Center Parcs (Holdings 1) Limited

Annual report and financial statements

For the 52 weeks ended 20 April 2023

Company registration number: 07656429

Financial statements
52 weeks ended 20 April 2023

Contents

Financial statements
52 weeks ended 20 April 2023

Directors and auditor

Directors
M P Dalby
C G McKinlay
K Jamieson
B T Annable
A Colasanti
J B Hyler

Company Secretary
R Singh-Dehal

Independent auditor
Deloitte LLP
Statutory Auditor
Four Brindley Place
Birmingham
B1 2HZ

Registered office
One Edison Rise
New Ollerton
Newark
Nottinghamshire
NG22 9DP

Strategic report
For the 52 weeks ended 20 April 2023

The Directors present their Strategic report on the UK operations of the Group for the 52 weeks ended 20 April 2023 (2022: 52 weeks ended 21 April 2022).

Chief Executive's Review

- Our Vision: to be known as the escape where families come together;
- Our Mission: we bring families together by championing free-range family time;
- Our Essence: Center Parcs is family togetherness.

The Center Parcs Group has delivered its best ever annual results for the 52 weeks ended 20 April 2023. Following a number of years in which the Group's business was heavily impacted by Covid-19 and the associated restrictions, it is pleasing to be able to announce an excellent set of results. The business has a strong track record of resilience underpinned by strong guest loyalty and the unique Center Parcs experience we offer.

I would like to take this opportunity to express my thanks and gratitude to each and every Center Parcs colleague who has strived day in, day out to provide our guests with the very best service and helped to create memories that will live with families forever.

During the year, the demand for Center Parcs short breaks in the UK remained very strong despite a backdrop of the rising cost-of-living, high energy prices and industrial action. Our unique offering continues to position us as the UK's leading provider of quality short breaks.

Some key performance highlights are:

- Total number of guests – 2.1 million
- Occupancy returned to pre-pandemic levels – 97.1%
- The UK villages delivered revenue of £594 million and Adjusted EBITDA of £275 million (the wider Group, including Ireland delivered revenue of £671m, and Adjusted EBITDA of £306m)
- We continued to invest heavily into our holiday villages to ensure we provide the very best facilities for our guests and colleagues, investing £70 million during the period
- Strong guest satisfaction: 93% of our guests rated their break as excellent or good
- Continued guest loyalty: 95% of guests indicated an intention to return
- Whilst colleague turnover was higher than pre-pandemic periods (38.8%), we continued to successfully recruit colleagues, notwithstanding the tight labour market. At the end of the financial year we had less than 300 vacancies across the Group which is consistent with pre-pandemic periods
- High levels of employee engagement: c.87% of colleagues surveyed were committed to their job at Center Parcs

During the year we saw a few changes to the Board of Directors. I replaced Martin Dalby as Chief Executive Officer in April 2022 having previously been Chief Finance Officer whilst Martin Dalby stepped down as Chief Executive Officer and became non-Executive Chairman. In December 2022, Katrina Jamieson joined the Board as Chief Finance Officer, from Currys plc where she served as Financial Controller since April 2019.

Our commitment to operating in a sustainable and ethical way has never been more important. As we reach a critical impasse with climate change, we must take decisive steps to protect our planet and secure a future for our children, grandchildren, and generations to come.

This strong sense of responsibility towards the environment is embedded in the roots of our business and 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. In due course, we will develop a Net Zero Strategy, outlining our route to achieving this. We will also calculate our scope 3 emissions and determine a potential carbon reduction trajectory for these. We remain committed to reducing our emissions by a further 30% by 2030 from a baseline year of 2020.

As a large employer with a supply chain of hundreds of businesses, and millions of guests visiting us each year, we have a significant responsibility to operate in a fair and responsible way. We strive to offer an environment that is safe and supportive for our colleagues, guests and suppliers. Alongside this, we aim to support the communities surrounding our villages by offering employment opportunities, using local suppliers where we can and donating to causes that align with our values.

Strategic report
For the 52 weeks ended 20 April 2023 (continued)

It is great to hear directly from our colleagues via our colleague survey and it is encouraging to hear that they are committed to their work at Center Parcs and delivering on our promise to our guests – that is to create the perfect environment for families to escape the pressures of daily life, spend time together in a unique setting and make memories together.

Everyone's welcome at Center Parcs and we are working hard to create an environment where our colleagues and our guests are comfortable to be themselves. We want to ensure that people look forward to coming to Center Parcs, whether as their place of work or on a short break.

Whilst some of the macro-economic challenges that we faced in the period under review will continue into the next financial year, we remain optimistic that Center Parcs will continue to demonstrate resilience across economic cycles. We will continue to invest in our accommodation, innovate our leisure offering and introduce exciting new facilities for our guests to enjoy. People remain at the heart of Center Parcs, and the forthcoming financial year will see us continue to invest in attracting, recruiting and retaining the very best people to ensure we continue to deliver the very best guest experience we can.

Colin McKinlay
Chief Executive Officer

Strategic report
For the 52 weeks ended 20 April 2023 (continued)

Review of the Business
The principal activity of the Group is the operation of short break holiday villages. The UK Center Parcs business operates five holiday villages in the United Kingdom, at Sherwood Forest in Nottinghamshire, Elveden Forest in Suffolk, Longleat Forest in Wiltshire, Whinfell Forest in Cumbria and Woburn Forest in Bedfordshire. Center Parcs targets the premium sector of the UK family short break market, offering an escape from the stresses and strains of modern life and helping families come together.

Center Parcs invests heavily to ensure that we deliver high quality service, accommodation and facilities, combined with an unrivalled array of activities that cater for the most discerning of families, as well as the most changeable of British weather. There is nothing prescriptive about a short break at Center Parcs, with each family free to choose to do as little or as much as they wish. Center Parcs remains a unique proposition for families in the UK market with a history of consistently high occupancy and continued revenue and Adjusted EBITDA growth and has bounced back resiliently after the Covid-19 closures. This is combined with the strength of the Center Parcs brand, enviable guest feedback scores and consistently high levels of returning guests.

Each of the Group's holiday villages is set in a forest environment amongst approximately 400 acres of forest and lakes and is open 365 days per year. Woodland, water and a natural environment are the essential elements of a Center Parcs break. Within the comfortable, quiet and family-friendly setting, the Center Parcs villages provide guests with high-quality accommodation and more than 150 leisure and spa activities. There are over 4,300 units of accommodation across the five villages. The focal point and key attraction of each village is an all-weather indoor sub-tropical swimming paradise, featuring a selection of water activities including a wave pool, river slides and rides, children's pools and jacuzzis. Other on-site experiences include outdoor activities such as cycling, boating and quadbikes; indoor activities such as ten-pin bowling, badminton and pottery; and leisure amenities such as spas, dining and retail.

Financial performance

The results of the Group for the period show a profit after taxation of £72.4 million (2022: profit of £22.3 million). Adjusted EBITDA, being earnings before interest, taxation, depreciation, amortisation and adjusted items is a profit of £275.0 million (2022: profit of £245.6 million). Adjusted EBITDA is derived from the income statement as follows:

	2023 £m	2022 £m
Revenue	**593.8**	**503.4**
Cost of sales	(161.4)	(128.4)
Gross profit	**432.4**	**375.0**
Administrative expenses before adjusted items	(157.4)	(129.4)
Adjusted EBITDA	**275.0**	**245.6**

The primary profit measure used by the Board of Directors is Adjusted EBITDA. International Financial Reporting Standards do not prescribe a standardised definition of Adjusted EBITDA and hence this measure may not be comparable to similar measures presented by other entities.

During the current period the Group incurred an adjusted loss on the fair value of financial derivatives of £11.3 million (2022: adjusted loss of £12.1 million). Taxation on these items has also been treated as an adjusted item in the current and prior period, as has the impact of the change in applicable deferred tax rate from 19% to 25% in the prior financial period.

During the current period the Group issued £324.0 million of new tranche A6 secured notes and £324.0 million of new A7 secured notes. Part of the proceeds were used to settle £440.0 million of tranche A2 secured notes, after the financial year-end, on 24 April 2023. Terms for each of the tranches are set out in note 14 to the financial statements.

During the prior period the Group issued £255.0 million of new tranche B6 secured notes. Part of the proceeds were used to settle the remaining £250.0 million of tranche B3 notes. Terms for each of the tranches are set out in note 14 to the financial statements.

Strategic report
For the 52 weeks ended 20 April 2023 (continued)

Financial key performance indicators
The Directors use the following key performance indicators to set targets and measure performance:

- Revenue: Revenue for the period was £593.8 million (2022: £503.4 million).
- Adjusted EBITDA: Earnings before interest, taxation, depreciation, amortisation and adjusted items. Adjusted EBITDA for the period is a profit of £275.0 million (2022: profit of £245.6 million).
- Occupancy: the average number of units of accommodation occupied as a percentage of the total number available. Occupancy for the period is 97.1% (2022: 80.5%).
- ADR (Average Daily Rate): the average daily rent (excluding VAT) achieved based on total accommodation income divided by the total number of lodge nights sold. ADR for the period is £239.28 (2022: £256.09).
- RevPAL (Rent per available lodge night): the average daily rent (excluding VAT) achieved based on total accommodation income divided by the total available number of lodge nights. RevPAL for the period is £232.39 (2022: £206.23).

The key performance indicators for the 52 weeks ended 21 April 2022 reflect the impact of self-imposed occupancy caps that were in place throughout the financial period as a result of the Covid-19 pandemic, and are not reflective of a normal trading period

Principal Risks and Uncertainties

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 them 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: is chaired by the Chief Executive Officer and is made up of the members 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. The Risk Committee 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 that may lead to financial losses, reputational harm, regulatory action or diminution in shareholder value.
- Environmental, Social and Governance Committee (ESGC): is chaired by the Chief Executive Officer and is made up of the members of the Operating Board (excluding non-executive Directors) and other key members of senior management. The ESGC meets quarterly. The ESGC 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.
- Safety Management Group (SMG): is chaired by the Chief Village Operations Officer and is made up of other senior management and subject matter experts. The SMG meets quarterly. The health, safety and well-being of our colleagues, our guests and visitors to our sites is paramount. The SMG ensures the effective management of the operational risks that may impact on guests, colleagues and visitors to ensure we operate in a safe environment.
- Data Protection Committee (DPC): the DPC is co-chaired by the Chief Corporate Officer and the Chief Sales & Marketing Officer and is made up of senior management and subject matter experts. The DPC meets twice a year. The DPC ensures that the Group maintains systems and controls to protect and safeguard the data and information that the Group holds to protect the interests and privacy of its guests, colleagues and other stakeholders.

Strategic report
For the 52 weeks ended 20 April 2023 (continued)

Assessment of 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 that would compromise the Group's ability to deliver its corporate objectives. The principal risks and details of how they are managed and mitigated are set out below.

Business Continuity	*How we manage and/or mitigate the risk*
The Group requires certainty, stability and predictability in relation to its suppliers, contractors and colleagues 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. 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 the holiday villages. This in turn may lead to a loss of revenue or a reduction in profit. *Risk Owner: Chief Executive Officer* *Trend since FY22: ↓*	The Group maintains comprehensive business continuity plans and tests these frequently. The Group liaises with key suppliers to ensure that they have similar continuity and business resilience plans in place. Contingency plans are in place to ensure that sufficient numbers of colleagues can be transported to the holiday villages in order to operate them. Specific operational plans are in place to ensure that the health, safety and well-being of colleagues, guests and other visitors is protected during any such events and this includes closing (partially or fully) leisure activities, facilities and access to the sites. The Group maintains a comprehensive insurance programme that includes cover for property damage and business interruption arising from any property damage.
Financial	*How we manage and/or mitigate the risk*
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. *Risk Owner: Chief Finance Officer* *Trend since FY22: =*	• The Group's borrowings are at fixed rates of interest providing certainty. The debt maturity profile is staggered so as to avoid all of the debt maturing at the same time. • 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 liquidity forecasts are prepared and monitored, and surplus cash is invested in interest bearing accounts. • Whilst no borrowings are denominated in foreign currencies, a number of suppliers are exposed to the Euro and US Dollar. Accordingly, wherever possible the Group enters into supply contracts denominated in Sterling. The Group does not operate a hedging facility to manage currency risk as it is not considered to be material. • The Group's cash balances are held on deposit with a number of UK banking institutions. Credit risk in respect of the Group's revenue streams is limited as the vast majority of customers pay in advance. • The Group engages third party specialists to provide independent advice where appropriate. • Systems and processes are deployed to detect and prevent fraudulent transactions, payments, refunds and bank account changes.

Strategic report
For the 52 weeks ended 20 April 2023 (continued)

<table>
<tr>
<td>
Key Suppliers and Supply Chain Management

The Group is reliant on its suppliers to ensure that it can deliver high quality holidays 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 the holiday villages or significant disruption.

Unexpected and significant macro 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.

Risk Owner: Chief Corporate Officer
Trend since FY22: ↑
</td>
<td>
How we manage and/or mitigate the risk

Extensive due diligence is carried out on our suppliers prior to appointing them and on an on-going basis to ensure that they are resilient and will be able to meet the demands we place on them.
For key and material suppliers, we ensure that we have contingency plans in place to ensure that there is continuity of supply to the business to avoid any material disruption to the business.
Multiple suppliers of key goods and services are used to ensure that there is no single point of failure.
Wherever possible, fixed price and fixed term contracts are entered into, to secure pricing and security of supply. We seek advance 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 the same is to be consumed.
Group Procurement actively re-tender contracts to ensure we always get best value.
All relevant colleagues receive training in relation to ethical trading, modern slavery and our Business Code of Conduct.

</td>
</tr>
<tr>
<td>
Data Protection, Information Security and Cyber Security

The Group holds and processes a large amount of personal data in relation to guests, colleagues and other individuals. The unlawful collection, processing, use, distribution, 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 increasing sophisticated. Any such unauthorised access may cause financial loss, disruption and reputational harm.

Risk Owner: Chief Corporate Officer
Trend since FY22: =
</td>
<td>
How we manage and/or mitigate the risk

Only the data that is required to be collected is collected and only retained for as long as necessary. Data privacy impact assessments are undertaken for all data collected. Data can only be accessed by those who require access. All relevant colleagues 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.
The deployment of hardware and software solutions to protect the digital environment and provide alerts in relation to any hostile attempts at access.
All relevant colleagues receive training in relation to cyber security and online safety.

</td>
</tr>
</table>

Strategic report
For the 52 weeks ended 20 April 2023 (continued)

IT Systems 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. *Risk Owner: Chief Corporate Officer* *Trend since FY22: =*	*How we manage and/or mitigate the risk* • All key systems have backups, failover and contingency plans in place to ensure minimal disruption is caused. • A prohibition on any system changes in advance of and during the key booking periods. • Business continuity plans are documented and tested, both internally and with third party suppliers.
Health & Safety Serious illness, injury or loss of life in relation to colleagues, guests or any visitors (including contractors, suppliers and third party employees on the Group's site) to the Group's sites may lead to, inter alia, criminal prosecution, civil claims, fines, reputational damage and see a reduction in guest numbers, revenue and profitability. Center Parcs is a family environment and therefore the interests of children, young adults and adults at risk must be safeguarded to avoid injury, harm or loss of life. *Risk Owner: Chief Corporate Officer* *Trend since FY22: =*	*How we manage and/or mitigate the risk* • The Group has well-developed policies and strategies across Health & Safety, Fire, 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. Colleagues are trained in relation to these plans and exercises are run to ensure that colleagues are experienced in handling such incidents. • A comprehensive set of risk assessments are maintained. • Regular audits are performed using both internal and external resource to ensure policies are being 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.

