

**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 21, 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)
- Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
- 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](http://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

99.1	<a href="#">Investor Presentation - September 21, 2021</a>
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

Dated: September 21, 2021

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



INVESTOR PRESENTATION

**DIAMONDROCK**  
HOSPITALITY

SEPTEMBER 21, 2023



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 set up for 2022-2023
2. Attractive ROI Pipeline: \$300MM of Investment Capacity
3. Improving portfolio
4. Margin improvement potential



Barbary Beach House Key West

## STRATEGIC TRANSACTIONS

### BOURBON ORLEANS HOTEL

- Acquired the 220-room Bourbon Orleans Hotel in New Orleans, Louisiana
  - 7.0% capitalization rate on 2019 Hotel NOI
  - 8.0% estimated stabilized capitalization rate

### HENDERSON PARK INN

- Acquired the 37-room Henderson Park Inn in Destin, Florida
  - 7.0% capitalization rate on TTM Hotel NOI (as of 7/31/21)
  - 8.0% estimated stabilized capitalization rate

MONTHLY COMPARABLE OPERATING RESULTS<sup>(1)</sup>

	Occ	ADR	RevPAR	Revenue	Revenue B/(W) 20
Jan	21.2%	\$192.57	\$40.89	17,401	(68.9%)
Feb	29.1%	\$216.12	\$62.86	23,700	(62.5%)
Mar	35.4%	\$234.33	\$83.05	32,963	(57.7%)
Apr	38.4%	\$226.56	\$87.00	34,834	(55.6%)
May	47.6%	\$219.40	\$104.48	43,105	(49.2%)
Jun	58.9%	\$220.51	\$129.87	49,520	(40.7%)
Jul <sup>(2)</sup>	69.1%	\$239.61	\$165.57	64,434	(13.7%)
Aug <sup>(2)</sup>	63.3%	\$227.45	\$143.88	56,874	(21.8%)

(1) The comparable operating information includes operating results for our 31-hotel portfolio, which includes our 2021 acquisitions and excludes our 2021 dispositions.

(2) Forecast as of 9/20/21





- 1 2022-2023 SETUP
  - 2 ROI PIPELINE
  - 3 STRONG/IMPROVING PORTFOLIO
  - 4 MARGIN IMPROVEMENT POTENTIAL
  - 5 OPPORTUNISTIC INVESTMENT
-

## FOUR HOTEL UP-BRANDINGS

- The Hythe, The Luxury Collection
- Sonoma Autograph Collection
- The Clio, The Luxury Collection
- Margaritaville Key West Resort

## IMPROVING GROUP TRENDS

- City-wide room nights in 2022 are up 5% compared to 2019
- City-wide room nights for 2023 already on pace to match 2019
- Group rates in 2022 are nearly \$250 compared to \$220 in H2 2021

## MARGIN IMPROVEMENT POTENTIAL

- 50-200bps of long-term potential

## RECENT ACQUISITIONS

- Henderson Park Inn – Destin, Florida
- Bourbon Orleans Hotel – New Orleans, Louisiana



THE HYTHE (RENDERING)



