Tiger Topco 1 Limited

Annual Report and Financial Statements

Registered number 10500425

Year ended 31 December 2022

CONTENTS

DIRECTORS AND ADVISERS

Directors

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C Middleton

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STRATEGIC REPORT

The directors present their strategic report for Tiger Topco 1 Limited (the "Company") and its subsidiaries (the "Group") for the year ended 31 December 2022. The Directors also include their Section 172 (s.172) statement within this report.

Ownership

Tiger Topco 1 Limited is the UK parent undertaking of the Group trading as two brands, Park Holidays and Park Leisure and is the smallest group in which results of the Company are consolidated in 2022. On 8 April 2022, Tiger Topco 1 Group was purchased by Sun Communities, Inc. a US REIT listed on the New York Stock Exchange. Following this purchase, the immediate parent of the Company is SCI Bidco Limited, a company registered in Jersey. The ultimate parent company is Sun Communities, Inc.

Review of the business

Under s.172 of the Companies Act 2006 (CA2006), the Group is required to include a separate statement in the Strategic Report which outlines how directors have considered broader stakeholder needs when performing their statutory duties. As a result of this requirement, the Group has used the recommendations made within the Wates Report as a framework within which to make their s.172 statement. It is believed that using such a framework will help in preparing statutory accounts that provide a fair review of the business of the Group, including a description of the principal risks and uncertainties facing the Group, an analysis of the development and performance of the business during the year, and its position at the year end.

About us

The principal activity of Tiger Topco 1 Limited is that of a holding company. The main trading entity of the Group is Park Holidays UK Limited, which accounts for most of the Group's operations. The Group currently operates 56 holiday parks located throughout the United Kingdom. In 2022 the Group acquired 11 new parks through the acquisition of Park Leisure Group and 3 parks through asset acquisitions (see page 8).

Business model

The Group operates holiday parks that offer a wide range of accommodation ranging from static caravans and lodges, to touring, camping and glamping pitches. In addition, a variety of on-park facilities are available such as restaurants, bars, swimming pools, amusement arcades and other entertainment activities like Segways, and mini-golf.

At 31 December 2022, the Group had just over 20,000 pitches (2021: 15,900), consisting of static caravan pitches for holiday home usage by private buyers, Group owned hire fleet as well as pitches specifically allocated for touring and glamping. The parks range in size with the maximum size being nearly 900 pitches. The major revenue streams of the business can be broken down into four main categories which are defined below. The business strategy is to focus on improving revenue streams by expanding the range and improving the quality of the products offered to potential and existing customers. The future of the Company is driven via an expansion strategy of new park acquisitions, land acquisitions adjacent to current parks and, where possible, the development of current park facilities.

Owner revenue

Recurring revenue from owners is predominantly pitch fees which are payable annually and the recharging of utility costs. Growth in this area is driven by higher pitch occupancy through growing holiday home sales and annual increases in pitch fees, which are governed by the terms of the relevant clauses in the pitch licence. The annual pitch fee paid by a caravan owner covers the holiday-season length which varies according to the permission/consent given by the relevant local authority.

Holiday home sales

The sale of new and second-hand static caravans and lodges on a pitch for holiday home ownership by private buyers on our parks. The purchase of a holiday home represents a long-term commitment from our customers as they are sold with the benefit of a pitch licence. The licence allows holiday homeowners to occupy a pitch on-site until the expiry of their pitch licence in exchange for an annual pitch fee. Growth in holiday home sales revenue is achieved by providing a wider variety of purchasing options to our pre-existing and new customers in addition to increasing the overall number of units sold on new and existing holiday parks.

STRATEGIC REPORT (continued)

Holiday lettings sales

Sale of short breaks and holidays to customers from a range of accommodation from our standard caravans, touring and camping pitches or one of the higher specification lodge units. The holiday fleet has seen investment over the last year which has further improved mix in terms of the quality of units available to our customers for holiday lettings. This has driven a strong improvement in online review feedback and ratings. Further growth within this revenue stream will be achieved through a combination of factors such as reviewing the mix of caravan and lodge fleet and investing in our people to ensure that customers are receiving the best service possible. Holiday letting sales remain an important means for potential holiday home owners to experience the lifestyle on our parks before committing to a purchase.

Other revenue

Revenue from on-site facilities such as restaurants, bars, convenience stores and amusement arcades. Primarily growth is driven by increased footfall but there has also been a focus on extending and refurbishing existing facilities to raise the standard of all parks. We also have a loyalty card scheme in place with new and existing owners to encourage spending at our on-site facilities.

Trading conditions

Trading conditions in 2022 were more normal than in either 2020 or 2021 where the parks were closed for periods of time to inhibit the spread of coronavirus.

Strategy

With 'staycations' becoming increasingly popular, potential customers have a variety of options as to where to take holidays in the UK. With customer demand for UK holiday options likely to remain solid, it is the Group's strategy to meet these higher levels of demand both in terms of holiday sales and in caravan sales whilst maintaining its existing relationships with holiday homeowners and stakeholders.

Strategic objectives

The Group has set out its ambition; continue to grow and to become the first choice holiday park operator within the UK. There are four strategic priorities which underpin this ambition:

1. Researching and pursuing opportunities for expansion either organically by purchasing land adjacent to current parks, or by acquiring holiday parks consistent with the Group's existing portfolio in terms of quality, potential and geography;
2. Maintaining and enhancing strong and open relationships with all stakeholders hence protecting and enhancing our reputation;
3. Delivering where possible an enhanced customer experience by continued investment into park facilities, listening to feedback from customers and holiday owners and delivering a service that will make them want to return to our parks; and
4. Maintaining a high-quality workforce by focusing on recruiting the best people and enabling them to maintain high standards by investing in their training and future within the Group.

The relevant risks applicable to the strategic priorities are included and explained in the Principal Risks and Uncertainties section of these financial statements.

STRATEGIC REPORT *(continued)*

Corporate governance

The Group does not meet the definition of a 'large company' for Corporate reporting purposes, and does not comply with the Combined Code on Corporate Governance. The Group operates within a framework that adheres to good governance and aims to provide transparency to stakeholders.

Statement by the directors in performance of their statutory duties in accordance with s.172(1) Companies Act 2006

The Board of Directors of Tiger Topco 1 Limited consider, both individually and together, that they have acted in the way they consider, in good faith, would be most likely to promote the success of the Company for the benefit of its members as a whole (having regard to the stakeholders and matters set out in s.172(1)(a-f) of the Act) in the decisions taken during the year ended 31 December 2022. The majority of key decisions in the year related to acquisition activities. When making those decisions the Directors have exercised their duty and considered stakeholders and the long-term success of the company.

a) When making decisions, we take the course of action that we consider best leads to the success of the Group over the long term, which includes considering the broad range of stakeholders that interact with, and are impacted by, our operations. See the section on 'Corporate, social and environmental matters' within the Directors' Report (pages 14 to 16) for more information and for examples of engagement that were undertaken across the business during 2022.

b) Our people are fundamental to the successful operation of the business. We aim to be a responsible employer in the approach that we take towards the pay and benefits that our employees receive and like to develop an environment where our employees feel valued and engaged in the business. The health, safety and well-being of our employees is also one of our primary considerations in the way we do business (see the section on 'Our people' within the Directors' Report (pages 14 to 15) for more information).

c) Our approach on engagement and management of business relationships with suppliers and customers is discussed within the Directors' Report, see page 16.

d) The impact of the Group's operations on the community and the environment are discussed in detail within the Directors' Report, see page 15.

e) Our intention as the Board of Directors, is to behave responsibly and ensure that the business is operated in a responsible manner, operating within the high standards of business conduct and good governance expected for a business of our size and in doing so, will contribute to the delivery of our strategic objectives. Information on the long-term strategy of the Group are discussed within the Strategic Report, see page 4.

f) We understand the need to act fairly between the colleagues of the Group and believe that our actions, as the Board of Directors, show that we behave responsibly towards all members and treat them fairly and equally, so they too may benefit from the successful delivery of our strategic goals.

STRATEGIC REPORT *(continued)*

Financial review and key financial performance indicators

A summary of the results for the Group for the year to 31 December 2022 can be found below:

	Year ended 31 Dec 2022 £'000	Year ended 31 Dec 2021 £'000
Revenue	**308,390**	231,434
EBITDA (pre non-underlying items)	**100,897**	84,296
(Loss)/profit before tax	**(10,685)**	38,097
(Loss)/profit for the year	**(9,369)**	33,133

Revenue

Caravan sales revenue grew 53% for the year, and the Group also saw a 13% increase across the remaining combined revenue streams. In 2022, revenue from owners increased by £16m; driven mainly by the acquisition of Park Leisure Group. Holiday sales revenue decreased by £1.2m and all other revenue (total revenue excluding caravan sales, owner income and holiday sales) increased by £1.1m driven by increased income from acquisitions.

EBITDA (pre non-underlying items)

EBITDA (pre-non underlying items) is earnings before interest, tax, depreciation, amortisation and non-underlying items, and is an important performance measure for the Group for profitability and operating performance. Non-underlying items are reported separately to ensure users are provided with a clear and consistent presentation of financial information. It can be reconciled to Loss/Profit before tax within the accounts per the table below:

	Year ended 31 Dec 2022 £'000	Year ended 31 Dec 2021 £'000
Net assets	**344,955**	190,138
Total debt	**(855,512)**	(672,093)
EBITDA	**100,897**	84,296
Depreciation, amortisation and impairment	**(16,186)**	(12,229)
Net finance expense	**(59,052)**	(45,958)
Non-underlying items	**(36,344)**	11,988
(Loss)/profit before tax	**(10,685)**	38,097

For the year ended 31 December 2022 EBITDA was £100.9m, an increase of £16.6m on the 2021 EBITDA of £84.3m. The business has performed strongly in the year and continues to benefit from the shift in consumer preference towards domestic holidays. The performance this year is also impacted by the acquisition of the Park Leisure Group and asset acquisitions of other parks.

Non-underlying items

To ensure users are provided with a clear and consistent presentation of financial information, the effects of 'non-underlying items' are reported in a separate column on the Statement of Comprehensive Income. A detailed breakdown of non-underlying items is given in Note 7. Non-underlying items in the year were an expense of £36.3m (2021: income of £12.0m). The key drivers of the increase in costs is as a result of the acquisition of the group by Sun £26.2m of refinancing, acquisition and legal costs were incurred (2021: £6.9m). Additionally in 2022 there was a £6.0m impairment of property assets (2021: reversal of impairment £23.6m). For further details see note 7.

Net finance expense

The net finance expense for the year was *£59.1m, against £46.0m for 2021. The increase of expense for 2022 is driven by interest* costs of £36.9m on new loans which is a result of the acquisition of the group by Sun Communities Inc (Sun) together with the interest under the previous ownership for 2022 of £6.4m. The interest costs under the previous ownership in 2021 was £19.5m. For further details please see note 8.

(Loss)/profit before tax

The change from a profit of £38.1m in 2021 to a loss of £10.7m in 2022 is largely driven by increased non underlying items by £48.3m and increased finance costs by £13m, both of these increases are as a result of the acquisition of the group by Sun Communities.

STRATEGIC REPORT *(continued)*

Financial review and key financial performance Indicators *(continued)*

Net assets

Net assets have increased from £190m to £345m which is largely driven by the revaluation of property, plant and equipment by £122m (note 10) and the acquisition of Park Leisure which increased non-current assets by £210m (note 13) together with other asset purchases of £94m offset by an increase in debt of £183m (note 19).

Total debt

Total debt has increased from £672m to £856m, this is as largely a result of new debt issued under the new ownership which represents a £96m of the total increase and an increase in lease liabilities of £87m driven by the Park Leisure acquisition.

Capital investment

One of the key strategic objectives for the Group is to continue to grow and become the first-choice holiday park operator within the UK. A key enabler in delivering this objective is a continued focus on transforming the customer experience through both investment and improvement in park and customer service standards. This will ensure that parks can operate efficiently, and customers enjoy a superior holiday experience relative to competitors, encouraging greater utilisation of our parks and supporting the Group's long-term growth ambitions. The key investment drivers for the Group are as follows:

- Service quality
- Cost efficiencies
- Environment, Health and Safety, Security and Compliance focus

	31 Dec 2022	31 Dec 2021
	£000	£000
Intangible additions	**510**	288
Tangible additions	**121,806**	34,016
Additions through business combinations (note 13)	**202,276**	82,111
Capital expenditure	**324,082**	116,127

Key capital investment projects and programmes completed during the year ended 31 December 2022 can be summarised as follows:

- Fleet replacement programme - 370 new caravans were added at the start of the 2022 season, 30 lodges and 40 camping pods were also added. Hire fleet caravans and lodges are now all double glazed and centrally heated.
- Continued improvement to park facilities - there have been various projects across multiple parks including extensions and refurbishment to existing facilities, construction of new swimming pools and changing rooms, full refurbishment of letting apartments and other park improvements.
- Base development - 654 bases were added over the estate with a mixture of standard, large and lodge bases. Each development included bases, infrastructure, roads, parking and soft landscaping. 126 bases were removed to create space for the new bases giving a net increase of 528 bases.

Non-current assets

Land and buildings are held at their revalued amount. A desktop revaluation took place at the 31 December 2022 which resulted in an uplift which partially flowed into profit for the year, to the extent that there were prior year impairments to reverse, and partially flowed to other comprehensive income. In addition, land and buildings acquired through business combinations were accounted for at their fair value as at the date of acquisition in accordance with IFRS3.

STRATEGIC REPORT *(continued)*

Financial review and key financial performance indicators *(continued)*

Acquisitions during the year

Park Leisure Group

On 21 June 2022 the Group acquired the Park Leisure Group for £131,922,000 satisfied in cash. Total funding required for the acquisition including the repayment of debt held by the Park Leisure Group amounted to £186,696,000 as shown in note 13. The acquisition of the Park Leisure business provided the Group with an opportunity to acquire 11 premium parks all located either in coastal areas or areas of outstanding natural beauty across the UK. This greatly expanded the footprint across the UK and enabled the Group to consolidate its position as one of the largest owners of holiday parks in the UK leisure sector.

The Park Leisure group was accounted for as a business combination. Full details of the acquisition can be found in note 13.

Callaly

On 30 September 2022 Park Holidays UK *Limited acquired Glendale Holiday Park and the property located at* Chevington Castle Holiday Park (collectively "Callaly") for a cash consideration of £21,227,000. Glendale Holiday Park is located in Cumbria, overlooking the Solway Firth.

The property located at Chevington Castle Holiday Park is undeveloped land with planning permission for the creation of a fully operational holiday park.

Callaly was accounted for as an asset acquisition under IAS 16.

Christies

On 14 April 2022 Park Holidays UK Limited acquired the entire share capital of Christies Parks Limited ("Christies") for a cash consideration of £10,796,000.

Both Burghead and Lossiemouth Bay are seaside parks within nine miles of Elgin, an area known as the Riviera of the North because of its warm gulf stream and mild climate. The parks offer a range of coastal and woodland pitches, most of which are privately owned. As well as adjoining land earmarked for expansion Lossiemouth Bay also has a substantial modern residential/holiday house.

These two new parks are well established and provide an excellent complement to our Silver Sands Holiday Park, just a few miles away. They are being operated as satellites to Silver Sands, allowing strong levels of synergy and thus minimising additional costs.

Christies was accounted for as an asset acquisition under IAS 16.

Newhaven

On 31 October 2022 Park Holidays UK Limited acquired Newhaven Holiday Park ("Newhaven") for a cash consideration of £5,333,000.

Newhaven Holiday Park is in the stunning Peak District National Park, surrounded by mature woods and farmland.

Newhaven was accounted for as an asset acquisition under IAS 16.

Bodmin

On 28 April 2022 Park Holidays UK Limited acquired Waterside Village in Bodmin, Cornwall from the Waterside Group, a group of companies in administration since 2018 and managed by professional administrators and liquidators. The Group purchased the park as Waterside but renamed the park Bodmin. This was purely a purchase of property assets and the amount paid was £10,141,000. The property acquired comprised land at and around Lake View Country Club and 66 leasehold lodges on site.

Bodmin was accounted for as an asset acquisition under IAS 16.

STRATEGIC REPORT *(continued)*

Financial review and key financial performance indicators *(continued)*

Total debt and leverage

On acquisition by Sun Communities Inc. all previous external financing was repaid. The new finance is provided by Sun.

At the year end, debt comprised three term loan facilities totalling £536.7m due in April 2033 *(2021: comprised of one term loan of* £179.6m expiring in February 2024). Separately during the year the group had access to a £500.0m revolving credit facility with its parent undertaking Sun Communities, of which was £16m drawn at the balance sheet date. The £15m Super Senior Revolving Credit Facility remained in place but undrawn through the year to November 2022 when it was cancelled early.

In addition, 34 of the total 56 holiday parks operated by the Group are held under ground rent finance leases totalling £280m *(2021: £220.8m)*. Of the 34 ground rented holiday parks operated, 9 were acquired as part of the Park Leisure acquisition in the year. Under the terms of the agreements, the parks are subject to ongoing rental obligations ("ground rent") for a term of 100 years with the option to repurchase the land for £1 at the end of this period. The annual payments increase annually in line with RPI subject to a 4% cap and 1% floor in any one year.

Going concern

The Group's net balance sheet position has increased from £190m to £345m since 31 December 2022 largely because of the new owner's equity investment of £85m and the increase of £119m in the revaluation of the property portfolio.

In the year, the Group now has term loans secured by the ultimate parent company of £536.7m due in April 2033.

The Group has full financial support from its parent company a listed US business, Sun Communities Inc and does not foresee any financial difficulties over the next twelve months from the date of signing the financial statements.

The current trading year saw much less disruption from coronavirus than in recent previous years and was a very strong year for the business setting record levels of revenue and EBITDA.

Extensive analysis of the Group's ability to continue trading was performed by management, including sensitivity analysis to stress-test the forecasts prepared. Based on the conclusions of this analysis (further detailed in note 1 of the financial statements), the Directors have a reasonable expectation that the Company will continue as a going concern and accordingly the financial statements have been prepared on that basis.

Dividends

No dividend payments were made during the year (2021 – none).

STRATEGIC REPORT *(continued)*

Principal Risks and Uncertainties

There are a number of potential risks and uncertainties that could have a material impact on the Group's operations and its ability to achieve its strategic objectives. The Group have identified and assessed the risks currently being faced along with the potential impacts and probability of occurrence.

