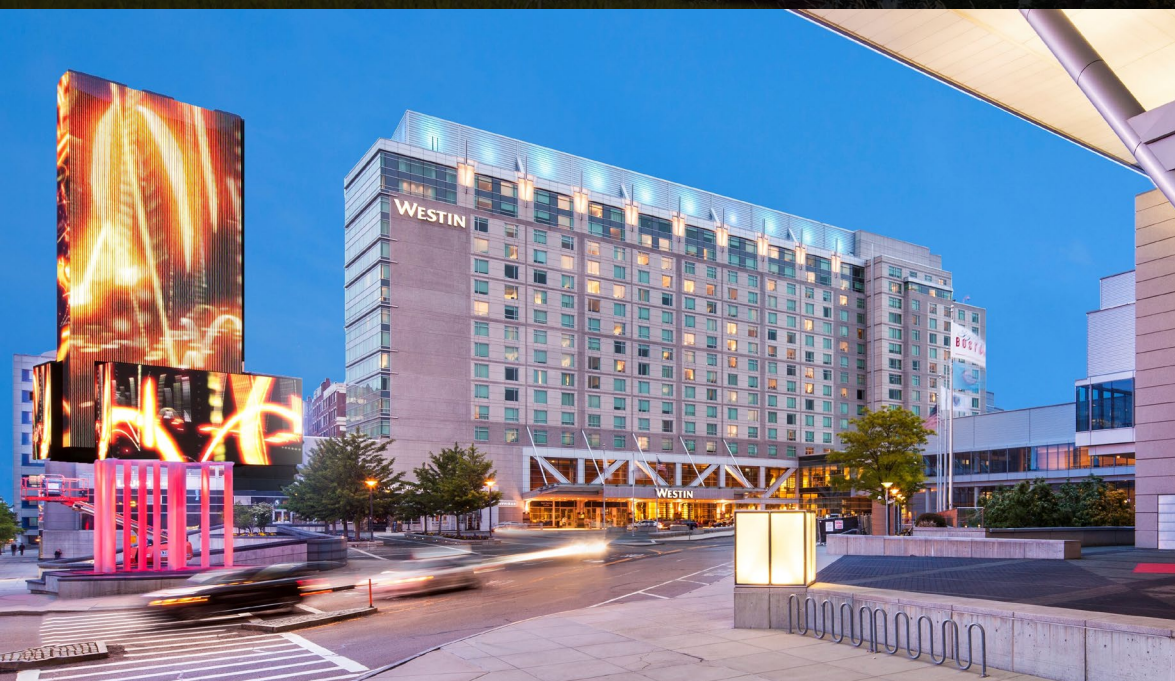




INVESTOR PRESENTATION



SEPTEMBER 2022



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, national and local economic and business conditions, including the impact of COVID-19 on occupancy rates at the Company’s hotels and the demand for hotel products and services, and those risks and uncertainties discussed in the most recent Annual Report on Form 10-K, which DiamondRock Hospitality Company (the “Company”) has filed with the Securities and Exchange Commission, and 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 the Company. Actual results could differ materially from the forward-looking statements made in this presentation. The forward-looking statements made in 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.

This presentation contains statistics and other data that has been obtained or compiled from information made available by third-party service providers and believed to be reliable, but the accuracy and completeness of the information is not assured. The Company has not independently verified any such information.

KEY TAKEAWAYS

1. **Strong Revenue Pacing:**
Q3 2022 QTD Revenue +11% vs. +7.4% in Q2 2022
2. **Resort/Lifestyle ADR Growth Improving in August**
3. **Urban Gateway Occupancy Improving in August**
4. **Restored Common and Preferred Dividends**
5. **ESG Leader – Corporate Responsibility Report**



BOURBON ORLEANS HOTEL (NEW ORLEANS, LA)

2022 OUTLOOK

REVENUES

- Expect 2022 total revenues to exceed comparable 2019 results (\$936.1MM)

HOTEL EBITDA

- Expect Hotel Adjusted EBITDA to meet or exceed comparable 2019 results (\$277.9MM)

GROUP PACE

- 84% of group room nights are on-the-books in 2022 vs 2019 as of August 31

UPCOMING ROI PROJECTS

REPOSITIONINGS / BRAND CONVERSIONS

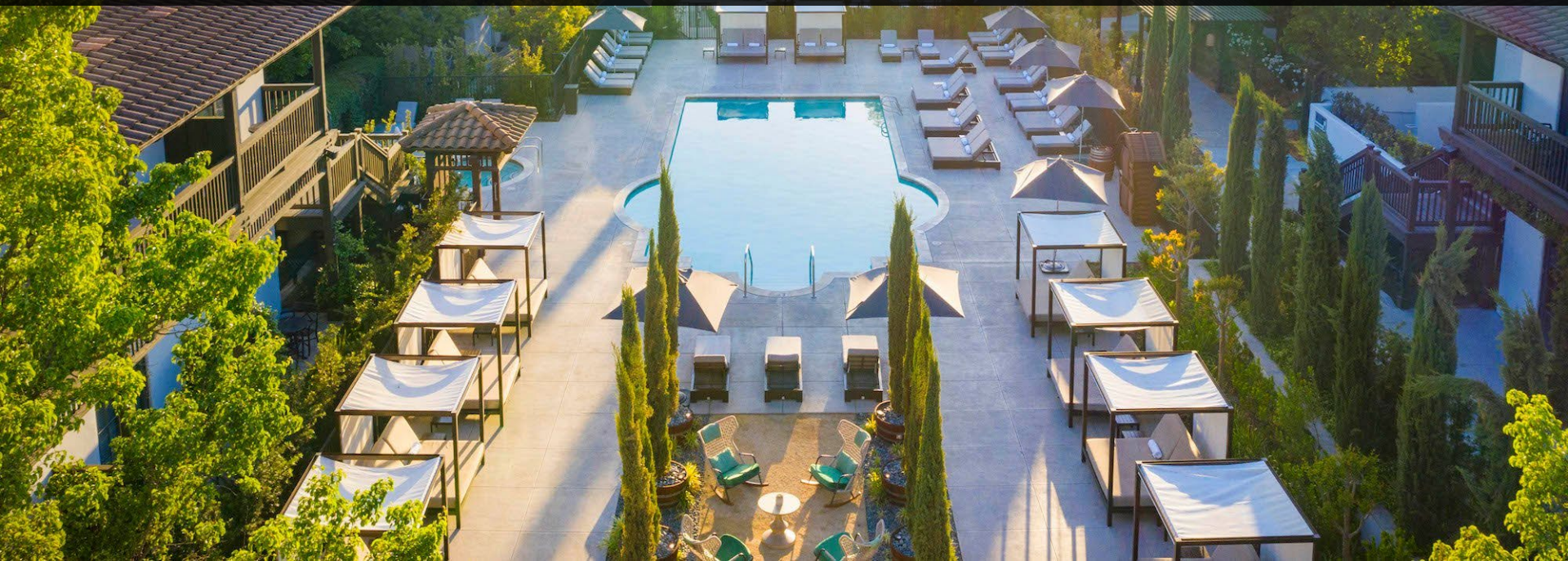
- Reviewing two opportunities to reposition branded-hotels to either independent or soft-brands in 2023
- Adding incremental units to The Landings Lake Tahoe

