DALATA
HOTEL GROUP

2023
Full Year Results

CLAYTON HOTELS maldron HOTELS

CONTENTS

Clayton Hotel Amsterdam American

HIGHLIGHTS

FY 2023 HIGHLIGHTS

Record revenue performance

+18%
Revenue growth vs 2022

Margin ahead of 2022, in line with 2019

42.3%
LFL Hotel EBITDAR[1] margin

Delivered strategic growth

(London, Amsterdam and Edinburgh)

€156m
Capital deployed

Strong cash generation supporting future growth

€133m
Free Cashflow[1]

Announcing today:

Board proposed final dividend of 8.0 cent per share

Signed agreement for lease for 216-room extension at Clayton Hotel Manchester Airport, subject to planning

[1] *See glossary on slide 34 for definition*

THE DALATA DIFFERENCE – THE HEART OF HOSPITALITY

DALATA HOTEL GROUP

Who we are

Expert Hotel Operators

Own, lease and operate 4-star hotels in large cities with strong mix of corporate and leisure guests

Decentralised model empowers local teams

Successfully navigated global pandemic to deliver **record** performance in **2022 and 2023**

Experienced Hotel Developers

In-house capabilities in **freehold, leasehold and development** projects

Successful track record of securing and delivering opportunities that add value

What we are about

People Focus

Engaged teams delivering exceptional **customer service**

Strong internal talent pool

Accredited **inclusion and diversity** and **employee well-being** practices

Financial Discipline

Robust capital structure provides protection and a platform for further growth

€1.7bn **asset backed balance sheet** with hotels in excellent locations

Where we are going

Innovation and Sustainability

27% reduction in Scope 1 & 2 carbon emissions per room sold

Innovative projects driving efficiency and protecting margins

Refreshed Dalata corporate **brand**, Clayton and Maldron brands to follow in Q2 2024

Ambitious Growth Strategy

Added three hotels to the portfolio and one building conversion opportunity in 2023

Strong **pipeline** of over 1,500 rooms with considerable **firepower** to grow further

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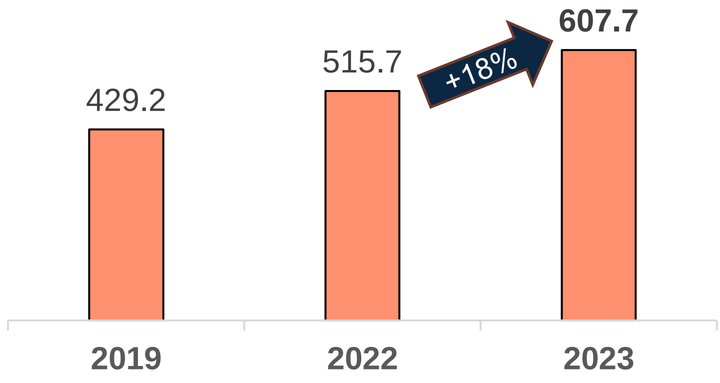
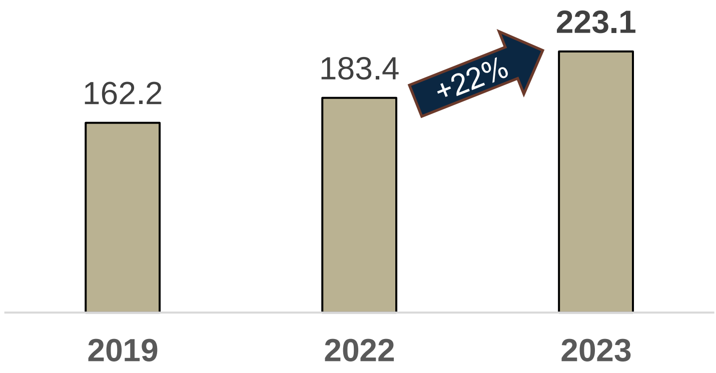
DELIVERING OPERATIONAL & STRATEGIC GROWTH

Exceptional operating, acquisition and development expertise delivering record performance

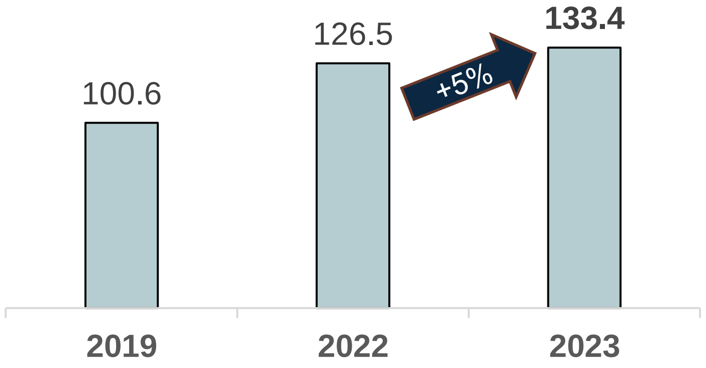
Revenue (€m)



Adjusted EBITDA[1] (€m)

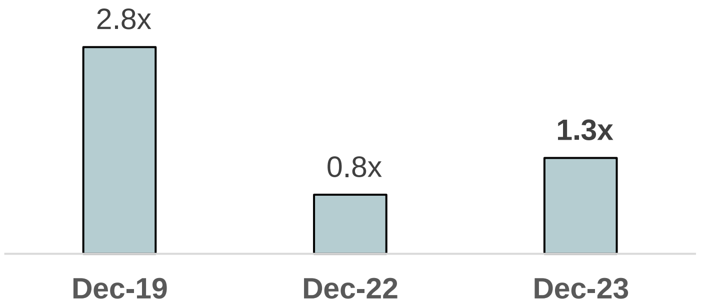


Free Cashflow[1] (€m)

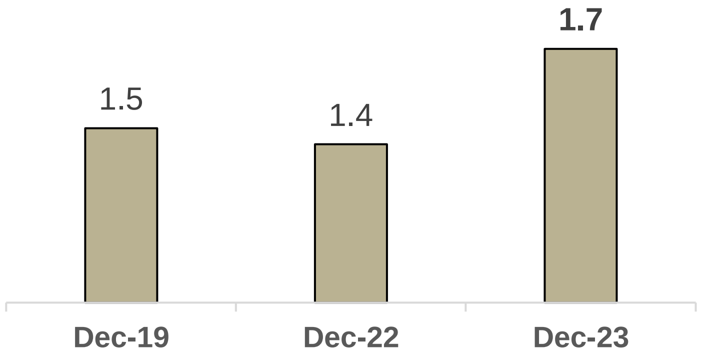


Asset-backed balance sheet and low gearing provide growth opportunities through acquisition, development and leasing

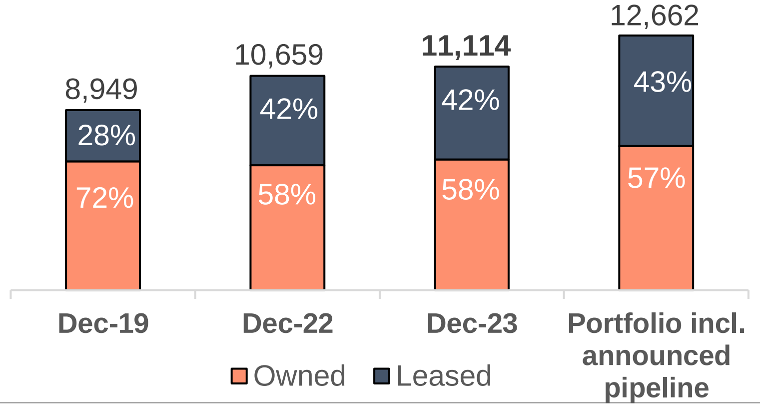
Net debt to EBITDA after rent[1]



Hotel assets[1] (€bn)



Growing, balanced portfolio (#rooms[2])



[1] See glossary on slide 34 for definition
[2] Excludes three managed hotels (299 rooms at 31 December 2023)

