CLAYTON HOTELS

DALATA HOTEL GROUP PLC

maldron HOTELS & PARTNERS

2020 FULL YEAR RESULTS

UNBOWED AND UNBROKEN

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DISCLAIMER

The presentation contains forward-looking statements. These statements have been made by the Directors in good faith based on the information available to them up to the time of their approval of this presentation. Due to inherent uncertainties, including both economic and business risk factors underlying such forward looking information, actual results may differ materially from those expressed or implied by these forward looking statements. The Directors undertake no obligation to update any forward-looking statements contained in this presentation, whether as a result of new information, future events or otherwise.

STRONGLY PLACED FOR RECOVERY

Maldron Hotel Merrion Road, Dublin

STRONGLY POSITIONED FOR RECOVERY AND GROWTH

DALATA HOTEL GROUP PLC

1 Our people

- Teams remain in place - excited and ready to welcome guests back
- Almost all of our core management teams retained at our hotels/central office
- 92,000 training and development courses completed by our people in 2020

2 Young, well invested portfolio

- Average age of our hotels is 17 years
- Predominantly owned portfolio
- Primarily located in large cities or at major airports
- No requirement for any increase to our normal maintenance capital expenditure

3 Exposure to Dublin market

- New supply being delayed due to Covid-19
- Early evidence of rooms coming out of the market
- Strong exposure to sectors shielded from Covid-19

4 Track record of delivering growth

- Adjusted EBITDA CAGR (excluding IFRS 16) of 16.6% from 2015-2019
- Pipeline of close to 3,300 rooms across large UK cities and Dublin
- Proven expertise to capitalise on market opportunities for growth
- Strong relationships with fixed income investors

5 Robust financial position

- Asset backed balance sheet with €1.2bn in hotel assets
- Strong liquidity – cash/undrawn facilities of €298m at the end of 2020
- Significant value created via sale and leaseback of Clayton Hotel Charlemont at €65 million on tight yield

Strong balance sheet provides optionality and security

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INCREASING LIQUIDITY DURING PANDEMIC

€162m
Cash/undrawn facilities at 31 December 2019

Dalata increased liquidity by €136m despite Covid-19 crisis

March
Decisive actions taken in response to Covid-19 crisis to protect cash which continued for the remainder of 2020

April
Sale and Leaseback of Clayton Hotel Charlemont for €65m

July
Agreed amended debt facility with an additional €39m facility and new suite of covenants until June 2022

September
Equity placing raised net proceeds of €92m

€298m[1]
Cash/undrawn facilities at 31 December 2020

[1] *Subject to minimum liquidity covenant of €50m until 30 March 2022*

SIGNIFICANT VALUE CREATED VIA ACTIVE PORTFOLIO MANAGEMENT DESPITE PANDEMIC

DALATA HOTEL GROUP PLC

Sale & leaseback of Clayton Hotel Charlemont

- Retained leased asset with projected stabilised EBITDA post lease costs[1] of €2.5m to €3.0m p.a.
- Development Profit of €23m
- Enhanced liquidity during Covid-19 pandemic

Achieved exceptional yield despite Covid-19 pandemic

February 2016

- Site purchased for €11.9m located in the centre of Dublin city

Mar 2016 - Nov 2018

- New 187 room hotel built for €29.7m
- Total development cost of €220k per room

April 2020

- Sold for €65m with 35 year lease
- Annual rent of €3.05m
- Projected stabilised EBITDAR[1] of €5.5m to €6.0m

[1] *Normal stabilised EBITDA/EBITDAR achievement delayed by impact of Covid-19*

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RESPONSE TO COVID-19 UNDERPINNED BY STRONG VALUES

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Continued progress on sustainability initiatives despite the challenges from Covid-19

1

Strong tone from the top
- ESG remains a key priority for Management

2

Established the ESG board committee in January 2021
- Provides oversight and accountability

3

Continued progress on CDP score

CDP DISCLOSURE INSIGHT ACTION

2018	2019	2020
C	B-	B

4

Introduction of the Diversity and Inclusion policy
- Over 90 different nationalities in the Group
- 49% of the senior team who participate in the Group's LTIP[1] are female

5

Working closely with our stakeholders
- Open communication with customers to address concerns and requirements
- Maintained strong supplier relationships
- Continued to pay agreed rent to institutional landlords
- Regular and open communication with all stakeholders

6

On-going commitment to health and safety
- Introduced the Dalata Keep Safe Programme to ensure the safety of our people, customers and suppliers
- Partnered with a world leading expert, Bureau Veritas, to independently verify our health and safety procedures

"When plans go flying out the window the way they did in 2020, all that's left to guide you are your values[2]"

[1] *LTIP - Long-term incentive plan*
[2] *Quote from Lord Victor Adebowale CBE, Co-founder and Chair Visionable, Chair Social Enterprise UK*

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OUR PEOPLE STRATEGY DURING COVID-19

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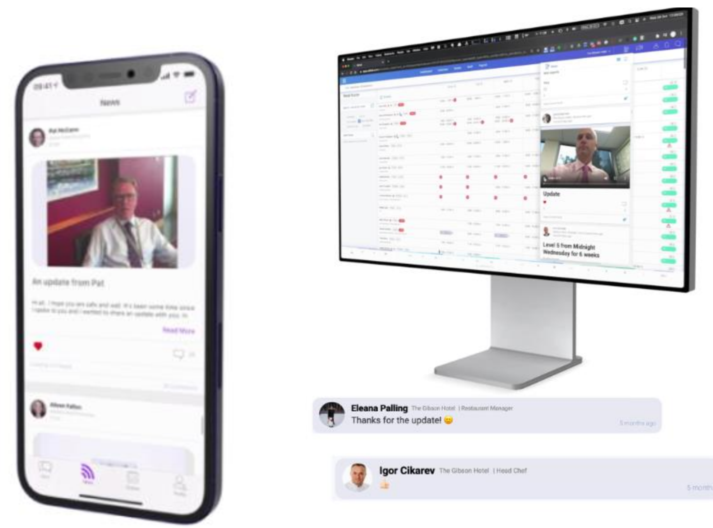
HOTEL GROUP PLC

Continued focus on learning and development programmes
- Use of Virtual Classrooms & technology
- Over 92,000 courses completed on Dalata Online in 2020 - up 103% versus 2019
- Launch of Dalata Academy

Maintaining strong engagement
- Unfortunately many of our people are either on temporary reduced hours/lay-off or on furlough but we continue to engage with them
- Direct, open communications through our Alkimii app to our people's mobile phones from General Manager & CEO



Wellbeing
- Employee Assistance Programme (EAP) – mental health supports and counselor available 24/7
- Introduced a holistic wellbeing offering - over 50 classes monthly in a variety of topics & guest speakers

Retention
- 95% of senior hotel management teams retained
- Retention of Graduates on core team

91% felt that Dalata provides them with access to training courses so they can upskill during the pandemic

91% felt that appropriate precautions are being made in the workplace to prevent the spread of Covid 19

88% say that they have received regular & helpful communication from Dalata during the pandemic

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CLAYTON HOTELS

CONTINUE TO INVEST IN TECHNOLOGY

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Processes are becoming more efficient
Provides more time to deliver excellent customer experiences