F&B OUTLETS

- Plans to add a new F&B outlet to two resort hotels



OPERATING UPDATE

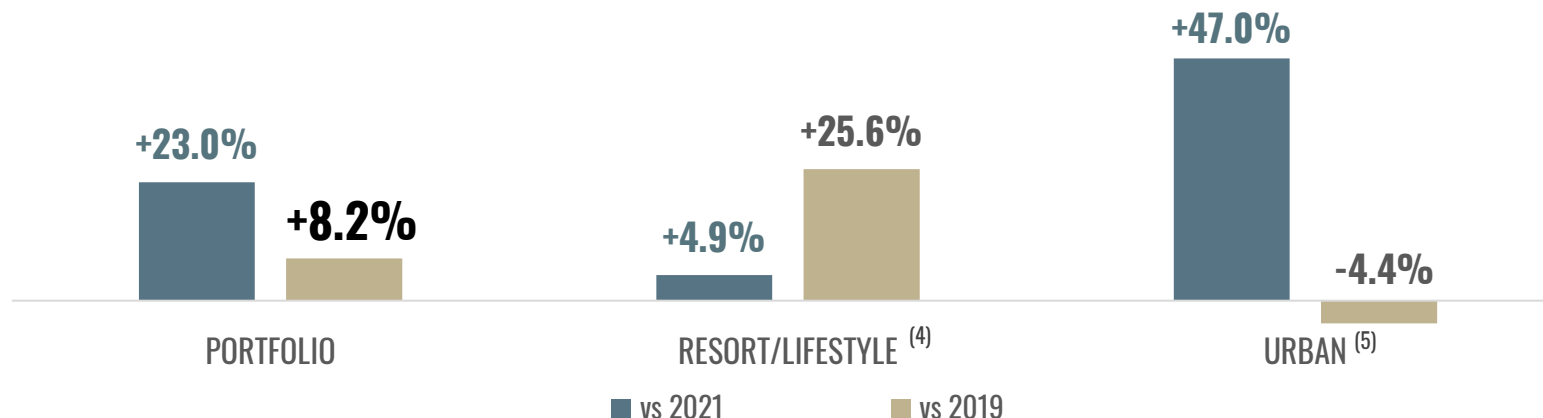


CONTINUED OUTPERFORMANCE IN AUGUST

2022 COMPARABLE OPERATING RESULTS⁽¹⁾

	Occ (%)	ADR (\$)	RevPAR (\$)	RevPAR B/(W) 2019	Revenue (\$000s)	Revenue B/(W) 2019
Q1	55.8%	279.09	155.76	(3.5%)	197,263	(4.4%)
Q2	74.9%	297.36	222.70	6.9%	279,445	7.4%
Jul⁽²⁾	74.9%	286.19	214.32	10.6%	89,698	12.5%
Aug⁽²⁾	74.7%	261.50	195.34	5.7%	83,502	9.5%

Q3 QTD REVPAR⁽³⁾ VS PREVIOUS YEARS



(1) Comparable operating information excludes the Kimpton Fort Lauderdale Beach Resort as it was not operating in 2019

(2) Preliminary results

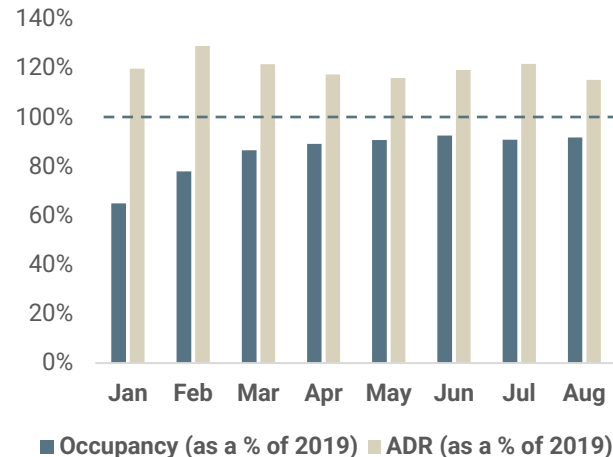
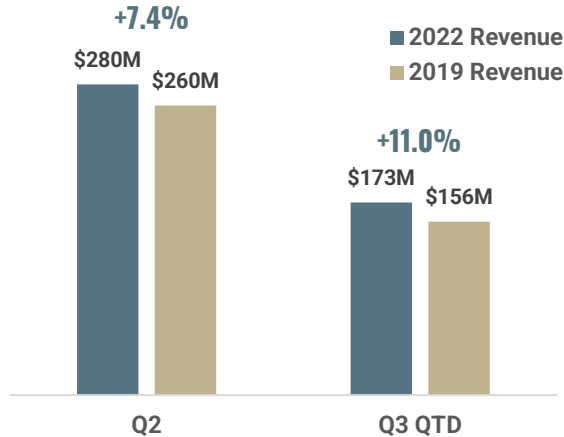
(3) Q3 QTD includes July and August

(4) "Resort/Lifestyle" refers to Luxury Resort, Lifestyle Resort, and Urban Lifestyle hotels

(5) "Urban" refers to Urban Gateway hotels

Q3 2022 QTD REVENUE GROWTH IS EXCEEDING Q2 2022, WHILE FUNDAMENTALS REMAIN STRONG

PORTFOLIO¹



RESORT / LIFESTYLE²



- Resort/Lifestyle rates are holding strong at over 30% above August 2019 ADRs
- The average ADR increase over 2019 at our five largest resorts increased from 30.6% in July to 30.8% in August
 - Henderson Beach Resort had a 61.0% increase in ADR over 2019 and 78.3% RevPAR increase
 - Hilton Burlington's ADR increased 28.6% compared to 2019, while RevPAR increased 26.8%
- August outside of room revenues increased 28% over 2019

URBAN³



- Solid occupancy and ADR in August, 49% RevPAR growth over 2021 and down only 5.8% vs 2019
 - Occupancy in August was down 7.2% vs 2019, compared to down 7.5% in July
 - August weekday occupancy of 78% is slightly above July
- Momentum is expected to continue as more companies are instituting stronger back-to-office policies this Fall
- Significant pick-up in short-term group bookings

(1) Q3 QTD results are preliminary, comparable operating information excludes the Kimpton Fort Lauderdale Beach Resort as it was not operating in 2019

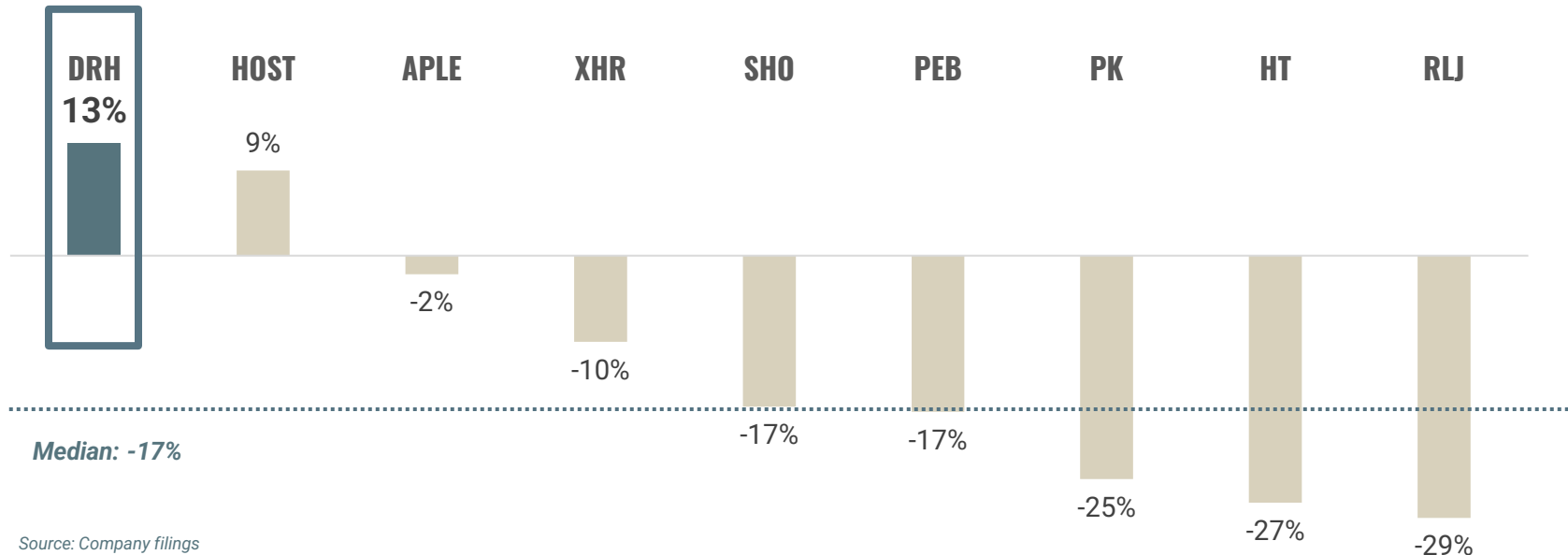
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(3) "Urban" refers to Urban Gateway hotels