CLEAR CAPITAL ALLOCATION STRATEGY

DALATA HOTEL GROUP

Maintain and enhance existing portfolio

€26m

Refurbishment capital expenditure paid

Maintain strong balance sheet to drive growth

€1.7bn

Asset-backed balance sheet

Pay and grow dividend through progressive policy

8.0 cent per share

Final dividend proposed

Continue to invest in new hotel opportunities

€156m

Capital deployed on hotel additions

Delivering strong returns on disciplined investment

€133.4m
Free Cashflow[1]
(59.7 cent per share)

+€0.5bn
Property valuation uplift since IPO

13.8%
Normalised Return on Invested Capital[1]

1.8x
Leased portfolio rent cover[1]

[1] See glossary on slide 34 for definition

Clayton Hotel London Wall

FINANCIAL REVIEW

2023 RESULTS

Key Financials €million	2023	2022 restated[1]
Revenue	607.7	515.7
Hotel EBITDAR[2]	**252.3**	**205.7**
Adjusted EBITDA[2]	**223.1**	**183.4**
Net property revaluation movements	2.0	21.2
Other adjusting items	(4.9)	7.5
Group EBITDA	**220.2**	**212.1**
Depreciation of PPE[3]	(33.4)	(29.0)
Depreciation of right-of-use (lease) assets	(30.7)	(27.5)
Interest on lease liabilities	(42.8)	(38.1)
Other interest and finance costs	(7.8)	(7.8)
Profit before tax	**105.5**	**109.7**
Tax charge	(15.3)	(13.0)
Profit for the year	**90.2**	**96.7**
Basic earnings per share ('Basic EPS') - cents	*40.4c*	*43.4c*
Adjusted basic earnings per share[2] - cents	*41.7c*	*31.7c*

[1] The 2022 comparative figures include presentation amendments with no impact to basic or diluted earnings per share. For further details, please refer to note 2 of the financial statements
[2] See glossary on slide 34 for definition
[3] Includes amortisation of intangible assets of €0.7m in 2023 (2022: €0.6m)
[4] Net of energy supports received from Irish and UK governments
[5] See slide 33

- **€92.0m uplift in revenue** (+18%). €50.9m of the uplift is driven by underlying growth in 'like for like' ('LFL') hotels[2]

Group KPIs ('Like for like')[2]	2023	2022
RevPAR (€)	116.69	105.17
Occupancy %	81.0%	77.3%
ARR (€)	143.99	136.12
Hotel EBITDAR margin %	42.3%	41.7%

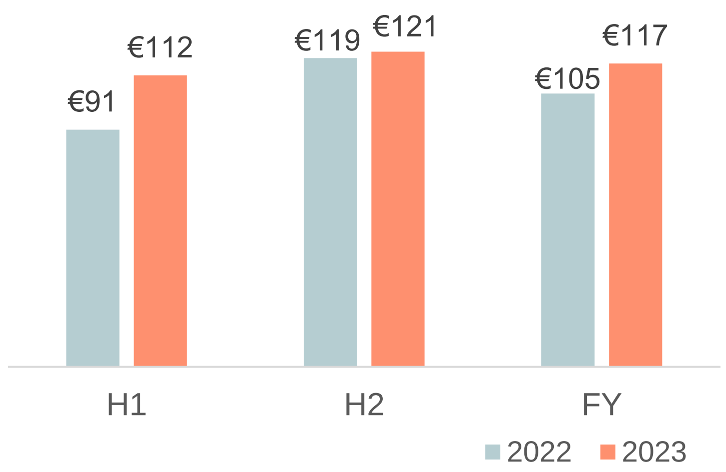
- **LFL Hotel EBITDAR[2] margin of 42.3%,** ahead of 2022 levels (41.7%) - 380bps ahead excluding 2022 Covid supports
- **€39.7m uplift in Adjusted EBITDA[2]** (+22%). €38.6m of the uplift is attributable to LFL hotels[2] partially offset by Covid related government support in 2022 of €15.2m (2023: €nil)
- LFL[2] gas and electricity costs[4] decreased by €3.4m (13%) to €23.4m. Approx. 90% of gas and electricity consumption is price fixed until Dec 2024, with approx. 70% price fixed in H1 2025
- **10.0 cent uplift in Adjusted basic EPS[2]** (+32%). Basic EPS movement skewed by large 2022 reversal of pandemic valuation losses recorded in income statement in 2020 and 2021
- Year on year increases in depreciation of PPE and lease charges due to impact of 10 hotels added in 2022/2023[5]

11% 'LIKE FOR LIKE' REVPAR GROWTH FOR 2023

DALATA HOTEL GROUP

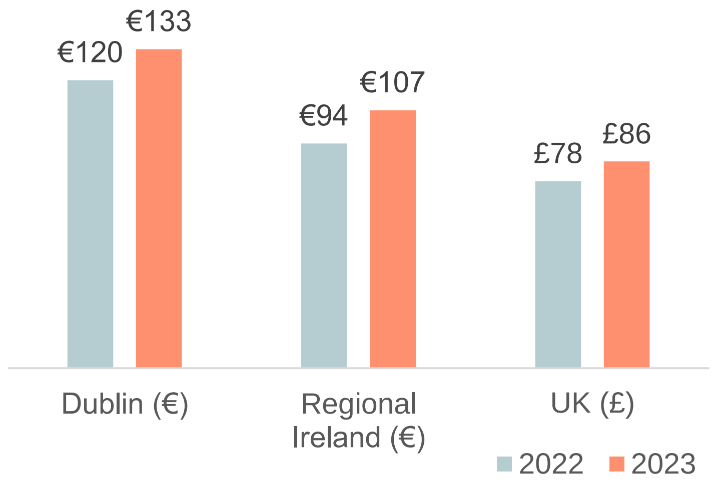
2023 RevPAR 11% ahead of 2022 levels

Like for like[1]



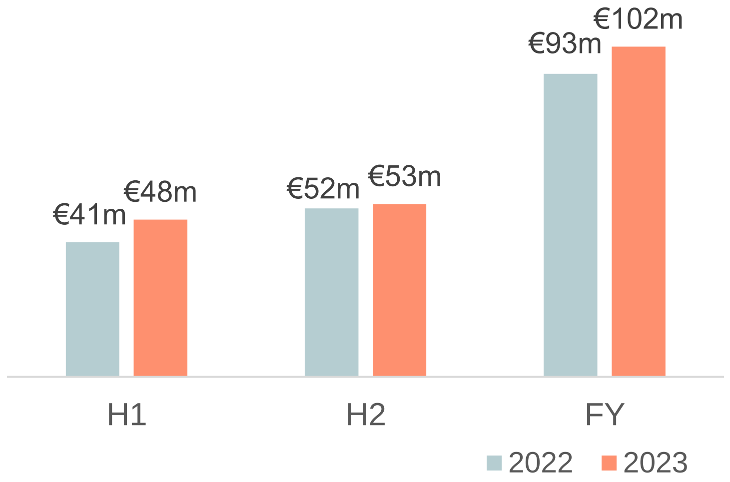
All regions contributed to RevPAR outperformance

Like for like[1]



2023 Food and Beverage ('F&B') revenue 9% ahead of 2022 levels

Like for like[1]



- **All regions outperformed** prior year RevPAR[1] performance, driven by both occupancy and rate
- Occupancy increased to 81.0% in 2023 (2022: 77.3%) with strong ARR[1] of €143.99 (2022: €136.12)
- Sustained demand across **domestic** customer segments with positive return of **international travellers**
  - 2023 Dublin Airport passenger numbers broadly in line with 2019 levels, which was a record year for the airport[2]
  - UK airports seeing strong return of passenger levels with Manchester and London passenger numbers broadly recovered to 2019 levels by Q4 2023[3]
- Larger RevPAR[1] outperformance through H1 2023 driven by ongoing post-pandemic recovery in Q1 2023 (Q1 2022 impacted by government restrictions)
- **RevPAR[1] growth** of 2% in H2 2023 versus H2 2022 despite 4.5% increase in Irish VAT rate from September, and lower number of stadium events in Dublin
- **Supply constraints** continued to impact Irish market
- **Food and beverage** revenue stabilised during 2023 and significant gains made in profitability supported by rollout of Dalata Signature Range