2017 - 2019		2020	
Roll out of Alkimii human resources management system	Implemented a new procurement system	Accelerated roll out of revenue management system - 26 out of 41 hotels now on Opera Cloud PMS	Introduced guest focused technologies in response to Covid-19 (i) advance check in/check out (ii) Preoday, a mobile/ online ordering tool
Set up the Shared Service Centre in Cork	Introduced a universal accounting platform	Implemented Micros Simphony POS with integrated credit card terminals at 22 out of 41 hotels	Processing and payment of payroll for all 41 hotels now done centrally

Taking advantage of the time when our hotels are less busy to accelerate the roll out of technologies that will add significant value in the future

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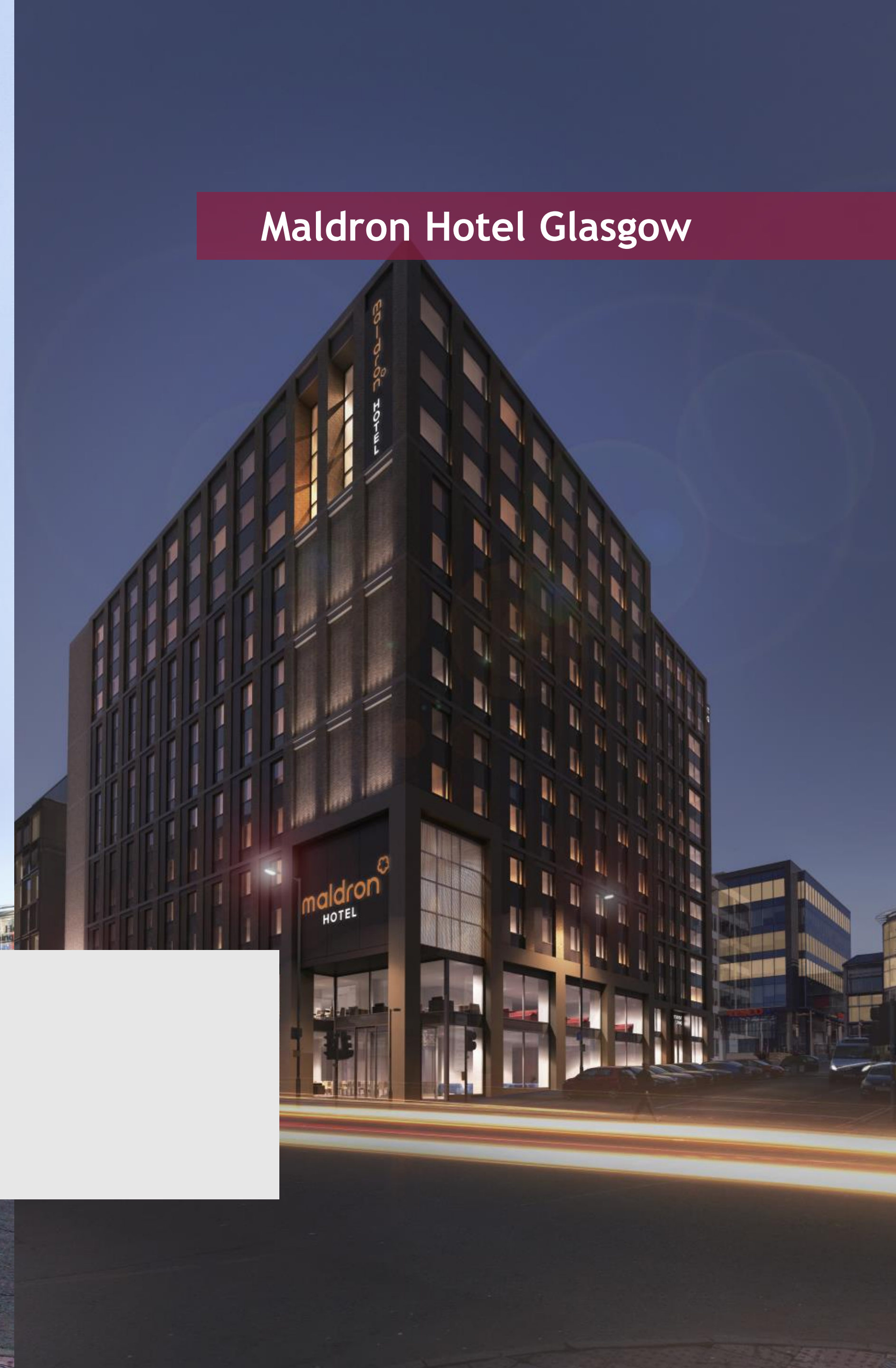
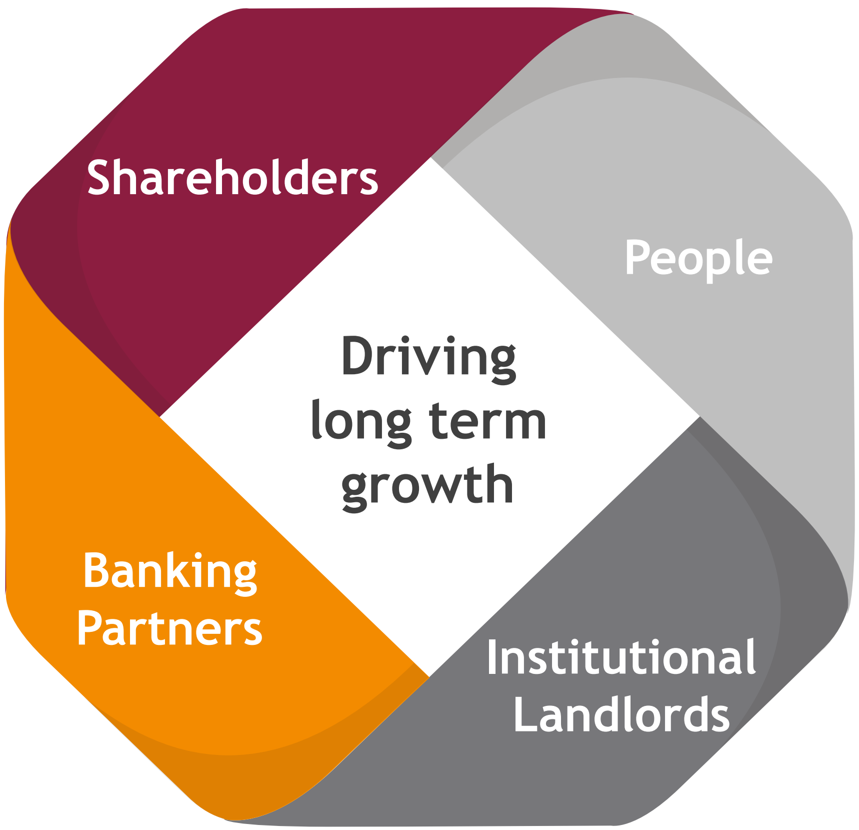


Maldron Hotel Glasgow

GROWTH STRATEGY

MAINTAINING STRONG RELATIONSHIPS FUNDAMENTAL TO GROWTH OPPORTUNITIES

DALATA HOTEL GROUP PLC



Enhanced reputation and strong reliable covenant – very attractive to institutional landlords

On-going focus on learning and development – strong pipeline of people

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GROWTH STRATEGY

DALATA HOTEL GROUP PLC

Growth strategy in three key markets remains compelling

1 London

- Excellent reputation has been established amongst property developers and agents
- Two projects secured to date - Clayton Hotel City of London (opened Jan 2019) and expect to commence construction of Maldron Hotel Shoreditch in 2021
- Financial, development and operational expertise to expand further in the city

2 Regional UK

- Prime locations in larger cities with strong mix of corporate and leisure guests
- Quality assets through new and recently refurbished hotels which can outperform older/tired competition
- Operational expertise delivered through decentralised model
- Track record of securing opportunities in these cities

