Center Parcs Investor Presentation 6th November 2026

Results for the 24 weeks to 8t October 2026



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Overview

CEO review

- FY27 is off to a great start with revenue and EBITDA growth. Continued high occupancy, excellent guest satisfaction scores, strong ADR and on village spend growth.
- Center Parcs continues to benefit from a resilient guest base to weather all forms of economic cycles.
- Strategic investment continues in order to grow future revenue and profits.
- Cost headwinds persist from domestic legislative payroll increases coupled with geo political issues affecting gas prices in particular. Despite these pressures, the Group continues to grow.
- Ireland, while outside the WBS continues growing revenue, EBITDA and cash flow. The first phase of the village expansion is now complete and the second and final phase is due to commence imminently.
- 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.

Highlights

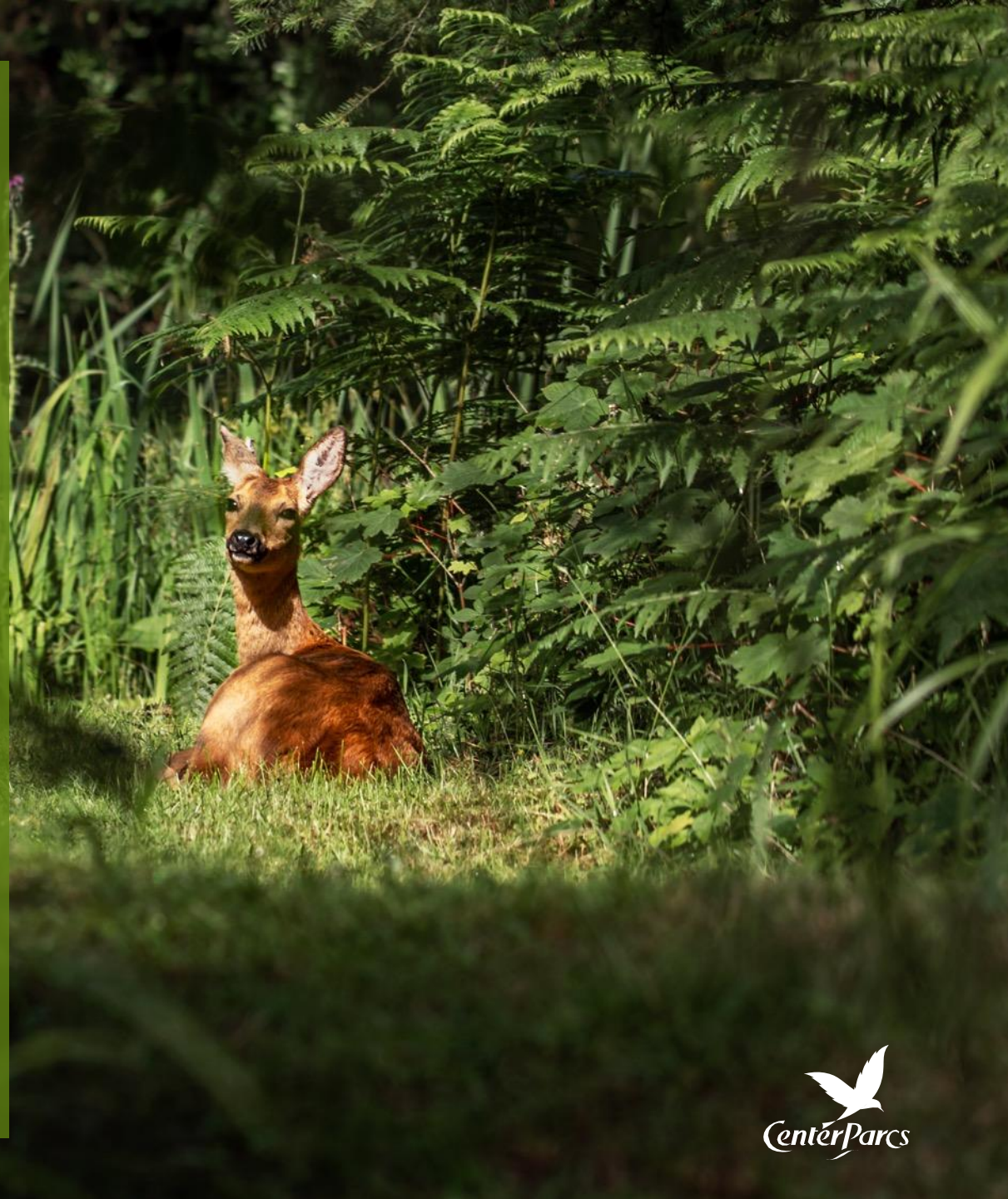
- **FY27 has delivered an excellent first half with continued strong revenue and EBITDA growth despite continued external cost headwinds** in the form of increased National Living Wage and the increase in gas prices due to the Middle East conflict.
- **The guest experience continues to delight guests** and a sustained guest satisfaction score of 88% prevails, whilst guests continue to spend more than they did in the previous year on both accommodation and on village .
- **During the year, the new premium accommodation offer** (Project Autumn) has commenced on four villages and the results continue to meet expectations as guests are happy to pay more for a premium product. The rollout continues throughout FY27.
- **On village, all aspects of the guest offer are in growth with Leisure particularly strong reaping the rewards of the innovation over the last couple of years.**
- **Free cash flow remains strong** and we continue to re-invest in the business to drive future growth.