The key risks identified are disclosed below:

Risk explanation and impact	Mitigation strategy
BUSINESS RISKS	
Customer expectations and pressure from competitors The Group faces local and international competition from holiday operators. If customer expectations are not met, or their holiday experience is not satisfactory, future growth potential and reputation could be at risk.	Holiday guest and owner feedback is monitored regularly to ensure that where the Group is not meeting customer expectations, steps are taken to rectify the situation to ensure it is not repeated. Capital expenditure on facilities helps the business to exceed customer expectations and also attract customers away from competitors.
Brexit Risk of adverse economic outcomes because of Brexit. There remains a risk to the business as the UK and EU continue to map out future trading relationships	The Group continues to monitor the effects of Brexit on the UK economy and the knock-on impact on consumer spending. There is a strong correlation between consumer confidence and holiday home sales. Most of the direct suppliers are UK-based businesses and therefore it is not expected that Brexit will have a material negative impact on the business. Exchange rate movements have already resulted in raw material costs increases. These increases have been mitigated by improved procurement. A potential benefit of Brexit remains in that staycations and UK based holiday homes are favoured by consumers, meaning that we may see an increase in trade as a result.
Impact of a pandemic If there is another pandemic as seen in 2020 where the government could implement lockdowns, there is a risk that trading performance may suffer. There is also a risk to the health and welfare of our staff from contracting the disease and knock-on impacts to customer service as well.	We are able to use the previous experience gained of trading through a pandemic to be proactive in all measures taken to mitigate the negative impact of a disease. We are able to take actions in the event that forecasts or estimates show a significant negative trend. Most of our direct suppliers are UK based business and we have long established working relationships with them. Furthermore, all our accommodation is detached and self-catered, lending itself to use while adhering to social distancing measures.
Consumer confidence Inflation has been high for the UK economy, this could lead to a recession in the upcoming months or years.	We have addressed the impact on inflation and consumer confidence as part of the ongoing commercial response to the inflation and cost of living crisis.
FINANCIAL RISKS	
Credit risk Due to the nature of the Group's operations; there is a relatively low credit risk. Annual site fees are paid for in full in advance or by direct debit throughout the year. Holidays cannot be taken unless full payment is received, and the ownership of a holiday home does not transfer until all funds are transferred upon completion. The majority of on park spend is paid for at the point of sale.	The Group has a credit policy in place and the exposure to credit is monitored. Owners can pay their site fees in full, via direct debit or via a specified payment plan and default is closely monitored. Credit terms for holidays can be for up to a year in advance if a customer pre-books but there is a requirement to pay the total balance of the holiday 30 days before the start of the holiday.

STRATEGIC REPORT *(continued)*

Principal Risks and Uncertainties *(continued)*

FINANCIAL RISKS *(continued)*	
Liquidity The operation of holiday parks is seasonal in nature but follows general trends each year. Throughout the holiday season cash flows are positive; but in the winter months it is significantly lower and in some months there can be more outgoings than receipts. It is essential that cash management remains a key focus for mitigating liquidity risks caused by seasonal trading.	The term loan and accordion facilities were repaid in the year and replaced by a larger term loan secured by the ultimate parent. A cash forecast is prepared every week to allow issues to be addressed before they materialise. See Going Concern narrative on page 29 for consideration of liquidity through the going concern period.
Interest rate risk The bank borrowing facilities are subject to floating rates of interest.	The Group monitors interest rate exposure on a regular basis and takes appropriate action where deemed appropriate.
Inflation and cost of living pressures The UK economy has recently experienced inflation at multi-decade highs as well as unprecedented energy price rises. There is a risk customers will have less to spend on holidays.	The group has a rigorous budgeting process and regularly assesses the impact of cost pressures. Whilst cost rises are sometimes unavoidable, the Group has worked with its suppliers and energy broker to mitigate the impact of these as much as possible. The Group also considers the cost pressures on customers and looks to align pricing with this in consideration.
OPERATIONAL RISKS	
Health and safety Due to the high level of footfall on the Group's parks and facilities during the year (consisting of staff, contractors, owners and holiday guests) there is an inherent risk of an accident.	As a Group we have a duty of care to protect the safety and security of all individuals that visit our parks. We review all reported incidents and put in place actions to try and ensure that they are not repeated. Our Health and Safety guidelines have been expanded to incorporate how to operate our parks in the case of a pandemic.
Quality employees The holiday park industry is a very competitive environment for recruiting and retaining skilled, high quality employees. As the Group continues to grow it is imperative that our people are able to grow with it.	The Park Holidays and Park Leisure brands are strong in the marketplace, with the businesses being an attractive choice for potential candidates, which is useful when opportunities come to light for new roles. However, where possible the Group will try to promote from within the existing workforce to motivate and encourage staff to have a longer-term view. Currently the jobs market is highly competitive. The Group's brand and reputation in the marketplace has served it well and continues to attract the talent and resources needed to grow the business.
Business continuity The effect of a power outage and the Groups' ability to continue normal business activities. The effect of flooding (Coastal & Surface) upon the parks and the Groups' ability to continue normal business activities. The effect of falling trees/branches and related trip & obstruction hazards upon the parks and the Group's ability to continue normal business activities	The Group has a business continuity/disaster recovery plan in place, detailing actions to be taken should a disaster happen. In addition, provision is in place for the central support offices, should the need arise. Flood Risk Assessments have been completed and Flood Warning Evacuation Plans are in place for each respective park/site, detailing relevant actions to be taken should potential / actual flooding occur. The Group has completed detailed Tree Surveys and has in place a Tree Management Strategy (TMS) for each respective park/site, detailing relevant actions to be taken by the company to decrease risk and liability.

STRATEGIC REPORT *(continued)*

Principal Risks and Uncertainties *(continued)*

OPERATIONAL RISKS *(continued)*	
Technology and cyber security	
As with many organisations, the Group relies heavily on IT systems to help manage our business including our customer data. It is important that we manage the risks associated with this reliance on IT to keep the Company and our customer data safe and secure.	Regular third-party penetration testing of our networks is performed and reported. A framework of service level agreements is in place with our key suppliers and system providers to ensure there is an appropriate response in the event of a failure of any part of our network.
Regulatory compliance	
The Group is authorised by The Financial Conduct Authority (FCA) to provide access to regulated products and services for customers.	The Group can help customers find different financing options for purchasing a holiday home. This can include the use of a third-party finance provider. We take care to run the company in accordance with the FCA's Code of Conduct (COCON). We are careful to ensure that our sales processes follow our FCA authorisations, via regular training courses to sales staff and managers.

By order of the Board

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07 July 2023

DIRECTORS' REPORT

The directors present their report and the audited financial statements for the year ended 31 December 2022.

Research and Development

The Group undertook no research and development during the year.

Financial instruments

Information in respect of the Group's policies on financial risk management objectives including policies to manage credit risk, liquidity risk and foreign currency risk are given in Note 23 to the financial statements.

Dividends

No dividend payments were made during the year *(2021: £nil).*

The directors do not recommend the payment of a dividend in respect of the year end 31 December 2022 (2021: £nil).

Group Board of Directors

The Board meet formally on a quarterly basis, with informal meetings in the intervening periods. They have a collective responsibility in the performance of their duties for the Group including:

- The monitoring of progress against business plans and targets;
- The assessment, control and addressing of risk factors;
- The development and implementation of strategy, operational plans and budgets;
- Ensuring the Group's compliance with legal and regulatory requirements; and
- The development and implementation of the Group's business standards and health, safety, security and environmental policies and procedures.

Directors

The directors who held office were as follows:

K Dearing (appointed 8th April 2022)
A Weiss (appointed 8th April 2022)
C Ling
C Middleton (appointed 8th April 2022)

A Fawcett (resigned 8th April 2022)
J Sills (resigned 8th April 2022)
A Clish (resigned 8th April 2022)
R Ullman (resigned 8th April 2022)
S J E Roddis (resigned 8th April 2022)
B J Coady (resigned 8th April 2022)

Directors benefited from qualifying third party indemnity provisions in place during the financial year and at the date of this report. The Group provided qualifying third-party indemnity provisions to directors of associated companies during the financial year and at the date of this report.

K Dearing

Karen Dearing was appointed as the Executive Vice President of Special Projects at Sun Communities Inc in April 2022. Prior to that Karen was the Chief Financial Officer for Sun Communities Inc, a role she held from 2008.

DIRECTORS' REPORT *(continued)*

Directors *(continued)*

A Weiss

Aaron Weiss is the Executive Vice President of Corporate Strategy and Business Development at Sun Communities Inc. and was appointed to this role in October 2021. Aaron joined Sun Communities with a comprehensive background in both real estate and lodging. Most recently, he was a Managing Director in Citigroup's Real Estate & Lodging Investment Banking Group in New York.

C Ling

Chris Ling joined the Board in January 2020 as the Chief Financial Officer having joined the Company in November 2019. Chris is a highly experienced Finance Director with over 20 years of senior finance roles across a wide range of companies and industries. He has significant experience of working in listed companies including Centrica and QinetiQ and is a Fellow of the Institute of Chartered Accountant in England and Wales. Chris is also a non-executive Director of the Richmond Housing Partnership.

C Middleton

Charles Middleton joined the Board in April 2022 having worked at British Land Company PLC for over 20 years. Charles is highly experienced in a wide range of financial roles having served as both Group Financial Controller, Company Secretary and Head of Tax during his time with the business. Charles is also Chair of Hackney CVS, a charity seeking to make Hackney a fairer place.

Political contributions

Neither the Group nor any of its subsidiaries made any political donations or incurred any political expenditure during the year *(2021: £nil).*

Corporate, social and environmental matters

Our People

Providing good customer service is in the hands of hundreds of staff working at our parks. We devote a lot of care in selecting the very best people for each job and training them to ensure they have the right skills to do that job to our exacting standards. It can mean hard work and long hours, so we believe in trying to make it an enjoyable place to work. In order to ensure that this is the case; it is essential that we build trusting relationships where employees feel motivated and engaged and provide them with a working environment that enables them to develop over the long term.

Maintaining a happy, healthy and productive workforce is key to achieving the businesses strategic objectives. Therefore, careful consideration is always given to the impact on employees of decisions made by the board. Executive and managerial level employees are often consulted on the impact of decisions on their respective staff, and these consultations help shape the decisions made.

We have a highly engaged workforce who take pride in their work and welcome opportunities to develop new skills. Park managers are in regular contact with Regional Managers through site visits and regular catch ups. They also have the opportunity to put questions or ideas to senior leaders. Senior Management also make regular trips to all parks within the portfolio to monitor trading performance and manage any concerns our employees have. The Finance director holds quarterly meetings with all members of head office to discuss the Group's performance for the financial year to date and the future for the business; this gives staff the opportunity to ask questions but also enables them to understand the vital role they play within the business and how their actions enable the effective operation of the business' activities. Any information on matters of concern applicable to the entire workforce are distributed through Group-wide emails whenever any situations arise. Financial analysis is prepared on a weekly and monthly basis and cascaded throughout the organisation so that all staff have a common awareness of the financial performance of the Group. All staff are encouraged to come forward with any innovative ideas on new processes to be implemented or how existing processes could be improved, as by encouraging this behaviour it helps to improve employee *satisfaction and, if successful, can lead to cost reductions for the business. We also encourage the involvement of employees in* the company's performance through various incentive schemes.

In addition, we have been working with Investors in People for nearly 13 years to ensure we always maintain a genuine commitment to improving the way we manage, develop and lead our teams. As well as the usual assessment visits they also distribute a staff survey which provides us with some key statistics about how we are performing in terms of managing, leading

DIRECTORS' REPORT *(continued)*

Corporate, social and environmental matters *(continued)*

and developing our staff, which all employees are invited to participate in. For 2022 Park Holidays retained the 'Investors in People – Silver Award', for good staff and recruitment practices – a measure of our commitment to people. This award is a 3-year assessment.

The Group has a structured health and safety policy and provides the relevant financial and human resources to ensure the fulfilment of the policy. Adequate training is provided for all relevant employees. The directors continue to prioritise health and safety issues across all areas of the Group's activities. The regard the directors have had to the employees on the principal decisions taken in the year is disclosed within the section 172 statement on page 5.

Equal opportunities and differently abled employees

The Group's policy is to recruit disabled workers for those vacancies that they are able to fill. All necessary assistance with initial training courses is given. Once employed, a career plan is developed to ensure suitable opportunities for each disabled person. Arrangements are made, wherever possible, for retraining employees who become disabled, to enable them to perform work identified as appropriate to their aptitudes and abilities.

The Group's policy is to consult and discuss with employees at meetings, as required, matters likely to affect employees' interests.

Information on matters of concern to employees is provided to achieve a common awareness on the part of all employees of the financial and economic factors affecting the Group's performance.

Human rights and modern slavery

The Group has a zero tolerance regarding slavery and human trafficking but are aware that we operate in a sector that is deemed to be 'most at risk'. Therefore, there are rigorous policies and procedures in place to mitigate the risk of slavery and human trafficking occurring within the organisation. Our statement on modern slavery and compliance with the UK Modern Slavery Act 2015 can be found on our website.

Community

As a Group we encourage our people to get involved in charitable activities for both local and national causes. The Group supports local charities via various activities across its parks.

Give Us Time

We continue to work closely with 'Give Us Time', a charity that takes commercially let accommodation donated by owners of holiday groups, hotels, holiday homes and timeshares, and matches them with military families in need of rest, rehabilitation and reconnection with their families, often after long periods of time away on active service. Park Holidays UK started working with the charity in 2017 and pledges a minimum of 100 short break holidays each season for the charity to assign to military families in need. In 2022, we welcomed 111 families to our parks under this scheme.

St Michaels Hospice

Park Holidays UK has been fundraising for St Michaels Hospice through various events and activities for approximately 16 years. Last year we supported the 'Follow That Duck' initiative which was a live art trail featuring thirty 5ft ducks, hand-painted by local artists, along the streets of Hastings and Rother throughout the summer. Park Holidays UK donated £10,000 to the project which funded two of the ducks on display. When the event was concluded, all 30 ducks were auctioned to further boost the fundraising efforts. Park Holidays UK successfully bid for 2 of the ducks at the auction and these are now displayed at our head office, further promoting the Hospice. iIn 2023, Park Holidays UK have hosted 2 large Hospice committee meetings in our boardroom at head office, demonstrating continued our support to St Michaels Hospice.

Dom's Food Mission

Our annual support of a local foodbank in the run-up to Christmas once again selected Dom's Food Mission as our preferred foodbank charity. In 2021 Dom's Food Mission said Park Holidays UK had provided the largest single donation they had ever received, and we were able to almost match the scale of that donation again in 2022.

DIRECTORS' REPORT *(continued)*

Corporate, social and environmental matters *(continued)*

Park fundraising activity

Park Holidays UK continues to encourage all parks to participate in local fundraising events throughout the season. Often working with holiday homeowners who favour a particular charity or cause close to their hearts, special events put on by the park, particularly for holiday home owners, create a very fruitful environment for fundraising.

Environment

We strive to present the majority of our marketing online and only distribute brochures when it is absolutely essential as part of our ongoing commitment to use less paper.

We design our buildings to try and minimise energy use, and local management are financially incentivised to reduce consumption and control waste. We believe in the principle of 'think globally, act locally'. When it comes to accommodation, we also put green principles to the fore as we employ a refurbishment strategy to extend the life and improve quality.

As substantial landowners our environmental responsibilities extend beyond our carbon footprint. We are responsible for many lakes, hundreds of acres of woodland, and lengths of protected coastline, and we will continue to champion environmental causes wherever possible going forward. We are committed to promoting reuse and recycling and ensuring all our waste avoids landfill.

The Group is committed to complying with all relevant environmental legislation, including those issued by the relevant local authorities, the Environment Agency and Natural England. We are committed to developing an environmental management system which contains objectives and targets that are monitored and reviewed on an annual basis. Our energy consumption is actively monitored, and we strive to continuously improve energy efficiency where possible. We carefully manage water consumption and investigate ways to reduce water intensity across all our parks. We will work closely with the local authorities and invest in wastewater treatment programs that enable us to exceed compliance with legislative policy for many years to come.

Suppliers

We work to develop long term partnerships with all our suppliers as we believe that treating our business partners fairly is an investment that protects us and enhances our business. We are committed to supporting local businesses whenever practical when selecting product or service suppliers. We strive to ensure raw materials and food stuffs supplied to us are produced from an ethical and sustainable source and that transportation of these goods have minimal impact on the environment. To ensure safety standards and ethical practices in our supplier and contractor chain, all suppliers and contractors must participate in our Pre-Qualifying Questionnaire Scheme which will be reviewed and updated annually; there is also a requirement to re-submit the relevant signed paperwork each year re-confirming their safety and ethical working practices. The regard the directors have had to the suppliers on the principal decisions taken in the year is disclosed within the section 172 statement on page 5.

Customers

One of our strategic aims is to deliver the best customer experience and by doing so, meet or exceed customer expectations. To achieve this, we engage with our customers through a variety of channels including emails, social media and webchat. We ask for feedback from customers on all aspects of their journey with us, from the booking process through to their holiday experience and we also have a dedicated holiday home after sales team to ensure our customers are receiving the high standard service that we expect. We believe that by engaging with our customers, we can understand what they value most and ensure that we are tailoring our services to match their expectations. The regard the directors have had to the customers on the principal decisions taken in the year is disclosed within the section 172 statement on page 5.

Streamlined Energy and Carbon Reporting (SECR)

The market based gross greenhouse gas (GHG) emissions for the Group, including acquisitions in the year, are 12,436 tonnes of carbon dioxide equivalent (tCO_2e) at an emissions intensity of 38.875 tCO_2e per £m revenue for the period 1st January 2022 to 31st December 2022. This represents an overall decrease in emissions of 26.6% compared to the previous twelve months and a 45.7% reduction in carbon emissions intensity from the business activities. Location based emissions that are mandatory under the SECR legislation are shown below.

The gross GHG emissions figure includes all material Scope 1, 2 plus Scope 3 required to disclosed by the legislation; that is the emissions associated with the purchase of electricity, the combustion of gas and the consumption of fuel for the purposes of transport.

DIRECTORS' REPORT *(continued)*

Streamlined Energy and Carbon Reporting (SECR) *(continued)*

N.B. that across the portfolio the Group recharges tenants for both gas and electricity usage. This consumption has been included in this report.