Strategic report
For the 52 weeks ended 20 April 2023 (continued)

Management, People & Talent 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 colleagues who are committed to delivering the corporate objectives. Without sufficient such colleagues, the Group may see a reduction in revenue and profit. *Risk Owner: Chief Corporate Officer* *Trend since FY22: =*	*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 that there is resilience and stability. • Development plans are in place so that internal career progression is actively 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 behaviours with a view to delivering long term stakeholder value. In relation to the wider colleague base: • The Group invests appropriately in on-going learning and development to ensure its colleagues have the skills and experience to deliver best in class service. • Centralised recruitment teams work to minimise the number of vacancies. • A Colleague Engagement survey is undertaken to understand how colleagues feel about their work and any areas for improvement are identified and acted upon. • The remuneration strategy rewards colleagues for delivering excellent guest service and allows colleagues to share in the financial success of the Group.
Environmental, Social & Governance (ESG) 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 colleagues. • Regulatory action including fines. • Higher borrowing costs or lack of funding. • A reduction in revenue and/or profit. *Risk Owner: Chief Executive Officer* *Trend since FY22: ↑*	*How we manage and/or mitigate the risk* The ESG Committee: • Monitors the Group's progress on its target to reduce carbon emissions by 30% by 2030 (against a baseline of 2020). • Develops the strategy and oversees the commitment to be Net Zero by 2050. • Ensures the effectiveness of the Group's Environmental Management System (ISO14001) • Oversees compliance with TCFD. • Ensures that we select charitable partnerships that are aligned to our brand values and relevant to our guests and colleagues. • Drives the Diversity, Equity and Inclusion strategy and workstreams across the Group in relation to guests, colleagues and other stakeholders • Overseas the governance arrangements to ensure that they are appropriate to the size and scale of the Group, its sphere of operations and the risks relevant to the Group.

Strategic report
For the 52 weeks ended 20 April 2023 (continued)

Section 172 (1) Statement

Pursuant to the requirements of the Companies (Miscellaneous Reporting) Regulations 2018, we report here on how the Directors have discharged their duties under Section 172 (1) of the Companies Act 2006 ("CA 2006"),

Section 172 (1) of the CA 2006 sets out the matters to which the Directors must have regard in performing their duties to promote the success of the Company for the benefit of its shareholders, which includes having regard to other stakeholders and the likely consequences of any decision in the longer term.

The Directors of the Company (the "Directors") are aware of their responsibilities to promote the success of the Company in accordance with section 172 (1) of the CA 2006, and are keen to ensure proper reflection on stakeholder engagement at Director level. The Directors consider it crucial that the Company and the Group maintains a reputation for high standards of business conduct.

As detailed in the Company's voluntary Corporate Governance Statement included in the Directors' report, the Company is the indirect parent undertaking for the Group's operating companies, Center Parcs (Operating Company) Limited and CP Woburn (Operating Company) Limited and the Group's principal employing company Center Parcs Limited and as such plays an important role in the governance of the operations of the Group and in particular these companies.

The board of the Company ("the Board") meets quarterly. Where the individuals are Directors of separate legal entities within the Group, they are aware of their responsibilities relating to each of the legal entities. Additionally, a group which comprises of the Chief Executive Officer and the Chief Finance Officer (the "Executive Directors") of the Company along with members of the senior management team, known internally as the Operating Board, (the "Operating Board"), meet monthly to make operational decisions in relation to the Company and make recommendations to the other operating companies within the Group. The views of the Operating Board are influenced by other stakeholders and the Board takes into account the view of the Operating Board and other stakeholders in their decision-making process. In these meetings feedback from the business areas is considered and reviewed, with a particular focus on the stakeholder groups. The Board and Operating Board also review the quality of stakeholder engagement to ensure that they are receiving sufficient qualitative information to inform the decision-making process.

As the Board considers and makes recommendations which impact the other operating companies (which are then considered and if deemed appropriate, implemented by the other operating companies), it is important that the Board, the Directors and the Operating Board are involved in and aware of the output of stakeholder engagement. The outcome of the stakeholder engagement influences the ongoing review of the long-term strategy and financial planning to ensure the approach delivers long term growth and protects the Group's reputation for high standards of business conduct.

The Directors consider the likely consequences of any decision in the long term and identify stakeholders who may be affected and carefully consider their interests and any potential impact as part of the decision-making process. This year there has been considerable focus on the evolution of the Group's strategy, longer-term people and talent reviews, customer experience and technology strategies of the business.

The Directors understand that it is vital that the Group is trusted by its stakeholders and they seek to do the right thing as a business for guests, colleagues and suppliers. The Board receives regular reports from internal audit which covers business conduct across the business and provides assurance to the Board about the way in which the business is conducted. A range of external organisations also provide assurance about the Group's controls, assumptions and calculations across the business. The Code of Business Conduct and Ethics applies across the business and is regularly reviewed by the Board. This Code covers conflict of interests, anti-bribery, whistleblowing, positive working environment and sets our expectations of personal conduct in the workplace. All senior management are required to certify compliance with the Code on an annual basis. The Board has a low-risk appetite for reputational risk and the reputational impact of the decisions made by the Directors is always considered. The Board is also focused on the wider social context in which the business operates including those issues related to climate change.

Strategic report
For the 52 weeks ended 20 April 2023 (continued)

Stakeholder engagement

The table below sets out the approach to stakeholder engagement during the year.

Stakeholder group	Why are they important?	What is our approach?
Guests	Understanding what is important to our guests is key to our long-term success. Understanding, acknowledging and appreciating how our guests view our business, product offering and service delivery ensures that we can adapt and change what we do and how we do it to maintain our competitive advantage.	• After each break, guests are given the opportunity to complete a guest satisfaction survey, known as 'Delivering Excellent Service' (DES). This survey measures guest satisfaction in several areas, such as accommodation, facilities, amenities and service. The results determine an overall DES score for each village, and departments/units within the village. The DES score is used to constantly improve service and tailor our offering to our guests. The survey is managed by an external company to ensure independence. Engaging with our guests is key to achieving our purpose and strategy. • The DES scores show overall high levels of guest satisfaction with the score achieved being 86%. • The Board and the Operating Board receive reports on the DES scores and other guest related strategic initiatives at every board meeting. The DES results and other quantitative and qualitative reports are used to inform decisions around operational matters such as, availability of activities, opening hours and staffing levels. This year the range of activities available for younger children was expanded following guest feedback. • We use a range of research and wider engagement techniques to ensure that we obtain insight and an understanding of what our guests wants and need from a Center Parcs break. • The result of the research flows through to the changes within the business. This year we looked at improving the smart technology within the guest accommodation and refreshed the menus in various units. • The Operating Board and senior management undertake regular village visits, to ensure that the facilities and services which the guest experiences on village are in line with guest expectations and the strategic objectives.

Strategic report
For the 52 weeks ended 20 April 2023 (continued)

Stakeholder engagement (continued)

Stakeholder group	Why are they important?	What is our approach?
Colleagues	The Group's colleagues' well-being (both physical and mental), levels of engagement and motivation as well as overall commitment are essential for our long-term success. The Group's employing companies are Center Parcs Limited, Center Parcs (Operating Company) Limited and CP Woburn (Operating Company) Limited, all wholly owned subsidiaries of the Company and they provided the services of their colleagues to the Company and to other Group companies.	• Various methods of engagement exist for colleagues including Colleague Councils, which meet quarterly to discuss issues and concerns with a Director. The Board receives feedback from the Colleague Councils on a regular basis and acts on issues of concern such as the development of dynamic working. • Colleague engagement surveys are undertaken every two years and drive ongoing engagement activities, helping to formulate the KPIs for the coming years. Ad hoc surveys are also conducted to assess specific topics e.g. returning to working in an office environment. • The results of the colleague surveys and the proposed actions to be taken as a consequence are reported back to the Board and Operating Board. • This year's colleague survey had an overall engagement score of 79%, which demonstrates that the engagement strategies are effective. • All colleagues receive a regular newsletter via email which shares both corporate and location-specific news and information. • Annual Communications Forums give colleagues the opportunity to hear the company results, understand the direction for the year ahead and to ask questions of the Chief Executive and Directors at each village. • All colleagues have access to an independent Whistleblowing Hotline, where anonymous reports of unethical behaviour or misconduct can be made at any time. • We believe our engagement methods allow our colleagues to influence change in relation to matters that affect them for example the Diversity, Equity and Inclusion Strategy. • This year a Diversity, Equity and Inclusion Strategy has been introduced with the aim of improving focus in this area throughout the business, along with a training programme to support the strategy. • An independent Colleague Assistance Programme is available to all our colleagues offering advice and guidance on a range of issues that could impact wellbeing, including financial and legal support, family support, physical and mental health. The programme is completely free to access and fully confidential. • A Digital Healthcare service is available to all colleagues to help detect, manage and prevent physical and mental health problems. • We hold annual Star Performer and Long Service Awards gala dinners, as a way of recognising and thanking our colleagues. • This year we implemented a Business Transformation Office to manage project governance in conjunction with the business and the IT PMO, which will ensure that colleague representation on major projects is integral throughout the project life cycle such as the new workwear and new time and attendance IT system. • Shareholder approval is sought for key appointments and remuneration (Operating Board)

Strategic report
For the 52 weeks ended 20 April 2023 (continued)

Stakeholder engagement (continued)

Stakeholder group	Why are they important?	What is our approach?
Suppliers	Working with a wide range of suppliers to deliver services to our guests is vital for our long-term success.	• The Operating Board maintains oversight of the management of our critical suppliers and receives regular reports on their performance. • We have a Procurement team who work closely with our suppliers across the business and aim to work in partnership with critical suppliers. • All suppliers are managed in line with our Procurement Policy and Sanctions Policy and must comply with our Ethical Trading Policy. This ensures supply risk is managed appropriately and provides oversight of risks such as contractual and financial issues, corporate responsibility, modern slavery and sustainable sourcing and data security. • Our Safety Management Group regularly reviews our contractor management policy and ensures that all relevant health and safety policies apply equally to suppliers and contractors. • The supplier on-boarding process is regularly reviewed and feedback from suppliers has led to a more streamlined process. • The Board reviews the actions we have taken to prevent modern slavery in our supply chain and approves the Modern Slavery Statement each year. • The Operating Board regularly reviews the payment practices and policies to ensure they are in line with agreed terms and best practice and approves the Payment Practices Report.

Strategic report
For the 52 weeks ended 20 April 2023 (continued)

Stakeholder group	Why are they important?	How we engage with them?
Community and environment	Being a responsible member of the community plays a vital part in our long-term success.	• The Board and the Operating Board receive regular updates on community activities including support for our corporate charity partnership with Together for Short Lives, donated breaks and colleague volunteering. • The Board agreed the extension of the corporate charity partnership with Together for Short Lives to 2027, as the relationship has grown from strength to strength with a shared passion for creating quality family time. Through colleague fundraising and guest donations, together we have raised £1.5m for seriously ill children and their families during the period of partnership. • Colleagues are actively encouraged to volunteer and fundraise for our corporate charity. Guests are also able to make donations to our corporate partner when booking a break. The Board approves matched donations on an annual basis. • The Center Parcs Community Fund allows each village and Head Office to sponsor local projects and charities. The Board and Operating Board receives regular updates on the support provided by the Community Fund. • We are committed to minimising the impact of our business operations on the environment and recognise our responsibility to carefully manage the natural resources. • This year we have extended the remit of the Environmental, Social and Governance (ESG) Steering Committee to review the climate-related financial disclosures and all aspect of ESG across the business. • The CEO chairs the ESG Committee and it is attended by the CFO and other senior management. • We aim to reduce carbon emissions by 30% by 2030 and are committed to Net Zero by 2050. • The ESG section on our website provides further details of our activities in these areas and further information can be found in our climate-related financial disclosures in the Strategic report.
Shareholder, investors in the funds held by the ultimate parent and debtholders.	We recognise the importance of our shareholder and their representatives having a good understanding of our strategy, business model and culture.	• The Executive Directors are the primary communication route with the shareholder investor, outside of regular Board meetings. • The Board has quarterly meetings with the shareholder to update on strategic developments and financial targets. • Shareholder approval is required for significant capital projects and refinancing activities. • The Group's quarterly results are presented to debt holders and the Chief Finance Officer is available to answer questions during the presentations. • Corporate reports and stock exchange announcements are published on the website. • A Shareholder Agreement sets out the rights of the shareholder in relation to the Company and the matters which require specific investor consent.

Strategic report
For the 52 weeks ended 20 April 2023 (continued)

Key strategic decisions

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 as part of the decision-making process. The key strategic decisions taken during the year were informed and supported by stakeholder engagement activities as set out above.

- In December 2022, following the Group's concession partner Joules going into administration, the Board decided to wait for the results of the administration before deciding on the future of the relationship and subsequently agreed to enter into new concession agreements with the new owners of the Joules brand, to ensure the continuity of the retail units and meet guest expectations for high end retail outlets on the village.
- In response to the diversity, equity and inclusion activities in the previous year the Board supported the introduction of a diversity, equity and inclusion strategy, 'Everyone is welcome' to be embedded across the business The Board recognises the benefits of a diverse workforce and an inclusive culture and aims to drive progress in this area.
- The Board gave a Net Zero commitment, with the aim to reduce carbon emissions by 30% by 2030 and to be Net Zero by 2050.
- The Board approved the extension of the corporate charity partnership with Together for Short Lives.
- As part of the Group's long-term financing arrangements, the Board approved the refinancing of the tranche A2 secured notes and the issue of new tranche A6 and A7 notes as set out in note 14 to the financial statements.
- During the period the Board approved distributions to the Company's shareholder totalling £392.0 million.

Approved by the Board

K. Jamieson

K Jamieson
Director
30 June 2023

Directors' report
For the 52 weeks ended 20 April 2023

The Directors present their report and the audited consolidated financial statements for the 52 weeks ended 20 April 2023 (2022: 52 weeks ended 21 April 2022).

The registration number of the Company is 07656429.

Information about the use of financial instruments by the Group is provided in note 16 to the financial statements.

Future developments

No changes to the nature of the business are anticipated.

Dividends
Dividends of £392.0 million were paid during the 52 weeks ended 20 April 2023 (2022: no dividends paid). The Directors have not proposed the payment of a final dividend.

Directors
The Directors who served during the period and up to the date of this report, unless otherwise stated, were as follows:

M P Dalby	
C G McKinlay	
K Jamieson	(appointed on 12 December 2022)
Z B Vaughan	(resigned on 14 April 2023)
B T Annable	
A Colasanti	
J B Hyler	(appointed on 24 April 2023)

The Group headed by Center Parcs (Holdings 1) Limited maintains Directors' and Officers' Liability Insurance in respect of legal action that might be brought against its Directors and Officers that may be incurred 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 20 April 2023 and as at the date of this report.

Colleagues
The Group is committed to providing equal opportunities to all colleagues, irrespective of their gender, sexual orientation, marital status, race, nationality, ethnic origin, disability, age or religion. Center Parcs is an inclusive employer and values diversity among its colleagues. These commitments extend to recruitment and selection, training, career development, flexible working arrangements, promotion and performance appraisal.

