Center Parcs Investor Presentation

8th July 2026

Results for the 52 weeks to 23rd April 2026

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Overview

CEO review

- A hugely successful year for the UK business, with record revenues and EBITDA. Continued high occupancy, strong ADR and on village spend growth. Extreme cost pressures successfully mitigated.
- Strategic initiatives to grow revenue and profits are working well.
- Successful brand repositioning, modernising our purpose and updating our values. We continue to target a resilient premium leisure guest community.
- Exceptional guest satisfaction, delivered by an outstanding team of people, leading to high repeat business rates.
- Excellent progress on sustainability initiatives, ahead of plan to deliver CO_2 reduction targets.
- Ireland, while outside the WBS, delivered very strong profits and cash flows with high occupancy. Expansion proceeding as planned.
- Construction of the new village in Scotland, again outside the WBS, has commenced, with an expected opening of summer 2029.
- Strong current trading underpins anticipated revenue and profit growth in FY27.

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Highlights

- **FY26 has delivered another strong year of revenue and EBITDA growth despite a number of external cost headwinds** in the form of increased National Living Wage and the change to the National Insurance threshold. *(Note: FY25 was a 53-week year and therefore year-on-year comparatives are not like-for-like)*
- **The guest experience is at the heart of the Center Parcs offer** and we have continued to reap the rewards in the form of a loyal guest repeat rate and a sustained guest satisfaction score of 88%, with guests spending more than they did in the previous year across both accommodation and on village.
- **During the year, we launched our new premium accommodation offer** (Project Autumn) on two villages – Sherwood and Whinfell – and the results are proving that Center Parcs not only continues to appeal, but that guests are also happy to pay more for a premium product. The rollout continues in FY27.
- **On village, Leisure innovation has continued to drive guest spend and Aqua Sana Forest Spa has enjoyed another phenomenal year of growth.** All on village areas delivered revenue growth year-on-year.
- **Free cash flow remains strong** and we continue to re-invest in the business to drive future growth.

FY26 results

- **The Group, including Ireland, delivered growth on all metrics and an EBITDA of £324m for the year.**
- **Total UK revenue of £666.9m, a 2.6% increase versus FY25** (+4.2% on a 52-week basis).
- **Total UK EBITDA of £284.5m, a 0.2% increase versus FY25** (+0.8% on a 52-week basis).
- **Occupancy in the UK of 97.4%** with **net ADR of £253.90, +4.4% ahead of the prior year** (+3.9% on a 52-week basis).
- **UK cash and cash equivalents of £59.8m** at the year-end. **Dividends in the year were £91.4m.**

Trading outlook

- **Forward UK bookings** for FY27 are comparable to the same point last year and ADR is in strong growth, with 62% of capacity sold as at 2 July 2026 versus 62% last year.
- **We anticipate further revenue and EBITDA growth for FY27.**
- Cash balances of £99.6m at 2 July 2026.

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Summary of lodge and guest numbers

Sherwood Forest 1

Nottinghamshire – opened 1987

Our first UK village, nestled in the heart of Robin Hood country.

904 | 4,262 | 391

Elveden Forest 2

Suffolk – opened 1989

Our most recently refurbished Aqua Sana Forest Spa can be found here, including a unique experience – The Nest.

919 | 4,600 | 409

Longleat Forest 3

Wiltshire – opened 1994

Home to some of the tallest giant redwood trees in the country, with a much-loved land train to help guests get around.

805 | 3,968 | 405

Whinfell Forest 4

Cumbria – acquired 2001

Our only red squirrel haven in the UK, with a dedicated Red Squirrel Ranger to protect our resident colony.

919 | 4,980 | 415

Woburn Forest 5

Bedfordshire – opened 2014

Located just one hour from London, and easily accessible by rail, Woburn Forest is our newest village in England.

800 | 4,230 | 357

Longford Forest 6

County Longford – opened 2019

Our first village in Ireland, Longford Forest has seen phenomenal demand and we are currently expanding to add c. 198 extra lodges.

