



INVESTOR CONFERENCE



DECEMBER 2022



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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 DiamondRock Hospitality Company’s (the “Company”) 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 the Company has filed with the Securities and Exchange Commission, and in our other public filings 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.

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RECENT EVENTS

ACQUIRED LAKE AUSTIN SPA RESORT – AUSTIN, TEXAS – \$75.6MM

- Ranked #3 Best Spa in the U.S. by Condé Nast Traveler
- 8%+ NOI yield on 2023 Forecast NOI
- 9%+ Stabilized NOI Yield in Three Years
- Expected to generate over \$175,000 per key of EBITDA in 2023
- Fee simple, unencumbered by management
- High barriers to entry – commercial development prohibited on lakefront
- Operating & ROI upside opportunities incremental to underwriting



KEY TAKEAWAYS

- **Record Third Quarter Revenue and Profits**
 - +8.7% RevPAR
 - +11.4% Total RevPAR
- **Declared Common Dividends of \$0.09/sh in 2022**

- **Completed \$1.2B Refinancing**
- **Repurchased \$12M of Common Stock in Q4'22**
- **ESG Excellence**
 - GRESB Sector Leader (Hotels/America)

2022 OUTLOOK⁽¹⁾

RECORD REVENUES

- Expect Total Revenue to exceed comparable 2019 (\$936MM)

RECORD HOTEL ADJUSTED EBITDA

- Expect Hotel Adjusted EBITDA to exceed comparable 2019 (\$278MM)

STRONG GROUP PACE

- 91% of 2022 group room revenue on-the-books 2022 vs 2019

(1) As of Third Quarter 2022 Conference Call

ROI PROJECTS

UPCOMING REPOSITIONINGS & CONVERSIONS

- Converting Hilton Burlington to a Curio in 2023
- Repositioning Hilton Boston to an urban lifestyle hotel

RECENTLY COMPLETED ROI PROJECTS

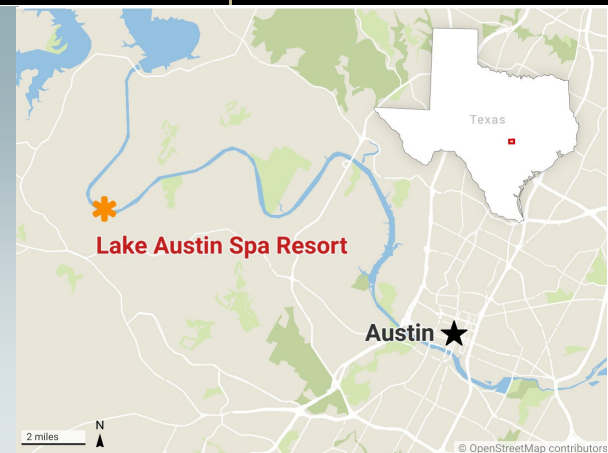
- Margaritaville Beach House Key West
- The Hythe, Luxury Collection
- The Clio, Luxury Collection
- The Lodge at Sonoma, Autograph Collection

ACQUIRED LAKE AUSTIN SPA RESORT (AUSTIN, TEXAS)



KEY DEAL HIGHLIGHTS

- Waterfront, all-inclusive wellness resort on 12 acres with extensive spa services, water sports, dining, and experiential activities for guests and small groups.
- Fee simple, unencumbered by management
- Forecast 2023 **Total RevPAR** nearly **\$1,600** per night
- Acquired for an **8.1% NOI** yield on 2023 Forecast
- High barriers to entry – zoning prohibits commercial uses on the entirety of Lake Austin. The Lake Austin Spa Resort is grandfathered as the only transient lodging facility on the lake



ACQUISITION DATE	11/21/22
LOCATION	AUSTIN, TX
NET PURCHASE PRICE	\$75.6 MILLION
2023E NOI YIELD	8.1%
MANAGER	EOS HOSPITALITY

ACCOLADES FOR LAKE AUSTIN SPA RESORT

- #3 Best Spa Resort in the U.S., Condé Nast Traveler
- #5 Best Domestic Spa in the U.S., Travel + Leisure
- Best Winter Spa Resort, Southern Living
- #7 Best All-Inclusive Resorts, USA Today
- Top 15 Best Wellness Retreats, Town & Country
- #1 Resort in Austin, TripAdvisor
- Only resort with boat access to/from downtown Austin

ACCOLADES FOR AUSTIN

- Fastest Growing Major Metropolitan area in the U.S.
- 2nd Fastest Growing Regional GDP in 2022
- 11th most populous city in the United States
- 80% of Texas population within 200 miles of Austin
- 6th Best Educated Metro, 5th Youngest Metro in U.S.
- Live Music Capital– SXSW, Austin City Limits
- Apple's 3MM sq. ft. campus opening in 2025



UPSIDE OPPORTUNITIES

- **Operational Upside:**
 - Owner operated for 25+ years.
 - Expand and improve distribution channels
 - Implement small group strategy (wedding, corporate)
 - Optimize revenue management, pricing strategies
 - Implement technology and labor management controls
 - Streamline spa offerings to enhance profitability
- **ROI Potential**
 - Opportunity to create ~4 additional lakeview suites
 - Longer term opportunity to add keys on excess land
 - Additional venues/marinas on underutilized lakefront



An aerial photograph of the Henderson Beach Resort at dusk. The resort features a large, multi-story building with a dark green roof and white trim. A prominent tower with a conical roof and three circular windows is illuminated. The building is surrounded by lush greenery and palm trees. In the foreground, there is a large, curved swimming pool with blue water, surrounded by lounge chairs and palm trees. The scene is lit with warm, golden light from the setting sun and resort lights.

WHY DIAMONDROCK

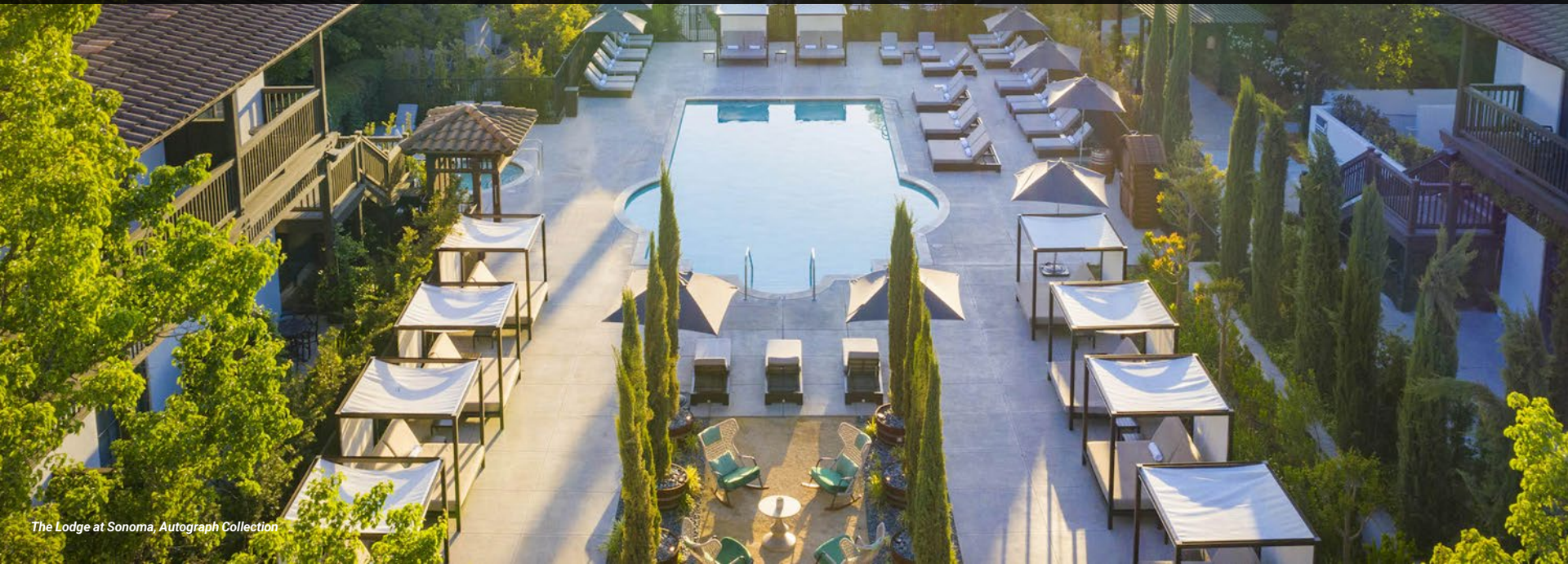
- 1 POSITIVE MARKET OUTLOOK
- 2 OPERATIONAL EXCELLENCE
- 3 2023 – 2024 SET UP
- 4 COMPELLING ROI PIPELINE
- 5 CAPACITY FOR GROWTH
- 6 ESG EXCELLENCE



