



INVESTOR PRESENTATION

MARCH 2023



LAKE AUSTIN SPA RESORT

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 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.

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.

USE OF NON-GAAP FINANCIAL MEASURES

We use the following non-GAAP financial measures that we believe are useful to investors as key measures of our operating performance: EBITDA, EBITDAre, Adjusted EBITDA, Hotel EBITDA, Hotel Adjusted EBITDA, FFO and Adjusted FFO. These measures should not be considered in isolation or as a substitute for measures of performance in accordance with U.S. GAAP. EBITDA, EBITDAre, Adjusted EBITDA, Hotel EBITDA, Hotel Adjusted EBITDA, FFO and Adjusted FFO, as calculated by us, may not be comparable to other companies that do not define such terms exactly as the Company.

A detailed explanation of these non-GAAP financial measures and the reconciliation of such measures to the most directly comparable financial measures prepared in accordance with U.S. GAAP can be found in the Company’s fourth quarter 2022 earnings press release dated February 21, 2023.

KEY HIGHLIGHTS

- **Record Total Comparable Revenues Exceed \$1B in 2022**
 - Full-Year Comparable RevPAR +50.6% vs 2021 and +5.5% vs 2019
- **Record Hotel Profits and Margins**
 - Comparable Hotel Adj. EBITDA +121.9% vs 2021 and +13.6% vs 2019
 - Comparable Hotel Adj. EBITDA Margin +947 bps vs 2021 and +184 bps vs 2019
- **Adj. FFO of \$215.9M and \$1.01/diluted share**

KEY EVENTS

- **Acquired 3 High Quality and Unencumbered Hotels Totaling \$174M**
 - Average RevPAR of \$450+ and stabilized average NOI yield of 9%+
 - Lake Austin Spa Resort
 - Kimpton Shorebreak Fort Lauderdale Beach Resort
 - Tranquility Bay Beachfront Resort
- **Expanded \$1.2B Credit Facility and Eliminated Near Term Maturities**
- **Repurchased \$12M of Common Stock**
- **Reinstated Quarterly Common Dividend**
- **Maintained Leadership in ESG Excellence**
 - GRESB Sector Leader (Hotels/America) and ISS ESG Prime Designation

Notes: Comparable operating results include all hotels currently owned, except the Kimpton Fort Lauderdale Beach Resort, which opened in April 2021



ROI PROJECTS

RECENTLY COMPLETED ROI PROJECTS

- Hotel Clio, Luxury Collection
- Embassy Suites by Hilton Bethesda
- The Hythe, Luxury Collection
- Margaritaville Beach House Key West
- The Lodge at Sonoma, Autograph Collection

UPCOMING REPOSITIONINGS & CONVERSIONS

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



A donation has been made to offset the paper used in printing this presentation



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



THE LODGE AT SONOMA, AUTOGRAPH COLLECTION

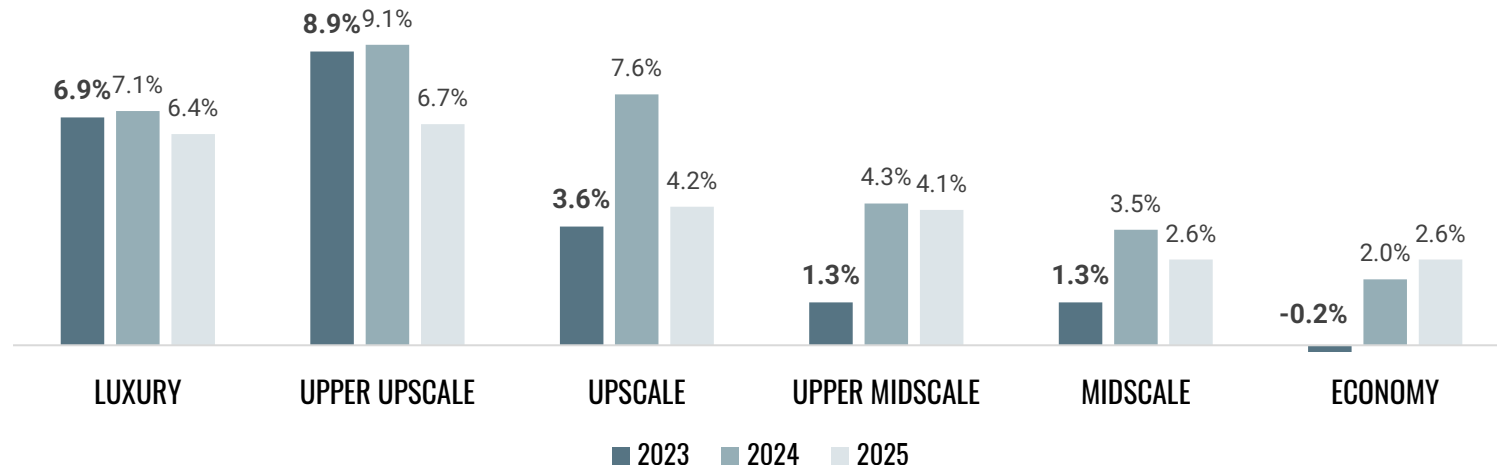
STR's Robust 2022-2025 RevPAR Growth Outlook

	2022 Actual	2023 Forecast	2024 Forecast	2025 Forecast
Occupancy	62.7%	63.6%	65.3%	66.0%
ADR Change	19.1%	2.1%	3.8%	3.7%
RevPAR Change	29.8%	3.7%	6.6%	4.7%

Source: STR January 2023

STR Expects Majority of Growth to Come From Upper Upscale and Luxury

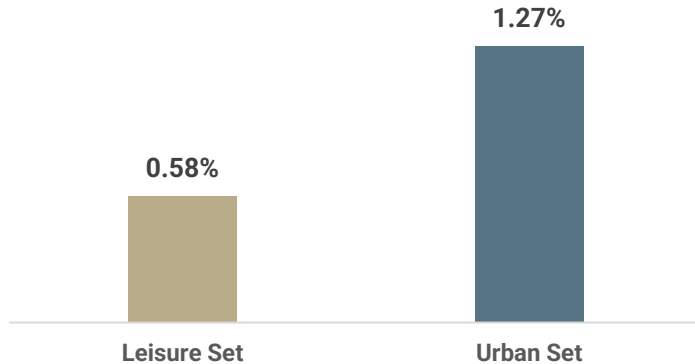
STR RevPAR Forecast by Chain Scale



Source: STR January 2023

Undersupply of Leisure Hotels Should Benefit From Accelerating Demand

2000-2020 Supply CAGR



Source: CBRE Hotels

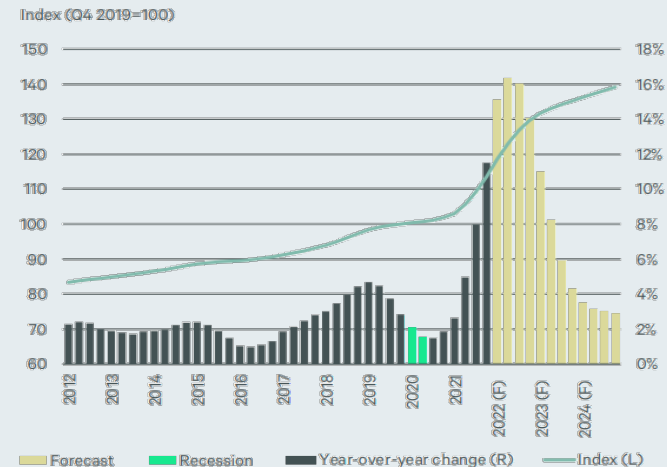
New "Work from Anywhere Paradigm"
Incremental Days of Location Flexibility
vs. 2019 Total U.S. Room Night Demand



