

2022 a record year

CEO Presentation

AGM



Continued and resilient growth

driven by engaged, innovative and ambitious teams

Record trade levels achieved in 2022

Hotel revenue of €516m
Adjusted EBITDA of €183m
Free Cashflow of €127m

Portfolio expansion - seven hotels added in 2022

Operating a well-invested portfolio of 50 hotels

Strong balance sheet and operating performance

provides solid base for reintroduction of dividend in 2023

Continuing to deliver future growth

Pipeline now at 1,333 rooms, including recently announced Maldron Hotel Finsbury Park, London (192 rooms)

Progressing responsibly

Gold Green Tourism award across all 48 hotels tested
Reduced energy consumption per room sold (Q2-Q4 2022 ↓13% vs 2019)

Supporting over 5,000 jobs across Ireland, the UK and Germany

Decentralised model

Dalata Academy

Career advancement

Experienced and engaged teams

Attractive conditions

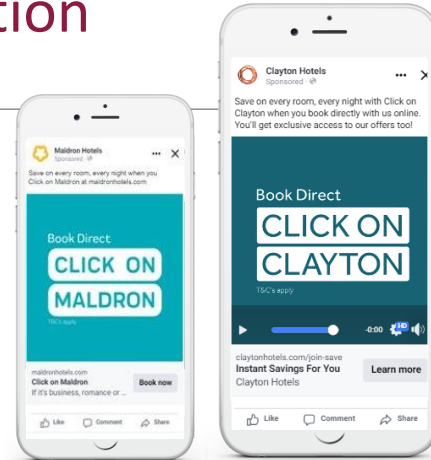
Inclusion and Diversity



Positions filled as percentage of total employees close to 2019 levels despite industry-wide labour shortages

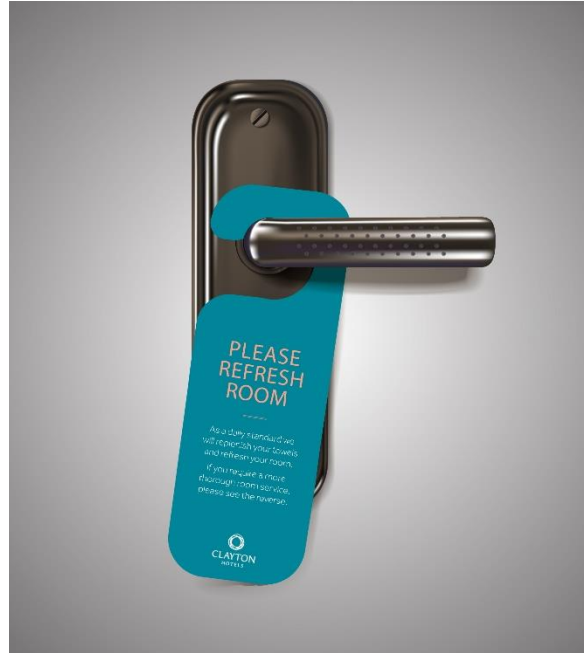
Highest ever group-wide employee engagement score of 8.6 out of 10 in December 2022

Creating a culture of innovation



Rooms

Food & Beverage



Creating a culture of innovation

Utilities



Relocation of Processing

Development



Connecting with our customers



New comms platforms launched for both Clayton and Maldron. Expanding into new media channels with outdoor and video on demand advertising. Ensuring Dalata is connecting with our customers at the right time and at the right place.

150 conversations

Our commitment to brand building and understanding our customers is ongoing and has formed in Dalata 100 voices research project. To date, we have talked to **150** people in locations all over **Ireland** and the **UK**.

Talking to **Couples, Families, Business Travellers, Solo Travellers and Bookers** in one to one intimate **Zoom calls** and in person discussions in **Cork, London, Manchester** and of, course, **Dublin**.

We are learning directly from our customers on how to build customer centred strategies.



Learning directly from our customers

100 VOICES

Progress on 2026 environmental targets

<p>100% of waste diverted from landfill by 2022</p>	<p>Energy related emissions reduced by 20% per room let by 2026</p>	<p>Food waste reduced by 15% per sleeper by 2026</p>	<p>Water consumption down by 15% per sleeper by 2026</p>	<p>Collect carbon emissions from 100% of top suppliers by 2024</p>
<p>Achieved</p>	<p>On track</p>	<p>In progress</p>	<p>In progress</p>	<p>In progress</p>
<p>100% of waste diverted from landfill in both Ireland and UK Completed UK and NI hotels during 2022</p>	<p>15% reduction in Scope 1 and Scope 2 carbon emissions per room let in Q2-Q4 2022 versus 2019 levels¹ Enhanced metering to allow for better management</p>	<p>Dalata signature Food range reducing food wastage Now have ability to measure and report food waste volumes across portfolio, through third party suppliers</p>	<p>Enhanced metering to allow for better management Installing water saving technologies across hotel portfolio</p>	<p>Strong engagement with and expansion of top supplier list to include capital, maintenance and services Held a supplier engagement sustainability webinar in November 2022</p>