Emissions source (tCO_2e)	2021 Location-based	2022 Market-based	% of Total	YoY Change %
Fuel combustion: stationary (Natural Gas)	264	532	4.3%	101.5%
Fuel combustion: stationary (LPG Propane)	6,735	7,841	63.0%	16.4%
Fuel combustion: mobile	589	948	7.6%	60.9%
Purchased electricity	9,363	3,115*	25.1%	(66.7%)
Total emissions (tCO_2e)	16,951	12,436	100%	(26.6%)
Revenue £m	231.4	308.4		33.3%
Intensity: (tCO_2e per £m)	73.258	40.324		(45.4%)

*The 2022 emissions figure for purchased electricity above (and used throughout) reflects our investment in a zero-carbon electricity tariff at most our sites from October 2021 onwards. In terms of the Greenhouse Gas Protocol, this is called 'market-based' reporting - as opposed to 'location-based' reporting. Location-based reporting does not consider the electricity supply contracts a company has and instead uses a national carbon emissions factor for electricity. Following the location-based methodology (which is required to be reported under SECR alongside market-based figures), our 2022 emissions from electricity were 7,840 $tCO2e$ (including transmission and distribution losses), giving total emissions of 17,160 $tCO2e$, rather than 12,436 $tCO2e$ for location-based methodology with an associated Intensity of 53.642 $tCO2e$ per £m of revenue.

Emissions source	Scope 1	Scope 2	Scope 3	Total
Natural Gas	532	-	-	532
LPG Propane	7,841	-	-	7,841
Transport	599	-	348	948
Electricity	-	2,458	657	3,115
Total	8,972	2,458	1,005	12,436
Share of total	72.1%	19.8%	8.1%	100%

Scope 1: Natural gas, bulk gas and company-operated transport. Scope 2: Electricity. Scope 3: Losses from electricity distribution and transmission and grey fleet usage. This only includes emissions reportable under SECR and may not reflect the entire carbon footprint of the organisation.

Energy Consumption (kWh)	2021	2022	% of Total	YoY Change %
Natural Gas)	1,441,242	2,916,160	3.6%	102.3%
LPG Propane	29,245,753	36,552,832	45.4%	25.0%
Transport fuel	2,317,859	3,906,706	4.9%	68.5%
Electricity	40,512,903	37,141,886	46.1%	(8.3%)
Total	73,517,757	80,517,584	100%	9.5%
Revenue £m	231.4	308.4		33.3%
Intensity: (kWh per £m)	317,709	261,082		(17.8%)

DIRECTORS' REPORT *(continued)*

Streamlined Energy and Carbon Reporting (SECR) *(continued)*

Boundary, methodology and exclusions

An 'operational control' approach has been used to define the Greenhouse Gas emissions boundary. This approach captures emissions associated with the operation of all buildings such as accommodations and offices plus company-owned and leased transport. This report covers operations of the Group, all based in the UK as required by SECR for Non Quoted Large Companies. This information was collected and reported in line with the methodology set out in the UK Government's Environmental Reporting Guidelines, 2019. Emissions have been calculated using the latest conversion factors provided by the UK Government. There are no material omissions from the mandatory reporting scope. The reporting period is January 2022 to December 2022, as per the financial accounts.

Energy efficient initiatives

Park Holidays have implemented and continued a number of energy efficiency measures in 2022 including;

- Mattress recycling scheme continued with over 500 recycled in the year.
- Significant progress was made in updating our hire fleet vans to be more energy efficient. 100% of our hire fleet caravans are double glazed and centrally heated. In 2023, we will be introducing energy efficient units which have 45% less energy consumed than a standard non double glazed and centrally heated caravan.
- Furniture from the clubhouse at Martello was donated to Waste to Wonder, a charity who donate second hand furniture to schools in the UK and globally.

Future developments

The Group is continually looking for opportunities to expand the business' footprint and increase market share.

Disclosure of information to the auditor

The directors who held office at the date of approval of this directors' report confirm that, so far as they are each aware, there is no relevant audit information of which the Group's auditor is unaware; and each director has taken all the steps that they ought to have taken as a director to make themselves aware of any relevant audit information and to establish that the Group's auditor is aware of that information.

Auditor

Pursuant to Section 487 of the Companies Act 2006, Grant Thornton UK LLP have been appointed.

By order of the Board

C.A Ling
Director
Glovers House
Glovers End
Bexhill-on-Sea
East Sussex
TN39 5ES
07 July 2023

STATEMENT OF DIRECTORS' RESPONSIBILITIES IN RESPECT OF THE ANNUAL REPORT AND FINANCIAL STATEMENTS

The directors are responsible for preparing the Annual Report and the group and parent company Financial Statements in accordance with applicable law and regulations.

Company law requires the directors to prepare group and parent company financial statements for each financial year. Under that law they have elected to prepare both the group and the parent company financial statements in accordance with international accounting standards in conformity with the requirements of the Companies Act 2006.

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 parent company and of the group's profit or loss for that period. In preparing each of the group and parent company financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable, relevant and reliable;
- state whether they have been prepared in accordance with UK-adopted international accounting standards;
- assess the group and parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the parent company's transactions and disclose with reasonable accuracy at any time the financial position of the parent company and enable them to ensure that its financial statements comply with the Companies Act 2006. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the group and to prevent and detect fraud and other irregularities.

The directors holding office confirm that:

- so far as each director is aware, there is no relevant audit information of which the Company's auditor is unaware; and
- the directors have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TIGER TOPCO 1 LIMITED

Opinion

We have audited the financial statements of Tiger Topco 1 Limited (the 'parent company') and its subsidiaries (the 'group') for the year ended 31 December 2022, which comprise the Consolidated statement of total comprehensive income, the Consolidated and Company statements of financial position, the Consolidated statement of changes in equity, the Company statement of changes in equity, the Consolidated and Company statements of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in the preparation of the group financial statements is applicable law and UK-adopted international accounting standards and as regards the parent company financial statements, as applied in accordance with the provisions of the Companies Act 2006.

In our opinion:

- the financial statements give a true and fair view of the state of the group's and of the parent company's affairs as at 31 December 2022 and of the group's loss for the year then ended;
- the group financial statements have been properly prepared in accordance with UK-adopted international accounting standards;
- the parent company financial statements have been properly prepared in accordance with UK-adopted international accounting standards and as applied in accordance with the provisions of the Companies Act 2006; and
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006.

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 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

We are responsible for concluding on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's and the parent company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify the auditor's opinion. Our conclusions are based on the audit evidence obtained up to the date of our report. However, future events or conditions may cause the group or the parent company to cease to continue as a going concern.

In our evaluation of the directors' conclusions, we considered the inherent risks associated with the group's and the parent company's business model including effects arising from macro-economic uncertainties such as inflation and the cost of living crisis. We assessed and challenged the reasonableness of estimates made by the directors and the related disclosures and analysed how those risks might affect the group's and the parent company's financial resources or ability to continue operations over the going concern period.

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and the 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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TIGER TOPCO 1 LIMITED *(continued)*

Other information

The other information comprises the information included in the annual report[1], 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is 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 this regard.

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 year 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.

Matter on which we are required to report under the Companies Act 2006

In the light of the knowledge and understanding of the group and the parent company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you 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.

Responsibilities of directors

As explained more fully in the directors' responsibilities statement set out on pages 19-20, 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.

[1] The term used to describe the annual report should be the same as that used by the directors.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TIGER TOPCO 1 LIMITED (continued)

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below:

- We enquired of management and the Board of Directors about the Group's and Company's policies and procedures relating to the identification, evaluation and compliance with laws and regulations and the detection and response to the risks of fraud and the establishment of internal controls to mitigate risks related to fraud or non-compliance with laws and regulations;
- We obtained an understanding of the legal and regulatory frameworks applicable to the Company and the Group and sector in which they operate. We determined that the following laws and regulations were most significant: UK-adopted international accounting standards, the Companies Act 2006 and relevant UK taxation laws.
- We enquired of management, legal counsel and the Board of Directors whether they were aware of any instances of non-compliance with laws and regulations and whether they had any knowledge of actual, suspected or alleged fraud;
- We understood how the Group is complying with those legal and regulatory frameworks by making inquiries to the management and those responsible for legal and compliance procedures. We corroborated our inquiries through our review of Board minutes and papers provided to the Board.
- We assessed the susceptibility of the Group and Company's financial statements to material misstatement, including how fraud might occur. Audit procedures performed by the Group engagement team included: Team communications in respect of potential non-compliance with laws and regulations and fraud which included the evaluation of the risk of management override of controls, principally in relation to the management adjustments to revenue;

    - Enquiring of management, the finance team and the Board about the risks of fraud at the Group and Company and the controls implemented to address those risks. Assessing the design and implementation of controls relevant to the audit that management has in place to prevent and detect fraud, including updating our understanding of the internal controls over journal entries, including those related to the posting of non-standard entries used to record non-recurring, unusual transactions or other non-routine adjustments;
    - Making specific inquiries of members of the finance team to ascertain whether they had been subject to undue pressure or had been asked to make any unusual postings or modifications to reports used in financial reporting;
    - Identifying and testing journal entries selected based on risk profiling;
    - Running specific keyword searches (including to related parties and of those previously connected to related entities) over the journal entry population to identify descriptions that could indicate fraudulent activity or management override of controls. In addition, journal entries by user were evaluated to identify types of entries posted that were not in line with expectations of their role. Unusual entries noted from these searches were agreed to supporting documentation to verify the validity of the posting;
    - Planning and performing specific procedures responding to the risk of fraudulent recognition of revenue;
    - Assessing the disclosures within the annual report including principal risks;
    - Challenging assumptions and judgements made by management in its significant accounting estimates;
    - Identifying and reviewing related party transactions and associated disclosures; and
    - Assessing the extent of compliance with the relevant laws and regulations as part of our procedures on the related financial statement item.

- In assessing the potential risks of material misstatement, we obtained an understanding of the Group's and Company's operations, including the nature of income sources and of its objectives and strategies in order to understand the classes of transactions, account balances, expected financial statement disclosures and business risks that may result in risks of material misstatement;

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TIGER TOPCO 1 LIMITED (continued)

- These audit procedures were designed to provide reasonable assurance that the financial statements were free from fraud or error. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error and detecting irregularities that result from fraud is inherently more difficult than detecting those that result from error, as fraud may involve collusion, deliberate concealment, forgery or intentional misrepresentations. Also, the further removed non-compliance with laws and regulations is from events and transactions reflected in the financial statements, the less likely we would become aware of it;
- The engagement partner assessed the appropriateness of the collective competence and capabilities of the engagement team including consideration of the engagement team's understanding of, and practical experience with, audit engagements of a similar nature and complexity.

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

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.

Jonathan Maile Bsc (Hons) FCA
Senior Statutory Auditor
for and on behalf of Grant Thornton UK LLP
Statutory Auditor, Chartered Accountants
Crawley

7th July 2023

CONSOLIDATED STATEMENT OF TOTAL COMPREHENSIVE INCOME

For the year ended 31 December 2022

	Note	**31 December 2022**			31 December 2021 (As restated)		
		Pre non-underlying items	Non-underlying items (note 7)	Statutory result for the year	Pre non-underlying items	Non-Underlying items (note 7)	Statutory result for the year
		£'000	£'000	£'000	£'000	£'000	£'000
Revenue	*2*	**308,390**	-	**308,390**	231,434	-	231,434
Cost of sales		**(121,508)**	-	**(121,508)**	(77,766)	-	(77,766)
Gross profit		**186,882**	-	**186,882**	153,668	-	153,668
Administrative expenses	*3, 7*	**(102,376)**	**(30,357)**	**(132,733)**	(85,220)	(11,630)	(96,850)
(Impairment)/revaluation of property, plant and equipment	*7*	-	**(5,987)**	**(5,987)**	-	23,618	23,618
Total administrative expenses		**(102,376)**	**(36,344)**	**(138,720)**	(85,220)	11,988	(73,232)
Other operating income	*4*	**205**	-	**205**	3,619	-	3,619
Operating profit		**84,711**	**(36,344)**	**48,367**	72,067	11,988	84,055
Finance income	*8*	**30**	-	**30**	110	-	110
Finance expense	*8*	**(59,082)**	-	**(59,082)**	(46,068)	-	(46,068)
(Loss)/profit before taxation		**25,659**	**(36,344)**	**(10,685)**	26,109	11,988	38,097
Tax on (loss)/profit	*9*	**1,316**	-	**1,316**	(4,964)	-	(4,964)
(Loss)/profit for the financial year		**26,975**	**(36,344)**	**(9,369)**	21,145	11,988	33,133
Other comprehensive income *Items that will not be reclassified to profit or loss:*							
Revaluation of property, plant and equipment	*10*	-	**124,885**	**124,885**	-	252,646	252,646
Deferred tax on revaluation	*21*	-	**(37,676)**	**(37,676)**	-	(81,412)	(81,412)
Other comprehensive income for the year, net of income tax		-	**87,209**	**87,209**	-	171,234	171,234
Total comprehensive income for the year attributable to equity holders of the parent company		**26,975**	**50,865**	**77,840**	21,145	183,222	204,367

All trade during the year to 31 December 2022 was derived from continuing operations.
The Notes on pages 29 to 65 form part of the financial statements.

CONSOLIDATED AND PARENT COMPANY STATEMENTS OF FINANCIAL POSITION

at 31 December 2022

	Note	**Group 31 Dec 22 £000**	Group 31 Dec 21 £000	**Company 31 Dec 22 £000**	Company 31 Dec 21 £000
Assets					
Non-current assets					
Property, plant and equipment	*10*	**1,281,953**	853,010	-	-
Intangible assets	*11*	**184,550**	115,714	-	-
Investments in subsidiaries	*12*	-	-	**75,781**	3,589
Total non-current assets		**1,466,503**	968,724	**75,781**	3,589
Current assets					
Inventories	*14*	**43,149**	23,215	-	-
Trade and other receivables	*15*	**69,734**	25,486	**20,065**	8,630
Current tax asset		-	4,020	-	-
Cash and cash equivalents	*16*	**9,838**	87,564	-	141
Total current assets		**122,721**	140,285	**20,065**	8,771
Total assets		**1,589,224**	1,109,009	**95,846**	12,360
Current liabilities					
Trade and other payables	*17*	**(197,363)**	(131,192)	**(14,874)**	(3,420)
Other interest bearing loans	*19*	**(16,000)**	-	-	-
Current tax liability		-	-	**0**	(79)
Provisions	*18*	**(1,850)**	(2,637)	-	-
Total current liabilities		**(215,213)**	(133,829)	**(14,874)**	(3,499)
Non-current liabilities					
Other interest-bearing loans and borrowings	*19*	**(855,512)**	(672,093)	-	-
Deferred tax	*21*	**(173,544)**	(112,949)	-	-
Total non-current liabilities		**(1,029,056)**	(785,042)	-	-
Total liabilities		**(1,244,269)**	(918,871)	**(14,874)**	(3,499)
Net assets		**344,955**	190,138	**80,972**	8,860
Equity attributable to equity holders of the parent					
Share capital	*22*	**16**	12	**16**	12
Share premium account	*22*	**75,739**	1,036	**75,739**	1,036
Treasury shares	*22*	-	(13)	-	(13)
Share based payment reserve		-	3,589	-	3,589
Profit and loss reserve		**1,956**	6,554	**4,142**	4,236
Revaluation reserve		**266,169**	178,960	-	-
Capital contribution reserve		**1,075**	-	**1,075**	-
Total equity		**344,955**	190,138	**80,972**	8,860

The Notes on pages 29 to 65 form part of the financial statements.

As permitted by Section 408 of the Companies Act 2006, the Company is exempt from the requirement to present its own statement of comprehensive income. The Company's (loss)/profit and total comprehensive (expense)/income for the year was *a loss of £81,000 (2021: £365,000 profit).*

These financial statements were approved by the board of directors on 07 July 2023 and were signed on its behalf by:

C A Ling
Director
Company registered number 10500425.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the year ended 31 December 2022

Group	**Share Capital** £'000	**Share premium account** £'000	**Treasury shares** £'000	**Share based payment reserve** £'000	**Revaluation reserve** £'000	**Capital contribution reserve**	**Profit and loss Reserve** £'000	**Total Equity** £'000
Balance at 1 January 2021	**12**	**1,036**	**(3)**	-	**7,726**	-	**(26,579)**	**(17,808)**
Profit for the year	-	-	-	-	-	-	33,133	33,133
Other comprehensive income:								
Revaluation of property, plant and equipment	-	-	-	-	252,646	-	-	252,646
Deferred tax impact on reserves	-	-	-	-	(81,412)	-	-	(81,412)
Total other comprehensive income					171,234	-	-	171,234
Total comprehensive loss for the year	-	-	-	-	**171,234**	-	**33,133**	**204,367**
Transactions with owners, recorded directly in equity:								
Equity-settled share based-payments	-	-	-	3,589	-	-	-	3,589
Purchase of own shares	-	-	(10)	-	-	-	-	(10)
Transactions with owners, recorded directly in equity	-	-	**(10)**	**3,589**	-	-	-	**3,579**
Balance at 31 December 2021	**12**	**1,036**	**(13)**	**3,589**	**178,960**	-	**6,554**	**190,137**
Loss for the year	-	-	-	-	-	-	(9,369)	(9,369)
Other comprehensive income:								
Revaluation of property, plant and equipment	-	-	-	-	124,885	-	-	124,885
Deferred tax impact on reserves	-	-	-	-	(37,676)	-	-	(37,676)
Total other comprehensive income	-	-	-	-	87,209	-	-	87,209
Total comprehensive income for the year	-	-	-	-	**87,209**	-	**(9,369)**	**77,839**
Transactions with owners, recorded directly in equity:								
Equity-settled share based-payments	-	-	-	1,196	-	-	-	1,196
Issue of shares	4	74,703	-	-	-	-	-	74,707
Capital contribution	-	-	-	-	-	1,075	-	1,075
Transfer to profit and loss account	-	-	13	(4,785)	-	-	4,772	-
Transactions with owners, recorded directly in equity	**4**	**74,703**	**13**	**(3,589)**	-	**1,075**	**4,772**	**76,978**
Balance at 31 December 2022	**16**	**75,739**	-	-	**266,169**	**1,075**	**1,956**	**344,955**

The Notes on pages 29 to 65 form part of the financial statements.

