DIAMONDROCK
HOSPITALITY

INVESTOR PRESENTATION

March 2018

Forward Looking Statements

Certain statements made during this presentation are forward-looking statements that are subject to risks and uncertainties. Forward-looking statements generally include the words “believe,” “expect,” “anticipate,” “plan,” “estimate,” “project,” “will,” “intend” or other similar expressions. Forward-looking statements include, without limitation, statements regarding, industry outlook, results of operations, cash flows, business strategies, growth and value opportunities, capital and other expenditures, financing plans, expense reduction initiatives and projected dispositions.

Factors that could cause actual results to materially differ from those contained in the forward-looking statements include, without limitation, those risks and uncertainties discussed in the Company’s most recent Annual Report on Form 10-K, quarterly report on Form 10-Q and current reports on Form 8-K, which have been filed with the Securities and Exchange Commission, all of which you should carefully review. The forward-looking statements made are based on our beliefs, assumptions and expectations of future performance, taking into account all information currently available to us. Actual results could differ materially from the forward-looking statements made during this presentation. The forward-looking statements made during this presentation are subject to the safe harbor of the Private Securities Litigation Reform Act of 1995.

Any forward-looking statement speaks only as of the date on which it is made. Although the Company believes the expectations reflected in such forward-looking statements are based upon reasonable assumptions, it can give no assurance that the expectations will be attained or that any deviation will not be material. All information in this presentation is as of the date of this presentation, and the Company undertakes no obligation to update any forward-looking statement to conform the statement to actual results or changes in the Company's expectations. In addition, the Company is still assessing the impact of Hurricanes Irma and Maria on its full year 2017 guidance.

This presentation contains statistics and other data that has been obtained or compiled from information made available by third-party service providers.

DiamondRock at a Glance

KEY STATISTICS	
Hotels (Rooms)	30 (9,957)
Enterprise Value	$2.8B
Market Cap	$2.0B
Enterprise Value / Key	~$280K
Dividend Yield	4.9%
YE17 Net Debt/EBITDA(1)	3.0x

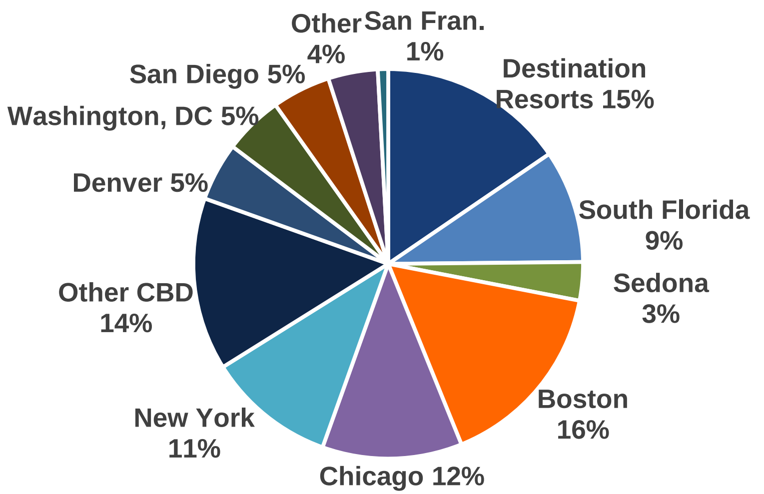
Market data as of 2/28/18.

2017 HIGHLIGHTS & 2018 GUIDANCE

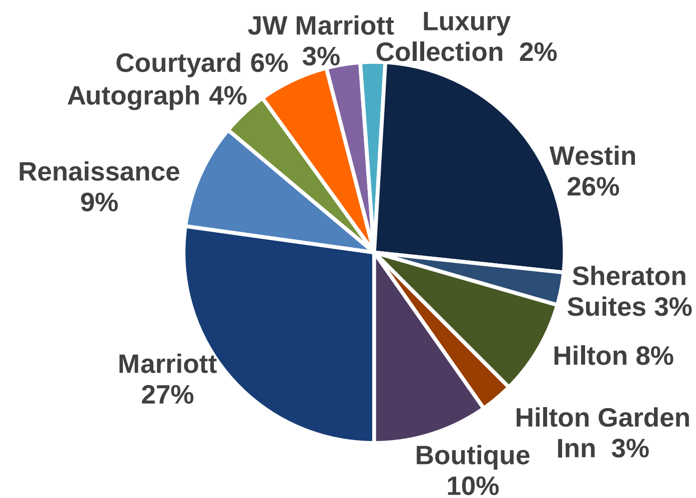
- 2017 Full-Year Results at or Above High-End of Guidance:
  - Comparable RevPAR Growth of 2.5%
  - Adjusted EBITDA of $250M
  - Adjusted FFO per share of $1.00
- 2018 Full-Year Guidance:
  - RevPAR Growth of 0.0% to 2.0%
  - Adj. EBITDA of $249M - $261M
  - Adj. FFO per share of $0.99 - $1.03

Note: RevPAR excludes Frenchman's Reef and Inn at Key West for all periods. Guidance pro forma for acquisition of the Landing Resort & Spa and Palomar Phoenix.

URBAN AND RESORT HOTELS IN TOP MARKETS(2)



POWERFUL BRANDS(2)



(1) Based on PF 2017 EBITDA and 2017A year-end net debt. EBITDA as of December 31st, 2017.
(2) Based on 2017 EBITDA for all properties. Pro forma for acquisitions of the Landing Tahoe, Phoenix Palomar, L'Auberge de Sedona and Orchards Inn Sedona for full-year. Includes Frenchman's Reef.

Why DiamondRock?

1 Premier Portfolio With FY17 Outperformance

- Top-tier RevPAR portfolio among lodging REIT peers
- 2017 RevPAR growth of 2.5% among highest in peer set

2 Trading at Discount to Valuation

- 11.3x 2018 Consensus EBITDA multiple → 0.9x discount to 12.2x peer average
- $280K EV per key → >30% discount to replacement cost
- Trading at a discount to Company's NAV estimate

3 Internal Growth Opportunities

- Chicago Gwen Repositioning: $3M NOI upside and current Top 10 TripAdvisor ranking
- Hotel Rex San Francisco 2018 repositioning to Viceroy concept will yield over $1.2M in incremental EBITDA
- Completed Sonoma, Charleston, Worthington, and Shorebreak renovations to continue to drive growth from $37M in repositionings
- Havana Cabana Key West opening April 2018 with 5-10% index gain upside
- Vail Marriott Resort upgrade renovation to close luxury rate gap

4 External Growth Opportunities

- Acquired The Landing Resort & Spa in Lake Tahoe, CA for $42M
- Acquired the Hotel Palomar Phoenix for $80M
- 2017 acquisitions: L'Auberge de Sedona and Orchards Inn grew combined RevPAR >19% in 2017 and exceeded underwriting by $1.2M in EBITDA

5 Portfolio Well-Positioned for 2018

- Asset management to drive value with focus on new programs for labor management, food cost reductions and energy efficiency
- Several strategic renovations and repositionings throughout portfolio from '17-'18 to continue to drive growth and long-term value
- Resort markets to continue to outperform (450bps of outperformance in '17)

The Gwen, A Luxury Collection Hotel

Vail Marriott Mountain Resort

High Quality Portfolio With Urban and Resort Concentration


JW Marriott Denver


Hotel Rex S.F.