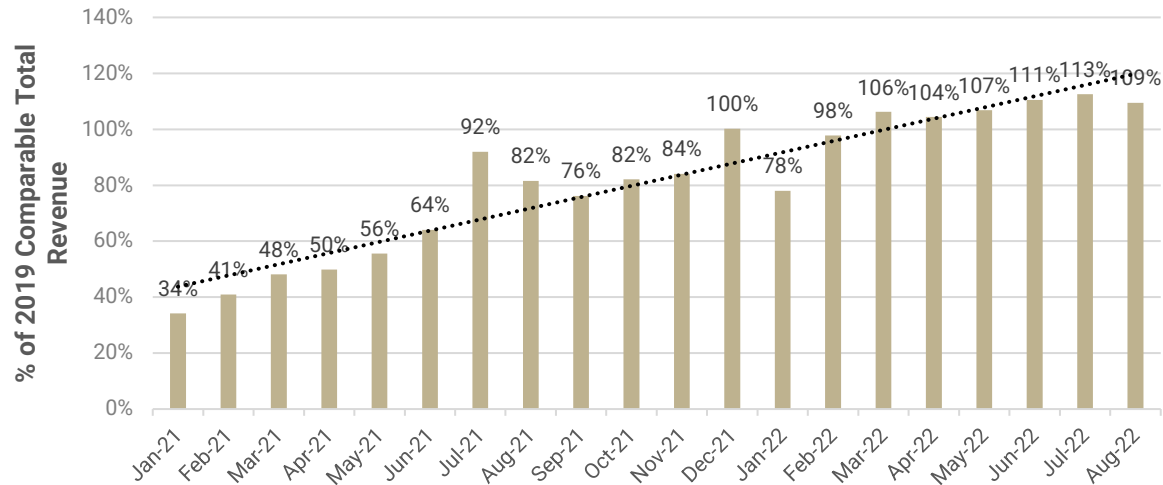
Q2 2022 PEER PERFORMANCE (vs. 2019)

	DRH	XHR	HST	APLE	HT	PEB	RLJ	SHO	PK	MEDIAN
ADR Growth	+18%	17%	15%	8%	12%	19%	4%	14%	8%	+14%
Occupancy Growth	-9%	-13%	-10%	-4%	-15%	-20%	-10%	-14%	-17%	-13%
RevPAR Growth	+7%	2%	4%	3%	-5%	-5%	-7%	-2%	-10%	-2%
Hotel EBITDA Growth	+13%	15%	9%	3%	1%	-5%	-11%	-17%	-25%	+1%

Q2 2022 ADJ. FFO VS PEERS (vs. 2019)

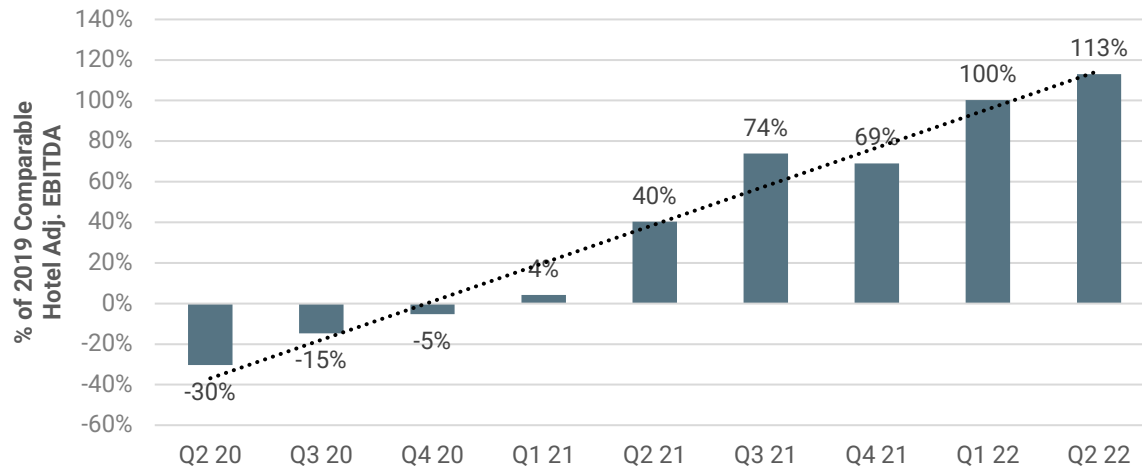


REVENUE RECOVERY ACCELERATING



Note: Excludes the Kimpton Ft. Lauderdale, July and August revenues are preliminary