FY27 H1 results

- **The Group, including Ireland, delivered growth on all metrics and an EBITDA of £162m for the year.**
- **Total UK revenue of £324.1m, a 4.8% increase versus FY26**
- **Total UK EBITDA of £140.8m, a 3.5% increase versus FY26**
- **Occupancy in the UK of 97.7%** with **net ADR of £266.84, +5.4% ahead of the prior year**
- **UK cash and cash equivalents of £87.7m** at the half year. **Dividends in the year were £8.7m and were intra group only.**

Trading outlook

- **Forward UK bookings** for FY27 are comparable to the same point last year and ADR is in strong growth, with 83% of capacity sold as at 29 October 2026 versus 84% last year.
- **We anticipate further revenue and EBITDA growth for FY27.**
- Cash balances of £105.6m at 29 October 2026.



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

Overview

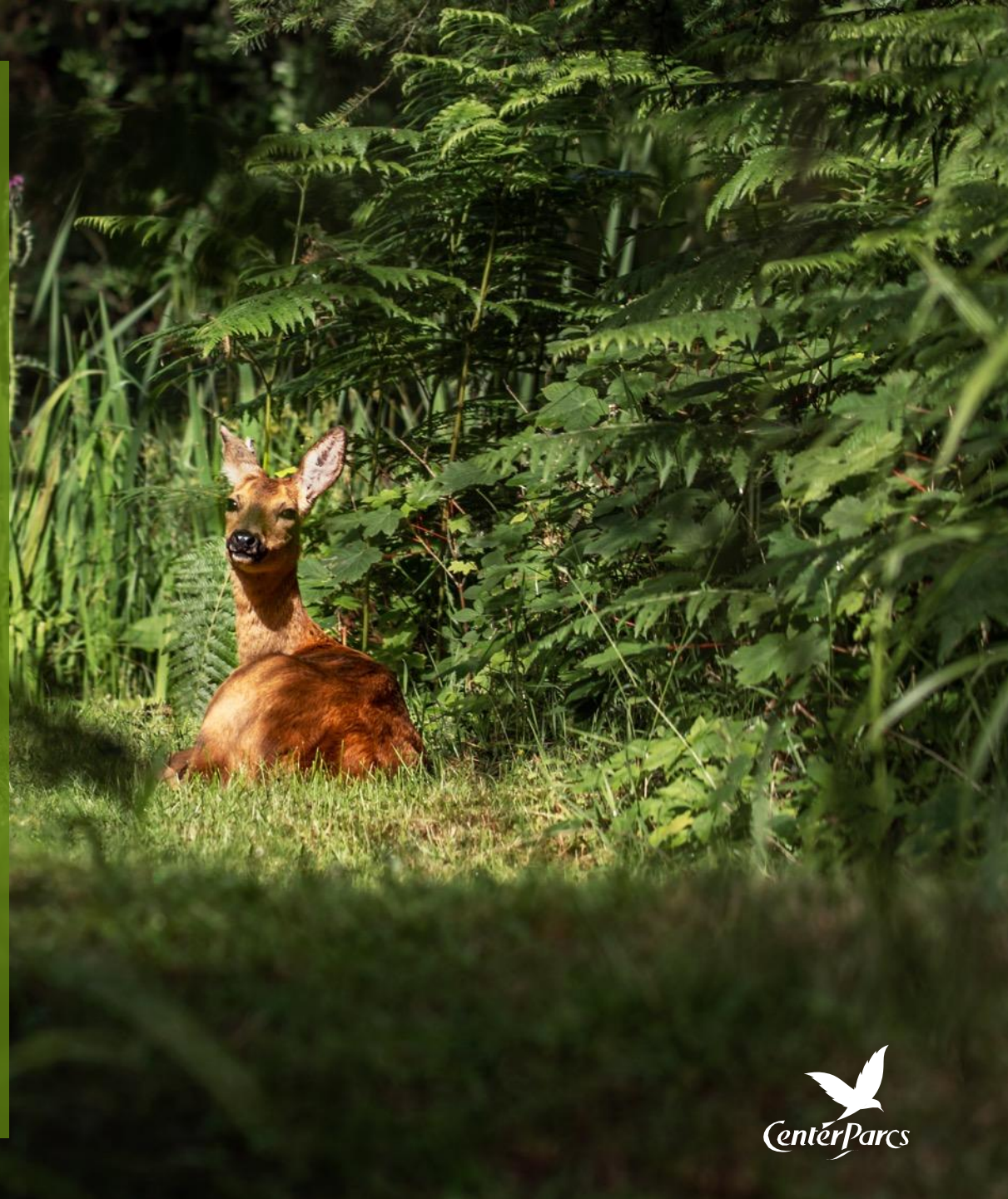
- Once again, the business has delivered **another strong year of consistent growth**, proving the resilience of the brand through economic cycles despite legislative pay increase headwinds and increased gas prices due to the Middle East conflict.
- **Guest satisfaction scores remain exceptionally high at 88% demonstrating the continued appeal of the brand.**
- **Both Accommodation and On village spend have grown in the first half at over 5%** versus the prior year, with guests continuing to enjoy all aspects of leisure, food & beverage and spa.
- We **continue to invest appropriately** in the villages, to drive ADR growth, exceptional guest satisfaction scores and levels of repeat visitors.
- The premium accommodation programme, **Project Autumn is delivering strong ADR growth** and appeals to both returning guests and first time guests.
- **Looking ahead to the full year, the business anticipates another strong growth year despite persisted external cost headwinds. F**orward bookings are sold at strong ADR and remain in line with the prior year and the financial year is 83% sold at 29 October 2026.