THE LODGE AT SONOMA

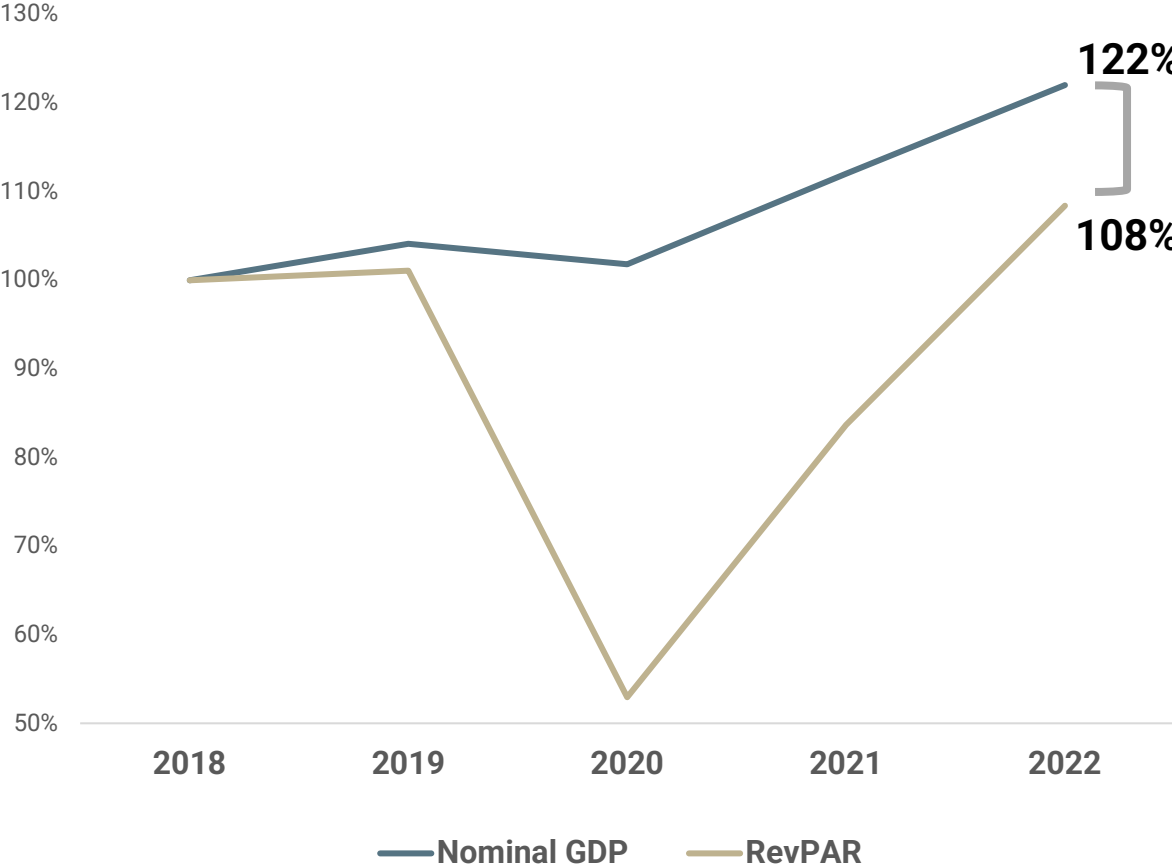


POSITIVE MARKET OUTLOOK



Runway remaining for recovery compared against GDP

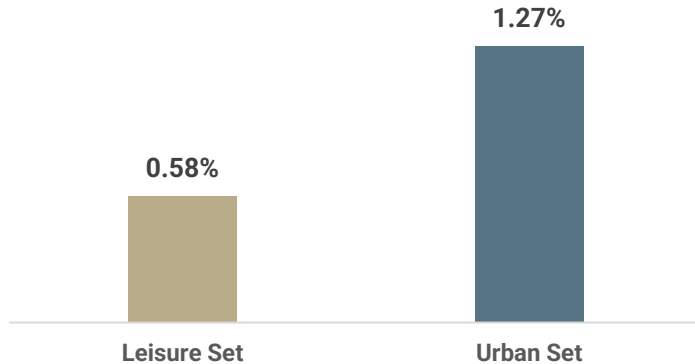
GDP AND REVPAR INDEXED TO 2018



13% Upside
To Trendline

Undersupply of Leisure Hotels Should Benefit From Accelerating Demand

2000-2020 Supply CAGR



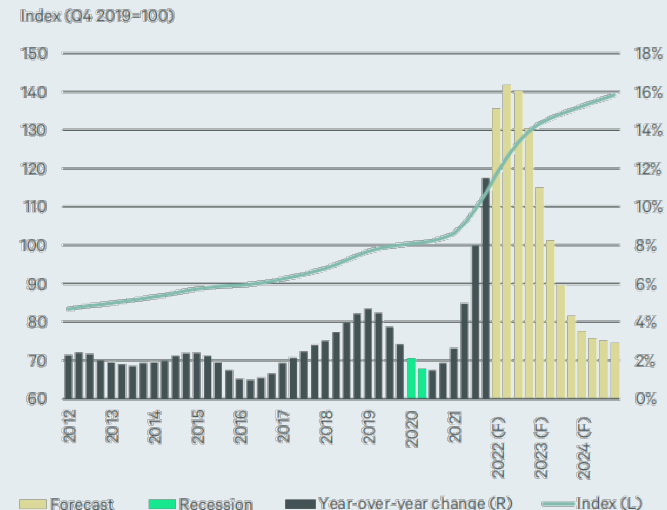
New "Work from Anywhere Paradigm"
Incremental Days of Location Flexibility
vs. 2019 Total U.S. Room Night Demand



In 2019, the average US office worker spent 4.4 days per week in the office. CBRE forecasts that to stabilize at 3.35 days per week. On a base of 50M U.S. office workers, the result is an incremental 2.7B days of worker locational flexibility.

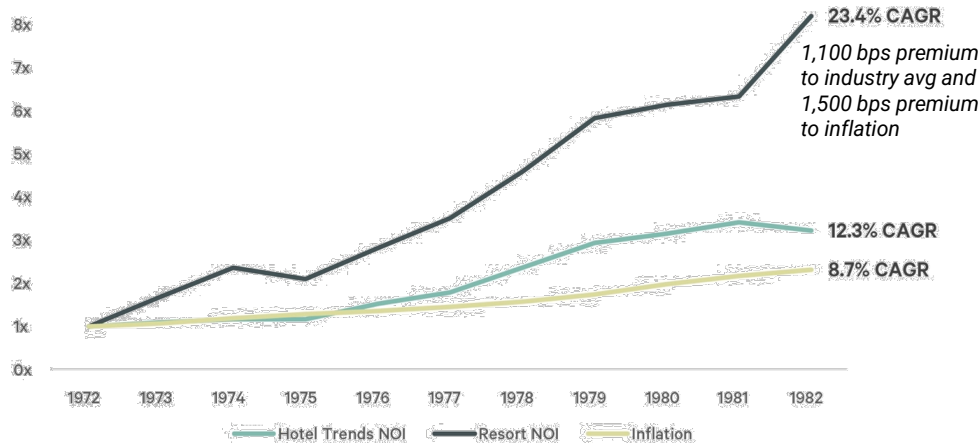
Restraints on Incremental Competitive Supply

