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STRICTLY PRIVATE AND CONFIDENTIAL

DATE: 6 MARCH 2025

TO: Employees of Dalata Hotel Group PLC (the "Company" or "Dalata")

Dear Colleague,

Strategic Review and Commencement of Formal Sale Process

I want to inform you of an announcement released by the Company on Euronext Dublin and the London Stock Exchange today (the "**Announcement**") that it is undertaking a strategic review to explore all of the various strategic options available to optimise capital opportunities for the Group and to enhance value for shareholders, including but not limited to a potential sale of the Group (which would be conducted within the context of a "Formal Sale Process" under the Irish Takeover Panel Act 1997, Takeover Rules, 2022 (the "**Irish Takeover Rules**"))(the "**Strategic Review**").

Although this notification letter may appear formal, it is a necessary requirement of Rule 2.10(a) of the Irish Takeover Rules that the Company must comply with.

This letter is not to be taken as a summary of the information in the Announcement and should not be regarded as a substitute for reading the Announcement in full. For the avoidance of doubt, the content of the Company's website is not incorporated into, and does not form part of, this letter. The Announcement also includes a summary of the provisions of Rule 8 of the Irish Takeover Rules.

Following the Announcement, the Company is treated as being in an "offer period" for the purposes of the Irish Takeover Rules, although there can be no certainty that the Strategic Review will result in an offer for the Company or other transaction or as to the terms on which any such transaction may be made. A further announcement will be made as and when appropriate.

Publication on website

This letter and the Announcement will be available on the strategic review microsite on the Company's website at <https://dalatahotelgroup.com> by no later than 12 noon (Irish / UK time) on the business day following the Announcement. For the avoidance of doubt, the content of the website referred to in this letter is not incorporated into and does not form part of this letter.

Opinion of employee representatives

If at any future point any offer is made for the Company, duly elected employee representatives of the Company in those circumstances, and at the relevant time, have the right under Rule 25.1(b) of the Irish Takeover Rules to append a

Dalata Hotel Group plc, Termini, 3 Arkle Rd, Sandyford Business Park, Dublin,
D18 C9C5, Ireland
T: +353 (0)1 206 9400 E: info@dalatahotelgroup.com

Central Reservations: (Irl) 1850 885 885; (Intl) +353 (0)57 869 5946
www.dalatahotelgroup.com

Dalata Hotel Group plc. Registered in Ireland No 534888

Directors:

J. Hennessy (Chairman), D. Crowley (Chief Executive), S Casserly,
C. Phelan, D. McCann, C. Hallahan, E. McMeikan, G. Slowey, J. Mortimore.
Company Secretary: S. McKeon



separate opinion giving their view on the effects of any such offer on their employment to the Board's circular to shareholders, when published, in respect of any such offer (or depending on timing of receipt, to have such opinion published on the Company's website, which the Company would then announce that it has been so published).

Electronic Communications (if applicable)

Please note that addresses, electronic addresses and certain other information provided by shareholders and other relevant persons for the receipt of communications from the Company (e.g. elections to receive communications in a particular form) may be provided to an offeror during the offer period as required under Section 4 of Appendix 1 of the Irish Takeover Rules.

Dalata employees should be assured that we will work with you to ensure compliance with the Irish Takeover Rules and that our employees fully understand the impact and process that we must go through over the coming months.

If you have any questions or comments in relation to this letter, please send your response via email to Dawn Wynne, Chief People Officer at dwynne@dalatahotelgroup.com. All emails should be entitled in the subject line "Rule 2.10 notice".

Yours faithfully

Dermot Crowley

CEO



Responsibility

The Dalata directors accept responsibility for the information (including any expressions of opinion) contained in this letter. To the best of the knowledge and belief of the Dalata directors (who have taken all reasonable care to ensure that such is the case), the information contained in this letter is in accordance with the facts and does not omit anything likely to affect the import of such information.