The Landing Lake Tahoe


Salt Lake City Marriott


Chicago Marriott


The Gwen, A Luxury Collection Hotel


Hilton Burlington


Hilton Boston

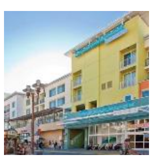

Boston Westin

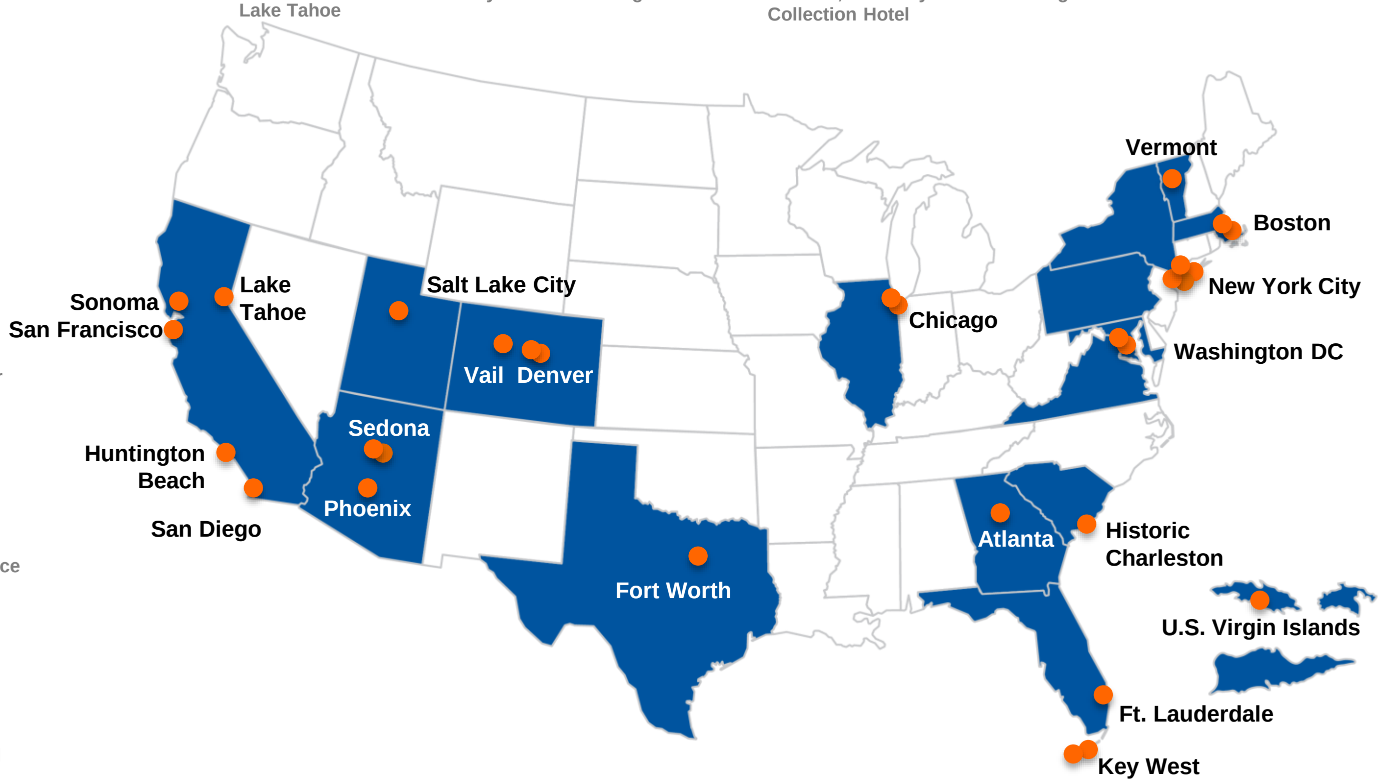

Lexington Hotel NYC

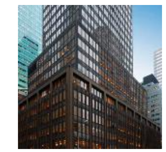

Vail Marriott

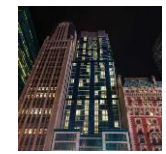

Courtyard Denver

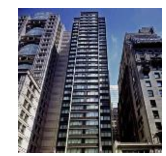

Sonoma Renaissance

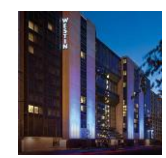

Shorebreak Hotel




Courtyard Midtown NYC


HGI Times Square


Courtyard 5th Ave. NYC

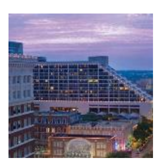

Westin DC


Westin San Diego

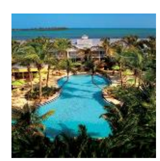

Hotel Palomar Phoenix


L'Auberge De Sedona

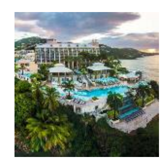

Orchards Inn Sedona

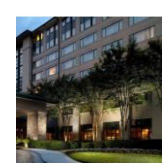

Worthington Renaissance Texas


Westin Ft. Lauderdale Beach