[1] See glossary on slide 34 for definition – note all figures presented above are prepared on a 'like for like' basis
[2] Per Dublin Airport website
[3] Per UK Civil Aviation Authority

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EXPERT TEAMS CONTINUE TO DRIVE PERFORMANCE

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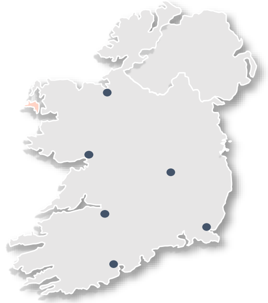
'Like for like' Hotel EBITDAR[1] outperformed 2022 across all regions

Dublin

€126m (+€12m YOY)

48% margin

(+360bps excluding 2022 Covid supports)



Regional Ireland

€37m (+€5m YOY)

33% margin

(+590bps excluding 2022 Covid supports)

United Kingdom

£45m (+£6m YOY)

39% margin

(+260bps excluding 2022 Covid supports)

Using innovation to protect or enhance profitability and customer and employee experience

Accommodation efficiency project

Dalata Signature Range

Productivity increase

10% decrease in hours worked in accommodation and F&B departments in H2 2023 vs H2 2022 on a LFL[1] basis despite similar business levels

Reducing cost

LFL[1] Hotel payroll cost for H2 2023 in line with H2 2022 despite pay rate increases of 4.0% - 6.5% (2024: 3.5% - 10%)

Enhanced employee experience

Increased employee engagement scores amongst room attendants and chefs

High quality guest experience

Uplift in food and room cleanliness customer sentiment scores versus 2022

Further projects ongoing in 2024

Retender of food contracts, roll out of new upselling tool, check-in pods, consolidation of social media management, QR codes at F&B outlets

[1] See glossary on slide 34 for definition
YOY: year on year

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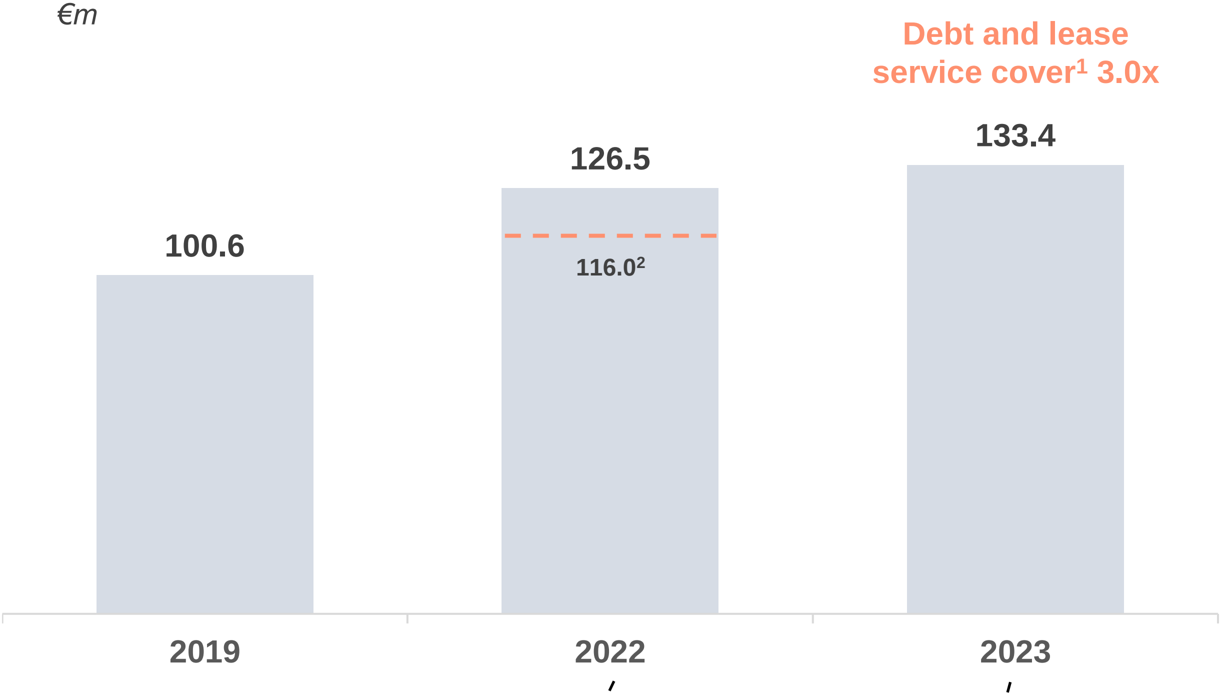
STRONG CASHFLOW FOR CONTINUED INVESTMENT

Strong Free Cashflow[1] with 33% uplift versus 2019



2022 Free Cashflow[1] benefitted from 1) absence of 2022 Irish corporation tax of €10.5m paid instead during 2023 as permitted following pandemic and 2) working capital inflows from new openings and post Covid ramp up

Returned to normal corporation tax payment schedule. Free Cashflow[1] calculated above only includes tax payments relating to 2023

Cashflow generation funding investment, growth and returns to shareholders

Deployed €156m on hotel additions announced in 2023, financed from existing cash and banking facilities

€26m refurbishment capital expenditure paid (2022: €16m)

€8.9m interim dividend paid in 2023, final dividend of approx. €18m proposed

100% hedged on term debt (£176.5m) until October 2024 and approx. 75% rent roll fixed until 2026

Fixed rent payments of €53.5m in 2023 (2022: €47.4m) including full year impact of six leases added in 2022

Lower interest payments of €8.7m in 2023 (2022: €12.2m). Strong covenant resulting in lowest margin ratchet

[1] *See glossary on slide 34 for definition*
[2] *2022 Free Cashflow would have been €116m if 2022 Irish corporation tax was paid in that year*

GROUP BALANCE SHEET

All figures €million	31 Dec 2023	31 Dec 2022
Non-current assets		
Property, plant and equipment	1,684.8	1,427.4
IFRS 16 right-of-use assets	685.2	658.1
Intangible assets and goodwill	54.1	31.1
Other non-current assets[1]	32.5	33.5
Current assets		
Trade and other receivables and inventories	30.7	32.6
Other current assets[1]	6.5	4.9
Cash and cash equivalents	34.2	91.3
Total assets	**2,528.0**	**2,278.9**
Equity	1,392.9	1,222.8
Loans and borrowings (amortised cost)	254.4	193.5
IFRS 16 Lease liabilities	698.6	651.8
Trade and other payables	86.4	119.0
Other liabilities[1]	95.7	91.8
Total equity and liabilities	**2,528.0**	**2,278.9**

[1] Other non-current assets comprise deferred tax assets, investment property, non-current derivative assets and other receivables. Other current assets comprise current derivative assets. Other liabilities comprise deferred tax liabilities, provision for liabilities and current tax liabilities

[2] See glossary on slide 34 for definition

[3] Consisting of a €200m term loan facility and €305m RCF (both maturing Oct 2025)

At 31 December 2023:

€1.7bn
Hotel assets[2] in excellent locations

€6.23
Balance sheet NAV per share[2]

€0.3bn
Cash and undrawn debt facilities

14.5%
Net Debt to Value[2]

1.3x
Net Debt to EBITDA after rent[2]

3.1x
Lease Modified Net Debt to Adjusted EBITDA[2]

Covid deferred VAT and PAYE tax liabilities totalling €34.8m at Dec 2022 have been paid in full, reducing trade and other payables