ROBUST EBITDA RECOVERY



Note: Excludes the Kimpton Ft. Lauderdale

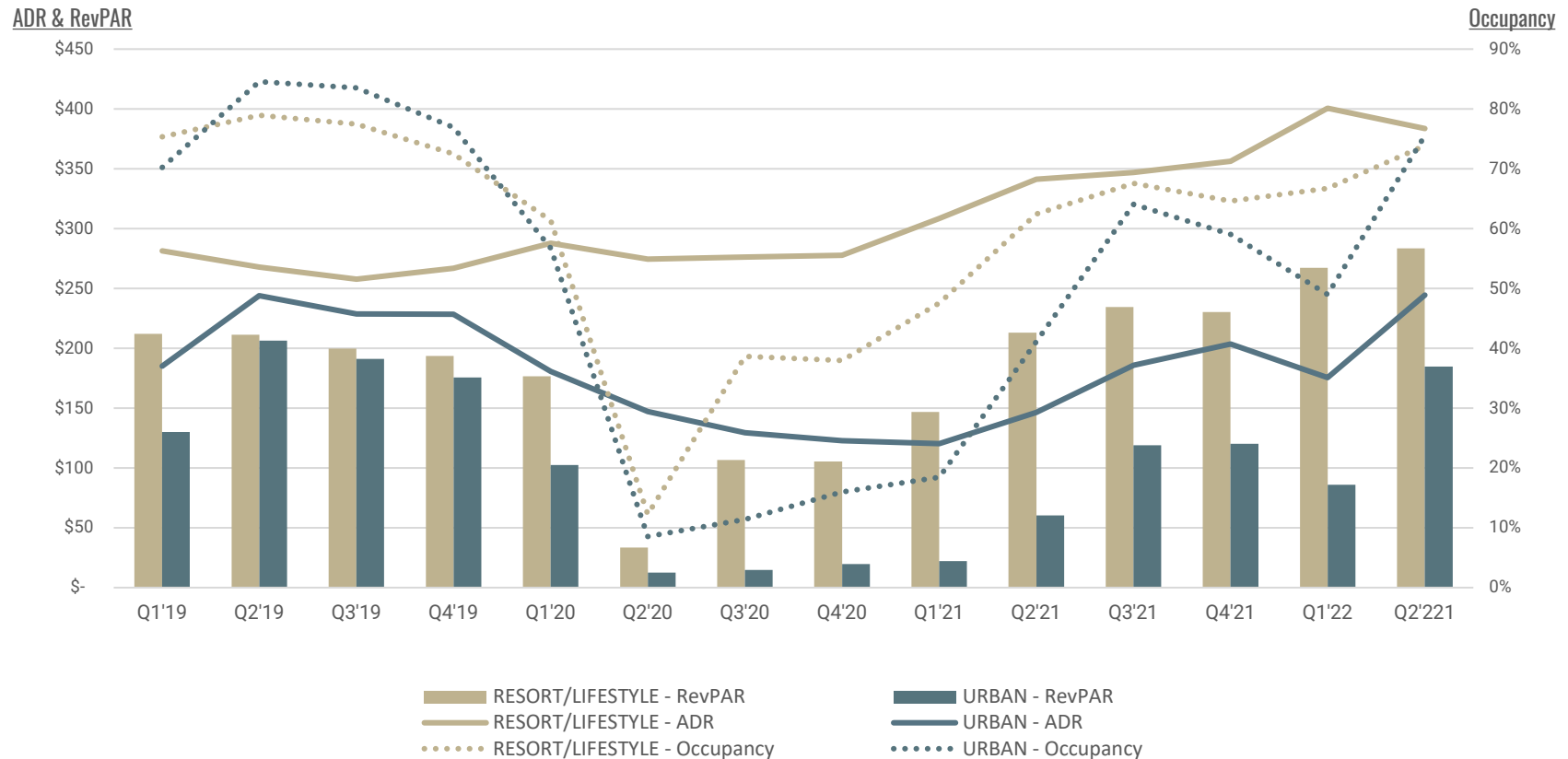
RECENT TRENDS & OUTLOOK

- **STRONG SUMMER**
Demand still well-above 2019, August slightly lower due to reduced weekends and holiday shifts (Labor Day)
- **RETURN TO TRAVEL**
Upticks in mid-week Urban occupancy and expect further recovery with stronger back-to-office policies this Fall
- **GOOD GROUP ACTIVITY**
Rates above 2019. Pace returning to pre-pandemic levels. Profitable banquet business rebuilding

- **HOTEL EBITDA RECOVERY**
Strong quarter-on-quarter growth in recovery of Hotel Adjusted EBITDA

- **HOTEL MARGINS**
Record Hotel Adjusted EBITDA margins achieved:
36% in Q2'22 vs. 34% in Q2'19

Q2 2022 revenue growth fueled by strong operating performance across both Urban and Resort/Lifestyle destinations



Note: "Resort/Lifestyle" refers to Luxury Resort, Lifestyle Resort, and Urban Lifestyle hotels, "Urban" refers to Urban Gateway hotels



WHY DIAMONDROCK

- 1 2022-2024 SETUP
- 2 COMPELLING ROI PIPELINE
- 3 STRONG/IMPROVING PORTFOLIO
- 4 MARGIN IMPROVEMENT POTENTIAL
- 5 POWERFUL CAPITAL RECYCLING



THE LODGE AT SONOMA

FOUR HOTEL UP-BRANDINGS

- Sonoma Autograph Collection Q3 2021
- The Hythe, The Luxury Collection Q4 2021
- Margaritaville Beach House Q4 2021
- Hotel Clio, The Luxury Collection Q1 2022
- *Under Review – Independent Conversion* 2023
- *Under Review – Upbranding* 2024

IMPROVING BUSINESS TRANSIENT

- Midweek occupancy showing consistent growth

IMPROVING GROUP TRENDS

- Strong Expected Growth in 2022/23 Group Revenue
- 102% of Budgeted Group Nights On The Books
- City-wide room nights in 2022, 2023, and 2024 in urban markets expected to see gains versus 2019

ROBUST LEISURE TRENDS

- Projected to add \$20MM+ to 2022E EBITDA
 - *Tranquility Bay Beachfront Resort – Marathon, FL*
 - *Henderson Beach Resort – Destin, FL*
 - *Henderson Park Inn – Destin, FL*
 - *Bourbon Orleans Hotel – New Orleans, LA*

MARGIN IMPROVEMENT POTENTIAL

- 200-300bp of long-term potential



HOTEL CLIO, A LUXURY COLLECTION HOTEL



TRANQUILITY BAY RESORT

WELL-POSITIONED FOR GROUP RECOVERY

- **ENCOURAGING CITY-WIDE TRENDS**
Convention centers in major-markets positioned to surpass 2019 room nights
- **GROUPS ARE LOOKING TO MEET**
Group sales activity for DRH portfolio was 36% ahead of pre-pandemic periods.
No demand for “hybrid” meetings
- **LUCRATIVE BANQUETS RETURNING**
Quality of group demand on-the-books improves as we move through the year
- **ROOM NIGHTS RECOVERED**
Room night leads Q2 2022 surpassed pre-pandemic volume by 8%
- **AVERAGE EVENT SIZE IS SMALLER...**
The average lead in Q2'22 was 15-20% smaller than pre-pandemic periods, favors DRH's hotel profile

CITYWIDE CONVENTION ROOM NIGHTS “ON THE BOOKS”

MARKET	% of 2019A EBITDA	2019	2022E	2023E	2024E
BOSTON	15%	349,030	330,927	438,015	394,007
CHICAGO	15%	1,141,525	1,139,121	1,028,573	1,171,701
WASHINGTON, DC	6%	387,442	400,059	363,685	442,103
SAN DIEGO	4%	732,411	659,976	808,910	850,313
PHOENIX	3%	290,541	305,057	307,858	294,743
TOTALS⁽¹⁾	43%	2,900,949	2,835,140	2,947,041	3,152,867

⁽¹⁾ As of August 5, 2022. Source: Convention & Visitor Bureaus

DIAMONDROCK PORTFOLIO GROUP SALES LEAD ACTIVITY⁽²⁾

PERIOD	LEADS (#)		LEADS (ROOM NIGHTS)	
	(000S)	% OF Q1'20	(MILLIONS)	% OF Q1'20
Q1 2020	11.8	100%	2.9	100%
Q2 2020	4.3	36%	1.0	34%
Q3 2020	4.1	35%	0.7	25%
Q4 2020	4.3	36%	0.7	24%
Q1 2021	8.2	69%	1.2	41%
Q2 2021	11.2	95%	1.7	59%
Q3 2021	12.4	105%	2.1	72%
Q4 2021	12.1	103%	2.0	69%
Q1 2022	16.1	136%	2.8	97%
Q2 2022	15.3	130%	3.1	108%

⁽²⁾ As of August 5, 2022
Source: DiamondRock Hospitality

280 Average Room Count
of DRH Hotel Portfolio

102% 2022 Budgeted Group Rooms
On-The-Books as of August 31st 13

RECENTLY COMPLETED PROJECTS

SONOMA RENAISSANCE



VAIL MARRIOTT



SHERATON KEY WEST



JW MARRIOTT CHERRY CREEK



PROJECT	\$9.8MM
COST IRR	25%
Completed	Jul 2021

PROJECT	\$8.4MM
COST IRR	88%
Completed	Nov 2021

PROJECT	\$3.5MM
COST IRR	82%
Completed	Nov 2021

PROJECT	\$3.6MM
COST IRR	74%
Completed	Mar 2022

Estimated IRRs are calculated assuming a 3-year stabilization period and a 10.0x terminal multiple

