at the current and prior period-end are unsecured and repayable on demand. The prior year comparative numbers are unaudited.

13. Trade and other payables

	Group		Company	
	2024 £m	**2023 £m**	**2024 £m**	**2023 £m**
Trade payables	**13.1**	14.3	**–**	–
Other tax and social security	**23.4**	23.5	**–**	–
Amounts owed to related parties	**0.1**	–	**–**	–
Other payables	**2.5**	2.5	**–**	–
Accruals	**78.7**	97.2	**0.1**	–
Deferred income	**146.7**	147.0	**–**	–
	264.5	284.5	**0.1**	–

Deferred income represents revenues received at the period-end date that relate to future periods; the principal component is accommodation income. Deferred income principally relates to bookings for holidays in the 12 months immediately following the balance sheet date; approximately 2% (2023: 2%) of bookings relate to the subsequent year. The prior year comparative numbers are unaudited.

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For the 52 weeks ended 18 April 2024

14. Borrowings

	Group	
	2024	2023
Current	£m	£m
Secured debt	–	440.0
Loan Facility	–	145.7
Senior Debt Facility	**185.0**	184.8
	185.0	770.5

	Group	
	2024	2023
Non-current	£m	£m
Secured debt	**2,113.9**	2,112.2
Loan Facility	**224.1**	–
	2,338.0	2,112.2

Secured debt

All assets of the UK Group headed by Center Parcs (Holdings 1) Limited are pledged as security under a whole business securitisation debt structure. The secured debt consists of the following:

	2024	2023
	£m	£m
Tranche A2	–	440.0
Tranche A4	**342.6**	344.5
Tranche A5	**379.5**	379.5
Tranche A6	**324.0**	324.0
Tranche A7	**324.0**	324.0
Tranche B4	**250.0**	250.0
Tranche B5	**250.0**	250.0
Tranche B6	**255.0**	255.0
Unamortised deferred issue costs	**(11.2)**	(14.8)
	2,113.9	2,552.2

On acquisition of the Center Parcs Group, Brookfield Corporation recognised the existing A2, A3 and A4 secured notes at fair value rather than book value. The fair value uplift unwinds over the life of those notes. During the prior period, the A2 secured notes were repaid in full and the remaining fair value uplift was released and treated as an adjusted item as set out in note 5. The A3 secured notes were repaid in a previous period.

The tranche A2 notes had an expected maturity date of 28 February 2024 and a final maturity date of 28 February 2042. The interest rate to expected maturity was fixed at 7.239% and the interest rate from expected maturity to final maturity was fixed at 7.919%. The tranche A2 notes were settled on 24 April 2023.

The tranche A4 notes have an expected maturity date of 28 August 2025 and a final maturity date of 28 February 2042. The interest rate to expected maturity is fixed at 3.588% and the interest rate from expected maturity to final maturity is 4.244%. The initial issue of tranche A4 notes totalled £140.0 million.

On 15 June 2017 the Group issued an additional £100.0 million of tranche A4 secured notes via a tap issue, at a premium of £9.5 million; this premium is being amortised over the period to expected maturity and amortisation of £1.2 million (2023: £1.2 million) was credited to the income statement during the period.

On 20 November 2018 the Group issued a further £100.0 million of tranche A4 secured notes via a tap issue, at a premium of £3.2 million; this premium is being amortised over the period to expected maturity and amortisation of £0.5 million (2023: £0.5 million) was credited to the income statement during the period.

The tranche A5 notes have an expected maturity date of 28 August 2028 and a final maturity date of 28 February 2047. The interest rate to expected maturity is fixed at 3.690% and the interest rate from expected maturity to final maturity is fixed at 4.190%.

On 14 April 2023 the Group issued £324.0 million of tranche A6 notes. The tranche A6 notes have an expected maturity date of 28 August 2027 and a final maturity date of 28 February 2047. The interest rate to expected maturity is fixed at 5.876% and the interest rate from expected maturity to final maturity is fixed at 6.376%.

On 14 April 2023 the Group issued £324.0 million of tranche A7 notes. The tranche A7 notes have an expected maturity date of 28 August 2031 and a final maturity date

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For the 52 weeks ended 18 April 2024

of 28 February 2047. The interest rate to expected maturity is fixed at 6.136% and the interest rate from expected maturity to final maturity is fixed at 6.636%.

The tranche B4 notes had an expected maturity date of 28 August 2025 and a final maturity date of 28 February 2047. The interest rate to both expected maturity and final maturity was fixed at 4.875%. The tranche B4 notes were repaid after the balance sheet date on 17 May 2024 following the issue of the new tranche B7 notes.

The tranche B5 notes have an expected maturing date of 28 August 2026 and a final maturity date of 28 August 2050. The interest rate to both expected maturity and final maturity is fixed at 6.500%.

The tranche B6 notes have an expected maturing date of 28 August 2027 and a final maturity date of 28 August 2051. The interest rate to both expected maturity and final maturity is fixed at 4.500%. The Group issued £255.0 million of tranche B6 secured notes during the prior period and part of the proceeds was used to settle £250.0 million of tranche B3 notes.

After the balance sheet date on 17 May 2024 the Group issued £350.0 million of tranche B7 notes. The tranche B7 notes have an expected maturity date of 25 August 2029 and a final maturity date of 28 August 2055. The interest rate to both expected maturity and final maturity is fixed at 7.875%.