Debt facilities of €0.5bn[3] following maturity of a €59m revolving credit facility (‘RCF’) in Sep 2023

MARKET OVERVIEW

MARKET BACKDROP

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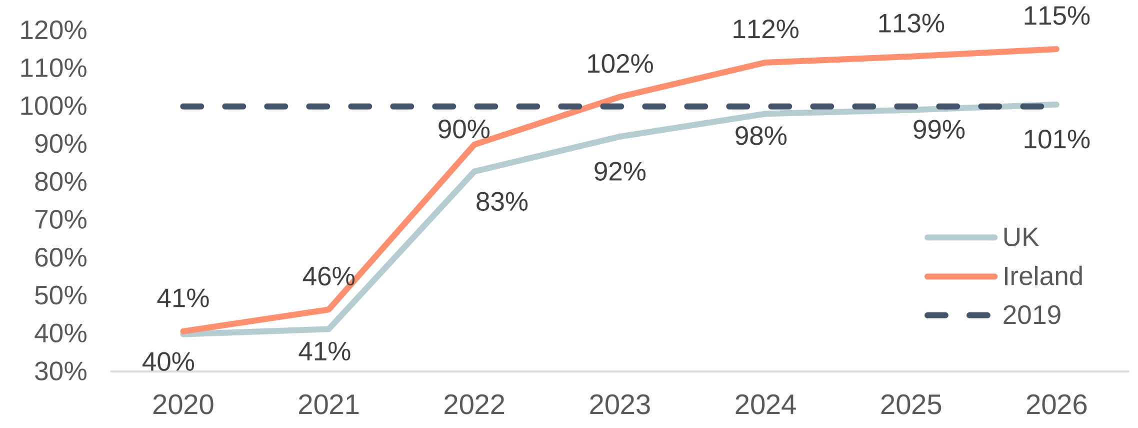
Further flight traffic growth and recovery forecast

Source: Eurocontrol (October 2023 Base scenario)

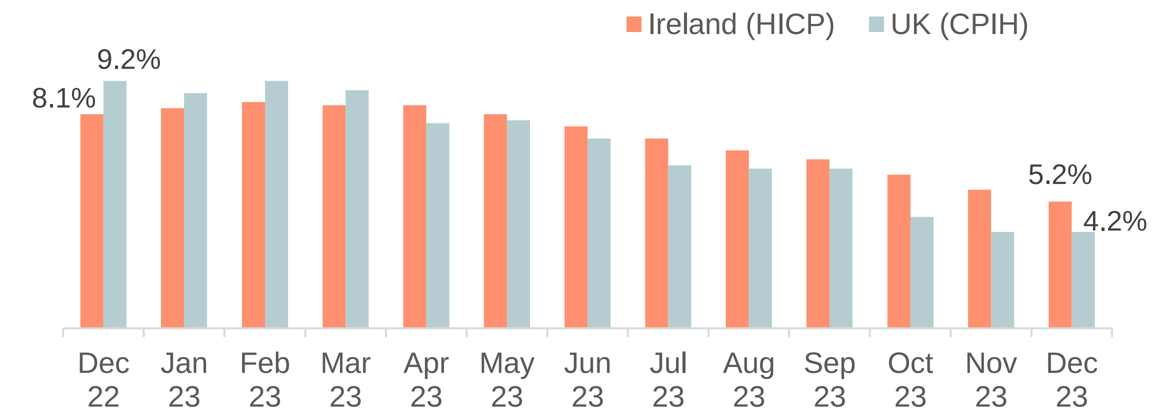


Growing levels of employment encourages domestic demand, with strong Irish FDI[1] presence supporting corporate travel

Source: Central Statistics Office (Ireland), Office for National Statistics (UK)

Inflation trends moderated through 2023

Source: Central Statistics Office (Ireland), Office for National Statistics (UK)



Unemployment rates less than 5% in both Ireland (Dec 2023) and the UK (Nov 2023)

Positive consumer sentiment trends with Irish and UK sentiment at highest point since Feb 2022[2]

Wholesale electricity and other energy prices continue to trend downwards[3]

Downward inflation trends support expectations that interest rate cuts will commence in 2024

[1] *Foreign Direct Investment*
[2] *Sources: Ireland – Irish League of Credit Unions January 2024 Consumer Sentiment Index. UK - GfK's January 2024 Consumer Confidence Index*
[3] *Per Central Statistics Office of Ireland*

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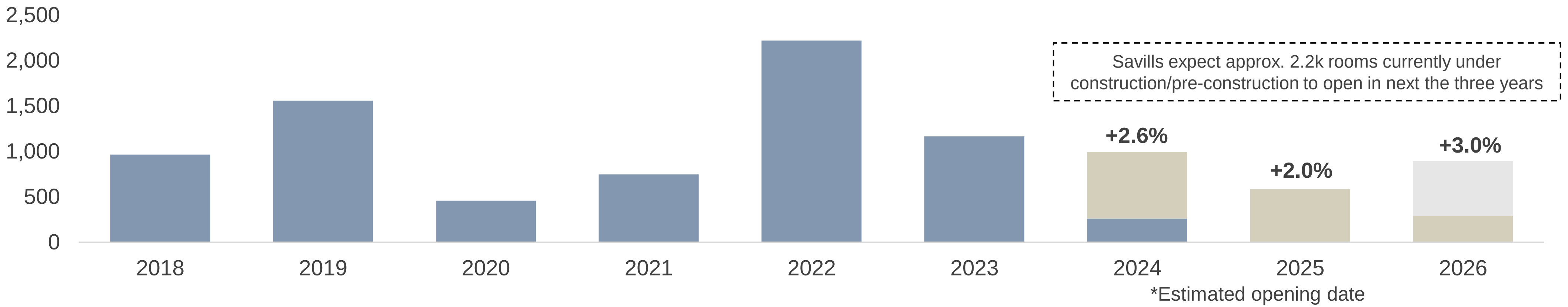
DUBLIN SUPPLY DYNAMICS

Dublin: forecast slowdown in new supply per annum[1]

Current market size of c. 28k rooms (Jan 2024[2])



Open	Under construction*	Pre-construction*
Higher construction costs and interest rates hindering hotel developments	Difficult planning permission environment for new hotel developments in city centre	Savills estimate a stabilised 2% - 3% increase per annum in Dublin hotel rooms supply in future years
Dublin market had 25 compression nights (occupancy greater than 95%) in H2 2023 (Dalata: 42) showing high demand for the city	We estimate approx. 10% of Dublin supply is currently out of the market for Government use	Airbnb impacted by planned short-term letting restrictions in Ireland, expected to be introduced summer 2024

[1] *Source: Savills (Jan 2024)*
[2] *Source: AM:PM; Includes hotels temporarily out of the market for government use, excludes hostels*

HIGH QUALITY PORTFOLIO

DALATA HOTEL GROUP

Asset backed balance sheet, low gearing

Well located hotel assets[1] of **€1.7bn**

73% hotel asset value in Dublin and London

Net Debt to EBITDA after rent[1] **1.3x**

€156m 2023 Hotel EBITDAR[1] from owned portfolio

€0.5bn property valuation uplift since IPO[2]

Balance Sheet NAV per share[1] of **€6.23**

High quality, long term leases

Asset backed covenant helps secure leases at attractive terms

Weighted average lease life remaining of **29.5 years**

Disciplined rent covers

€42m Hotel EBITDA (after rent) from leased portfolio[1]

2023 rent cover[1] **1.8x**

Includes seven newly leased hotels (2023 rent cover[1]: 1.6x)

Strengthening portfolio - pipeline of over 1,500 rooms

Two **owned** hotels in London and Edinburgh

(324 rooms)