Overview

Outside the WBS in the wider Group:

- **The first phase of the Ireland expansion is complete and ready to receive guests in Q3.** The second, and final, phase will start imminently. As a reminder, Ireland funding is provided under a separate loan structure outside of the WBS.
- **The development of our seventh village, in Scotland, is moving at pace** and an opening of July 2029 is anticipated. A new development loan will fund the construction of the village through to opening entirely separate from the WBS.
- As a reminder, once trading is stable the Scottish village may come into the WBS structure in the future.

FY27 is on course for another strong year of consistent growth

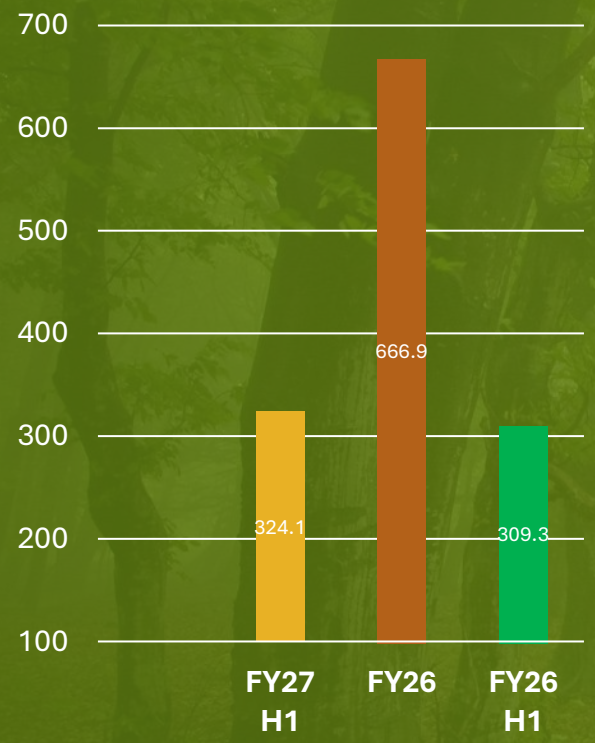




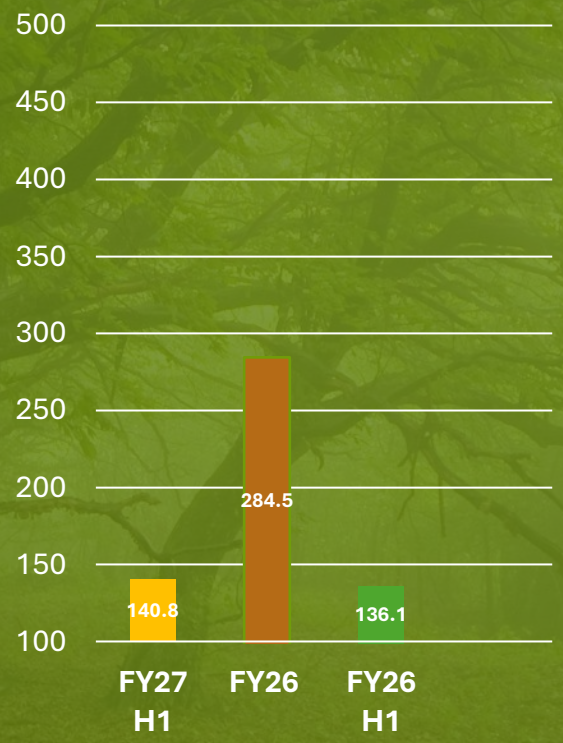
Key financial highlights and capital investment