PARENT COMPANY STATEMENT OF CHANGES IN EQUITY

For the year ended 31 December 2022

Company	Share Capital	Share premium account	Treasury shares	Share based payment reserve	Capital contribution reserve	Profit and loss Reserve	Total Equity
	£'000	**£'000**	**£'000**	**£'000**		**£'000**	**£'000**
Balance at 1 January 2021	12	1,036	(3)	-	-	3,897	4,942
Total comprehensive income for the year					-		
Profit for the year	-	-	-	-	-	339	339
Deferred tax impact on reserves	-	-	-	-	-	-	-
Total comprehensive income for the year	-	-	-	-	-	339	339
Transactions with owners, recorded directly in equity							
Equity-settled share based-payments	-	-	-	3,589	-	-	3,589
Purchase of own shares	-	-	(10)	-	-	-	(10)
Transactions with owners, recorded directly in equity	**-**	**-**	**(10)**	**3,589**	**-**	**-**	**3,579**
Balance at 31 December 2021	**12**	**1,036**	**(13)**	**3,589**	**-**	**4,236**	**8,860**
Total comprehensive income for the year							
Loss for the year	-	-	-	-	-	(81)	(81)
Total comprehensive income for the year	**-**	**-**	**-**	**-**	**-**	**(81)**	**(81)**
Transactions with owners, recorded directly in equity							
Issue of shares	4	74,703	-	-	-	-	74,707
Capital contribution	-	-	-	-	1,075	-	1,075
Equity-settled share based-payments	-	-	-	1,196	-	-	1,196
Transfer to profit and loss account	-	-	13	(4,785)	-	(13)	(4,785)
Transactions with owners, recorded directly in equity	**4**	**74,703**	**13**	**(3,589)**	**1,075**	**(13)**	**72,112**
Balance at 31 December 2022	**16**	**75,739**	**-**	**-**	**1,075**	**4,142**	**80,972**

The Notes on pages 29 to 65 form part of the financial statements.

CONSOLIDATED AND PARENT COMPANY STATEMENTS OF CASH FLOWS

for the year ended 31 December 2022

	Group Year ended 31 Dec 2022 £000	Group Year ended 31 Dec 2021 £000	**Company Year ended 31 Dec 2022 £000**	Company Year ended 31 Dec 2021 £000
Cash generated from operations				
(Loss)/profit after income tax	**(9,369)**	33,133	**(254)**	339
Adjustments for:				
Depreciation and amortisation	**17,456**	12,229	-	-
Revaluation costs taken to profit and loss	**5,987**	(23,618)	-	-
Asset disposals	**(151)**	(254)	-	-
Finance costs – net	**59,053**	45,958	-	(85)
Equity settled share-based payment expenses	**1,196**	3,589	-	-
Income tax	**(1,316)**	4,964	-	79
Changes in working capital (excluding the effects of acquisition)				
- Increase in inventories	**(13,558)**	(3,962)	-	-
- Increase in trade and other receivables	**(40,662)**	(6,864)	**(11,360)**	(418)
- Increase in trade and other payables	**47,796**	38,364	**11,473**	226
- (Decrease)/increase in provisions	**(786)**	1,299	-	-
Cash generated/(used) from operations	**65,646**	104,838	**(141)**	141
Cash flows from operating activities				
Interest paid	**(42,952)**	(14,381)	-	-
Income tax paid	***(3,819)***	*(6,833)*	-	-
Net cash generated/(used) from operating activities	**18,875**	83,624	**(141)**	141
Cash flows from investing activities				
Interest received	**30**	10	-	-
Proceeds from sales of plant, property and equipment	-	518	-	-
Acquisition of subsidiary (net of cash)	**(129,188)**	(11,397)	-	-
Purchases of property, plant and equipment	**(107,341)**	(27,210)	-	-
Purchases of software and related assets	**(510)**	(288)	-	-
Net cash used in investing activities	**(237,009)**	(38,367)	-	-
Cash flows from financing activities				
Proceeds from issue of ordinary shares	**74,707**	-	-	-
Proceeds from bank borrowings	**536,698**	(68,486)	-	-
Repayment of bank borrowings	**(234,774)**	-	-	-
Proceeds from revolving credit facility	**16,000**	-	-	-
Proceeds from stock facility	**3,588**	-	-	-
Arrangement fees	**(2,063)**	-	-	-
Repayment of PIK loan notes	**(235,746)**	-	-	-
Proceeds of PIK loan notes	-	80,000	-	-
Payment of lease liabilities	**(18,002)**	(11,468)	-	-
Net cash generated from financing activities	**140,408**	46	-	-
Net increase/(decrease) in cash and cash equivalents	**(77,726)**	45,303	**141**	141
Cash and cash equivalents at beginning of year	**87,564**	42,261	**141**	-
Cash and cash equivalents at end of year	**9,838**	87,564	-	141

The Notes on pages 29 to 65 form part of the financial statements.

NOTES (forming part of the financial statements)

1 Accounting policies

1.1 Basis of preparation

Tiger Topco 1 Limited (the "Company") is a private company limited by shares, incorporated, domiciled and registered in the UK. The registered number is 10500425 and the registered address is Glovers House, Glovers End, Bexhill-On-Sea, East Sussex, TN39 5ES.

The Group financial statements consolidate those of the Company and its subsidiaries (together referred to as the "Group"). The parent company financial statements present information about the Company as a separate entity and not about its group.

The Group and parent financial statements have been prepared and approved by the directors in accordance with UK-adopted International Accounting Standards in conformity with the requirements of the Companies Act 2006.

The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in these consolidated financial statements.

On publishing the parent company financial statements here together with the Group financial statements, the Company is taking advantage of the exemption in s408 of the Companies Act 2006 not to present its individual income statement and related notes that form a part of these approved financial statements.

The preparation of financial statements in conformity with UK-adopted International Accounting Standards requires certain *critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Group's* accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are detailed in Note 29.

Prior year restatement

The consolidated statement of total comprehensive income for the year ended 31 December 2021 has been restated in respect of the treatment of amounts paid to caravan owners to buy them out of their pitch licenses. Previously such payments had been accounted for as an increase to cost of sales, however the director's have now determined that those payments to customers should be accounted for as a reduction to revenues in accordance with IFRS 15.70. The restatement decreased 2021 revenue and cost of sales by £5.3m with no change to the profit or the reserves of the group.

1.2 Measurement Convention

The consolidated financial statements have been prepared under the historic cost convention, as modified by the revaluation of land and buildings and financial assets and liabilities (including derivative instruments) at fair value through the profit and loss account.

1.3 Going Concern

The Directors have prepared trading forecasts for a period of at least 12 months from the date of approval of these financial statements which indicate that, taking account of plausible downsides scenarios and their impact operations and financial resources, the Group and Company will have sufficient funds to meet all liabilities as they fall due.

At the 31st December 2022, the Group had total assets less current liabilities of £1,374m (2021: £975m) and the closing cash balance was £9.8m (2021: £87.6m).

In 2022, the Tiger Topco 1 Group was sold to Sun Communities, Inc., a REIT trading on the New York Stock Exchange. The purchase resulted in the repayment of the Group's senior debt and all PIK notes, and a term loan is now in place from the ultimate parent undertaking. In addition, the Group now has access to a £500m revolving credit facility from Sun Communities, of which £16m was drawn at the year end. While the term loan is not repayable during the going concern assessment period, the revolving credit facility, which the Group utilizes from time to time for short term working capital purposes and potentially for future acquisitions, is due on demand.

Therefore, as the Group forecasts show continued positive cash generation during the forecast period the going concern assessment is dependent on the Group's parent company, Sun Communities Operating Limited Partnership not withdrawing the revolving credit facility during the assessment period. Sun Communities Operating Limited Partnership has provided written commitment to the directors of such financial support, for a period of at least twelve months following approval of these financial statements.

NOTES *(continued)*

1 Accounting policies *(continued)*

1.3 Going Concern (continued)

The directors are satisfied that Sun Communities have sufficient resources to provide continued financial support to the Group and, accordingly, have prepared these financial statements on the going concern basis.

The directors have undertaken a rigorous forecasting exercise to assess the Group's ability to continue as a going concern. Consequently, the Directors are confident that the Group and Company will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

1.4 Basis of consolidation

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. In assessing control, the Group takes into consideration potential voting rights that are currently exercisable. The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases. Intra-group balances and any unrealised gains and losses or income and expenses arising from intra-group transactions, are eliminated in preparing the consolidated financial statements.

1.5 Financial instruments

(i) Recognition on initial measurement

Trade receivables and debt securities issued are initially recognised when the Group becomes party to the contractual provisions of the instrument. All other financial assets and financial liabilities are initially recognised when the Group becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without a significant financing component) or financial liability is initially measured at fair value plus, for an item not at fair value through profit or loss ("FVTPL"), transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price.

(ii) Classification and subsequent measurement

Financial assets

(a) Classification

On initial recognition, a financial asset is classified as measured at: amortised cost; fair value through other comprehensive income ("FVOCI") – debt investment; FVOCI – equity investment; or FVTPL.

Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

A financial asset is measured at amortised cost if it meets both of the following conditions:

- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A debt investment is measured at FVOCI if it meets both of the following conditions:

- it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial recognition of an equity investment that is not held for trading, the Group may irrevocably elect to present subsequent changes in the investment's fair value in OCI. This election is made on an investment-by-investment basis.

All financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL. This includes all derivative financial assets.

NOTES *(continued)*

1 Accounting policies *(continued)*

***1.5 Financial Instruments** (continued)*

Investments in subsidiaries are carried at cost less impairment.

Cash in hand and cash equivalents

Cash in hand and cash equivalents comprise cash in hand balances and deposits on demand. Bank overdrafts are included as liabilities.

(b) Subsequent measurement and gains and losses

Financial assets at FVTPL - these assets (other than derivatives designated as hedging instruments) are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in profit or loss.

Financial assets at amortised cost - These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

Financial liabilities and equity

Financial instruments issued by the Group are treated as equity only to the extent that they meet the following two conditions:

(a) they include no contractual obligations upon the Group to deliver cash or other financial assets or to exchange financial assets or financial liabilities with another party under conditions that are potentially unfavourable to the Group; and

(b) where the instrument will or may be settled in the Group's own equity instruments, it is either a non-derivative that includes no obligation to deliver a variable number of the Group's own equity instruments or is a derivative that will be settled by the Group's exchanging a fixed amount of cash or other financial assets for a fixed number of its own equity instruments.

To the extent that this definition is not met, the proceeds of issue are classified as a financial liability. Where the instrument so classified takes the legal form of the Group's own shares, the amounts presented in these financial statements for called up share capital and share premium account exclude amounts in relation to those shares.

Financial liabilities are classified as measured at amortised cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held-for-trading, it is a derivative or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognised in profit or loss. Other financial liabilities are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

(iii) Derivative financial instruments and hedging

Derivative financial instruments

Derivative financial instruments are recognised at fair value. The gain or loss on remeasurement to fair value is recognised immediately in profit or loss.

The Group recognises loss allowances for expected credit losses ("ECL") on financial assets measured at amortised cost, debt investments measured at FVOCI and contract assets (as defined in IFRS 15).

The Group measures loss allowances at an amount equal to lifetime ECL, except for other debt securities and bank balances for which credit risk (i.e. the risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition which are measured as 12-month ECL.

Loss allowances for trade receivables are always measured at an amount equal to lifetime ECL. Trade receivables with significant financing component are measured using the general model described above.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECL, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment and including forward-looking information. Lifetime ECLs are the ECLs that result from all possible default events over the expected life of a financial instrument. 12-month ECLs are the portion of ECLs that result from default events that are possible within the 12 months after the reporting date (or a shorter period if the expected life of the instrument

NOTES *(continued)*

1 Accounting policies *(continued)*

1.5 Financial instruments (continued)

is less than 12 months). The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk.

Measurement of ECLs

ECLs are a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Group expects to receive). ECLs are discounted at the effective interest rate of the financial asset.

Credit-impaired financial assets

At each reporting date, the Group assesses whether financial assets carried at amortised cost and debt securities at FVOCI are credit-impaired. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Write Offs

The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery.

1.6 Property, plant and equipment

Property, plant and equipment are stated at either fair value or cost less subsequent depreciation. Depreciation is charged to the income statement on a straight-line basis over the estimated useful lives of each part of an item of property, plant and equipment. Freehold land is not depreciated.

The estimated useful lives are as follows:

Freehold property	-	25 to 200 years
Leasehold property	-	Straight line over the period of the lease
Plant & machinery	-	10% straight line
Fixtures & fittings	-	10 to 25% straight line
Other fixed assets	-	10 to 25% straight line
IT equipment	-	25% straight line

Motor vehicles and caravan hire fleet are combined under other fixed assets and are respectively depreciated at 25% and 10%. Within hire fleet there are lodges which are depreciated straight line over 15 years.

Leased assets are depreciated over the term of the lease.

Depreciation methods, useful lives and residual values are reviewed at each balance sheet date.

Land and Buildings comprises holiday home parks, owned or leased, and operated by the Group. The parks are held at market value, being the open market value for each park, separate to the business as a whole, determined periodically (triennially) by external valuers under the RICS Valuation Standards. The valuation approach considers a range of indications of value, including earnings multiples (on a park-by-park basis with an allocation of part of the central overheads), "per pitch" valuations and evidence from recent similar transactions. The valuation is undertaken by a qualified Chartered Surveyor.

The cost of internal labour of those staff who work on capital projects is monitored and where appropriate as per IAS16 is capitalised and depreciated over the life of the asset constructed. The useful economic life of property, plant and equipment is reviewed on an annual basis. The period of actual or economic benefit may vary from the estimated life and residual values.

Where land and buildings are held under leases the accounting treatment of the land is considered separately from that of the buildings. Land and building held under leases are held at their revalued amount under IAS 16. Other leased assets are recognised at an amount equal to present value of the minimum lease payments at inception of the lease, less accumulated depreciation and less accumulated impairment losses.

Where an asset's carrying amount is increased as a result of a revaluation, the increase shall be recognised in other comprehensive income and accumulated in equity under the heading of revaluation surplus. However, the increase shall be recognised in profit or loss to the extent that it reverses a revaluation decrease of the same asset previously recognised in profit

NOTES *(continued)*

1 Accounting policies *(continued)*

1.6 Property, plant and equipment (continued)

or loss. If an asset's carrying amount is decreased as a result of a revaluation, the decrease shall be recognised in profit or loss. However, the decrease shall be recognised in other comprehensive income to the extent of any credit balance existing in the revaluation surplus in respect of that asset. The decrease recognised in other comprehensive income reduces the amount accumulated in revaluation reserve.

1.7 Business combinations

All business combinations are accounted for by applying the acquisition method as at the acquisition date, which is the date on which control is transferred to the Group.

The Group measures goodwill at the acquisition date as:

- the fair value of the consideration transferred; plus
- the recognised amount of any non-controlling interests in the acquiree; plus
- the fair value of the existing equity interest in the acquiree; less
- the net recognised amount (generally fair value) of the identifiable assets acquired and liabilities assumed.

Any contingent consideration payable is recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration are recognised in profit or loss. Costs related to the acquisition, other than those associated with the issue of debt or equity securities, are expensed as incurred.

1.8 Intangible assets

Goodwill

Goodwill represents the excess of cost of an acquisition over the fair value of the Group's share of net identifiable assets of the acquired subsidiary at the date of acquisition. Goodwill on acquisitions of subsidiaries is included in intangible assets.

Goodwill arising on consolidation represents the excess of the cost of an acquisition over the fair value of the Group's share of the net assets/net liabilities of the acquired subsidiary at the date of acquisition. If the cost of acquisition is less than the fair value of the Group's share of the net assets/net liabilities of the acquired entity (i.e. a discount on acquisition) then the difference is credited to the income statement in the period of acquisition. Goodwill is allocated to cash generating units for the purposes of impairment testing and is tested annually for impairment (refer to impairment of assets policy) and carried at cost less accumulated impairment losses. At the acquisition date of a subsidiary, goodwill acquired is recognised as an asset and is allocated to each of the cash-generating units expected to benefit from the business combination's synergies and to the lowest level at which management monitors the goodwill.

Software

Software assets are initially stated at cost less accumulated amortisation and accumulated impairment losses.

Research and development

Expenditure on research activities is recognised in the profit and loss account as an expense as incurred.

Expenditure on development activities is capitalised if the product or process is technically and commercially feasible and the Group intends and has the technical ability and sufficient resources to complete development, future economic benefits are probable and if the Group can measure reliably the expenditure attributable to the intangible asset during its development. Development activities involve a plan or design for the production of new or substantially improved products or processes. The expenditure capitalised includes the cost of materials, direct labour and an appropriate proportion of overheads and capitalised borrowing costs. Other development expenditure is recognised in the profit and loss account as an expense as incurred. Capitalised development expenditure is stated at cost less accumulated amortisation and less accumulated impairment losses.

NOTES *(continued)*

1 Accounting policies *(continued)*

1.8 Intangible assets (continued)

Other intangible assets

Other Intangible assets represent the identified values placed on those assets at the date of acquisition. Other intangible assets that are acquired by the Group are stated at cost less accumulated amortisation and accumulated impairment losses.

Amortisation

Amortisation is provided so as to write off the cost of the customer relationships and brand over the expected economic lives of the asset in equal annual instalments as follows:

Brand	- 7 to 15 Years
Customer Lists	- 6 Years
Software	- 4 Years

Amortisation of intangible assets is recognised in administrative expenses.

1.9 Inventories

Inventories are stated at the lower of cost and net realisable value. Cost includes the expenditure incurred in acquiring the inventories, production or conversion costs and other costs in bringing them to their existing location and condition.

1.10 Leases

At the inception of a contract, the Group assesses whether a contract is, or contains a lease. A contract is, or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the asset, the Group assesses whether:

- the contract involves the use of an identified asset. This may be specified explicitly or implicitly, and should be physically distinct or represent substantially all of the capacity of a physically distinct asset. If the supplier has a substantive substitution right, then the asset is not identified;
- the Group has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use;
- the Group has the right to direct the use of the asset. The Group has this right when it has the decision making rights that are most relevant to changing how and for what purpose the asset is used. In rare cases where the decision about how and for what purpose the asset is used is predetermined, the Group has the right to direct the use of the asset if either;
- the Group has the right to operate the asset; or
- the Group designed the asset in a way that predetermines how and for what purpose it will be used.

At inception or on a reassessment of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the bases of their relative stand-alone prices.

(A) As a lessee

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any incentives received.

