UNITED STATES SECURITIES AND EXCHANGE COMMISSION

Washington, D.C. 20549

FORM 8-K

CURRENT REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

Date of Report (Date of earliest event reported):

September 13, 2021

DiamondRock Hospitality Company

(Exact name of registrant as specified in charter)

Maryland (State or Other Jurisdiction of Incorporation) 001-32514 (Commission File Number) 20-1180098 (IRS Employer Identification No.)

2 Bethesda Metro Center, Suite 1400 Bethesda, MD 20814 (Address of Principal Executive Offices) (Zip Code)

(Registrant's telephone number, including area code): (240) 744-1150

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions (see General Instruction A.2. below):

□ Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)

□ Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)

D Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))

D Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
Common Stock, \$0.01 par value	DRH	New York Stock Exchange
8.250% Series A Cumulative Redeemable Preferred Stock, par value \$0.01 per share	DRH Pr A	New York Stock Exchange

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter).

Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

This Current Report on Form 8-K ("Current Report") contains forward-looking statements within the meaning of federal securities laws and regulations. These forward-looking statements are identified by their use of terms and phrases such as "believe," "expect," "intend," "project," "anticipate," "position," and other similar terms and phrases, including references to assumptions and forecasts of future results. Forward-looking statements are not guarantees of future performance and involve known and unknown risks, uncertainties and other factors which may cause the actual results to differ materially from those anticipated at the time the forward-looking statements are made. These risks include, but are not limited to national and local economic and business conditions, including the impact of COVID-19 on occupancy rates at our hotels and the demand for hotel products and services, and those risks and uncertainties described from time to time in our filings with the Securities and Exchange Commission, including our Annual Report on Form 10-K filed on March 1, 2021 and our Quarterly Reports on Form 10-Q filed on May 7, 2021 and August 5, 2021. Although we believe the expectations reflected in such forward-looking statements are based upon reasonable assumptions, we can give no assurance that the expectations will be attained or that any deviation will not be material. All information in this Current Report is as of the date of this Current Report, and we undertake no obligation to update any forward-looking statement to conform the statement to actual results or changes in our expectations.

ITEM 7.01.Regulation FD Disclosure.

A copy of a slide presentation that DiamondRock Hospitality Company (the "Company") intends to use at investor meetings is attached to this Current Report on Form 8-K ("Current Report") as Exhibit 99.1 and is incorporated by reference herein. Additionally, the Company has posted the slide presentation in the investor relations/presentations section of its website at www.drhc.com.

The information in this Item 7.01, including Exhibit 99.1 attached hereto, is being furnished and shall not be deemed "filed" for purposes of Section 18 of the Securities Exchange Act of 1934, as amended (the "Exchange Act"), or otherwise subject to the liabilities of such section. The information in this Current Report, including Exhibit 99.1, shall not be incorporated by reference into any filing under the Securities Act of 1933, as amended, or the Exchange Act, regardless of any incorporation by reference language in any such filing. This Current Report will not be deemed an admission as to the materiality of any information in this Current Report that is required to be disclosed solely by Regulation FD.

ITEM 9.01. Financial Statements and Exhibits

(d) Exhibits.

The following exhibits are included with this report: Exhibit No. Description

Exhibit 110. D	escription
99.1	Investor Presentation - September 2021
101.SCH	Inline XBRL Taxonomy Extension Schema Document
101.CAL	Inline XBRL Taxonomy Extension Calculation Linkbase Document
101.DEF	Inline XBRL Taxonomy Extension Definition Linkbase Document
101.LAB	Inline XBRL Taxonomy Extension Label Linkbase Document
101.PRE	Inline XBRL Taxonomy Extension Presentation Linkbase Document
104	Cover Page Interactive Data File

SIGNATURE

Pursuant to the requirements of the Securities Exchange Act of 1934, the Registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

DIAMONDROCK HOSPITALITY COMPANY

By:

Dated: September 13, 2021

/s/ Briony R. Quinn Briony R. Quinn Senior Vice President and Treasurer



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, 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.