Havana Cabana Key West


Key West Suites

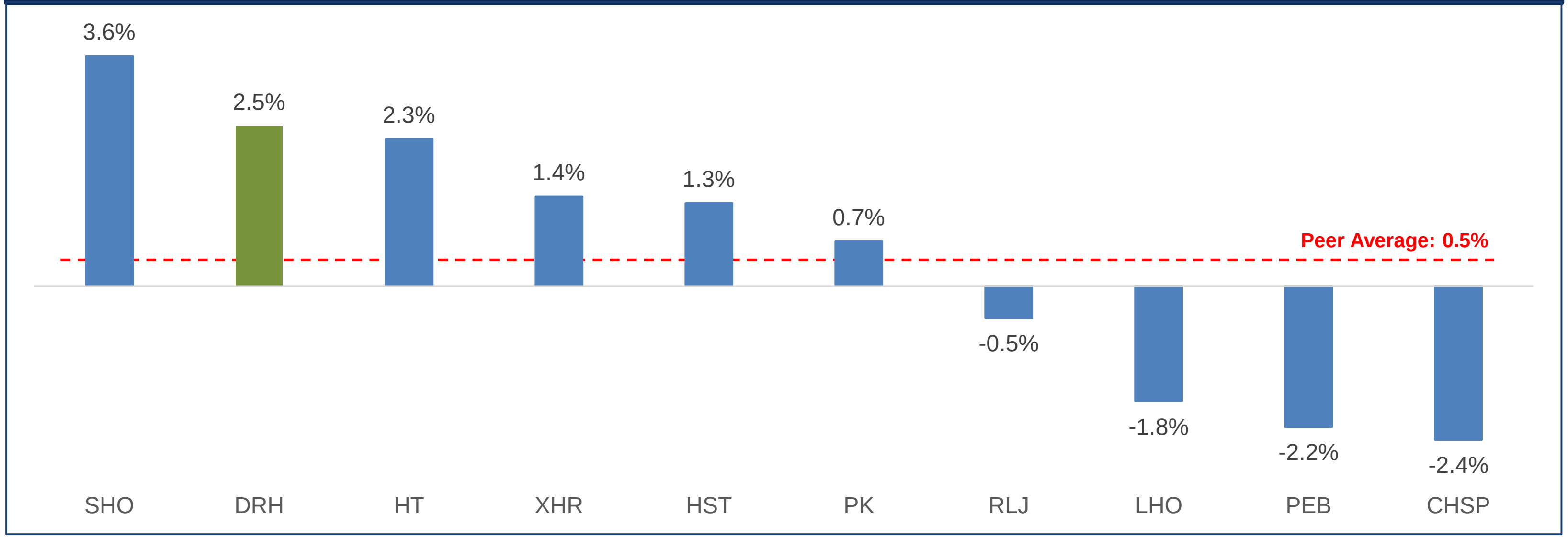

Frenchman's Reef


Atlanta Alph. Marriott


Charleston Renaissance

Robust 2017 Results

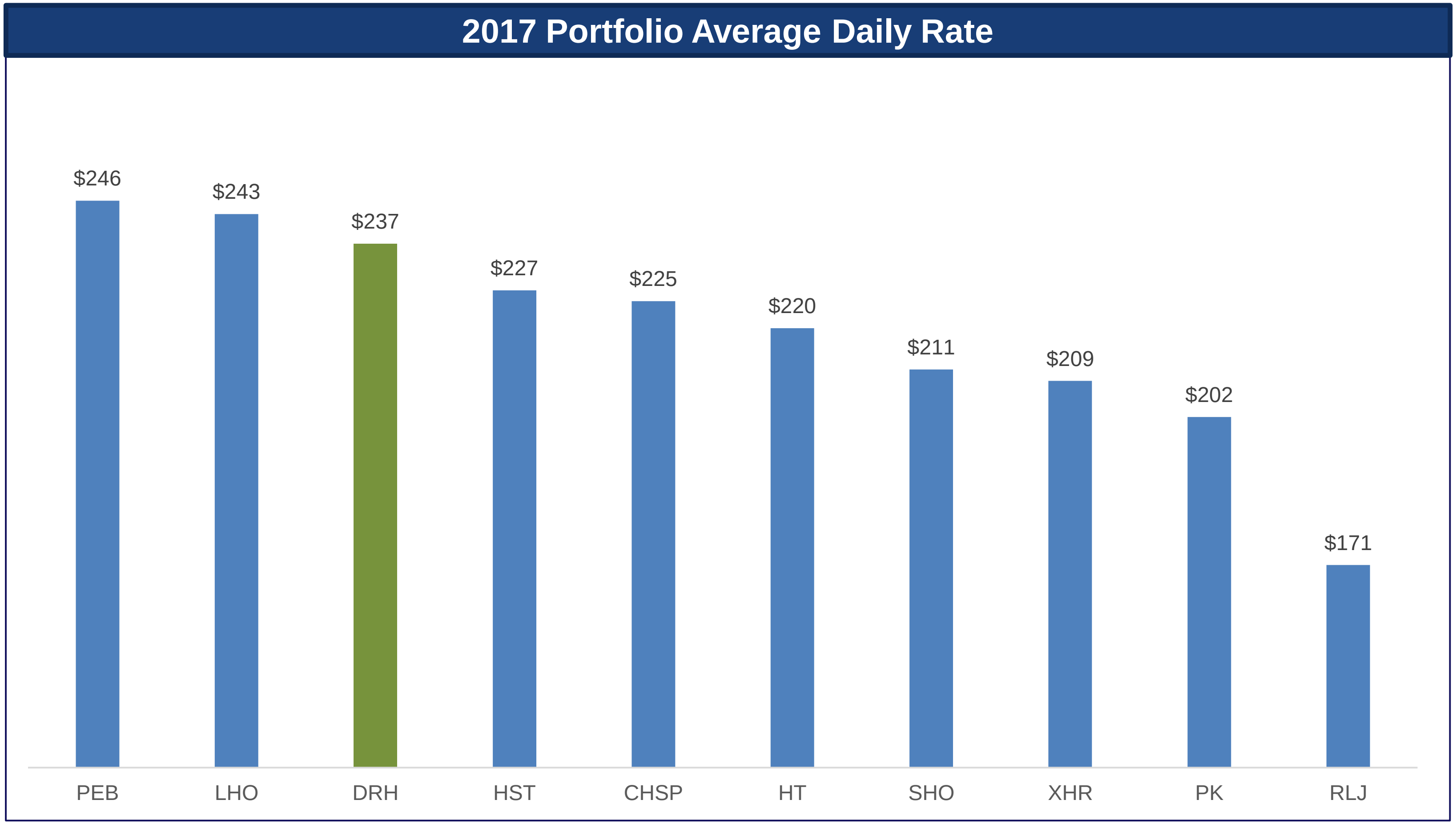
2017 RevPAR Growth Among Best in Peer Group



- DRH comparable RevPAR growth of 2.5% among best in peer group
  - Portfolio gained 2.6 percentage points of market share during the year
  - EBITDA margins contracted 74 basis points (-4 basis points excluding property taxes)
- Fourth quarter comparable RevPAR growth of 3.8%
  - Business transient up 11.2% and group up 6.8%
  - Resorts up 8.4% in the fourth quarter
  - EBITDA margins contracted 77 basis points (-29 basis points excluding property taxes)

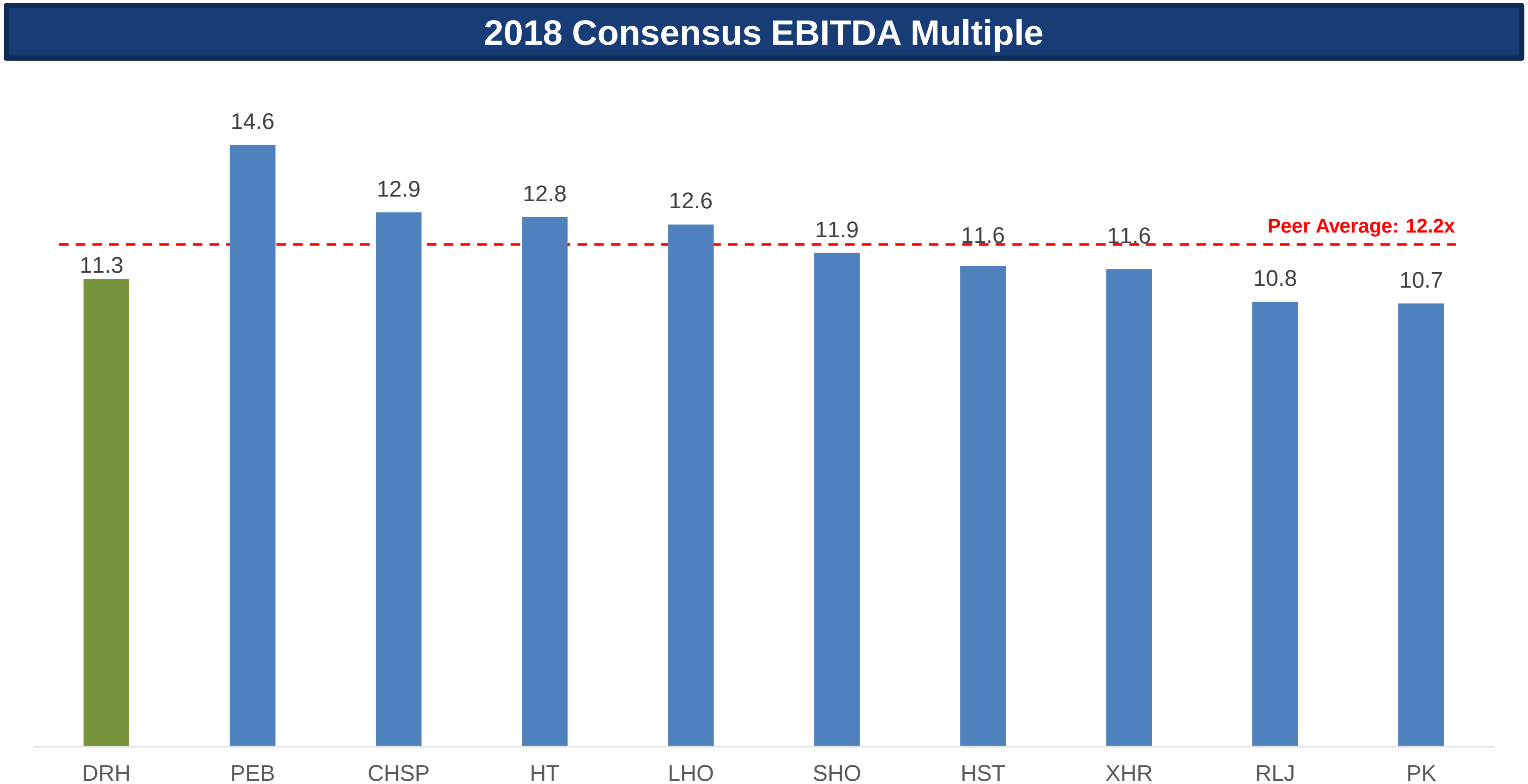
Source: Company Filings. Data as of 2/28/18.

Top-Tier ADR Among Peer Group



Source: Company Filings. Data as of 3/1/18.