ROI PIPELINE: \$90MM+ of ROI Projects at 40%+ IRRs

PROPERTY	PROJECT	ESTIMATED CAPITAL SPEND ⁽¹⁾	UNDERWRITTEN INCREMENTAL EBITDA ⁽¹⁾	ESTIMATED IRR ⁽²⁾	ESTIMATED COMPLETION
LODGE AT SONOMA	Autograph Collection Conversion	\$9.8	\$1.4	25%	Completed
THE HYTHE, LUXURY COLLECTION	Luxury Collection Conversion	\$8.4	\$3.4	88%	Completed
CHARLESTON RENAISSANCE	F&B Repositioning	\$2.1	\$0.5	52%	Completed
MARGARITAVILLE BEACH HOUSE	Rebranding	\$3.5	\$1.3	82%	Completed
EMBASSY SUITES BETHESDA	Brand Conversion	\$3.3	\$0.5	28%	Completed
HOTEL CLIO, LUXURY COLLECTION	F&B and Public Space Renovation	\$2.5	\$0.5	42%	Completed
	Luxury Collection Conversion	\$3.6	\$1.2	74%	Completed
Recently Completed		\$33.2	\$8.8	59%	
ORCHARDS INN	Resort Repositioning	\$16.0	\$2.6	20%	2024
BOSTON HILTON	Third Floor Reconfiguration	\$6.0	\$1.0	33%	2023
THE LANDING	Additional 14 Keys	\$6.1	\$1.2	42%	2023
BURLINGTON HILTON	Soft brand Conversion	\$2.6	\$0.8	75%	2023
	F&B Repositioning	\$1.3	\$0.4	69%	2023
Total in Planning		\$32.0	\$6.1	34%	
Recently Completed & Active ROI Pipeline		\$65.2	\$14.9	47%	
Shadow ROI Pipeline		\$25MM of Capital Spend		Estimated 20%+ IRR	

1. Estimated Capital Spend and Estimated Incremental EBITDA based upon management proformas
2. Estimated IRRs are calculated assuming a 3-year stabilization period and a 10.0x terminal multiple

% BRAND MANAGED	
COMPANY	PERCENT OF MANAGEMENT CONTRACTS
XHR	86%
HST	84%
PK	81%
SHO	59%
PEER AVERAGE	57%
PEB	25%
DRH-Prior	24%
DRH-Current	6%

Source: Company filings, Robert W. Baird & Co
 Note: DRH Prior is prior to the disposition of Frenchman's Reef and The Lexington Hotel, and the six Marriott-managed hotels converted to franchise agreements.

2 LONG-TERM MANAGEMENT CONTRACTS

BENEFITS OF LOW EXPOSURE

- **SUPERIOR COST CONTROLS**
 - Utilize most cost-effective procurement & sourcing
 - Identify cost-effective product alternatives
- **OWNER-CENTRIC CASH/CAPITAL MANAGEMENT**
 - Owner dictates cash management and distribution
 - Owner dictates capital investment / purchasing decisions
- **SUPERIOR LABOR MANAGEMENT**
 - Management staff levels and compensation
 - Non-exempt staff levels, scheduling, and compensation
- **LOWER COST OF OPERATIONS**
 - Management fee differential
 - Operating cost savings
 - Measurably enhance profitability

CREATES VALUE ENTERPRISE / ASSET VALUE

- Source of value to self-managed portfolio/asset buyers
- Buyers value ability to execute their strategy
- Expands audience of prospective buyers
- Unencumbered hotels worth 15-20% more than encumbered

\$20M incremental EBITDA generated through active asset management and robust ROI projects

10

**HOTEL ACQUISITIONS
IN THE PAST 5 YEARS**

\$48M

**EBITDA AT
ACQUISITION**

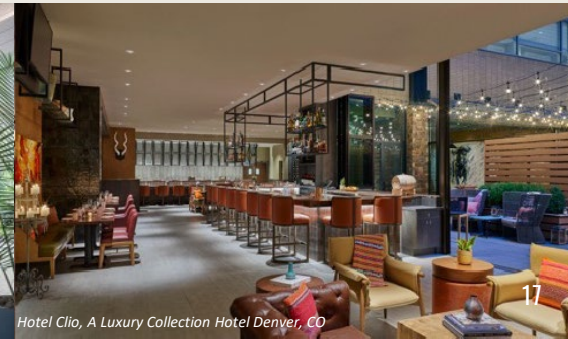
\$68M

**2022 FORECASTED
EBITDA**

BEFORE



AFTER



SIGNIFICANT LIQUIDITY AVAILABLE

~\$400M¹

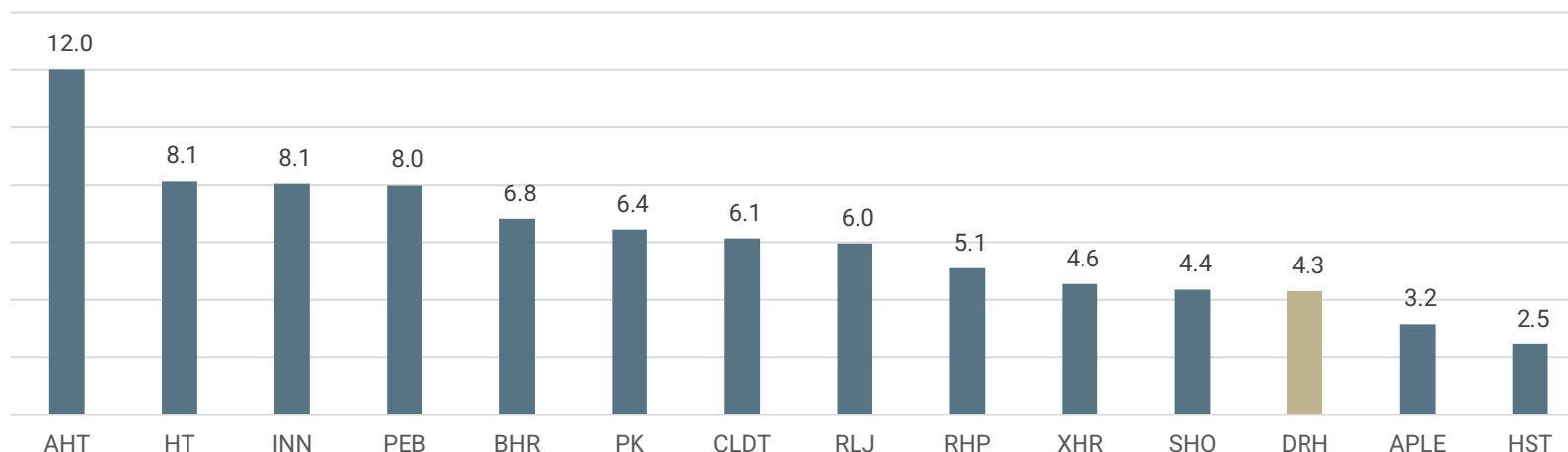
\$72M Corporate Cash
\$118M Cash at Hotels
\$200M Undrawn Revolver

MAJORITY OF PORTFOLIO IS UNENCUMBERED

75%

26 of 34 Hotels
Unencumbered

PEER (NET DEBT + PREFERRED) / EBITDA



(1) As of June 30, 2022

(2) 2022E (Net Debt+Preferred)/EBITDA, Source: Baird Securities

ACQUIRED KIMPTON FORT LAUDERDALE BEACH (FORT LAUDERDALE, FLORIDA)



ACQUISITION DATE 4/1/22
PURCHASE PRICE \$35.3 MILLION
LOCATION FORT LAUDERDALE, FL
NUMBER OF ROOMS 96



KEY DEAL HIGHLIGHTS

- Off-market acquisition of a lifestyle resort property with dedicated beach amenities and services for guests
- Fee simple, unencumbered by management.
- Reopened mid-2021 after a complete rehabilitation to current building and hurricane codes while preserving historic Art Deco architecture
- Price/key is 40% below AC Hotel (\$600k/key, Feb 2022)
- Only IHG Hotels & Resorts or Kimpton in the market.
- Forecast stabilization at an 8% NOI yield.