496 | 2,736 | 455

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Overview

- Once again, the business has delivered **another strong year of consistent growth**, proving the resilience of the brand through economic cycles despite legislative pay increase headwinds of c. £15m in the year, countered with a relentless focus on mitigating efficiencies.
- **Guest satisfaction scores remain exceptionally high at 88%.**
- **On village spend per sleeper grew at over 4%** versus the prior year, with guests continuing to enjoy all aspects of leisure, food & beverage and spa. Aqua Sana Forest Spa has delivered exceptional EBITDA growth over the last two years at 43%.
- We **continue to invest** in the villages, as this drives ADR growth and maintains the asset to a high standard, driving exceptional guest satisfaction scores and levels of repeat visitors.
- Technology is playing a larger part in the guest experience as the App continues to develop in digital sprints to provide continual enhancements, and rates very highly with guests.
- **Looking ahead to FY27, the business anticipates another strong year,** with forward bookings in an excellent position and continued innovation in the pipeline for both accommodation and on village initiatives to drive premiumisation.

Overview

Outside the WBS in the wider Group:

- **The first phase of the Ireland expansion has been delivered seamlessly,** and lodges are on sale at a strong ADR rate. The second, and final, phase will start later in the year.
- **The development of our seventh village, in Scotland, is moving at pace** and construction has started, with an opening of July 2029 anticipated.
- As a reminder, funding for any new village in the UK sits outside the WBS until trading is stable. Ireland remains entirely separate from the WBS structure and is funded under a separate loan structure.

FY26 has delivered another strong year of consistent growth

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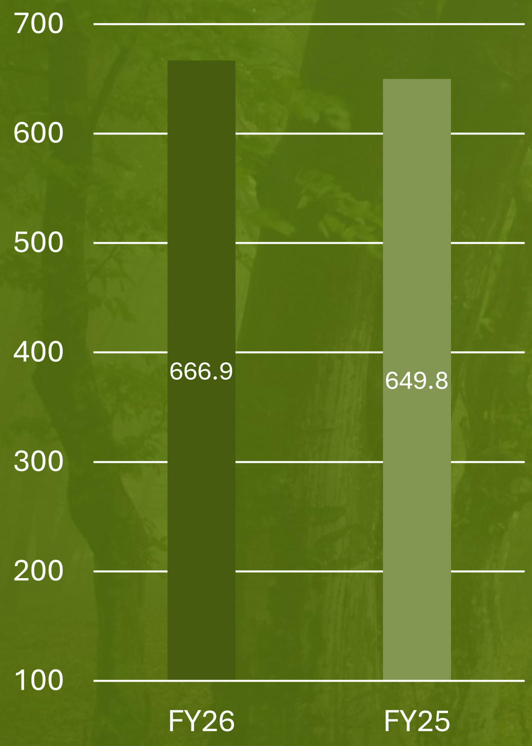
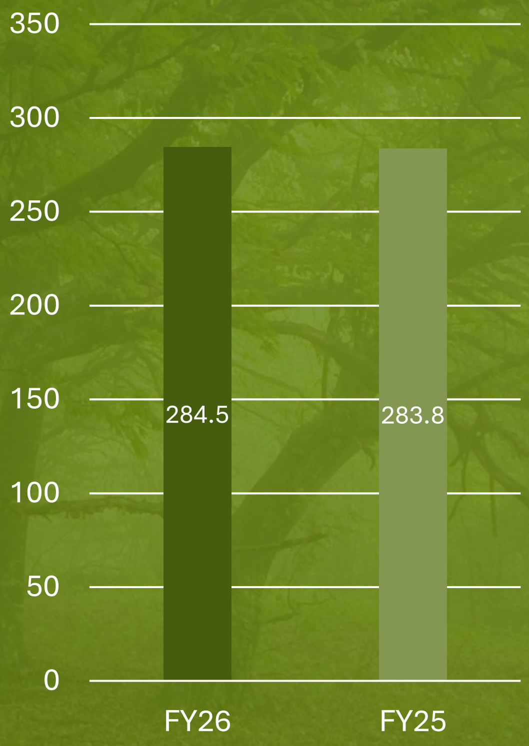
Key financial highlights and capital investment