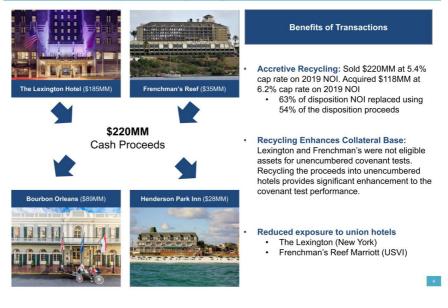
This presentation contains statistics and other data that has been obtained or compiled from information made available by third-party service providers and believed to be reliable, but the accuracy and completeness of the information is not assured. The Company has not independently verified any such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

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Recent Events

	Operations									
		Comparable Rolling Three Month Results As Of ⁽¹⁾ :								
		June			July			August ⁽²⁾		
r l		Occ	ADR	RevPAR	Occ	ADR	RevPAR	Occ	ADR	RevPAR
	Resort	62.5%	\$342.62	\$214.13	67.6%	\$350.63	237.07	70.4%	\$345.84	\$243.54
	Change from 2019	(14.1%)	29.5%	5.7%	(10.6%)	37.1%	18.6%	(8.8%)	37.8%	22.4%
	Urban	43.0%	\$156.64	\$67.41	55.2%	\$172.00	\$94.89	61.7%	\$177.65	\$109.61
	Change from 2019	(41.7%)	(35.7%)	(67.3%)	(29.3%)	(28.2%)	(53.1%)	(23.0%)	(22.2%)	(43.3%)
	Total Portfolio	48.3%	\$221.72	\$107.09	58.5%	\$227.80	\$133.34	64.1%	\$227.65	\$145.83
	Change from 2019	(34.2%)	(10.9%)	(47.8%)	(24.3%)	(6.6%)	(33.9%)	(19.1%)	(2.8%)	(25.2%)
	Strategic Transactions									
 Acquired the 220-room Bourbon Orleans Hotel in New Orleans, Louisiana 7.0% capitalization rate on 2019 NOI 8.0% estimated stabilized capitalization rate Acquired the 37-room Henderson Park Inn in Destin, Florida 7.0% capitalization rate on TTM NOI (as of 7/31/21) 8.0% estimated stabilized capitalization rate 										
 (1) The comparable operating internation includes operating results for our 31-hold portfolic, which includes our 2021 acquisitions and excludes our 2021 dispositions. (2) Forecast as of \$in1021 										

Powerful Capital Recycling



Bourbon Orleans Hotel Acquisition



ACQUISITION DATE 7/29/21 PURCHASE PRICE \$81 MILLION LOCATION NEW ORLEANS, LA NUMBER OF ROOMS 220



KEY DEAL HIGHLIGHTS

- Best located hotel in New Orleans. Corner of
 Bourbon and Orleans Streets in the center of French Quarter Off-market acquisition of a rare fee-simple, fully-unencumbered hotel of scale in the French Quarte
- unencumbered hotel of scale in the French Quarter Meratorium on new hotel construction in the French Quarter protects against new supply risk Consistently recognized by TripAdvisor as one of the Top 25 hotels in New Orleans One entire block of direct Bourbon Street retail frontage
- 7% NOI yield on 2019A and forecast stabilization at an 8% NOI yield on total investment; \$40,000 per key in Hotel EBITDA

ACCOLADES FOR NEW ORLEANS

- Numerous "bucket list" demand generators: Jazz Fest, Mardi Gras, 2025 Super Bowl, 2022 NCAA Final Four
 #1 Place to Go In The World (New York Times)
- #2 City in the United States (Travel + Leisure)
 Platinum Choice Winner (Smart Meetings Magazine)
 "South's Best Food City" (Southern Living)

- Gold Trawy Award Winner for 'Best Culinary Destination in the USA'
 #4 Most Popular Destination in the United States (TripAdvisor Traveler's Choice Awards)

UPSIDE OPPORTUNITIES

- Significant profit upside Room segmentation and revenue managemer 25% of inventory have balconies, 15% are bi-level suites
 - Enhanced F&B and event programming
 Retail opportunities along Bourbon and
 Orleans Streets
 Amenity and Cancellation Fees
- Recapture excess space to create incremental keys (formerly 250) and event venue space
 Reposition expansive but underutilized public spaces to maximize revenue





Henderson Park Inn Acquisition

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ACQUISITION DATE 7/30/21 PURCHASE PRICE \$27.5 MILLION LOCATION DESTIN, FL NUMBER OF ROOMS 37

KEY DEAL HIGHLIGHTS

- KEY DEAL HIGHLIGHTS
 Consistently recognized by TripAdvisor as one of the Trop 25 Hotels in the U.S. and named by Coastal Living as one of the 10 Best Beach Hotels in Florida Beat Loader record in the market: A + beachfront location on the white sands of Florida [®] Temerald Coast¹ Explosive population growth in feeder markets (Houston, Dallias, Allantia, NashVille, Birmingham), outpaced U.S. growth 2.5 to-1 9. S4504 annual ADR (2019A) or nearly 2x DRH portfolio average 7 % capitalization rate on Falling 12 months NO; stabili-zation at 6% NOI yield or \$70,000/key in Hotel EBITDA . Only independent beachfront resort in Destin