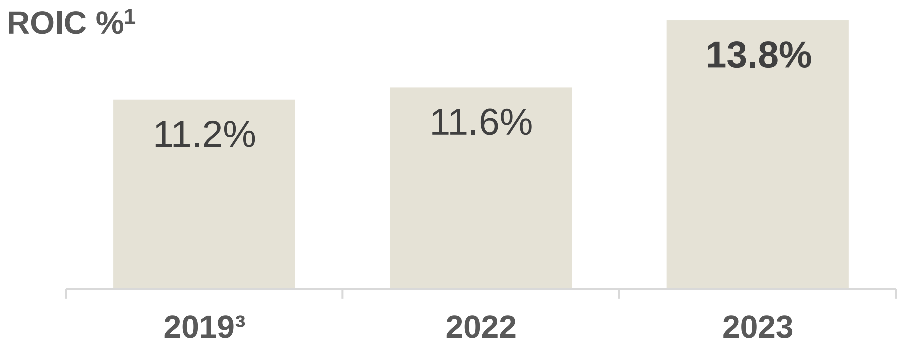
Adding three **leased** hotels in regional UK and one in Dublin

(877 rooms)

Two large **extensions** to existing hotels (Dublin and Manchester)

(333 rooms)

13.8% Normalised Return on Invested Capital[1] in 2023



[1] *See glossary on slide 34 for definition*
[2] *Property assets subject to revaluation by independent external valuers at each reporting date*
[3] *Restated to align with finalised post-IFRS 16 methodology*

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Clayton Hotel Glasgow City

GROWTH STRATEGY & EXECUTION

AMBITIOUS GROWTH STRATEGY

DALATA HOTEL GROUP

UK

Strategic priority

Continental Europe

Targeting locations in large European cities for next area of strategic focus

Ireland

Maintaining leading market share

Proven track record of creating shareholder value

Balance sheet strength and sensible gearing

Excellent counter party reputation

Acquire

Added two owned hotels in London during 2023

Cash enhancing

Maximising EBITDA, cash generation and asset value uplifts for shareholder returns

Lease

Capital efficient so enables quicker room growth
Clayton Hotel Amsterdam American added in 2023
Four leases in pipeline

In house design capability

Construction and project management experience

Develop

Maldron Hotel Shoreditch currently under construction
Acquired building conversion opportunity in Edinburgh in 2023

In house development team

Leasing and acquisitions experience

STRATEGY EXECUTION IN PRACTICE DURING 2023

DALATA HOTEL GROUP

€156m capital deployed during 2023 from existing cash and banking facilities to finance hotel additions

Clayton Hotel London Wall

Operated from July 2023

Long leasehold (effective freehold)
89 bedrooms
4-star, city centre location
Total consideration: £53.4m (€62.1m)

Maldron Hotel Finsbury Park, London

Opened July 2023

Freehold,
191 bedrooms
4-star, excellent location
Total consideration: £44.3m (€50.1m). Over £4m invested post-acquisition

Clayton Hotel Amsterdam American

Operated from October 2023

Leasehold interest
173 bedrooms
4-star, city centre location
Total consideration: €29.5m plus annual rent

St. Andrew Square, Edinburgh

Planning permission lodged January 2024

Planning to convert office to 167-bedroom Clayton hotel
Site cost: £12.5m (€14.4m)
Estimated overall investment: c. £50m (€58m)

Dalata strengths

Combined expertise as a hotel operator and developer with strong financial position – enables agile approach to new opportunities

Excellent counter-party reputation provides access to off-market transactions

Disciplined approach with ability to move quickly on the right opportunities

Central operations team skilled at supporting the opening and onboarding of hotels

Local teams and proven decentralised model supports swift ramp up

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EXCITING PLANS FOR FURTHER UK GROWTH

DALATA HOTEL GROUP

Strong UK room growth and trajectory[1]:

2017		2019		2021		2023		Incl. announced pipeline
1,731	+50%	2,600	+13%	2,949	+44%	4,242	+29%	5,473

Regional UK

Strategy: Key four-star market player across targeted cities which have a strong RevPAR and mix of corporate and leisure demand

Portfolio:

- Five existing owned hotels
- Nine existing leased hotels
- Four pipeline hotels (three leased, one owned)
- One pipeline extension (Clayton Hotel Manchester Airport)

4,583 rooms (incl. current pipeline)

Ambition: Potential to add a further 5k rooms (approx.) in Regional UK over time, growing portfolio to over 9.5k rooms

London

Strategy: Continue to source opportunities in a very commercially attractive city

Portfolio:

- Four existing owned hotels
- One owned pipeline hotel Maldron Hotel Shoreditch

890 rooms (incl. current pipeline)

Ambition: Strong appetite for London. Market size highlights significant opportunity, however, patience and discipline required

- Target city with existing hotels/announced pipeline
- Target city
- Non-target city with existing hotels

[1] Room numbers exclude managed hotels

SUCCESSFUL DELIVERY OF UK EXPANSION

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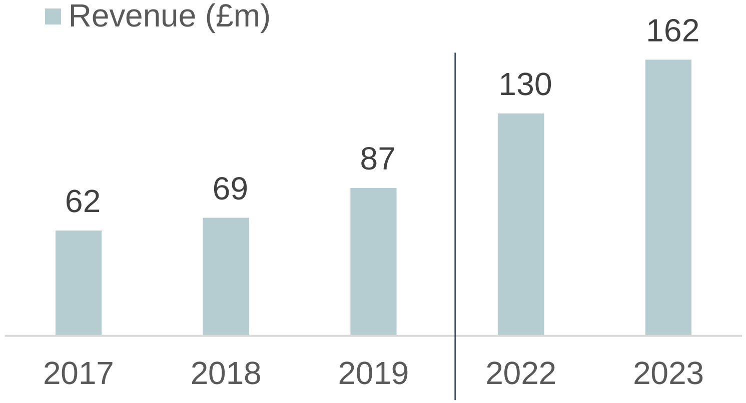
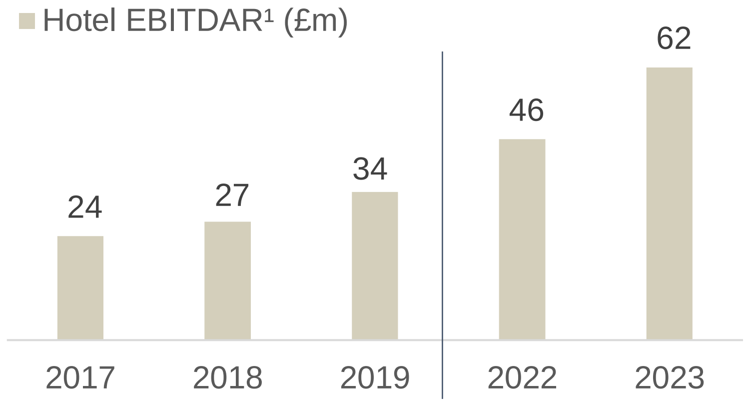
Hotel EBITDAR[1] and revenue growth of 162% 2017 – 2023 (CAGR: both +17%)





2022 openings highlight Dalata's ability to compete in UK cities

Includes four hotels located in Manchester (x2), Glasgow and Bristol

All General Managers internally developed

Less than two years in operation

- **78%** occupancy in 2023
- Hotel EBITDAR[1] margin of **38%** in 2023
- Rent cover[1] of **1.7x** in 2023 (2022: 1.0x)

Dalata strengths

- Assets in strategic locations
- Modern, well-invested hotels
- Fully operated hotels with decentralised model
- Central office support system
- Strong balance sheet with ability to own or lease

[1] *See glossary on slide 34 for definition*

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ESTABLISHING PRESENCE IN CONTINENTAL EUROPE

What we have achieved

Feb 2022
Took first steps into Continental Europe through acquisition of leasehold interest in Hotel Nikko Düsseldorf

Dec 2022
Introduced Clayton brand to region for first time, through rebranding of Hotel Nikko to Clayton Hotel Düsseldorf

Oct 2023
Expanded footprint through acquisition of leasehold interest in highly attractive Amsterdam location, with immediate rebranding to Clayton Hotel Amsterdam American