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

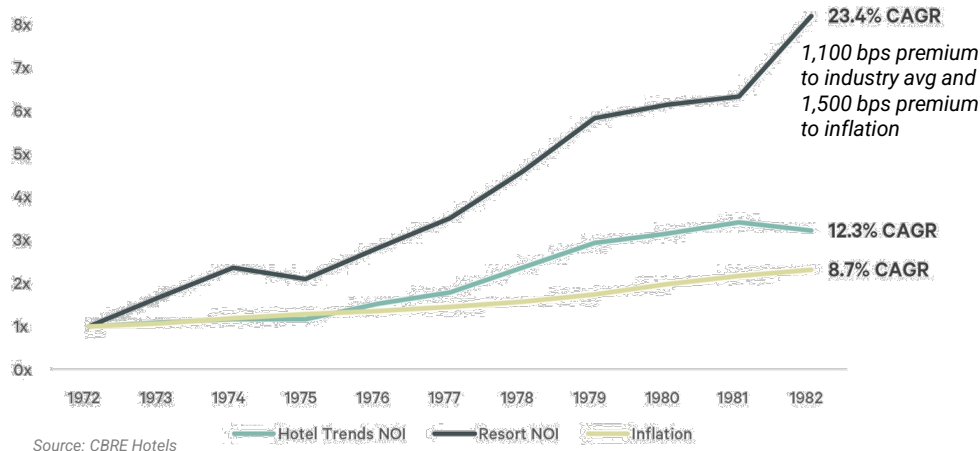
- **Scarcity of Developable Resort Land**
- **Labor**
 - Wage & Benefit Inflation
 - Availability
- **Materials**
 - Raw Material Price Inflation
 - Longer Supply Chain Lead Times
 - Higher Shipping Costs



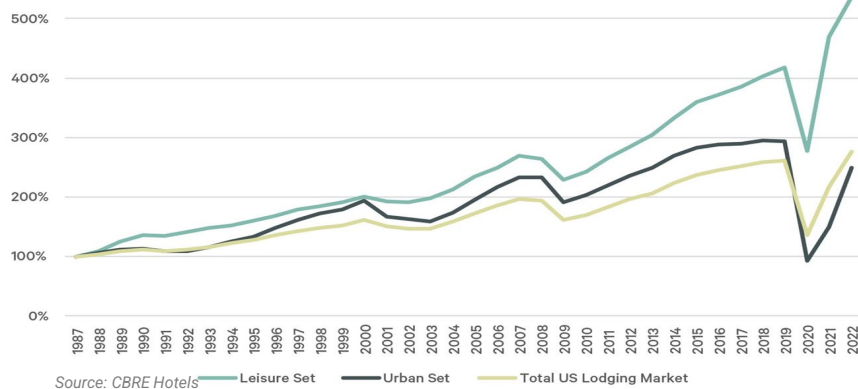
Source: CBRE Hotels

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)