The tranche B4, B5 and B6 debt is subordinated to the Class A debt. All tranches of secured debt include optional prepayment clauses permitting the Group to repay the debt in advance of the expected maturity date. The options to repay the B4, B5 and B6 debt prior to maturity are considered to be derivative financial instruments with a fair value of £3.2 million (2023: £1.8 million; 2022: £13.1 million), such fair value being estimated with reference to the yields of similar corporate bonds with comparable terms and credit ratings. The movement in the fair value has been recognised as an adjusted item in the income statement.

All tranches of secured debt are subject to financial covenants. Interest of £14.5 million (2023: £14.5 million) was accrued in respect of the secured debt at 18 April 2024.

Restricted cash

As at the prior year end on 20 April 2023, the Group had restricted cash of £455.8 million. On 24 April 2023 this was used to repay £440.0 million of A2 secured notes, a £9.4 million premium on settlement of those notes and £4.8 million of accrued and unpaid interest in respect of those notes. The remaining £1.6 million was reclassified as cash and cash equivalents on 24 April 2023 when it was transferred to an unrestricted bank account. The restricted cash was ring-fenced for the settlement of the tranche A2 notes following the issue of the new tranche A6 and A7 notes on 14 April 2023 as set out above.

Loan Facility

The Loan Facility in place at 18 April 2024 was entered into in July 2023 and represents a loan of €265.0 million that attracts interest at a rate of three-month EURIBOR plus 3.90%. The termination date on the Loan Facility is 26 August 2025 subject to three 12-month extension options. Part of the proceeds of this Facility were used to repay the previous facility that was in place at 20 April 2023. On drawdown of the facility the GBP value was £228.1 million as set out in note 21. As at 18 April 2024, the Group had in place an interest rate cap in respect of the Loan Facility that limits EURIBOR to 4.5%. This is considered to be a derivative financial instrument with a fair value of £nil at the year-end.

The Loan Facility in place at 20 April 2023 was in respect of drawdowns on a term loan entered into on 1 December 2017. Certain terms of the facility were renegotiated during the financial year ended 21 April 2022 including a delayed repayment date of 1 December 2023. The facility was secured by a fixed charge over the shares of Center Parcs Ireland Limited and the loan was utilised to finance the costs of building the Group’s holiday village in Ireland. Interest was payable on amounts drawn under the facility at a rate of three-month EURIBOR plus 3.25%. This facility was denominated in euros and totalled €165.3 million. As at the settlement date, the GBP value was £142.3 million as set out in note 21.

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Senior Debt Facility

On 14 January 2019 the Group issued the Senior Debt Facility as part of an overall £185.0 million facility made available to the Group. The assets of Center Parcs (Group Holdings) Limited, Center Parcs Finance Borrower Limited and Center Parcs Finance Holdings 2 Limited were provided as security for the debt. Total fees of £1.4 million were incurred in respect of the issuance of the debt. The loan had an initial maturity date of 7 February 2024 with interest charged at three-month SONIA plus 4.50% and is denominated in pounds sterling.

During the current period, the maturity date on the Senior Debt Facility was extended to 8 May 2024 and the margin was increased to 5.00%; all other terms remained unchanged. An arrangement fee of £0.5 million was paid in respect of these amendments.

A further extension was subsequently agreed after the period-end that extended the maturity date to 8 August 2024 and the margin was increased to 5.25%. On 7 June 2024 the Group concluded the refinancing of the Senior Debt Facility, which resulted in a new Facility totalling £350.0 million being put in place with effect from 13 June 2024. Part of the proceeds were used to repay the existing Facility.

As at 20 April 2023, the Group had in place an interest rate cap in respect of the Senior Debt Facility that limited SONIA to 2.0%. This was considered to be a derivative financial instrument with a fair value of £1.2 million at the prior year-end date (2022: £1.0 million). This interest rate cap matured on 29 July 2023.

Interest of £17.4 million was incurred in respect of the Senior Debt Facility during the 52 weeks ended 18 April 2024 (2023: £11.7 million).

The maturity of the Group's borrowings is as follows:

	Less than one year £m	One to two years £m	Two to five years £m	Greater than five years £m	Premium, deferred issue costs and fair value uplifts £m	Total £m
At 18 April 2024						
Secured Debt	–	590.0	1,208.5	324.0	(8.6)	2,113.9
Loan Facility	–	226.8	–	–	(2.7)	224.1
Senior Debt Facility	185.0	–	–	–	–	185.0
Total borrowings	**185.0**	**816.8**	**1,208.5**	**324.0**	**(11.3)**	**2,523.0**
At 20 April 2023						
Secured Debt	440.0	–	1,419.0	703.5	(10.3)	2,552.2
Loan Facility	145.7	–	–	–	–	145.7
Senior Debt Facility	185.0	–	–	–	(0.2)	184.8
Total borrowings	**770.7**	**–**	**1,419.0**	**703.5**	**(10.5)**	**2,882.7**

The maturity profile above reflects the expected maturity date of each tranche of secured debt.

The Company has no borrowings. The prior year comparative numbers are unaudited.

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15. Leases

Lease liabilities

Current and prior period disclosures for the Group, as required by IFRS 16 'Leases', are as follows:

	18 April 2024 £m	20 April 2023 £m
Maturity analysis – contractual undiscounted cash flows		
Less than one year	**1.8**	1.7
One to five years	**7.3**	6.7
More than five years	**326.8**	291.6
Total undiscounted lease liabilities	**335.9**	300.0
Lease liabilities included in the consolidated balance sheet		
Current	**–**	–
Non-current	**(41.4)**	(37.8)
Total lease liabilities	**(41.4)**	(37.8)
Amounts recognised in the income statement		
Interest on lease liabilities	**(2.3)**	(2.1)
Total recognised in the income statement	**(2.3)**	(2.1)
Amounts recognised in the cash flow statement		
Repayment of lease liabilities	**(0.1)**	(0.2)
Interest on lease liabilities	**(1.7)**	(1.5)
Total recognised in the cash flow statement	**(1.8)**	(1.7)

Lease liabilities are predominantly in respect of the land at the Longleat and Woburn villages. Both of these lease agreements include five-yearly upwards only rent reviews calculated with reference to revenue increases. The Longleat lease ends in 2073 and the Woburn lease ends in 2109. The discount rate applied in respect of these leases is 5.8%.