UPSIDE OPPORTUNITIES

- Revenue and expense synergies with DiamondRock's Westin Fort Lauderdale Beach Resort two blocks away
- Significant profit upside in resort
 - Enhance revenue management
 - Un-utilized rooftop bar and swimming pool with panoramic views of the Intracoastal
 - Revenue opportunity in resort fees
 - Improve marketing of hotel and F&B outlets
- Profit potential in adjacent Tiffany House residences (not included in underwriting)
 - Opportunity to collect parking revenue from 230+ space parking garage (DRH owned) with mandatory valet access for guests and residents.
 - Create RMA program for condo-owners



ACCOLADES FOR FORT LAUDERDALE

- Third highest occupancy market in Florida
- Top 25 Popular U.S. Destinations (TripAdvisor)
- Best U.S. Destination for Meetings & Conventions (Prevue)
- Annual Formula 1 event scheduled for 2022-2028



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ACQUIRED TRANQUILITY BAY BEACHFRONT RESORT (MARATHON, FLORIDA)



ACQUISITION DATE 1/6/22
PURCHASE PRICE \$63 MILLION
LOCATION MARATHON, FL
NUMBER OF UNITS 103



KEY DEAL HIGHLIGHTS

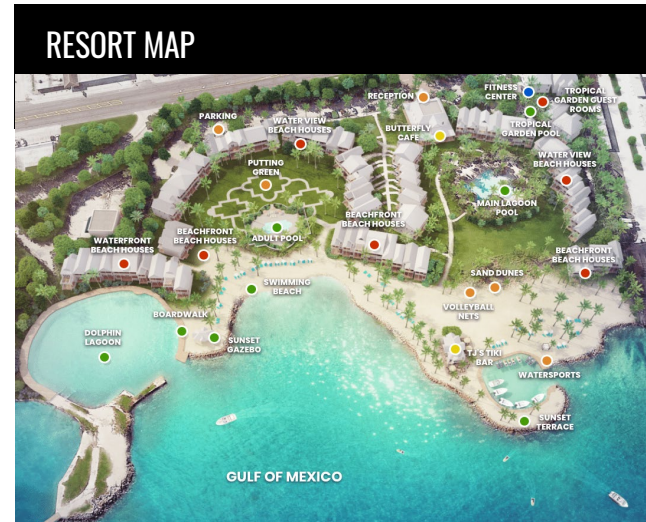
- 2021 TripAdvisor Traveler's Choice Award and consistently among the top hotels in Marathon, FL.
- 12 oceanfront acres with 1,000 feet of shoreline
- Strict development ordinances constrain supply and supports the highest RevPAR of any major U.S. market
- >\$645 ADR (2021E), nearly 3x the portfolio average
- >11% capitalization rate on trailing 2021 proforma NOI or over \$50,000/key in Hotel EBITDA
- Investment comprised of (1) fee simple ownership of 16 units and all resort amenities and infrastructure and (2) durable, long-term rental management agreements for 84 third-party owned beach homes and (3) majority of three vacation rental units.

UNIT COMPOSITION

16 Units	16 Bedrooms	One Bedroom	450 Sq. Ft.
46 Units	92 Bedrooms	Two Bedroom	840 Sq. Ft.
41 Units	123 Bedrooms	Three Bedroom	1,320 Sq. Ft.
103 Units	231 Bedrooms		970 Sq. Ft.

UPSIDE OPPORTUNITIES

- Significant revenue upside
 - Entitled for marina development
 - Enhanced F&B programming at pool and beach area
 - Initiate wedding-market programming
 - Enhanced revenue management
 - Benefit from clustering with other DRH Resorts



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ACQUIRED HENDERSON BEACH RESORT (DESTIN, FLORIDA)



ACQUISITION DATE 12/23/21
PURCHASE PRICE \$112.5 MILLION
LOCATION DESTIN, FL
NUMBER OF ROOMS 170
NUMBER OF RMAs: 46
EVENT SPACE 40,000 SQ FT



KEY DEAL HIGHLIGHTS

- AAA Four Diamond Award in 2019. Consistently recognized by Travel + Leisure, US News & World Report and other periodicals as one of the best resorts in Florida.
- Best located resort in the market; A+ beach access to the white sands of Florida's "Emerald Coast"
- Explosive population growth in feeder markets (Houston, Dallas, Atlanta, Nashville, Birmingham); outpaced U.S. growth 2.5-to-1
- >\$430 ADR (2021E), 80%+ above the portfolio average
- 6.4% capitalization rate on 2021E NOI; stabilization at 8% NOI yield or \$53,000/key in Hotel EBITDA



UPSIDE OPPORTUNITIES

- Significant revenue upside
 - Enhanced revenue management
 - Room segmentation strategies
 - Operating synergies with Henderson Park Inn
 - Benefit from clustering with other DRH Resorts
 - Improve F&B programming
 - Enhance group sales penetration
- Yield management of 46 onsite condo units operated under Rental Management Agreements (RMA)