- **Scarcity of Developable Resort Land**
- **Labor**
 - Wage & Benefit Inflation
 - Availability
- **Materials**
 - Raw Material Price Inflation
 - Longer Supply Chain Lead Times
 - Higher Shipping Costs

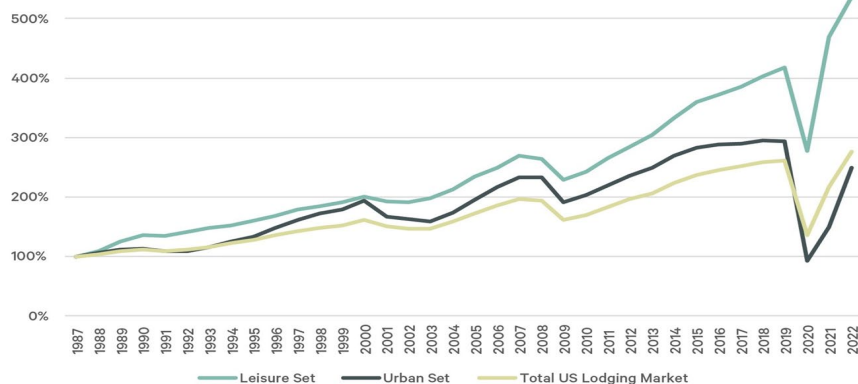


Hotel NOI growth has historically outpaced inflation, with smaller resorts having consistently higher RevPAR, even during recession years;
Household income continues to break away from medium-term trend

CAGR Comparison from 1972 – 1982 (Indexed to 1972)



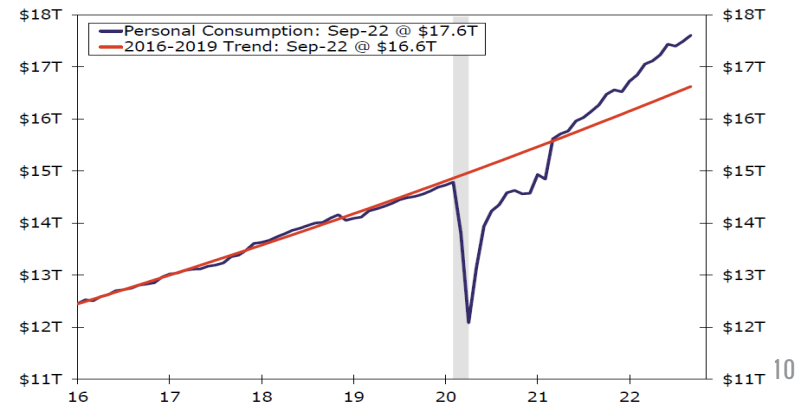
RevPAR Comparison from 1987 – 2022



Main Tailwinds

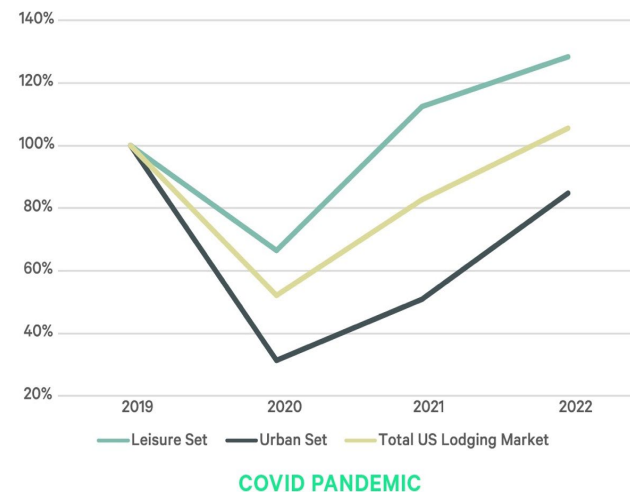
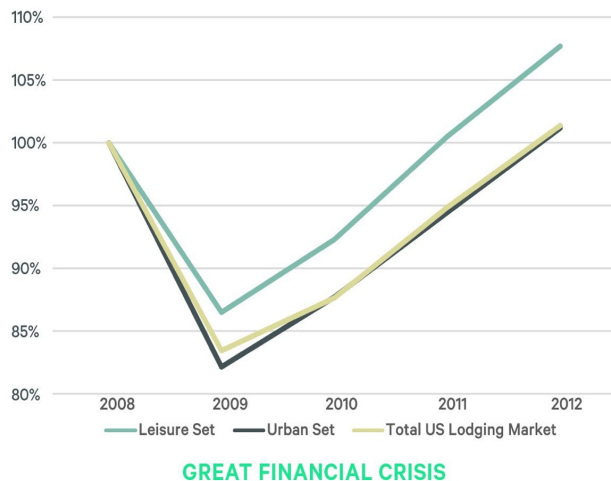
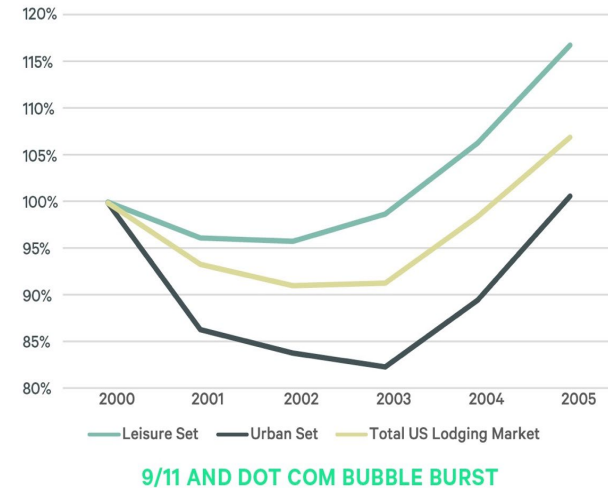
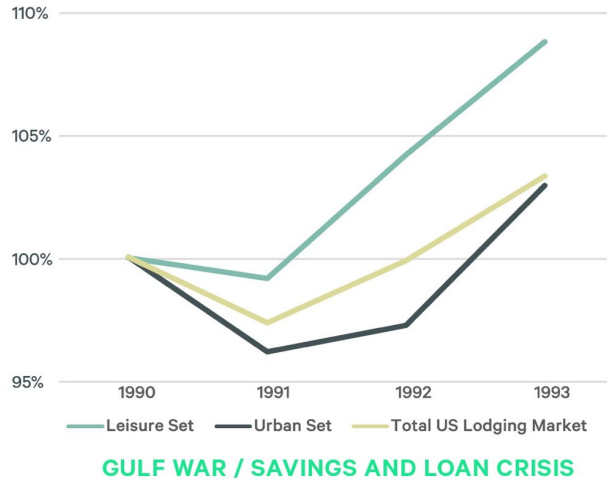
- Healthy labor market
- Wealthier average consumer and high-end consumer spending more resilient compared with the overall average
- WFH flexibility increases leisure demand
- Hybrid and remote work necessitate more frequent travel
- Still upside in RevPAR recovery
 - Resort occupancy remains below pre-covid levels
 - Inbound international travel spending remains below pre-covid levels

Personal Consumption Expenditures



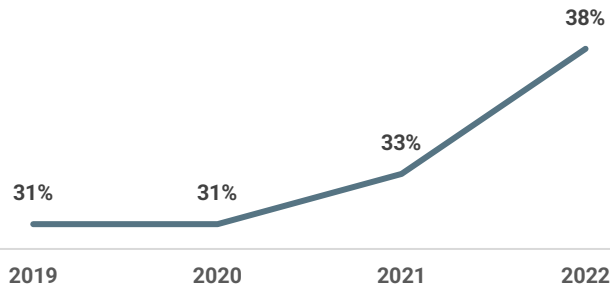
Source: US Department of Commerce and Wells Fargo Economics

Leisure-focused markets have consistently outperformed during economic crises, Resorts benefit from higher RevPAR starting point relative to 2019