Colleague consultation
The Group engages with its colleagues through a variety of methods. Further details are provided in the Strategic report.

Colleagues with a disability or impairment
Center Parcs is an Equal Opportunity Employer, meaning that selection, training, development and promotion is accessible and inclusive. We have a duty to make reasonable adjustments throughout the employment lifecycle to ensure everyone can perform to the best of their ability.

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

Charity partner
The Group raises funds for its charity partner, Together for Short Lives, by matching guest donations and organising on-village fundraising and events. Total cash raised for Together for Short Lives during the financial year was £202,076. In addition, breaks to the value of £76,862 were donated.

Directors' report
For the 52 weeks ended 20 April 2023 (continued)

Energy and Carbon Regulations

The Group is required to report each period on its UK energy use and associated GHG emissions which are set out below. Data has been collected in respect of the period ended 20 April 2023 and reported on a consistent basis with Greenhouse Gas Protocol methodology and SECR guidance published by the UK Government.

1. Greenhouse Gas Emissions

	Tonnes of CO2e emitted in the 52 weeks ended 20 April 2023	% change from FY20 baseline	Tonnes of CO2e emitted in the 52 weeks ended 21 April 2022	Tonnes of CO2e emitted in the 52 weeks ended 23 April 2020 (baseline year)
Scope 1	**40,782**	+ 1.1%	39,877	40,354
Scope 2 Location based	**10,751**	- 27.0%	11,383	14,726
Scope 2 Market based (included in Location based)	**1,360**	- 90.8%	2,156	14,726
Scope 3 Business travel (personal business mileage)	**35**	-	-	-
Total Scope 1, Scope 2 (Market based) and Scope 3 (Business Travel)	**42,177**	- 23.4%	42,033	55,080
Total Scope 1 and Scope 2 (Market based)	**42,142**	- 23.5%	42,033	55,080
Greenhouse Gas Emissions Intensity Ratio: CO2e tonnes (Scope 1 and Market based Scope 2) per £100,000 of Revenue	**7.10**		8.35	11.97

Figures for the 52 weeks ended 23 April 2020 have been adjusted upwards proportionately to account for 35 days of closure due to the Covid-19 pandemic. This adjustment allows us to reasonably set FY20 as a baseline for our UK targets. Original figures were: Scope 1 – 39,220 tonnes of CO2e and Scope 2 (location based) – 13,914 tonnes of CO2e. Occupancy caps in place in early FY22 will also have impacted emissions.

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 consumed in EV company cars used 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 grids on which energy consumption occurs and a market-based method reflects emissions from electricity that companies have selected. 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 disclosures are provided in line with the requirements of the SECR Guidance.

Prior to the 52 weeks ended 20 April 2023 emissions from personal vehicle mileage were included in petrol and diesel emissions and hence included in the Scope 1 total.

The intensity ratio has been restated for FY22 using Market-based Scope 1 and Scope 2. In previous financial statements Scope 1 and Location-based Scope 2 was used resulting in an intensity ratio of 10.08 in the 52 weeks ended 21 April 2022.

Directors' report
For the 52 weeks ended 20 April 2023 (continued)

The following is a summary of activities undertaken to progress our ESG agenda and work towards ambitious Corporate Sustainability Targets:

- Establishment of Board Level ESG Steering Committee.
- Appointment of Director of Sustainability role along with two additional sustainability roles to lead the agenda and further embed sustainability and the systematic change required to achieve material carbon reductions, resource efficiency and careful custodianship of our forests and their biodiversity.
- Commitment to achieving a 30% reduction in Scope 1 and Scope 2 emissions by 2030 and to achieve Net Zero for our Scope 1 and 2 emissions by 2050.
- Commitment to calculate our Scope 3 emissions including guest and colleague travel and our supply chain.
- At 20 April 2023 we have reduced Scope 1 and 2 emissions by 23%, driven by our ongoing purchase of 100% REGO backed renewable electricity from the grid.
- We have continued to make progress on our Board-approved 2030 UK-wide targets for energy and carbon reduction, waste, recycling and water efficiency targets, and transition to an electric fleet. These have been reported to the board. More detail on progress in these wider targets is included in the metrics section of our UK CFD report.
- Completion of a comprehensive assessment of climate-related risks and opportunities culminating in our UK CFD report and the inclusion of climate-related risks and opportunities into our formal risk management process.
- The Sustainability Manager continues to engage with village teams and the Group M&E Manager to drive energy and resource efficiency initiatives across the business and encourage that all villages adopt established best practice. Village EMS groups are actively managing standards, monitoring performance, and implementing energy efficiency initiatives whilst working to limit environmental impacts and drive continuous improvement. This supports the organisations ongoing re-certification of the Environmental Management System to ISO14001 Standard, with all 2022 external audits passed with no non-conformities.
- Engagement with guests to support our overall ethos for energy, waste, and water reduction targets.
- Continuation of our Guest EV charging strategy which will see the provision of approximately 100 EV charging points at each village for guest usage during their short break stay.

Directors' report
For the 52 weeks ended 20 April 2023 (continued)

2. Energy Consumption

Energy (1,000s kWh)	**52 weeks ended 20 April 2023**	52 weeks ended 21 April 2022	52 weeks ended 23 April 2020 (baseline year)
Electricity			
Grid Electricity	**48,562**	43,456	46,630
Purchased Electricity from Biogas CHP	**7,010**	10,145	10,977
Total Electricity	**55,572**	53,601	57,607
Natural Gas	**216,021**	210,254	210,607
Fuel – Petrol and Diesel	**3,655**	3,019	4,720
Biomass Heat	**6,172**	6,188	7,852
Purchase Heat from Biogas CHP	**4,735**	7,823	8,495
Total Purchased Energy (excluding fuel)	**282,500**	277,866	284,561
Total Purchased Energy (including fuel)	**286,155**	280,885	289,281
Total Renewable Energy	**59,469**	57,467	16,347
Proportion of total energy from renewable sources	**21.1%**	20.7%	5.7%

Energy use was lower in FY22 due to the impact of the Covid-19 pandemic.

Figures for 2019/20 have been adjusted upwards proportionally to account for 35 days of closure due to the Covid-19 pandemic. This adjustment has been to allow us to reasonably set 2019/20 as a baseline year for our UK targets; Original FY20 figures (UK only) were Electricity Grid and Renewable: 54,436,617 kWh; Biogas and Biomass: 15,447,593 kWh; a kWh figure for Petrol and Diesel was not provided in the original report.

Since 2020 we have purchased 100% REGO backed renewable electricity, increasing the percentage of energy sourced from renewables.

Fuel use has been reduced through a substantial shift towards electric vehicles in our fleet and increased teleconferencing.

In previous years Biomass kWh and Biogas kWh were reported as a combined total.

An AD plant outage reduced output for part of FY23.

Directors' report
For the 52 weeks ended 20 April 2023 (continued)

Going concern
The Group reported a profit for the period of £72.4 million (2022: profit of £22.3 million) and generated operating cash inflows of £273.4 million (2022: £276.6 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 20 April 2023 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. The Group's net liabilities position is purely a function of adopting the cost basis for PPE rather than the revaluation basis. As set out in note 9 to the financial statements the value of the Group's properties is significantly higher than book value and if the value were recognised in the balance sheet the Group would have significant net assets.

No borrowings have expected maturity dates within 12 months of the date of approval of these financial statements and there is significant headroom on both the Class A and Class B covenant tests.

Brookfield, the Group's parent shareholder, has confirmed that it is exploring strategic alternatives which may, or may not, result in a transaction. The Directors have satisfied themselves that any such transaction would have no impact on the going concern position of the Group. In light of all of the above, the financial statements have been prepared on the going concern basis.

Directors' Responsibilities Statement
The Directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations. Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have elected to prepare the financial statements in accordance with United Kingdom 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 are insufficient to enable users to understand the impact of particular transactions, other 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 hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the 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 of information to the auditor
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) he/she has taken all the steps that he/she ought to have taken as a Director in order to make himself/herself 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.

Directors' report
For the 52 weeks ended 20 April 2023 (continued)

CORPORATE GOVERNANCE REPORT

Introduction
Whilst the Company is not required by the Companies (Miscellaneous Reporting) Regulations 2018 (the "Regulations") to include a statement as to which corporate governance code has been applied, the Company has chosen to voluntarily adopt the Wates Corporate Governance Principles for Large Private Companies. This report aims to bring transparency to our governance approach which is aligned to the Wates Principles.

Role of the Company
The Company is the indirect parent company of the operating companies within the Group, Center Parcs (Operating Company) Limited and CP Woburn (Operating Company) Limited, and plays an important role in the governance of these and all other companies within the Group. The narrative below discusses the governance arrangements of the Company and how its governance arrangements interact with governance arrangements of the companies that are required to report by the Regulations to give a holistic view of the Group's governance arrangements. The Group is owned by investment funds advised by Brookfield Corporation, previously called Brookfield Asset Management Inc., a Canadian global asset management company.

Purpose and Leadership
The board of the Company ("the Board"), sets the long-term strategy and monitors the performance of the Group. The Board meets quarterly to discuss the performance of the Group against its strategic objectives and the current and future projects and innovations. The Board for the current financial period consists of the Chief Executive Officer and the Chief Finance Officer of the Company and three shareholder representative directors. Details of the Directors of the Company (the "Directors") who served during the year are included below.

The Non-Executive Chair provides leadership to the Board, facilitates open debate and challenge and ensures effective decision-making processes are embedded. The Chair also provides guidance and support to the Chief Executive Officer and other Directors and focus on the areas of governance, strategy, performance and culture. The roles and responsibilities of the Non-Executive Chair and the Chief Executive Officer are clearly set out and approved by the Board.

The Board has delegated oversight of the Group's day-to-day operations and activities to a group which is known internally as the Operating Board. The Operating Board meets monthly and consists of the Chief Executive Officer and the Chief Finance Officer of the Company and four members of senior management.

The Group's purpose is to be the leading provider of short break holidays in the UK.

The purpose is supported by the strategy which sets out the vision, mission and essence of the Group:

- Our Vision: to be known as the escape where families come together;
- Our Mission: we bring families together by championing free-range family time;
- Our Essence: Center Parcs is family togetherness.

The People Framework supports the strategy and embeds a set of values which are expected to be demonstrated by all, across the business. These values are key to the Group's strategy and achieving the purpose.

The People Framework is embedded across the Group and is supported by a set of behaviours which are expected to be demonstrated by all colleagues:

- 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 restlessly look for new answers.

In addition, the Group has introduced a diversity, equity and inclusion strategy, 'Everyone is welcome' which is being embedded across the business.

Directors' report
For the 52 weeks ended 20 April 2023 (continued)

Purpose and Leadership (continued)

These behaviours are key to the Group's culture and are embedded across the business. These behaviours are exhibited by the Directors, the Board and Operating Board and are continually communicated to colleagues through inductions, ongoing training, appraisals and briefings. The Group also seeks to recruit new colleagues that are aligned to these values. The People Framework involves "natural conversations" to talk about the knowledge, skills, experience, qualifications and behaviours that are required to be a member of the Center Parcs family. The appraisal system looks at how the colleague has delivered against these behaviours, as well how they have performed in their role. A suite of face-to-face management development courses was rolled out to all senior managers this year, to refresh and help reinforce the values and behaviours.

The Board and Operating Board monitor the culture through a bi-annual colleague survey. This gives colleagues the opportunity to provide anonymous feedback and helps the Board and Operating Board to monitor engagement and take action to address any concerns. The colleague survey conducted this year saw an engagement score of 79% and plans have been developed based on the feedback. Details of how engagement with colleagues impacts decision making can be found in the Section 172 (1) Statement within the Strategic report.

The Group's approach to stakeholder engagement is reported in the Section 172 (1) section of the Strategic report. This outlines how the Board and Operating Board engaged with principal stakeholder groups, including colleagues. The Operating Board receives regular reports from key areas of the business and considers how the strategy is delivering the purpose. An example of this can be seen in the long-term capital expenditure plans which look to continually update and improve on village accommodation and facilities in line with guest and colleague feedback.

The Group is owned by investment funds advised by Brookfield Corporation (which changed its name from Brookfield Asset Management Inc. on 9 December 2022), a Canadian global asset management company.

Board Composition

During the year, the Board comprised of the Chief Executive Officer ("CEO"), Chief Finance Officer and three shareholder representative Directors. Further details on each Director are provided below.

Martin Dalby —Non-Executive Chair - Martin Dalby served as CEO of Center Parcs from July 2000 to March 2022. Prior to that he was the Finance Director of Center Parcs from 1997 to 2000 and Financial Controller from 1995 to 1997. Mr. Dalby joined Scottish and Newcastle in 1978 where he held various accounting positions before joining Center Parcs UK in January 1995 as Financial Controller. Mr. Dalby led the Center Parcs Group through the change of company ownership from Scottish and Newcastle to Deutsche Bank Capital Partners (subsequently MidOcean Partners) as well as the acquisition and integration of Oasis Whinfell Forest. Mr. Dalby led the listing of the business on AIM in December 2003, the transition to the London Stock Exchange's main list on 1 March 2005 and the subsequent purchases by the Blackstone Funds in 2006 and the Brookfield Funds in 2015. In addition, he oversaw the building and opening of both Woburn Forest in 2014 and Longford Forest in 2019.

Colin McKinlay —Chief Executive Officer
Colin McKinlay joined Center Parcs in July 2017. Prior to joining Center Parcs, Mr. McKinlay served as Finance Director for TUI Northern Europe, part of the TUI Group, between 2010 and 2017. Mr. McKinlay has held a number of senior financial roles with businesses operating in the travel industry, including serving as Chief Financial Officer at Thomas Cook UK & Ireland between 2004 and 2006. Mr. McKinlay holds a degree in Accountancy & Financial Management from the University of Essex and is ICAEW qualified.

Katrina Jamieson – Chief Finance Officer (appointed 12 December 2022)
Katrina Jamieson joined Center Parcs as Chief Finance Officer in December 2022. Prior to this, Ms. Jamieson held the position of Group Financial Controller at Currys plc (2019-2022), 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 (2001-2019).

Directors' report
For the 52 weeks ended 20 April 2023 (continued)

Board Composition (continued)

Zach Vaughan — Shareholder Director (resigned 14 April 2023)
Zach Vaughan is Managing Partner in Brookfield's Property Group, responsible for Brookfield's European real estate investments. Mr. Vaughan joined Brookfield in the United States in 2012 and relocated to London in 2015. Since joining Brookfield, he has been involved in several M&A and asset transactions including Thayer Lodging, Center Parcs, MPG Office Trust, UK Student Housing, Associated Estates and Interhotels. Before relocating to London, he oversaw Brookfield's North American multifamily investments and its operating company, Fairfield Residential. Prior to joining Brookfield, Mr. Vaughan worked at Canada Pension Plan Investment Board (CPPIB) and Reichmann International. Mr. Vaughan received an Honours Economics degree from The University of Western Ontario.

Benedict Tobias Annable— Shareholder Director
Benedict Annable is a Senior Vice President 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, Mr. Annable has been involved in a number of acquisitions across various asset classes and jurisdictions, including offices, student housing and appart'hotel businesses and assets in the UK, France and Spain. Prior to joining Brookfield, Mr. Annable 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. Mr. Annable holds a BA (Hons) from Durham University.