BOURBON ORLEANS

ROI PIPELINE

JW MARRIOTT CHERRY CREEK



SONOMA RENAISSANCE



VAIL MARRIOTT



THE  
LUXURY  
COLLECTION®

AUTOGRAPH  
COLLECTION  
HOTELS

THE  
LUXURY  
COLLECTION®

PROJECT COST	\$3.6MM
IRR	74%
Estimated Completion	2021

PROJECT COST	\$9.8MM
IRR	25%
Estimated Completion	2021

PROJECT COST	\$8
IRR	
Estimated Completion	2

# \$90MM of ROI Projects at 35%+ IRRs



PROPERTY	PROJECT	ESTIMATED CAPITAL SPEND <sup>(1)</sup>	ESTIMATED INCREMENTAL EBITDA <sup>(1)</sup>	ESTIMATED IRR <sup>(2)</sup>	CO
SONOMA	Autograph Collection Conversion	\$9.8	\$1.4	25%	
VAIL MARRIOTT	Luxury Collection Brand Conversion	\$8.4	\$3.4	88%	
	Rooftop Renovation and F&B Concept	\$4.7	\$0.7	27%	
DENVER JW MARRIOTT	F&B and Public Space Renovation	\$2.5	\$0.5	42%	
	Luxury Collection Brand Conversion	\$3.6	\$1.2	74%	
MARGARITAVILLE KEY WEST RESORT	Rebranding	\$3.5	\$1.3	82%	
CHARLESTON RENAISSANCE	F&B Repositioning	\$2.1	\$0.5	52%	
Total Upcoming		\$34.6	\$9.0	58%	
ORCHARDS INN	Resort Repositioning	\$19.8	\$2.6	22%	
THE LANDING	Additional 17 Keys	\$6.1	\$1.2	42%	
BOSTON HILTON	Additional 29 Keys	\$6.0	\$1.0	33%	
Total in Planning		\$31.9	\$4.8	28%	
Active ROI Pipeline		\$66.5	\$13.8	44%	
<b>Shadow ROI Pipeline</b>		<b>\$25MM of Capital Spend</b>		<b>Estimated 20%+ IRR</b>	

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

# LOW/DECLINING EXPOSURE TO GROUND LEASES

COMPANY	% OF FEE GROUND LEASED	# OF GROUND LEASED PROPERTIES
PEB	33%	14 Properties
HST	29%	22 Properties
DRH	23%	6 Properties
PK	21%	17 Properties
DRH	21%	5 Properties
SHO	19%	2 Properties
XHR	12%	3 Properties

## BENEFITS OF LOW EXPOSURE TO GROUND LEASES

- Strong residual value
- More control over operators
- More financial flexibility

Before Shorebreak  
Ground Lease Buyout

After Shorebreak  
Ground Lease Buyout

Source: Company filings and/or website

# LOW/DECLINING EXPOSURE TO HURRICANE MARKETS

COMPANY	HURRICANE MARKET EXPOSURE
XHR	28%
RLJ	24%
PK	23%
INN	21%
HST	21%
SHO	19%
CLDT	17%
DRH	16%
BHR	16%
HT	14%
AHT	14%
APLE	14%
DRH	12%
PEB	8%

## BENEFITS OF LOW EXPOSURE TO HURRICANE MARKETS

- Lower risk of uninsured disruption
- Long-term sustainability
- Lower operating costs

Before Frenchman's Reef Disposition

After Frenchman's Reef Disposition

Source: Robert W. Baird & Co  
 Note: Exposure to Norfolk, VA, USVI, Florida, Charleston, SC, Houston, TX, and New Orleans, LA

# LOW/DECLINING EXPOSURE TO CBA

COMPANY	% OF ROOMS SUBJECT TO CBAS
PK	39%
SHO	35%
PEB	34%
DRH	30%
BHR	27%
DRH	22%
HST	20%
XHR	13%

Before Lexington and Frenchman's Dispositions

After Lexington and Frenchman's Dispositions



## BENEFITS OF LOW EXPOSURE TO CBAS

- Improved Operating Flexibility
- Improves Cash Flow
- Improves Multiple
- Improves Asset Value
- Risk Mitigation

Source: Robert W. Baird & Co

# LOWEST EXPOSURE TO BRAND MANAGEMENT

COMPANY	BRAND MANAGED HOTELS	TOTAL HOTELS
PK	70+	80
HST	50+	60
XHR	30	35
PEB	13	51
SHO	10	18
DRH	8	31
DRH	2	31



## BENEFITS OF LOW EXPOSURE TO BRAND MANAGEMENT

- Enhanced profitability
- Superior cost management
- Owner-centric capital management
- More control

Before sweeping deal with Marriott

After sweeping deal with Marriott

Source: Company reports, Analyst reports





In 2020, DRH entered into an agreement with Marriott to alter several brand and management contracts.