Key financial highlights -UK

Revenue (£m)



EBITDA (£m)



Occupancy, ADR and RevPAL

	FY25	FY26
Occupancy	97.3%	**97.4%**
ADR	£243.10	**£253.90**
RevPAL	£236.42	**£247.17**

FY25 was a 53-week year, boosting revenue by £9.7m and EBITDA by £3.4m

Strong growth on ADR provides foundations for growth

FY26 capital investment -UK

Capital investments	FY25	FY26
Investment projects	£14.6m	£14.3m
Accommodation upgrades	£10.8m	£34.9m*
New builds	£5.9m	£0.4m
Total investment capital	**£31.3m**	**£49.6m**
Maintenance capital	£54.6m	£50.5m
Total capital investment	**£85.9m**	**£100.1m**

* Accommodation upgrades include £19.1m of Project Autumn incremental spend

Core maintenance capex, well balanced with new innovation, retains the essence and enhances the offer for both repeat guests and brand-new guests

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Entertainment Hive, Whinfell Forest

SingPods, all villages

Treetop Glider, Sherwood Forest & Elveden Forest

Current trading

Current trading – FY27

- **Center Parcs continues to be relevant for guests and delivers growth each year.** The macro environment continues to bring cost headwinds to the sector, such as National Living Wage increases. Business rates will increase due to the new revaluations from FY28, with transitional relief easing the increase in FY27.
- **The best indicator for continued growth into FY27 is increased ADR on forward bookings and sustained guest satisfaction scores.**
- **Forward bookings for FY27 are strong and in good growth,** at 62% booked as at 2 July 2026 and **guest satisfaction scores are in line with last year.**
- We are **anticipating EBITDA growth in the year ahead** driven by innovation to drive revenue and the continual focus on cost control.
- **Core capex investment is expected to continue** at similar levels to FY26 on the UK villages. **All UK capex spend is funded from free cash flow.** This level of capex spend drives the growth of the business and ensures guests return year after year.
- **The growth track record is set to continue** with an increasing focus on premiumisation to drive the Group EBITDA forward.