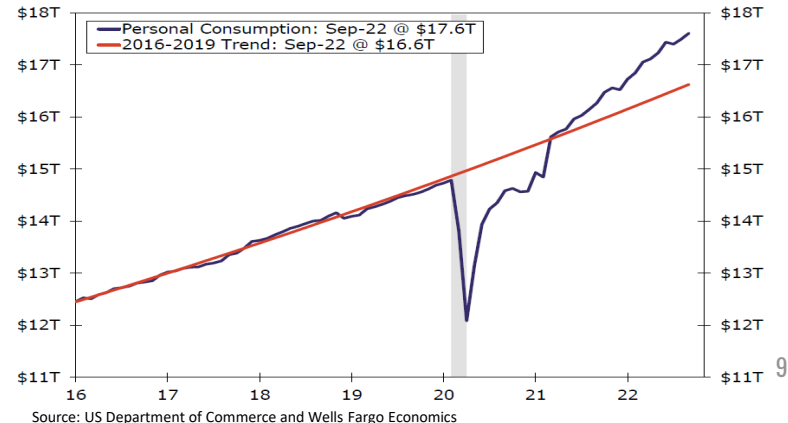
RevPAR Comparison from 1987 – 2022



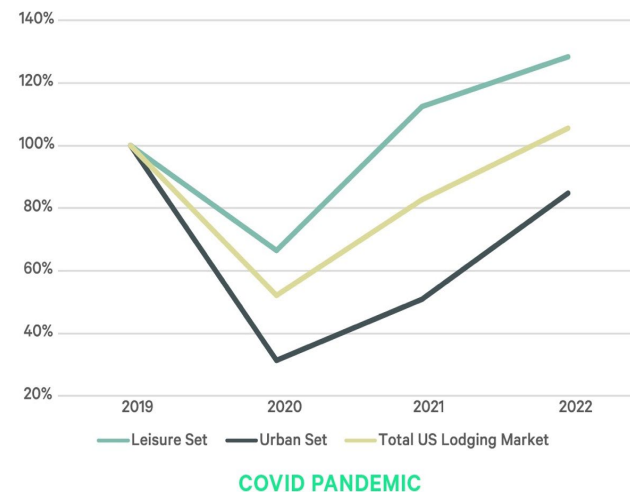
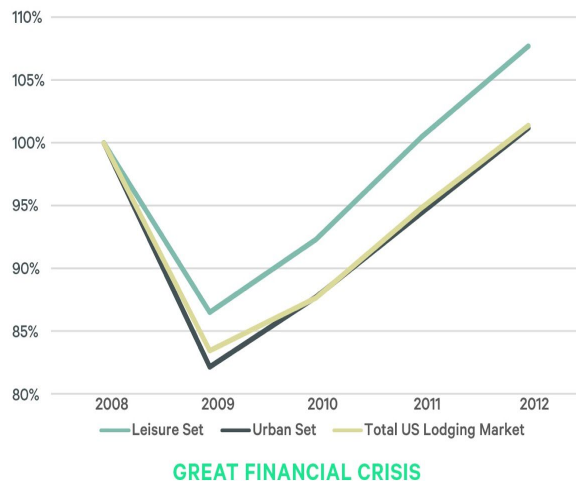
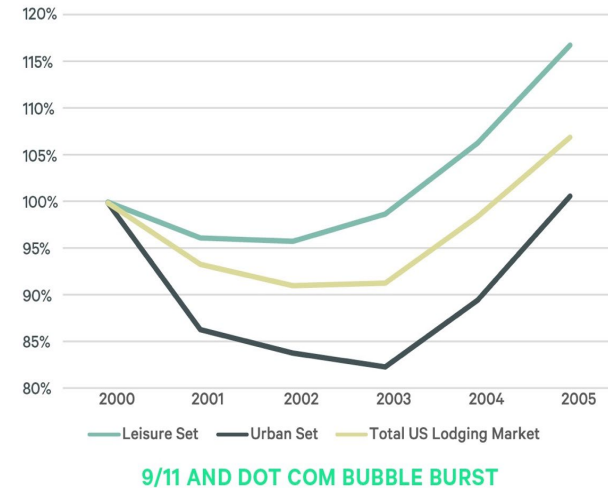
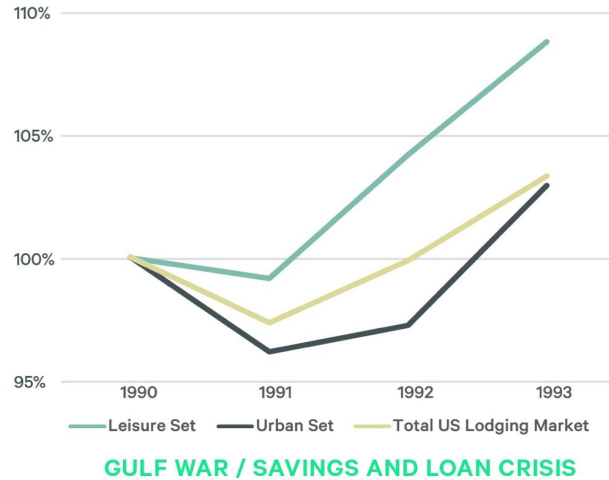
Main Tailwinds

- 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

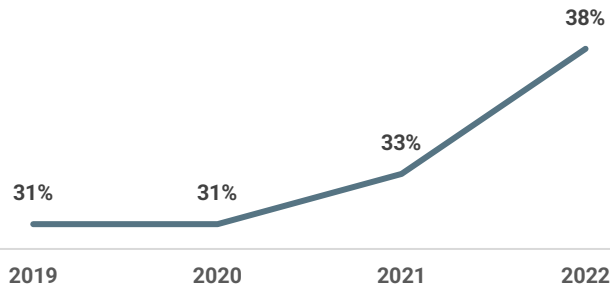


Leisure-focused markets have consistently outperformed during economic crises, Resorts benefit from higher RevPAR starting point relative to 2019



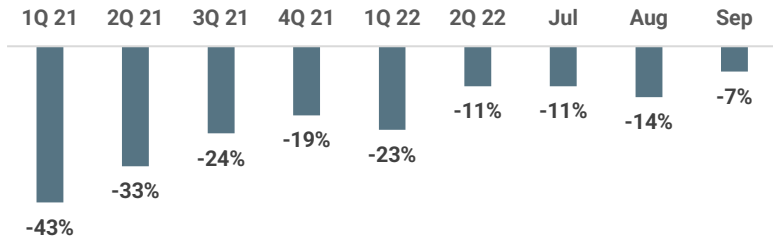
Remote and hybrid work models are boosting travel with longer, blended trips and more frequent, smaller business travel;
Skift estimates Digital Nomads to be a new \$1B market in the US

Business Trips that Contain a Weekend



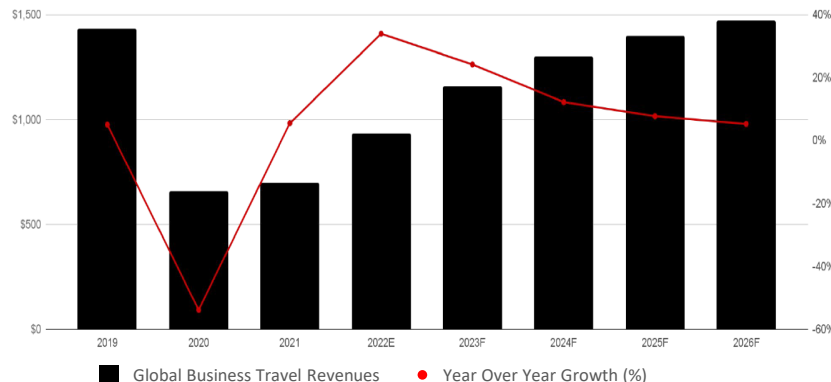
Source: TripActions (April 2022), Skift Research