## FRANCHISE CONVERSIONS

The following were converted from brand-managed to franchised properties:

- Atlanta Marriott Alpharetta
- Salt Lake City Marriott Downtown
- The Lodge at Sonoma
- Charleston Renaissance
- Courtyard Manhattan 5<sup>th</sup> Avenue

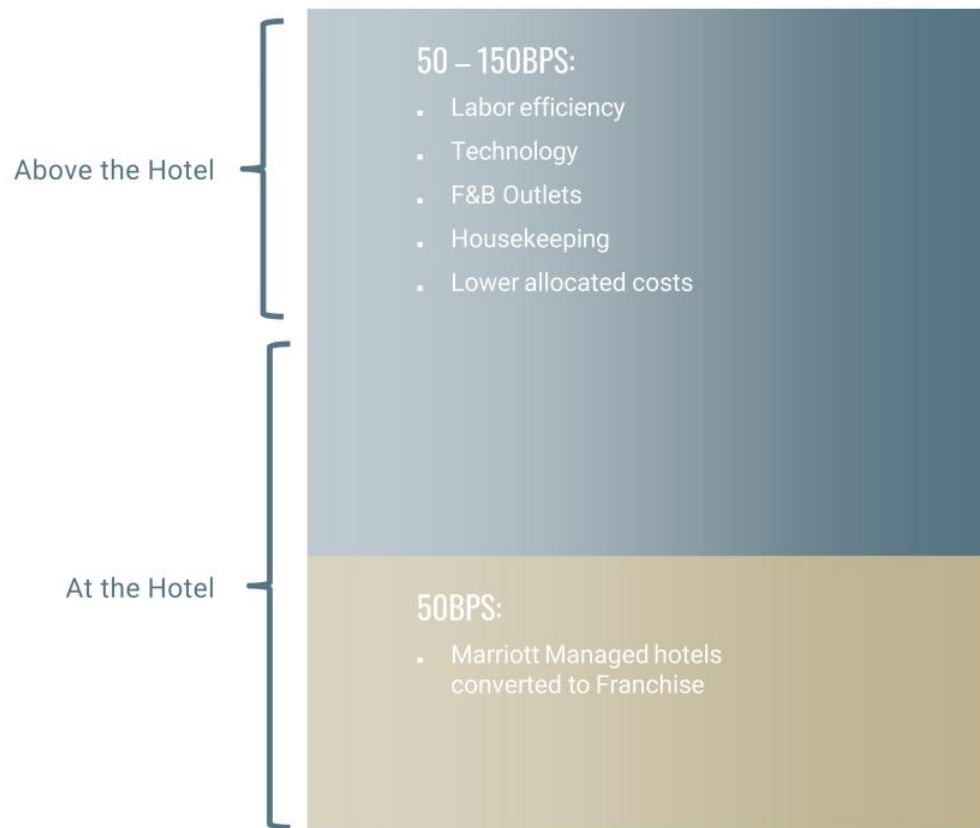
## UP-BRANDING

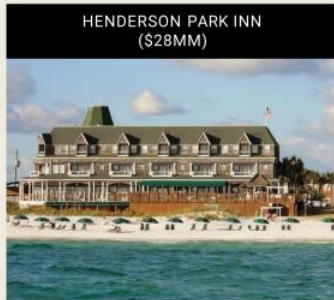
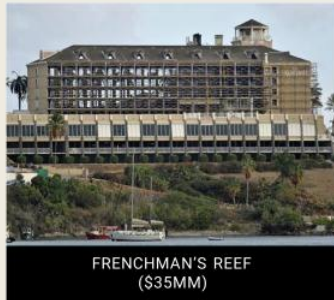
- The Vail Marriott Mountain Resort to up-brand to Luxury Collection Hotel
- JW Marriott Cherry Creek to up-brand to Luxury Collection Hotel

## THE LEXINGTON HOTEL

The franchise agreement for The Lexington Hotel has been amended to provide termination

## UP TO 200BPS OF POTENTIAL LONG TERM MARGIN IMPROVEMENT





## BENEFITS OF TRANSACTIONS

- **ACCRETIVE RECYCLING:**  
Sold \$220MM of assets at 5.4% cap rate on 2019 NOI. Utilized 54% of disposition proceeds to replace 63% of disposition NOI at 6.2% cap rate
- **RECYCLING CREATES BORROWING BASE COLLATERAL:**  
Lexington and Frenchman's were not eligible assets for unencumbered covenant tests. Recycling the proceeds into unencumbered hotels provides significant enhancement to these metrics
- **REDUCED EXPOSURE TO UNION HOTELS**

# BOURBON ORLEANS HOTEL (NEW ORLEANS, LA)



**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 Quarter
- Moratorium on new hotel construction in the French Quarter protects against new supply risks
- 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 Travvy 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 management
  - 25% of inventory have balconies, 15% are suites
  - Enhanced F&B and event programming
  - Retail opportunities along Bourbon and Orleans Streets
  - Amenity and Cancellation Fees
- Recapture excess space to create incremental (formerly 250) and event venue space
- Reposition expansive but underutilized pub spaces to maximize revenue