DRH Trading at Compelling Valuation

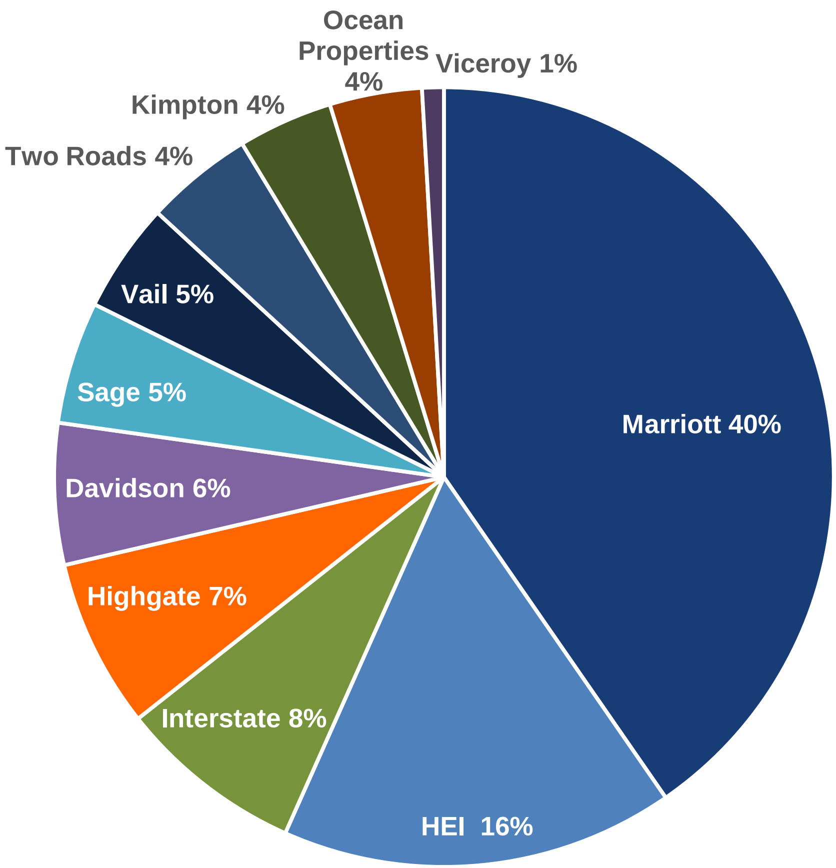


- DRH currently trading at 0.9x discount to peer group

Source: Baird, FactSet. Data as of 2/28/18.

Diverse Group of Operators

Diverse group of operators (11 different managers) provides significant flexibility and best-in-class hotel management.



Recent Operator Changes to Drive Value

- Two Roads Hospitality brought in as new operator for L'Auberge de Sedona and Orchards Inn in December 2017
  - Two Roads will also manage the newly acquired Landing Resort & Spa in Lake Tahoe, CA
- Viceroy Hotels brought in as new operator for Hotel Rex in October 2017
- Courtyard Midtown East converted to franchise with HEI Hotels as operator in August 2017
- DRH recently exercised its right to terminate Marriott at Frenchman's Reef due to extensive damage at property

(1) Based on 2017 EBITDA for all properties. Pro forma for acquisition of The Landing Tahoe, Palomar Phoenix, L'Auberge de Sedona and Orchards Inn Sedona for the full-year. Excludes Frenchman's Reef.

DiamondRock Hospitality

Capital Allocation Opportunities

The Landing Resort & Spa (Lake Tahoe, CA)

$42M Acquisition of Luxury Hotel in Premier Resort Market

- Numerous awards including 2018 TripAdvisor Traveler's Choice Award as a Top 25 Hotel in the US and 2016 Conde Nast Readers' Choice #1 Northern California resort
- Premier location in attractive, high-growth destination market
- Beachfront location and walking distance to Heavenly Ski Resort (Vail Resorts) and both Harrah's and Hard Rock casino resorts
- Increases portfolio's West coast and resort exposure
- Current owner-operator to be replaced with Two Roads Hospitality
- Significant operational upside implementing numerous asset management best practices, including opportunities in revenue and labor management
- Attractive Deal Metrics:
  - 7% yield on 2017 EBITDA
  - 9.5% stabilized EBITDA yield after full asset management implementation

EBITDA Upside Opportunities

Strong Presence in Premier, West Coast Resort Market

- Highly popular, year-round resort destination
- Over 3 million annual visitors drawn to 72-miles of pristine beaches, boating and water sports, world-class skiing, golf, and Vegas-style casino nightlife
- Heavenly Mountain Resort (MTN), owned by Vail Resorts, is the 10th most-visited ski resort in the US covering more than 4,800 acres of world-class skiing and snowboarding
- Nearby casinos and nightlife includes Hard Rock and Harrah's
- South Lake Tahoe RevPAR grew at 9.1% CAGR from 2010 to 2016
- Proximity to Northern California, San Francisco, Silicon Valley and Reno
  - Lake Tahoe is within a half day's drive of 12.7 million people
- Supply constrained, barriers to entry mitigate supply risk

Geographic Location

Hotel Palomar (Phoenix, AZ)

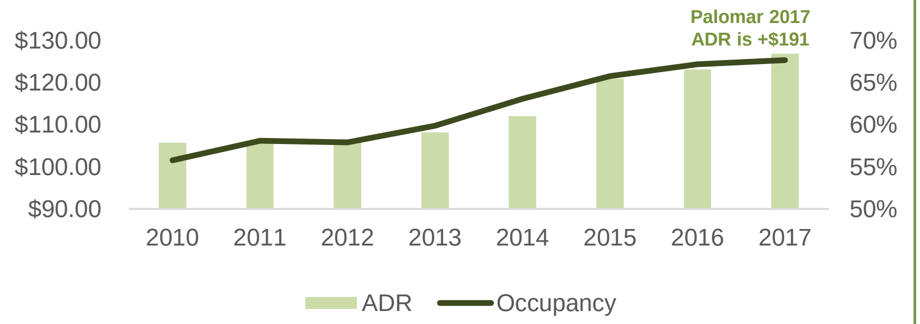
$80M Acquisition of Boutique, Lifestyle Hotel in High-Growth Market

- Centrally located in Downtown Phoenix: walking distance to Phoenix Convention Center, Talking Stick Resort Arena, Chase Field and numerous restaurants + bars
- TripAdvisor ranked #2 of 174 Phoenix hotels
- Among the largest guestrooms in downtown Phoenix (avg. 450 SF)
- Centerpiece of the 1.2M SF CityScape mixed-use development in downtown Phoenix; City Scape phase II to be completed in 2019
- First and only hotel owned by original developer providing numerous asset management opportunities
- Significant operational upside including better revenue management, adding facility fee and cost saving initiatives
- Attractive Deal Metrics:
  - 12.6x EBITDA multiple for first year of ownership
  - 10.8x EBITDA multiple by 2022
- Numerous awards and accolades including one of Fodor's Top 15 Rooftop Bars in America
- Terminable management contract in 2020

Clear Path to Stabilized EBITDA

- 5th largest city in the U.S. (12th in MSA) and one of the fastest growing
- Increasing year-round demand from a broad base of generators across leisure, commercial, and group segments
- Downtown Phoenix is home to 23.4M SF of office space
- Fastest growing county in the US among top MSA's with Phoenix population growing 45% from 2000 to 2017
- Over $5BN in capital improvements to downtown over the last decade
- Downtown revitalized with revenue from retail, hotel and restaurant sectors increasing >70% from 2008-2014
- Since 2012, the Phoenix market achieved an 8.5% RevPAR CAGR outperforming US average by 270bps
- Demand growth (16.6%) has strongly outpaced supply growth (0.4%) from 2012 to 2016
- Currently no new competitive supply in downtown Phoenix under construction

Phoenix Market ADR & Occupancy



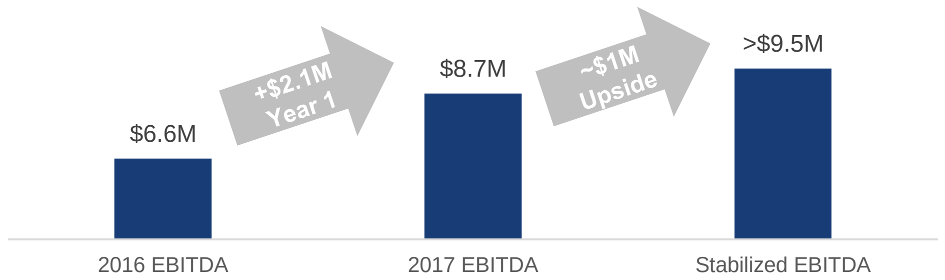
Located in the Heart of Phoenix

Acquisition of L'Auberge de Sedona and Orchards Inn Sedona

$97M Acquisition of Luxury Assets in High-Growth Market

- Iconic assets with immediate asset management upside in attractive, high-growth resort market
- #1 Conde-Nast rated hotel in Southwest
- Sourced in off-market deal
- Recycled capital from dispositions at a 12.8x multiple and $120 RevPAR into 12.6x multiple and >$250 RevPAR
- Attractive deal metrics:
  - Highest RevPAR asset in portfolio
  - Acquired at 8% EBITDA yield
  - **Currently trading at 10.9x multiple on 2017 EBITDA**
  - Combined RevPAR growth of over 19% in 2017 with EBITDA coming in $1.2M higher than underwriting
- No new supply currently planned or under development in Sedona