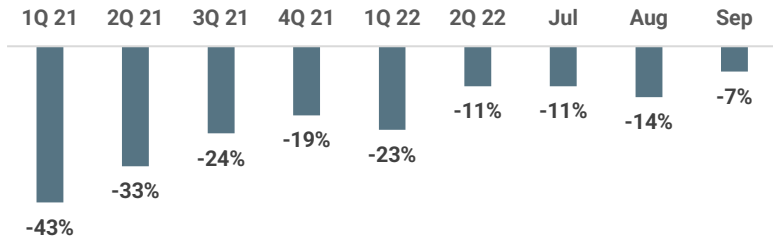
Remote and hybrid work models are boosting travel with longer, blended trips and more frequent, smaller business travel;
Skift estimates Digital Nomads to be a new \$1B market in the US

Business Trips that Contain a Weekend



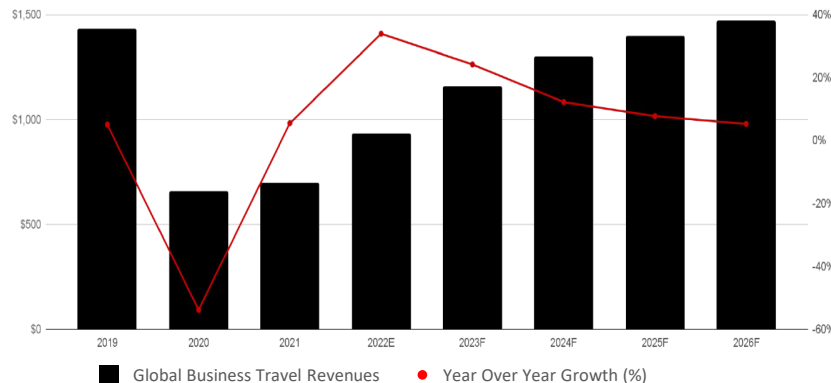
Source: TripActions (April 2022), Skift Research

Urban Occupancy vs 2019



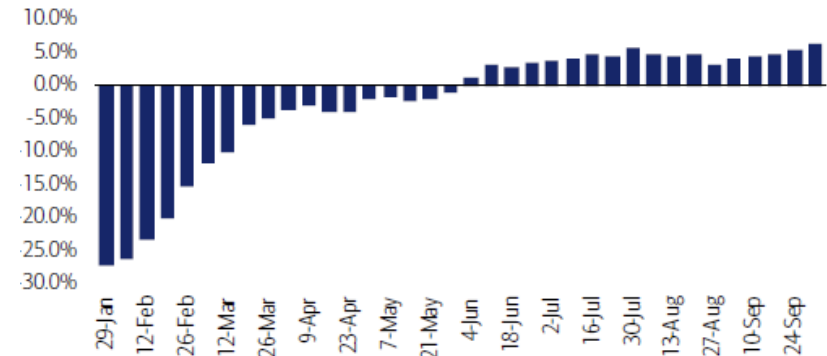
Source: Bank of America Research

Global Business Travel Revenues (\$ Billion)



Source: GBTA, "Business Travel Index Outlook" (August 2022), Skift Research

Tuesday – Thursday RevPAR vs 2019



Source: Bank of America Research



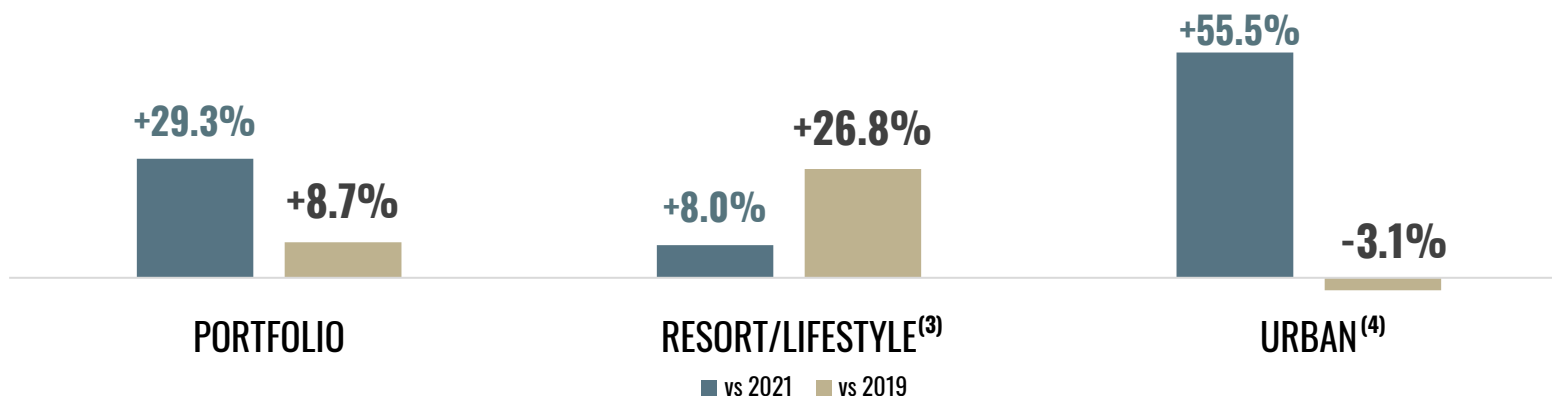
OPERATIONAL EXCELLENCE

RECORD THIRD QUARTER REVENUE AND PROFITS

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%
Q3	75.1%	281.36	211.40	8.7%	266,952	11.7%
Jul	74.9%	286.18	214.31	10.6%	89,790	12.7%
Aug	74.6%	261.49	195.19	5.6%	83,760	9.8%
Sep	75.9%	296.63	225.13	9.8%	93,401	12.5%
Oct⁽²⁾	74.8%	306.32	229.24	6.7%	99,005	8.0%

Q3 REVPAR 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) "Resort/Lifestyle" refers to Luxury Resort, Lifestyle Resort, and Urban Lifestyle hotels

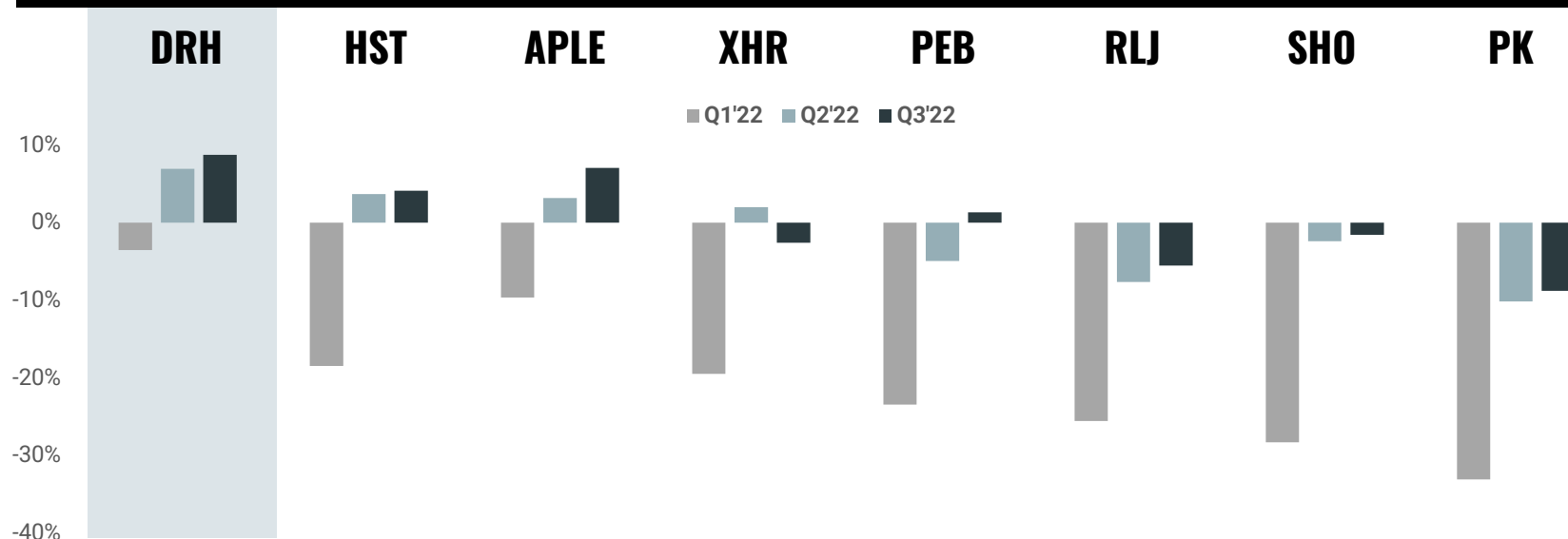
(4) "Urban" refers to Urban Gateway hotels