## HOTEL LOCATION



This summary information sheet contains certain "forward-looking statements" relating to, among other things, hotel EBITDA and hotel net operating income after capital reserves. 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 on this summary information sheet. When we use the words "projected," "expected," "planned" and "estimated" or other similar expressions, we are identifying forward-looking statements. The forward-looking statements on this summary information sheet are subject to the safe harbor of the Private Securities Litigation Reform Act of 1995. All information on this sheet is as of August 4, 2021. We undertake no duty to update the information to conform to actual results or changes in our expectations. This fact sheet contains statistical and other data that has been obtained from information available from public sources. For additional information, please visit our website at [www.drhc.com](http://www.drhc.com).

# HENDERSON PARK INN (DESTIN, FL)



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

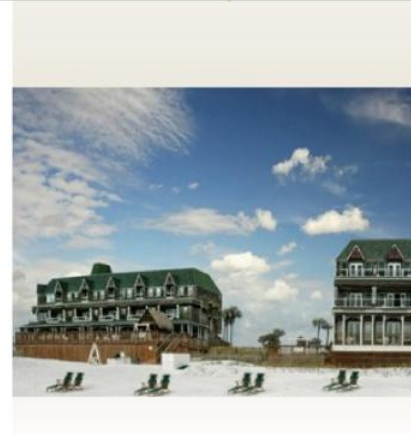


## KEY DEAL HIGHLIGHTS

- Consistently recognized by TripAdvisor as one of the Top 25 Hotels in the U.S. and named by Coastal Living as one of the 10 Best Beach Hotels in Florida
- Best located resort in the market; A+ beachfront location on 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
- >\$450+ annual ADR (2019A) or nearly 2x DRH portfolio average
- 7% capitalization rate on trailing 12 months NOI; stabilization at 8% 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
  - Benefit from cluster and synergies with other DRH Resorts
  - Enhanced F&B programming
- Covered Land Play: Purchase Price = Land Value. Fully entitled for larger oceanfront hotel or residential