Urban Occupancy vs 2019



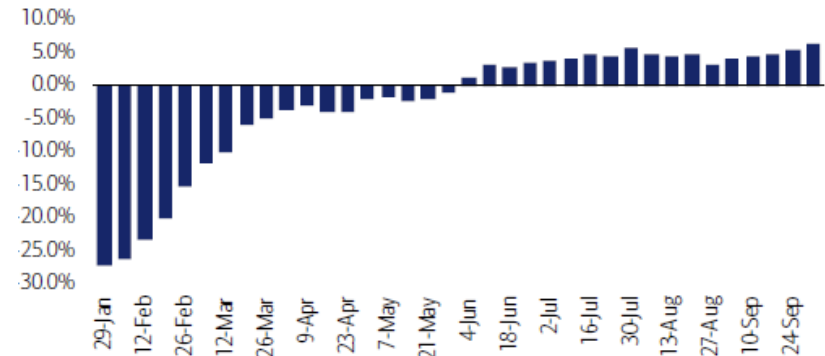
Source: Bank of America Research

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



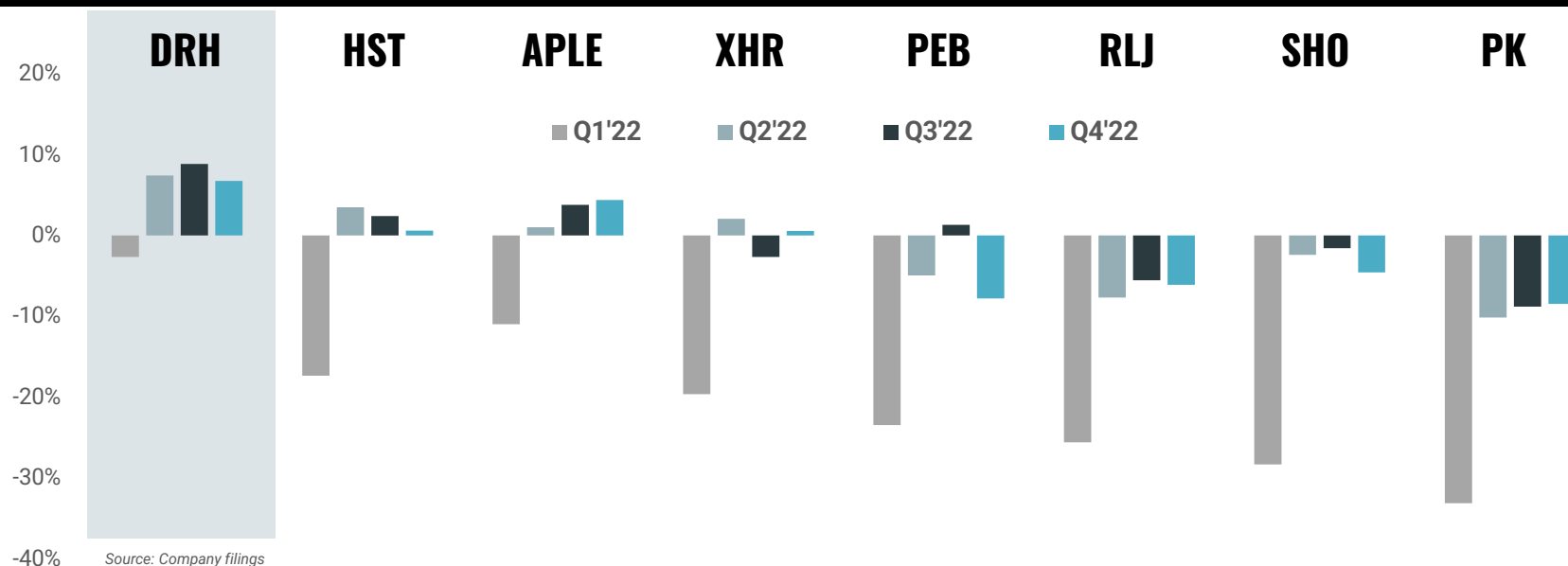
OPERATIONAL EXCELLENCE

2022 PEER PERFORMANCE (vs. 2019)

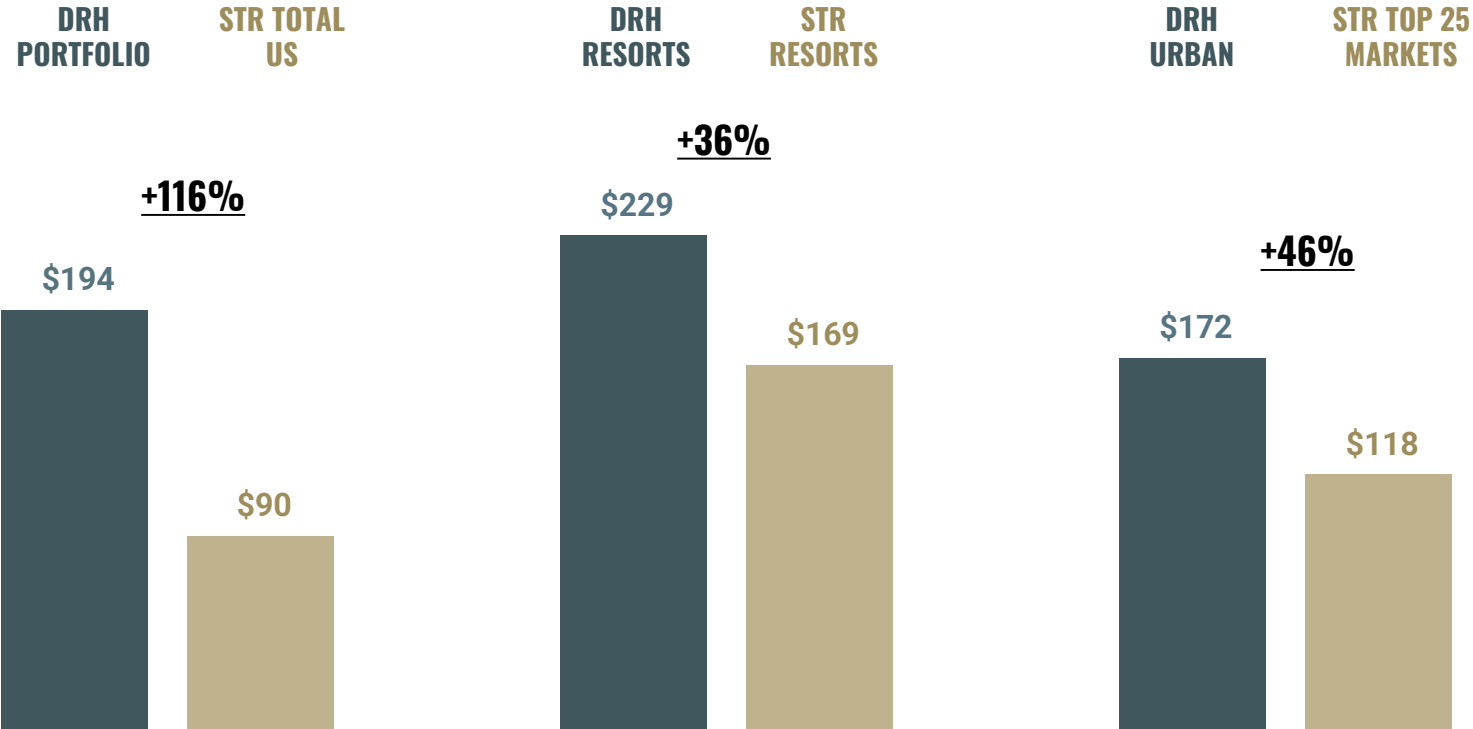
	DRH	AVG ¹	PEB	XHR	HST	APLE	RLJ	SHO	PK
ADR Growth	20%	11%	19%	14%	15%	6%	1%	15%	7%
Occupancy Growth	-12%	-16%	-23%	-17%	-16%	-6%	-12%	-20%	-17%
RevPAR Growth	5%	-7%	-8%	-5%	-3%	0%	-11%	-8%	-15%
Hotel EBITDA Growth	14%	-10%	-16%	-3%	6%	1%	-17%	-13%	-30%
Adj. FFO per Share Growth	-6%	-23%	-37%	-30%	5%	-6%	-33%	-17%	-47%

Note: Average excludes DRH

QUARTERLY REVPAR GROWTH (vs. 2019)