Q3 2022 PEER PERFORMANCE (vs. 2019)

	DRH	XHR	HST	APLE	PEB	RLJ	SHO	PK	AVG ¹
ADR Growth	+18%	16%	21%	13%	20%	6%	16%	8%	+14%
Occupancy Growth	-8%	-16%	-14%	-5%	-15%	-10%	-15%	-15%	-13%
RevPAR Growth	+9%	-3%	4%	7%	1%	-5%	-2%	-9%	-1%
Hotel EBITDA Growth	+16%	1%	5%	5%	-10%	-11%	-21%	-24%	-8%
Adj. FFO Growth	+4%	-34%	9%	0%	-15%	-13%	-17%	-38%	-16%

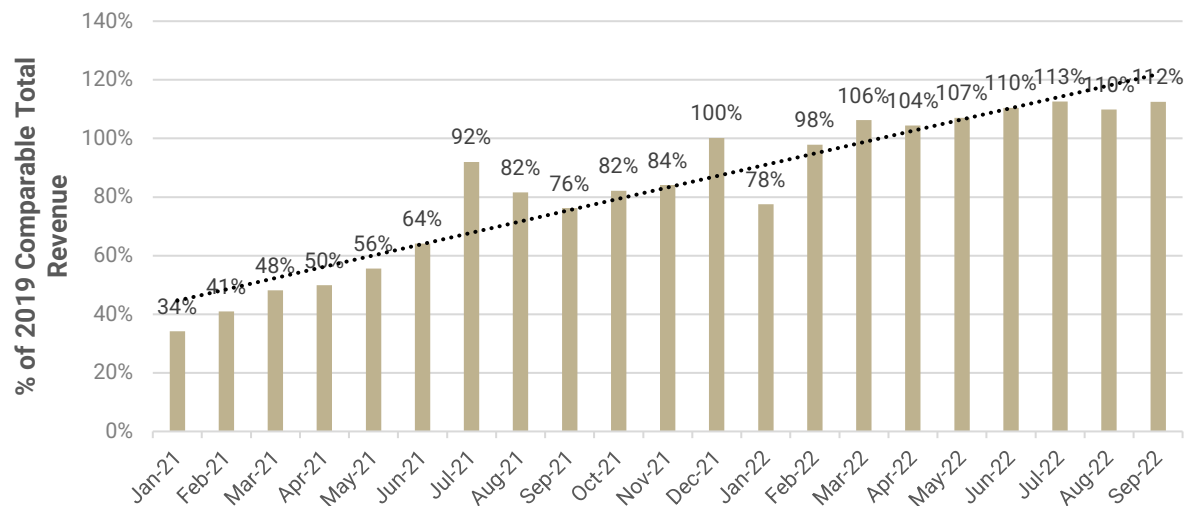
(1) Excludes DRH

QUARTERLY REVPAR GROWTH (vs. 2019)



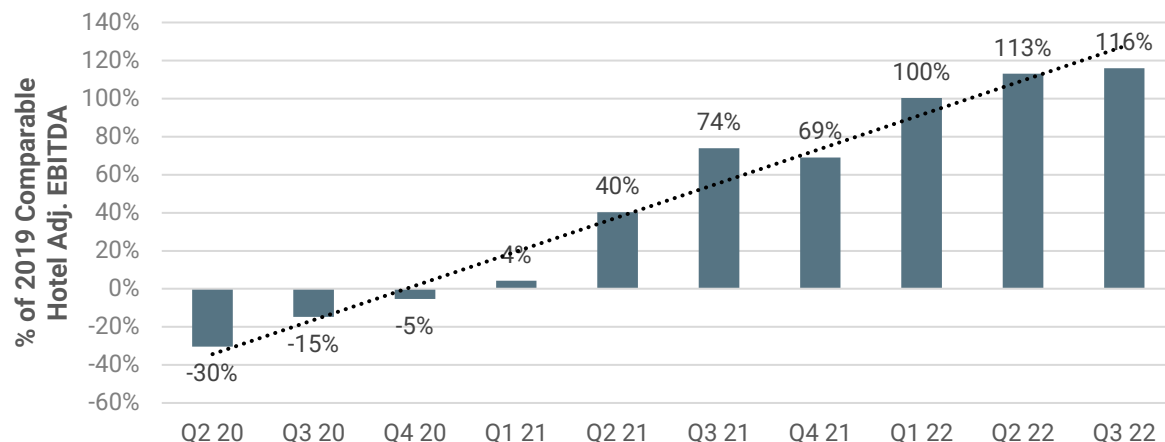
Source: Company filings

REVENUE RECOVERY ACCELERATING



Note: Excludes the Kimpton Ft. Lauderdale

ROBUST EBITDA RECOVERY



Note: Excludes the Kimpton Ft. Lauderdale

RECENT TRENDS & OUTLOOK

- **CONSUMER SPEND SHIFT**
Consumers continue to spend on experiences rather than goods
- **NECESSITY OF TRAVEL**
Due to remote and hybrid work adoption, smaller but more frequent meetings
- **ENCOURAGING OUTLOOK**
Robust demand for both leisure and business; strong Group room revenue expected to be over 90% of 2019 levels

- **RECORD Q3 HOTEL EBITDA**
- **CONTINUED HOTEL EBITDA RECOVERY**
Strong quarter-on-quarter growth in recovery of Hotel Adjusted EBITDA



2023 - 2024 SETUP

LIFESTYLE/RESORT PORTFOLIO DRIVERS

DURABLE RESORT RATES

- ADR 35% above Q3'19, Over 5pp of occupancy upside to Q3'19

ROBUST OUT OF ROOM SPEND

- Sep'22 revenues outside of the room 31% above Sep'19

UP-BRANDINGS OF FOUR LIFESTYLE/RESORT HOTELS (2021-22)

- The Lodge at Sonoma Autograph Collection
- The Hythe, a Luxury Collection Hotel
- Margaritaville Beach House
- Hotel Clio, a Luxury Collection Hotel



URBAN PORTFOLIO DRIVERS

HILTON BOSTON DOWNTOWN/FANEUIL HALL



STRONG URBAN RATES & POSITIVE DEMAND TRAJECTORY

- ADR up +5% vs Q3'19, Over 6pp of occupancy upside to Q3'19

BUSINESS TRANSIENT GAINING MOMENTUM

- Q3 BT revenues increased to 91.2% of 2019 vs 87.6% of 2019 in Q2

IMPROVING GROUP TRENDS

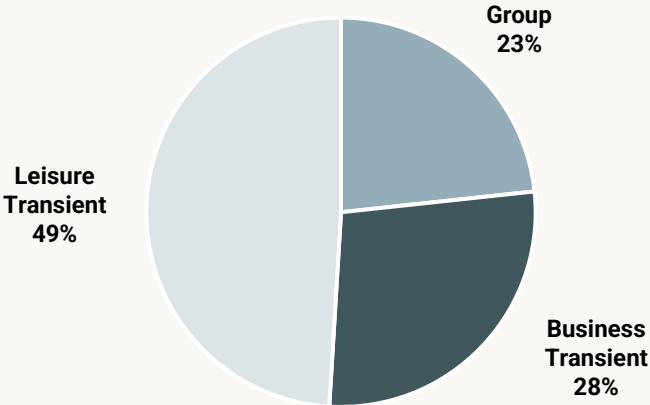
- 91% of group room revenue on-the-books in 2022 vs 2019
- City-wide room nights in 2023/2024 expected to see gains vs 2019