3 Dublin

- Ownership and operating model provides a strong competitive advantage
- Maldron and Clayton are leading brands in the market with a winning customer proposition
- Growth continues through existing pipeline, optimisation of existing hotels
- Possible value opportunities arising as market recovers

Strong balance sheet provides competitive advantage when looking at new growth opportunities

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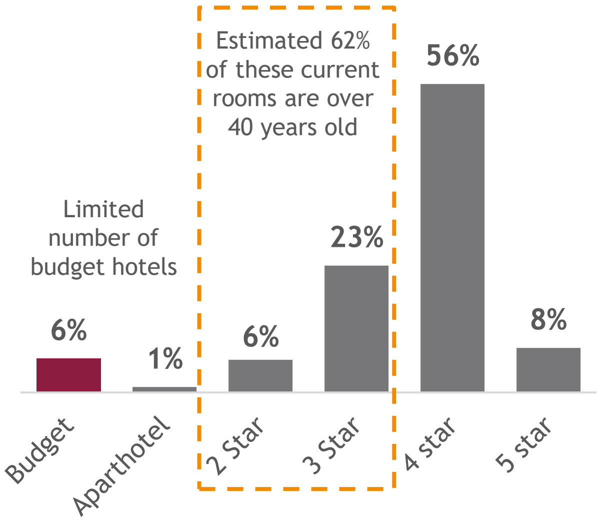
DUBLIN SUPPLY IMPACTED BY COVID-19

Current Dublin market segmentation has a low number of budget hotels

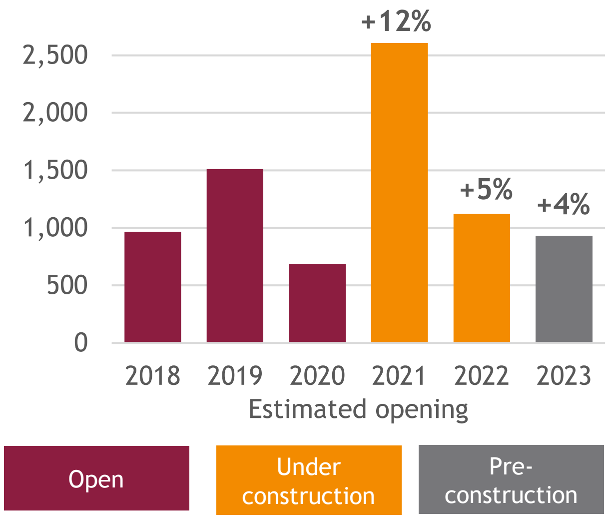
Source: AM:PM



Savills Ireland forecast net additional 4,800 rooms from 2021 to 2023

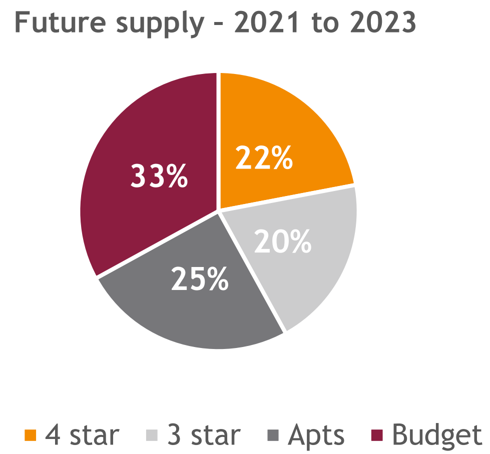
Source: AM:PM and Savills

Current market size of 22,000 rooms



Future supply weighted towards budget section

Source: Savills



Airbnb impacted by new regulations in Ireland

- New regulation introduced in July 2019, requires owners of residential properties in rent pressure zones to obtain planning permission for use of property for short-term lets for greater than 90 days a year
- No evidence of permissions granted by Dublin City Council yet
- Number of Airbnb listings has reduced significantly

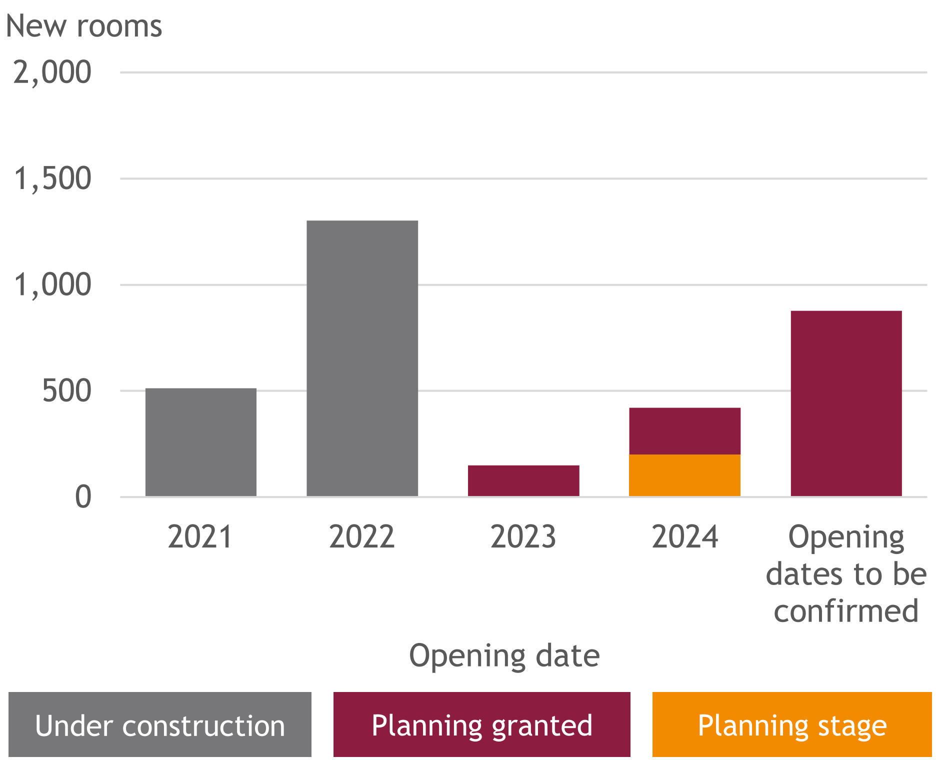
Supply likely to slow due to Covid-19

- Government restrictions necessitated the closure of most construction sites during the Covid-19 lockdowns
- Funding issues for pre-construction projects
- Evidence of hotels closures/conversions to alternative use beginning to emerge

PIPELINE OF CLOSE TO 3,300 ROOMS

New hotels projected to contribute over €30m in Stabilised EBITDA[1] when fully operational

Funding secured for all projects under construction



[1] *Refers to EBITDA excluding the impact of IFRS 16. Typically estimate stabilised EBITDA in year three of normal operation (refer to glossary on slide 31)*

London - 163 bedrooms

- 2023: 1 owned hotel (Maldron Hotel Shoreditch)
- Opening date to be confirmed for the extra 14 rooms at Clayton Hotel City of London

Regional UK - 2,460 bedrooms

- 2021: 1 leased hotel (Maldron Hotel Glasgow)
- 2022: 4 leased hotels in Glasgow, Bristol and Manchester (x2)
- 2024: 1 leased hotel in Brighton
- Opening dates to be confirmed for 3 leased hotels located in Birmingham, Liverpool and Manchester Victoria