Current trading supports another growth year

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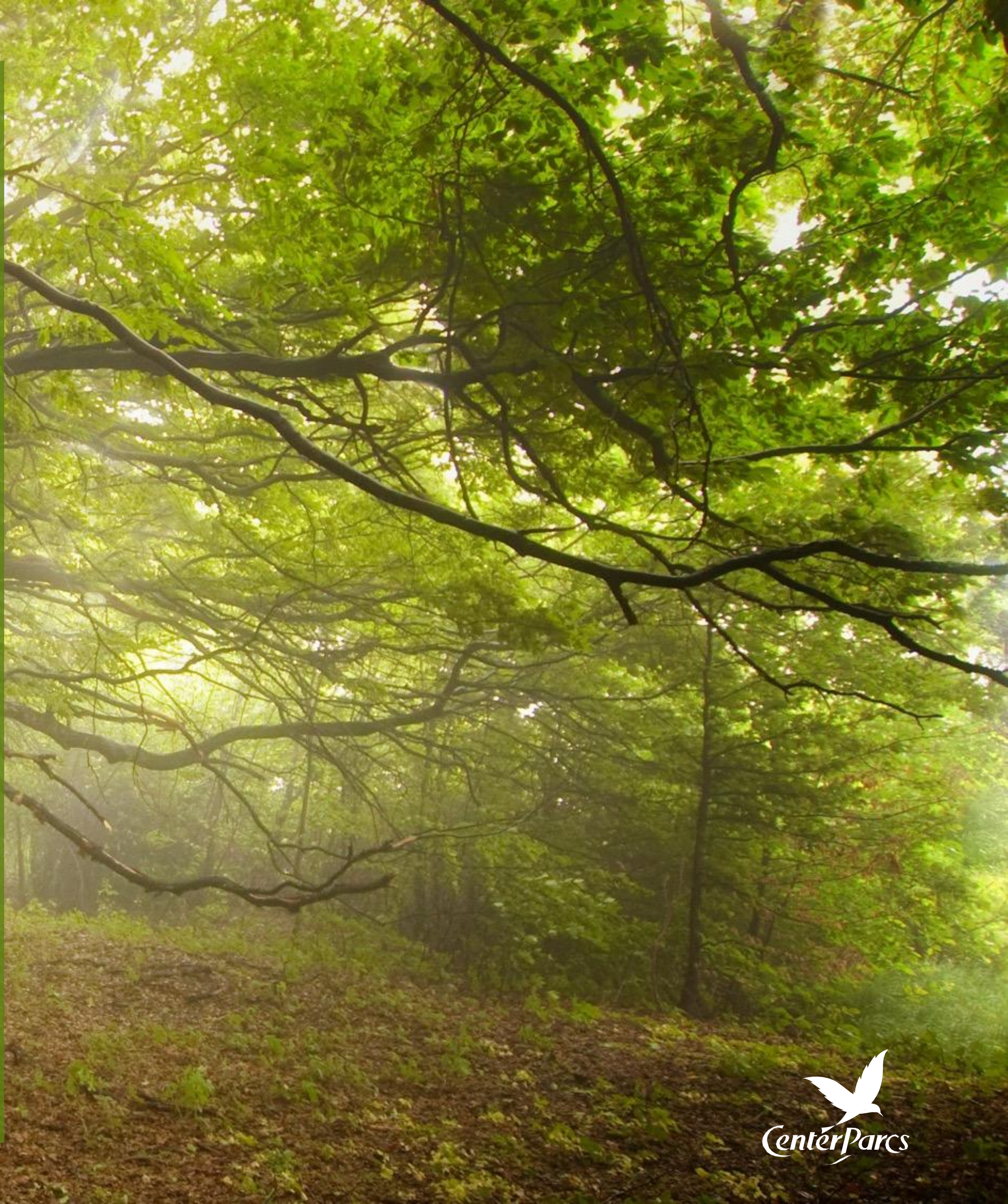
Strong cash generation

- Cash generation remains strong after covering interest, tax and investing appropriately in both maintenance and investment projects, including the additional investment in the premium accommodation project (Project Autumn).
- As at 2 July 2026, the UK had cash of £99.6m.
- £91.4m of dividends were paid from the entity in the year. £29m resulted from the B8 upsize and flowed to shareholders. The resulting £62.4m free cash flow in the business was primarily used for intra group dividends with only £4m of free cash flow distributed to shareholders.
- The covenant tests were passed with significant headroom, and we do not envisage any breaches going forward.

Free cash flow remains strong despite rising interest costs versus prior years



ESG update

Environmental

- 29.5% reduction in absolute Scope 1 and 2 carbon emissions since FY20 versus a target of 30% by 2030.
- Introducing new targets for FY27 onwards, reflecting the growth of the business, deeper emissions accounting and greater alignment with the European Sustainability Reporting Standards.
- Targets have been re-baselined against FY25. New targets are intensity, not absolute.
- Targets will include Ireland and, once open, Scotland – previously, these were UK only.
- We're also adding commitments and have long-term aspirations in all areas, beyond 2030.

Targets

Carbon emissions: Reduce Scope 1 and 2 carbon emissions intensity by 20% by 2030

Energy use: Reduce energy use intensity by 10% by 2030

Water use: Reduce water use intensity by 5% by 2030

Renewable energy: Increase proportion of renewable energy and waste heat use to 32% by 2030

Recycling and reuse: Increase recycling and reuse of waste to 50% by 2030

Commitments

Nature: Increase UKHab assessment score across our five current UK villages by 2.5% by 2030

Supply chain: Increase percentage of money spent with suppliers who report on Scope 1 and 2 emissions to 50% by 2030

Guest travel: Reduce carbon emissions from guest travel by 100% by 2040

Electric equipment: Replace 100% of mobile fossil fuel-powered equipment with electric alternatives by 2030