UP-BRANDINGS OF TWO URBAN HOTELS

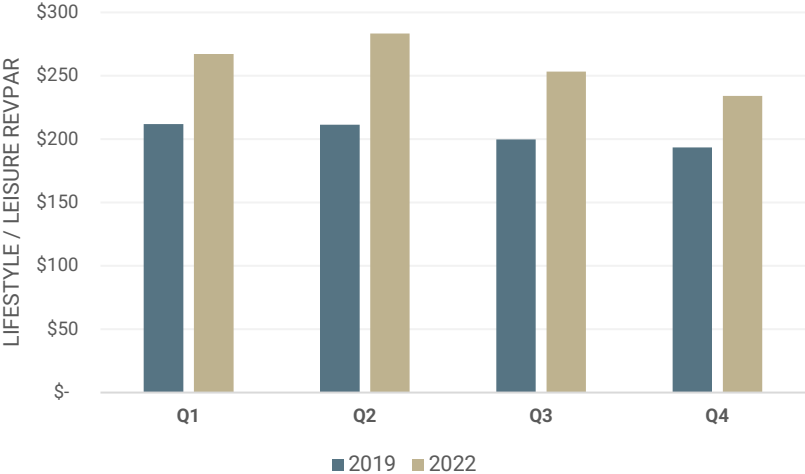
- Hilton Boston Downtown and Burlington Lake Champlain

2022 YTD SEGMENTATION

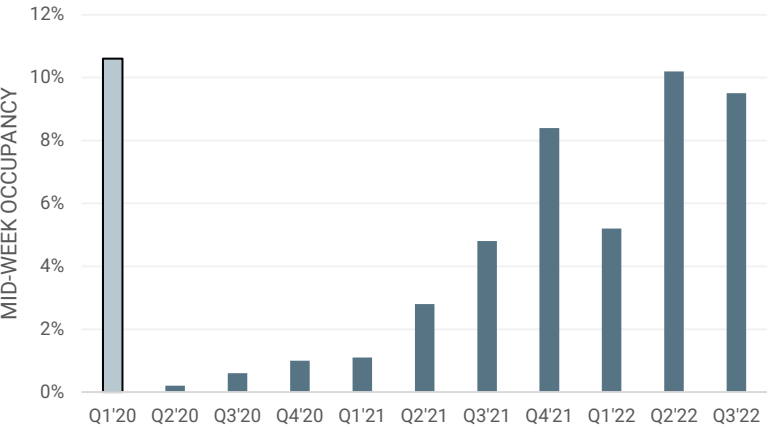
Q3'22 YTD Revenue



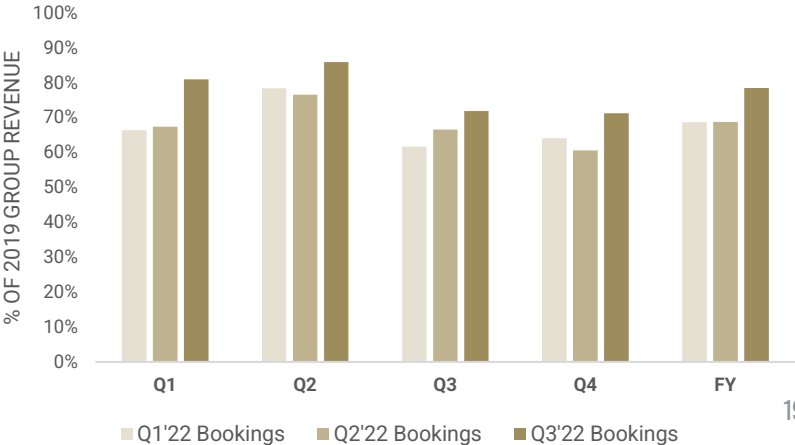
LEISURE DURABILITY



BUSINESS TRANSIENT RECOVERY MID-WEEK URBAN OCCUPANCY



IMPROVING GROUP BOOKING PAGE



WELL-POSITIONED FOR GROUP RECOVERY

- **ENCOURAGING CITY-WIDE TRENDS**
Convention centers in major-markets forecast to surpass 2019 room nights

11% Growth in
City-Wide
Room Nights
(2022-24)

- **LUCRATIVE BANQUETS RETURNING**
Quality of group demand on-the-books improves as we move through the year

\$30
million Upside Potential
in Full-Year
Group Revenue

CITYWIDE CONVENTION ROOM NIGHTS					
MARKET	% of 2019A EBITDA	2019	2022E	2023E	2024E
BOSTON	15%	349,030	330,927	438,015	394,007
CHICAGO	15%	1,141,525	1,152,616	1,108,912	1,157,232
WASHINGTON, DC	6%	387,442	400,059	390,418	440,528
SAN DIEGO	4%	732,411	659,976	800,806	868,393
PHOENIX	3%	290,541	305,057	316,250	298,831
TOTALS⁽¹⁾	43%	2,900,949	2,848,005	3,053,681	3,159,031

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





COMPELLING ROI PIPELINE



ROI PIPELINE: \$85MM+ 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
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
MARGARITAVILLE BEACH HOUSE	Rebranding	\$3.5	\$1.3	82%	Completed
EMBASSY SUITES BETHESDA	Brand Conversion	\$3.3	\$0.5	28%	Completed
CHARLESTON RENAISSANCE	F&B Repositioning	\$2.1	\$0.5	52%	Completed
THE GWEN	Rooftop Conversion	\$1.5	\$0.3	42%	Completed
Recently Completed		\$34.7	\$9.1	58%	
BOSTON HILTON	Repositioning/Rebranding	\$6.4	\$1.1	34%	2023
BURLINGTON HILTON	Curio Brand Conversion	\$2.6	\$0.8	68%	2023
	F&B Repositioning	\$1.3	\$0.4	68%	2023
KIMPTON FORT LAUDERDALE	Rooftop Conversion	\$2.2	\$0.3	23%	2023
HAVANA CABANA	F&B Repositioning	\$1.1	\$0.4	78%	2023
KIMPTON PALOMAR PHOENIX	Rooftop Repositioning	\$3.7	\$0.6	32%	2023
BOURBON ORLEANS	Lobby/Pool/Retail/F&B Repositioning	\$8.8	\$1.2	23%	2024
THE LANDING	Additional 14 Keys	\$6.1	\$1.2	42%	2024
ORCHARDS INN	Resort Repositioning	\$19.8	\$2.6	22%	2024
Total in Planning		\$52.0	\$8.6	33%	
Recently Completed & Active ROI Pipeline		\$86.7	\$17.7	44%	

(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

RECENTLY COMPLETED PROJECTS

SONOMA RENAISSANCE



VAIL MARRIOTT



SHERATON KEY WEST



JW MARRIOTT CHERRY CREEK



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

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

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

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



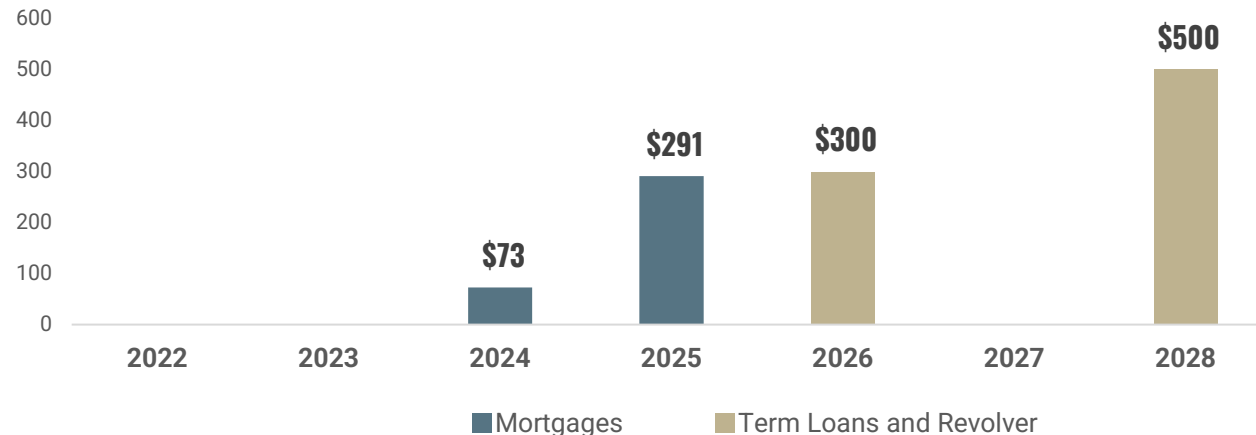
CAPACITY FOR GROWTH

COMPLETED \$1.2B REFINANCING IN SEPTEMBER 2022

- Doubled weighted-average debt maturity
- No meaningful debt maturities until 2025
- Increased liquidity and balance sheet flexibility with undrawn revolver
- Retained attractive pricing grid starting at 135 basis points over SOFR
- Proceeds used to repay 2023 maturities by end of 2022