Dublin - 640 bedrooms

- 2021: 1 leased hotel (The Samuel Hotel)
- 2022: 1 owned hotel (Maldron Hotel Merrion Road)
- 2024: 1 leased hotel (Maldron Hotel Croke Park)
- Opening date to be confirmed for the extension at Clayton Hotel Cardiff Lane

CURRENT PIPELINE IS TRANSFORMATIVE

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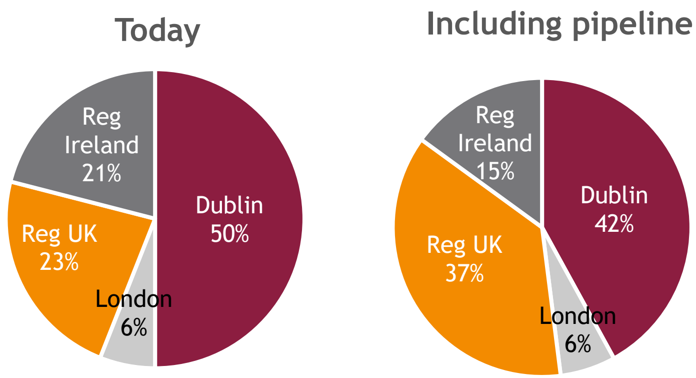
Doubling our footprint in the UK

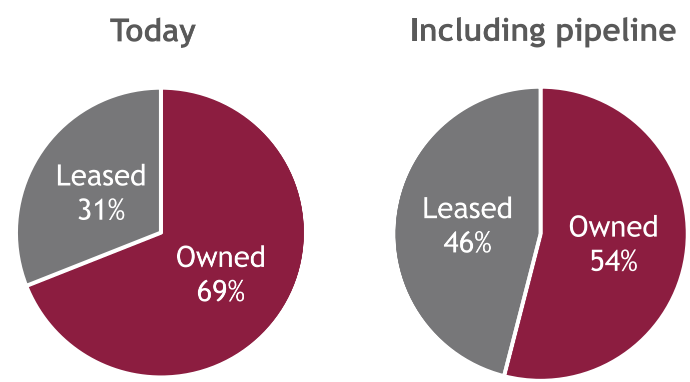
1 Further diversifying business geography

Geographical mix of rooms



2 Significant impact on ownership mix

Ownership mix of rooms



3 Lowering average age of hotels

- Average age of hotels will fall
  - Group: decrease from 17 to 15 years
  - UK: decrease from 11 to 8 years
- Maintaining a young pool of assets which require less maintenance capex, increases cash available to re-invest in the business

4 Expecting significant earnings contribution

- New hotels projected to contribute over €30m in stabilised EBITDA after Fixed Lease Costs[1] when fully operational
- UK EBITDAR margins projected to increase once the new hotels are operating at stabilised levels – targeting average of 43% in year three of normal operation for regional UK hotels and over 50% for London hotels

[1] *Refer to glossary on slide 31*

FY 2020
FINANCIAL REVIEW

Maldron Hotel Dublin Airport

2020 – TRADING REVIEW BY QUARTER

DALATA HOTEL GROUP PLC

Q1

Q2

Q3

Q4

Promising start to 2020

Positive start to the year before impact of Covid-19 was felt from March onwards.
Group occupancy of 58.2% and Adjusted EBITDA of €17.7m in Q1.

Lockdown

All hotels were closed to the general public for Q2 resulting in occupancy of 10.6% for the Group driven by contracted business for essential services. Proactive cost control and government support resulted in Adjusted EBITDA loss of €7.6m.

Staycations driving demand

Strong demand for staycations across Regional Ireland and Regional UK showing people will travel again once restrictions are relaxed. Dublin and London impacted due to lack of international travel/events. Group occupancy of 35.9% with Adjusted EBITDA of €9.3m.

On-going restrictions

Varying degree of restrictions across our markets. ROI hotels were closed to the general public for 6 weeks from 22 October and the UK hotels for the month of November. Group occupancy of 19.4% with Adjusted EBITDA loss of €0.7m in Q4.

April - December 2020

- Adjusted EBITDA €1.0m
- Lease payments €20.6m
- Interest and finance costs paid €10.1m
- Maintenance capex paid €5.4m

(€35.1)m[1]

[1] *Proxy for operating cash flow before impact from working capital and tax*

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VERY CHALLENGED TRADING ENVIRONMENT

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Group Income Statement

Key Financials €million	2020	2019
Revenue	136.8	429.2
Segments EBITDAR	**28.9**	**182.8**
Hotel variable lease costs	(0.3)	(7.3)
Other income	0.5	1.2
Central costs	(8.1)	(11.8)
Share-based payments expense	(2.3)	(2.7)
Adjusted EBITDA	**18.7**	**162.2**
Net property revaluation movements	(30.8)	1.6
Impairments	(11.8)	-
Other adjusting items	(1.8)	-
Group EBITDA	**(25.7)**	**163.8**
Depreciation of PPE and amortisation	(27.1)	(26.4)
Depreciation of RoU assets	(20.7)	(17.1)
Interest on lease liabilities	(22.4)	(18.9)
Other interest and finance costs	(15.6)	(11.7)
(Loss)/profit before tax	**(111.5)**	**89.7**
(Loss)/profit for the year	**(100.7)**	**78.2**
Basic (loss)/earnings per share (cents)	*(50.9)*	*42.4*
Adjusted basic (loss)/earnings per share (cents)	*(27.2)*	*42.0*

- 68% drop in revenue to €136.8m
- Loss after tax of €100.7m
- Government support schemes (€31.3 million) and proactive cost reductions reduced the impact of lost revenue on the bottom line
- Central costs in 2019 were lower than normal due to a €1.9m writeback of an insurance provision. Excluding this impact, central costs were reduced by 40% in 2020
- Main adjusting items for 2020 are the net property revaluation loss of €30.8m (€3.5m recorded in H2 2020) following the valuation of property assets and impairments of €11.8m on other assets (including goodwill and right-of-use assets) which were significantly impacted by Covid-19
- Other interest and finance costs increased mainly due to the accounting modification loss of €4.3 million as a result of the amended and restated loan facility in July 2020

Group KPIs	2020	2019
Occupancy	30.9%	82.6%
Average room rate (€)	88.77	113.14
RevPAR (€)	27.45	93.43

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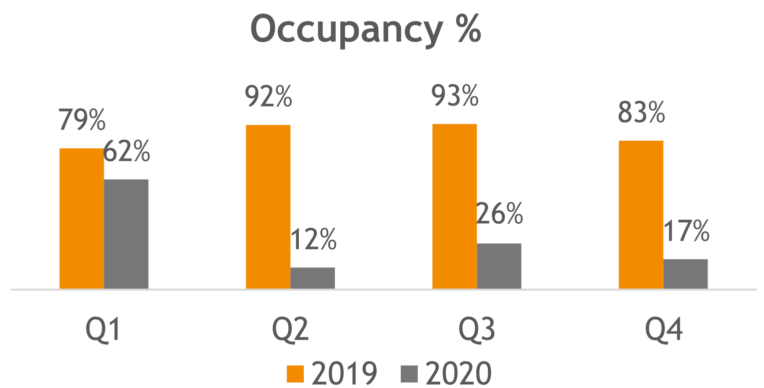
DUBLIN

All figures €million	2020	2019
Total revenue	65.2	245.4
EBITDAR	17.5	119.7
EBITDAR margin	26.8%	48.8%