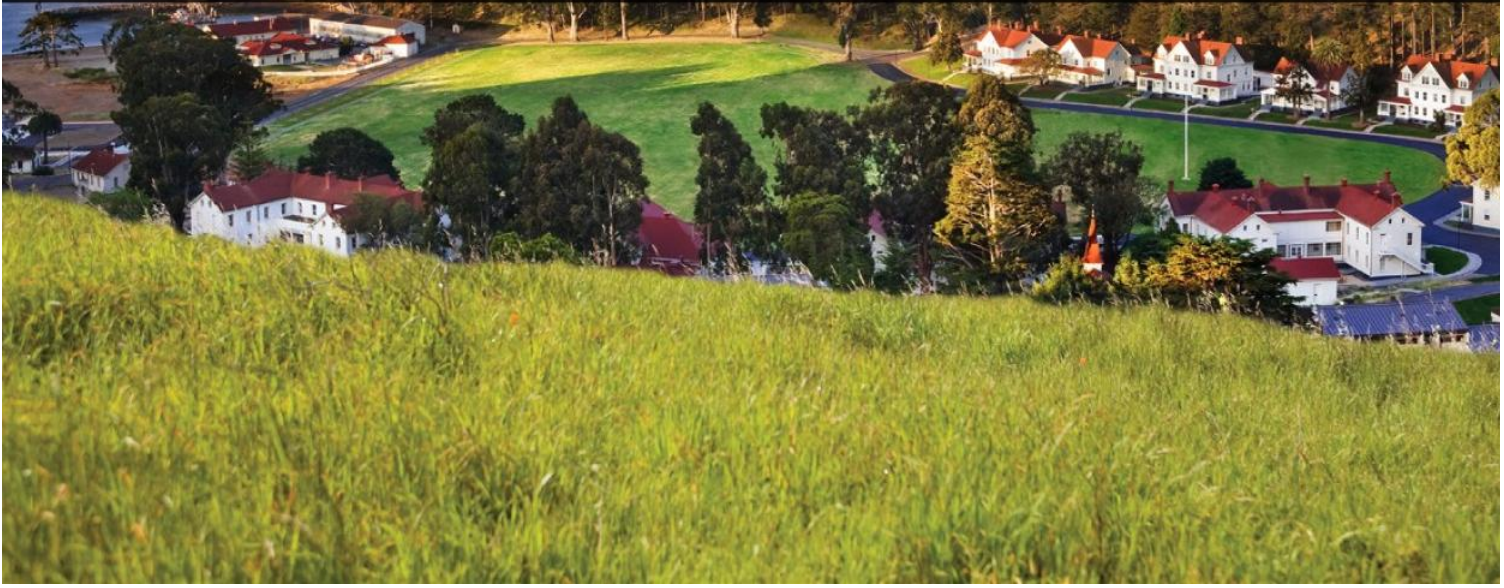
## LOCATION AND FEEDER MARKETS



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 PORTFOLIO



**9,100 ROOMS**

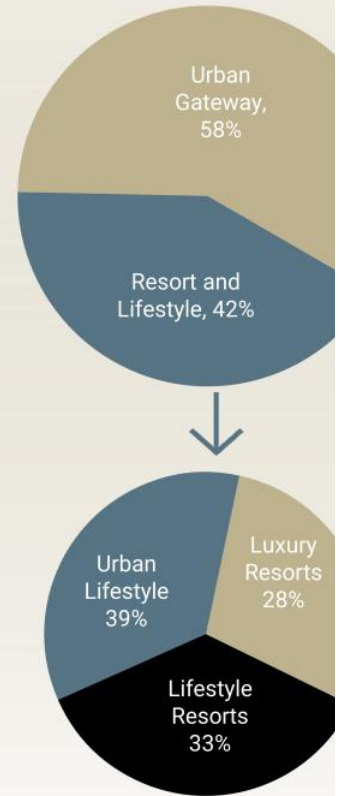
**31 PROPERTIES**

**22 GEOGRAPHICAL MARKETS**

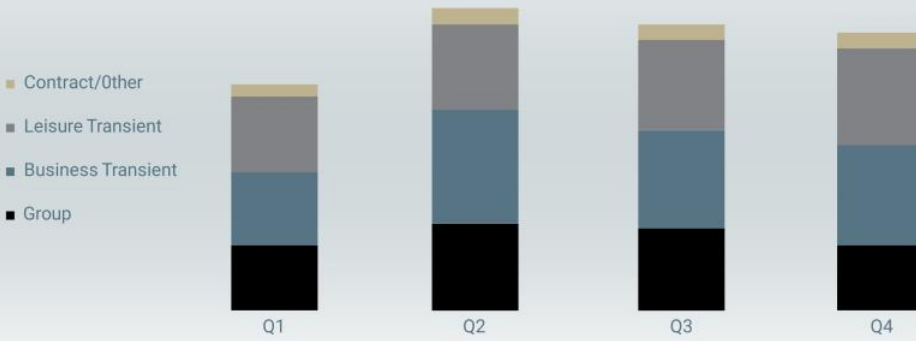
## DIVERSIFIED GEOGRAPHICAL SOURCES OF EBITDA

LOCATION	EBITDA	LOCATION	EBITDA
Boston, MA	16%	Denver, CO	4%
Chicago, IL	16%	Phoenix, AZ	3%
New York, NY	7%	Burlington, VT	3%
Washington, DC	6%	Sonoma, CA	3%
Ft. Lauderdale, FL	6%	New Orleans, LA	3%
Ft. Worth, TX	5%	Atlanta, GA	3%
San Francisco, CA	5%	Charleston, SC	2%
San Diego, CA	4%	Key West, FL	2%
Salt Lake City, UT	4%	Huntingdon Beach, CA	2%
Vail, CO	4%	Lake Tahoe, CA	1%
Sedona, AZ	4%	Destin, FL	1%