UPSIDE OPPORTUNITIES

- Significant revenue upside
 Introduce room segmentation and variable pricing to
 formerly owner operated resort
 Seneth from cluster and synergies with other DRH
 Resorts
- Resorts

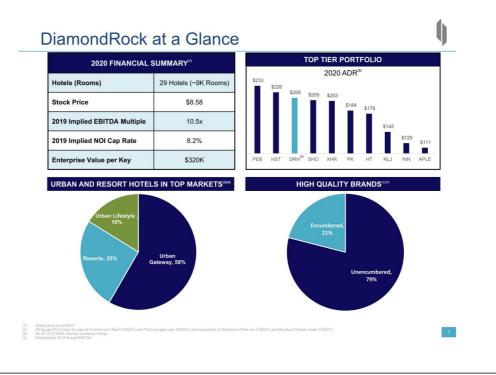
 Enhanced F&B programming
 Covered Land Play: Purchase Price = Land Value.
 Fully entitled for larger oceanfront hotel or residential



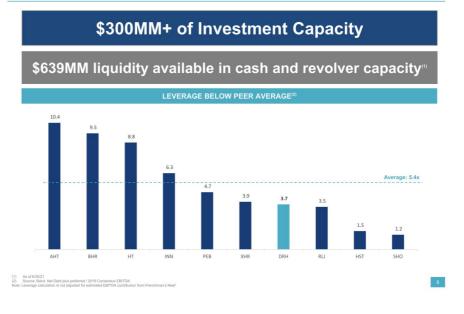
LOCATION AND FEEDER MARKETS



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DiamondRock Balance Sheet Profile





Most Peers Have Burned Nearly 80% More Than DiamondRock

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Q2 2020 through Q2 2021 AFFO per key per month.
 Third Quarter AFFO excludes noncesh income tax valuation allowance recognized in the quarter of \$12.4 million. Fourth Quarter AFFO excludes 2.2MM pandemic insurance claim.

All Demand Segments Improving

Group

- Group lead generation is now at ~95% of pre-COVID levels
- Over 50% increase in leads in Q2 2021 over Q1 2021
- Group rates are 10% higher in 2022
- Converted 63% more definite group room nights with most activity in 2022 and beyond

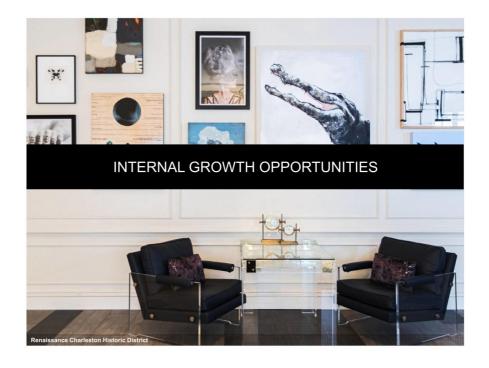
Business Transient

- Room revenues increased 173% from Q1 to \$21MM in the second quarter on a 24% sequential increase in ADR to \$195
- "Return To Travel" expected to follow "Return to Office"

Leisure

Revenue Increased 45% in Q2 2021 over Q1 2021

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\$85MM of ROI Projects at 35%+ IRRs

Property	Project	Estimated Capital Spend ⁽¹⁾	Estimated Incremental EBITDA ⁽¹⁾	Estimated IRR ⁽²⁾	Estimated Completior	
Sonoma	Autograph Collection Conversion	\$9.8	\$1.4	25%	2021	
	Luxury Collection Brand Conversion	\$8.4	\$3.4	88%	2021	
Vail Marriott	Rooftop Renovation and F&B Concept	\$4.7	\$0.7	27%	2021	
	F&B and Public Space Renovation	\$2.5	\$0.5	42%	2021	
Denver JW Marriott	Luxury Collection Brand Conversion	\$3.6	\$1.2	74%	2021	
Charleston Renaissance	F&B Repositioning	\$2.1	\$0.5	52%	2021	
	Total Upcoming	\$31.1	\$7.7	55%		
Orchards Inn	Resort Repositioning	\$19.8	\$2.6	22%	2022	
The Landing	Additional 17 Keys	\$6.1	\$1.2	42%	2022	
Boston Hilton	Additional 29 Keys	\$6.0	\$1.0	33%	2022	
	Total in Planning	\$31.9	\$4.8	28%		
	Active ROI Pipeline	\$63.0	\$12.5	42%		
	Shadow ROI Pipeline	line \$25MM of Capital Spend		Estimated 20%+ IRR		

Estimated Capital Spend and Estimated Incremental EBITDA based upon management proformas
 Estimated IRR is calculated assuming a 3-year stabilization period and a 10.0x terminal multiple

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Up-Branding Projects Create Value In 2022