31 December	2020	2019
Number of hotels[1]	16	16
Number of rooms	4,488	4,482

Like for Like KPIs[2]	2020	2019
Occupancy	30.4%	87.7%
Average room rate (€)	90.76	124.79
RevPAR (€)	27.62	109.40

[1] 9 owned hotels and 7 leased hotels at 31 December 2020
[2] KPIs exclude the Ballsbridge Hotel as the hotel effectively did not trade for most of 2020



- Government support schemes of €12.9m and proactive cost control reduced the impact of lost revenue on EBITDAR
- Approximately 50% of rooms sold to international market in a typical trading year
- Occupancy of 12% in January 2021 and 14% for February 2021
- Strongly placed to benefit from recovery in international business and leisure travel

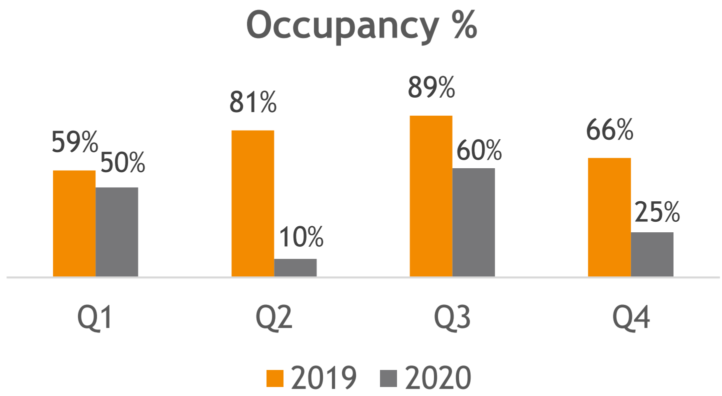
REGIONAL IRELAND

All figures €million	2020	2019
Total revenue	36.3	84.9
EBITDAR	8.0	24.5
EBITDAR margin	22.0%	28.9%

31 December	2020	2019
Number of hotels[1]	13	13
Number of rooms	1,867	1,867

KPIs[2]	2020	2019
Occupancy	36.4%	73.7%
Average room rate (€)	87.04	98.90
RevPAR (€)	31.64	72.93

[1] 12 owned hotels and 1 leased hotel at 31 December 2020
[2] KPIs include full year performance of all hotels



- Government support schemes of €8.9m and proactive cost control reduced the impact of lost revenue on EBITDAR
- Strong demand for staycations resulted in occupancy of 60% in Q3
- Approximately 70% of rooms sold to domestic market in a typical trading year
- Occupancy of 15% in January 2021 and 17% for February 2021

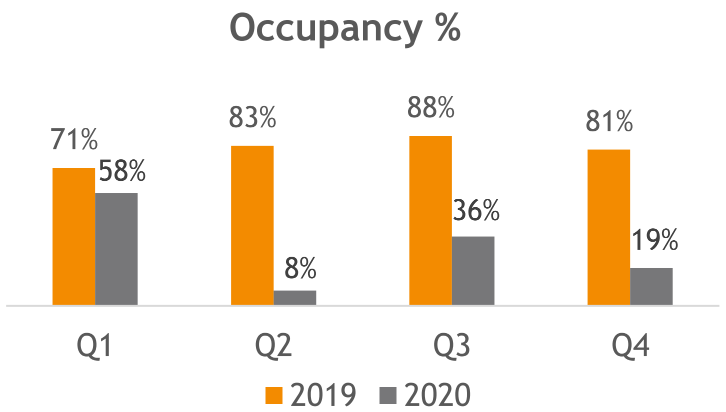
UK

All figures £million	2020	2019
Total revenue	31.0	86.7
EBITDAR	2.9	33.8
EBITDAR margin	9.4%	39.0%

31 December	2020	2019
Number of hotels[1]	12	12
Number of rooms	2,644	2,600

Like for Like KPIs[2]	2020	2019
Occupancy	30.3%	80.7%
Average room rate (£)	75.06	88.79
RevPAR (£)	22.72	71.66

[1] 7 owned hotels, 4 leased hotels and 1 hotel is effectively owned through a 99 year lease at 31 December 2020
[2] KPIs include full year performance of all hotels regardless of when acquired



- Government support schemes in the form of rates waivers and grants amounted to £3.4m together with proactive cost reductions enabled a positive EBITDAR despite the 64% reduction in revenue. In addition, the utilisation of the Coronavirus Job Retention Scheme (furlough) allowed us to retain employees who were not working in the business
- In a typical trading year, approximately 85% of rooms sold at our regional UK hotels are to the domestic market. However the international market typically represents approximately 50% at our London hotels
- Occupancy of 10% in January 2021 and 13% for February 2021

HIGH QUALITY ASSETS, STRONG LIQUIDITY

DALATA HOTEL GROUP PLC

Balance Sheet

All figures €million	31 Dec 2020	31 Dec 2019
Non-current assets		
Property, plant and equipment	1,202.7	1,471.3
IFRS 16 Right-of-use assets	411.0	386.4
Intangible assets & goodwill	31.7	36.1
Contract fulfilment costs	22.4	13.3
Other non-current assets[1]	23.5	12.6
Current assets		
Trade and other receivables and inventories	10.5	23.7
Cash	50.2	40.6
Total assets	**1,752.0**	**1,984.0**
Equity	932.8	1,072.8
Loans and borrowings	314.1	411.7
IFRS 16 Lease liabilities	399.6	362.1
Trade and other payables	48.7	66.2
Other liabilities[2]	56.8	71.2
Total equity and liabilities	**1,752.0**	**1,984.0**

1. Other non-current assets includes investment property, deferred tax assets and other receivables
2. Other liabilities includes deferred tax liabilities, derivatives, provision for liabilities and current tax liabilities
3. Refer to glossary on slide 31
4. Subject to minimum liquidity covenant of €50m until 30 March 2022

- €1.2bn of hotel assets in prime locations
- €174.4m (13%) decrease in property valuations
- Conservative gearing - Net Debt to Value[3] of 23%
- Contract fulfilment costs relate to the spend on the pre-sold residential element of the Merrion Road development project
- Strong liquidity position - cash/undrawn facilities of €298m[4] at the end of December 2020 (€162m at 31 December 2019)

Robust balance sheet as we look to the future

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OUTLOOK

DALATA HOTEL GROUP PLC

January & February performance	• Hotels remain closed to the general public since the start of January • Occupancy of 12% for January and 15% for February • Projecting negative Adjusted EBITDA for the two month period to be approximately €2.5m • Cash/undrawn facilities of €290m at end of February 2021
Near term future	• Continued impact of restrictions • Protection of people, cash and business
Start of recovery	• Vaccine rollout, reduced restrictions • Domestic travel reopens followed by international travel • Pent-up leisure demand for all destinations
Recovery takes hold	• Surge in leisure demand – domestic and international • Return of international corporate travel • Large increase in events and conferences • Dividend resumption will be reviewed further into the recovery
Market dislocation	• Dislocation from Covid-19 has the potential to result in an acceleration of an expected rationalisation of Regional UK hotel market due to the profile of the hotel owners and the age of room stock

Large recovery opportunity within existing Dalata portfolio

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The Samuel Hotel, Dublin

SUMMARY

SUMMARY

Strongly positioned for recovery and growth
Unbowed and Unbroken

1. Retained strong teams at hotels and central office
2. Young, well invested portfolio
3. Exposure to resilient and well placed Dublin market
4. Compelling growth opportunities
5. Robust financial position