Recycling and reuse: Increase the number and scale of circular economy initiatives on our villages

ESG principles remain central to our strategy.
Full details in the FY26 Group ARA

Social

- Evolved our existing diversity policy into a new **Everyone's Welcome Policy** committing to building a diverse workforce, ensuring equity for all, promoting an inclusive culture and supporting our guests.
- Reduced our gender pay gap in both the UK and Ireland by 1.3% and 1.7% respectively.
- Charitable giving totalled more than £340,000 and more than 120 community organisations and charities were supported in the year.
- Started a new partnership with ReCycle, whereby our old bikes are shipped to Africa to benefit local communities.
- Introduced new staff benefits including a salary sacrifice car scheme.
- Carried out audits of villages with Accessibility and Inclusion UK to identify areas of improvement.

Governance

- No breaches of **Modern Slavery Policy.**
- No breaches of **Anti-Bribery and Corruption Policy.**
- One breach of the **Business Conduct and Ethics Code** was identified within the year, which led to an employee's contract of employment being summarily terminated without payment for loss of office.
- No reports were made to our confidential whistleblowing service (excluding routine HR queries redirected through appropriate channels).
- Recruitment is actively ongoing for a new Chief Commercial Officer.
- We have strong measures in place to mitigate the risks associated with data protection, cyber security and information security.

Ireland update

Ireland Update

- **Our Longford Forest village in Ireland**, which is outside of the WBS structure, continues to **trade exceptionally well** and is self-sufficient in terms of operational liquidity and cash flow generation.
- Similarly to the UK, **demand remains high** and guest spend on village continues to **grow**. The consistency between the UK and Ireland further demonstrates the resilience of the brand.
- **Contractors are close to completion of the first phase of the expansion** of the village to deliver a further 83 lodges and enhance the Central Buildings to facilitate additional demand. **The 83 lodges are attracting forward bookings at a strong ADR growth rate, proving that the market is there for the extra capacity.**
- **Financing for the expansion was accessed within an accordion facility within the existing loan,** entirely separate from the UK WBS structure. Center Parcs Ireland will fund 35% of the expansion from its own free cash flow, with 65% resulting from the accordion facility.
- **The next phase of the expansion will commence later in the year, bringing the total lodge expansion to 198 additional accommodation units.**

Phase 1 expansion is nearing completion on time and within budget

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New village - Scotland

Scotland Update

- **After a successful planning approval, we are commencing the build** of the Scottish village, with an anticipated opening date of July 2029.
- **The Scottish village is within a new entity in the corporate structure (Center Parcs Scotland Limited).** CPSL sits outside of the WBS structure.
- **The support for the village in the local area is strong.** The enabling works are the first stage of the build programme, and this has recently commenced using Scottish contractors.
- **The build will be funded by a new development loan** on a pari passu basis with 65% loan/35% Center Parcs equity. Once trading has stabilised, there is an opportunity to bring Scotland into the WBS, but this is c. five years from now.

The build has commenced, with funding well progressed

Center Parcs

Summary

Summary

- **The business continues to perform well**, delivering another year of growth. The focus on the guest experience continues, alongside maintaining and enhancing a high-quality product on all villages. Strong cost control management has remained constant in order to offset new cost headwinds such as the National Insurance threshold change introduced in April 2025.
- **High occupancy, high guest satisfaction scores** and growth in on village spend has **continued**. All on village revenue streams (food & beverage, leisure, retail and spa) have grown year-on-year, with the success of Aqua Sana Forest Spa a particular growth highlight for the second year running.
- **Strong cashflow has been sustained**, allowing for appropriate investment in both the core maintenance of the villages as well as investing in innovation to drive future growth, such as the new premium accommodation offer, Project Autumn.
- **ESG momentum has continued -** we remain in line with targets and plans for net zero by 2050.
- We anticipate **another strong performance in FY27,** and current forward bookings support this trajectory.

Center Parcs continues to deliver despite external market pressures

Financial calendar and contacts

Financial calendar

- **Autumn 2026** – FY27 Q1 results for the 12 weeks ending 16 July 2026

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