Disclosure requirements of the Irish Takeover Rules

Under Rule 8.3(a) of the Irish Takeover Rules, any person who is 'interested' (directly or indirectly) in 1% or more of any class of 'relevant securities' of Dalata must make an 'opening position disclosure' by no later than 3.30pm (Irish/UK time) on the tenth 'business day' following the commencement of the 'offer period'. An 'opening position disclosure' must contain the details specified in Rule 8.6(a) of the Irish Takeover Rules, including details of the person's interests and short positions in any 'relevant securities' of Dalata. Relevant persons who deal in any 'relevant securities' of Dalata prior to the deadline for making an 'opening position disclosure' must instead make a dealing disclosure as described below.

Under Rule 8.3(b) of the Irish Takeover Rules, any person 'interested' (directly or indirectly) in 1% or more of any class of 'relevant securities' of Dalata must disclose all 'dealings' in such 'relevant securities' during the 'offer period'. The disclosure of a 'dealing' in 'relevant securities' by a person to whom Rule 8.3(b) applies must be made by no later than 3.30 pm (Irish/UK time) on the business day following the date of the transaction. A dealing disclosure must contain the details specified in Rule 8.6(b) of the Irish Takeover Rules, including details of the dealing concerned and of the person's interests and short positions in any 'relevant securities' of Dalata.

All 'dealings' in 'relevant securities' of Dalata by a bidder, or by any party acting in concert with a bidder, must also be disclosed by no later than 12 noon (Irish/UK time) on the 'business' day following the date of the relevant transaction. If two or more persons co-operate on the basis of an agreement, either express or tacit, either oral or written, to acquire for one or more of them an interest in relevant securities, they will be deemed to be a single person for these purposes.

Disclosure tables, giving details of the companies in whose 'relevant securities' 'opening positions' and 'dealings' should be disclosed, can be found on the Irish Takeover Panel's website at www.irishtakeoverpanel.ie.

'Interests' in securities arise, in summary, when a person has long economic exposure, whether conditional or absolute, to changes in the price of securities. In particular, a person will be treated as having an 'interest' by virtue of the ownership or control of securities, or by virtue of any option in respect of, or derivative referenced to, securities.

Terms in quotation marks in this section are defined in the Irish Takeover Rules, which can also be found on the Irish Takeover Panel's website. If you are in any doubt as to whether or not you are required to disclose a dealing or an opening position under Rule 8, please consult the Irish Takeover Panel's website at www.irishtakeoverpanel.ie or contact the Irish Takeover Panel on telephone number +353 1 678 9020.

Right to receive documents in hard copy form

Persons who receive a copy of this letter and the Announcement in electronic form or via a website notification, may request a hard copy of this letter and the Announcement by contacting in writing Sean McKeon at Dalata Hotel Group PLC, Termini, 3 Arkle Road, Sandyford Business Park, Dublin 18, D18 C9C5, or by email to investorrelations@dalatahotelgroup.com or by calling telephone number +353 1 206 9400 between 9.00 a.m. and 5.00 p.m. (Irish/UK time), Monday to Friday (excluding public holidays). For persons who receive a copy of this letter and the Announcement in electronic form or via a website notification, a hard copy of this letter and the Announcement will not be sent unless so requested. Such persons may also request that all future documents, announcements and information in relation to the Strategic Review are sent to them in hard copy form.

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Disclaimer

This letter is not intended to, and does not, constitute or form part of (1) an offer or invitation to purchase or otherwise acquire, subscribe for, tender, exchange, sell or otherwise dispose of any securities, (2) the solicitation of an offer or invitation to purchase or otherwise acquire, subscribe for, tender, exchange, sell or otherwise dispose of any securities, or (3) the solicitation of any vote or approval in any jurisdiction, pursuant to this announcement or otherwise.

The release, publication or distribution of this letter in, into, or from, certain jurisdictions other than Ireland may be restricted or affected by the laws of those jurisdictions. Accordingly, copies of this letter are not being, and must not be, mailed or otherwise forwarded, distributed or sent in, into, or from any such jurisdiction. Therefore persons who receive this letter (including without limitation nominees, trustees and custodians) and are subject to the laws of any jurisdiction other than Ireland who are not resident in Ireland will need to inform themselves about, and observe any applicable restrictions or requirements. Any failure to do so may constitute a violation of the securities laws of any such jurisdiction.

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