Labor, Food Cost, and Other Asset Management Initiatives to Drive Path to Stabilized EBITDA



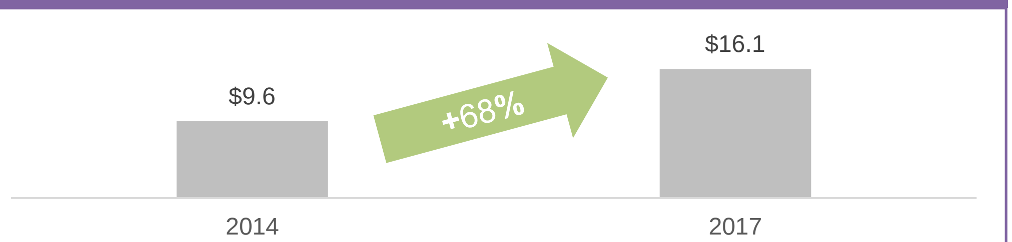
L'Auberge de Sedona

L'Auberge De Sedona

Acquisition of Westin Fort Lauderdale Beach Resort

- **Investment currently represents a 9.7x multiple on 2017 EBITDA and 9.1% NOI cap rate**
  - Acquired for $149M or $345K per key in late 2014 for 12.0x 2015 EBITDA multiple and 7.2% cap rate
  - Has exceeded underwriting by over $5M in EBITDA to date
- **Eliminated over $5M of annual expenses in first year of ownership with continued asset management overhaul of expense structure and operations in subsequent years**
- **Future value enhancement opportunities:**
  - New restaurant, Lona, by Chef Pablo Solas to drive F&B
  - 2018 rooms upgrade to drive group rate

NEARLY $7M IN EBITDA GROWH SINCE ACQUISITON



Creating Value Throughout Cycle

Lower

Cost of Capital

Higher

Value Creation Playbook

- Match-fund Near-term Accretive Acquisitions By Issuing Equity At or Above NAV
- Consider Opportunistically Raising Equity Above NAV, if appropriate
- Limit Non-core Asset Sales

- Sell Non-Core Assets
- Consider Accretive Acquisition Opportunities
- Consider All Options for Use of Dispositions Proceeds

- Sell Non-Core Assets and Deploy Proceeds Into Share Repurchases
- Consider Using Leverage Capacity to Exhaust Current $150M Share Repurchase Program as Stock Price Declines
- Explore Additional Asset Sales

Tools Available

- Acquired the Landing Resort & Spa in Lake Tahoe, CA, for $42M and Phoenix Palomar for $80M in March 2018
- Deployed $97M of capacity for Sedona acquisitions in Q1
- ATM program

- Explore high-value creating acquisition and disposition opportunities

- Share repurchase program
- 3.0x net debt at YE17 and 22 unencumbered assets provides significant flexibility

DiamondRock Hospitality

2018 Highlights

2018 DRH Key Market Drivers

Market *(% of 2017 EBITDA)*	2018 Outlook	DRH / Market Commentary:
Chicago *(12%)*		Chicago Gwen to outperform off of renovation tailwinds; final phase of Chicago Marriott renovation be completed in Q1 Strong Chicago citywide calendar in 2018 (+25%)
Sedona *(3%)*		Sedona market to continue to be one of fastest-growing markets; significant AM upside
Charleston *(2%)*		Completed 2017 rooms renovation to drive performance
Huntington Beach *(2%)*		F&B and Lobby renovation yielding strong market share gains
Sonoma *(2%)*		Outperformance from 2017 renovation tailwinds; recovery following wildfires
Lake Tahoe *(2%)*		High-ADR, fast-growing resort market; EBITDA upside due to asset management initiatives
Phoenix *(2%)*		High-growth, Western market with significant asset management upside
San Francisco *(1%)*		Hotel Rex comprehensive renovation planned in 2018 with Viceroy in as new manager; CW performance to improve relative to 2017
Boston *(16%)*		Strong transient demand; Seaport district continues to expand
Ft. Lauderdale *(6%)*		Stabilization from 2017 challenges (Supply, Miami weakness due to convention center and Zika); guestroom renovation in 2018
San Diego *(5%)*		Citywide Calendar up 9% in rooms
Denver *(5%)*		Continuing to absorb high supply, but expect stabilization of Cherry Creek submarket Courtyard Denver recently renovated lobby and meeting space
Ft. Worth, TX *(5%)*		Planned meeting space renovation in 2018
Washington, DC *(5%)*		Tough Q1 Comps due to Inauguration / Women's March
New York City *(11%)*		NYC supply to peak in 2018 and stabilize thereafter; Waldorf-Astoria closure a catalyst for Midtown East Lexington gaining market share with refocused rev. mgmt. and in beta program for new $25 facility fee

Unique Drivers to Enhance NAV

1 Chicago Marriott

- Final phase of $110M renovation
- Includes final 258 of 1,200 guestrooms and hotel's 60K SF of meeting space
- Post-renovation group pace is up over 12%

2 Havana Cabana Key West

- Comprehensive renovation completed following hurricane damage
- Refreshed theme and identity
- Expected to drive 5 to 10 points of incremental market share

3 Vail Marriott

- Comprehensive renovation of hotel's guestrooms and meeting space following ski season
- Being completed to luxury standard; currently $175 ADR gap with luxury comp set

4 Westin Fort Lauderdale

- Expect to renovate hotel's guestrooms
- Follows completion of new restaurant, Lona, and redeveloped lobby
- Elevate product to compete with new supply in marketplace

5 Hotel Rex San Francisco

- Boutique hotel in heart of Union Square will close for last four months of 2018
- Comprehensive renovation and relaunch as boutique Viceroy hotel
- $1.2M in incremental EBITDA post-renovation

6 JW Marriott Denver

- Will renovate hotel's guestrooms, public space, and meeting space
- Will support hotel's position in high-end Cherry Creek market
- Activate lobby and reconcept restaurant / bar area

Havana Cabana Key West

Westin Fort Lauderdale Beach Resort

Driving Value from '17 Renovations and Acquisitions

1 The Gwen

- Rebranded to Luxury Collection
- $27M comprehensive renovation completed in April 2017
- 1,200bps market share opportunity
- $3M NOI upside opportunity

2 Chicago Marriott

- 4th phase of $110M renovation to be completed by Q118
- Strong Chicago CW calendar in 2018
- New model on room service implemented

3 L'Auberge and Orchards Inn

- Acquired for 8% Yield
- Ample asset management opportunities
- $2.9M upside identified ('16-'20)
- Orchards Inn - potential $75 rate / resort fee upside ($1.1M in revenues) from repositioning

4 Worthington Renaissance

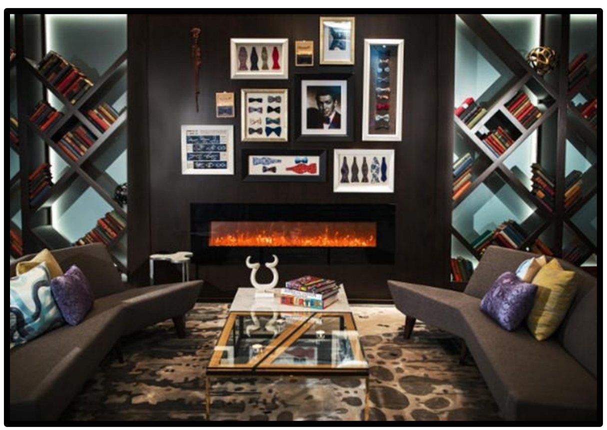
- $18M renovation completed in '17; meeting space renovation in '18
- RevPAR to be up >20% in 2017
- Expect to gain >1000bps market share in 2017 with continued outperformance in 2018