During the current period a rent review in respect of the Woburn village was concluded, which resulted in a remeasurement of the associated lease liability, resulting in an increase of £3.1 million.

The Company has no lease liabilities. The prior year comparative numbers are unaudited.

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16. Financial instruments

Financial instruments by category

The accounting policies for financial instruments have been applied to the items below. As at 18 April 2024 and 20 April 2023, all of the Group's financial assets were classified as those measured at amortised cost, with the exception of derivative financial instruments which are classified as fair value through profit and loss. As at 18 April 2024 and 20 April 2023, all of the Group's financial liabilities were categorised as other financial liabilities. The prior year comparative numbers are unaudited.

	Group	
Financial assets	**2024 £m**	**2023 £m**
Trade receivables	**6.2**	5.1
Amounts owed by related parties	**0.9**	1.8
Other receivables	**0.3**	0.2
Cash and cash equivalents	**45.3**	109.0
Restricted cash	**–**	455.8
Derivative financial instruments	**3.6**	3.0
	56.3	574.9

	Group	
Financial liabilities	**2024 £m**	**2023 £m**
External borrowings	**2,523.0**	2,882.7
Lease liabilities	**41.4**	37.8
Trade payables	**13.1**	14.3
Accruals	**78.7**	97.2
Amounts owed to related parties	**0.1**	–
Other payables	**2.5**	2.5
Derivative financial instruments	**–**	12.0
	2,658.8	3,046.5

As at 18 April 2024, the only financial asset held by the Company is cash of £0.2 million; at that date it had no financial liabilities. At 20 April 2023 the Company had no financial assets or financial liabilities.

Fair value hierarchy

IFRS 13 'Financial Instruments: Disclosures' requires fair value measurements to be recognised using a fair value hierarchy that reflects the significance of the inputs used in the measurements, according to the following levels:

Level 1 Unadjusted quoted prices in active markets for identical assets or liabilities.

Level 2 Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices).

Level 3 Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs).

All of the Group's secured borrowings have been categorised as Level 1 (2023: Level 1) and fair values of the tranches of Secured Debt have been derived from unadjusted quoted market prices in active markets. The Group's derivative financial instruments have been categorised as Level 3 (2023: Level 3).

Derivative financial instruments

The Group is party to the following derivative financial instruments:

	2024 £m	**2023 £m**
Embedded derivative in respect of the B tranches of secured debt (note 14)	**3.2**	1.8
Interest rate cap in respect of the Loan Facility (note 14)	**–**	–
Interest rate cap in respect of the Senior Debt Facility (note 14)	**–**	1.2
Foreign exchange swap in respect of the investment in Center Parcs Ireland Limited	**0.4**	(12.0)

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The purpose of the foreign exchange swap is to hedge Brookfield Corporation's GBP investment in Center Parcs Ireland Limited, which has a functional currency of euros. The swap in place at 18 April 2024 matures on 7 February 2025 and has a nominal of €335.0 million/£290.4 million. The swap in place at 20 April 2023 was scheduled to mature on 7 February 2024 and had a nominal of €435.0 million/£374.8 million.

Hedge documentation is in place in respect of the foreign exchange swap in place at 18 April 2024, which confirms that it is a partially effective net investment hedge. The effective portion of the hedge is deemed to be the net assets of Center Parcs Ireland Limited at 18 April 2024, being €69.0 million. The ineffective portion of the hedge is therefore €266.0 million. Gains and losses in respect of the effective portion of this instrument are recognised in the Statement of Comprehensive Income and those in respect of the ineffective portion are recognised in the income statement.

	Fair value 2023 £m	(Charged)/ credited to income statement £m	(Charged)/ credited to other comprehensive income £m	Cash flow £m	Fair value 2024 £m
Embedded derivative	1.8	1.4	–	–	**3.2**
Interest rate cap Loan Facility	–	(0.2)	(0.3)	0.5	**–**
Interest rate cap Senior Debt Facility	1.2	(0.7)	–	(0.5)	**–**
Foreign exchange swap	(12.0)	14.5	0.1	(2.2)	**0.4**
	(9.0)	15.0	(0.2)	(2.2)	**3.6**

	Fair value 2022 £m	(Charged)/ credited to income statement £m	(Charged)/ credited to other comprehensive income £m	Cash flow £m	Fair value 2023 £m
Embedded derivative	13.1	(11.3)	–	–	1.8
Interest rate cap Senior Debt Facility	1.0	0.2	–	–	1.2
Foreign exchange swap	(0.1)	(11.9)	–	–	(12.0)
	14.0	(23.0)	–	–	(9.0)

The Company is not party to any derivative financial instruments.