Andrea Colasanti – Shareholder Director
Andrea Colasanti is a Vice President in Brookfield's Property Group, involved in the Asset Management for Brookfield's European real estate investments. Since joining Brookfield in London in 2018, Mr. Colasanti 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, Portugal). Before joining Brookfield, Mr. Colasanti worked for PwC, where he focused on financial due diligence and corporate finance in the real estate sector. Mr. Colasanti holds a Bachelor's Degree in Business Administration and a Master's Degree in Economics and Business from Luiss Guido Carli University in Rome.

Brad Hyler – Shareholder Director (appointed post year-end on 24 April 2023)
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.

The Board recognises the benefits of having a diverse equitable and inclusive environment and is committed to improving the diversity of the Board. The Group continues to invest in its female development leadership programme to address the under-representation of females in leadership roles. Following the diversity and inclusion benchmarking project in the previous year a diversity, equity and inclusion strategy has been launched with the support of an external consultancy.

The Directors have equal voting rights when making decisions, but the shareholder has the casting vote. All Directors have access to the advice and services of the Company Secretary and may, if they wish, take professional advice at the Company's expense. The duties of the Directors are delegated through a series of committees.

The Directors attend and act as chair of relevant committees, so they can challenge and influence a broad range of areas across the Group. The Board ensures that the purpose and strategy align and are embedded and communicated throughout the Group. This can be seen at the regular senior management meetings and the colleague forums. Directors update their skills, knowledge and familiarity with the business by meeting with senior management, visiting the villages and by attending appropriate external seminars and training courses.

There is an induction programme for all new Directors which is tailored to their specific experience and knowledge and which provides access to all parts of the business and shareholders. The Board also considers the professional development of the Directors on a regular basis and will arrange for ad hoc training on matters such as data protection and climate related risks.

The Board has not undergone a self-evaluation or independent effectiveness review however, various Board committees have undergone self-evaluation reviews and the Board will consider this in the future. The self-evaluation reviews of the committees have found the committees to be effective following significant changes that were introduced in the prior year.

Directors' report
For the 52 weeks ended 20 April 2023 (continued)

Director responsibilities

The Group and the Company recognise that good corporate governance and transparency is essential for long-term growth. The Company ensures that every decision considers the views and needs of all stakeholders. Whilst the Board has oversight, key decisions are made by the relevant committees and people with the most appropriate knowledge and experience. Each Director has a clear understanding of their accountability and responsibilities. The Directors meet on a quarterly basis. The Directors and senior management complete an Annual Code of Conduct declaration confirming that they have behaved in accordance with the Group's behaviours and values. Senior management are also required to declare any potential conflicts of interest, as they occur, and these are reviewed by the Board.

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

To allow the Board to operate effectively, they have delegated oversight of day-day operations to the Operating Board authority and key areas to committees in particular the Risk Committee, the Safety Management Committee, the Competition Committee, the Data Protection Governance Committee and the Environmental Social and Governance (ESG) Committee. These committees are chaired by the relevant Director and are attended by the relevant senior management. The Board receives regular reports on all key aspects of the business including health and safety, risks and opportunities, the financial performance of the business, strategy, operational matters, market conditions, data protection, sustainability and climate change. Key financial information is collated from the various accounting systems. The finance function is appropriately qualified to ensure the integrity of this information and is provided with the necessary training to keep up to date with regulatory changes. Financial information is currently externally audited by Deloitte LLP on an annual basis, and financial controls are reviewed by the internal audit function and the shareholders' internal audit function. The shareholder also receives reports on key financial and operational metrics and corporate governance issues on a quarterly basis and regularly undertake audits for Sarbanes Oxley requirements.

Opportunity and Risk

The Group and the Company have a proactive approach to the management of opportunity and risk. The Board has overall responsibility for setting the risk appetite for the business and ensuring the overall risk profile is aligned with this. Long term strategic opportunities are reviewed by the Board on an annual basis, whilst short term opportunities are reviewed on an ongoing basis.

The Board is also responsible for ensuring that the business maintains sound internal control and risk management systems, as well as reviewing the effectiveness of those systems. The Board receives regular reports, via the Operating Board, on the effectiveness of the systems of internal control and risk management. The Board is satisfied that the systems are embedded within the day-to-day activities of the business and cover all material controls, including financial, operational and compliance controls.

The risk management framework is designed to identify, measure, manage, monitor and report the principal and emerging risks to the achievement of the Group's business objectives and is embedded throughout the Group. The risk management frameworks set out the approach to risk management, risk appetite and the minimum requirements and key controls for the business.

In-depth monitoring of the risk management is delegated to the Risk Committee which report regularly to the Board. However, the Board retains ultimate responsibility for the Group's systems of risk management and internal control and has reviewed their effectiveness during the year.

The Risk Committee meets quarterly to consider the nature and review the risks facing the business, review the framework to mitigate such risks, and notifies the Board of changes in the status and control of risks. It reviews the key risk registers, challenging and making changes where appropriate and receives reports from its committees. The Risk Committee is chaired by the Chief Executive Officer and attended by the other Executive Director, the Operating Board members and other appropriate senior management. Opportunity and risk are also considered by the Safety Management Committee, the Competition Committee, the Data Protection Governance Committee and the ESG Committee. These committees are chaired by the relevant Director and are attended by the appropriate senior management. The Group's key operational risks and mitigations are outlined in the Strategic report.

Directors' report
For the 52 weeks ended 20 April 2023 (continued)

Opportunity and Risk (continued)

This year the Risk Committee received updates on emerging risks and associated mitigating actions covering the developing conflict in Ukraine, cyber security, risks posed by climate change and sources of economic uncertainty, including inflation and the cost of living crisis in the UK.

Remuneration

The shareholder is involved in the setting of the remuneration strategy and policies that affect the Directors of the Company and the Group as a whole. The strategy takes into account the recruitment framework and long-term incentive plans for senior executives, legislative requirements, best market practice and remuneration benchmarking. Pay is aligned with performance and considers fair pay and conditions across the business.

The Directors' remuneration is disclosed in note 23. The Group's Gender Pay Report can be found on the Center Parcs website. The Group is an active equal opportunities employer and promotes an environment free from discrimination, harassment and victimisation, where everyone receives equal treatment and career development.

Stakeholder Relationships and Engagement

The Board considers stakeholder engagement to be a matter of strategic importance and recognises that it is vital for the long-term growth and performance of the Company.

The Non-Executive Chair is responsible for ensuring that the Company maintains an appropriate level of dialogue with its stakeholders, in particular the shareholders.

The Group's approach to stakeholder engagement is reported in the Section 172 (1) section of the Strategic report. This outlines how the Board and Operating Board engaged with principal stakeholder groups.

Approved by the Board and signed on its behalf by

K Jamieson

K Jamieson
Director
30 June 2023

Climate-related financial disclosures
For the 52 weeks ended 20 April 2023

Effective for periods commencing on or after 6 April 2022, The Climate-related Financial Disclosure Regulations 2022 have been introduced in the UK to report on material climate-related matters and its impact on Center Parcs (Holdings 1) Limited (the 'Group'). For the year ended 20 April 2023, the Group meets the relevant threshold of having more than 500 colleagues and a turnover of more than £500m. The Group has therefore set out below the climate-related financial disclosures covering how climate change is addressed in corporate governance, the impacts on the strategy, how climate-related risks and opportunities are managed, and the performance metrics and targets applied in managing these issues.

GOVERNANCE

We have implemented a climate governance framework this year, encompassing the Board and their associated Committees.

Climate-related financial disclosures
For the 52 weeks ended 20 April 2023 (continued)

THE BOARD

The Board of Center Parcs (Holdings 1) Limited (the Board) is responsible for setting the long-term strategy of the Center Parcs business, within a framework of effective controls which enables risks (including climate-related risks and opportunities) to be assessed and managed.

THE OPERATING BOARD

The Board have delegated day-to-day operations and activities of the business to a group, which is known internally as, the Operating Board. The Operating Board consists of the following:

- Non-Executive Chairman,
- Chief Executive Officer,
- Chief Finance Officer,
- Chief Development & Construction Officer
- Chief Sales & Marketing Officer
- Chief Corporate Officer,
- Chief Village Operations Officer

The Operating Board supports the business strategy and helps shape the values and culture of the business. The Operating Board have established an Environmental, Social, Governance Steering Committee (ESG Committee), to provide active oversight of ESG matters which includes the climate-related risks and opportunities. The ESG Committee consists of all the members of the Operating Board and subject matter experts from across the business. The establishment of a separate ESG Committee ensures that sufficient time is dedicated to the ESG matters.

ESG COMMITTEE

The ESG Committee is responsible for ensuring that climate-related risks and opportunities are managed within operations. This includes ensuring:

- Development and delivery of a coherent strategy to manage climate risks and opportunities, this includes 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.
- 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 CEO. The ESG Committee will approve the climate strategy and review progress and performance of the climate strategy and targets. The ESG Committee have delegated the day-to-day management of ESG matters, including the climate related risks and opportunities as detailed in this report, to an ESG Working Group.

The ESG Working Group brings all matters requiring corporate agreement and monitoring to the Committee for review or approval on a quarterly basis.

Climate-related financial disclosures
For the 52 weeks ended 20 April 2023 (continued)

ESG WORKING GROUP

The ESG Working Group is a multi-disciplinary team of senior management representatives from development, HR, procurement, finance and legal. The Working Group meets monthly and reports to the ESG Committee on a quarterly basis. The ESG Working Group have focused upon the three main strands of ESG:

Environment	Social	Governance
Activities across the business to deliver on environmental targets	The communities which surround our villages	Transparent reporting-financial, non-financial and regulatory matters
Renewable energy, sustainable travel, energy saving	Work with charities and the third sector	Legal compliance, and risk management
Progress on our 2030 targets and 2050 Net Zero target	ESG priorities applied in the selection of our suppliers	Robust and effective corporate policies, internal controls processes and methodologies
Environmental management to ISO14001	Colleagues and guests travel to and from our villages	Managing conflicts of interest
Climate risks and opportunity	Colleague wellbeing, social mobility, health, and safety	Allocation of sufficient resources and competent personnel
Biodiversity management to the Biodiversity Benchmark	Fairness, and equity	ESG ratings and supply chain monitoring
Natural resource management e.g. Waste, Water	Diversity, Equality, and Inclusion	

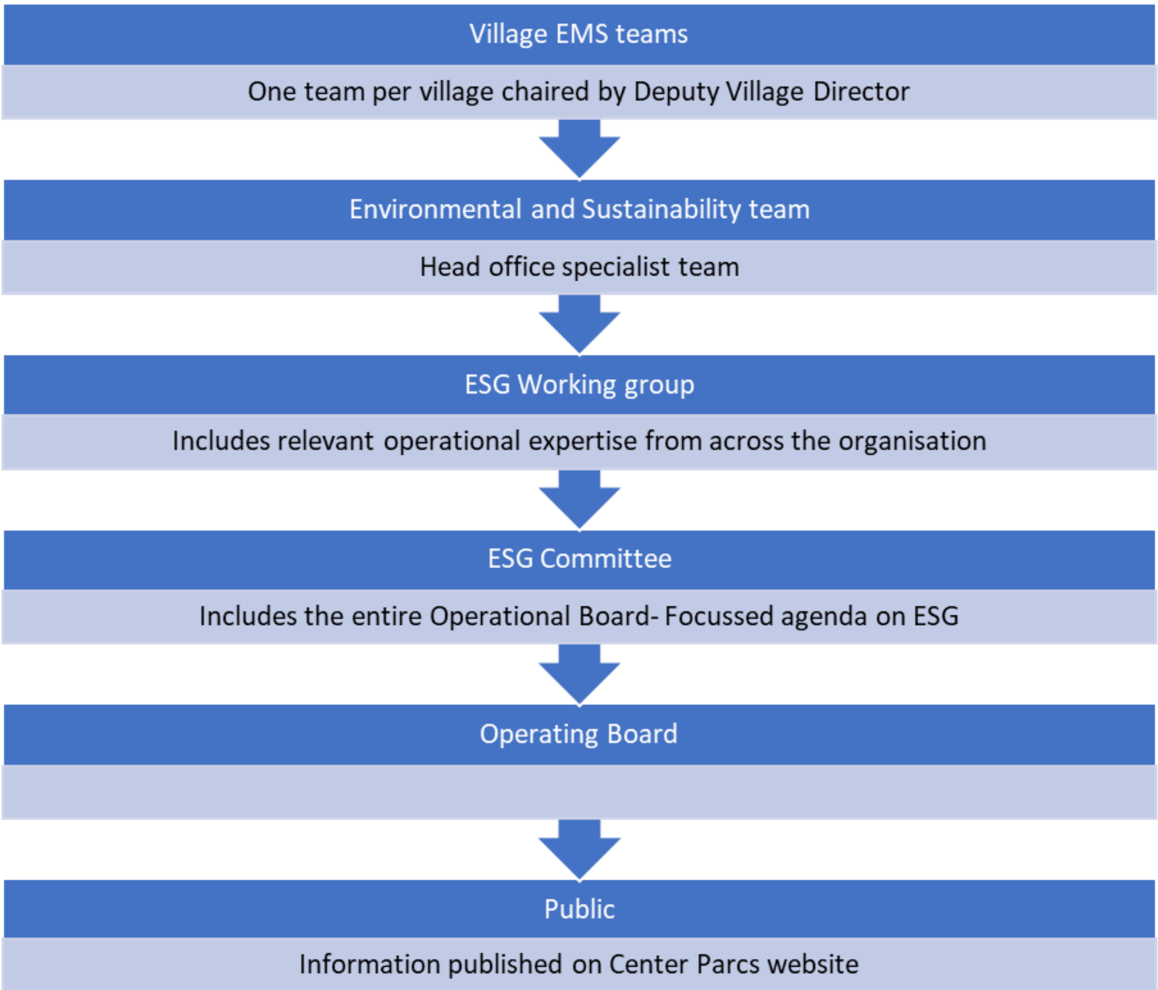
Village Environmental Management Groups

Our Village Environmental Management Groups, based on each of our five UK 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 delivered. 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 have a key role in implementing our Environmental Management System (EMS) and Biodiversity Benchmark to manage and mitigate environmental impacts, whilst 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, while 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 the delivering on our 2030 and 2050 targets, such as estate maintenance, forestry management, provision of leisure activities, service delivery, food and beverage and retail, and grounds management. The Groups meet bi-monthly.

Climate-related financial disclosures
For the 52 weeks ended 20 April 2023 (continued)

Information flow

- Village Groups meet bi-monthly and report progress to the Environment and Sustainability team. Progress reports cover village level actions in 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 Coordinator within the Environment and Sustainability Team.
- Quarterly progress from villages alongside corporate level progress on carbon, renewable energy and biodiversity are presented to the ESG Working Group. Once reviewed by the Working Group the data is presented to the ESG Committee, relevant progress is then shared with colleagues.
- Annually, progress is updated in partnership with marketing and communications, approved by the ESG Committee and Operating Board then placed on our ESG section of our website.



Climate-related financial disclosures
For the 52 weeks ended 20 April 2023 (continued)

Strategy

Our strategic response to climate change focusses on the transitional and physical risks and opportunities for our business. We assess climate risks and opportunities using short (0-5 years), medium (5-15 years) and long term (15+ 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 and over the coming years, our 2050 Net Zero strategy.