LOCATION AND FEEDER MARKETS



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PORTFOLIO



9,548 ROOMS



34 PROPERTIES

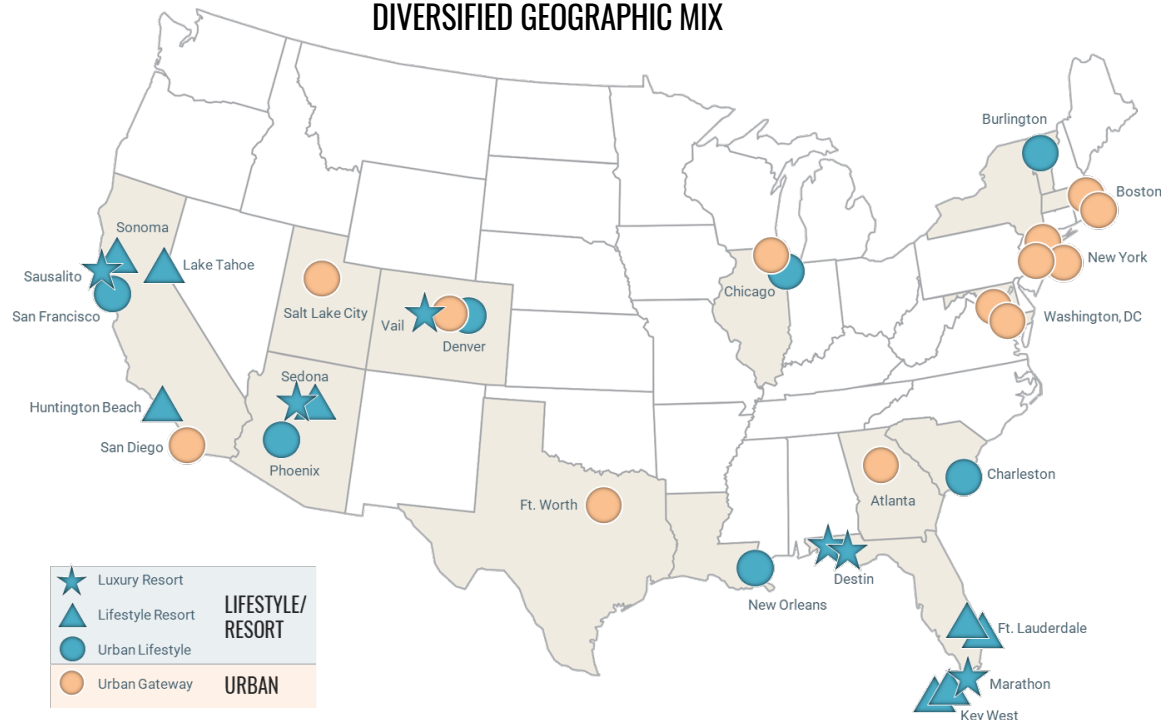


23 GEOGRAPHIC MARKETS



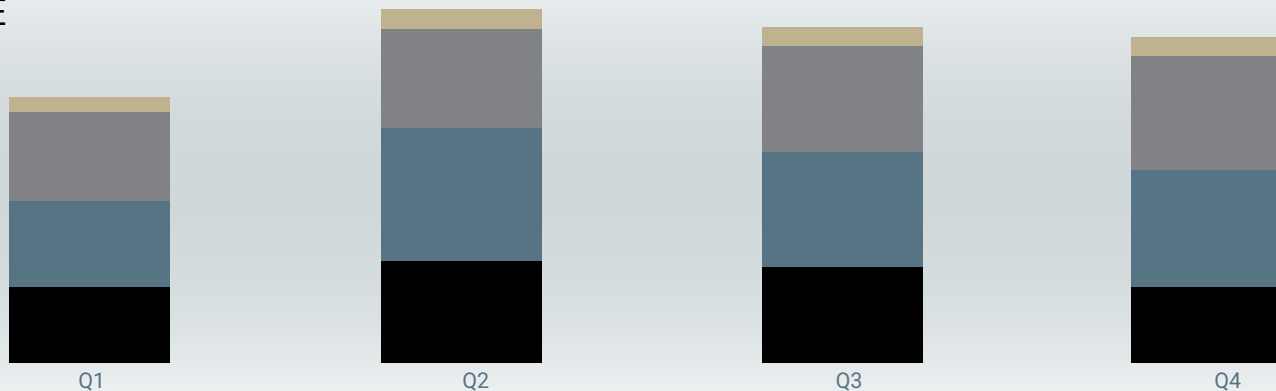
4.3 AVG TRIPADVISOR SCORE

DIVERSIFIED GEOGRAPHIC MIX



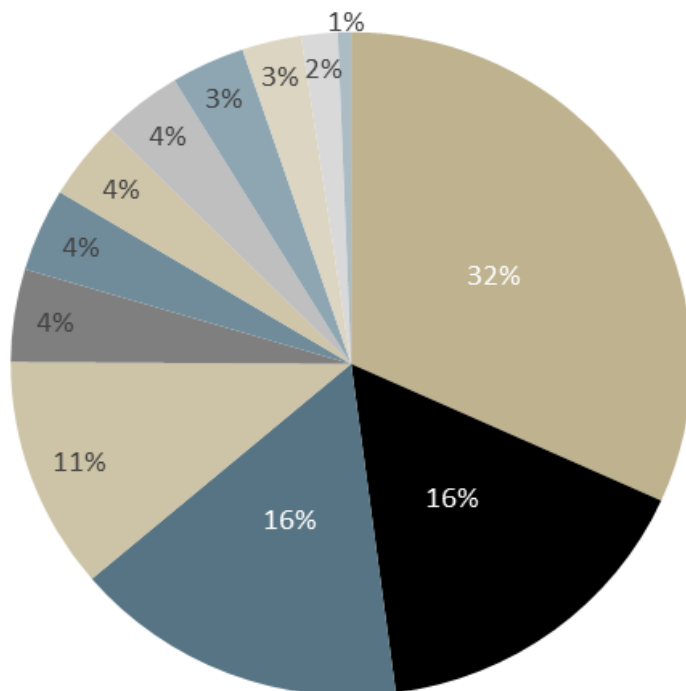
VARIOUS SOURCES OF REVENUE

- Contract/Other
- Leisure Transient
- Business Transient
- Group



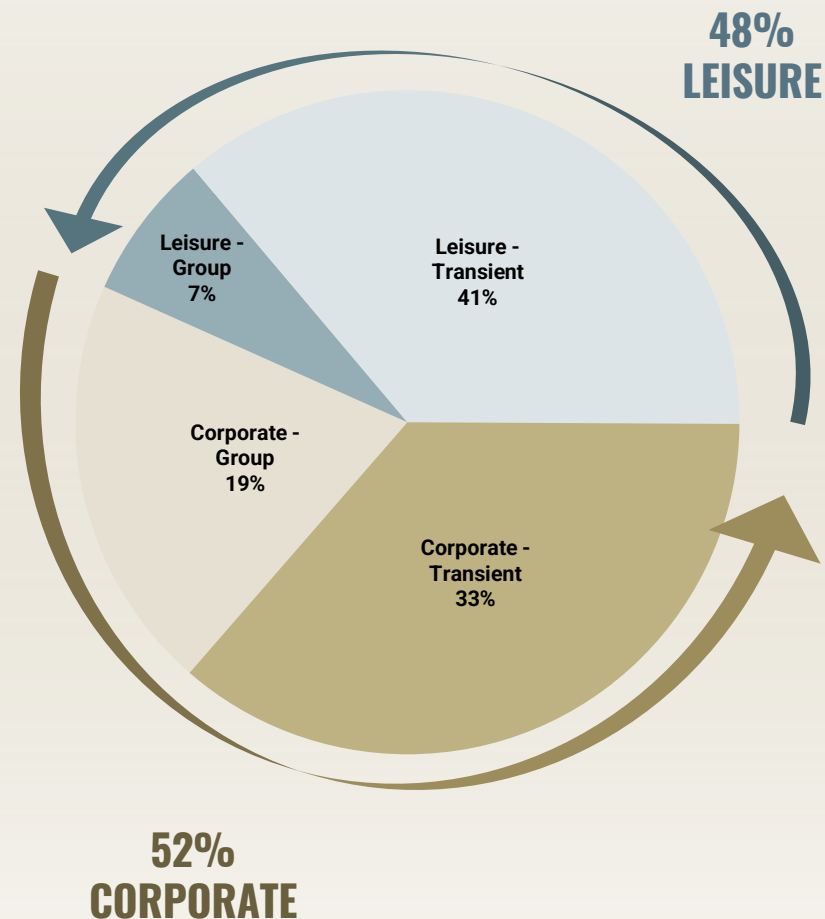
DIVERSIFIED PORTFOLIO WITH FOCUS ON RESORT AND LIFESTYLE PROPERTIES

	KEYS	REVPAR (\$)	TREVPAR (\$)	REVENUE/KEY (\$000s)	EBITDA/KEY (\$000s)	% of 2019A EBITDA
LUXURY RESORT	930	\$281	\$489	\$179	\$48	15%
LIFESTYLE RESORT	1,312	\$185	\$302	\$110	\$32	15%
LIFESTYLE URBAN	1,491	\$185	\$256	\$93	\$29	15%
RESORT/LIFESTYLE	3,733	\$209	\$330	\$120	\$35	45%
URBAN GATEWAY	5,815	\$176	\$240	\$88	\$27	55%
TOTAL	9,548	\$189	\$275	\$100	\$30	100%



- Aimbridge
- Sage Hospitality
- Passport Resorts
- EOS Hospitality
- HEI Hotels & Resorts
- Kimpton
- Vail Resorts
- Ocean Properties
- Marriott
- Evolution Hospitality
- Highgate Hotels
- Viceroy

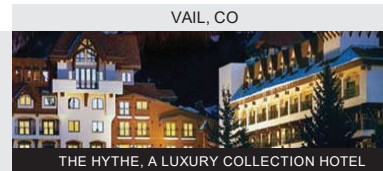
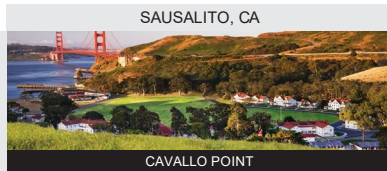
Note: % of 2019 proforma EBITDA,
2022 projected EBITDA used for Kimpton Ft. Lauderdale



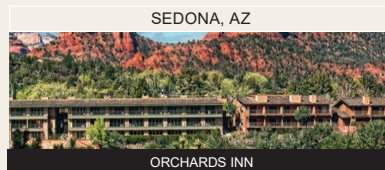
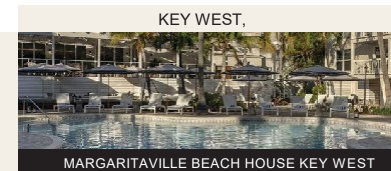
STRONG RESORT MARKET PRESENCE