Key financial highlights – UK

Revenue (£m)



EBITDA (£m)



Occupancy, ADR and RevPAL

	FY26	FY27
Occupancy	98.4%	**97.7%**
ADR	£253.14	**£266.84**
RevPAL	£248.99	**£260.67**

Strong growth on ADR provides foundations for growth

FY27 capital investment –UK

Capital investments	FY26	FY27
Investment projects	£6.6m	£1.9m
Accommodation upgrades	£6.0m	£15.6m*
New builds	£0.3m	£0.1m
Total investment capital	**£12.9m**	**£17.6m**
Maintenance capital	£18.4m	£15.1m
Total capital investment	**£31.3m**	**£32.7m**

* Accommodation upgrades include £6.1m 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

Treetop Glider, Sherwood and Elveden Forest



Interactive Forest Challenge, Woburn Forest



Arcade Bowls, all locations




Current trading

Current trading – FY27

- **Center Parcs continues to trade well and is expecting to deliver growth this year.** The macro environment continues to bring new cost headwinds to the sector, such as National Living Wage increases, Business Rate increases and higher gas prices.
- **Despite these headwinds, Center Parcs continues to appeal to guests and they are continuing to spend more each year.**
- **FY27 is enjoying enviable forward bookings, with guest satisfaction scores of 88% and continues to maintain its enviable repeat rate.**
- **Forward bookings for FY27 are 83% booked at 5.1% ADR growth and in the first half guests continued to spend significantly more on village on arrival.**
- **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 increasing focus on premiumisation is working** with lodges refurbished in the Autumn format driving significant ADR accretion.

Current trading supports another growth year

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 29 October 2026, the UK had cash of £105.6m.
- No external dividends have been paid in the year.
- 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



Reported in the FY26 ARA

Environmental

- 29.5% reduction in absolute Scope 1 and 2 carbon emissions since FY20 versus a target of 30% by 2030.
- Introduced new rebaselined targets for FY27 onwards, reflecting the growth of the business, deeper emissions accounting and greater alignment with the European Sustainability Reporting Standards.
- New targets are intensity, not absolute.
- Targets will include Ireland and, once open, Scotland – previously, these were UK only.

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

Center Parcs

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 FY26 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 last 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 has concluded for the new Chief Commercial Officer who starts on the 30th November.
- We continue to respond to the risks accordingly 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, **strong trading continues** with both accommodation and on village revenue in growth. The consistency between the UK and Ireland continues to demonstrate the resilience of the brand despite the differing geography.
- **The first phase of the expansion of the village is complete**, delivering a further 83 lodges and enhancement of the Central Buildings to facilitate additional demand. The additional lodges are attracting forward bookings at a strong ADR growth rate.
- **Financing for the expansion was accessed within an accordion facility within the existing loan**, entirely separate from the UK WBS structure. Center Parcs Ireland funded 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 soon, bringing the total lodge expansion to 198 additional accommodation units.** The accordion facility within the existing loan will be further drawn down to fund this second and final phase of expansion.

Phase 1 expansion is complete on time and within budget


New village -
Scotland
CenterParcs

Scotland Update

- **After a successful planning approval, we have commenced 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 Group has entered into a new development loan to fund the build** on a pari passu basis with 65% debt/35% Center Parcs equity. Once trading has stabilised, there is an opportunity to bring Scotland into the WBS, but this is c. four years from now.

The build is progressing, with funding in place




Summary

Summary

- **The business has enjoyed a strong first half, delivering growth in both Revenue and EBITDA**. The focus on the guest experience is at the heart of the Center Parcs success, alongside maintaining and enhancing a high-quality product on all villages. Strong cost control management remains ever constant in order to offset new cost headwinds such as the National Living Wage, Business Rates and rising gas prices.
- **High occupancy and ADR, high guest satisfaction scores and growth in on village spend has continued despite continued macro economic pressures**. All on village revenue streams (food & beverage, leisure, retail and spa) have grown year-on-year.
- **Strong free cashflow generation remains**, allowing the Business to invest in both the core maintenance of the villages as well as investing in innovation to drive future growth. The accommodation premiumisation programme is yielding strong returns.
- **ESG momentum will continue throughout FY27 -** we remain in line with the re-baselined 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

- **Winter 2027** – FY27 Q3 results for the 36 weeks ending 31 December 2026

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