PROFORMA BALANCE SHEET

Units in \$MM



Note: Mortgages reflect balance at scheduled maturity, Term Loan reflects exercise of one-year extension

\$550M+

Total Available Liquidity

56%

Fixed Rate⁽¹⁾

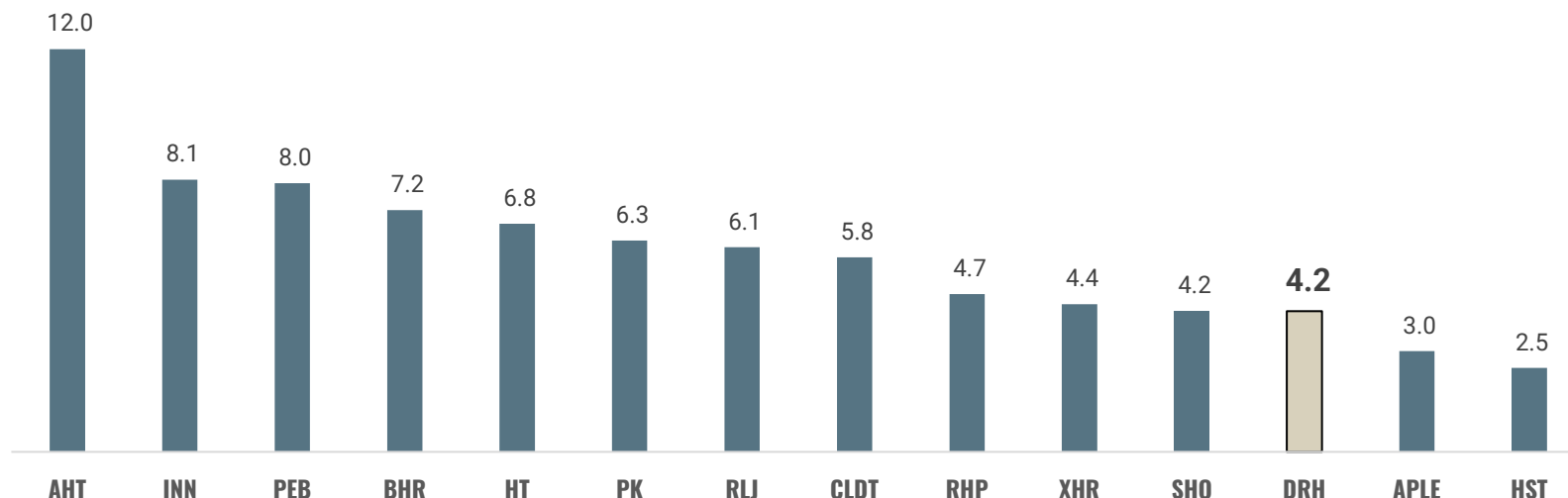
89%

Unencumbered
by Year End⁽²⁾

⁽¹⁾ Includes debt and perpetual preferred capital

⁽²⁾ Percentage of hotels unencumbered by debt

PEER (NET DEBT + PREFERRED) / EBITDA



Source: Baird Comp Sheet (12/5/22), Net Debt + Preferred / EBITDA 2022

6

**HOTELS ACQUIRED IN
THE PAST TWO YEARS**

39%

**OVER 2019A
REVPAR⁽¹⁾**

\$5MM

**AHEAD OF 2022 HOTEL ADJ.
EBITDA UNDERWRITING⁽¹⁾**

BOURBON ORLEANS HOTEL (NEW ORLEANS, LA)



HENDERSON PARK INN (DESTIN, FL)



HENDERSON BEACH RESORT (DESTIN, FL)



TRANQUILITY BAY (MARATHON, FL)



KIMPTON FORT LAUDERDALE BEACH (FT LAUDERDALE, FL)



LAKE AUSTIN SPA RESORT (AUSTIN, TX)



(1) Excludes recently acquired hotels: Lake Austin Spa (acquired November 2022) and Kimpton Fort Lauderdale (acquired April 2022).



PORTFOLIO



9,607 ROOMS



35 PROPERTIES



24 GEOGRAPHIC MARKETS

BALANCE SHEET SUMMARY

PRO FORMA Q3 2022

Total Debt ¹	\$1.2B
Net Debt ¹ to LTM EBITDA ²	4.2X
Total Debt ¹ to Undepreciated Assets ²	31%
% Fixed Rate ³	56%

(1) As presented in the September 28, 2022 press release.

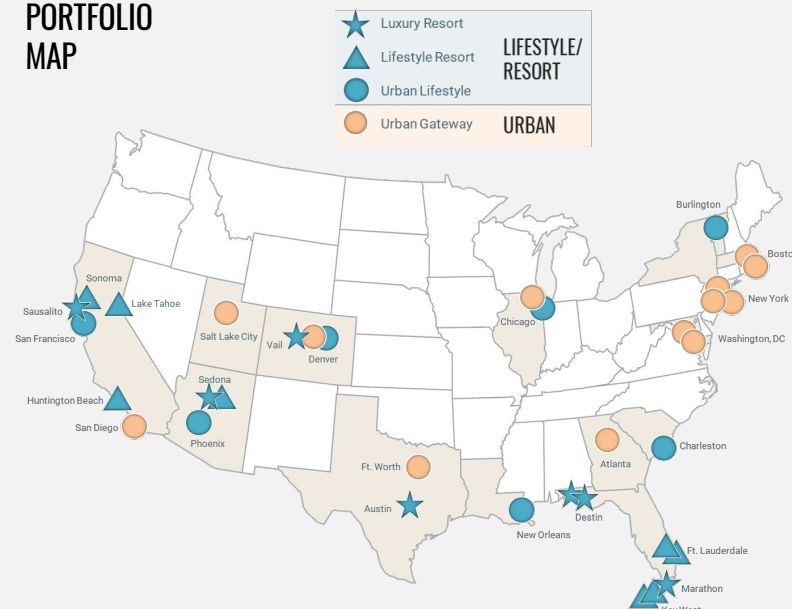
(2) As of end of Q3'22

(3) Includes debt and perpetual preferred capital.