5 Sonoma Renaissance

- $7M renovation completed in April 2017
- Total basis only $213K per room
- Temporary disruption in Q4 due to wildfires

6 Charleston Renaissance

- $6M renovation completed in March 2017
- 500bps market share opportunity
- RevPAR up >15% 2H17; continued outperformance in '18



Charleston Renaissance

Worthington Renaissance

Frenchman's Reef Update

- Best location in St. Thomas
- Popular resort with strong historical performance
- 2017 forecast of $16.7M EBITDA(1)
- 2018 pre-hurricane budget of $19.6M EBITDA
- Impacted by hurricanes in September 2017
  - Closed through at least 2019
  - Remediation and stabilization ongoing
- Covered under $361M Insurance Policy(2)
- Currently negotiating with insurance companies
  - Business interruption of $4.1M recognized for 2017 for Frenchman's Reef and the Inn at Key West
  - 2018 Guidance includes $20M of business interruption
  - Insurance entitles DRH to business interruption compensation until re-opened

(1) Based on pre-hurricane forecast as of July 2017.
(2) $361M insurance coverage per event.

DiamondRock Hospitality

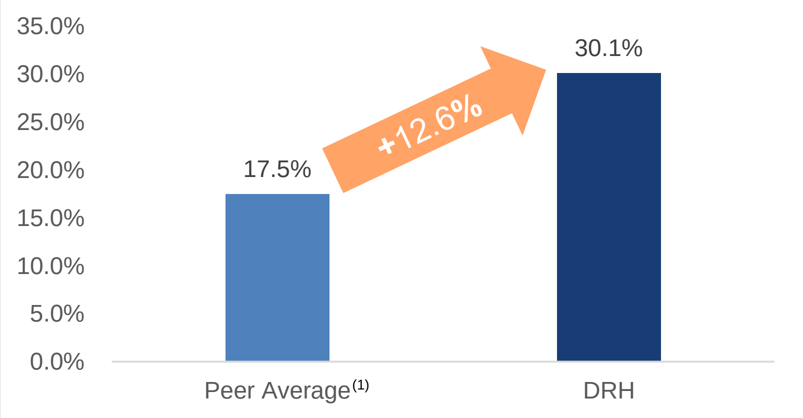
Intense Asset Management

Proven Asset Management Track Record

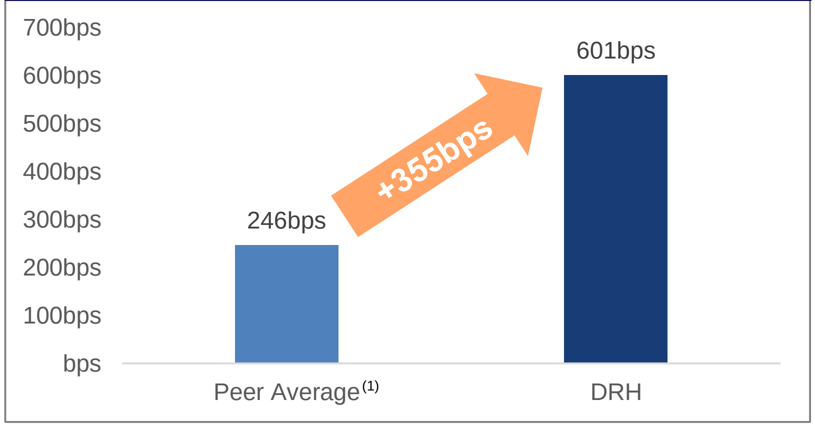
- COO Tom Healy Brings New Initiatives
  - Exploring new opportunities in labor management, energy and food cost
  - FY17 margin contraction limited to 74 basis points (-4bps excluding property taxes)

- Since 2013, DRH has grown margins by ~600bps
  - RevPAR Penetration Index increased by nearly 10 percentage points since 2013
  - Absolute RevPAR has increased ~30%, outperforming peers by over 12 pp's

OUTSIZED REVPAR EXPANSION SINCE 2013



HOTEL ADJ. EBITDA MARGIN GROWTH: 2013-2016



(1) Peer group includes Chesapeake, Hersha, Host, LaSalle, Pebblebrook, and Sunstone.

Case Study: Labor Operating Initiatives

Working with third-party to reduce labor expenses and improve productivity without sacrificing quality of service

Observe
- Visited 12 hotels to evaluate existing labor and productivity standards
- Studied historical productivity by job

Analyze
- Reviewed staffing forecasts based on occupancy levels
- Benchmarked key indicators against other comparable hotels in their system

Implement
- Complete new staffing standards and implement new labor management system to maximize efficiency
- Track changes and improvements on an ongoing basis

Year 1 Potential Savings	Range of Potential Savings		Estimated EBITDA Margin Impact	
	Low	High	Low	High
Westin Boston	$ 421,200	$ 672,800	46 bps	73 bps
Lexington	626,400	965,300	99 bps	152 bps
Vail Marriott	371,200	465,600	99 bps	124 bps
Chicago Marriott	351,900	760,800	34 bps	74 bps
Sedona	206,950	460,000	73 bps	162 bps
Salt Lake City Marriott	166,520	391,090	50 bps	118 bps

Case Study: Energy Operating Initiatives

Conducting comprehensive hands-on energy efficiency audits throughout the portfolio through direct bidding with energy suppliers and LED lighting conversions

- $1.3M of annual cost savings identified across 17 hotels
- 53% IRR and two-year payback
- Energy reduction of up to 78% for the least efficient assets
- $2.5M estimated CapEx investment, before utility rebates with estimated utility rebates of >$170K
- Conversions have been completed at Bethesda Marriott Suites and Westin D.C., with staggered completion of the remaining hotels to be completed over next 6 months
  - Direct energy contract negotiations resulted in an annual $73K of found savings at Bethesda Marriott Suites

Case Study:

Worthington Renaissance

- Formerly the least energy efficient hotel in the portfolio
- Guestrooms and corridors LED conversion completed in conjunction with renovation
- Meeting space will receive state-of-the-art LED cove lighting in Grand Ballroom and Grand Prefunction space
- Property will be 98% LED upon completion
- Estimated First Year Electric Savings: $183K (22%)

Case Study: Food Costs

Identifying opportunities for food cost savings through purchasing management and operational optimization

- Invoice Monitoring
- Menu Pricing / Menu Reengineering
- Annual Operating Audits
- Specs vs Brand
- Compliance Metrics
- Labor Productivity Improvement

DRH FY 2016

Food Cost $23.1M
Food Cost 20.7%

Conservative Estimate of **150bps** savings

Implied Food Cost 19.2%
Food Cost Savings: **$1.7M**

Purchasing Management

- **L'Auberge de Sedona** - Modifying specifications for Lamb Racks resulted in **$38,000** annual savings (55%)

Operational Optimization

- **L'Auberge de Sedona** - Increased coffee price point, resulting in **$26,000** of additional annual revenue

Marriott - Starwood Combination Fuels Growth

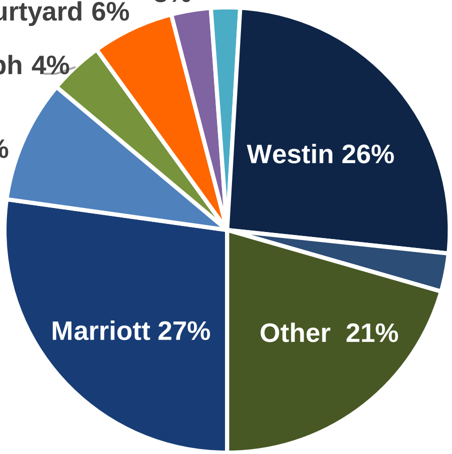
DRH to Benefit From Marriott-Starwood Merger

- DRH Portfolio has 22 of 30 Hotels in new-Marriott brand family
- Marriott most powerful hotel brand company in the world:
  - Largest reservation system: 1.2M hotel rooms worldwide
  - Most powerful loyalty program: 100M members globally, growing at 1M members per month

DRH Has >2,500 Hotel Rooms Under Starwood Brands

- Expect hotels to gain share post reservation and loyalty system merge
  - ~90% of SPG members did not have Marriott Rewards
  - 50bps of share gains on legacy HOT portfolio equals >$1M in EBITDA
- Expect to improve profitability from reduced shared service cost
  - 50bps of margin improvement on legacy HOT portfolio equals >$1M in incremental profit

MAR-HOT Brand Breakdown[(1)]



(1) Based on PF 2017 EBITDA. Pro forma for acquisitions of The Landing, Phoenix Palomar, L'Auberge de Sedona and Orchards Inn Sedona for the full-year.