Table 1: Strategy

Description	Risks	Time frame	Opportunities	Our Response
Transitional Risks	**Accelerated requirements to cut emissions and changes to reporting requirements** and updates to policies such as building regulations requiring higher carbon standards for new building projects and major retrofits, increases costs.	Medium and long term.	To become a low carbon/sustainable holiday destination compared to UK competitors or overseas holidays.	**Short Term** We will develop a Net Zero strategy, outlining our route to achieving this. We will also calculate our Scope 3 emissions and determine a potential carbon reduction trajectory for these. In June 2022, we launched our ‘Take 2 for Sustainability’ initiative, where we asked all colleagues to get involved and take 2 minutes to focus on 2 actions, challenging them to reduce energy, water, and waste this financial year compared to 2020. These savings alongside capital investment and renewable energy procurement will contribute to meeting or exceeding our medium-term targets. We work closely with supply chain partners to manage the cost of goods and services. The ESG section on our website showcases our ESG commitment and activities and we will continue to inform our guests and other stakeholders about our ESG commitments. Our well-established and detailed financial planning process enables the rapid modelling of increased taxation and operating costs. In 2023 we have added “Climate Transition Risks” and “Climate Physical Risks” as two new Key Risks and included carbon and biodiversity risks in our corporate risk assessment matrix.
	Reputational risk of perceived inaction reduces guest demand and adversely impacts access to investment.	Medium and long term.	Increased public reporting may increase reputation as a low carbon/sustainable holiday destination and access to alternative investment.	
	Increased supply chain costs such as gas and diesel.	Medium and long term.		
	Increased taxation and insurance costs, increases costs.	Medium and long term.		

Climate-related financial disclosures
For the 52 weeks ended 20 April 2023 (continued)

				Medium-term — The Group's medium-term target is to reduce our Scope 1 and 2 carbon emissions by 30% by 2030 from a baseline year of 2020. This target includes reducing these emissions by 3% each year and is in-line with the science-based targets approach to keeping climate change well below 2 degrees. We are continuously exploring specific measures that may allow us to move further and faster, to meet and ideally exceed evolving guest and investor expectations. As such, the scope and depth of our medium-term target is kept under regular review. Key measures currently contributing to our medium-term progress include: • The purchase of 100% certificate backed renewable electricity, reducing our market-based carbon emissions, (Achieved as of 2020) • Making full use of the supply of biogas from anaerobic digestion to our Sherwood Village for zero carbon heat and power • Developing further on-village renewable energy capacity • Developing further opportunities at our villages for connection to off-village waste heat, biogas, and private wire renewable power supply • Investment in further improvements in on-village energy efficiency and energy management as part of our rolling capital investment programme New capital works are reviewed to ascertain any sensitivity to future climate, such as increased need for cooling or surface water drainage. Our sustainability team are highly qualified and maintain memberships of relevant professional bodies including the Institute for Environmental Management and Assessment (IEMA) to keep abreast of changes in the impacts of climate change, public awareness, and the sustainability agenda in our sector and more widely. We receive legal compliance updates 3 times a year from CEDREC Information Systems to keep abreast of any upcoming changes in environmental legislation and regulations.

Climate-related financial disclosures
For the 52 weeks ended 20 April 2023 (continued)

				Long-term – Center Parcs is committed to achieving Net Zero by 2050 for its Scope 1+2 greenhouse gas emissions, in line with the legally binding commitments made by the UK government and similar commitments in the EU. Any longer-term physical or transition climate risks are identified, discussed, and evaluated by the ESG Committee. Any financial risks considered to be both probable and material are communicated to the Risk Committee and the Board.
Physical Risks	**Prolonged drought** impacts 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.	Short, increasing in medium and long term.		**Short-and medium-term** physical risks such as climate change-related weather events impacting the business are mitigated through our business model of offering a variety of indoor and outdoor activities on all our villages. The occurrence of significant weather events is sporadic and therefore they are not expected to have a material impact on short-term cashflows. At a high level, the Group has modelled the impact of different climate-related scenarios. We integrate low carbon/sustainable features on our villages, and we take into consideration the changing weather patterns and extreme weather events when designing and planning new capital projects and refurbishments on our villages. Through 2023 we are developing our approach to biodiversity net gain and our 10-year Forestry Management Plans to enable us to protect the health and biodiversity of our forests. We will be updating our policies and processes to reflect climate change mitigation and adaptation risks and opportunities during 2023 which will help us respond to physical climate risks. Already in 2023, we have added “Climate Transition Risks” and “Climate Physical Risks” as two new Key Risks and included carbon and biodiversity risks in our corporate risk assessment matrix. **Longer term**- We consider physical climate change as part of our long-term development plan. Any longer term physical or transition climate risks are identified, discussed, and evaluated by the ESG Committee. Any financial risks considered to be both probable and material are communicated to the Risk Committee and the Board.
	Prolonged or severe heatwaves makes parts of our villages unusable due to overheating, causes damage to physical and natural assets and impacts the supply of some temperature sensitive goods to site. This results in the shutting 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 loss of some temperature sensitive supplies.	Short, increasing in medium and long term.		

Climate-related financial disclosures
For the 52 weeks ended 20 April 2023 (continued)

	Heavy localised rain or snow results in flooding or villages becoming snow bound. This results 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 becomes impaired, resulting in guests, colleagues or critical suppliers becoming stranded on site or unable to access site.	Short, increasing in medium and long term.	Increased heavy rainfall will enable rainwater harvesting and an opportunity to capture large volumes of rainfall falling in short periods to top up lake levels, so reducing water costs and mitigating drought impact risks.	
	Milder winters and warmer summers 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. This leads to increased illness, and a need for active population control- all of which risk impacting the guest experience and reducing demand for holidays.	Short, increasing in medium and long term.	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 holidays increasing demand for Center Parcs holidays. 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.	
	Warmer climate reduces 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.	Short, increasing in medium and long term.		

Climate-related financial disclosures
For the 52 weeks ended 20 April 2023 (continued)

Materiality assessment

An initial scoping assessment of our full Scope1, 2 and 3 carbon footprint following Greenhouse Gas Protocol guidelines (GHG protocol) has identified 4 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 & 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 4 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 9 risks (Detailed in table 1) 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 there is little evidence of increased wind speeds due to climate change.

To gauge current Physical climate risks the Group has reviewed all incidences of historic weather-related disruption over the last 7 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

Our preliminary scenario analysis process 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 3 different temperature scenarios (current, 2 degrees and 4 degrees). This model was chosen to assess physical risks as it is UK specific, developed by the UK Met Office, 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 degree and 4 degrees warming on eight different weather-related outcomes shown in table 2.

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

This process resulted in assessing risks across three different scenarios broadly aligned with our timelines for short medium and long term: current temperatures (short-term), 2-degree warming (medium-term to long-term), and 4-degree warming (long-term).

Climate-related financial disclosures
For the 52 weeks ended 20 April 2023 (continued)

Table 2: Physical Risk-Scenarios

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	2ºC	4ºC	Now	2ºC	4ºC	Now	2ºC	4ºC	Now	2ºC	4ºC
Sherwood	35.4	36.8	40.2	17.7	18.3	19.9	3	7	15	9	8	7
Elveden	36.2	38.2	41.9	18.8	19.3	20.6	5	10	19	9	8	7
Longleat	34	36.2	40.3	17.5	17.8	19.7	3	7	16	9	8	6
Whinfell	29.8	31.7	36	17.1	17.4	18.7	0	1	4	13	12	10
Woburn	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 0oC)		
Related risk	Heavy localised Rain/storm			Heavy localised Rain/storm			Heavy localised Rain/ Snow			Warmer climate, milder winters and warmer summers		
	Now	2ºC	4ºC	Now	2ºC	4ºC	Now	2ºC	4ºC	Now	2ºC	4ºC
Sherwood	10	10	10	60	71	68	33	36	42	50	34	12
Elveden	10	10	10	65	72	71	26	33	32			
Longleat	12	12	12	42	47	55	47	47	50			
Whinfell	15	15	15	54	68	63	106	108	113			
Woburn	10	10	10	42	44	47	27	33	37			
Head Office	10	10	10	60	71	68	33	36	42			

Risk Management

TCFD and 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 windstorm. 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.

During the year, the Group has separately identified the Climate Transition Risks and Climate Physical Risks as 2 new key enterprise risks, having previously covered these within its existing risks. This assigns Director-level responsibility for climate-change impacts on the business and highlights 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 below in Climate-related risks and opportunities. The size and scope of identified risks and their respective prioritisation has been reviewed at the ESG Committee. The materiality of the identified risks, along with perceived stakeholder impact, will be a key consideration when defining our Net Zero Strategy.

Climate-related financial disclosures
For the 52 weeks ended 20 April 2023 (continued)

Risk Management (continued)

The Company's business model and strategy appear resilient to physical climate risks at 2-4ºC. 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 2-4ºC 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 benefit the business. We have not identified any physical climate risks to our supply chain that are likely to impact cashflow.

While we are yet to conduct a scenario analysis for transition risks, identified transition risks are adequately managed through the strategy above. 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 impacts on the costs 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. Our Scope 3 transport emissions are being addressed 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 cashflow impacts. More broadly we see an opportunity in our business model to promote Center Parcs as a low carbon and sustainable holiday destination.

Metrics and Targets

Our journey towards reducing our energy use and carbon emissions began many years ago and we have already achieved some significant reductions and implemented new and innovative tools and products to help measure and reduce our environmental impact.

In 2010, we set ourselves a challenging target of reducing our Scope 1 and 2 carbon emissions by 20% over 10 years (2010-2020). We knew that most of the carbon emissions related to our accommodation and leisure activities, and we put in place an action plan and accompanying capital investment to make some significant changes in these areas.

Our commitment and this targeted investment, meant that we achieved a 7.4% reduction in Scope 1 and 2 carbon emissions by 2014 and a 15% reduction by 2016. In 2018, we achieved our target of reducing these carbon emissions by 20%, 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 baseline year of 2020. The new 2020 baseline included our newest UK village Woburn, which includes a village wide biomass and gas CHP fuelled district heating network.

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 have committed that we will develop a 2050 Scopes 1 and 2 Net Zero strategy, outlining our route to achieving this. We will also calculate our Scope 3 emissions and determine a potential carbon reduction trajectory for these. We remain committed to reducing our emissions by a further 30% by 2030 from a baseline year of 2020.

We regularly monitor progress towards our targets internally and share these results with senior management on village and decision makers at 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.

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

Our metrics, KPIs and targets (detailed overleaf) enable us to manage and mitigate our climate risks and opportunities.

Climate-related financial disclosures
For the 52 weeks ended 20 April 2023 (continued)

Table 3: Targets and progress

Targets - Climate	KPI	Progress	Link to CFD Risks
Carbon emissions: Reduce our Scope 1+2 carbon emissions by 30% by 2030 from a baseline year of 2020. (This target includes reducing our emissions, by 3% each year)	Absolute Scope 1+2 CO_2e emissions per year (tonnes)	We have reduced absolute emissions across our UK operations by 23.5% from our baseline year FY20 to FY23 We are improving our data to enable us to accurately report progress on our scope 3 emissions.	Regulation, policy, taxation
Renewable energy: Source 50% of our energy from renewable sources by 2030	% Energy consumed supplied from renewable sources	**FY20:** 6% of energy was sourced from renewable sources. **FY21:** 14% of energy was sourced from renewable sources. **FY22:** 21% of energy was sourced from renewable sources. **FY23:** 21% of energy was sourced from renewable sources.	Regulation, policy, taxation
Energy usage: Reduce the amount of energy we use by a sustained 5% by 2030	Total energy usage per year (MWh)	We have reduced the energy we consume across our UK operations by 0.72% from our baseline year FY20 to FY23	Regulation, policy, taxation
Sustainable travel: Switch 100% of our fleet to electric or hybrid vehicles by 2030 **Install c.100 electric vehicles charging points on our villages and Head Office**	% Of owned fleet that are electric or hybrid vehicles	**FY20**: 19% of our fleet was electric or hybrid. **FY22**: 28% of our fleet was electric or hybrid. **FY23**: 44% of our fleet was electric or hybrid. FY23: 84% achieved, with at least 420 charge points installed across our five UK villages. Additionally, 14 charge points have been installed at our Head Office	Regulation, policy, taxation
Water usage: Reduce our water use by 10% by 2030	% Reduction in annual water use from 2020 baseline	Water consumption has increased slightly by 0.44% from our baseline year FY20 to FY23	Regulation, policy, taxation
Waste reduction and recycling: Reduce our waste by 20% and increase our recycling by 10% by 2030	% Reduction in total annual waste by weight from 2020 baseline. % Increase in recycled waste by weight on 2020 baseline	We have reduced the waste produced across our UK operations by 9% from our baseline year FY20 to FY23. Our recycling rate has increased slightly from 35.2% to 36.2% from FY20 to FY23	Regulation, policy, taxation
Net Zero Target	Absolute Scope 1+2 CO_2e emissions per year (tonnes) Scope 3 KPI to be confirmed at a later date	We will develop a Net Zero strategy, outlining our route to achieving this. We will also calculate our Scope 3 emissions and determine a potential carbon reduction trajectory for these	Regulation, policy, taxation

Independent auditor's report to the members of Center Parcs (Holdings 1) Limited

Report on the audit of the financial statements

Opinion
In our opinion the financial statements of Center Parcs (Holdings 1) 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 20 April 2023 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.

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.

Our evaluation of the Directors' assessment of the Group's and Parent Company's ability to continue to adopt the going concern basis of accounting included:

- Obtaining an understanding of the relevant controls over the going concern assessment process;
- Evaluating the Directors' plans for future actions in relation to the going concern assessment;
- Analysis of the cash flow forecasts produced by management and challenge of the underlying data through comparison to historic trading;
- Assessing the entity's forecast covenants compliance; and
- Assessing the appropriateness of management's disclosures in the financial statements.

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

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

Other information
The 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.

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.

Independent auditor's report to the members of Center Parcs (Holdings 1) Limited (continued)

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.

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.

Independent auditor's report to the members of Center Parcs (Holdings 1) Limited (continued)

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
30 June 2023

Group Income Statement

For the 52 weeks ended 20 April 2023

		52 weeks ended 20 April 2023			52 weeks ended 21 April 2022		
	Note	**Before adjusted items £m**	**Adjusted items £m**	**Total £m**	Before adjusted items £m	Adjusted items £m	Total £m
Revenue	2	**593.8**	**-**	**593.8**	503.4	-	503.4
Cost of sales		**(161.4)**	**-**	**(161.4)**	(128.4)	-	(128.4)
Gross profit		**432.4**	**-**	**432.4**	375.0	-	375.0
Administrative expenses		**(157.4)**	**-**	**(157.4)**	(129.4)	-	(129.4)
Depreciation and amortisation		**(64.0)**	**-**	**(64.0)**	(62.4)	-	(62.4)
Total operating expenses		**(221.4)**	**-**	**(221.4)**	(191.8)	-	(191.8)
Operating profit	3	**211.0**	**-**	**211.0**	**183.2**	**-**	**183.2**
Movement in fair value of financial derivatives	14	**-**	**(11.3)**	**(11.3)**	-	(12.1)	(12.1)
Finance income	5	**1.6**	**-**	**1.6**	0.2	-	0.2
Finance expense	5	**(114.2)**	**-**	**(114.2)**	(105.1)	-	(105.1)
Profit/(loss) before taxation		**98.4**	**(11.3)**	**87.1**	**78.3**	**(12.1)**	**66.2**
Taxation	6	**(18.4)**	**3.7**	**(14.7)**	(20.3)	(23.6)	(43.9)
Profit/(loss) for the period attributable to equity shareholders	19	**80.0**	**(7.6)**	**72.4**	**58.0**	**(35.7)**	**22.3**

All amounts relate to continuing activities.