Clayton Hotel Birmingham

APPENDICES

PIPELINE OF CLOSE TO 3,300 ROOMS

DALATA HOTEL GROUP PLC

Dublin

- 3 new hotels (2 leased, 1 owned)
- 2 extensions to existing hotels
- 640 rooms

UK

- 10 new hotels (9 leased, 1 owned)
- 2 extensions to existing hotels
- 2,623 rooms

	Property	New	Extension	Owned or leased	Rooms	Planning Granted	Construction Started	Estimated Completion
Dublin	Clayton Hotel Charlemont[1]		x	Leased	3	x	x	Q3 2021
	The Samuel Hotel[1]	x		Leased	204	x	x	Q4 2021
	Maldron Hotel Merrion Road	x		Owned	140	x	x	Q1 2022
	Maldron Hotel Croke Park[1]	x		Leased	200			Q1 2024
	Clayton Hotel Cardiff Lane		x	Owned	93	x		TBC[3]
London	Maldron Hotel Shoreditch London	x		Owned	149	x		Q3 2023
	Clayton Hotel City of London		x	Owned	14	x		TBC[3]
Regional UK	Clayton Hotel Cambridge[2]		x	Leased	5	x	x	Q2 2021
	Maldron Hotel Glasgow[1]	x		Leased	300	x	x	Q3 2021
	Clayton Hotel Manchester[1]	x		Leased	329	x	x	Q1 2022
	Clayton Hotel Bristol[1]	x		Leased	253	x	x	Q1 2022
	Maldron Hotel Manchester[1]	x		Leased	278	x	x	Q1 2022
	Clayton Hotel Glasgow[1]	x		Leased	303	x	x	Q2 2022
	Maldron Hotel Brighton[1]	x		Leased	221	x		H1 2024
	Maldron Hotel Birmingham[1]	x		Leased	323	x		TBC[3]
	Maldron Hotel Liverpool[1]	x		Leased	260	x		TBC[3]
	Maldron Hotel Victoria, Manchester[1]	x		Leased	188	x		TBC[3]
	Total				**3,263**			

[1] *35 year operating lease*
[2] *30 year operating lease*
[3] *Opening dates to be confirmed*

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PROVEN TRACK RECORD OF GROWTH

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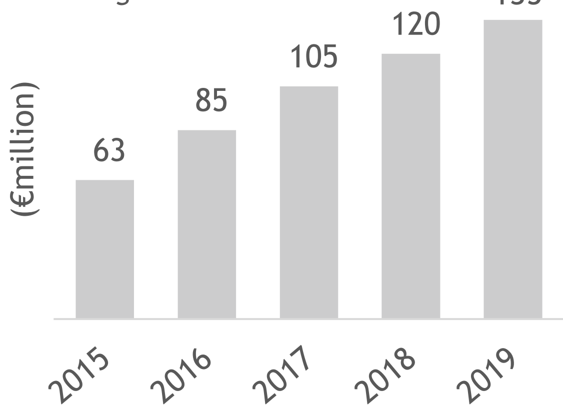
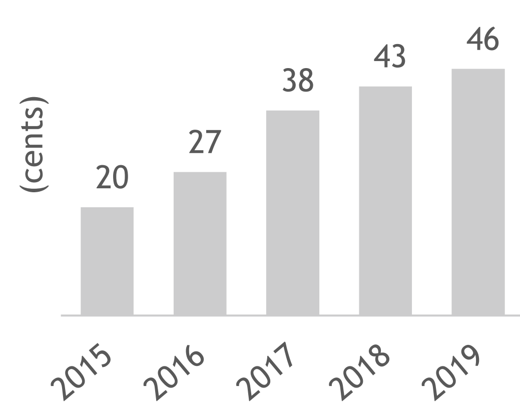
5 year Adjusted EBITDA[1]

Excluding IFRS 16

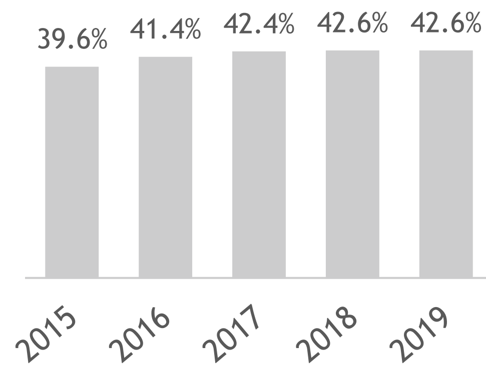


5 year Adjusted Basic EPS[1]

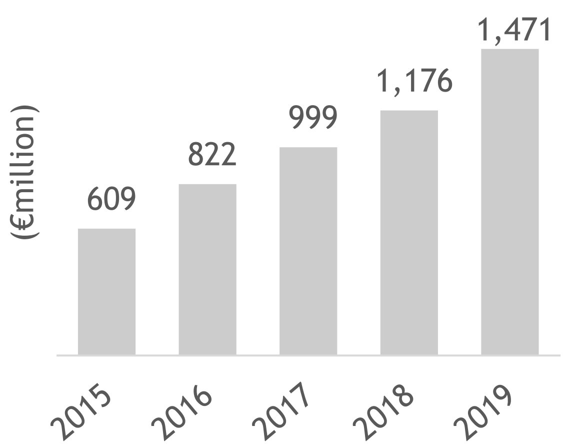
Excluding IFRS 16



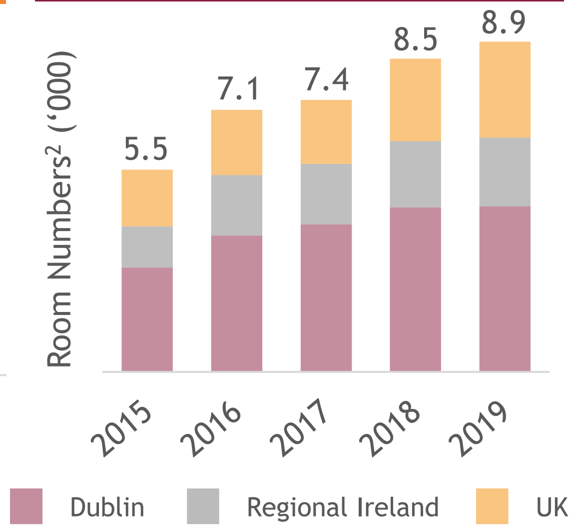
5 year Hotel EBITDAR margin



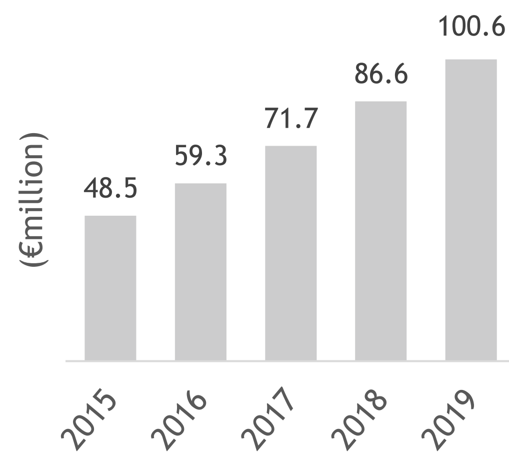
5 year growth in portfolio value



5 year rooms by region



5 year Free Cash Flow[1]