DiamondRock Hospitality

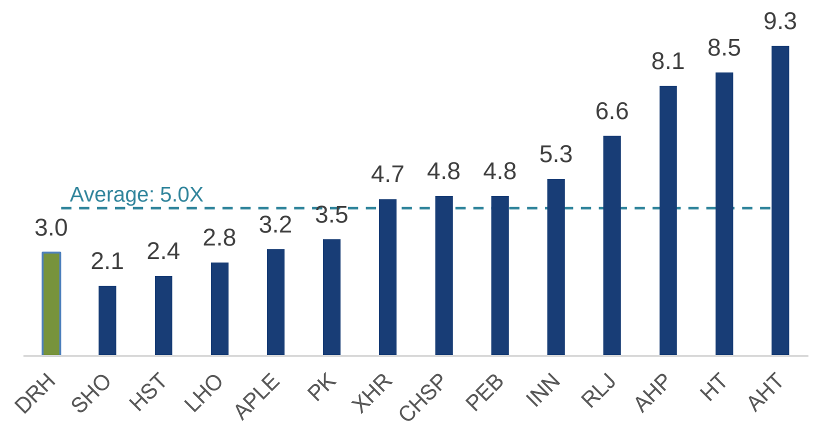
Fortress Balance Sheet

Fortress Balance Sheet

CONSERVATIVE BALANCE SHEET STRATEGY

- Completed 2017 financing program in 1H17 with 5-year $200M term loan
- $300M Line of Credit with no outstanding borrowings
- $184 million unrestricted cash at 12/31/17
- Net Debt to EBITDA of 3.0x at 12/31/17
- Weighted average debt maturity of 6 years with 3.8% weighted average interest rate

LEVERAGE AT LOW END OF PEER GROUP



Source: Baird. 2017F Net Debt plus preferred / EBITDA.

22 UNENCUMBERED HOTELS

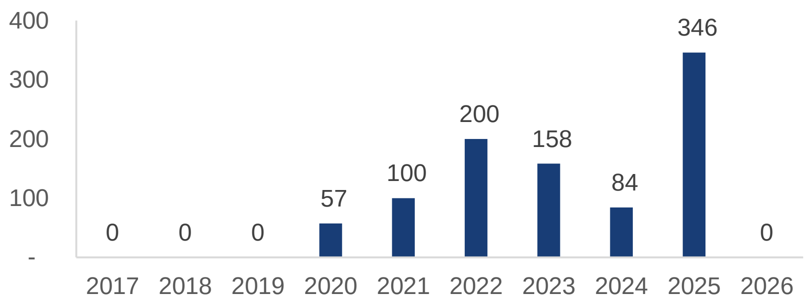
Unencumbered Pool
Hilton Boston
The Gwen
Vail Marriott
Courtyard Denver
Hotel Rex San Francisco
Hilton Burlington
Alpharetta Marriott
Charleston Renaissance
Bethesda Marriott Suites
HGI Times Square
Inn at Key West
Key West Suites
Westin Fort Lauderdale
Shorebreak Hotel

8 Encumbered Hotels
Boston Westin
Courtyard Midtown East
Salt Lake City Marriott
Westin Washington, DC
Sonoma Renaissance
Westin San Diego
Worthington Renaissance
JW Marriott Cherry Creek

Unencumbered Pool
Frenchman's Reef Marriott
Chicago Marriott
Courtyard 5th Avenue
L'Auberge de Sedona
Orchards Inn
Lexington Hotel
The Landing Resort & Spa
Hotel Palomar Phoenix

22 UNENCUMBERED HOTELS (~$185M in 2016 Hotel Adj. EBITDA)

WELL-LADDERED DEBT MATURITIES



Key Takeaways

- ✓ **High Quality, Well Diversified Portfolio with Top Two Growth Among Peers in 2017 and Strong Positioning for 2018**
- ✓ **Currently Trading at Discount to Peers, Replacement Cost, and Company's NAV Est.**
- ✓ **Internal Growth Enhanced by $500M+ Invested in Portfolio in Last Five Years**
- ✓ **Many Strategic Repositionings Recently Completed and More Potential Value-Add Opportunities Ahead**
- ✓ **External Growth Opportunities Fueled by Flexible Balance Sheet & Cash on Hand**

The Lexington New York City

Hilton Garden Inn Times Square

Westin Washington, D.C.

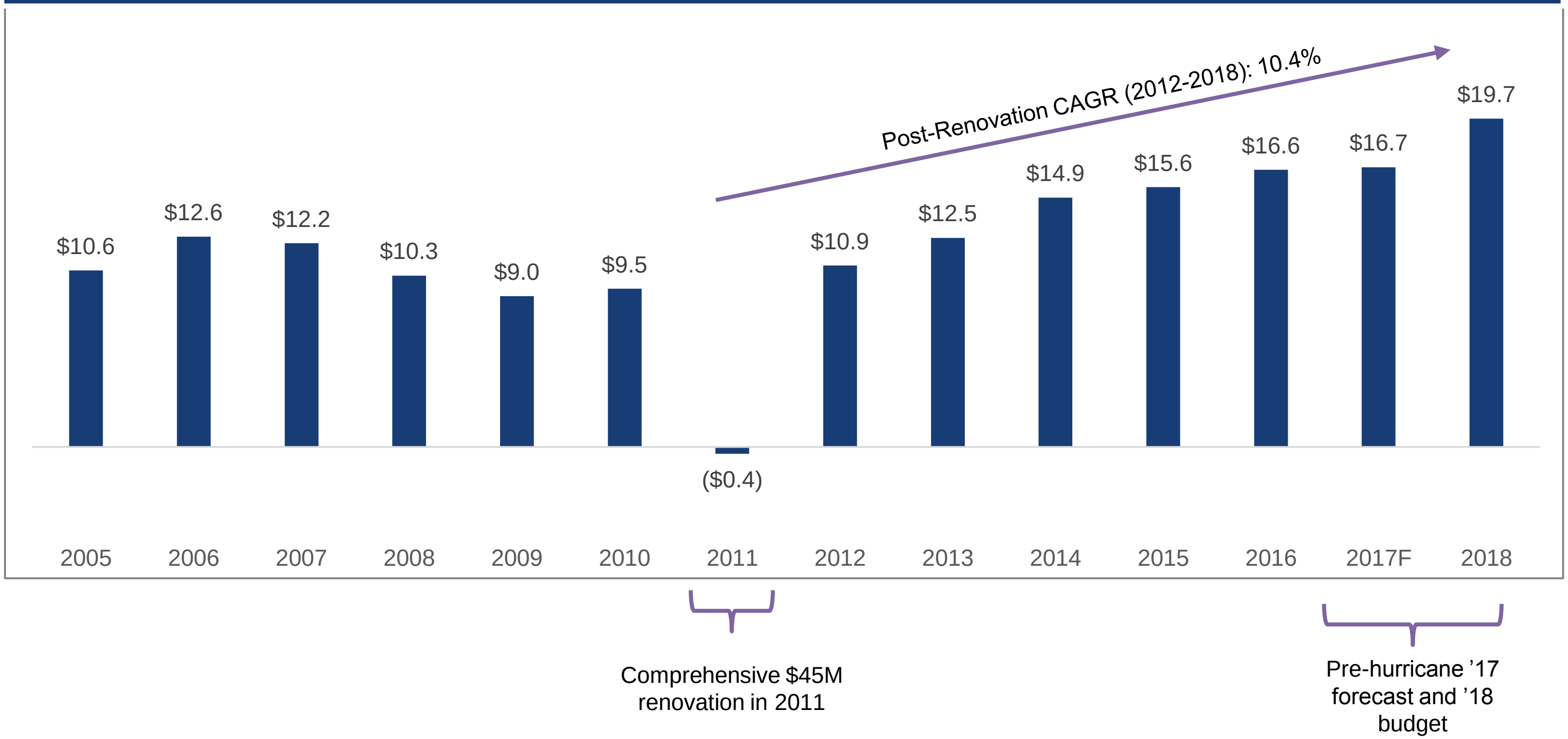
DiamondRock Hospitality

Appendix:
Creating Value Through Renovations and Repositionings

Case Study: Frenchman's 2011 Renovation

- Comprehensive $45M renovation of guestrooms and public spaces in 2011 drove strong growth in EBITDA, with 2016 EBITDA growing 75% since prior to the renovation in 2010
- 8.7x multiple on 2017F EBITDA and 9.0% NOI cap rate versus 12.3x EBITDA multiple and 5.9% cap rate in 2012 following renovation underscores return on investment
- 2016A EBITDA was $4M or 36% higher than prior peak EBITDA