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For the 52 weeks ended 18 April 2024

Fair value of financial assets and financial liabilities

The fair value of the Group's secured debt is:

	18 April 2024		20 April 2023	
	Book value £m	Fair value £m	Book value £m	Fair value £m
Tranche A2	–	–	440.0	449.4
Tranche A4	**342.6**	**332.8**	344.5	325.5
Tranche A5	**379.5**	**347.8**	379.5	338.6
Tranche A6	**324.0**	**324.6**	324.0	321.1
Tranche A7	**324.0**	**328.0**	324.0	320.3
Tranche B4	**250.0**	**247.3**	250.0	238.3
Tranche B5	**250.0**	**248.8**	250.0	238.0
Tranche B6	**255.0**	**233.9**	255.0	216.5
	2,125.1	**2,063.2**	2,567.0	2,447.7

The fair value of all other financial assets and financial liabilities is approximately equal to their book values.

Maturity of financial liabilities

The non-discounted minimum future cash flows in respect of financial liabilities are:

At 18 April 2024	Secured debt £m	Loan Facility £m	Senior Debt Facility £m	Total £m
In less than one year	**105.0**	**17.8**	**192.1**	**314.9**
In two to five years	**2,026.1**	**233.2**	**–**	**2,259.3**
In more than five years	**371.0**	**–**	**–**	**371.0**
	2,502.1	**251.0**	**192.1**	**2,945.2**

At 20 April 2023	Secured Debt £m	Loan Facility £m	Senior Debt Facility £m	Total £m
In less than one year	571.5	151.9	194.9	918.3
In two to five years	1,727.1	–	–	1,727.1
In more than five years	775.1	–	–	775.1
	3,073.7	**151.9**	**194.9**	**3,420.5**

The Company has no non-current financial liabilities.

Notes to the financial statements

For the 52 weeks ended 18 April 2024

Financial risk management

The Group finances its operations through a mixture of equity and borrowings as required. The Group has sought to reduce its cost of capital by refinancing and restructuring the Group's funding using the underlying asset value.

All borrowings are subject to financial covenants.

The overall policy in respect of interest rates is to reduce the Group's exposure to interest rate fluctuations, and the Group's primary source of borrowings is fixed interest rate loan notes. The Group does not actively trade in derivative financial instruments.

Interest rate risk

As at 18 April 2024, approximately 84% of the Group's external funding was represented by fixed rate loan notes (2023: approximately 88%), limiting the exposure to interest rate risk. Where the Group utilises floating rate debt, interest rate caps are used to further manage the risk.

Liquidity risk

As at 18 April 2024, the Group held sufficient levels of cash and committed funding to enable it to meet its medium-term working capital, lease liability and funding obligations. Rolling forecasts of the Group's liquidity requirements are prepared and monitored, and surplus cash is invested in interest bearing accounts.

Currency risk

The Group is principally exposed to currency risk via the operation of Center Parcs Ireland Limited, which has a functional currency of euros. The Group does not operate a hedging facility to manage operational currency risk as it is not considered to be material.

Credit risk

The Group borrows from well-established institutions with high credit ratings. The Group's cash balances are held on deposit with a number of UK and Irish banking institutions.

17. Deferred tax

	Group	
	2024 £m	2023 £m
Deferred tax assets		
Deferred tax assets to be utilised after more than 12 months	**1.8**	2.4
Deferred tax liabilities		
Deferred tax liabilities to be recovered after more than 12 months	**(356.1)**	(339.8)
	(354.3)	(337.4)

Deferred tax assets and liabilities are offset where the Group has a legally enforceable right to do so. The above deferred tax balances are after offset. Forecasts agreed by the Directors indicate that the deferred tax assets will be utilised in the foreseeable future against taxable profits. The movement on the deferred tax account is:

	Group	
	52 weeks ended 18 April 2024 £m	52 weeks ended 20 April 2023 £m
At the beginning of the period	**(337.4)**	(330.6)
Charged to the income statement	**(17.0)**	(7.2)
Credited to the statement of comprehensive income	**0.2**	0.3
Currency translation	**(0.1)**	0.1
At the end of the period	**(354.3)**	(337.4)

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	Brand £m	Land and buildings £m	Accelerated capital allowances £m	Short-term temporary differences £m	Pension £m	Leases £m	Other £m	Total £m
At 20 April 2023	(174.5)	(165.2)	(21.5)	(3.7)	(0.1)	(20.7)	48.3	(337.4)
(Charged)/credited to the income statement	–	–	(11.1)	0.4	(0.2)	(4.8)	(1.3)	(17.0)
Credited to the statement of comprehensive income	–	–	–	–	0.2	–	–	0.2
Currency translation	–	–	–	–	–	–	(0.1)	(0.1)
At 18 April 2024	**(174.5)**	**(165.2)**	**(32.6)**	**(3.3)**	**(0.1)**	**(25.5)**	**46.9**	**(354.3)**

Other deferred tax balances relate to deferred tax assets on tax losses of £16.3 million (2023: £21.1 million) and deferred tax assets in respect of interest restricted under the Corporate Interest Restriction regime of £29.9 million (2023: £27.2 million) and Interest Limitation rules of £0.7 million (2023: £nil). All movements in respect of these balances were charged or credited to the income statement.

	Brand £m	Land and buildings £m	Accelerated capital allowances £m	Short-term temporary differences £m	Pension £m	Leases £m	Other £m	Total £m
At 22 April 2022	(174.5)	(165.2)	(18.2)	(3.1)	(0.3)	(15.6)	46.3	(330.6)
(Charged)/credited to the income statement	–	–	(3.1)	(0.6)	(0.1)	(5.1)	1.7	(7.2)
Credited to the statement of comprehensive income	–	–	–	–	0.3	–	–	0.3
Currency translation	–	–	(0.2)	–	–	–	0.3	0.1
At 20 April 2023	(174.5)	(165.2)	(21.5)	(3.7)	(0.1)	(20.7)	48.3	(337.4)

The Group has an unrecognised deferred tax asset of £0.9 million in relation to CFC losses, which has no expiry date.