The right of use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease, or if that rate cannot be readily determined, the Group's incremental borrowing rate.

NOTES (continued)

1 Accounting policies *(continued)*

1.10 Leases (continued)

(A) As a lessee (continued)

Lease payments included in the measurement of the lease liability comprise the following;

- fixed payments, including in-substance fixed payments;
- variable lease payments that depend on an index or a rate; initially measured using the index or rates as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- the exercise price under a purchase option that the Group is reasonably certain to exercise, lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Group is reasonable certain not to terminate early

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, or if the Group changes its assessment of whether it will exercise a purchase, extension or termination option.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The Group presents right-of-use assets that do not meet the definition of investment property under 'property, plant and equipment' and lease liabilities under 'obligations under finance leases' on the statement of financial position.

(i) Short-term leases and leases of low-value assets

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets, including IT equipment. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

(B) As a lessor

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance or an operating lease.

To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not then it is an operating lease. As part of this assessment, the Group considers certain indicators such as whether the lease is for the major part of the economic life of the asset.

The Group recognises lease payments received under operating leases as income on a straight-line basis over the lease term as part of 'other income'.

1.11 Impairment of non-financial assets

The carrying amounts of the Group's non-financial assets, other than stocks and deferred tax assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.

The recoverable amount of an asset or cash-generating unit ("CGU") is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generate cash inflows from continuing use. These are defined as CGU's and are largely independent of the cash inflows of other assets or groups of assets.

An impairment loss is recognised if the carrying amount of an asset or its CGU exceeds its estimated recoverable amount. Impairment losses are recognised in profit or loss. Impairment losses recognised in respect of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to the units, and then to reduce the carrying amounts of the other assets in the unit (group of units) on a *pro rata* basis.

NOTES *(continued)*

1 Accounting policies *(continued)*

1.11 Impairment of non-financial assets (continued)

In respect of other assets, impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

1.12 Employee benefits

Defined contribution plans

A defined contribution plan is a post-employment benefit plan under which the Group pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an expense in the income statement in the years during which services are rendered by employees.

Short-term benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid under short-term cash bonus or profit-sharing plans if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

Share-based payment arrangements

The grant-date fair value of equity-settled share-based payment arrangements granted to employees is generally recognised as an expense, with a corresponding increase in equity, over the vesting period of the awards. The amount recognised as an expense is adjusted to reflect the number of awards for which the related service and non-market performance conditions are expected to be met, such that the amount ultimately recognised is based on the number of awards that meet the related service and non-market performance conditions at the vesting date. For share-based payment awards with non-vesting conditions, the grant-date fair value of the share-based payment is measured to reflect such conditions and there is no true-up for differences between expected and actual outcomes.

Employees (including senior executives) of the Group receive remuneration in the form of share-based payments, whereby employees render services as consideration for equity instruments (equity-settled transactions).

No cash-settled share-based payment arrangements were established.

1.13 Provisions

A provision is recognised in the balance sheet when the Group has a present legal or constructive obligation as a result of a past event, that can be reliably measured, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects risks specific to the liability.

1.14 Revenue

Revenue is derived from the sale of holiday homes, rental of pitches to holiday homeowners (site fees), short-term holiday lettings and other revenue and represents the invoiced value of these goods and services excluding discounts, incentives and value added tax.

The sale of a holiday home itself is a distinct good when compared to the site fee included at the time of sale so the Group recognises income from caravan sales and site fees separately as each stream of income has different performance obligations. The sale of holiday homes and holiday home bundles are paid up front at the time of the sale. Holiday home revenue is recognised upon the transfer of ownership to the customer.

The revenue from the caravan element of a caravan bundle bought by the customer is recorded by deducting the site fees and extras, then the residual amount remaining is deemed to be the revenue. The value of the site fees and extras are specifically calculated through observable prices.

NOTES *(continued)*

1 Accounting policies *(continued)*

1.14 Revenue (continued)

Some of the holiday homes sold to customers of the Group are in part funded by third party finance companies so the payment terms are in accordance with the finance provider's terms and conditions. However, in the event of a default by a customer, the Group may be required to re-purchase a holiday home from the finance company at a price based on an agreed formula. Payments to caravan owners to buy them out of their pitch licences are accounted for as a deduction to revenue in accordance with IFRS 15.70

The site fee income sold as part of the 'caravan bundle' is recognised straight line over the contract period as the customer consumes the benefit provided by the Group and all performance obligations are met. Existing owners are required to pay site fees each year in exchange for the use of the holiday park and its facilities. The site fee income from these owners is recognised straight line over the contract period. The payment terms for site fees is either payment in full or a monthly direct debit. When payment is received in full, the income is recognised as deferred income and released on a straight-line basis over the year that they relate to, as the customer consumes the benefit provided by the Group. The observable market price of the site fees is deferred, with the caravan sales being the balancing figure.

Rental income for pitches and holiday lets is recognised evenly over the rental period as the performance obligation is satisfied as the holiday is taken. Any extras added to the booking such as furniture hire or pet fees are considered to be bundled goods and therefore recognised when the holiday is taken, in line with the rental income. Payment terms are either payment in full up front or payment of a deposit with the balance at a later date. The timing of payment therefore differs to when the performance obligation is met, and therefore a contract liability is recognised.

All other income relating mainly to retail, entertainment and catering is recognised at the point of time that the good/service is supplied to the customer and consideration has been received by the Group. The items sold or provided are separable and the performance obligation is met upon point of sale. No contract assets or liabilities arise due to the timing of payment matching the meeting of performance obligations.

1.15 Government Grants

Government grants are included within deferred government grants in the balance sheet and credited to the profit and loss account on a systematic basis over the estimated useful economic lives of the assets to which they relate or over the period in which the related costs for which the grants are intended to compensate are recognised as expenses. Amounts recognised in the profit and loss are presented under the heading "Other income".

1.16 Net financing costs

Net financing costs comprise interest on intra group debt, ground rent charges and bank interest payable and receivable which is recognised in profit or loss as it accrues, using the effective interest method.

Debt arrangement costs that were capitalised on the acquisition of the Tiger Group are amortised over the period of the associated debt and the unwinding of these costs is also recorded in finance costs. All remaining capitalised costs were expensed in 2022 due to the acquisition of the group by Sun communities.

1.17 Current and deferred taxation

Tax on the profit or loss for the period comprises current and deferred tax. Tax is recognised in the income statement except to the extent that it relates to items recognised directly in equity, in which case it is recognised in equity.

Current tax is the expected tax payable on the taxable income for the period, using tax rates enacted or substantively enacted at the balance sheet date, and any adjustment to tax payable in respect of previous years.

Deferred tax is provided on temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is classified as a non-current asset or liability dependent on its nature to the extent that it is not yet realised.

Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantially enacted by the reporting date

A deferred tax asset is recognised only to the extent that it is probable that future profits will be available against which the asset can be utilised.

NOTES *(continued)*

1 Accounting policies *(continued)*

1.17 Current and deferred taxation (continued)

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Group intends to settle its current tax assets and liabilities on a net basis.

1.18 Non-underlying items

The financial trading results of the Group are reflected in the 'Trading performance' column on the Statement of Total Comprehensive Income. To ensure users are provided with a clear and consistent presentation of financial information, the effects of 'non-underlying items' are reported in a separate column. This column exists to clearly separate any one-off items in addition to items that are non-operational in nature.

The Group's Land and Buildings are held at market value, with full valuations carried out triennially. Although these assets are used within the normal course of business, the fair value movements on these assets do not reflect 'normal' trading performance as the full revaluations take place triennially. Therefore, any adjustments relating to revaluations are reported separately in the 'non-underlying items' column.

'Non-underlying items' are those that the Group considers to be not 'operationally driven' and significant in size or nature so should be separately identified as they do not form part of the regular cyclical trade of the business and inclusion of these items would distort the Group's underlying trading performance. Non-underlying items include, but are not limited to; transaction and integration costs relating to the acquisition of businesses, material restructuring and professional adviser costs, revaluation costs, costs associated with significant strategic or contract reviews and the tax effects of any of these items.

Additional costs incurred and grant income received due to the coronavirus and associated government schemes has not been included in non-underlying items. Grant income received under the job retention scheme has been disclosed as part of Other Operating Income (Note 4).

1.19 UK-adopted IFRS not yet applied

At the date of approval of these financial statements, the following standards, interpretations, and amendments were issued but not yet mandatory and early adoption has not been applied.

- Amendments to IAS 1 Presentation of Financial Statements: Classification of Liabilities as Current or Non-current and Classification of Liabilities as Current or Non-current (effective date to be confirmed). The adoption of this standard is not currently expected to have a material impact on the Group's financial statements.
- Amendments to References to the Conceptual Framework in IFRS 3 (effective date to be confirmed). The adoption of this standard is not currently expected to have a material impact on the Group's financial statements.
- Amendments to IAS 37: Onerous Contracts—Cost of Fulfilling a Contract (effective date to be confirmed). The adoption of this standard is not currently expected to have a material impact on the Group's financial statements.
- Amendments to IAS 16: Property, Plant and Equipment—Proceeds before Intended Use (effective date to be confirmed). The adoption of this standard is not currently expected to have a material impact on the Group's financial statements.
- Annual Improvements to IFRS Standards 2018-2020 (effective date to be confirmed). The adoption of this standard is not currently expected to have a material impact on the Group's financial statements.
- Amendments to IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors to introduce a new definition for accounting estimates (effective date to be confirmed). The adoption of this standard is not currently expected to have a material impact on the Group's financial statements.
- Amendments to IAS 1 Presentation of Financial Statements and IFRS Practice Statements 2 Making Materiality Judgements (effective date to be confirmed). The adoption of this standard is not currently expected to have a material impact on the Group's financial statements.
- Amendments to IAS 12 Income Taxes – Deferred Tax Related to Assets and Liabilities Arising from a Single Transaction (effective date to be confirmed). The adoption of this standard is not currently expected to have a material impact on the Group's financial statements.

Judgements and estimates are included in note 29

NOTES *(continued)*

2 Revenue from contracts with customers

(i) Disaggregation of revenue

In the following table, revenue is disaggregated by major product lines, all revenue arose within the United Kingdom.

	Group Year to 31 Dec 2022 £'000	Group Year to 31 Dec 2021 £'000 (As restated)
Sale of holiday homes	**176,633**	115,341
Income from rental pitches and holiday lets	**109,294**	98,112
Other revenue	**22,463**	17,981
	308,390	231,434

Timing of transfer of goods or service	**Group Year to 31 Dec 2022 £'000**	Group Year to 31 Dec 2021 £'000 (As restated)
Products and services transferred at a point in time	**205,847**	162,953
Products and services transferred over time	**102,543**	68,481
	308,390	231,434

(ii) Contract balances

The following table provides information about opening and closing receivables, contract assets and contract liabilities from contracts with customers.

	Group Year to 31 Dec 2022 £'000	Group Year to 31 Dec 2021 £'000
Receivables *(see Note 15, Trade Receivables)*	**40,978**	11,032
Contract liabilities *(see Note 17)*	**(76,805)**	(56,440)
	(35,827)	(45,408)

The contract liabilities primarily relate to the advance consideration received from customers for site fee income and holiday income received in advance.

There was £nil revenue *(2021: £nil)* recognised in the current year from performance obligations satisfied (or partially satisfied) in previous years as all performance obligations were settled in the year and there were no changes to revenue timing estimations.

The movement in contract liabilities compared to the prior year was largely driven by acquisition activity. The amount of revenue recognised in the current year that was included in the contract liability balance at the beginning of the year was £54.3m *(2021: £41.3)*.

(iii) Transaction price allocated to the remaining performance obligations

The following table includes revenue expected to be recognised in the future related to performance obligations that are unsatisfied (or partially unsatisfied) at the reporting date.

	2023 £'000	**2024 £'000**	**2025 onwards £'000**
Site fee income	72,465	1,297	1,012

NOTES *(continued)*

3 Operating Profit

Included in the profit for the year are the following:

	Group Year to 31 Dec 2022 £'000	Group Year to 31 Dec 2021 £'000
Depreciation and amortisation	**19,108**	12,229

	Group Year to 31 Dec 2022 £'000	Group Year to 31 Dec 2021 £'000
Auditor's remuneration		
- Audit of these financial statements	**305**	19
Amounts receivable by the auditors and their associates in respect of:		
- Audit of financial statements of subsidiaries pursuant to legislation	**-**	211
- Audit related assurance services	**381**	4
- Corporate finance services	**64**	282
- Other compliance services	**6**	-

Audit related assurance services are assurance services required by the groups parent company, as such these are recharged to the immediate parent of the group.

4 Other operating income

	Year ended 31 Dec 22 £'000	Year ended 31 Dec 21 £'000
Other income	**205**	1,542
Government grants	**-**	2,077
	205	3,619

Other income during the year relates mainly to management fees received. In the prior year, other income related mainly to a business interruption claim received. Government grants in the prior year relate to the Coronavirus Job Retention Scheme. There are no unfulfilled conditions, or any other contingencies attached to the grants received.

NOTES *(continued)*

5 Staff numbers and costs

The average number of persons employed by the Group (including directors) during the year, by category, was as follows:

	Group Year to 31 Dec 2022 No. of employees	Group Year to 31 Dec 2021 No. of employees
Administration	**225**	185
Operational	**2,052**	1,733
Directors	**4**	4
	2,281	1,922

The aggregate payroll costs of these persons were as follows:

	Group Year to 31 Dec 2022 £'000	Group Year to 31 Dec 2021 £'000
Wages and salaries	**46,571**	38,564
Social security costs	**5,973**	3,152
Other pension costs	**564**	453
Equity-settled share-based payments (Note 26)	**2,261**	3,589
	55,369	45,758

6 Directors remuneration

	Group Year to 31 Dec 2022 £'000	Group Year to 31 Dec 2021 £'000
Remuneration	**3,093**	2,753
Amounts paid to third parties in respect of directors' services	**132**	172
Equity-settled share-based payments (Note 26)	**1,523**	3,589
	4,748	6,514

The highest paid director received remuneration of £985,000 during the year *(2021: £855,000)*.

Directors' remuneration for 2022 includes both base salary for the year and a bonus based on the Group's trading performance over the 12 months to 31 December 2022.

No retirement benefits are accruing to any Directors, but the Group operates a number of defined contribution pension plans. The total expense for directors relating to these plans in the current year was £4,171 *(2021: £5,275)*. The number of directors that received contributions to defined contribution pension plans was 5 (2021: 4).

NOTES *(continued)*

7 Non-underlying items

	Group Year to 31 Dec 2022 £'000	Group Year to 31 Dec 2021 £'000
Refinancing and legal costs	**18,129**	4,947
Acquisition expenses	**8,254**	1,941
Impairment	-	307
Abortive planning	**238**	-
Severance costs	**983**	921
Share-based payment expense	**2,271**	3,588
Valuations	-	181
Restructuring costs	**482**	153
	30,357	12,038
Other acquisition adjustments	-	(408)
Impairment/(revaluation of property, plant and equipment)	**5,987**	(23,618)
	5,987	(24,026)
Total non-underlying items	**36,344**	(11,988)

Refinancing and legal costs

Costs primarily related to the sale of the group to Sun Communities. These expenses were recharged to the Group.

Acquisition expenses

Acquisition expenses incurred during 2022 related to the business combination of the Park Leisure Group and the asset acquisition of Christies parks, Callaly, Newhaven and Bodmin *(2021: Acquisition of Bridge Leisure Group and Bay View Holiday Park).*

Abortive planning

During the year costs were incurred for planning applications that were unsuccessful; these are not part of the normal trading operations of the Group.

Severance costs

Severance costs incurred relate to redundant positions on acquisition and Director costs.

Share-based payment expense

The expense reflecting the recognition of the grant-date fair value of an equity-settled share-based payment to employees is presented as a non-underlying employee cost. See note 6. These costs are a function of the ownership structure of the group and not directly related to the trade of the business.

Valuations

Costs incurred for the valuation of the portfolio.

Restructuring costs

Costs associated with an ongoing project to change the Group structure and eliminate historic subsidiaries.

Revaluation

A desktop valuation at 31 December 2022 resulted a revaluation going directly to the profit and loss account relating to freehold and leasehold properties.

NOTES *(continued)*

8 Net finance costs

	Group Year to 31 Dec 2022 £'000	Group Year to 31 Dec 2021 £'000
Finance costs		
- Bank borrowings	**1,798**	6,186
- Finance cost amortisation	**2,432**	10,153
- PIK loan notes	**6,398**	19,523
- Finance lease interest	**11,518**	10,206
- Bank interest	**16**	-
- Parent companies' interest	**36,920**	-
Finance costs	**59,082**	46,068
Finance income		
- Bank interest	**(30)**	(110)
Finance income	**(30)**	(110)
Net finance costs	**59,052**	45,958

9 Taxation

	Group Year to 31 Dec 2022 £'000	Group Year to 31 Dec 2021 £'000
UK corporation tax		
Current tax on loss for the year	**6,155**	5,129
Adjustment in respect of prior periods	**(453)**	(1,750)
Total current tax	**5,702**	3,379
Deferred tax *(see Note 21)*		
Origination and reversal of timing differences	**(8,808)**	(3,137)
Adjustment in respect of prior periods	**1,649**	5,002
Effect of increased/decreased tax rate on opening balance	**141**	(280)
Total deferred tax	**(7,018)**	1,585
Tax on loss	**(1,316)**	4,964

The current tax charge for the year is higher *(2021: higher)* than the standard rate of corporation tax in the UK of 19%.

Reconciliation of effective tax rate:	Group Year to 31 Dec 2022 £'000	Group Year to 31 Dec 2021 £'000
(Loss)/profit before taxation	**(10,685)**	38,097
Tax calculated at 19% *(2021: 19%)*	**(2,030)**	7,238
Tax effects of:		
- Items not deductible for tax purposes	**3,925**	1,424
- Impact of movement in tax rates	**(1,482)**	(314)
- Property, plant and equipment adjustment	**-**	(5,659)
- Movement in deferred tax not recognised	**(3,024)**	-
- Movement in deferred tax on chargeable gains on property	**(247)**	(977)
- Impact of transferred trade and assets from Park Leisure	**377**	-
- Adjustment in respect of prior periods	**1,165**	3,252
Tax charge	**(1,316)**	4,964

NOTES *(continued)*

9 Taxation *(continued)*

Factors that may affect future tax charge:

Under Finance Act 2021 enacted on 10 June 2021, the Corporation Tax rate for the year ended 31 December 2022 remains at 19% but will increase to 25% as the main rate of corporation tax from 1 April 2023. The deferred tax balances have been calculated using the rates at which each temporary difference is expected to reverse.