Significant outperformance of Q4 RevPAR to STR segments



Source: STR Q4 RevPAR

\$143.67

REVPAR

+39.6%

vs 2022

+10.5%

vs 2019

\$251.20

ADR

+0.2%

vs 2022

+22.5%

vs 2019

57.2%

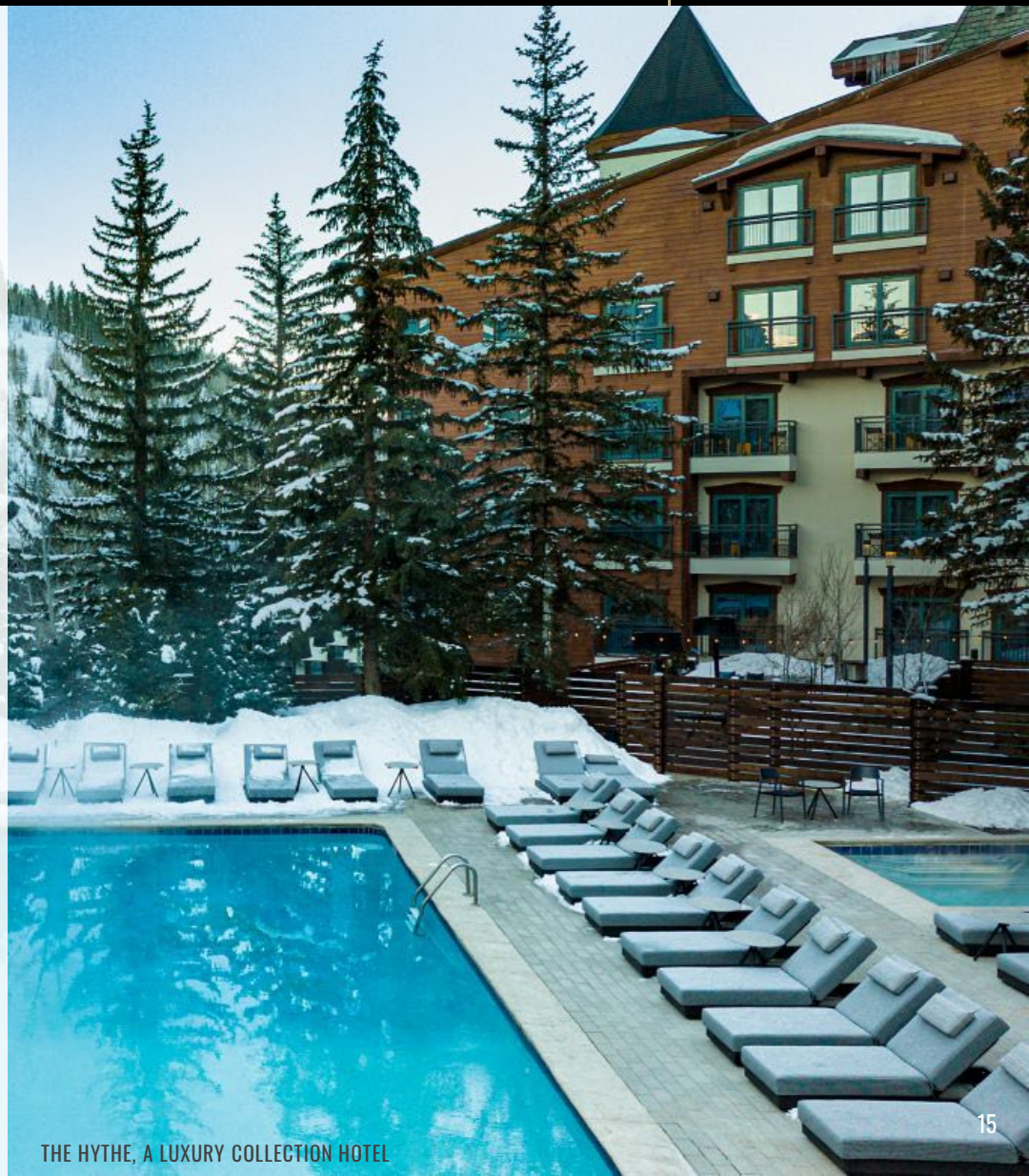
OCCUPANCY

+15.8%

vs 2022

(6.2%)

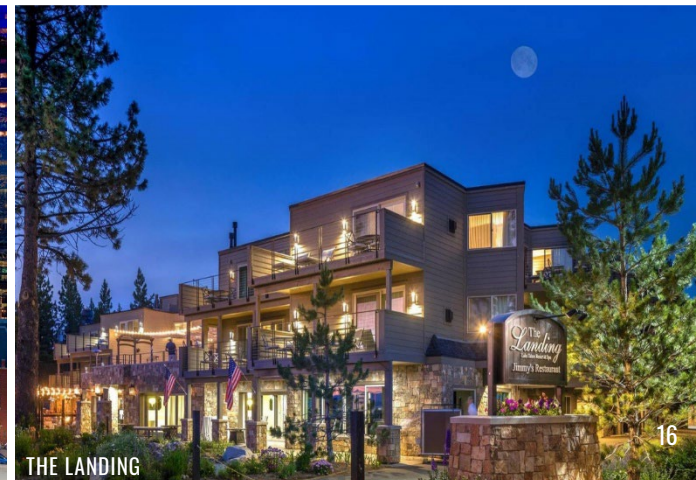
vs 2019



2022 COMPARABLE MONTHLY OPERATING RESULTS

	Occ (%)	ADR (\$)	RevPAR (\$)	RevPAR B/(W) 2019	Revenue	Revenue B/(W) 2019
Jan-22	41.4%	250.66	103.66	(20.3%)	47,240	(20.4%)
Feb-22	58.0%	287.85	166.95	1.4%	66,266	(1.2%)
Mar-22	68.5%	300.47	205.78	6.0%	90,166	7.2%
Apr-22	72.5%	295.36	214.06	5.4%	88,751	5.5%
May-22	72.9%	300.86	219.43	5.9%	97,916	7.9%
Jun-22	79.3%	305.36	242.27	10.8%	99,911	11.1%
Jul-22	74.9%	288.71	216.29	10.7%	91,776	12.9%
Aug-22	74.5%	263.45	196.34	5.5%	85,363	9.9%
Sep-22	75.9%	299.65	227.40	10.1%	95,520	13.0%
Oct-22	74.9%	310.58	232.50	7.5%	101,397	8.8%
Nov-22	66.6%	273.78	182.29	5.4%	79,310	7.7%
Dec-22	60.5%	285.27	172.73	7.1%	76,231	12.5%

Notes: Comparable operating results include all hotels currently owned, except the Kimpton Fort Lauderdale Beach Resort, which opened in April 2021





2023 – 2024 SETUP



WELL-POSITIONED FOR GROUP RECOVERY

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

13% 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 2022A EBITDA	2019	2022	2023E	2024E
BOSTON	10%	349,030	330,927	438,015	394,007
CHICAGO	14%	1,141,525	1,152,616	1,082,578	1,184,494
WASHINGTON, DC	1%	387,442	400,059	347,134	450,528
SAN DIEGO	3%	732,411	659,976	815,111	889,119
PHOENIX	2%	290,541	305,057	323,503	313,030
TOTALS⁽¹⁾	30%	2,900,949	2,848,635	3,006,341	3,231,178

⁽¹⁾ As of March 1, 2023. Source: Convention & Visitor Bureaus



LIFESTYLE/RESORT PORTFOLIO DRIVERS

DURABLE RESORT RATES

- 2022 Comparable ADR ~39% above 2019, with 7 percentage points of occupancy upside to 2019