The prior year comparative numbers are unaudited.

In the prior period the Group had an unrecognised deferred tax asset of £2.8 million, which had no expiry date. This related to carried forward tax losses in non-trading subsidiaries that were not forecast to be utilised in the foreseeable future. Deferred tax is calculated at a rate of 25% (2023: 25%). The Company has no deferred tax.

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18. Equity share capital – Company

Allotted and fully paid	2024 £m	2023 £m
Nine ordinary shares of £1 each	–	–

Management of capital

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital. In order to maintain or adjust the capital structure, the Company may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares, sell assets to reduce debt or borrow additional debt.

The prior year comparative numbers are unaudited.

19. Share premium and reserves

Group	Share premium £m	Other reserve £m	Retained earnings £m	Currency translation reserve £m
At 20 April 2023	149.1	848.5	(651.1)	(1.6)
Profit for the period	–	–	88.6	–
Net movement on pension scheme	–	–	(0.4)	–
Fair value movements in respect of cash flow hedges	–	–	(0.2)	–
Exchange loss arising on translation of foreign operations	–	–	–	4.1
Equity contribution	–	–	0.9	–
Dividends	–	–	(226.4)	–
At 18 April 2024	**149.1**	**848.5**	**(788.6)**	**2.5**

Group	Share premium £m	Other reserve £m	Retained earnings £m	Currency translation reserve £m
At 21 April 2022	149.1	848.5	(356.4)	5.2
Profit for the period	–	–	98.6	–
Net movement on pension scheme	–	–	(1.3)	–
Exchange loss arising on translation of foreign operations	–	–	–	(6.8)
Equity contribution	–	–	0.7	–
Dividends	–	–	(392.7)	–
At 20 April 2023	**149.1**	**848.5**	**(651.1)**	**(1.6)**

Company	Share premium £m	Retained earnings £m
At 20 April 2023	149.1	1,071.4
Profit for the period	–	226.5
Dividends	–	(226.4)
At 18 April 2024	**149.1**	**1,071.5**

Company	Share premium £m	Retained earnings £m
At 21 April 2022	149.1	1,071.4
Profit for the period	–	392.7
Dividends	–	(392.7)
At 20 April 2023	**149.1**	**1,071.4**

During the current period the Company declared and paid dividends of £226.4 million (2023: £392.7 million), equating to approximately £25.2 million per share (2023: approximately £43.6 million per share). The prior year comparative numbers are unaudited.

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20. Working capital and non-cash movements

	Group		Company	
	52 weeks ended 18 April 2024 £m	52 weeks ended 20 April 2023 £m	52 weeks ended 18 April 2024 £m	52 weeks ended 20 April 2023 £m
Profit on disposal of property, plant and equipment	**(0.4)**	–	**–**	–
Increase in inventories	**(0.3)**	(1.1)	**–**	–
Increase in trade and other receivables	**(1.7)**	(2.9)	**–**	–
(Decrease)/increase in trade and other payables	**(8.2)**	15.2	**0.1**	–
	(10.6)	11.2	**0.1**	–

During the current period the Group settled a liability of £9.2 million in respect of energy costs that were in dispute as at 20 April 2023. This was included in Accruals per note 13 at the prior period-end. The prior year comparative numbers are unaudited.

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21. Analysis of net debt and liabilities arising from financing activities

	At 20 April 2023 £m	Cash flow £m	Restricted cash £m	Deferred issue costs and non-cash movements £m	Currency translation £m	At 18 April 2024 £m
Cash						
Cash at bank and in hand	109.0	(62.3)	–	–	(1.4)	**45.3**
Restricted cash	455.8	–	(455.8)	–	–	**–**
	564.8	(62.3)	(455.8)	–	(1.4)	**45.3**
Borrowings due within one year						
Secured debt	(440.0)	440.0	–	–	–	**–**
Loan Facility	(145.7)	142.3	–	–	3.4	**–**
Senior Debt Facility	(184.8)	–	–	(0.2)	–	**(185.0)**
	(770.5)	582.3	–	(0.2)	3.4	**(185.0)**
Borrowings due after more than one year						
Secured debt	(2,112.2)	–	–	(1.7)	–	**(2,113.9)**
Loan Facility	–	(228.1)	–	2.7	1.3	**(224.1)**
	(2,112.2)	(228.1)	–	1.0	1.3	**(2,338.0)**
Net debt	(2,317.9)	291.9	(455.8)	0.8	3.3	**(2,477.7)**
Add:						
Lease liabilities						
Lease liabilities	(37.8)	1.8	–	(5.4)	–	**(41.4)**
	(37.8)	1.8	–	(5.4)	–	**(41.4)**
Less:						
Cash						
Cash at bank and in hand	(109.0)	62.3	–	–	1.4	**(45.3)**
Restricted cash	(455.8)	–	455.8	–	–	**–**
	(564.8)	62.3	455.8	–	1.4	**(45.3)**
Total liabilities from financing activities	**(2,920.5)**	**356.0**	**–**	**(4.6)**	**4.7**	**(2,564.4)**

Net debt is the Group's key measure to evaluate total outstanding debt. This is defined as liabilities arising from financing activities net of the current cash resources, and excludes lease liabilities and amounts due to related parties.

The £440.0 million of secured debt due within one year was settled on 24 April 2023 from the Group's restricted cash. Further details of the components of restricted cash are set out in note 14. The prior year comparative numbers are unaudited.