10 Property, plant and equipment – Group (Company - £nil)

	Land and Buildings £'000	Plant, Fixtures & Fittings £'000	Other Assets £'000	Total £'000
Cost and valuation				
Balance at 1 January 2021	468,210	21,171	26,574	515,955
Additions through business combinations	78,808	682	2,621	82,111
Additions	20,900	3,261	9,855	34,016
Disposals	-	-	(8,218)	(8,218)
Revaluation	288,306	-	-	288,306
Balance at 31 December 2021	**856,224**	**25,114**	**30,832**	**912,170**
Additions through business combinations	**198,109**	**2,630**	**1,537**	**202,276**
Additions	**99,667**	**8,777**	**13,362**	**121,806**
Disposals	**-**	**-**	**(4,675)**	**(4,675)**
Revaluation	**121,820**	**-**	**-**	**121,820**
Balance at 31 December 2022	**1,275,820**	**36,521**	**41,056**	**1,353,397**
Depreciation and Impairment				
Balance at 1 January 2021	38,871	7,935	3,287	50,093
Charge for the year	2,163	2,603	3,795	8,561
Depreciation eliminated on revaluation	(2,530)	-	-	(2,530)
Impairment	7,550	-	-	7,550
Disposals	-	-	(4,514)	(4,514)
Balance at 31 December 2021	46,054	10,538	2,568	59,160
Charge for the year	**3,065**	**3,383**	**5,020**	**11,468**
Depreciation eliminated on revaluation	**(3,065)**	**-**	**-**	**(3,065)**
Impairment	**5,987**	**-**	**-**	**5,987**
Disposals	**-**	**-**	**(2,106)**	**(2,106)**
Balance at 31 December 2022	**52,041**	**13,921**	**5,482**	**71,444**
Net book value at 1 January 2021	**429,339**	**13,236**	**23,287**	**465,862**
Net book value at 31 December 2021	**810,170**	**14,576**	**28,264**	**853,010**
Net book value at 31 December 2022	**1,223,779**	**22,600**	**35,574**	**1,281,953**

Additions in 2022 includes £115,982 for hire fleet caravans that transferred from stock in the year *(2021: £266,049)*. The value of Land and Buildings includes £0.9m of assets under construction *(2021: £3.8m)*.

The gross carrying amount of fully depreciated property plant and equipment which was still in use at 31 December 2022 is £12.0m (2021: £8.7m). Other assets relates primarily to hire fleet caravans.

There were no contractual commitments at the balance sheet date.

Leased land and buildings

The Group has a number of sale and leaseback agreements, secured on the land of 34 parks of the total 56 owned *(2021: 25 parks of 40 owned)*. Under the terms of these agreements the parks are subject to ongoing rental obligations ("ground rent") for a term of 100 years, with the option to repurchase the land for £1 per park at the end of this period.

NOTES *(continued)*

10 Property, plant and equipment *(continued)*

Revaluations

The following information relates to property, plant and equipment carried on a revaluation basis in accordance with IAS 16 Property, Plant and Equipment.

	Land and Buildings 2022 £'000	Land and Buildings 2021 £'000
Fair value at 31 December	**1,279,722**	856,224
Aggregate depreciation thereon	**(53,594)**	(46,054)
Net book value	**1,226,128**	810,170
Historical cost of revalued assets at 31 December	**797,720**	507,717
Aggregate depreciation thereon	**(5,316)**	(3,322)
Historical cost net book value	**792,404**	504,395

A full valuation was carried out by external experts upon being acquired by Sun. There was subsequently a desktop review carried out in December 2022. The Group uses Kroll for these valuations who hold all necessary qualifications to carry out the valuation in accordance with the RICS Valuation Professional Standards.

The technique used by the valuers is a Market Value valuation which is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date . The valuation looks at many factors including financial performance, park capital value, future expected revenues, park licences and all other matters of significance for valuing a Holiday Park. Management reviews this valuation against internal benchmarks and factors they deem necessary to value the park at a market rate. The carrying value is adjusted to fair value in the revaluation year based on this review.

In non-revaluation years management review the carrying value and fair value of the parks, aided by desktop reviews by Kroll. To assess fair value, management review the last reported fair value *as per the external valuers and perform an internal valuation.* This valuation will take advice from the external valuers in assessing any significant changes in market conditions that they should be aware of, but do not engage in a full valuation report. This advice is combined with park performance over the last year and management review the same factors that the valuer uses (as noted above) to assess fair value.

A desktop revaluation was last carried out by Kroll on the 31 December 2022. This was carried out in accordance with the techniques explained above and resulted in a net revaluation gain which went directly to other comprehensive income.

The best use and high use value of assets are equal in the year (2021: equal).

Impairment loss and subsequent reversal

Under IFRS 16, when future lease payments are linked to the change in an index or rate, the lease liability must be remeasured at each reporting date. Any increase in the lease liability must be reflected, with a corresponding entry on the right of use asset. The ground rent lease obligations are the only lease held by the Group where the payments are linked to an index and are also subject to a minimum of 1% increase each year therefore the lease liability must be re-calculated. Calculation for the ROU asset and lease liability assume a future rate increase of 1%, which meant that at the year-end a revaluation was required. At 31 December 2022 there was £10.1m increase *(2021: £7.2m increase)* in the liability with a corresponding entry entered for the right of use asset.

As the Group holds non-current assets at fair value, the corresponding entry to increase the asset would lead to an overstatement in the asset value. Therefore, an impairment of £10.1m *(2021: £7.2m)* was recognised.

NOTES *(continued)*

11 Intangible assets – Group (Company - £nil)

	Goodwill	Software	Brand	Customer Lists	Total
	£'000	£'000	£'000	£'000	£'000
Cost					
Balance at 1 January 2021	70,548	1,173	10,332	6,230	88,283
Additions	-	288	-	-	288
Additions through business combinations	32,027	-	1,881	7,243	41,151
Balance at 31 December 2021	102,575	1,461	12,213	13,473	129,722
Additions	**-**	**510**	**-**	**-**	**510**
Additions through business combinations	**60,710**	**-**	**12,334**	**-**	**73,044**
Balance at 31 December 2022	**163,285**	**1,971**	**24,547**	**13,473**	**203,276**
Amortisation and impairment					
Balance at 1 January 2021	-	708	5,745	3,887	10,340
Amortisation charge for the year	-	194	1,710	1,764	3,668
Balance at 31 December 2021	**-**	**902**	**7,455**	**5,651**	**14,008**
Amortisation charge for the year	**-**	**230**	**2,289**	**2,199**	**4,718**
Balance at 31 December 2022	**-**	**1,132**	**9,744**	**7,850**	**18,726**
Net book value at 1 January 2021	**70,548**	**465**	**4,587**	**2,343**	**77,943**
Net book value at 31 December 2021	**102,575**	**559**	**4,758**	**7,822**	**115,714**
Net book value at 31 December 2022	**163,285**	**839**	**14,803**	**5,623**	**184,550**

A brand was acquired in 2022 upon the acquisition of the Park Leisure Group. The carrying amount of this asset at the 31 December 2022 was £11.9m and at that date the remaining amortisation period was 15 years.

A customer list was acquired in the prior year upon the acquisition of the Bridge Leisure Group. This customer list had a carrying value at the 31 December 2022 of £5.3m and the remaining amortisation period was 4 years.

Impairment testing

The carrying amount of goodwill is reviewed annually for impairment. Generally, each holiday park represents its own identifiable cash generated unit ('CGU'). However, the lowest group of cash generating units (CGU's) that goodwill can be assigned to in a non-arbitrary manner in accordance with IAS 36.81 and the level at which the goodwill is monitored internally is that of the existing business (Park Holidays) and one for Park Leisure Group which was acquired in the year. The current NBV for goodwill and intangibles for the Park Holidays CGU and Park Leisure Group CGU groups are £112.0m and £72.6m respectively.

These CGUs were valued using a value in use ('VIU') calculation. The VIU of the CGUs was calculated using the "Traditional Approach to Present Value" technique as described in IAS 36 Appendix A. The valuation workings made use of estimations, averages, and computational shortcuts where appropriate as permitted under IAS 36.23.

These calculations estimated the value in use by taking the board approved cashflow projections of management of the CGUs for ten years, discounted by the Group's pre-tax discount rate of 10.8% (2021: 7%) followed by a perpetuity calculation with a terminal growth rate of 2% (2021: 2%).

Given the long-term nature of the Group's business, the useful life of the underlying property and intangible assets, lease terms and customer tenancy (site license agreements are generally for a period of 10 of more years), the directors have concluded that it is appropriate for detailed management cashflow projections to exceed the period of five years usually expected by IAS 36. Such period of projections are consistent with the acquisition models used to commercially price the acquisition of Park Leisure during the year and of the Group itself when acquired by Sun Communities. In developing and assessing the reliability of those cashflow forecasts the directors have given reference to post year end trading, third party analysis of the business' prospects and the accuracy of prior period forecasting over the medium term. Assumptions used to develop those forecasts primarily relate to the growth profile of the business over the forecasting period, taking into account

NOTES *(continued)*

11 Intangible assets – Group (Company - £nil) *(continued)*

***Impairment testing** (continued)*
post year end trading, together with the number of available sites and their utilisation to generate either site fee revenues or holiday and touring revenues. However, overall, it is the cumulative value of the ten year cash flow forecasts which is deemed to be the key assumption by the directors.

The pre-tax discount rate is based on the Group's weighted average cost of capital which reflects current market assessment of a number of factors that impact on the time value of money and any significant risk to the Group. The rate includes management's assessment of a normal level of debt-equity ratio within similar companies in the Group's sector.

The long term growth rate into perpetuity has been determined by reference to the average of Consumer Price Index (CPI) rate predicated for the UK, being the country in which the Group operates.

Due to the revaluation policy applied to the Group's property, of which future cashflows is a key input into the valuation methodology, the carrying value of each CGU generally increases or decreases in line with the property revalued amount. As a result, increases or decreases in future cashflow assumptions do not have a significant effect on the difference between the CGU's recoverable amount and its carrying value.

Based on the above assumptions the recoverable amounts of the CGUs is in excess of their carrying amount as set out below. As the recoverable amount of the CGUs is higher than the cumulative total of allocated goodwill and the carrying value of the CGUs' assets, the allocated goodwill is not deemed to be impaired based on these assumptions.

Group of CGUs	Carrying value of CGU	Value in Use	Excess
	£m	£m	£m
Park Holidays	1,056.8	1,197.1	140.3
Park Leisure	224.9	238.5	13.6

Sensitivity to key assumptions

The following table shows the amount by which each of the key assumptions would need to change individually for the estimated recoverable amount to be equal to the carrying amount of the CGUS:

Assumption	Amount required for carrying amount to equal recoverable amount	
	Park Holidays	**Park Leisure**
Discount rate	1.1%	0.5%
Terminal growth rate	2.9%	1.2%
Cumulative 10-year forecast cashflows	11%	5%

NOTES *(continued)*

12 Investments in subsidiaries

Shares in Group undertakings	Company 2022 £'000	Company 2021 £'000
At the start of the year	**3,589**	1
Additions	**72,192**	3,588
Balance at 31 December	**75,781**	3,589

As a result of the takeover by Sun Communities Inc, shares were issued through the chain of companies resulting in Tiger Topco 1 increasing its investment in Tiger Debtco Limited by the value above included as additions.

Investments in Group undertakings are recorded at cost, which is the fair value of the consideration paid. The results from subsidiary undertakings are included within the consolidated results.

The company holds the following direct and indirect investments, all of which are 100% interests in the ordinary share capital and all of which are registered in England and Wales:

Subsidiary undertakings	Registered Address	Principal activity	Direct/Indirect	Registered Number
Tiger Debtco Limited [1]	*	Holding Company	Direct	10163623
Tiger Midco Limited [1]	*	Holding Company	Indirect	10164103
Tiger Bidco Limited [1]	*	Holding Company	Indirect	10164668
Tiger Group Limited [1]	*	Holding Company	Indirect	08474797
SCI SG Bidco Limited [1]	*	Holding Company	Indirect	13778491
CP Equityco Limited [1]	*	Dormant	Indirect	05647316
CP Aquisitionco Limited	*	Micro entity	Indirect	05647328
Park Holidays UK Limited [1]	*	Holiday Park Operator	Indirect	02434151
Martello Beach Limited	*	Non-Trading	Indirect	08389315
The South Devon Holiday Parks Limited [1]	*	Non-Trading	Indirect	03274393
Ladycroft Limited	*	Non-Trading	Indirect	01276383
Hammerton Caravan Group Limited	*	Non-Trading	Indirect	00888131
Hammerton Leisure Limited	*	Non-Trading	Indirect	00633647
Seaview Holiday Park Limited	*	Non-Trading	Indirect	02726169
Golden Sands Limited	*	Dormant	Indirect	02076677
Crumpwood Limited	*	Dormant	Indirect	05124856
Coghurst Hall Holiday Village Limited	*	Dormant	Indirect	02430383
Harts Holiday Village Limited	*	Dormant	Indirect	00501420
Bay View Park Limited	*	Dormant	Indirect	05209563
Marlie Farm Holiday Village Limited	*	Dormant	Indirect	02438403
Sun Communities UK Parks Ltd	*	Dormant	Indirect	02698675
Harts Holiday Camps Limited	*	Dormant	Indirect	02587448
Evengain Limited	*	Micro entity	Indirect	02477871
WSG Operating Company Limited	*	Micro entity	Indirect	00324991
Park Holidays UK Finance Limited	*	Micro entity	Indirect	00936576
Bridge Leisure Topco Limited [1,2]	*	Holding Company	Indirect	09083797
Bridge Leisure Finco Limited [1,2]	*	Holding Company	Indirect	09100285
Bridge Leisure Midco Limited [1,2]	*	Holding Company	Indirect	09100290
Bridge Leisure Bidco Limited [1,2]	*	Holding Company	Indirect	09115874
Bridge Leisure Parks (Holdings) Limited [1,2]	*	Holding Company	Indirect	07074640
Bridge Leisure Parks (Finance) Limited [1,2]	*	Holding Company	Indirect	07071224
Bridge Leisure Management Limited [1,2]	*	Management Services Company	Indirect	06701137
Bridge Leisure Management (North) Limited [1,2]	*	Management Services Company	Indirect	07755298
Bridge Leisure Parks Limited [1,2]	*	Holiday Park Operator	Indirect	07071227

NOTES *(continued)*

12 Investments in subsidiaries *(continued)*

Subsidiary undertakings	Registered Address	Principal activity	Direct/Indirect	Registered Number
Silver Sands Leisure Park Limited [1,2]	*	Holiday Park Operator	Indirect	07781770
Turnberry Holiday Park Limited [1,2]	*	Holiday Park Operator	Indirect	08127562
Seaview Holiday Village Limited [1,2]	*	Holiday Park Operator	Indirect	02726169
Trevella Caravan Company Limited [1,2]	*	Holiday Park Operator	Indirect	00639150
Sand Le Mere Caravan Park Limited [1,2]	*	Holiday Park Operator	Indirect	01910554
Bowland Fell Park Limited [1,2]	*	Holiday Park Operator	Indirect	07702094
Southgate Dan at Spyglass Hill Equityco Limited (Jersey incorporated)[1]	*	Holding Company	Indirect	123117
Southgate Dan at Spyglass Hill Holdco Limited (Jersey incorporated)[1]	*	Holding Company	Indirect	123118
Park Leisure Group Limited[1]	*	Holiday Park Operator	Indirect	10609435
Southgate Dan at Spyglass Hill Bidco Limited[1]	*	Holding Company	Indirect	10528576
Southgate Dan at Spyglass Hill Propco 1 Limited[1]	*	Holding Company	Indirect	10609570
Southgate Dan at Spyglass Hill Propco 2 Limited[1]	*	Holding Company	Indirect	10609941
Park Leisure 2000 Limited[1]	*	Holding Company	Indirect	03352005
Park Leisure 2000 (Northumberland) Limited[1]	*	Holding Company	Indirect	04268282
Park Leisure 2000 (Cornwall) Limited[1]	*	Holding Company	Indirect	05262097
Christies Parks Limited[1]	*	Holiday Park Operator	Indirect	SC292808

[1] Exempt from audit by virtue of Section 479A of the Companies Act 2006. In accordance with Section 479A of the Companies Act 2006, Tiger Topco 1 Limited has provided guarantees over the liabilities of these subsidiaries as disclosed in Note 25.
[2] If appropriate, these entities may be dissolved or liquidated as part of a rationalisation prior to filing parent company guaranteed statutory accounts.
* All subsidiaries are registered at Glovers House, Glovers End, Bexhill-On-Sea, East Sussex, TN39 5ES.

13 Acquisitions

Acquisitions in the current year (Group)

Park Leisure Group

On 21 June 2022 the Group, via its wholly owned subsidiary undertaking SCI SG Bidco Limited ("Bidco"), acquired all of the shares in Southgate - Dan At Spyglass Hill - Equityco Limited ("Park Leisure", "Park Leisure Group") for £131,922,000 satisfied in cash. Total funding required for the acquisition amounted to £186,696,000 as shown in the table below.

Funding	
Bank debt	54,774
Total debt funding	**54,774**
Equity Funding	
Ordinary share capital	131,922
Total equity funding	**131,922**
Total funding	**186,696**

All bank debt and interest in the Park Leisure Group was repaid in full on completion of the Park Leisure acquisition.

The acquisition of the Park Leisure business provided the Group with an opportunity to acquire 11 five-star parks all located in coastal areas or areas of outstanding natural beauty across the UK. This greatly expanded its park footprint across the UK and enabled the Group to consolidate its position as one of the largest owners of holiday parks in the leisure sector.