## DIVERSIFIED PORTFOLIO WITH FOCUS ON URBAN AND LIFESTYLE PROPERTIES



## VARIOUS SOURCES OF REVENUE

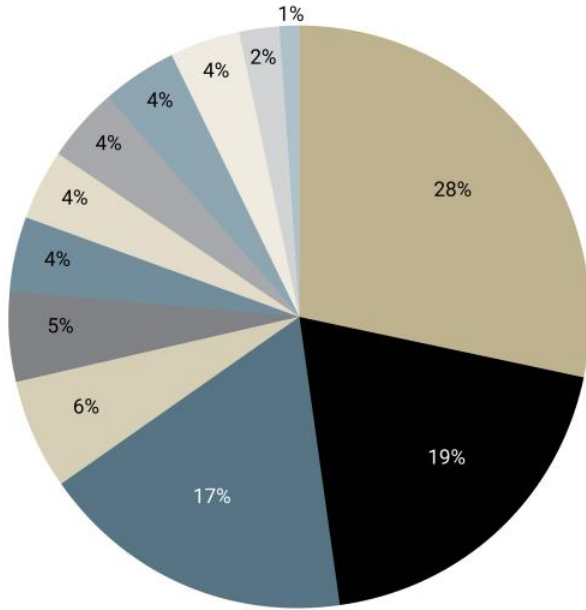


NOTE: All operating information is based on 2019 results, pro forma for 2021 acquisitions and excludes 2021 dispositions.

	KEYS	REVPAR	TREVPAR	REVENUE/KEY	% OF 2019 EBIT
ICONIC RESORT	611	268.98	496.40	181.18	11%
LIFESTYLE RESORT	1,216	189.50	307.37	111.96	15%
LIFESTYLE URBAN	1,491	185.11	255.83	93.20	16%
RESORT/LIFESTYLE	3,318	202.19	319.07	116.27	42%
URBAN GATEWAY	5,815	175.91	239.77	87.52	58%
<b>TOTAL</b>	<b>9,133</b>	<b>185.44</b>	<b>268.54</b>	<b>97.96</b>	<b>100%</b>

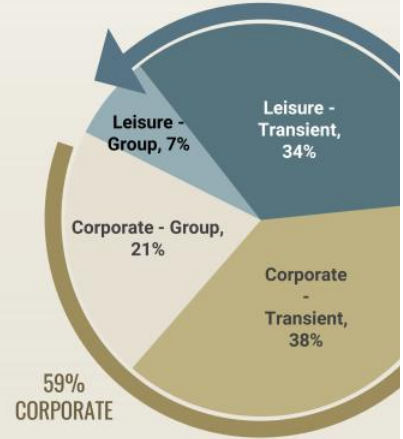


# PORTFOLIO: OPERATOR AND GUEST MIX DIVERSIFICATION

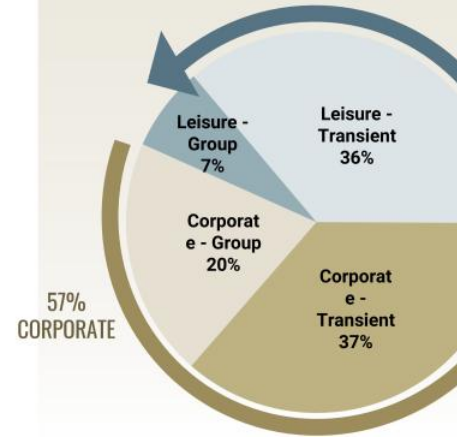


- Aimbridge, 28%
- Marriott, 19%
- Hei Hotels & Resorts, 17%
- Sage Hospitality, 6%
- Kimpton, 5%
- Ft Baker Management, 4%
- Davidson Hotels & Resorts, 4%
- Evolution Hospitality, 4%
- Vail Resorts, 4%
- Highgate Hotels, 4%
- Ocean Properties, 2%
- Viceroy, 1%