Note: Estimated IRR is calculated assuming a 3-year stabilization period and a 10.0x terminal multiple





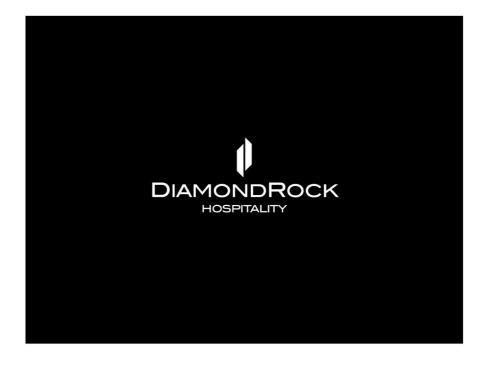
Pipeline of Potential Investments

Targeting 50 Resort Micro-Markets and Lifestyle Cities



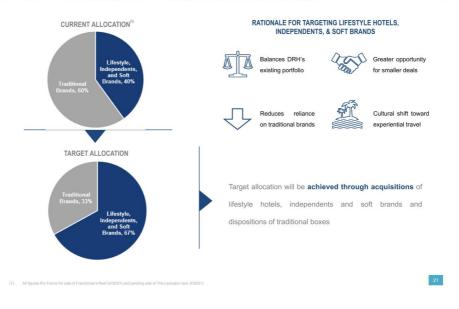




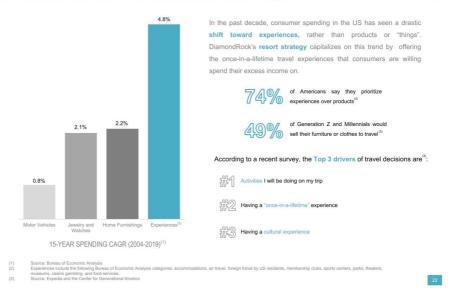




DRH Lifestyle & Independent Strategy



Experiential Travel Leads the Way



The Next Generation of Travel

GENERATIONAL TRENDS

SOCIAL MEDIA FUELED TOURISM⁽¹⁾

The future of travel will be dictated by the trends we see in Millennials (Generation Y) and Generation Z – who now account for 42.3% of the US population.

These young generations have introduced the importance of

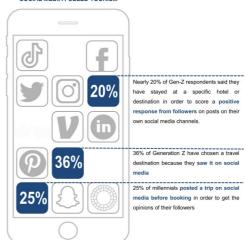
social media into the travel landscape, turning to the platforms for trip inspiration and sometimes going on trips for the main purpose of sharing with followers.

Research also shows that travel is more important to these generations and seeing the world is one of their top priorities in

life. A survey conducted by Deloitte shows Millennials and Generation Z ranking their life ambitions in the following order:

- 1. See and travel the world
- 2. Earn high salary/be wealthy
- 3. Buy a home
- 4. Make positive impacts on society
- 5. Have children/start families

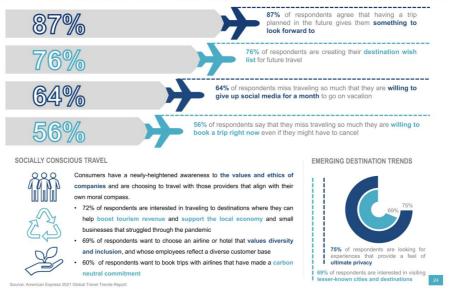
(1) Source: Expedia and the Center for Generational Kinetics



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The Post-COVID-Recovery Traveler



Resort Thesis Already Proven Successful

		EBITDA Multiple @		EBITDA Increase
	Investment (\$MM)	- Purchase	YE 2019	SMM
Burlington Hilton	\$64	16.5x	8.9x	\$3.9
Charleston Renaissance	\$43	11.9x	7.0x	\$2.9
Fort Lauderdale Westin	\$167	14.8x	10.7x	\$5.5
Havana Cabana	\$54	12.2x	15.8x	(\$0.5)
The Landing Resort & Spa	\$44	17.8x	25.9x	(\$0.7)
Sedona - L'Auberge	\$67	15.8x	8.6x	\$3.6
Sedona - Orchards Inn	\$31	13.7x	14.2x	(\$0.1)
Shorebreak	\$63	14.6x	11.5x	\$1.5
Sonoma Renaissance	\$40	10.7x	5.7x	\$4.0
Vail Marriott Mountain Resort	\$96	13.4x	8.7x	\$6.2
Total Resort	\$668	14.2x	9.9x	\$26.3

Note: Figures exclude Frenchman's Reef, Cavallo Point and Barbary Beach House as these assets are either repositioned or currently under construction

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Strong, Growing Resort Market Presence



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