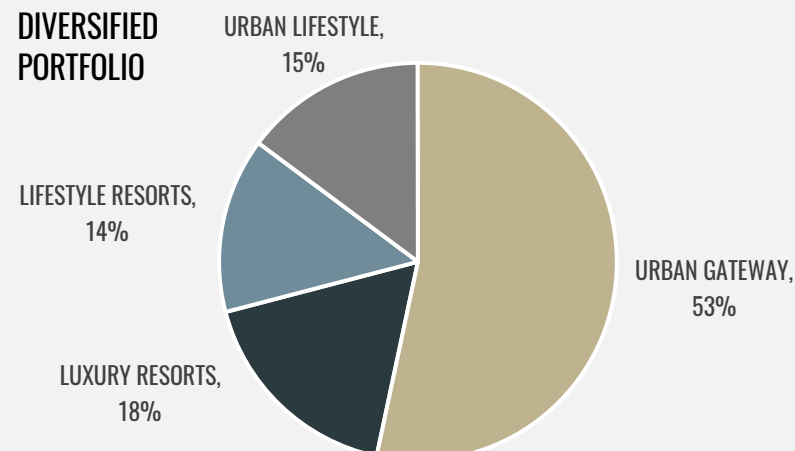
DIVERSIFIED GEOGRAPHY

MARKET	% OF EBITDA
Boston, MA	14.3%
Chicago, IL	14.2%
New York, NY	6.1%
Fort Lauderdale, FL	5.9%
Washington, DC	5.3%
Dallas-Fort Worth, TX	4.6%
Florida Keys	4.4%
San Diego, CA	4.1%
Salt Lake City, UT	3.9%
Sausalito, CA	3.7%
Vail, CO	3.7%
Destin, FL	3.4%
Sedona, AZ	3.4%
Denver, CO	3.3%
Austin, TX	2.6%
Phoenix, AZ	2.5%
Burlington, VT	2.4%
Sonoma, CA	2.4%
New Orleans, LA	2.4%
Atlanta, GA	2.3%
Charleston, SC	2.1%
Huntington Beach, CA	1.9%
Lake Tahoe, CA	0.6%
<u>San Francisco, CA</u>	<u>0.6%</u>
TOTALS	100%

PORTFOLIO MAP



DIVERSIFIED PORTFOLIO



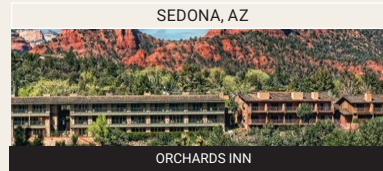
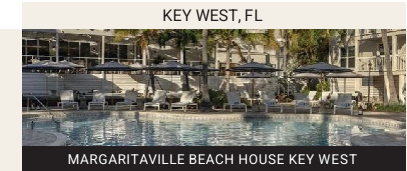
2019 PRO FORMA	KEYS	REVPAR (\$)	TREVPAR (\$)	REVENUE/KEY (\$000s)	EBITDA/KEY (\$000s)	% of 2019A EBITDA
LUXURY RESORT	987	\$301	\$534	\$191	\$52	18%
LIFESTYLE RESORT	1,312	\$185	\$302	\$110	\$32	14%
LIFESTYLE URBAN	1,493	\$185	\$256	\$93	\$29	15%
RESORT/LIFESTYLE	3,792	\$215	\$344	\$125	\$36	47%
URBAN GATEWAY	5,815	\$176	\$240	\$88	\$27	53%
TOTAL	9,607	\$191	\$281	\$102	\$31	100%

STRONG RESORT MARKET PRESENCE

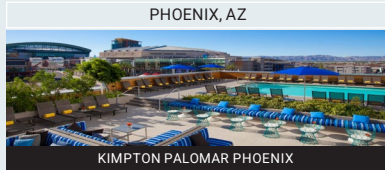
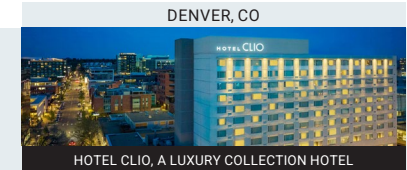
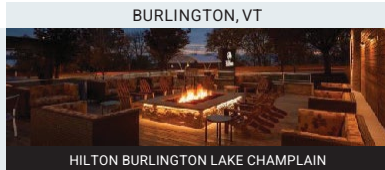
LUXURY RESORT



LIFESTYLE RESORT



URBAN LIFESTYLE



HIGH QUALITY PORTFOLIO IN KEY 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



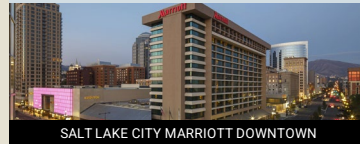
COURTYARD MANHATTAN/MIDTOWN EAST

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 BETHESDA

WASHINGTON, DC



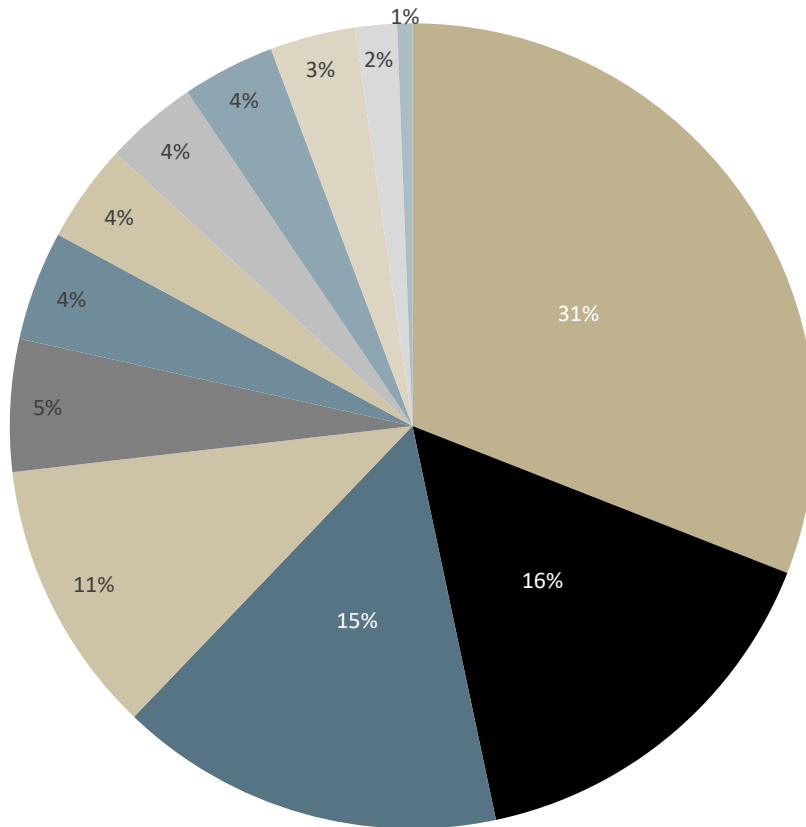
WESTIN WASHINGTON, D.C. CITY CENTER

BENEFITS OF SHORT-TERM AGREEMENTS

- **SUPERIOR COST CONTROLS**
 - Utilize most cost-effective procurement & sourcing
 - Identify cost-effective product alternatives
- **OWNER-CENTRIC CASH/CAPITAL MANAGEMENT**
 - Owner controls cash management and distribution
 - Owner dictates capital investment / purchasing decisions
- **HIGHER PROFITABILITY, LOWER COST OF OPERATIONS**
 - Management fees lower
 - Operating cost savings
 - Better profitability and flow-through

**VALUATION PREMIUM:
UNENCUMBERED VS.
ENCUMBERED HOTELS**

**15%
TO
20%**



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

Note: 2021A results used for Henderson Beach Resort and Lake Austin Spa Resort, 2022 Forecast used for Kimpton Goodland, 2019A results used for all other hotels.




ESG EXCELLENCE



GRESB ANNUAL RESULTS

	2017	2018	2019	2020	2021	2022
DRH GRESB Score	53	75	81	84	86	82
Peer Score Average	57	58	69	69	72	65
Index to Peer Score Average	93%	129%	117%	122%	119%	126%



2022 Updates

- **Sector Leader status for Hotels / Americas**
- Awarded 4 Green Stars as Top Performer and Sector Leader

Ranked 1st out of 6 in Hotel/Americas
Ranked 3rd out of 14 in Hotel/Listed sector



G R E S B
REAL ESTATE
sector leader 2021



G R E S B
★★★★☆ 2021



G R E S B
REAL ESTATE
Sector Leader 2020



G R E S B
★★★★★ 2020

ISS ESG RANKINGS⁽²⁾

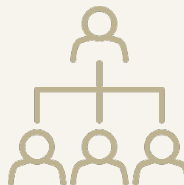
3
ENVIRONMENTAL



2
SOCIAL



4
GOVERNANCE



ISS-ESG CORPORATE RANKING

TOP 1%

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



As of October 2022



SEASONED 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 L. 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 G. 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