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	At 21 April 2022 £m	Cash flow £m	Restricted cash £m	Deferred issue costs and non-cash movements £m	Currency translation £m	At 20 April 2023 £m
Cash						
Cash at bank and in hand	186.2	(79.5)	–	–	2.3	109.0
Restricted cash	–	–	455.8	–	–	455.8
	186.2	(79.5)	455.8	–	2.3	564.8
Borrowings due within one year						
Secured Debt	–	–	–	(440.0)	–	(440.0)
Loan Facility	–	–	–	(137.5)	(8.2)	(145.7)
Senior Debt Facility	–	–	–	(184.8)	–	(184.8)
	–	–	–	(762.3)	(8.2)	(770.5)
Borrowings due after more than one year						
Secured debt	(1,938.1)	(648.0)	–	473.9	–	(2,112.2)
Loan Facility	(137.5)	–	–	137.5	–	–
Senior Debt Facility	(184.5)	–	–	184.5	–	–
	(2,260.1)	(648.0)	–	795.9	–	(2,112.2)
Net debt	**(2,073.9)**	**(727.5)**	**455.8**	**33.6**	**(5.9)**	**(2,317.9)**
Add:						
Lease liabilities						
Lease liabilities	(37.3)	1.6	–	(2.1)	–	(37.8)
	(37.3)	1.6	–	(2.1)	–	(37.8)
Less:						
Cash						
Cash at bank and in hand	(186.2)	79.5	–	–	(2.3)	(109.0)
Restricted cash	–	–	(455.8)	–	–	(455.8)
	(186.2)	79.5	(455.8)	–	(2.3)	(564.8)
Total liabilities from financing activities	**(2,297.4)**	**(646.4)**	**–**	**31.5**	**(8.2)**	**(2,920.5)**

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Non-cash movements and deferred issue costs impacting net debt represent the following:

	2024 £m	2023 £m
Secured Debt		
Deferred issue costs incurred during the period		
– Cash settled	–	3.5
– Accrued	–	3.5
Amortisation of deferred issue costs	**(3.6)**	(2.0)
Amortisation of premium on issue of secured notes (note 14)	**1.7**	1.7
Release of fair value uplift	**0.2**	27.2
Loan Facility		
Deferred issue costs incurred and cash settled during the period	**4.1**	–
Amortisation of deferred issue costs	**(1.4)**	–
Senior Debt Facility		
Amortisation of deferred issue costs	**(0.2)**	(0.3)
	0.8	33.6

The £3.5 million of deferred fees accrued at the prior period-end were cash settled during the current period.

22. Capital commitments

At the balance sheet date, the Group had capital expenditure contracted for but not provided of £30.0 million (2023: £17.9 million). The prior year comparative numbers are unaudited.

The Company has no capital commitments.

23. Colleagues and Directors

	Group	
Colleague costs during the period:	52 weeks ended 18 April 2024 £m	52 weeks ended 20 April 2023 £m
Wages and salaries	**175.6**	154.8
Social security costs	**11.1**	9.8
Pension costs	**4.5**	3.8
	191.2	168.4

The prior year comparative numbers are unaudited.

The monthly average number of people (including Executive Directors) employed by the Group during the period was:

	Group	
By activity:	52 weeks ended 18 April 2024 Number	52 weeks ended 20 April 2023 Number
Leisure, retail and food and beverage	**4,708**	4,496
Housekeeping, technical and estate services	**4,987**	4,737
Administration	**1,039**	983
	10,734	10,216

Colleague numbers include only those on contracts of service and hence exclude temporary workers.

The Company has no colleagues.

Notes to the financial statements

For the 52 weeks ended 18 April 2024

Key management compensation

	52 weeks ended 18 April 2024 £m	52 weeks ended 20 April 2023 £m
Short-term benefits and pension contributions	3.8	3.0

Key management compensation encompasses the Directors and certain senior managers of the Group.

Directors' remuneration

	52 weeks ended 18 April 2024 £m	52 weeks ended 20 April 2023 £m
Remuneration in respect of qualifying services	1.8	1.4

Two Directors (2023: two Directors) have retirement benefits accruing under the Group's money purchase pension scheme, in respect of which the Group made contributions of £37,276 (2023: £9,000) in the period. Retirement benefits are accruing to no Directors (2023: no Directors) under the Group's defined benefit pension scheme.

Included in the above are the following amounts in respect of the highest paid Director.

	52 weeks ended 18 April 2024 £m	52 weeks ended 20 April 2023 £m
Aggregate emoluments	1.2	1.0

Advances to Director

During a previous period, a loan of £0.5 million was advanced to Mr C.G. McKinlay. This loan attracts interest at a rate of 2.5% per annum. As at 18 April 2024, the balance on this loan was £0.1 million (2023: £0.2 million). This balance is included within other receivables.

24. Pension commitments

Defined contribution pension scheme

The Group participates in the Center Parcs pension scheme, which is a defined contribution pension scheme with a contributory and a non-contributory membership level. Pension costs for the defined contribution scheme for the period ended 18 April 2024 were £4.5 million (2023: £3.8 million).

Accruals per note 13 include £0.8 million (2023: £0.5 million) in respect of defined contribution pension scheme costs.

The prior year comparative numbers are unaudited.

Defined benefit pension scheme

The Group operates a funded defined benefit pension scheme for certain former colleagues. Contributions are determined by an independent qualified actuary using assumptions on the rate of return on investments and rates of increases in salaries and benefits.