[1] *Refer to glossary on slide 31*
[2] *Includes owned & leased rooms*

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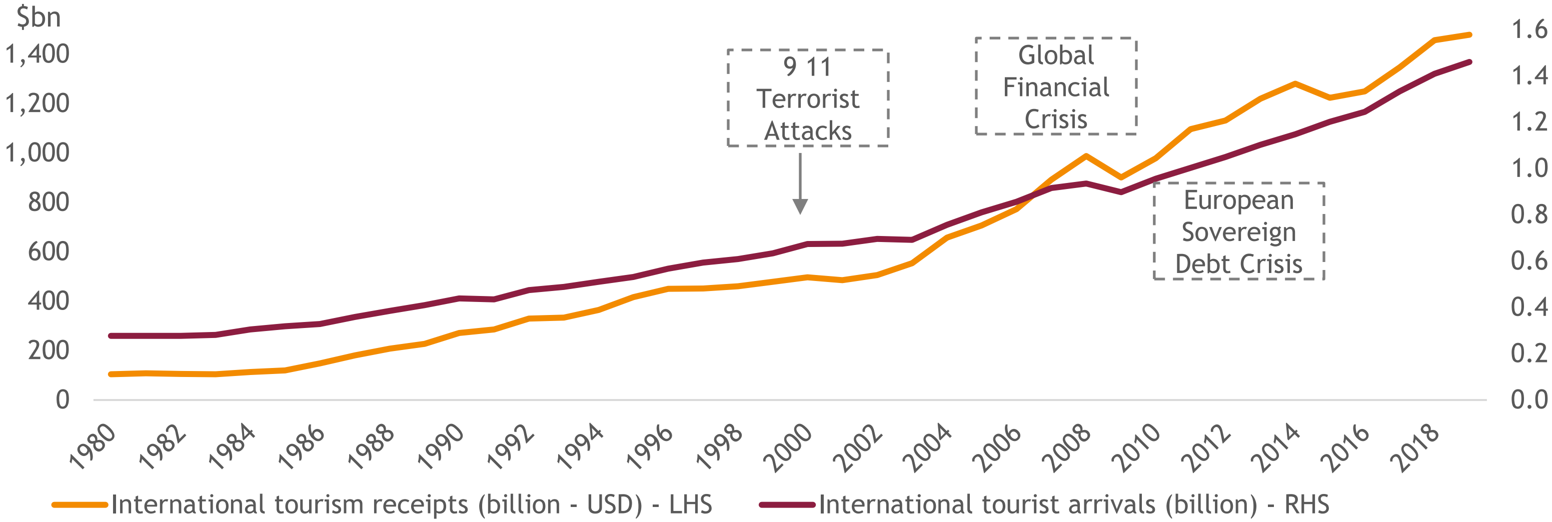
TOURISM INDUSTRY RESILIENT IN PAST CRISES

DALATA HOTEL GROUP PLC

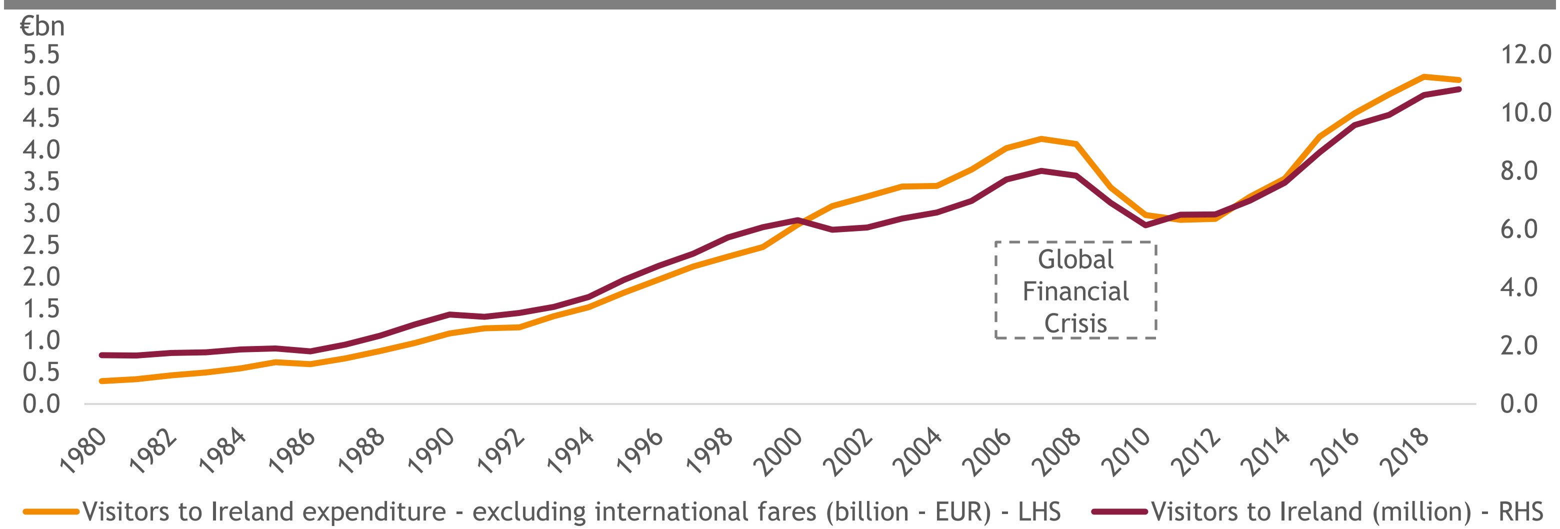
International Tourism – History of Surviving Crises

Source: UNWTO



Upward trend in Irish Tourism over 40 years

Source: CSO



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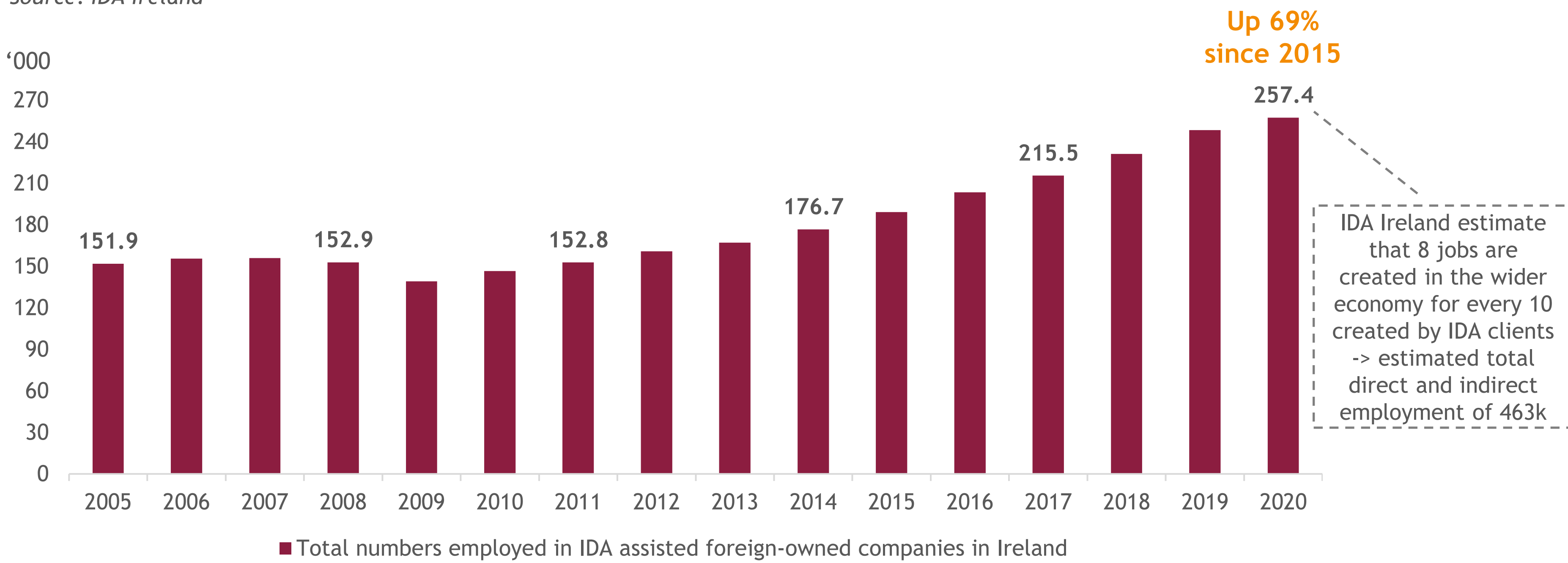
CLAYTON HOTELS