NOTES *(continued)*

13 Acquisitions *(continued)*

Acquisitions in the current year (Group) *(continued)*

The following table summarises the consideration paid for the business and the fair value of the assets acquired and liabilities assumed at the acquisition date:

Consideration	**£'000**
Cash on completion	131,922
Total consideration	**131,922**
Recognised amounts of identifiable assets acquired and liabilities assumed	
Trade Names	12,334
Property, plant and equipment	202,276
Inventories	6,286
Debtors and prepayments	2,318
Cash	2,734
Trade creditors	(5,142)
Deferred income	(6,320)
Other creditors and accruals	(6,432)
Bank debt	(54,774)
Taxation	(29,169)
Lease liability	(52,895)
Total identifiable net assets	**71,216**
Goodwill generated on acquisition	**60,706**
Cash impact of the acquisition	
Cash paid	131,922
Less: cash acquired	(2,734)
Net outflow of cash – investing activities	**129,188**

The goodwill arising on acquisition is attributable to the assembled workforce of the acquired group, the wider footprint of parks across the UK and the further gaining of critical mass within the holiday park leisure sector. It will not be deductible for tax purposes. There was no contingent consideration and the business combination was achieved in a single stage.

Shortly after acquisition, the assets and liabilities of the Park Leisure parks were hived up at their fair values into Park Holidays UK Limited, a fellow Group subsidiary undertaking.

In 2022 post acquisition, the 11 Park Leisure parks contributed £8,410,000 of earnings before interest, tax, depreciation, and amortisation ('EBITDA'). If the Park Leisure Group had traded for a full year, revenue would have been an estimated £58,651,000 and EBITDA would have been an estimated £13,406,000.

Acquisition expenses of £2,600,000 arose as a result of the transaction. These Administrative expenses are one-off costs and identified separately in the Group's financial statements by being presented in columnar format in the Income Statement under Non-underlying items and detailed in Note 7 Non-underlying items.

14 Inventories

	Group 31 Dec 2022 £'000	Group 31 Dec 2021 £'000	**Company 31 Dec 2022 £'000**	Company 31 Dec 2021 £'000
Finished goods	**43,149**	23,215	-	-

Finished goods recognised as cost of sales in the year amounted to £63,454,260 *(2021: £37,930,663)*. The write-down of inventories to net realisable value amounted to £79,315 *(2021: £128,762)*. There were no reversals of write-downs in the year.

NOTES *(continued)*

15 Trade and other receivables

	Group 31 Dec 2022 £'000	Group 31 Dec 2021 £'000	**Company 31 Dec 2022 £'000**	Company 31 Dec 2021 £'000
Trade receivables *(see Note 23)*	**40,978**	11,032	**-**	-
Prepayments and accrued income	**12,786**	9,246	-	-
VAT and corporation tax receivable	**5,010**	4,284	-	-
Amounts due from Group undertakings	**-**	-	-	8,630
Amounts due from parent undertakings	**10,785**	-	**20,065**	-
Other receivables	**175**	924	**-**	-
	69,734	25,486	**20,065**	8,630

Contract assets of £3,847,000 existed within prepayments and accrued income at the year-end *(2021: £1,585,000).*

All trade and other receivables were denominated in Pounds Sterling as at 31 December 2022. As at 31 December 2022 there were £nil trade receivables due after more than one year.

16 Cash and cash equivalents

	Group 31 Dec 2022 £'000	Group 31 Dec 2021 £'000	**Company 31 Dec 2022 £'000**	Company 31 Dec 2021 £'000
Cash at bank and in hand	**9,838**	87,564	-	141

All cash and cash equivalents are denominated in pounds sterling as at 31 December 2022.

17 Trade and other payables

	Group 31 Dec 2022 £'000	Group 31 Dec 2021 £'000	**Company 31 Dec 2022 £'000**	Company 31 Dec 2021 £'000
Trade payables	**24,281**	24,004	**-**	-
Social security and other taxes	**10,544**	1,394	**-**	-
Amounts owed to Group undertakings	-	-	**14,874**	3,420
Contract liabilities	**76,805**	56,440	**-**	-
Accrued expenses	**22,030**	21,067	**-**	-
Amount due to parent companies	**43,475**	-	**-**	-
Other liabilities	**20,228**	28,287	**-**	-
	197,363	131,192	**14,874**	3,420

All trade and other payables were denominated in Pounds Sterling as at 31 December 2022.

NOTES *(continued)*

18 Provisions

	Finance provision	Litigation provision	Group Total £'000	Company Total £'000
Balance at 1 January 2022	1,851	786	2,637	-
Release of prior year provision	(1,255)	-	(1,255)	-
Provisions made during the year	-	468	468	-
Balance at 31 December 2022	**596**	**1,254**	**1,850**	**-**
Current	596	1,254	1,850	-
Non-current	-	-	-	-

Finance provision costs primarily relate to repossessions which had not yet been actioned by the finance houses at the year end. The timing and amount of outflow of resources are uncertain at the balance sheet date and are therefore based on estimates of the timing and amount of outflow.
Litigation provision costs relate to ongoing legal costs where the timing and amount of outflow of resources are uncertain at the balance sheet date and are therefore based on estimates of the timing and amount of outflow.

19 Other interest-bearing loans and borrowings

	Group 31 Dec 2022 £'000	Group 31 Dec 2021 £'000	**Company 31 Dec 2022 £'000**	Company 31 Dec 2021 £'000
Non-current liabilities				
Bank borrowings	-	179,630	-	-
Loan from parent undertaking	**536,698**	256,717	-	-
Lease liabilities	**318,814**	231,619	-	-
Co-investor loan notes	-	4,127	-	-
	855,512	672,093	-	-

	Group 31 Dec 2022 £'000	Group 31 Dec 2021 £'000	**Company 31 Dec 2022 £'000**	Company 31 Dec 2021 £'000
Current liabilities				
Lease liabilities (included within trade and other payables)	**1,363**	3,387	-	-
Stock facility (included within trade and other payables)	**3,588**	-	-	-
Revolving credit facility	**16,000**	-	-	-
	20,951	3,387	-	-

Term and debt repayment schedule:

	Nominal interest rate	**Date of maturity**	**Face value and Carrying amount 31 Dec 2022 £'000**	Face value and Carrying amount 31 Dec 2021 £'000
Term loan B	3.75% above 3m LIBOR	8/2/2024	-	130,000
Capex and acquisition facility	3.25% above 3m LIBOR	8/2/2023	-	10,000
Accordion facility 1	3.75% above 3m LIBOR	8/2/2024	-	14,000
Accordion facility 2	3.75% above 3m LIBOR	8/2/2024	-	11,000
Accordion facility 3	3.75% above 3m LIBOR	8/2/2024	-	15,000
			-	180,000

NOTES *(continued)*

19 Other interest-bearing loans and borrowings *(continued)*

	Nominal interest rate	Date of maturity	Face value and Carrying amount 31 Dec 2022 £'000	Face value and Carrying amount 31 Dec 2021 £'000
180M SONIA	SONIA + 7.4326%	08/04/2033	**180,296**	-
244M SONIA	SONIA + 7.4326%	08/04/2033	**244,402**	-
112M SONIA	SONIA + 7.4326%	08/04/2033	**112,000**	-
			536,698	-

The loans above totalling £536,698,000 are intercompany loan facilities with Sun who have access to a substantial senior credit facility with their bankers. The bank debt in 2021 was fully repaid as a result of the acquisition of the business by Sun.

Lombard North Central plc, who supply caravans to the Group, hold a fixed and floating charge over the assets of the Group in respect of monies due to them from time to time, ranking below the banks. At the year-end £3,588,065 was owed to Lombard *(2021: £1,900,553)*. In the year, the Group now has term loan secured by the ultimate parent of £536.7m.

Loan notes

Investor loan notes of £238m and £6.5m of co-investor loan notes were repaid within the year.

At 31 December 2022 the investor loan notes net of £nil (2021: £nil) capitalised fees, had a balance of £nil with a total of £6.2k interest. The co-investor loan notes had a balance of £nil with a total of £0.2m interest.

The revolving credit facility is a drawdown of £16m on a new £500.0m revolving line of credit provided by Sun Communities. The line of credit bears interest at a floating rate based on the Daily Sonia Rate, plus a margin of 0.87%.

20 Changes in liabilities from financing activities

	31 Dec 2022				31 Dec 2021			
	Loans and borrowings	**PIK and co-investor loan notes**	**Lease liabilities**	**Stock facility**	Loans and borrowings	PIK and co-investor loan notes	Lease liabilities	Stock facility
	£'000	**£'000**	**£'000**	**£'000**	£'000	£'000	£'000	£'000
Balance at 1 January	**179,630**	**235,746**	**260,104**	-	177,336	136,885	222,137	-
Changes arising from obtaining or losing control of subsidiaries or other businesses	**55,144**	-	-	-	68,485	-	-	-
Changes from financing cash flows								
Proceeds from loans and borrowings	**536,698**	-	-	**3,588**	-	80,000	-	-
Repayment of loans and borrowings	**(234,774)**	-		-	(68,485)			-
Payment of lease liabilities	-	-	**(18,002)**	-	-	-	(11,468)	-
Repayment of loan notes	-	**(235,746)**	-		-	-	-	-
Total changes from financing cash flows	**301,924**	**(235,746)**	**(18,002)**	**3,588**	(68,485)	80,000	(11,468)	
Other changes								
New leases	-	-	**3,539**	-	-	-	6,806	-
Leases acquired on acquisitions	-	-	**52,894**	-	-	-	25,180	-
Arrangement fees	-	**2,063**	-	-	-	-	-	-
Arrangement fees paid	-	**(2,063)**	-	-	2,294	-	-	-
Interest expense	-	**6,220**	**11,518**	-	6,186	18,861	10,206	-
Interest paid	-	**(6,220)**	-	-	(6,186)	-	-	-
Remeasurement of lease liability	-	-	**10,123**	-	-	-	7,243	-
Total other changes	-	-	**78,074**	-	2,294	18,861	49,435	-
Balance at 31 December	**536,698**	-	**320,176**	**3,588**	179,630	235,746	260,104	-

The changes from financing cash flows relating to the £16m revolving line of credit are all derived from proceeds from the facility.

21 Deferred taxation (Group)

Recognised deferred tax liabilities

Deferred tax attributable to:

	Assets		Liabilities		Net	
	31 Dec 2022 £000	31 Dec 2021 £000	**31 Dec 2022 £000**	31 Dec 2021 £000	**31 Dec 2022 £000**	31 Dec 2021 £000
Freehold and leasehold property	**-**	-	**187,902**	121,501	**187,902**	121,501
Intangible assets	**-**	-	**4,608**	2,356	**4,608**	2,356
Corporate interest restriction	**(18,966)**	(10,908)	**-**	-	**(18,966)**	(10,908)
Total deferred tax	**(18,966)**	(10,908)	**192,510**	123,857	**173,544**	112,949

Movement in deferred tax assets during the year:

	1 Jan 2022 £000	**Acquisition of subsidiary £000**	**Recognised in P&L £000**	**Recognised in OCI £000**	**31 Dec 2022 £000**
Corporate interest restriction	(10,908)	-	(8,058)	-	(18,966)
Total deferred tax assets	**(10,908)**	**-**	**(8,058)**	**-**	**(18,966)**

Movement in deferred tax assets during the prior year:

	1 Jan 2021 £000	Acquisition of subsidiary £000	Recognised in P&L £000	Recognised in OCI £000	31 Dec 2021 £000
Corporate interest restriction	(10,179)	-	(729)	-	(10,908)
Total deferred tax assets	(10,179)	-	**(729)**	-	**(10,908)**

Movement in deferred tax liabilities during the year:

	1 Jan 2022 £000	**Acquisition of subsidiary £000**	**Recognised in P&L £000**	**Recognised in OCI £000**	**31 Dec 2022 £000**
Freehold and leasehold property	**121,501**	**29,937**	**(1,212)**	**37,676**	**187,902**
Intangible assets	**2,356**	**-**	**2,252**	**-**	**4,608**
Total deferred tax liabilities	**123,857**	**29,937**	**1,040**	**37,626**	**192,510**

Movement in deferred tax liabilities during the prior year:

	1 Jan 2021	Acquisition of subsidiary *£000*	Recognised in P&L *£000*	Recognised in OCI *£000*	31 Dec 2021 *£000*
Freehold and leasehold property	33,365	5,497	1,227	81,412	121,501
Intangible assets	1,269	-	1,087	-	2,356
Total deferred tax liabilities	34,634	5,497	2,314	81,412	123,857

There was no deferred tax arising in the Company.

NOTES *(continued)*

22 Share Capital and Reserves

Group & Company	Ordinary Share capital		Preference shares		Share premium	
	Number	*£*	*Number*	*£*	*Number*	*£*
In issue at 1 January 2021	1,006,563	11,720	-	-	1,006,563	1,035,921
Shares issued	-	-	100,000	1	-	-
In issue at 31 December 2021	1,006,563	11,720	100,000	1	1,006,563	1,035,921
In issue at 1 January 2022	**1,006,563**	**11,720**	**100,000**	**-**	**1,006,563**	**1,035,921**
Shares issued	**341,239**	**3,799**	**23,254**	**12**	**341,239**	**74,703,123**
In issue at 31 December 2022	**1,347,802**	**15,519**	**123,254**	**13**	**1,347,802**	**75,739,044**

Share class	Number of shares	Nominal value	Aggregate nominal	Price per share	Aggregate price
Ordinary	2	£1.00	£2	£292.79	£295
A1 Ordinary (78.8% of voting rights)	1,074,137	£0.01	£10,741	£293.78	£60,315,237
A2 Ordinary (3.7% of voting rights)	49,876	£0.01	£499	£293.78	£2,800,701
B1 Ordinary	147,751	£0.01	£1,478	£293.78	£8,324,833
B2 Ordinary (17.5% of voting rights)	67,945	£0.04	£2,718	£293.75	£3,826,495
B3 Ordinary	8,091	£0.01	£81	£293.78	£471,471
Preference					
Senior Preferred shares	123,254	£0.0001	£12		£12
At 31 December 2022	**1,471,056**		**£15,531**		**£75,739,044**

During the year 341,239 ordinary shares were issued with a nominal value and share premium as detailed in the above table with a total consideration of £74,703,123. During the year 23,254 preference shares were issued with a nominal value and share premium totalling less than £1.

The holders of all ordinary shares are entitled to one vote per share at meetings of the Group and have the right to receive dividends after preference shares as declared from time to time. The ordinary shares are not redeemable. No dividend payments were made during the year *(2021: £nil).*

The Ordinary Treasury Shares retain a beneficial interest jointly held by the Park Holidays Employee Benefit Trust and two senior employees. The Park Holidays Employee Benefit Trust as part of the created as part of the Group's management incentive scheme to enable it to attract, retain and motivate certain key employees and executive directors.

Revaluation reserve

Where property, plant and equipment is revalued, the cumulative increase in the fair value of the property at the date of reclassification in excess of any previous impairment losses is included in the revaluation reserve. A valuation was carried out by external valuers in December 2022 which resulted in an uplift to some assets and an impairment to some assets which went to the profit and loss reserve.

Under IFRS 16, when future lease payments are linked to the change in an index or rate, the lease liability must be remeasured at each reporting date. Any increase in the lease liability must be reflected, with a corresponding entry on the right of use asset.

Share-based payment reserve

The share-based payments reserve is used to recognise the grant date fair value of joint beneficial interests in shares issued to senior employees via the Employee Benefit Trust.

Capital contribution reserve

The capital contribution reserve relates to the long-term incentive plan.

Profit and loss account

The profit and loss account represents cumulative profit and losses, net of dividends and other reserve movements.

23 Financial instruments

(a) Fair value of financial instruments

Fair Value

There is no significant difference between the carrying amounts shown in the balance sheet and the fair values of the Group and Company's financial instruments. For current trade and other receivables/payables with a remaining life of less than one year, the amortised cost is deemed to reflect the fair value.

The fair value of all financial assets and liabilities by class shown in the balance sheet, together with their carrying amounts, are detailed below. There have not been any transfers within the hierarchy during the year. The Group holds no Level 1 or 3 assets as all financial instruments are held at amortised cost.

Group

	Carrying Amount	**Fair Value**	Carrying Amount	Fair Value
	31 Dec 2022	**31 Dec 2022**	31 Dec 2021	31 Dec 2021
Financial Assets	**£'000**	**£'000**	£'000	£'000
Financial assets measured at amortised cost				
Loans and receivables				
Trade receivables *(Note 15)*	**40,978**	**40,978**	11,032	11,032
Accrued income *(Note 15)*	**3,847**	**3,847**	1,584	1,584
Cash and cash equivalents *(Note 16)*	**9,838**	**9,838**	87,564	87,564
Total financial assets	**54,663**	**54,663**	100,180	100,180
Financial Liabilities				
Financial liabilities measured at amortised cost				
Trade payables *(Note 17)*	**(24,281)**	**(24,281)**	(24,004)	(24,004)
Accrued expenses (Note 17)	**(22,030)**	**(22,030)**	(21,067)	(21,067)
Amount due to parent companies (Note 17)	**(43,475)**	**(43,475)**	-	-
Borrowings *(Note 19)*	**(536,698)**	**(536,698)**	(179,630)	(179,630)
Loan notes *(Note 19)*	**-**	**-**	(235,746)	(235,746)
Lease liabilities (Note 24)	**(320,176)**	**(320,176)**	(260,104)	(260,104)
Total financial liabilities	**(946,660)**	**(946,660)**	(720,551)	(720,551)
Total net financial instruments	**(891,997)**	**(891,997)**	(620,371)	(620,371)

Company

	Carrying Amount	**Fair Value**	Carrying Amount	Fair Value
	31 Dec 2022	**31 Dec 2022**	31 Dec 2021	31 Dec 2021
Financial Assets	**£'000**	**£'000**	£'000	£'000
Financial assets measured at amortised cost				
Loans and receivables				
Amounts due from parent undertakings *(Note 15)*	**20,065**	**20,065**	8,630	8,630
Total financial assets	**20,065**	**20,065**	8,630	8,630
Financial Liabilities				
Financial liabilities measured at amortised cost				
Amounts owed to Group undertakings *(Note 17)*	**(14,874)**	**(14,874)**	(3,420)	(3,420)
Total financial liabilities	**(14,874)**	**(14,874)**	(3,420)	(3,420)
Total net financial instruments	**5,191**	**5,191**	5,210	5,210

NOTES *(continued)*

23 Financial instruments *(continued)*

(b) Financial Risk Management

The use of financial instruments is managed under policies and procedures approved by the Board. These are designed to reduce the financial risks faced by the Group and Company, which primarily relate to credit, interest rate and liquidity risks, which arise in the normal course of the Company's and Group's business.

(c) *Capital Management*

The objective of capital management is to ensure that the Group is to be able to continue as a going concern whilst delivering shareholder expectations and returning benefits to other stakeholders.