The last available actuarial valuation of the scheme at the balance sheet date was that performed as at 31 July 2020. This was updated to 18 April 2024 by a qualified independent actuary.

Actuarial assumptions used are as follows:

	2024	2023
Discount rate	**5.15%**	4.90%
Rate of price inflation (RPI)	**3.25%**	3.15%
Rate of price inflation (CPI)	**2.75%**	2.65%
Life expectancy from age 60, for a male:		
Currently age 60	**29.3 years**	29.4 years
Currently age 50	**29.7 years**	29.9 years

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For the 52 weeks ended 18 April 2024

The amounts recognised in the balance sheet are determined as follows:

	2024 £m	2023 £m
Present value of funded obligations	(9.7)	(9.9)
Fair value of plan assets	10.3	10.2
Net pension surplus	**0.6**	0.3

The Directors have assessed that, in the event of the scheme being wound up, the Group would have the legal right to the surplus and as such the surplus of £0.6 million (2023: £0.3 million) has been recognised.

At the balance sheet date, the present value of the defined benefit obligation was comprised as follows:

	Number of members	Liability split	Duration (years)
Deferred members	2	7%	13
Pensioners	5	93%	14
Total	**7**	**100%**	**14**

At the prior year balance sheet date, the present value of the defined benefit obligation was comprised as follows:

	Number of members	Liability split	Duration (years)
Deferred members	2	6%	14
Pensioners	5	94%	15
Total	**7**	**100%**	**15**

The major categories of plan assets as a percentage of total plan assets are as follows:

	2024 %	2023 %
Liability Driven Investments	49	37
Buy & Maintain Credit	50	1
Multi-Asset Funds	–	52
Cash and cash equivalents	1	5
Fixed-interest Gilts	–	5
	100	100

The movement in the defined benefit obligation over the period is as follows:

	Fair value of plan assets £m	Present value of obligation £m	Total £m
At 20 April 2023	**10.2**	**(9.9)**	**0.3**
Current service cost	–	–	–
Interest income/(expense)	0.5	(0.5)	–
	0.5	**(0.5)**	**–**
Remeasurements:			
– Loss on plan assets, excluding amount included in interest	(0.7)	–	(0.7)
– Gain from change in demographic assumptions	–	0.1	0.1
– Gain from change in financial assumptions	–	0.3	0.3
– Experience losses	–	(0.3)	(0.3)
	(0.7)	0.1	(0.6)
Employer contributions	0.9	–	0.9
Benefit payments from plan	(0.6)	0.6	–
At 18 April 2024	**10.3**	**(9.7)**	**0.6**

Notes to the financial statements

For the 52 weeks ended 18 April 2024

The impact of various changes in actuarial assumptions on the present value of the scheme obligation are set out below.

	Present value of obligation £m
0.5% decrease in discount rate	10.4
1 year increase in life expectancy	10.1
0.5% increase in inflation	10.1

The movement in the defined benefit obligation over the prior period was as follows:

	Fair value of plan assets £m	Present value of obligation £m	Total £m
At 21 April 2022	14.8	(13.8)	1.0
Current service cost	–	–	–
Interest income/(expense)	0.5	(0.4)	0.1
	0.5	**(0.4)**	**0.1**
Remeasurements:			
– Loss on plan assets, excluding amount included in interest	(5.5)	–	(5.5)
– Gain from change in financial assumptions	–	4.0	4.0
– Experience losses	–	(0.1)	(0.1)
	(5.5)	**3.9**	**(1.6)**
Employer contributions	0.8	–	0.8
Benefit payments from plan	(0.4)	0.4	–
At 20 April 2023	**10.2**	**(9.9)**	**0.3**

The current service cost and interest income/expense is recognised in the income statement. Remeasurements are recognised in other comprehensive income.

The expected contributions to the defined benefit pension scheme for the forthcoming financial year are £1.4 million.

25. Related parties

During the current and prior period the Group and Company entered into transactions, in the ordinary course of business, with related parties. Transactions entered into, and balances outstanding, are as follows:

Group

	Balance at 21 April 2022 £m	Movement in 52 weeks £m	Balance at 20 April 2023 £m	Movement in 52 weeks £m	Balance at 18 April 2024 £m
BSREP II Center Parcs Jersey Limited	(0.1)	1.2	1.1	(1.2)	**(0.1)**
BSREP II Center Parcs Jersey 2 Limited	0.4	0.3	0.7	0.2	**0.9**

The movement on the balance with BSREP II Center Parcs Jersey Limited in the 52 weeks ended 18 April 2024 represents repayment of the balance due and taxation group relief of £0.1 million. The movement in the 52 weeks ended 20 April 2023 represented repayment of the balance due offset by taxation group relief of £1.1 million.

The movement on the balance with BSREP II Center Parcs Jersey 2 Limited in the 52 weeks ended 18 April 2024 represents receipt of the balance due and reimbursement of corporation tax payable by the Group of £0.9 million. This reimbursement of corporation tax payable has been treated as an equity contribution as set out in note 19. The movement in the 52 weeks ended 20 April 2023 represented receipt of the balance due and reimbursement of corporation tax payable by the Group of £0.7 million.

Transactions with Directors are set out in note 23 to these financial statements.

The prior year comparative numbers are unaudited.

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For the 52 weeks ended 18 April 2024

Company

The Company had no related party balances at the current or prior period end.

Dividends of £226.6 million were received from Center Parcs Finance Borrower Limited, the Company's subsidiary undertaking, during the period (2023: £392.7 million).