Group Statement of Comprehensive Income

For the 52 weeks ended 20 April 2023

	Note	**2023 £m**	2022 £m
Profit for the period		**72.4**	22.3
Other comprehensive income:			
Items that will not be reclassified to profit or loss			
Remeasurements of post-employment benefit obligations	24	**(1.6)**	0.8
Tax relating to components of other comprehensive income	17	**0.3**	(0.3)
Other comprehensive income for the period	19	**(1.3)**	0.5
Total comprehensive income for the period		**71.1**	22.8

The notes on pages 45 to 77 form part of these financial statements

Balance Sheets

	Note	Group As at 20 April 2023 £m	Group As at 21 April 2022 £m	Company As at 20 April 2023 £m	Company As at 21 April 2022 £m
Assets					
Non-current assets					
Goodwill	7	**157.5**	157.5	**-**	-
Other intangible assets	8	**134.9**	136.2	**-**	-
Property, plant and equipment	9	**1,457.8**	1,450.1	**-**	-
Right-of-use assets	10	**31.0**	31.5	**-**	-
Investments in subsidiary undertakings	11	**-**	-	**586.8**	586.8
Retirement benefit surplus	24	**0.3**	1.0	**-**	-
		1,781.5	1,776.3	**586.8**	586.8
Current assets					
Inventories		**4.5**	3.6	**-**	-
Trade and other receivables	12	**11.6**	7.6	**-**	-
Current tax asset		**4.4**	1.3	**-**	-
Cash and cash equivalents		**59.0**	153.0	**-**	-
Restricted cash	14	**455.8**	-	**-**	-
Derivative financial instruments	14	**1.8**	13.1	**-**	-
		537.1	178.6	**-**	-
Liabilities					
Current liabilities					
Borrowings	14	**(440.0)**	-	**-**	-
Trade and other payables	13	**(256.1)**	(227.4)	**-**	-
		(696.1)	(227.4)	**-**	-
Net current liabilities		**(159.0)**	(48.8)	**-**	-
Non-current liabilities					
Borrowings	14	**(2,111.2)**	(1,906.5)	**-**	-
Lease liabilities	15	**(37.8)**	(37.3)	**-**	-
Deferred tax liability	17	**(129.0)**	(119.0)	**-**	-
		(2,278.0)	(2,062.8)	**-**	-
		(655.5)	(335.3)	**586.8**	586.8
Equity attributable to owners of the parent					
Equity share capital	18	**1.0**	1.0	**1.0**	1.0
Share premium	19	**119.9**	119.9	**119.9**	119.9
Other reserve	19	**(154.0)**	(154.0)	**-**	-
Retained earnings	19	**(622.4)**	(302.2)	**465.9**	465.9
Total equity		**(655.5)**	(335.3)	**586.8**	586.8

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 £392.0 million (2022: £nil). The financial statements on pages 41 to 77 were approved by the Board of Directors on 30 June 2023 and were signed on its behalf by:

K Jamieson
Director

Center Parcs (Holdings 1) Limited
Registered no. 07656429

The notes on pages 45 to 77 form part of these financial statements

Cash Flow Statements

	Note	Group 52 weeks ended 20 April 2023 £m	Group 52 weeks ended 21 April 2022 £m	Company 52 weeks ended 20 April 2023 £m	Company 52 weeks ended 21 April 2022 £m
Cash flows from operating activities					
Operating profit		**211.0**	183.2	**-**	-
Depreciation and amortisation	3	**64.0**	62.4	**-**	-
Working capital and non-cash movements	20	**6.8**	38.5	**-**	-
Difference between the pension charge and contributions	24	**(0.8)**	(0.8)	**-**	-
Corporation tax paid	6	**(6.3)**	(4.9)	**-**	-
Payments for taxation group relief	6	**(1.3)**	(1.8)	**-**	-
Net cash from operating activities		**273.4**	276.6	**-**	-
Cash flows (used in)/from investing activities					
Purchase of property, plant and equipment		**(61.2)**	(43.4)	**-**	-
Purchase of intangible assets		**(4.1)**	(3.2)	**-**	-
Sale of property, plant and equipment		**0.2**	0.3	**-**	-
Interest received		**1.6**	0.2	**-**	-
Dividends received	25	**-**	-	**392.0**	-
Net cash (used in)/from investing activities		**(63.5)**	(46.1)	**392.0**	-
Cash flows from/(used in) financing activities					
Repayment of external borrowings	14	**-**	(250.0)	**-**	-
Proceeds from external borrowings	14	**648.0**	255.0	**-**	-
Issue costs on secured debt	21	**(3.5)**	(3.0)	**-**	-
Break costs on secured debt	5	**-**	(2.7)	**-**	-
Repayment of working capital facility to shareholder	14	**-**	(70.0)	**-**	-
Interest paid		**(100.5)**	(100.6)	**-**	-
Repayment of lease liabilities	15	**(0.1)**	(0.2)	**-**	-
Dividends paid	19	**(392.0)**	-	**(392.0)**	-
Net cash from/(used in) financing activities		**151.9**	(171.5)	**(392.0)**	-
Net increase in cash and cash equivalents, including restricted cash		**361.8**	59.0	**-**	-
Cash and cash equivalents at beginning of the period		**153.0**	94.0	**-**	-
Cash and cash equivalents at end of the period, including restricted cash		**514.8**	153.0	**-**	-
Reconciliation of net cash flow to movement in net debt					
Increase in cash and cash equivalents, including restricted cash		**361.8**	59.0	**-**	-
Cash inflow from movement in debt		**(648.0)**	(5.0)	**-**	-
Change in net debt resulting from cash flows		**(286.2)**	54.0	**-**	-
Non-cash movements and deferred issue costs	21	**3.3**	(0.5)	**-**	-
Movement in net debt in the period		**(282.9)**	53.5	**-**	-
Net debt at beginning of the period		**(1,753.5)**	(1,807.0)	**-**	-
Net debt at end of the period	21	**(2,036.4)**	(1,753.5)	**-**	-

Net debt represents third party borrowings less cash and cash equivalents, as set out in note 21.

The notes on pages 45 to 77 form part of these financial statements.

Statements of Changes in Equity

Group	Share capital £m	Share premium £m	Other reserve £m	Retained earnings £m	Total equity £m
At 21 April 2022	1.0	119.9	(154.0)	(302.2)	(335.3)
Comprehensive income					
Profit for the period	-	-	-	72.4	72.4
Other comprehensive income	-	-	-	(1.3)	(1.3)
Transactions with owners					
Equity contribution	-	-	-	0.7	0.7
Dividends paid	-	-	-	(392.0)	(392.0)
At 20 April 2023	**1.0**	**119.9**	**(154.0)**	**(622.4)**	**(655.5)**

Group	Share capital £m	Share premium £m	Other reserve £m	Retained earnings £m	Total equity £m
At 22 April 2021	1.0	119.9	(154.0)	(325.0)	(358.1)
Comprehensive income					
Profit for the period	-	-	-	22.3	22.3
Other comprehensive income	-	-	-	0.5	0.5
At 21 April 2022	**1.0**	**119.9**	**(154.0)**	**(302.2)**	**(335.3)**

Company	Share capital £m	Share premium £m	Retained earnings £m	Total equity £m
At 22 April 2021 and 21 April 2022	1.0	119.9	465.9	586.8
Comprehensive income				
Profit for the period	-	-	392.0	392.0
Transactions with owners				
Dividends paid	-	-	(392.0)	(392.0)
At 20 April 2023	**1.0**	**119.9**	**465.9**	**586.8**

The notes on pages 45 to 77 form part of these financial statements.

Notes to the financial statements
for the 52 weeks ended 20 April 2023

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 functional currency is £ Sterling.

Basis of preparation
These consolidated financial statements for the 52 weeks ended 20 April 2023 (2021: 52 weeks ended 21 April 2022) 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 (Holdings 1) Limited is 22 April.

Going concern
The Group reported a profit for the period of £72.4 million (2022: profit of £22.3 million) and generated operating cash inflows of £273.4 million (2022: £276.6 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 20 April 2023 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. The Group's net liabilities position is purely a function of adopting the cost basis for PPE rather than the revaluation basis. As set out in note 9 to the financial statements the value of the Group's properties is significantly higher than book value and if the value were recognised in the balance sheet the Group would have significant net assets.

No borrowings have expected maturity dates within 12 months of the date of approval of these financial statements and there is significant headroom on both the Class A and Class B covenant tests. Brookfield, the Group's parent shareholder, has confirmed that it is exploring strategic alternatives which may, or may not, result in a transaction. The Directors have satisfied themselves that any such transaction would have no impact on the going concern position of the Group. 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 (Holdings 1) 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 (Holdings 1) 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.

The consolidated financial statements of Center Parcs (Holdings 1) Limited have been prepared under the principles of predecessor accounting and all entities are included at their pre-combination carrying amounts. This accounting treatment results in differences on consolidation between consideration and the fair value of underlying net assets and this difference is included within equity as an other reserve.

On 11 June 2015 the Group acquired CP Woburn (Operating Company) Limited; prior to that date both the Group and CP Woburn (Operating Company) Limited were under the common control of the parent company CP Cayman Midco 1 Limited. The acquisition formed part of a group reconstruction and has been accounted for using merger accounting principles which present the financial statements as if CP Woburn (Operating Company) Limited had always been part of the Group using the pre-combination carrying values. Under merger accounting principles, the assets and liabilities of CP Woburn (Operating Company) Limited have been consolidated based on their pre-combination book values and the difference between the consideration payable and the book values of the net assets is recorded in equity in the other reserve.

Notes to the financial statements
for the 52 weeks ended 20 April 2023 (continued)

1. Accounting policies (continued)

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

Useful economic lives and residual values of property, plant and equipment and other intangible assets (notes 8/9):
The Group reviews the estimated useful lives of property, plant and equipment and other intangible assets at the end of each reporting period. During the current period, the Directors have concluded that no revision is required to either useful economic lives or residual values of these assets, and that residual values exceed carrying values.

Impairment test for goodwill (note 7):
Determining whether goodwill is impaired requires an estimation of the value in use of the cash-generating units to which goodwill has been allocated. The value in use calculation requires the Group 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.

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.

Notes to the financial statements
for the 52 weeks ended 20 April 2023 (continued)

1. Accounting policies (continued)

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 embedded derivatives.

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.

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. The Group's water boreholes are included in land and buildings in note 9 and are depreciated on a straight-line basis over 13 years.

Notes to the financial statements
for the 52 weeks ended 20 April 2023 (continued)

1. Accounting policies (continued)

Property, plant and equipment (continued)
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.

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 cases 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.

Notes to the financial statements
for the 52 weeks ended 20 April 2023 (continued)

1. Accounting policies (continued)

Leases (continued)
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.

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.

Notes to the financial statements
for the 52 weeks ended 20 April 2023 (continued)

1. Accounting policies (continued)

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.

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. The Group does not currently hedge account for any derivatives. As such, any gain or loss on remeasurement is taken to the 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.

Governments 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.

Notes to the financial statements
for the 52 weeks ended 20 April 2023 (continued)

1. Accounting policies (continued)

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.

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 consideration paid and the book value of net assets acquired in the transaction.

Notes to the financial statements
for the 52 weeks ended 20 April 2023 (continued)

1. Accounting policies (continued)

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 17	Insurance Contracts	
	New accounting standard	1 January 2023
IAS 1	Presentation of Financial Statements	
	Classification of Liabilities as Current or Non-current	1 January 2023
IAS 12	Income Taxes	
	Deferred Tax related to Assets and Liabilities arising from a Single Transaction	1 January 2023
IAS 1	Presentation of Financial Statements	
	Amended by Non-current Liabilities with Covenants	1 January 2024

The Directors do not anticipate that the adoption of any standards listed above will have a material impact on the Group 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 20 April 2023 (continued)

2. Segmental reporting

52 weeks ended 20 April 2023	**Sherwood Forest £m**	**Elveden Forest £m**	**Longleat Forest £m**	**Whinfell Forest £m**	**Woburn Forest £m**	**Central Services £m**	**Total £m**
Revenue	**126.4**	**120.2**	**116.7**	**115.2**	**115.3**	**-**	**593.8**
EBITDA before adjusted items	**68.1**	**61.1**	**63.1**	**56.0**	**58.9**	**(32.2)**	**275.0**
Depreciation and amortisation							**(64.0)**
Operating profit							**211.0**

52 weeks ended 21 April 2022	Sherwood Forest £m	Elveden Forest £m	Longleat Forest £m	Whinfell Forest £m	Woburn Forest £m	Central Services £m	Total £m
Revenue	108.0	103.4	96.4	99.1	96.5	-	503.4
EBITDA before adjusted items	61.2	55.3	53.7	52.5	51.4	(28.5)	245.6
Depreciation and amortisation							(62.4)
Operating profit							183.2

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 five 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 £366.5 million (2022: £325.4 million) for accommodation and £227.3 million (2022: £178.0 million) for on-site spend.

Notes to the financial statements
for the 52 weeks ended 20 April 2023 (continued)

3. Operating profit

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

	52 weeks ended 20 April 2023 £m	52 weeks ended 21 April 2022 £m
Colleague costs* (note 23)	**146.7**	127.4
Cost of inventories	**47.0**	35.2
Depreciation of property, plant and equipment – owned assets (note 9)	**58.1**	54.8
Depreciation of right-of-use assets (note 10)	**0.5**	0.6
Amortisation of intangible assets (note 8)	**5.4**	7.0
Repairs and maintenance expenditure on property, plant and equipment	**15.7**	12.9
Services provided by the Group's auditor	**0.5**	0.3

* In the prior period, Government grants of £0.2 million were received in respect of the UK Government's Job Retention Scheme to provide immediate financial support as a result of the Covid-19 pandemic. There were no Government grants received in respect scheme in the current year. These grants have been recognised as a deduction against colleague costs as set out in note 23.

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

	52 weeks ended 20 April 2023 £m	52 weeks ended 21 April 2022 £m
Charged to the income statement – administrative expenses		
Audit of the parent company, subsidiary and consolidated financial statements	**0.3**	0.3
Deferred cost in respect of the secured debt		
Corporate finance services	**0.2**	-
	0.5	0.3

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 £2,000 (2022: £2,000) for the audit of the parent company.

4. Adjusted items

The following adjusted items are reflected in the financial statements:

	52 weeks ended 20 April 2023 £m	52 weeks ended 21 April 2022 £m
Non-operating items		
Movement in fair value of financial derivatives (note 14)	**(11.3)**	(12.1)
Taxation	**3.7**	(23.6)
	(7.6)	(35.7)

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 current and prior financial period.