The capital structure of the Tiger Topco 1 Group consists of term loan debt, lease liabilities, cash and cash equivalents and share capital. Details of the share capital are shown in note 22.

The total funding requirement is identified via a detailed balance sheet and cash flow forecasting process which is updated and reviewed by the board on a monthly basis. There have been no changes in what the Group manages as capital in the year.

The Tiger Topco 1 Limited Group's objectives for managing capital include:

- ensuring availability of working capital;
- ensuring sufficient funds for business development; and
- maximise the return to shareholders from business value growth.

(d) Credit Risk

Exposure to credit risk

Credit risk is managed on a Group basis and arises from cash and cash equivalents, financial instruments and trade receivables. The Group provides credit to customers in the normal course of business. Management has a credit policy in place and the exposure to credit risk is monitored on an on-going basis.

The carrying amount of trade receivables represents the maximum credit exposure for the Group. All material trade receivable balances relate to sales transactions with the Group's client base. At the balance sheet date, there were no significant concentrations of credit risk, with total trade receivables of £40,978,000 *(2021:* £11,032,000*)*. There were no expected credit losses or impairments as at 31 December 2022.

The trade receivables as at 31 December are aged as follows:

	31 Dec 2022	31 Dec 2021
	£'000	£'000
Not due	**39,285**	9,916
Not more than three months past due	**1,272**	598
More than three months but not more than six months past due	**421**	518
Trade receivables *(see Note 15)*	**40,978**	11,032

(e) Liquidity risk

The Group holds a financing facility with various banks (see Note 19) and its interest and liquidity risks are associated with the maturity of its loans against cash inflows from around the Group. As at 31 December 2022, the Group owed £nil (2021: £180m) under the facility. The repayment profile for this debt, and interest rates are set out in Note 19.

The group owes £536.7m to the parent company, the interest is charged at SONIA + 7.4%.

NOTES *(continued)*

23 Financial instruments *(continued)*

The amounts below are gross and undiscounted, and include estimated contractual interest payments and exclude the effect of netting agreements:

		2022			
	Carrying amount £'000	**Contractual cash flows £'000**	**1 year or less £'000**	**Between 1 and 5 years £'000**	**5 years and over £'000**
Non-derivative financial liabilities					
Loans from parent undertakings	**536,698**	**1,614,248**	**-**	**-**	**1,614,248**
Lease liabilities	**320,176**	**1,488,358**	**11,426**	**43,324**	**1,433,608**
Trade and other payables	**24,281**	**24,281**	**24,281**	**-**	**-**
		3,126,877	**35,707**	**43,324**	**3,047,856**

		2021			
	Carrying amount £'000	Contractual cash flows £'000	1 year or less £'000	Between 1 and 5 years £'000	5 years and over £'000
Non-derivative financial liabilities					
Secured bank loans	179,630	187,347	5,942	181,405	-
PIK loan notes	235,746	238,004	-	238,004	-
Lease liabilities	260,104	1,212,521	12,131	43,708	1,156,682
Trade and other payables	24,004	24,004	24,004	-	-
		1,661,876	42,077	463,117	1,156,682

(f) Market risk

Foreign currency risk

The Group does not operate internationally and is therefore not exposed to foreign currency risk.

Interest rate risk

Profile

At the balance sheet date the interest rate profile of the Group's interest-bearing financial instruments was:

The Group's financial liabilities are disclosed in Note 19, which are entirely consisting of a loan from the parent undertaking totalling £536.7m (2021: bank debt of £180.0m which was repaid in 2022). The group has no fixed rate instruments.

The group owes £536.7m to the parent company, on which interest is charged at SONIA + 7.4%.

NOTES *(continued)*

24 Leases

(A) Leases as a lessee

The Group leases many assets including land and buildings and equipment. Information about leases for which the Group is a lessee is presented below.

Right of use assets

	Land and Buildings £'000	Plant and Machinery £'000	Hire Fleet £'000	Total £'000
Balance at 31 December 2021	**626,996**	**3,076**	**9,992**	**640,064**
Additions to right-of-use assets	35,495	254	-	35,749
Repayment of right-of-use assets	-	-	(8,028)	(8,028)
Acquired through business combinations	52,894	-	-	52,894
Depreciation charge for the year	(1,345)	(507)	(1,852)	(3,704)
Revaluation	102,724	-	-	102,724
Increases due to lease liability remeasurement	10,123	-	-	10,123
Impairment	(13,542)	-	-	(13,542)
Balance at 31 December 2022	813,345	2,823	112	816,280

Amounts recognised in profit or loss:

The following amounts have been recognised in profit or loss for which the Group is a lessee:

Leases under IFRS 16	**2022 £'000**	2021 £'000
Interest on lease liabilities	**11,518**	10,206
Expenses related to short-term leases	**189**	228
Expenses related to leases of low-value assets accounted; excluding short-term leases of low value assets	**46**	44

Amounts recognised in statement of cash flows	**2022 £'000**	2021 £'000
Total cash outflow for leases	**18,001**	11,468

(i) Property leases

The Group leases land and buildings for office space and storage facilities. The periods on these leases range from two to eighty years.

(ii) Extension options

One of the leases was for a term of fifteen years with a break clause after ten years. However, the Group are reasonably certain that the break clause will not be exercised and therefore the lease liability is based on a term of fifteen years instead of ten.

(iii) Other leases

The Group leases vehicles and equipment, with lease terms of three to seven years. In some cases, the Group has options to purchase the assets at the end of the contract term; in other cases, it guarantees the residual value of the leased assets at the end of the contract term.

The Group monitors the use of these vehicles and equipment and reassess the estimated amount payable under the residual value guarantees at the reporting date to remeasure lease liabilities and right-of-use assets.

The Group also leases IT equipment with contract terms of three to five years. These leases are short term and/or leases of low-value items. The Group has elected not to recognise right-of-use assets and lease liabilities for these leases.

NOTES *(continued)*

24 Leases *(continued)*

(iv) Sale-and-leaseback

In 2017, the Group entered into a series of sale and leaseback agreements, secured on the land of 16 parks, and in 2018 entered into another series of sale and leaseback agreements, secured on the land of 6 further parks. Under the terms of these agreements the parks are subject to ongoing rental obligations ("ground rent") for a term of 100 years, with the option to repurchase the land for £1 per park at the end of this period. This sale-and-leaseback transaction enabled the Group to access more capital while continuing to use the land where the parks are based. The rent is adjusted each year in line with RPI but subject to a cap and collar of 4% and 1% respectively.

On acquisition of the Park Leisure Group in 2022, the Group acquired a further 9 parks on which ground rent transactions had been completed previously. The Group now has 34 parks under ground rent agreements of the 56 parks owned.

Lease liabilities	**2022**	2021
	£'000	£'000
Maturity analysis - contractual undiscounted cash flows		
Less than one year	**11,426**	12,131
One to five years	**43,324**	43,708
More than five years	**1,433,608**	1,156,682
Total undiscounted lease liabilities at 31 December	**1,488,358**	1,212,521
Lease liabilities included in the statement of financial position at 31 December	320,176	260,104
Current	1,363	3,386
Non-current	318,813	256,717

(B) Leases as a lessor

The Group leases out the use of the lake at one of its parks which, at the point of transition, had a remaining lease term of 25 years and the use of retail and café premises at another park which both have a remaining lease term of less than 1 year.

All leases are classified as operating leases because none of them transfer substantially all of the risks and rewards incidental to ownership of the assets to the lessees.

Lease income from lease contracts in which the Group acts as a lessor is as below.

	2022	2021
	£'000	£'000
Operating lease		
Lease income	**61**	41

The following table sets out a maturity analysis of lease payments, showing the undiscounted lease payments to be received after the reporting date.

	2022	2021
	£'000	£'000
Less than one year	53	15
One to two years	13	13
Two to three years	13	13
Three to four years	13	13
Four to five years	13	13
More than five years	218	231
Total undiscounted lease payments	323	298

NOTES *(continued)*

25 Contingencies

In order for the subsidiary companies as disclosed in note 12 to take the exemption under section 479A of the Companies Act 2006, the parent company has guaranteed all outstanding liabilities of those subsidiary companies at 31 December 2022 until those liabilities are satisfied in full.

Some of the holiday homes sold to customers are part funded by third party finance companies. In the event of a default by a customer, the Group may be required to re-purchase a holiday home from the third-party finance company at a price based on an agreed formula. In due course the holiday homes re-purchased under these arrangements are resold in the normal course of business. There have not been any material negative impacts from these re-purchases or subsequent sales in this or recent years.

The Group has a corporate credit card facility with Natwest bank with a credit limit of £200,000.

26 Employee Benefits

a) Description of share-based payment arrangements

Park Holidays Employee Benefit Trust

In April 2021 the Park Holidays Employee Benefit Trust (the "Trust") was created as part of the Group's management incentive scheme to enable it to attract, retain and motivate certain key employees and executive directors. Initially, two employees were invited to participate in the incentive scheme. Via the Trust, and with the use of funds from employee loans, they each purchased joint beneficial interests in a number of shares in Tiger Topco 1 Limited ("Topco") at a discount to full unrestricted market value.

The approach to valuing joint beneficial interests in the Topco shares ignored the impact of any potential acquisition (eg Bridge Group) as there was no certainty of such acquisition at the time of valuation. It also ignored the impact of any personal restrictions, such as forfeiture and transfer provisions, which attach to the individuals.

The share-based payment arrangements ended on the 'Exit Date' of 8 April 2022, the date of the sale of the Topco business to Sun Communities Inc ("Sun"), a United States company listed on the New York Stock Exchange. The Park Holidays Employee Benefit Trust was dismantled soon after the share-based payment arrangements ended.

Sun UK Sub-Plan

In April 2022 a small number of senior employees and executive directors joined Sun's share-based payment scheme known as the UK Sub-Plan. This operates under the Sun Communities 2015 Equity Incentive Plan, complies with applicable UK laws and is solely applicable to employee participants located in the UK. The share-based compensation is awarded as service vesting restricted stock grants to executives and key employees.

b) Measurement of share-based payment arrangements

The UK Sub-Plan measures the fair value associated with the awards of restricted stock grants using the closing price of Sun's common stock as of the grant date to calculate compensation cost. Employee awards vest over 5 years from their grant date and are subject to continued employment by the employee.

Park Holidays Employee Benefit Trust

The number and weighted-average exercise prices of share options awarded were as follows.

Park Holidays Employee Benefit Trust

	Number of options	**2022 Weighted average exercise price (£)**	**Number of options**	**2021 Weighted average exercise price (£)**
Outstanding at 1 January	**11,201**	320	-	-
Granted during the year	**-**	-	11,201	320
Exercised during the year	**(11,201)**	(320)	-	-
Outstanding at 31 December	**-**	**-**	**11,201**	**320**

NOTES *(continued)*

26 Employee Benefits *(continued)*

As at the reporting date there was no remaining contractual life.

Sun UK Sub-Plan

	Number of options	2022 Weighted average exercise price ($)	Number of options	2021 Weighted average exercise price ($)
Outstanding at 1 January	-	-	-	-
Granted during the year	**54,000**	181	-	-
Exercised during the year	-	-	-	-
Outstanding at 31 December	**54,000**	**181**	-	-

As at the reporting date the weighted average remaining contractual life was 4 years and 9 months. The weighted average exercise price under the Sun UK Sub-Plan is quoted in US dollars.

c) Recognition of expense

	Group 31 Dec 2022 £'000	Group 31 Dec 2021 £'000
Equity-settled share-based payments		
Park Holidays Employee Benefit Trust	**1,196**	3,589
Sun UK Sub-Plan	**1,075**	-
Recognised in profit and loss for the year	**2,271**	**3,589**

27 Related parties

Group

The Directors are considered key management personnel. Directors of the Group control 0% (2021: 15%) of the voting shares of the parent company, Tiger Topco 1 Limited. Directors' remuneration is disclosed in Note 6. This includes equity-settled share-based payments of £1,838,000 (2021: £3,589,000).

During the year one of the key management personnel charged fees to Park Holidays UK for their services as a director through another company at a cost of £0.1m (2021: £0.08m).

During the year the following transactions took place between the Group and its shareholders:

	Group 31 Dec 2022 £'000	Group 31 Dec 2021 £'000
Share repurchase	-	(10)
Trading / other related parties	132	154

In April 2021 the Park Holidays Employee Benefit Trust (the "Trust") was created as part of the Group's management incentive scheme to enable it to attract, retain and motivate certain key employees and executive directors. Initially, two employees were invited to participate in the incentive scheme. Via the Trust, and with the use of funds from employee loans, they each purchased joint beneficial interests in a number of shares in Tiger Topco 1 Limited ("Topco") at a discount to full market value.

The share-based payment arrangements ended on the 'Exit Date' of 8 April 2022, the date of the sale of the Topco business to Sun Communities Inc ("Sun"), a United States company listed on the New York Stock Exchange. The Park Holidays Employee Benefit Trust was dismantled soon after the share-based payment arrangements ended.

NOTES *(continued)*

27 Related parties *(continued)*

Loans to key management personnel

	Group 31 Dec 2022 £'000	Group 31 Dec 2021 £'000
Balance at 1 January	-	-
Loans advanced	-	138
Loan repayments received	-	(19)
Interest charged	-	2
Balance at 31 December	-	121

The loans advanced to key management personnel were to facilitate the purchase of joint beneficial interests in a number of shares in Tiger Topco 1 Limited. The employee loans were repayable in full upon a sale, transfer or other disposition of all the shares to a third-party purchaser but only if the consideration received by the borrower for the shares was equal to or higher than the purchase price paid for the joint beneficial interest in them.

In the event that the borrower breached any of his obligations under the loan agreement, the lender's sole recourse would be against the shares. Interest on the loans accrued at 2.5% per annum.

Company

The Company undertakes transactions with related parties in the normal course of business and all transactions with related parties are made on normal commercial terms. At 31 December 2022 the Company held inter-company balances with four of its subsidiary undertakings (Tiger Debtco Limited, Tiger Bidco Limited, Tiger Group Limited and Park Holidays UK Limited), as detailed in Notes 15 and 17.

The balance with Tiger Debtco relates to the purchase of the Group; the funding received for the acquisition of Tiger Group Limited was flowed down the company structure in the form of intercompany loans.

28 Ultimate parent company and ultimate controlling party

The immediate parent of the company is SCI Bidco Limited, a company registered in Jersey. The ultimate parent company and controlling party is Sun Communities, Inc. a company listed on the New York Stock Exchange.

29 Accounting estimates and judgements

The preparation of financial statements in conformity with UK adopted IAS requires management to make judgements, estimates and assumptions that affect the application of policies and reported annual amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The Group believes the principal accounting estimates, assumptions and uncertainties employed in the preparation of these financial statements are:

Estimates

Revenue (Note 2)
Bundled services are accounted for under IFRS 15 by allocating the observable price to service elements of the bundle and allocating the remaining balance to the caravan sale. Estimates are used to determine the observable price of site fees and extras. Refer to note 2.

NOTES *(continued)*

29 Accounting estimates and judgements *(continued)*

Business combinations (Note 13)

The Group identifies separate assets and liabilities upon acquisition and recognises those assets at their fair value. The assessment of fair value for tangible items is undertaken with reference to active market conditions where possible. Separable intangibles recognised in business combinations are valued based on an income-based approach.

Share-based payments (Note 22)

The grant-date fair value of equity-settled share-based payment arrangements granted to employees is generally recognised as an expense, with a corresponding increase in equity, over the vesting period of the awards. The amount recognised as an expense is adjusted to reflect the number of awards for which the related service and non-market performance conditions are expected to be met, such that the amount ultimately recognised is based on the number of awards that meet the related service and non-market performance conditions at the vesting date. For share-based payment awards with non-vesting conditions, the grant-date fair value of the share-based payment is measured to reflect such conditions and there is no true-up for differences between expected and actual outcomes.

Land and Buildings (Note 10)

Freehold and Leasehold Land and Buildings are held at a re-valued amount. A revaluation has been carried out upon being acquired by Sun, and a desktop valuation was carried out in December 2022 by an external valuation specialist. The review is carried out to industry required standards looking at all aspects that make up the park including on site drivers (park quality, location, infrastructure) and financial performance. Management makes use of the report prepared by the property valuation company and their judgement when revaluing Group assets.

Intangibles (Note 11)

Intangibles are valued at the identified values placed on those assets at the date of acquisition. Management have used the report prepared by the valuation company when estimating and assigning values to intangible assets at the acquisition date.

Management have based their judgment on the useful economic life of the intangibles with reference to current market conditions including access to the market for new participants and churn rates of customers.

Inventory valuation (Note 14)

Inventories are stated at the lower of cost and net realisable value with provision being made for obsolete and slow-moving items. Management have based their judgements on the classification of inventory and the item's demand.

Leases (Note 24)

Three discount rates for three different lease periods have been calculated. These discount rates take into consideration the value of the leased asset, the interest rates on the Group's existing borrowings and market data. Management deem the discount rates calculated to be reasonable and accurate.

Judgements

Goodwill (Note 11)

Management review goodwill on an annual basis for any impairment. The recoverable amount of the goodwill is based on the higher of value in use or fair values less costs to sell. The recoverable amount of the cash generating unit (CGU) upon which the goodwill is based on is determined based on value in use ('VIU) calculations as disclosed in Note 11, which include a number of key assumptions. In addition, as described in Note 11, in management's judgement it is appropriate for the board approved forecasts which are utilized within those value in use calculations to cover a period greater than 5 years which is usually expected by IAS 36. Note 11 describes the degree by which the key value in use assumptions would have to change by to give rise to a potential impairment of goodwill.

Capitalisation of labour costs (Note 1)

Certain staff will spend a percentage of their time working on capital projects. Management use their judgement to allocate the cost of internal labour between capital and expense.

Business or asset acquisition (Note 13)

Management assesses each acquisition to determine if the transaction meets the definition of a business combination under IFRS 3 including application of the optional concentration test where appropriate. There are judgements in the application of the concentration test in determining what constitutes grouping of similar identifiable assets. Furthermore, where the concentration test is failed, further judgements are made to assess if the acquiree meets the definition of a business under the standards, specifically in respect to inputs, processes, and outputs. A key judgement is whether the processes acquired are substantive which is assessed by way of considering if those processes are either critical or significantly contribute to the production of outputs. As a result of the judgements made during the year, only the acquisition of Park Leisure was concluded to meet the criteria of a business combination