26. Subsidiary undertakings

The share capitals of all subsidiary undertakings are designated as ordinary shares. All the subsidiary undertakings set out below are included in the consolidated financial statements. All shareholdings represent 100% of the equity and voting rights.

The share capital of Center Parcs Finance Borrower Limited is held directly by Center Parcs (Group Holdings) Limited. All other subsidiary undertakings listed are held by other subsidiary undertakings of the Company.

Subsidiary undertaking	Activity	Country of incorporation
Center Parcs Finance Borrower Limited	Intermediate holding company	England and Wales
Center Parcs Finance Holdings 2 Limited	Intermediate holding company	England and Wales
CP Mgmt Limited	Intermediate holding company	England and Wales
Center Parcs Ireland Limited[1]	Operation of one holiday village	Ireland
CP Cayman Midco 1 Limited[2]	Intermediate holding company	Cayman Islands
CP Cayman Midco 2 Limited[2]	Intermediate holding company	Cayman Islands
CP Cayman Limited[2]	Intermediate holding company	Cayman Islands
A C Capital SPV Limited[2]	Intermediate holding company	Cayman Islands
Center Parcs (Holdings 1) Limited	Intermediate holding company	England and Wales
Center Parcs (Holdings 2) Limited	Intermediate holding company	England and Wales
Center Parcs (Holdings 3) Limited	Intermediate holding company	England and Wales
Center Parcs (Operating Company) Limited	Operation of four holiday villages	England and Wales
CP Woburn (Operating Company) Limited	Operation of one holiday village	England and Wales
Center Parcs Limited	Colleague services provider	England and Wales
CP Sherwood Village Limited	Investment property company	England and Wales
CP Elveden Village Limited	Investment property company	England and Wales
Longleat Property Limited	Investment property company	England and Wales
CP Whinfell Village Limited	Investment property company	England and Wales
Center Parcs (UK) Group Limited	Intermediate holding company	England and Wales
SPV1 Limited	Intermediate holding company	England and Wales
CP Longleat Village Limited	Intermediate holding company	England and Wales
SPV2 Limited	Investment company	England and Wales
Comet Refico Limited	Non-trading	England and Wales
Center Parcs (Jersey) 1 Limited	Dormant	Jersey
Centrepark Limited	Dormant	England and Wales
Carp (UK) 1 Limited	Dormant	England and Wales

The registered office of all subsidiary undertakings is One Edison Rise, New Ollerton, Newark, Nottinghamshire, NG22 9DP with the following exceptions as marked above:

1 Registered office is 10 Earlsfort Terrace, Dublin 2, D02 T380, Ireland

2 Registered office is One Nexus Way, Camana Bay, Grand Cayman, KY1-9005, Cayman Islands

Notes to the financial statements

For the 52 weeks ended 18 April 2024

Subsidiary audit exemptions

Center Parcs (Group Holdings) Limited has issued guarantees over the liabilities of the following companies at 18 April 2024 under section 479C of the Companies Act 2006 and these entities are exempt from the requirements of the Act relating to the audit of their individual financial statements by virtue of section 479A of the Act.

- CP Mgmt Limited (registered no. 07656457)
- Center Parcs Finance Borrower Limited (registered no. 11725898)
- Center Parcs Finance Holdings 2 Limited (registered no. 11725903)

Similarly, Center Parcs (Holdings 1) Limited has issued guarantees over the liabilities of the following companies at 18 April 2023 under section 479C of the Companies Act 2006 and hence these entities are also exempt from the requirements of the Act relating to the audit of their individual financial statements by virtue of section 479A of the Act.

- Center Parcs Limited (registered no. 01908230)
- Center Parcs (Holdings 2) Limited (registered no. 07656407)
- CP Longleat Village Limited (registered no. 07656396)
- Comet Refico Limited (registered no. 05994315)
- SPV2 Limited (registered no. 07620891)

27. Structured entity – CPUK Finance Limited

CPUK Finance Limited was incorporated in Jersey on 20 July 2011 and issued the secured debt set out in note 14 to the financial statements. The registered office of CPUK Finance Limited is 44 Esplanade, St Helier, Jersey, Channel Islands, JE4 9WG.

28. Ultimate parent company and controlling parties

The immediate parent company is BSREP II Center Parcs Jersey 2 Limited, a company registered in Jersey. The ultimate parent company and controlling party is Brookfield Corporation, a company incorporated in Canada.

The largest group in which the results of the Company are consolidated is that headed by Brookfield Corporation. The consolidated financial statements of Brookfield Corporation are available to the public and may be obtained from its registered office at Brookfield Place, Suite 300, 181 Bay Street, Toronto, ON M5J 2T3.

No company in the United Kingdom consolidates the results of the Center Parcs (Group Holdings) Limited Group.

29. Events after the balance sheet date

On 17 May 2024 the Group issued £330.0 million of tranche B7 secured notes. Part of the proceeds of these new notes was used to settle the Group's tranche B4 secured notes in full. The tranche B7 notes have an expected maturity date of 25 August 2029 and a final maturity date of 28 August 2055. The interest rate to both expected maturity and final maturity is fixed at 7.875%.

On 7 June 2024 the Group concluded the refinancing of the Senior Debt Facility, which resulted in a new Facility totalling £350.0 million being put in place with effect from 13 June 2024. Part of the proceeds were used to repay the existing Facility.

On 18 June 2024 the Company received £151.8 million by way of a loan from its subsidiary, Center Parcs Finance Borrower Limited. On the same date the funds were on-lent to the Company's parent undertaking, BSREP II Center Parcs Jersey 2 Limited, on identical terms.

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