Notes to the financial statements
for the 52 weeks ended 20 April 2023 (continued)

5. Net finance costs

	Group		Company	
	52 weeks ended 20 April 2023	52 weeks ended 21 April 2022	**52 weeks ended 20 April 2023**	52 weeks ended 21 April 2022
	£m	£m	**£m**	£m
Finance expense				
Interest payable on borrowings	**(100.7)**	(99.6)	**-**	-
Interest expense on lease liabilities	**(2.1)**	(2.1)	**-**	-
Other interest and similar charges	**(0.4)**	(0.7)	**-**	-
Accelerated amortisation of deferred issue costs	**(1.6)**	-	**-**	-
Premium on settlement of the A2 notes	**(9.4)**	-	**-**	-
Premium on settlement of the B3 notes	**-**	(2.7)	**-**	-
Total finance expense	**(114.2)**	(105.1)	**-**	-
Finance income				
Bank interest receivable	**1.6**	0.2	**-**	-
Total finance income	**1.6**	0.2	**-**	-
Net finance costs	**(112.6)**	(104.9)	**-**	-

Interest payable on borrowings includes amortisation of deferred issue costs of £3.8 million (2022: £3.6 million) and amortisation of premiums on issue of secured notes of £1.7 million (2022: £1.6 million) as set out in note 21.

The premium on settlement of the A2 notes was paid after the year-end as set out in note 29.

6. Taxation

(a) Taxation

The Group paid corporation tax of £6.3 million (2022: £4.9 million) during the period and made payments for taxation group relief of £1.3 million (2022: £1.8 million).

The Group tax charge is made up as follows:

	52 weeks ended 20 April 2023	52 weeks ended 21 April 2022
	£m	£m
Current tax:		
- Current period	**(7.1)**	(6.2)
- Prior periods	**2.7**	-
	(4.4)	(6.2)
Deferred tax:		
- Origination and reversal of temporary differences	**(4.8)**	(34.2)
- Adjustments in respect of prior periods	**(5.5)**	(3.5)
Taxation (note 6(b))	**(14.7)**	(43.9)

The Company had a tax charge of £nil in the period (2022: £nil).

Notes to the financial statements
for the 52 weeks ended 20 April 2023 (continued)

6. Taxation (continued)

(b) Factors affecting the tax charge

Group
The tax assessed for the period is lower (2022: higher) than that resulting from applying the standard rate of corporation tax in the UK of 19% (2022: 19%). The difference is reconciled below:

	52 weeks ended 20 April 2023 £m	52 weeks ended 21 April 2022 £m
Profit before taxation	**87.1**	66.2
Profit before taxation multiplied by the standard rate of corporation tax in the UK	**16.5**	12.6
Adjustments in respect of prior periods	**2.8**	3.5
Permanent differences and expenses not deductible for tax purposes	**0.1**	1.1
Impact of change in corporation tax rate	**(4.1)**	27.3
Brought forward losses not previously recognised	**(0.6)**	(0.6)
Tax charge for the period (note 6(a))	**14.7**	43.9

Company
The tax assessed for the period is the same as (2022: the same as) that resulting from applying the standard rate of corporation tax in the UK of 19% (2022: 19%).

<u>Change of corporation tax rate and factors that may affect future tax charges</u>

The standard rate of corporation tax in the UK increased from 19% to 25% with effect from 1 April 2023. However, 19% is considered the pervasive rate for the period due to the minimal time period the new rate was in effect.

7. Goodwill

Cost and net book value	**Group £m**
At 20 April 2023, 21 April 2022 and 22 April 2021	**157.5**

Impairment test for goodwill
Goodwill relates to the acquisition of the Sherwood, Elveden, Longleat and Whinfell Villages only. It is allocated equally to four cash-generating units (CGUs), being the four villages. The Directors consider that the economic characteristics and future expectations are materially consistent across each of the four villages.

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 ten 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% (2022: 3.0%) and the discount rate applied is 12.4% (2022: 10.6%).

Management determine 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. The Directors have performed sensitivity analysis using the full range of reasonable assumptions and, given the significant headroom, no impairments have been identified.

The Company has no goodwill.

Notes to the financial statements
for the 52 weeks ended 20 April 2023 (continued)

8. Other intangible assets

	Software £m	Brand £m	Total £m
Cost			
At 22 April 2022	46.9	121.2	168.1
Additions	4.1	-	4.1
At 20 April 2023	**51.0**	**121.2**	**172.2**
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	121.2	136.2
Net book amount at 20 April 2023	**13.7**	**121.2**	**134.9**

	Software £m	Brand £m	Total £m
Cost			
At 23 April 2021	49.3	121.2	170.5
Additions	3.2	-	3.2
Disposals	(5.6)	-	(5.6)
At 21 April 2022	**46.9**	**121.2**	**168.1**
Amortisation			
At 23 April 2021	30.5	-	30.5
Charge for the period	7.0	-	7.0
On disposals	(5.6)	-	(5.6)
At 21 April 2022	**31.9**	**-**	**31.9**
Net book amount at 22 April 2021	18.8	121.2	140.0
Net book amount at 21 April 2022	**15.0**	**121.2**	**136.2**

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 assumptions as detailed in note 7 has been undertaken and no impairment was indicated (2022: £nil).

The Company has no other intangible assets.

Notes to the financial statements
for the 52 weeks ended 20 April 2023 (continued)

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 22 April 2022	1,177.4	446.0	181.0	28.5	8.1	1,841.0
Additions	0.2	26.4	28.9	4.3	6.2	66.0
Disposals	(0.2)	(9.3)	(14.9)	(1.4)	-	(25.8)
Transfers	0.2	5.8	1.5	-	(7.5)	-
At 20 April 2023	**1,177.6**	**468.9**	**196.5**	**31.4**	**6.8**	**1,881.2**
Depreciation						
At 22 April 2022	16.0	250.7	103.4	20.8	-	390.9
Charge for the period	-	28.9	26.6	2.6	-	58.1
On disposals	-	(9.3)	(14.9)	(1.4)	-	(25.6)
At 20 April 2023	**16.0**	**270.3**	**115.1**	**22.0**	**-**	**423.4**
Net book amount at 21 April 2022	1,161.4	195.3	77.6	7.7	8.1	1,450.1
Net book amount at 20 April 2023	**1,161.6**	**198.6**	**81.4**	**9.4**	**6.8**	**1,457.8**

	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 23 April 2021	1,177.5	443.6	168.3	25.8	3.4	1,818.6
Additions	-	11.4	22.9	3.1	7.4	44.8
Disposals	(0.1)	(9.9)	(12.0)	(0.4)	-	(22.4)
Transfers	-	0.9	1.8	-	(2.7)	-
At 21 April 2022	**1,177.4**	**446.0**	**181.0**	**28.5**	**8.1**	**1,841.0**
Depreciation						
At 23 April 2021	16.0	232.6	90.7	18.9	-	358.2
Charge for the period	-	27.9	24.6	2.3	-	54.8
On disposals	-	(9.8)	(11.9)	(0.4)	-	(22.1)
At 21 April 2022	**16.0**	**250.7**	**103.4**	**20.8**	**-**	**390.9**
Net book amount at 22 April 2021	1,161.5	211.0	77.6	6.9	3.4	1,460.4
Net book amount at 21 April 2022	**1,161.4**	**195.3**	**77.6**	**7.7**	**8.1**	**1,450.1**

The Group's holiday village sites are held on a variety of leasehold interests with the original terms ranging from 73 years through to 999 years. The Group's head office is held on a freehold basis and the net book amount of the associated land and buildings at 20 April 2023 is £4.8 million (2022: £4.8 million).

As part of the A2 secured note refinancing exercise described in note 14, a third party valuation of the Group's five holiday villages was obtained as at 3 April 2023. This valued the properties at in excess of £4 billion which is significantly higher than the book values above. As such, sensitivity analysis in respect of depreciation and/or useful economic lives is not considered appropriate.

The Company has no property, plant and equipment.

Notes to the financial statements
for the 52 weeks ended 20 April 2023 (continued)

10. Right-of use assets

	£m
Cost	
At 20 April 2023 and 22 April 2022	**33.9**
Depreciation	
At 22 April 2022	(2.4)
Charge for the period	(0.5)
At 20 April 2023	**(2.9)**
Net book amount at 21 April 2022	31.5
Net book amount at 20 April 2023	**31.0**

	£m
Cost	
At 23 April 2021 and 21 April 2022	**33.9**
Depreciation	
At 23 April 2021	(1.8)
Charge for the period	(0.6)
At 21 April 2022	**(2.4)**
Net book amount at 22 April 2021	32.1
Net book amount at 21 April 2022	**31.5**

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

The Company has no right-of-use assets.

11. Investments in subsidiary undertakings

Company	**£m**
Cost and net book value	
At 22 April 2021, 21 April 2022 and 20 April 2023	**586.8**

The investment at 20 April 2023 and 21 April 2022 is in respect of 100% of the ordinary shares of Center Parcs (Holdings 2) Limited, a company registered in England and Wales. The principal activity of Center Parcs (Holdings 2) Limited is that of an intermediate holding company.

Center Parcs (Holdings 2) Limited made a profit of £392.0 million for the period ended 20 April 2023 million (2022: £nil) and had net assets at that date of £586.8 million (2022: £586.8 million).

The Directors believe that the carrying value of investments is supported by the recoverable amount of the investee.

A list of all subsidiary undertakings consolidated in these financial statements is set out in note 26.

Notes to the financial statements
for the 52 weeks ended 20 April 2023 (continued)

12. Trade and other receivables

	Group		Company	
	2023	2022	**2023**	2022
Amounts falling due within one year:	**£m**	£m	**£m**	£m
Trade receivables	**4.7**	2.9	**-**	-
Prepayments and accrued income	**4.9**	4.1	**-**	-
Amounts owed by related parties	**1.8**	0.4	**-**	-
Other receivables	**0.2**	0.2	**-**	-
	11.6	7.6	**-**	-

The fair value of trade and other receivables are equal to their book value and no impairment provisions have been made (2022: £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.

13. Trade and other payables

	Group		Company	
	2023	2022	**2023**	2022
	£m	£m	**£m**	£m
Trade payables	**12.2**	9.4	**-**	-
Other tax and social security	**21.7**	15.1	**-**	-
Other payables	**2.2**	2.4	**-**	-
Amounts owed to related parties	**2.3**	1.7	**-**	-
Accruals	**90.0**	61.7	**-**	-
Deferred income	**127.7**	137.1	**-**	-
	256.1	227.4	**-**	-

Amounts owed to related parties at the current and prior period-end are unsecured and repayable on demand.

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% (2022: 2%) of bookings relate to the subsequent year.

Notes to the financial statements
for the 52 weeks ended 20 April 2023 (continued)

14. Borrowings

	Group	
	2023	2022
Current	**£m**	£m
Secured debt	**440.0**	-

	Group	
	2023	2022
Non-current	**£m**	£m
Secured debt	**2,111.2**	1,906.5

Working capital facility

During the period ended 22 April 2021 Brookfield provided the Group with a £70.0 million working capital facility. This balance was unsecured, interest-free and repayable on demand. The facility was repaid in full during the period ended 21 April 2022.

Secured debt

All assets of the Group are pledged as security under a whole business securitisation debt structure.

The secured debt consists of the following:

	2023	2022
	£m	£m
Tranche A2	**440.0**	440.0
Tranche A4	**344.1**	345.8
Tranche A5	**379.5**	379.5
Tranche A6	**324.0**	-
Tranche A7	**324.0**	-
Tranche B4	**250.0**	250.0
Tranche B5	**250.0**	250.0
Tranche B6	**255.0**	255.0
Unamortised deferred issue costs	**(15.4)**	(13.8)
	2,551.2	1,906.5

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 (2022: £1.1 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 (2022: £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%.

Notes to the financial statements
for the 52 weeks ended 20 April 2023 (continued)

14. Borrowings (continued)

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 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 have 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 is fixed at 4.875%

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.

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 £1.8 million (2022: £13.1 million; 2021: £25.2 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 debt are subject to financial covenants. Interest of £14.5 million (2022: £14.1 million) was accrued in respect of the secured debt at 20 April 2023.

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 and deferred issue costs £m	Total £m
At 20 April 2023						
Secured debt	440.0	-	1,419.0	703.5	(11.3)	2,551.2
Total borrowings	**440.0**	**-**	**1,419.0**	**703.5**	**(11.3)**	**2,551.2**
At 21 April 2022						
Secured debt	-	440.0	840.0	634.5	(8.0)	1,906.5
Total borrowings	**-**	**440.0**	**840.0**	**634.5**	**(8.0)**	**1,906.5**

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

The Group has no borrowings denominated in foreign currency.

The Company has no borrowings.

<u>Restricted cash</u>

As at 20 April 2023 the Group had restricted cash of £455.8 million (2022: £nil). 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.

Notes to the financial statements

for the 52 weeks ended 20 April 2023 (continued)

15. Leases

Lease liabilities

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

	20 April 2023 £m	21 April 2022 £m
Maturity analysis – contractual undiscounted cash flows		
Less than one year	**1.7**	1.6
One to five years	**6.7**	6.7
More than five years	**291.6**	293.4
Total undiscounted lease liabilities	**300.0**	301.7
Lease liabilities included in the consolidated balance sheet		
Current	**-**	-
Non-current	**(37.8)**	(37.3)
Total lease liabilities	**(37.8)**	(37.3)
Amounts recognised in the income statement		
Interest on lease liabilities	**(2.1)**	(2.1)
Total recognised in the income statement	**(2.1)**	(2.1)
Amounts recognised in the cash flow statement		
Repayment of lease liabilities	**(0.1)**	(0.2)
Interest on lease liabilities	**(1.5)**	(1.5)
Total recognised in the cash flow statement	**(1.6)**	(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%.

The Company has no lease liabilities.

Notes to the financial statements
for the 52 weeks ended 20 April 2023 (continued)

16. Financial instruments

Financial instruments by category
The accounting policies for financial instruments have been applied to the items below. As at 20 April 2023 and 21 April 2022 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 20 April 2023 and 21 April 2022 all of the Group's financial liabilities were categorised as other financial liabilities.

	Group	
	2023	2022
Financial assets	**£m**	£m
Trade receivables	**4.7**	2.9
Amounts owed by related parties	**1.8**	0.4
Other receivables	**0.2**	0.2
Cash and cash equivalents	**59.0**	153.0
Restricted cash	**455.8**	-
Derivative financial instruments	**1.8**	13.1
	523.3	169.6

	Group	
	2023	2022
Financial liabilities	**£m**	£m
External borrowings	**2,551.2**	1,906.5
Lease liabilities	**37.8**	37.3
Trade payables	**12.2**	9.4
Other payables	**4.5**	4.1
	2,605.7	1,957.3

The Company has no financial assets or financial liabilities (2022: 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 (2022: Level 1) and fair values have been derived from unadjusted quoted market prices in active markets. The Group's derivative financial instruments have been categorised as Level 3 (2022: Level 3).

Notes to the financial statements
for the 52 weeks ended 20 April 2023 (continued)

16. Financial instruments (continued)

Fair value of financial assets and financial liabilities

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

	20 April 2023		21 April 2022	
	Book value £m	**Fair value £m**	Book value £m	Fair value £m
Tranche A2	**440.0**	**449.4**	440.0	473.8
Tranche A4	**344.1**	**325.5**	345.8	351.1
Tranche A5	**379.5**	**338.6**	379.5	388.2
Tranche A6	**324.0**	**321.1**	-	-
Tranche A7	**324.0**	**320.3**	-	-
Tranche B4	**250.0**	**238.3**	250.0	244.1
Tranche B5	**250.0**	**238.0**	250.0	252.3
Tranche B6	**255.0**	**216.5**	255.0	245.7
	2,566.6	**2,447.7**	1,920.3	1,955.2

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

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

At 20 April 2023	**Secured debt £m**	**Total £m**
In less than one year	571.5	571.5
In two to five years	1,727.1	1,727.1
In more than five years	775.1	775.1
	3,073.7	**3,073.7**

At 21 April 2022	**Secured debt £m**	**Total £m**
In less than one year	98.0	98.0
In two to five years	1,519.5	1,519.5
In more than five years	657.0	657.0
	2,274.5	**2,274.5**

The Company has no non-current financial liabilities.