Dec 2023
Hotels performed in line with expectations in 2023 and were cash positive. Clayton Hotel Düsseldorf outperformed compset[1] RevPAR growth

Clayton Hotel Düsseldorf staff celebrate the Clayton rebrand

How we succeed operationally

- Prime locations in attractive cities – where we operate best
- Decentralised model with full management team on the ground
- Install onboarding teams with support from existing central office structures
- Leveraging strong international B2B relationships from existing brands – e.g. GDS booking agents, OTAs and airlines

Strategy

- Targeting locations in large European cities with attractive market dynamics and strong corporate and leisure mix
- Primarily leased focus with consideration given to opportunistic acquisitions
- Leveraging strong counterparty relationships which provide opportunities
- Continued disciplined approach

[1] *See glossary on slide 34 for definition*

SUSTAINABILITY | FOCUSED ON DECARBONISATION

Aim to commit to Science Based Target initiative, however, awaiting final sector guidance

Regardless of outcome, we continue to focus on broadly following the draft SBTi target requirements, with ambition to target:

In-use operational emissions

- Understanding the pathway to CRREM[1] compliance for each asset in the portfolio
- New build specifications with zero onsite operational carbon
- Process commenced to identify a method of directly procuring credible green energy

Embodied carbon emissions

- Committed to reducing embodied carbon emissions as much as feasibly possible
- Plan to engage sustainability design consultants on all new build projects
- Confident Edinburgh will conform to Upfront Embodied Carbon LETI[2] A (Residential)

Scope 3 emissions

- Work ongoing with our suppliers, however, targeting to broadly follow draft SBTi Buildings Sector guidance requirements

[1] Carbon Risk Real Estate Monitor
[2] London Energy Transformation Initiative - LETI was established to support the transition of the UK's built environment to Net Zero Carbon

SUSTAINABILITY | ACTIVE PROGRESS ACROSS PORTFOLIO

DALATA HOTEL GROUP

Strong sustainability ambition for new hotel developments

Building conversion opportunity acquired at St. Andrew Square Edinburgh in Oct 2023

- Planning lodged to convert existing office space to 167-bedroom hotel
- Will be one of our first hotels to be designed with **zero on-site carbon emissions**
- Conversion scheme designed with approx. **70% lower embodied carbon**[1] compared with a hypothetical new build structure[3]
- **Designed with 200% biodiversity gain** through creating a network of environmental roofs, with additional planting and bird boxes[3]

Continued advancements to existing portfolio

27% reduction in Scope 1 and Scope 2 **carbon emissions** per room sold in 2023 versus 2019

Moving forward with **onsite electricity generation** across portfolio and examining opportunities for **offsite green energy procurement**

MSCI ESG RATINGS — AA

CCC	B	BB	BBB	A	AA	AAA

RATING ACTION DATE: August 18, 2023
LAST REPORT UPDATE: February 21, 2024

Green Tourism — GOLD

SUSTAINALYTICS
a Morningstar company

	Rank[2]	Percentile[2]
Feb-24	11/130	9th
Aug-23	12/127	10th
Feb-23	20/125	16th

CDP
DISCLOSURE INSIGHT ACTION

2023: 'C' score

CSRD

Mandatory compliance to EU's Corporate Sustainability Reporting Directive to commence from Jan 2024

[1] A1-A5 and tCO2e
[2] Within the Travel, Lodging and Amusement subindustry
[3] As estimated by external consultants

CLAYTON HOTELS maldron HOTELS

Maldron Hotel Merrion Road, Dublin

OUTLOOK & CONCLUDING REMARKS

OUTLOOK

Slow start to year in Dublin in low season months of Jan and Feb

- Jan and Feb LFL Group RevPAR[1] was 4% behind 2023
  - RevPAR[1] for the Dublin portfolio was 11% behind 2023 levels as the market was impacted by additional supply of c. 1,800 rooms and a lower number of events compared to 2023
  - Regional Ireland and UK portfolio performed broadly in line with 2023
  - Corporate demand was ahead of 2023 levels

Encouraging future demand indicators

- Strong flight schedules and calendar of events for remainder of 2024 in all regions
- Supported by maturity benefit from 2022/2023 openings[2] and brand refreshes

Strongly positioned to respond to challenges and take advantage of opportunities

- Continue to monitor macro-economic and geopolitical backdrop – encouraged by growth prospects for both Ireland and the UK
- Proactively addressing wage inflationary pressures through ability to innovate and drive efficiencies - demonstrated ability to protect margin despite minimum wage increases in 2023
- Proven business model with strong Free Cashflow[1] generation and robust financial position

Delivering shareholder value

- The Board has proposed a final dividend of 8.0 cent per share, representing a payment of approx. €18m
- Disciplined execution of ambitious growth strategy with over 1,500 pipeline rooms – Four UK hotels (834 rooms) scheduled to open by Q3 2024
- Actively seeking further opportunities, with considerable firepower potential for further growth

[1] See glossary on slide 34 for definition
[2] See slide 33

CONCLUDING REMARKS

- RECORD 2023 OPERATING PERFORMANCE
- SUCCESS DRIVEN BY PEOPLE AND INNOVATION
- LFL HOTEL EBITDAR[1] MARGIN IN LINE WITH 2019 AND AHEAD OF 2022 LEVELS
- EFFECTIVE EXECUTION OF GROWTH STRATEGY
- EXCITING GROWTH OPPORTUNITIES
- WELL POSITIONED FOR BOTH CHALLENGES AND OPPORTUNITIES