## 2019 ACTUAL





















## PRO FORMA FOR LEXINGTON DISPOSITION AND ACQUISITION



# STRONG RESORT MARKET PRESENCE



## APPROXIMATELY 2/3 OF PORTFOLIO LOCATED IN EXPERIENTIAL MARKETS

<p>BURLINGTON, VT</p>  <p>HILTON BURLINGTON LAKE CHAMPION (Hilton)</p>	<p>CHARLESTON, SC</p>  <p>RENAISSANCE CHARLESTON HISTORIC DISTRICT HOTEL (Marriott)</p>	<p>FORT LAUDERDALE, FL</p>  <p>WESTIN FORT LAUDERDALE BEACH RESORT (Marriott)</p>	<p>HUNTINGTON BEACH, CA</p>  <p>KIMPTON SHOREBREAK HUNTINGTON BEACH RESORT (Intercontinental Hotel Group)</p>	
<p>CHICAGO, IL</p>  <p>THE GWEN, A LUXURY COLLECTION HOTEL (Marriott)</p>	<p>DENVER, CO</p>  <p>JW MARRIOTT DENVER AT CHERRY CREEK (Marriott)</p>	<p>KEY WEST, FL</p>  <p>HAVANA CABANA (Independent)</p>	<p>KEY WEST, FL</p>  <p>BARBARY BEACH HOUSE KEY WEST (Independent)</p>	
<p>PHOENIX, AZ</p>  <p>HOTEL PALOMAR PHOENIX (Intercontinental Hotel Group)</p>	<p>SAN FRANCISCO, CA</p>  <p>HOTEL EMBLEM SAN FRANCISCO (Independent)</p>	<p>LAKE TAHOE, CA</p>  <p>LANDING RESORT AND SPA (Independent)</p>	<p>SEDONA, AZ</p>  <p>ORCHARDS INN (Independent)</p>	
<p>LIFESTYLE URBAN</p>	<p>NEW ORLEANS, LA</p>  <p>BOURBON ORLEANS HOTEL (Independent)</p>	<p>LIFESTYLE RESORT</p>	<p>SONOMA, CA</p>  <p>THE LODGE AT SONOMA A RENAISSANCE RESORT &amp; SPA (Marriott)</p>	
<p>LUXURY RESORT</p>	<p>SAN FRANCISCO, CA</p>  <p>CAVALLO POINT (Independent)</p>	<p>SEDONA, AZ</p>  <p>L'AUBERGE DE SEDONA (Independent)</p>	<p>VAIL, CO</p>  <p>VAIL MARRIOTT MOUNTAIN RESORT &amp; SPA (Marriott)</p>	<p>DESTIN, FL</p>  <p>HENDERSON PARK INN (Independent)</p>

# HIGH QUALITY PORTFOLIO IN KEY GATEWAY MARKETS



APPROXIMATELY 1/3 OF PORTFOLIO LOCATED IN TOP, GATEWAY MARKETS.



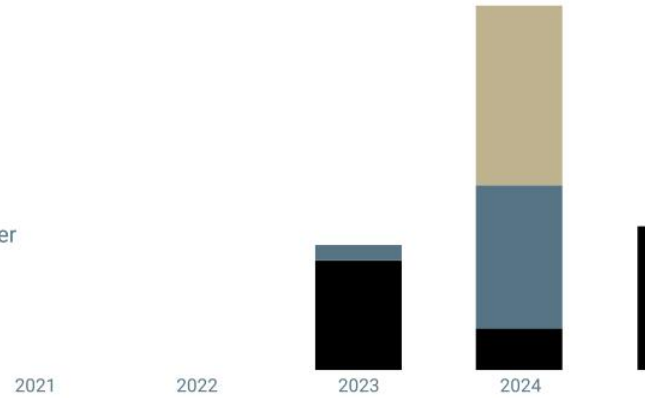


# BALANCE SHEET

- **\$300MM+** of Investment Capacity
- **\$639MM** liquidity available in cash and revolver capacity<sup>(1)</sup>

## PRO FORMA FUTURE DEBT MATURITIES<sup>(2)</sup>

- Secured Debt
- Term Loan
- Revolver
- Undrawn Revolver



## LEVERAGE BELOW PEER AVERAGE<sup>(3)</sup>



<sup>(1)</sup> As of 6/30/21

<sup>(2)</sup> Assumes all extension rights are exercised on revolver (2023) and Salt Lake City mortgage (2022). Credit facility based on \$0 balance as of 6/30/21.

<sup>(3)</sup> Source: Baird. Net Debt plus preferred / 2019 Consensus EBITDA



ESG LEADERSHIP

GRESB ANNUAL RESULTS

ISS ESG RANKINGS<sup>(2)</sup>

ISS-ESG CORPORATE RANKING

	2016	2017	2018	2019	2020
DRH GRESB Score	50	53	75	81	84
Peer Score Average <sup>(1)</sup>	51	57	58	69	69
Index to Peer Score Average	98%	93%	129%	117%	122%



Currently Ranked in **Top 1%** of all U.S. Real estate companies

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