ROBUST OUT OF ROOM SPEND

- 2022 Comparable Out of Room Revenue 43% above 2019

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

STRONG URBAN RATES & POSITIVE DEMAND TRAJECTORY

- 2022 Comparable ADR up 4% 2019, with 11 percentage points of occupancy upside to 2019

BUSINESS TRANSIENT GAINING MOMENTUM

- Q4 BT revenues were 89% of Q4 2019 vs 85% for FY 2022

IMPROVING GROUP TRENDS

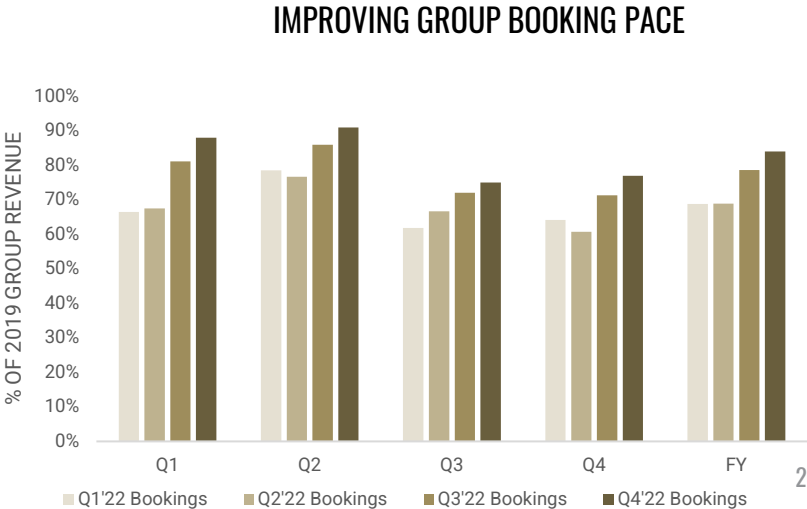
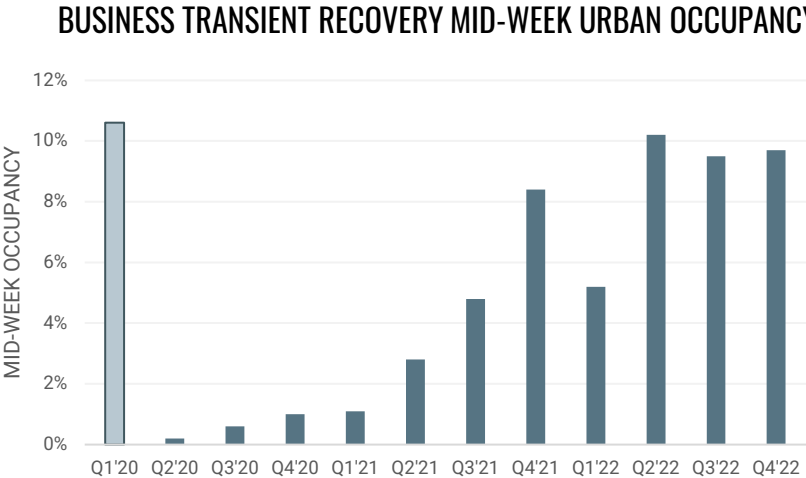
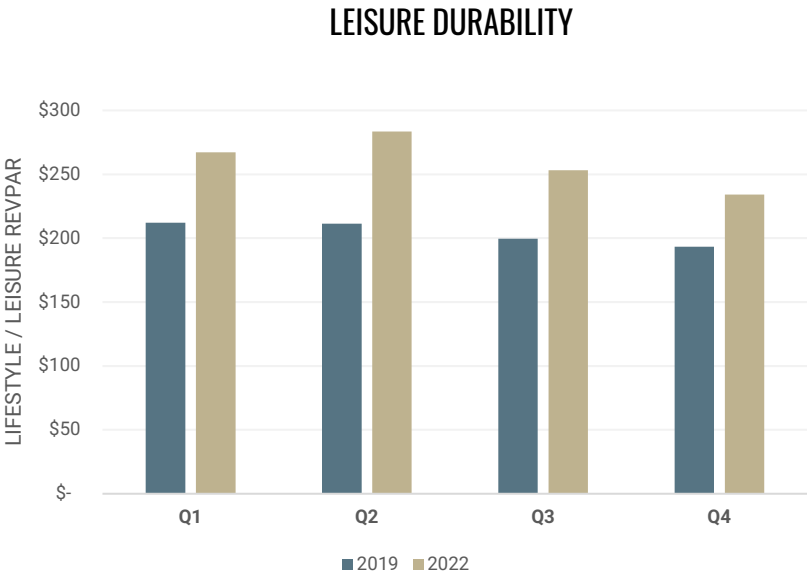
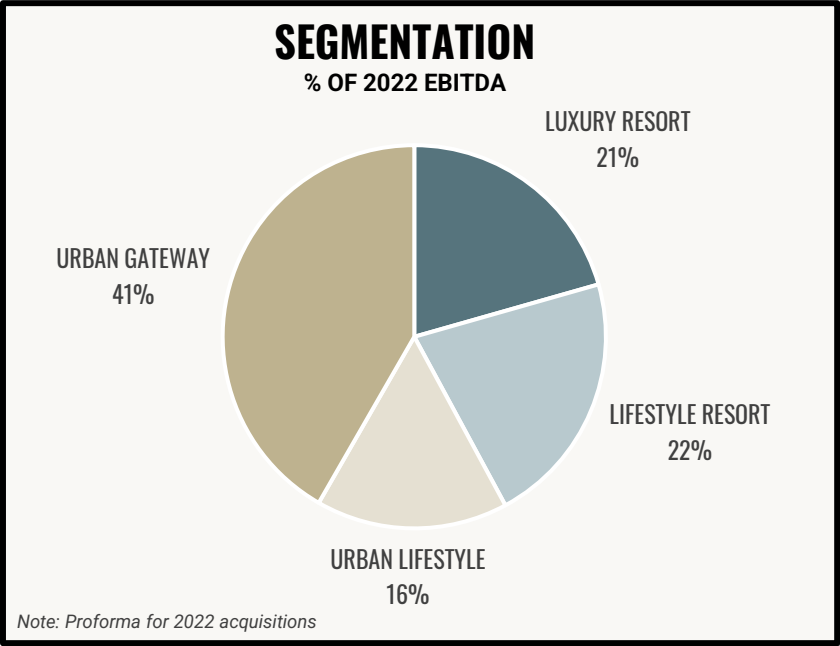
- Q4 Group revenues were 103% of Q4 2019 vs 91% for FY 2022
- City-wide room nights in 2023/2024 expected to see gains vs 2019