[1] See glossary on slide 34 for definition

Clayton Hotel Manchester City Centre

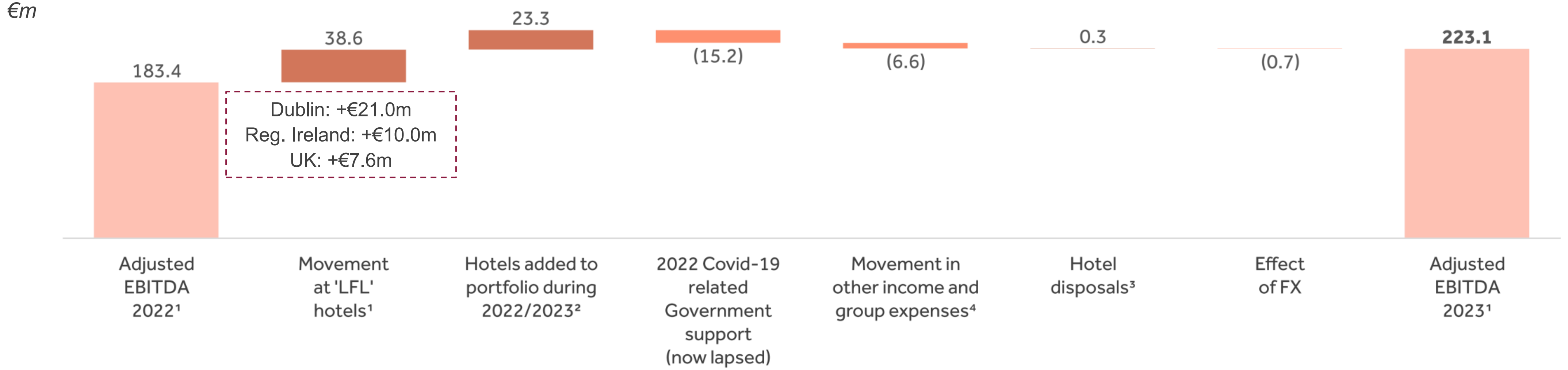
THANK YOU

The Samuel Hotel, Dublin

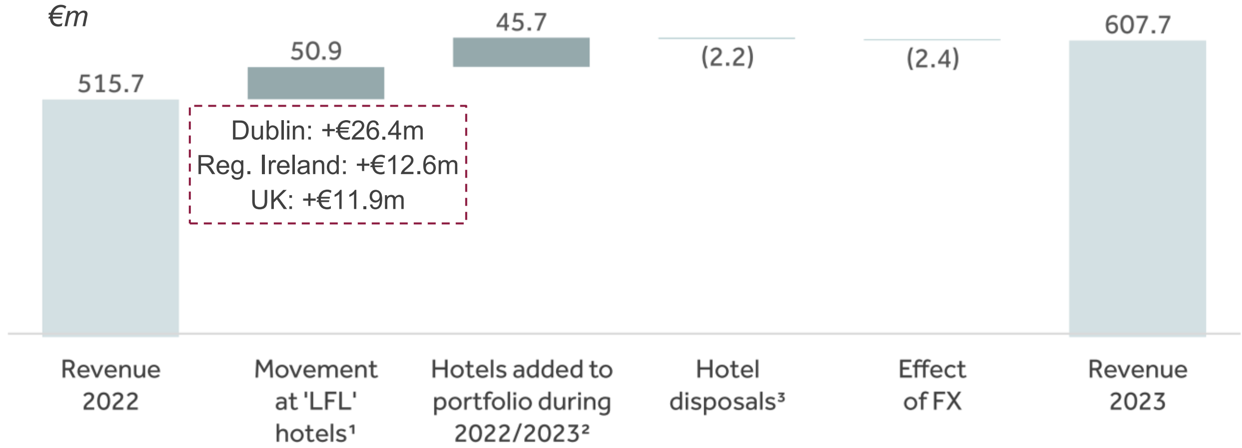
APPENDICES

BRIDGING 2022 PERFORMANCE TO 2023

22% Adjusted EBITDA[1] growth from 2022 to 2023



18% Revenue growth from 2022 to 2023



Growth driven by

1. Strong operational performance delivered by decentralised teams at 'like for like'[1] hotels

coupled with

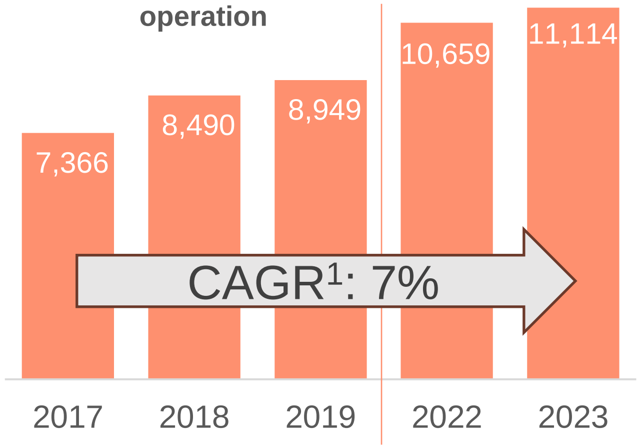
2. Significant contribution from 10 hotels added during 2022/2023[2]

[1] See glossary on slide 34 for definition
[2] See slide 33
[3] Clayton Crown Hotel, London (sold June 2022)
[4] Group expenses comprise central costs and share-based payments expense

TRACK RECORD OF DELIVERING GROWTH

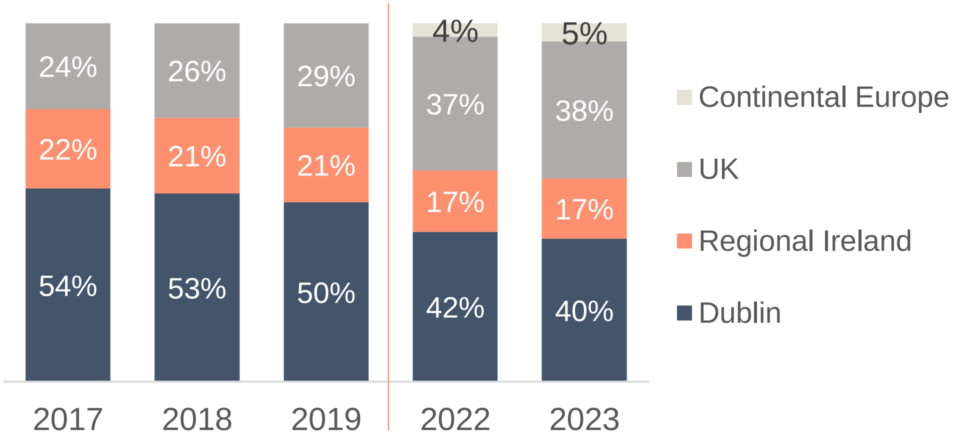
Exciting portfolio development

No. owned and leased rooms in operation



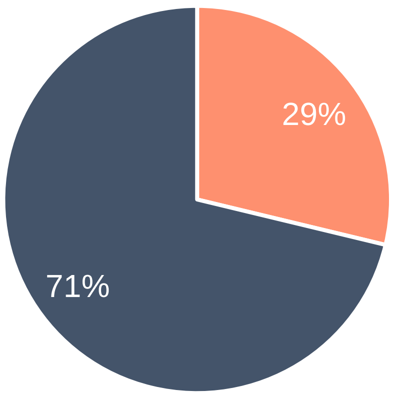
Diversifying geographical mix

% owned and leased rooms in operation



Supported by leasing strategy, backed by owned portfolio

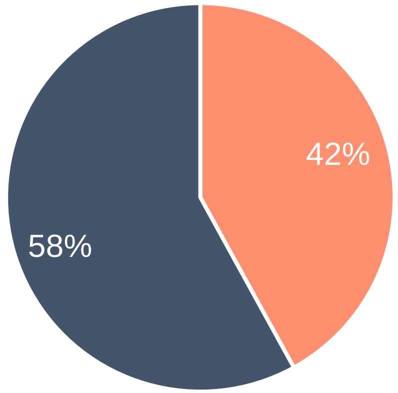
Dec 2017



% owned and leased rooms in operation

Leased Owned

Dec 2023



[1] Includes 2020, 2021 which were affected by the Covid-19 pandemic

CURRENT PIPELINE OF OVER 1,500 ROOMS

DALATA HOTEL GROUP

UK
- 5 new hotels (3 leased, 2 owned)
- 2 extensions to existing hotels
- 1,231 rooms

Dublin
- 1 new leased hotel
- 1 extension to existing hotel
- 317 rooms

	Property	New	Extension	Owned or leased	Rooms	Planning Granted	Construction Started	Estimated Completion
Regional UK	Maldron Hotel Cathedral Quarter Manchester[1]	x		Leased	188	x	x	Q2 2024
	Maldron Hotel Liverpool City[1]	x		Leased	268	x	x	Q2 2024
	Maldron Hotel Brighton[1]	x		Leased	221	x	x	Q3 2024
	Clayton Hotel St. Andrew Square, Edinburgh	x		Owned	167			H2 2026
	Clayton Hotel Manchester Airport		x	Owned	216			H1 2027
London	Maldron Hotel Shoreditch, London	x		Owned	157	x	x	Q3 2024
	Clayton Hotel City of London		x	Owned	14	x		TBC[2]
Dublin	Maldron Hotel Croke Park, Dublin[1]	x		Leased	200	x		H1 2026
	Clayton Hotel Cardiff Lane, Dublin		x	Owned	117	x		TBC[2]
	Total				**1,548**			

Hotels added to portfolio during 2022 and 2023

Region	Property	Rooms	Opening date
Regional UK	Clayton Hotel Manchester City Centre	329	Jan 2022
	Maldron Hotel Manchester City Centre	278	Feb 2022
	Clayton Hotel Bristol City	255	Mar 2022
	Clayton Hotel Glasgow City	303	Oct 2022
London	Maldron Hotel Finsbury Park	191	Jul 2023
	Clayton Hotel London Wall	89	Jul 2023
Dublin	The Samuel Hotel	204	Apr 2022
	Maldron Hotel Merrion Road	140	Aug 2022
Continental Europe	Clayton Hotel Düsseldorf	393	Feb 2022
	Clayton Hotel Amsterdam American	173	Oct 2023
Total		**2,355**	