2022: 'B' rating



CCC B BB BBB A AA AAA
RATING ACTION DATE: November 28, 2022
LAST REPORT UPDATE: February 21, 2023



16th percentile – ESG risk rating in Travel, Lodging and Amusement subindustry



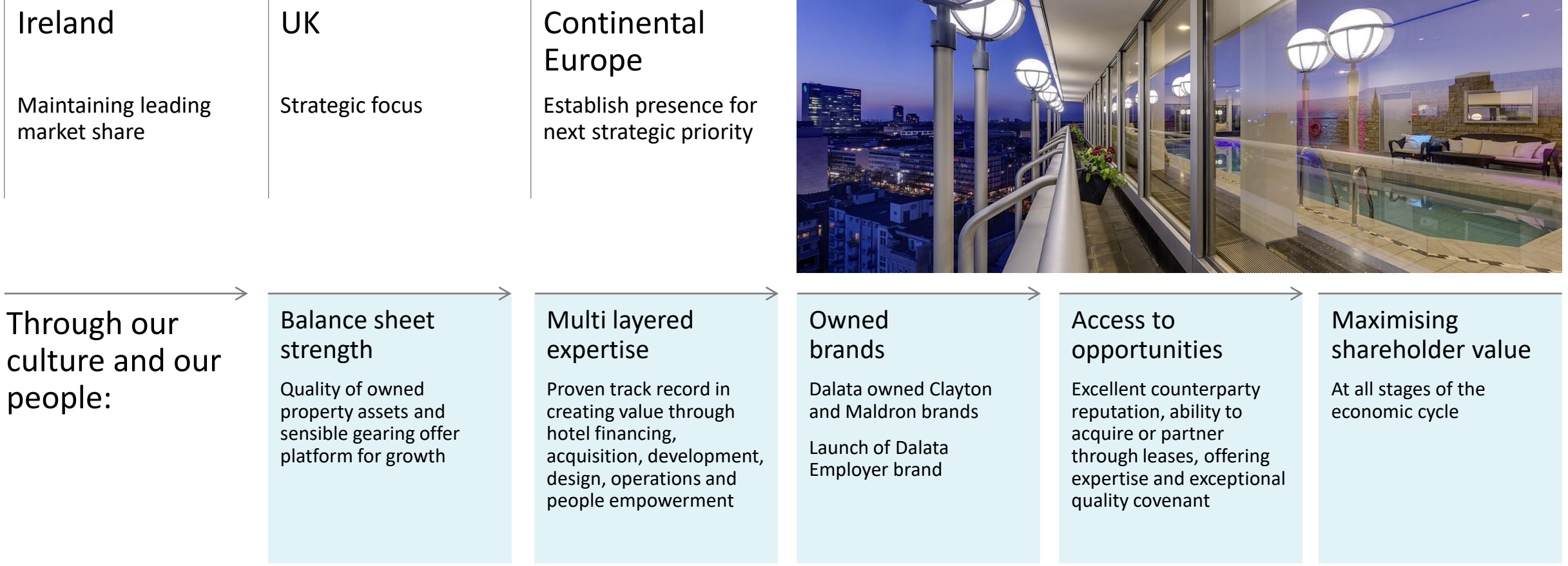
	2019 ²	2021 ²	2022 ²
	-	36 Gold	49 Gold
	7 Silver	8 Silver	-
	36 Bronze	-	-



¹ Includes Clayton Hotel Düsseldorf, which is subject to higher German emission factors. The ROI and UK portfolio achieved a reduction of 22% per room sold in Q2 – Q4 2022 vs 2019 equivalent levels

² Including central office

Compelling growth strategy



Driving UK expansion

Average age of Dalata's Regional UK portfolio: 9 years Approx. 35% of competitor stock in Regional UK target cities are at least 40 years old

	Target number of rooms	Current and secured pipeline rooms: 5,002	Growth strategy
Regional UK	A four-star market leader in the large cities which have a strong RevPAR and mix of corporate and leisure demand	3,523 rooms across 10 cities, with 677 in pipeline	Further rooms ambition - 5,000 across 10 cities in Regional UK
London	Continue to source opportunities in a very commercially attractive city	439 rooms, with 363 in pipeline	London is a more difficult city to secure hotels, however, the opportunity is considerable

Focus on operating newer, more sustainable hotels in prime locations across large, high RevPAR UK cities with strong mix of corporate and leisure demand



- Target city with existing hotels/committed pipeline
- Target city
- Existing, non-target city

Looking forward

- 🌀 Ongoing strong performance for January to April period (Group 'Like for like' RevPAR at 128% of 2019 levels)
- 🌀 To date, not seeing any indications of slowdown to trade levels, however, continue to monitor the macro-economic backdrop
- 🌀 Recent hotels additions continue to perform very well
- 🌀 Pipeline of rooms under construction continues to progress
 - 🌀 Maldron Finsbury Park, London to open during summer 2023
 - 🌀 Maldron Hotel at Shoreditch due to open in Q1 2024
 - 🌀 Our new Maldron hotels in Brighton, Manchester and Liverpool are all on course to open in Q2 2024
- 🌀 We continue to look for further opportunities in our target cities

Thank you.