STRONG PRESENCE FROM FDI IN IRELAND FUNDAMENTAL TO THE RECOVERY

DALATA HOTEL GROUP PLC

69% increase to numbers employed by FDI[1] (IDA[2] assisted) companies since 2015

Source: IDA Ireland



- Irish economy and Dublin market is underpinned by strong FDI from industries less impacted or positively affected by Covid-19 including pharma, medical devices, TMT sector and financial services
- Employment growth of 3.6% in IDA Ireland supported companies in 2020 and 246 new investments secured despite the pandemic

[1] *FDI - Foreign Direct Investment*
[2] *IDA (Industrial Development Authority) - IDA Ireland's main objective is to encourage investment into Ireland by foreign-owned companies*

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GLOSSARY

DALATA
HOTEL GROUP PLC

Adjusted EBITDA	EBITDA adjusted to show the underlying operating performance of the Group and excludes items which are not reflective of normal trading activities or distort comparability either ‘year on year’ or with other similar businesses
Adjusted basic (loss)/earnings per share	(Loss)/earnings per share excluding the tax adjusted effects of the adjusting items referred to above
Numbers excluding IFRS 16	The numbers excluding IFRS 16 and KPIs calculated thereon are prepared using the previous accounting treatment for leases (IAS 17) and are disclosed to provide more clarity to the reader on how the Group has performed in comparison with previous periods before the application of IFRS 16.
Stablised EBITDA after fixed lease costs	EBITDA after deducting fixed lease costs. The Group typically estimate achieving stabilised EBITDA in year three of normal operation post opening of a newly built hotel
Net Debt	Loans and borrowings less cash and cash equivalents
Net Debt to Value	Net Debt divided by the valuation of property assets as provided by external valuers at year end.
Free Cash Flow	Net cash from operating activities less amounts paid for interest, finance costs, refurbishment capital expenditure, fixed lease payments and after adding back cash paid in respect of adjusting items to EBITDA. Following the adoption of IFRS 16, fixed lease payments comprises the repayment of lease liabilities and interest paid on lease liabilities disclosed in the statement of cash flows. In 2020, the deferral of VAT and payroll tax liabilities under government Covid-19 support initiatives permitting the warehousing of tax liabilities in Ireland and the UK resulted in liabilities of €13.5 million at year end and are expected to be paid during 2021. It allows the temporary retention of an element of taxes collected during 2020 on behalf of tax authorities. To remove the effect of this distortion on cash flows from trading, the impact of these deferrals have been excluded in the calculation of Free Cash Flow.
‘Like for Like’ hotels	‘Like for Like’ hotels include the full year performance of all hotels regardless of when acquired. In Dublin the Ballsbridge Hotel is excluded as the hotel effectively did not trade for most of 2020

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CLAYTON HOTELS

HOTEL PORTFOLIO AT MARCH 2021

DALATA HOTEL GROUP PLC

29 owned hotels with 6,229 rooms

12 leased hotels with 2,770 rooms

13 new hotels in pipeline 3,263 rooms

3 management agreements with 262 rooms

Clayton Hotel Portfolio in Ireland Owned Hotels / Freehold Equivalent	
Hotel	**Rooms**
Clayton Hotel Dublin Airport	608
Clayton Hotel Leopardstown, Dublin	357
Clayton Hotel Liffey Valley, Dublin (1)	346
Clayton Hotel Ballsbridge, Dublin	335
Clayton Hotel Cardiff Lane, Dublin (2)	304
Clayton Hotel Cork City (3)	201
Clayton Hotel Galway	195
Clayton Hotel Sligo	162
Clayton Whites Hotel, Wexford	160
Clayton Hotel Limerick	158
Clayton Hotel Silver Springs, Cork	109
Leased hotels	
Clayton Hotel Burlington Road, Dublin	502
Ballsbridge Hotel, Dublin	400
The Gibson Hotel, Dublin	252
Clayton Hotel Charlemont, Dublin	187
Total Clayton rooms in Ireland	**4,276**

(1) Remaining 15 rooms owned by third parties
(2) Dalata own 257 rooms and lease 47 rooms
(3) Dalata own 194 rooms and lease 7 apartments
(4) Effective ownership of hotel as the Group holds a secured loan over the property which is not expected to be repaid
(5) Effective ownership of hotel on 99 year lease

Maldron Hotel Portfolio in Ireland Owned Hotels / Freehold Equivalent	
Hotel	**Rooms**
Maldron Hotel Newlands Cross, Dublin	297
Maldron Hotel Parnell Square, Dublin	182
Maldron Hotel Sandy Road, Galway	165
Maldron Hotel South Mall, Cork City	163
Maldron Hotel Limerick (4)	142
Maldron Hotel Kevin Street, Dublin	137
Maldron Hotel Pearse Street, Dublin	119
Maldron Hotel Wexford	108
Maldron Hotel Shandon, Cork City	101
Maldron Hotel Portlaoise	90
Leased hotels	
Maldron Hotel Dublin Airport	251
Maldron Hotel Tallaght, Dublin	119
Maldron Hotel Oranmore Galway	113
Maldron Hotel Smithfield, Dublin	92
Total Maldron rooms in Ireland	**2,079**

UK Hotel Portfolio Owned Hotels / Freehold Equivalent	
Hotel	**Rooms**
Clayton Hotel Manchester Airport (5)	365
Clayton Hotel Leeds	334
Maldron Hotel Belfast City	237
Clayton Hotel Chiswick, London	227
Clayton Hotel City of London	212
Clayton Hotel Belfast	170
Clayton Crown Hotel, London	152
Maldron Hotel Derry	93
Leased hotels	
Maldron Hotel Newcastle	265
Clayton Hotel Birmingham	218
Clayton Hotel Cardiff, Wales	216
Clayton Hotel Cambridge	155
Total UK rooms	**2,644**

Pipeline Owned	
Hotels	**Rooms**
Maldron Hotel Shoreditch, London	149
Maldron Hotel Merrion Road, Dublin	140
Extension at Clayton Hotel Cardiff Lane, Dublin	93
Extension at Clayton Hotel City of London	14
Leased	
Clayton Hotel Manchester City	329
Maldron Hotel Birmingham	323
Clayton Hotel Glasgow	303
Maldron Hotel Glasgow	300
Maldron Hotel Manchester	278
Maldron Hotel Liverpool	260
Clayton Hotel Bristol	253
Maldron Hotel Brighton	221
The Samuel Hotel, Dublin	204
Maldron Hotel Croke Park, Dublin	200
Maldron Hotel Victoria, Manchester	188
Extension at Clayton Hotel Cambridge	5
Extension at Clayton Hotel Charlemont	3
Total pipeline rooms	**3,263**

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