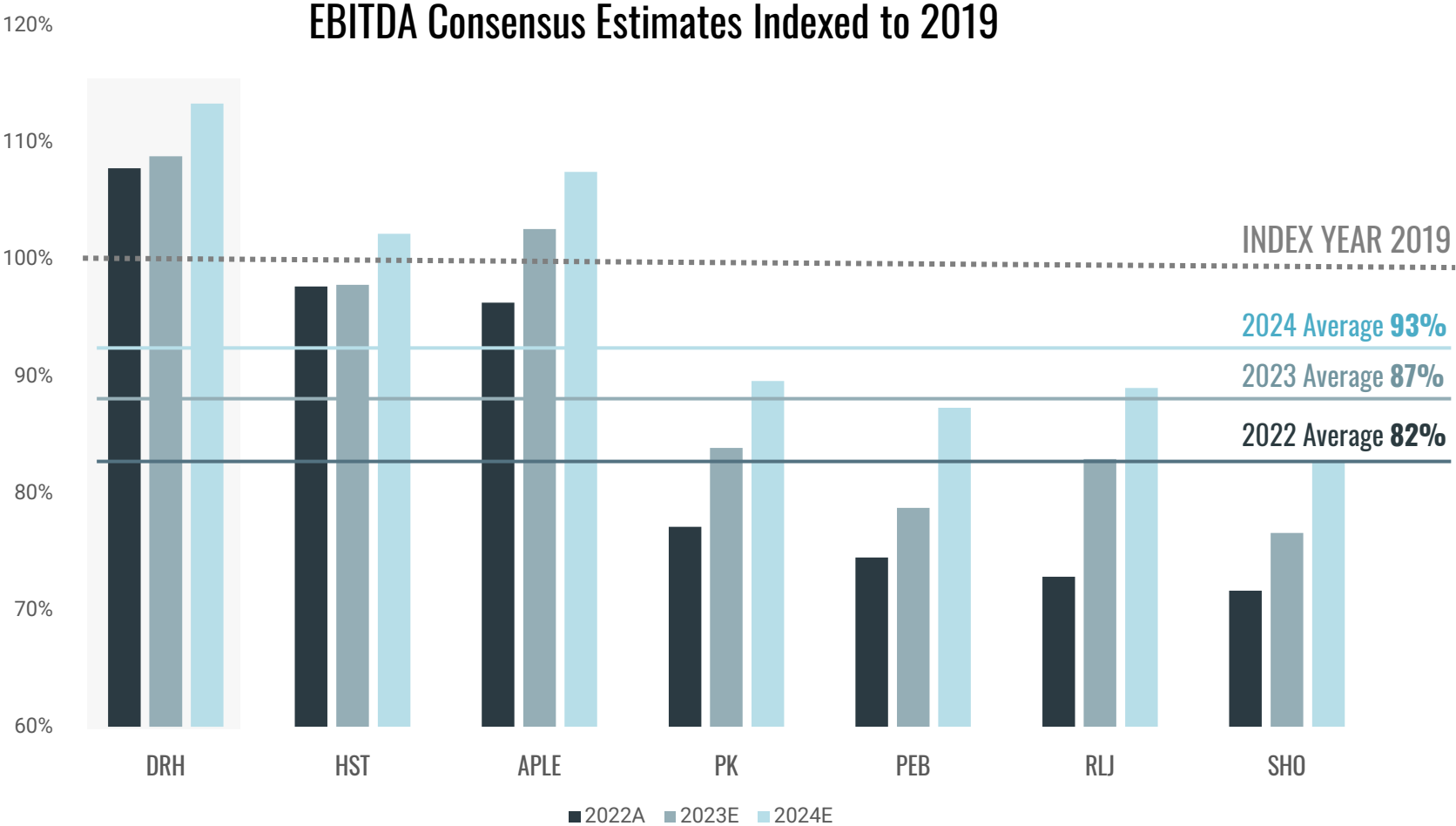
UP-BRANDINGS OF TWO URBAN HOTELS

- Hilton Boston Downtown and Burlington Lake Champlain

HILTON BOSTON DOWNTOWN/FANEUIL HALL







Note: Consensus EBITDA estimates are per Factset database as of 3/27/23, average excludes DRH



COMPELLING ROI PIPELINE



MARGARITAVILLE BEACH HOUSE KEY WEST

ROBUST ROI PIPELINE: \$85MM+ OF ROI PROJECTS AT 20%+ EST. EBITDA YIELD

PROPERTY	PROJECT	ESTIMATED CAPITAL SPEND ¹	UNDERWRITTEN INCREMENTAL EBITDA ¹	ESTIMATED EBITDA YIELD	ESTIMATED COMPLETION
LODGE AT SONOMA	Autograph Collection Conversion	\$9.8	\$1.4	14%	Completed
THE HYTHE, LUXURY COLLECTION	Luxury Collection Conversion	\$8.4	\$3.4	40%	Completed
HOTEL CLIO, LUXURY COLLECTION	F&B and Public Space Renovation	\$2.5	\$0.5	20%	Completed
	Luxury Collection Conversion	\$3.6	\$1.2	33%	Completed
MARGARITAVILLE BEACH HOUSE	Rebranding	\$3.5	\$1.3	37%	Completed
EMBASSY SUITES BETHESDA	Brand Conversion	\$3.3	\$0.5	15%	Completed
CHARLESTON RENAISSANCE	F&B Repositioning	\$2.1	\$0.5	24%	Completed
THE GWEN	Rooftop Conversion	\$1.5	\$0.3	20%	Completed
	Recently Completed	\$34.7	\$9.1	26%	
BOSTON HILTON	Repositioning/Rebranding	\$6.4	\$1.1	17%	2023
BURLINGTON HILTON	Curio Brand Conversion	\$2.6	\$0.8	31%	2023
	F&B Repositioning	\$1.3	\$0.4	31%	2023
KIMPTON FORT LAUDERDALE	Rooftop Conversion	\$2.2	\$0.3	14%	2023
HAVANA CABANA	F&B Repositioning	\$1.1	\$0.4	35%	2023
KIMPTON PALOMAR PHOENIX	Rooftop Repositioning	\$3.7	\$0.6	16%	2023
BOURBON ORLEANS	Lobby/Pool/Retail/F&B Repositioning	\$8.8	\$1.2	14%	2024
THE LANDING	Additional Keys	\$6.1	\$1.2	20%	2024
TRANQUILITY BAY	New Marina	\$2.5	\$0.5	20%	2024
ORCHARDS INN	Resort Repositioning	\$19.8	\$2.6	13%	2024
	Total in Planning	\$54.5	\$9.1	17%	
	Recently Completed & Active ROI Pipeline	\$89.2	\$18.2	20%	

¹Estimated Capital Spend and Estimated Incremental EBITDA based upon management proformas

