

**DiamondRock Hospitality Company:
2014-2019 ESG Performance Data**

Economic	2019	2018	2017	2016	2015	2014
Revenue (in millions)	\$938.1	\$863.7	\$870.0	\$896.6	\$931.0	\$872.9
Adjusted EBITDA (in millions)	\$260.4	\$254.1	\$250.0	\$258.9	\$265.9	\$235.8
Revenue Per Available Room (RevPAR)	\$188.75	\$183.13	\$186.01	\$175.43	\$171.05	\$163.26
Occupancy Rate	78.9%	79.1%	80.6%	79.6%	80.1%	79.0%
Number of Properties in Portfolio	31	31	28	26	29	27
Number of Rooms in Portfolio	10,102	10,091	9,630	9,472	10,928	9,837
Portfolio Floor Area (Square Feet)	7,885,177	7,373,322	7,309,987	8,413,341	8,147,362	8,556,051
Corporate Giving and Charitable Donations	\$185,000	\$84,150	\$108,000	\$65,000	\$72,600	\$62,657
Social and Governance	2019	2018	2017	2016	2015	2014
Number of Employees	36	31	29	26	27	26
% Men Employees	58%	61%	62%	62%	59%	38%
% Women Employees	42%	39%	38%	38%	41%	62%
Number of Board Members	8	8	8	8	7	7
% Men Board Members	75%	75%	87%	87%	86%	86%
% Women Board Members	25%	25%	13%	13%	14%	14%
% Independent Board Members	75%	75%	75%	75%	57%	57%
% of Employees Receiving Annual Performance Reviews	100%	100%	100%	100%	100%	100%
% of Employees Subject to our Code of Business Conduct and Ethics	100%	100%	100%	100%	100%	100%
Environmental¹	2019	2018	2017	2016	2015	2014
Scope 1 Greenhouse Gas Emissions (in metric tonnes of CO ₂ e)	20,228	18,219	18,165	25,504	32,108	32,206
Scope 2 Greenhouse Gas Emissions (in metric tonnes of CO ₂ e)	44,802	44,373	44,495	54,986	65,435	64,939
Combined Scope 1 and 2 Greenhouse Gas Emissions (in metric tonnes of CO ₂ e)	65,030	62,592	62,660	80,489	97,544	97,146
Greenhouse Gas Emissions Intensity (kilograms per square foot)	8.25	8.49	8.57	9.57	11.97	11.35
Direct and Indirect Energy Consumption (in megawatt hours)	232,550	218,635	217,416	256,759	299,275	234,786
Energy Intensity (kilowatt hours per square foot)	29.49	29.65	29.74	30.52	36.73	27.44
Water Consumption (in kilo-gallons)	384,804	350,800	351,420	358,714	492,230	435,379
Water Intensity (gallons per square foot)	48.80	47.58	48.07	42.64	60.42	50.89
Total Waste Generated ¹ (Metric Tons)	7,533	4,522	9,930	14,260	8,528	7,338

¹ Waste totals reflect 100% of portfolio coverage, based on the actual amounts collected as indicated in portfolio coverage %, and extrapolating the remainder.

Total Waste Landfilled (Metrics Tons) and % of Total Waste Landfilled	6,647 (88%)	3,097 (69%)	8,201 (83%)	5,684 (40%)	5,733 (67%)	5,785 (79%)
Total Waste Incinerated (Metric Tons) and % of Total Waste Incinerated	0 (0%)	0 (0%)	0 (0%)	415 (3%)	0 (0%)	0 (0%)
Total Waste Recycled (Metric Tons) and % of Total Waste Recycled	886 (12%)	1,425 (32%)	1,729 (17%)	8,161 (57%)	2,795 (33%)	1,553 (21%)
Waste Intensity (Pounds per Occupied Room)	10.57	8.01	20.39	18.39	8.37	5.93
Waste Diversion Rate (%)	12%	32%	17%	57%	33%	21%
Portfolio Coverage (%)	68%	77%	62%	36%	28%	81%

¹ Data in boundary covers our owned portfolio and excludes nominal impacts from our corporate headquarters. Data excludes all properties that were not in the owned portfolio for the entire year.