[1] 35 year operating lease
[2] Completion dates to be confirmed

CLAYTON HOTELS maldron HOTELS

GLOSSARY

‘Like for like’ or ‘LFL’ hotels	’Like for like’ analysis excludes hotels that newly opened or ceased trading under Dalata during the comparative years. For newly acquired, previously operating hotels, where pre-acquisition RevPAR data is available, these hotels are included on a ‘like for like’ basis for RevPAR analysis.
Revenue per available room (RevPAR)	Revenue per available room is calculated as total rooms revenue divided by the number of available rooms, which is also equivalent to the occupancy rate multiplied by the average daily room rate (‘ARR’) achieved. This is a commonly used industry metric which facilitates comparison between companies.
Average Room Rate (ARR)	ARR is calculated as rooms revenue divided by the number of rooms sold. This is a commonly used industry metric which facilitates comparison between companies.
Compset	A Competitive Set (‘compset’) is a group of hotels that a hotel property competes against for business. These hotels are typically located in the same geographic area and offer similar services and amenities.
Adjusted EBITDA	EBITDA (earnings before interest on lease liabilities, other interest and finance costs, tax, depreciation of property, plant and equipment and right-of-use assets and amortisation of intangible assets) 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.
‘Segmental’ or ‘Hotel’ EBITDA	Segmental EBITDA represents ‘Adjusted EBITDA’ before central costs, share-based payments expense and other income for each of the reportable segments: Dublin, Regional Ireland, the UK and Continental Europe. It is presented to show the net operational contribution of leased and owned hotels in each geographical location. Also referred to as Hotel EBITDA.
‘Segmental’ or ‘Hotel’ EBITDAR	Segmental EBITDAR represents Segmental EBITDA before variable lease costs for each of the reportable segments: Dublin, Regional Ireland, the UK and Continental Europe. It is presented to show the net operational contribution of leased and owned hotels in each geographical location, before lease costs. Also referred to as Hotel EBITDAR.
Hotel EBITDA (after rent) from leased portfolio	‘Segmental EBITDAR’ from leased hotels less the sum of variable lease costs and fixed lease costs relating to leased hotels. This excludes variable lease costs and fixed lease costs relating to effectively, or majority owned hotels.
Adjusted basic earnings per share	Earnings per share excluding the tax adjusted effects of the adjusting items.
Hotel assets	Hotel assets represent the value of property, plant and equipment per the consolidated statement of financial position at 31 December 2023.
Net Debt	External loans and borrowings drawn and owed to the banking club as at year end (rather than the amortised cost of the 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 31 December 2023.
Net Debt to EBITDA after rent	Net Debt divided by ‘EBITDA after rent’ (being Adjusted EBITDA less fixed lease costs - the calculation also includes the impact of pre-opening expenses and excludes share-based payment expense in line with banking covenants).
Balance Sheet NAV per Share	Defined as net assets per the consolidated statement of financial position divided by number of shares outstanding at year end
Normalised Return on Invested Capital (‘ROIC’)	Adjusted EBIT after rent divided by the Group’s average normalised invested capital. See Supplementary Financial Information attached to the consolidated financial statements which contains a complete definition and reconciliation (APM (xiv))
Lease Modified Net Debt to Adjusted EBITDA	Lease Modified Net Debt divided by the Adjusted EBITDA for the year. Lease Modified Net Debt is defined as Net Debt plus eight times the Group’s lease cashflow commitment. The Group’s lease cash flow commitment is based on its non-cancellable undiscounted lease cash flows payable under existing lease contracts for the next financial year as presented in note 16.
Free Cashflow	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 items that are deemed one-off and thus not reflecting normal trading activities or distorting comparability either ‘year on year’ or with other similar businesses.
Debt and Lease Service Cover	Free Cashflow before payment of lease costs, interest and finance costs divided by the total amount paid for lease costs, interest and finance costs
Rent cover	‘Segmental EBITDAR’ from leased hotels divided by the sum of variable lease costs and fixed lease costs relating to leased hotels. This excludes variable lease costs and fixed lease costs that do not relate to fully leased hotels.

HOTEL PORTFOLIO: 29 FEBRUARY 2024

31 owned hotels
6,501 rooms

19 leased hotels
4,613 rooms

Current pipeline
1,548 rooms

3 managed hotels
299 rooms

Total (incl. pipeline)
12,961 rooms

Dublin Hotel portfolio Owned Hotels / Freehold Equivalent	
Hotel	**Rooms**
Clayton Hotel Dublin Airport	608
Clayton Hotel Leopardstown	357
Clayton Hotel Liffey Valley (1)	351
Clayton Hotel Ballsbridge	334
Clayton Hotel Cardiff Lane (2)	304
Maldron Hotel Newlands Cross	297
Maldron Hotel Parnell Square	182
Maldron Hotel Merrion Road	140
Maldron Hotel Kevin Street	137
Maldron Hotel Pearse Street	119
Leased hotels	
Clayton Hotel Burlington Road	502
The Gibson Hotel	252
Maldron Hotel Dublin Airport	251
The Samuel Hotel	204
Clayton Hotel Charlemont	190
Maldron Hotel Tallaght	119
Maldron Hotel Smithfield	92
Dublin portfolio	**4,439**

Dublin pipeline Owned hotels	
Clayton Hotel Cardiff Lane, Dublin – extension	117
Leased hotels	
Maldron Hotel Croke Park, Dublin	200
Dublin pipeline rooms	**317**

(1) Remaining 10 rooms owned by third parties
(2) Dalata own 256 rooms and lease 48 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 (signed agreement for lease to extend lease term to 200-years)
(6) Effective ownership of hotel on 122-year lease

Regional Ireland Hotel portfolio Owned Hotels / Freehold Equivalent	
Hotel	**Rooms**
Clayton Hotel Cork City (3)	201
Clayton Hotel Galway	195
Maldron Hotel Sandy Road, Galway	165
Maldron Hotel South Mall, Cork	163
Clayton Hotel Sligo	162
Clayton Whites Hotel, Wexford	160
Clayton Hotel Limerick	158
Maldron Hotel Limerick (4)	142
Clayton Hotel Silver Springs, Cork	109
Maldron Hotel Wexford	108
Maldron Hotel Shandon Cork City	101
Maldron Hotel Portlaoise	90
Leased hotels	
Maldron Hotel Galway (Oranmore)	113
Regional Ireland portfolio	**1,867**

Continental Europe Leased hotels	
Clayton Hotel Düsseldorf	393
Clayton Hotel Amsterdam American	173
Continental Europe Portfolio	**566**

Managed hotels	
Maldron Hotel Belfast International Airport	107
The Belvedere Hotel, Dublin	109
Hotel No. 7/Barry's Hotel	83
Managed hotels	**299**

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
Maldron Hotel Finsbury Park, London	191
Clayton Hotel Belfast	170
Maldron Hotel Derry	93
Clayton Hotel London Wall (6)	89
Leased hotels	
Clayton Hotel Manchester City Centre	329
Clayton Hotel Glasgow City	303
Maldron Hotel Glasgow City	300
Maldron Hotel Manchester City Centre	278
Maldron Hotel Newcastle	265
Clayton Hotel Bristol City	255
Clayton Hotel Birmingham	218
Clayton Hotel Cardiff, Wales	216
Clayton Hotel Cambridge	160
UK portfolio	**4,242**

UK Pipeline Owned hotels	
Maldron Hotel Shoreditch, London	157
Clayton Hotel St. Andrew Square, Edinburgh	167
Clayton Hotel Manchester Airport - extension	216
Clayton Hotel City of London - extension	14
Leased hotels	
Maldron Hotel Liverpool City	268
Maldron Hotel Brighton	221
Maldron Hotel Cathedral Quarter, Manchester	188
UK pipeline rooms	**1,231**