OVER 60% OF HOTELS LOCATED IN DESTINATION LEISURE MARKETS

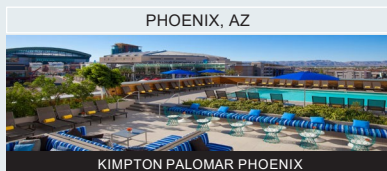
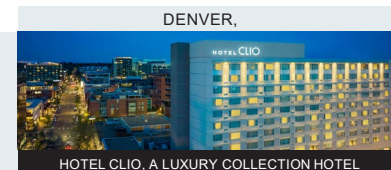
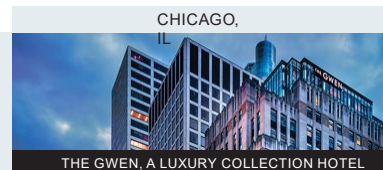
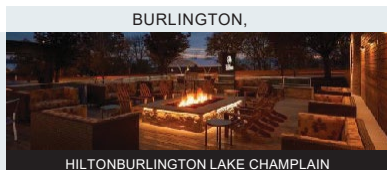
LUXURY RESORT



LIFESTYLE RESORT



URBAN LIFESTYLE



NEARLY 40% OF HOTELS LOCATED IN TOP GATEWAY MARKETS

URBAN GATEWAY

ATLANTA, GA



ATLANTA MARRIOTT ALPHARETTA

BOSTON, MA



HILTON BOSTON DOWNTOWN-FANEUIL HALL

BOSTON, MA



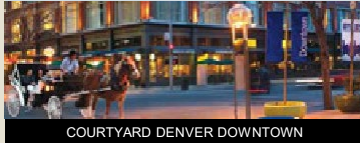
WESTIN BOSTON SEAPORT

CHICAGO, IL



CHICAGO MARRIOTT MAGNIFICENT MILE

DENVER, CO



COURTYARD DENVER DOWNTOWN

FORT WORTH, TX



THE WORTHINGTON

NEW YORK, NY



COURTYARD MANHATTAN/FIFTH AVENUE

NEW YORK, NY



COURTYARD MANHATTAN/MIDTOWN EAST

NEW YORK, NY



HILTON GARDEN TIMES SQUARE CENTRAL

SALT LAKE CITY, UT



SALT LAKE CITY MARRIOTT DOWNTOWN

SAN DIEGO, CA



WESTIN SAN DIEGO BAYVIEW

WASHINGTON, DC



EMBASSY SUITES BY HILTON BETHESDA

WASHINGTON, DC



WESTIN WASHINGTON, D.C. CITY CENTER



*The Hythe Vail, A Luxury Collection Hotel
Vail, Colorado*

ESG LEADERSHIP



*L'Auberge de Sedona
Sedona, Arizona*

GRESB ANNUAL RESULTS

	2017	2018	2019	2020	2021
DRH GRESB Score	53	75	81	84	86
Peer Score Average ⁽¹⁾	57	58	69	69	72
Index to Peer Score Average	93%	129%	117%	122%	119%



GRESB
REAL ESTATE
sector leader 2021



GRESB
★★★★☆ 2021

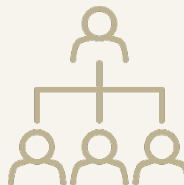


GRESB
REAL ESTATE
Sector Leader 2020



GRESB
★★★★★ 2020

ISS ESG RANKINGS⁽²⁾



As of May 31, 2022

ISS-ESG CORPORATE RANKING



Currently Ranked in **Top 1%** of all US Real estate companies

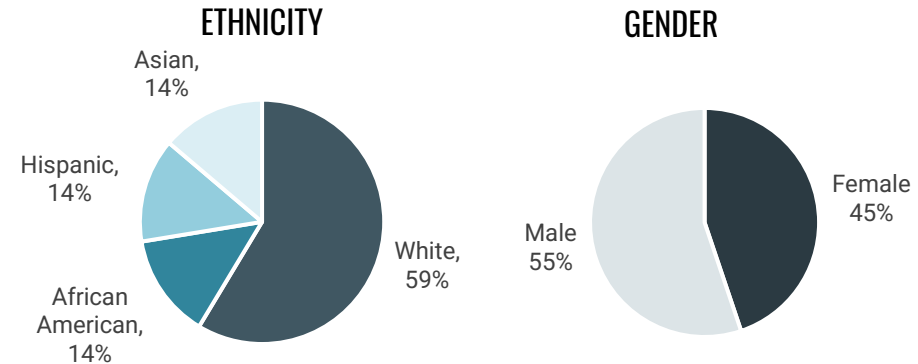
DiamondRock ranks in the **top 5%** of the Worldwide Real Estate Sector, earning an **ISS ESG Prime** designation



ENVIRONMENTAL

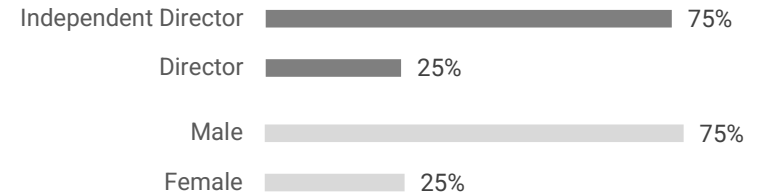
- **Completed** energy-saving pilot programs at two hotels; exploring rollout to remainder of portfolio
- **Launched** composting program at Westin Wash., D.C. City Center; exploring rollout to remainder of portfolio
- **Installed** “smart” thermostats and AI monitoring tool at seven hotels; 30 installations expected by year-end 2022
- **Verification** of 2021 energy, water, and waste emissions is currently underway
- **Evaluating several initiatives to further reduce carbon footprint, water and energy intensity, and waste.**

SOCIAL



GOVERNANCE

BOARD COMPOSITION



ESG carbon reduction pilot at Westin Washington, DC City Center

PILOT DESCRIPTION

- Installed sensors throughout the mechanical, electrical, and plumbing systems to gather data and evaluate efficiency and scheduling to identify opportunities for savings
- Conducted full analysis of optimization measures
- Identifies and prioritizes implementation road map
- Process allows tracking/verification of savings, evaluation of monthly performance, detection of faults in the system, and communication of performance to stakeholders

PILOT GOAL

- Achieve **\$45K in annual energy savings** via software/sensors
- **Reduce carbon emissions by 1.7 tons per year**
- Expand program to other properties within the portfolio





EXECUTIVE TEAM



MARK W. BRUGGER
CO-FOUNDER
PRESIDENT, CEO AND DIRECTOR

- Co-founded DRH in 2004 and successfully led its IPO in 2005
- Named Forbes' list of America's Most Powerful CEOs 40 and Under and a finalist for the E&Y Entrepreneur of the Year Award
- Extensive background in real estate, capital markets, and structured finance



JEFFREY J. DONNELLY
EXECUTIVE VP AND CFO

- Joined as CFO in 2019
- Previously Managing Director at Wells Fargo Securities where he co-founded Real Estate & Lodging Equity Research
- Served as AVP at AEW Capital Management, LP overseeing asset management and capital market transactions for diversified commercial real estate portfolio



JUSTIN LEONARD
EXECUTIVE VP AND COO

- Joined as COO in 2022
- Previously was at Walton Street Capital, LLC for 23 years, most recently as Senior Principal overseeing hotel investments. During his tenure, he oversaw hotel asset management which included 60 branded and independent hotels totaling over 20,000 rooms



WILLIAM J. TENNIS
EXECUTIVE VP, GENERAL COUNSEL
AND CORPORATE SECRETARY

- Joined as General Counsel in 2010
- Previously worked for Marriott for 17 years initially as Assistant General Counsel and then as Senior Vice President for the Global Asset Management Group
- Prior to joining Marriott, worked as an Associate at a New York law firm



TROY FURBAY
EXECUTIVE VP AND CIO

- Joined as CIO in 2014
- Previously was Chief Investment Officer at Loews Hotels & Resorts
- Prior to that, served in senior investment roles with Kimpton Hotels and MeriStar Hospitality Corporation



BRIONY R. QUINN
SENIOR VP AND TREASURER

- Joined DRH in 2007
- Promoted to Chief Accounting Officer in 2014 and Treasurer in 2018
- Prior to DRH, was VP of Finance and Accounting for MeriStar Hospitality Corporation