Notes to the financial statements
for the 52 weeks ended 20 April 2023 (continued)

16. Financial instruments (continued)

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 tranches of debt 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 20 April 2023 and 21 April 2022 the Group had fixed rate loan notes as its only external funding source.

Liquidity risk
As at 20 April 2023, 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 exposed to limited currency risk through foreign currency transactions. The Group does not operate a hedging facility to manage currency risk as it is considered to be insignificant.

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 banking institutions.

Notes to the financial statements
for the 52 weeks ended 20 April 2023 (continued)

17. Deferred tax

	Group 2023 £m	2022 £m
Deferred tax liabilities		
Deferred tax liabilities to be recovered after more than 12 months	**(129.0)**	(119.0)
	(129.0)	(119.0)

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 20 April 2023 £m	52 weeks ended 21 April 2022 £m
At the beginning of the period	**(119.0)**	(81.0)
Charged to the income statement	**(10.3)**	(37.7)
Credited/(charged) to the statement of comprehensive income	**0.3**	(0.3)
At the end of the period	**(129.0)**	(119.0)

	Land and buildings £m	Accelerated capital allowances £m	Short-term temporary differences £m	Pension £m	Leases £m	Other £m	Total £m
At 21 April 2022	(98.6)	(7.5)	(3.9)	(0.3)	(11.1)	2.4	(119.0)
(Charged)/credited to the income statement	-	(9.1)	0.1	(0.1)	(9.6)	8.4	(10.3)
Credited to the statement of comprehensive income	-	-	-	0.3	-	-	0.3
At 20 April 2023	**(98.6)**	**(16.6)**	**(3.8)**	**(0.1)**	**(20.7)**	**10.8**	**(129.0)**

Other deferred tax balances relate to a deferred tax liability in respect of intangible assets of £30.3 million (2022: £30.3 million), a deferred tax asset on tax losses of £13.8 million (2022: £8.0 million) and a deferred tax asset in respect of interest restricted under the Corporate Interest Restriction regime of £27.3 million (2022: £24.7 million). All movements in respect of these balances were charged or credited to the income statement.

	Land and buildings £m	Accelerated capital allowances £m	Short-term temporary differences £m	Pension £m	Leases £m	Other £m	Total £m
At 22 April 2021	(75.0)	(7.2)	(3.3)	0.1	(7.4)	11.8	(81.0)
Charged to the income statement	(23.6)	(0.3)	(0.6)	(0.1)	(3.7)	(9.4)	(37.7)
Charged to the statement of comprehensive income	-	-	-	(0.3)	-	-	(0.3)
At 21 April 2022	**(98.6)**	**(7.5)**	**(3.9)**	**(0.3)**	**(11.1)**	**2.4**	**(119.0)**

The Group has an unrecognised deferred tax asset of £2.8 million (2022: £3.4 million) which has no expiry date. This relates to carried forward tax losses in non-trading subsidiaries which are not forecast to be utilised in the foreseeable future. Deferred tax is calculated at a rate of 25% (2022: 25%). The Company has no deferred tax.

Notes to the financial statements
for the 52 weeks ended 20 April 2023 (continued)

18. Equity share capital – Company

Allotted and fully paid	2023 £m	2022 £m
1,000,008 ordinary shares of £1 each	**1.0**	1.0

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.

19. Share premium, other reserve and retained earnings

Group	Share premium £m	Other reserve £m	Retained earnings £m
At 21 April 2022	119.9	(154.0)	(302.2)
Profit for the period	-	-	72.4
Net movement on pension scheme	-	-	(1.3)
Equity contribution	-	-	0.7
Dividends	-	-	(392.0)
At 20 April 2023	**119.9**	**(154.0)**	**(622.4)**

Group	Share premium £m	Other reserve £m	Retained earnings £m
At 22 April 2021	119.9	(154.0)	(325.0)
Profit for the period	-	-	22.3
Net movement on pension scheme	-	-	0.5
At 21 April 2022	**119.9**	**(154.0)**	**(302.2)**

Company	Share premium £m	Retained earnings £m
At 21 April 2022 and 22 April 2021	119.9	465.9
Profit for the period	-	392.0
Dividends	-	(392.0)
At 20 April 2023	**119.9**	**465.9**

During the current period an equity contribution was received from BSREP II Center Parcs Jersey 2 Limited, as set out in note 25.

During the current period the Company declared and paid dividends of £392.0 million, equating to approximately £392 per share. No dividends were paid by the Company in the prior period.

Notes to the financial statements

for the 52 weeks ended 20 April 2023 (continued)

20. Working capital and non-cash movements

	Group	
	52 weeks ended 20 April 2023	52 weeks ended 21 April 2022
	£m	£m
Increase in inventories	**(0.9)**	(0.1)
(Increase)/decrease in trade and other receivables	**(2.5)**	8.2
Increase in trade and other payables	**10.2**	30.4
	6.8	38.5

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

	At 21 April 2022 £m	Cash flow £m	Restricted cash £m	Deferred issue costs and non-cash movements £m	At 20 April 2023 £m
Cash					
Cash at bank and in hand	153.0	(94.0)	-	-	**59.0**
Restricted cash	-	-	455.8	-	**455.8**
	153.0	(94.0)	455.8	-	**514.8**
Borrowings due within one year					
Secured debt	-	-	-	(440.0)	**(440.0)**
	-	-	**-**	**(440.0)**	**(440.0)**
Borrowings due after more than one year					
Secured debt	(1,906.5)	(648.0)	-	443.3	**(2,111.2)**
	(1,906.5)	(648.0)	-	443.3	**(2,111.2)**
Net debt	**(1,753.5)**	**(742.0)**	**455.8**	**3.3**	**(2,036.4)**
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	(153.0)	94.0	-	-	(59.0)
Restricted cash	-	-	(455.8)	-	(455.8)
	(153.0)	94.0	(455.8)	-	**(514.8)**
Total liabilities from financing activities	**(1,943.8)**	**(646.4)**	**-**	**1.2**	**(2,589.0)**

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.

Notes to the financial statements

for the 52 weeks ended 20 April 2023 (continued)

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

	At 22 April 2021 £m	Cash flow £m	Deferred issue costs and non-cash movements £m	At 21 April 2022 £m
Cash and cash equivalents				
Cash at bank and in hand	94.0	59.0	-	**153.0**
	94.0	59.0	-	**153.0**
Borrowings due after more than one year				
Secured debt	(1,901.0)	(5.0)	(0.5)	**(1,906.5)**
	(1,901.0)	(5.0)	(0.5)	**(1,906.5)**
Net debt	**(1,807.0)**	**54.0**	**(0.5)**	**(1,753.5)**
Add:				
Lease liabilities				
Lease liabilities	(36.9)	1.7	(2.1)	(37.3)
	(36.9)	1.7	(2.1)	**(37.3)**
Add:				
Related party working capital facility				
Amounts owed to related parties	(70.0)	70.0	-	-
	(70.0)	70.0	-	**-**
Less:				
Cash and cash equivalents				
Cash at bank and in hand	(94.0)	(59.0)	-	(153.0)
	(94.0)	(59.0)	-	**(153.0)**
Total liabilities from financing activities	**(2,007.9)**	**66.7**	**(2.6)**	**(1,943.8)**

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

	2023 £m	2022 £m
Deferred issue costs incurred during the period		
- Cash settled	**3.5**	3.0
- Accrued	**3.5**	0.3
- Expensed in prior periods	**-**	(1.8)
Amortisation of deferred issue costs	**(5.4)**	(3.6)
Amortisation of premium on issue of secured notes (note 14)	**1.7**	1.6
	3.3	(0.5)

22. Capital commitments

At the balance sheet date, the Group had capital expenditure contracted for but not provided of £17.6 million (2022: £15.2 million).

The Company has no capital commitments.

Notes to the financial statements
for the 52 weeks ended 20 April 2023 (continued)

23. Colleagues and Directors

	Group	
	52 weeks ended 20 April 2023	52 weeks ended 21 April 2022
Colleague costs during the period:	**£m**	£m
Wages and salaries	**135.2**	117.3
Social security costs	**7.8**	6.5
Pension costs	**3.7**	3.6
	146.7	127.4

The table above is presented net of payroll costs reimbursable under the UK Government's Job Retention Scheme, which totalled £nil (2022: £0.2 million).

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

	Group	
	52 weeks ended 20 April 2023	52 weeks ended 21 April 2022
By activity:	**Number**	Number
Leisure, retail and food and beverage	**3,853**	3,477
Housekeeping, technical and estate services	**4,227**	3,814
Administration	**903**	828
	8,983	8,119

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

The Company has no colleagues.

Key management compensation

	52 weeks ended 20 April 2023	52 weeks ended 21 April 2022
	£m	£m
Short-term benefits and pension contributions	**3.0**	3.1

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

Directors' remuneration

	52 weeks ended 20 April 2023	52 weeks ended 21 April 2022
	£m	£m
Remuneration in respect of qualifying services	**1.6**	1.7

Two Directors (2022: one Director) have retirement benefits accruing under the Group's money purchase pension scheme, in respect of which the Group made contributions of £9,000 (2022: £10,000) in the period. Retirement benefits are accruing to no Directors (2022: no Directors) under the Group's defined benefit pension scheme.

Notes to the financial statements
for the 52 weeks ended 20 April 2023 (continued)

23. Colleagues and Directors (continued)

Included in the above are the following amounts in respect of the highest paid Director. In the prior year the highest paid Director was a member of the Group's defined benefit pension scheme:

	52 weeks ended 20 April 2023 £m	52 weeks ended 21 April 2022 £m
Aggregate emoluments	**1.0**	1.1
Accrued pension at the end of the period	**-**	0.3

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 20 April 2023 the balance on this loan was £0.2 million (2022: £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 20 April 2023 were £3.7 million (2022: £3.4 million).

Accruals per note 13 include £0.5 million (2022: £0.5 million) in respect of defined contribution pension scheme costs.

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 20 April 2023 by a qualified independent actuary.

Actuarial assumptions used are as follows:

	2023	2022
Discount rate	**4.90%**	3.05%
Rate of price inflation (RPI)	**3.15%**	3.60%
Rate of price inflation (CPI)	**2.65%**	3.10%
Life expectancy from age 60, for a male:		
Currently age 60	**29.4 years**	29.4 years
Currently age 50	**29.9 years**	29.9 years

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

	2023 £m	2022 £m
Present value of funded obligations	**(9.9)**	(13.8)
Fair value of plan assets	**10.2**	14.8
Net pension surplus	**0.3**	1.0

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 £0.3 million (2022: £1.0 million) has been recognised.

Notes to the financial statements
for the 52 weeks ended 20 April 2023 (continued)

24. Pension commitments (continued)

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	6%	14
Pensioners	5	94%	15
Total	**7**	**100%**	**15**

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%	17
Pensioners	5	94%	17
Total	**7**	**100%**	**17**

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

	2023 %	2022 %
Liability Driven Investments	**37**	21
Buy & Maintain Credit	**1**	9
Multi-Asset Funds	**52**	66
Cash and cash equivalents	**5**	4
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 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**

Notes to the financial statements
for the 52 weeks ended 20 April 2023 (continued)

24. Pension commitments (continued)

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	10.7
1 year increase in life expectancy	10.3
0.5% increase in inflation	10.6

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 22 April 2021	16.0	(16.6)	(0.6)
Current service cost	-	(0.2)	(0.2)
Interest income/(expense)	0.3	(0.3)	-
	0.3	**(0.5)**	**(0.2)**
Remeasurements:			
- Loss on plan assets, excluding amount included in interest	(0.7)	-	(0.7)
- Gain from change in financial assumptions	-	2.2	2.2
- Experience losses	-	(0.7)	(0.7)
	(0.7)	**1.5**	**0.8**
Employer contributions	1.0	-	1.0
Benefit payments from plan	(1.8)	1.8	-
At 21 April 2022	**14.8**	**(13.8)**	**1.0**

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

Expected contributions to the defined benefit pension scheme for the forthcoming financial year are £0.9 million.

Notes to the financial statements
for the 52 weeks ended 20 April 2023 (continued)

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 22 April 2021 £m	Movement in 52 weeks £m	Balance at 21 April 2022 £m	Movement in 52 weeks £m	Balance at 20 April 2023 £m
BSREP II Center Parcs Jersey Limited	**(70.0)**	69.9	**(0.1)**	1.2	**1.1**
BSREP II Center Parcs Jersey 2 Limited	**-**	0.4	**0.4**	0.3	**0.7**
Center Parcs Finance Borrower Limited	**(1.8)**	0.2	**(1.6)**	(0.7)	**(2.3)**

The movement on the balance with BSREP II Center Parcs Jersey Limited in the 52 weeks ended 20 April 2023 represents repayment of the balance due and taxation group relief of £1.1 million. The movement in the 52 weeks ended 21 April 2022 represented repayment of the balance due offset by taxation group relief of £0.1 million.

The movement on the balance with BSREP II Center Parcs Jersey 2 Limited in the 52 weeks ended 20 April 2023 represents receipt of the balance due and reimbursement of corporation tax payable by the Group of £0.7 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 21 April 2022 represented reimbursement of corporation tax payable by the Group.

The movement on the balance with Center Parcs Finance Borrower Limited in the 52 weeks ended 20 April 2023 represents repayment of the balance due offset by additional taxation group relief of £2.3 million. The movement in the 52 weeks ended 21 April 2022 represented repayment of the balance due offset by additional taxation group relief of £1.6 million.

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

Company

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

Dividends of £392.0 million were received from Center Parcs (Holdings 2) Limited, the Company's subsidiary undertaking, during the period (2022: no dividends received).

Notes to the financial statements
for the 52 weeks ended 20 April 2023 (continued)

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. All of the subsidiary undertakings listed are held by other subsidiary undertakings of the Company, with the exception of Center Parcs (Holdings 2) Limited.

Subsidiary undertaking	Activity	Country of incorporation
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 (Holdings 2) Limited	Intermediate holding company	England and Wales
Center Parcs (Holdings 3) Limited	Intermediate holding 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.

Subsidiary audit exemptions

Center Parcs (Holdings 1) Limited has issued guarantees over the liabilities of the following companies at 20 April 2023 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.

- 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.

Notes to the financial statements
for the 52 weeks ended 20 April 2023 (continued)

28. Ultimate parent company and controlling parties

The immediate parent company is CP Cayman Limited, a company registered in the Cayman Islands. The ultimate parent company and controlling party is Brookfield Corporation (formerly Brookfield Asset Management Inc.), a company incorporated in Canada. The name of the ultimate parent company and controlling party was changed from Brookfield Asset Management Inc. to Brookfield Corporation on 9 December 2022.

The largest group in which the results of the Company are consolidated is that headed by Brookfield Corporation (formerly Brookfield Asset Management Inc.). The consolidated financial statements of Brookfield Corporation (formerly Brookfield Asset Management Inc.) 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 (Holdings 1) Limited Group.

29. Events after the balance sheet date

As set out in note 14, on 24 April 2023 the Group's restricted cash 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.