Frenchman's Reef Historical EBITDA Results ($M)



Case Study: Worthington Renaissance

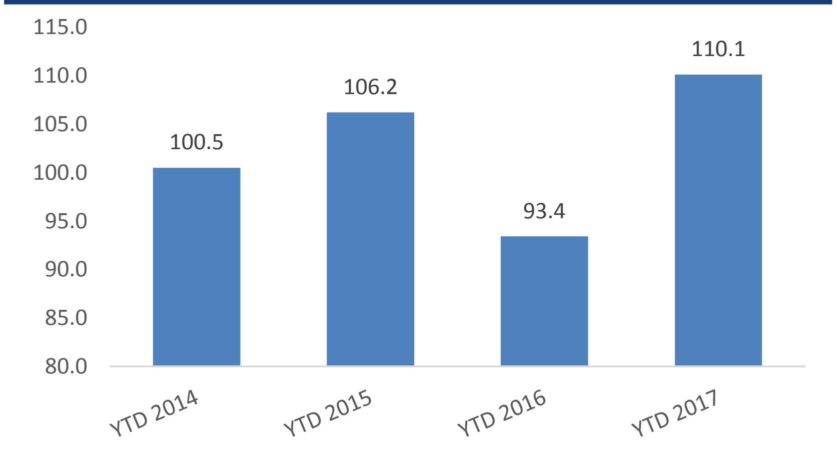
Impressive double-digit RevPAR growth since the renovation:

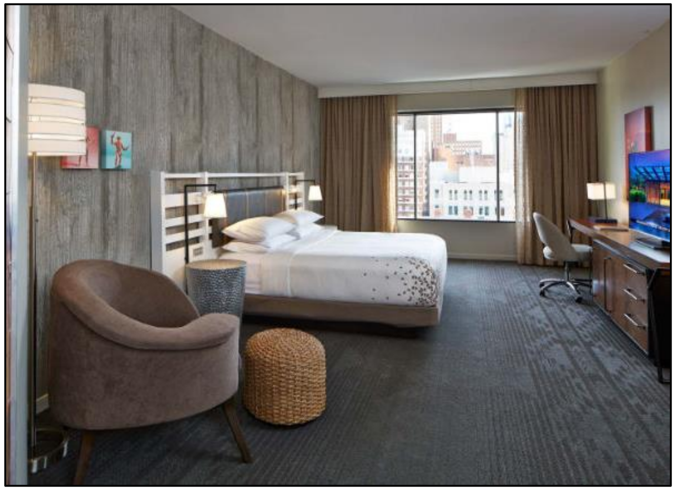
- FY17 RevPAR grew 23%
  - Group room revenue up 21% and business transient rooms revenue up 50%
- RevPAR index gained over 20 points of share following renovation
- Average RevPAR index growth of 20.7% per month post-renovation
- Over 400bps EBITDA margin expansion in 2017

Future opportunities:

- Potential to create >20K SF grand ballroom
- Potential to create high return F&B concept on prime corner

Significant RevPAR Index Gains





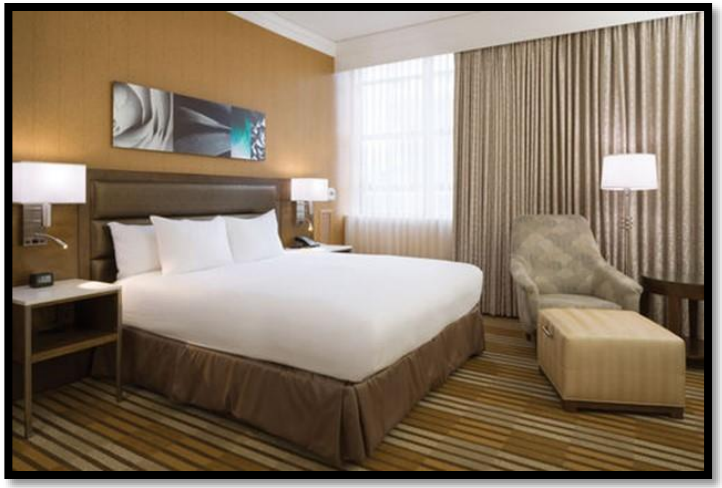
Renovated Guestroom

Old Guestroom

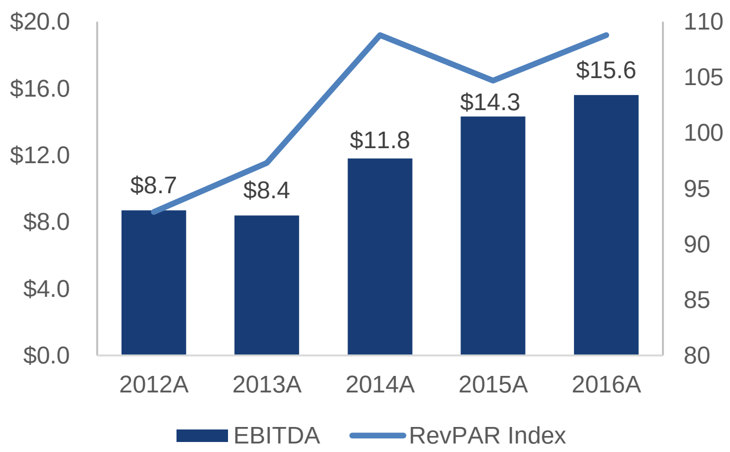
Case Study: Hilton Boston Downtown

INVESTMENT HIGHLIGHTS

- DRH Basis of $452K/Key for 403-room hotel
- 41-key addition added >$15M to hotel's NAV
  - Added 41 additional guestrooms to hotel by converting under-utilized suites into two guestrooms in 2014 with over 20% IRR
  - Upgraded ~90 rooms in the process
- Utilized DRH revenue management best practices to drive high value business transient and optimal group mix
  - Trailing Twelve Month RevPAR Index has improved from 92.9 to 108.8 since 2012, an increase of nearly 16 pp's
- Focus on cost initiatives and ROI projects driving bottom line growth
  - EBITDA up 80% since 2012 - growing at a 16% CAGR



EBITDA UP NEARLY $7M IN LAST 5 YEARS



Case Study: Westin Boston Waterfront

INVESTMENT HIGHLIGHTS

- DRH Basis of $441K/Key for 793-room hotel
- Headquarters hotel for the Boston Convention and Exhibition Center, the largest convention center in the Northeast

RECENT VALUE-ADD PROJECTS

- Creation of 12,500 sq. ft. of meeting space in 2014 yielding approx. $3M in revenue annually at >30% IRR
- Built Pavilion Tent at a cost of $400K in 2014 which drove >$3M in revenue last year
- Hotel Adj. EBITDA up nearly 100% and RevPAR up nearly 50% since 2010
- Rethinking of group space driving significant additional group business over last several years
- Asset management focus on driving the right group mix and yielding high quality business transient

EBITDA HAS NEARLY DOUBLED SINCE 2010