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THIS ANNOUNCEMENT CONTAINS INSIDE INFORMATION.

FOR IMMEDIATE RELEASE

The Revel Collective Plc
(the "Company" and, together with its subsidiaries, the "Group")

Update on Strategic Review and Formal Sale Process

Update on 2025 Annual Report

The Revel Collective plc, a leading operator of premium bars and gastro pubs, trading mainly under the Revolution, Revolución de Cuba and Peach Pubs brands, provides an update on the strategic review and Formal Sale Process, which was launched on 24 October 2025.

Since the launch of The Formal Sale Process, the Group has engaged with a significant number of potential acquirers of the businesses it operates. Presently, a number of credible parties are actively engaged in diligence and discussions with the Group in relation to the Group's business and assets or the shares in certain Group companies.

At the current time, the transactions being contemplated would not be expected to deliver any return to shareholders. Negotiations are ongoing, with the continuing support of the Group's bank, however, there can be no certainty on the timing of any transactions. Furthermore, there can be no guarantee that these negotiations will result in any transactions.

The option of an equity fundraising has been considered but the Board has concluded it does not have the necessary support for such a transaction.

Delay in Publication of 2025 Annual Report

As stipulated by Rule 19 of the AIM Rules for Companies, the Company is required to publish its Annual Report for the financial year ended 28 June 2025 by 28 December 2025. In light of the ongoing sales process, the Board has now determined that the audit of its 2025 results will not be able to be concluded and publication of its Annual Report will not therefore occur by 28 December 2025. Consequently, trading in the Company's ordinary shares on AIM is expected to be suspended with effect from 7.30 a.m. on 29 December 2025 pending publication of the Company's Annual Report.

19 December 2025

Enquiries:

The Revel Collective plc

Rob Pitcher, CEO

Matthew Fowler, CFO

Tel: 0161 330 3876

Cavendish Capital Markets Limited (Financial and Rule 3 Adviser, Nominated Adviser and Broker)

Matt Goode / Teddy Whiley (Corporate Finance)

Tim Redfern (Corporate Broking)

Tel: 020 7220 0500

FTI Consulting (M&A Adviser)

Iain Reilly

Marcus Cheng

Tel: 020 3727 1000

Team Lewis (Financial PR)

Justine Warren/Tim Pearson

Tel: 020 7802 2617/020 7802 2657

Inside Information

The information contained within this announcement is deemed by the Company to constitute inside information as stipulated under the Market Abuse Regulation (EU) no. 596/2014 (as it forms part of domestic law by virtue of the European Union (Withdrawal) Act 2018). On the publication of this announcement via a Regulatory Information Service, this inside information is now considered to be in the public domain. The person responsible for making this announcement on behalf of the Company is Rob Pitcher, CEO.

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Under Rule 8.3(a) of the Takeover Code, any person who is interested in one per cent. or more of any class of relevant securities of an offeree company or of any securities exchange offeror (being any offeror other than an offeror in respect of which it has been announced that its offer is, or is likely to be, solely in cash) must make an Opening Position Disclosure following the commencement of the offer period and, if later, following the announcement in which any securities exchange offeror is first identified.

An Opening Position Disclosure must contain details of the person's interests and short positions in, and rights to subscribe for, any relevant securities of each of (i) the offeree company and (ii) any securities exchange offeror(s). An Opening Position Disclosure by a person to whom Rule 8.3(a) applies must be made by no later than 3.30 p.m. (London time) on the 10th business day following the commencement of the offer period and, if appropriate, by no later than 3.30 p.m. (London time) on the 10th business day following the announcement in which any securities exchange offeror is first identified. Relevant persons who deal in the relevant securities of the offeree company or of a securities exchange offeror prior to the deadline for making an Opening Position Disclosure must instead make a Dealing Disclosure.

Under Rule 8.3(b) of the Takeover Code, any person who is, or becomes, interested in one per cent. or more of any class of relevant securities of the offeree company or of any securities exchange offeror must make a Dealing Disclosure if the person deals in any relevant securities of the offeree company or of any securities exchange offeror. A Dealing Disclosure must contain details of the dealing concerned and of the person's interests and short positions in, and rights to subscribe for, any relevant securities of each of (i) the offeree company and (ii) any securities exchange offeror, save to the extent that these details have previously been disclosed under Rule 8. A Dealing Disclosure by a person to whom Rule 8.3(b) applies must be made by no later than 3.30 p.m. (London time) on the business day following the date of the relevant dealing.

If two or more persons act together pursuant to an agreement or understanding, whether formal or informal, to acquire or control an interest in relevant securities of an offeree company or a securities exchange offeror, they will be deemed to be a single person for the purpose of Rule 8.3.

Opening Position Disclosures must also be made by the offeree company and by any offeror and Dealing Disclosures must also be made by the offeree company, by any offeror and by any persons acting in concert with any of them (see Rules 8.1, 8.2 and 8.4).

Details of the offeree and offeror companies in respect of whose relevant securities Opening Position Disclosures and Dealing Disclosures must be made can be found in the Disclosure Table on the Panel's website at www.thetakeoverpanel.org.uk, including details of the number of relevant securities in issue, when the offer period commenced and when any offeror was first identified. You should contact the Panel's Market Surveillance Unit on +44 (0)20 7638 0129 if you are in any doubt as to whether you are required to make an Opening Position Disclosure or a Dealing Disclosure.

Publication on a website

In accordance with Rule 26.1 of the Takeover Code, a copy of this announcement will be made available (subject to certain restrictions relating to persons resident in restricted jurisdictions) on The Company's website at www.therevelcollective.com by no later than 12 noon (London time) on the first business day

following the date of this announcement. For the avoidance of doubt, the content of the website referred to in this announcement is not incorporated into and does not form part of this announcement.

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