HILTON BOSTON DOWNTOWN/FANEUIL HALL

HILTON BURLINGTON LAKE CHAMPLAIN

RENOVATED ROOMS

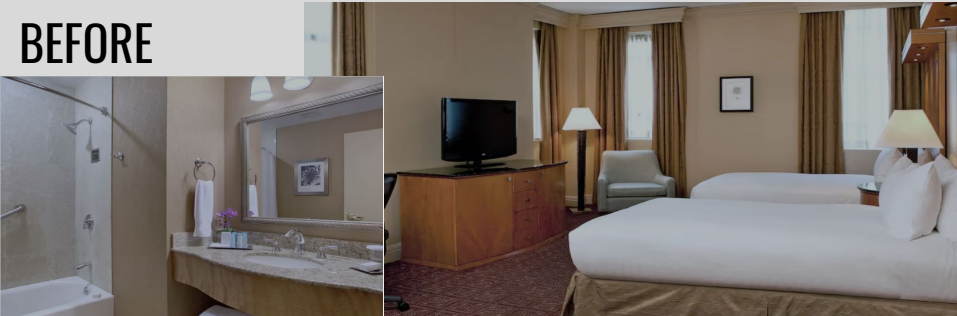


Hilton Boston Renovation & Repositioning
Renovated rooms, bathrooms, lobby and meeting spaces and rebranding to a lifestyle brand

Est. Completion:	Fall 2023
Est. Capital Spend:	\$6.4M
Est. EBITDA Yield:	17%
Est. IRR ¹ :	34%

¹Estimated IRRs are calculated assuming a 3-year stabilization period and a 10.0x terminal multiple

BEFORE



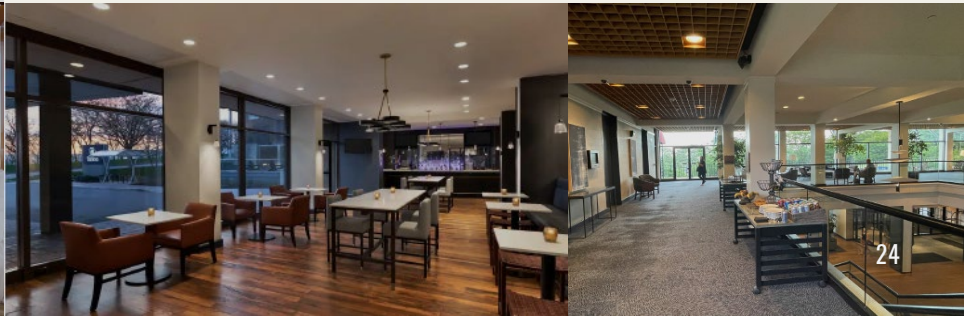
RENDERINGS



Hilton Burlington Curio Brand Conversion and F&B Repositioning

Est. Completion:	Fall 2023
Est. Capital Spend:	\$3.9M
Est. EBITDA Yield:	31%
Est. IRR ¹ :	68%

BEFORE



LAKE AUSTIN SPA RESORT

ORCHARDS INN

COURTYARD DENVER DOWNTOWN



LAKE AUSTIN
SPA RESORT

ORCHARDS INN

Sedona, Arizona

COURTYARD
BY MARRIOTT

Courtyard Denver Downtown



**Exploring Adding Additional
Waterfront Guest Rooms**

**Repositioning to Integrate
with L'Auberge de Sedona**

**Franchise Expiration in 2027 –
Potential Upbranding and/or
Re-Development**

POTENTIAL LONGER TERM CAPITAL PROJECTS

WESTIN BOSTON SEAPORT



The Westin Boston Seaport District



Franchise Expiration in 2026
- Key Money Opportunity

HENDERSON PARK INN



Currently 37 Rooms
Entitled for 100+ Units

THE LANDING



Exploring Additional Guest
Rooms



CAPACITY FOR GROWTH



SIGNIFICANT LIQUIDITY AND DRY POWDER AVAILABLE

~\$600M

Total Available Liquidity

(1) Includes debt and perpetual preferred capital

(2) Percentage of hotels unencumbered by debt

68%

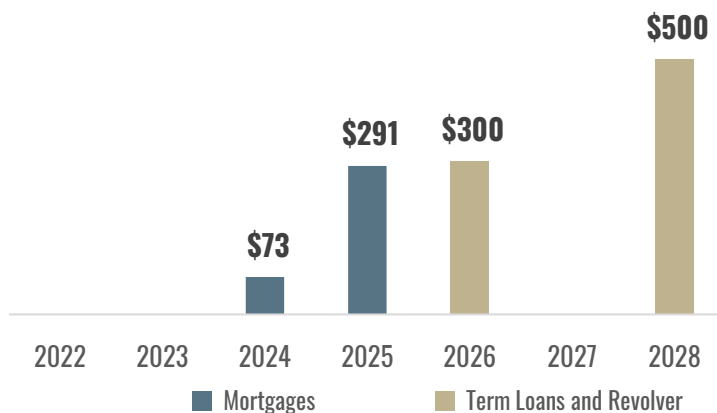
Fixed Rate¹

89%

**Unencumbered
by Year End²**

NO NEAR-TERM MATURITIES

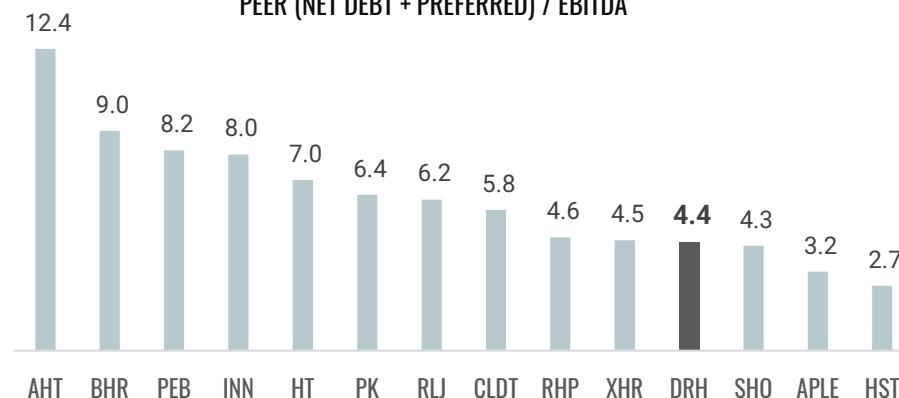
DEBT MATURITY SCHEDULE (\$MM)



Note: Mortgages reflect balance at scheduled maturity, \$300M Term Loan reflects exercise of one-year extension

LOW LEVERAGE VS PEERS

PEER (NET DEBT + PREFERRED) / EBITDA



Source: Baird Comp Sheet (2/3/23), Net Debt + Preferred / EBITDA 2022

RECENT ACQUISITIONS OUTPERFORMING UNDERWRITING

6

HOTELS
ACQUIRED IN THE
PAST TWO YEARS

\$400M+

CAPITAL
DEPLOYED

11.6X

2022 EBITDA
MULTIPLE OVER
ACQUISITION PRICE

\$5MM

AHEAD OF 2022
HOTEL ADJ. EBITDA
UNDERWRITING¹

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).



DIVERSIFIED PORTFOLIO



COURTYARD DENVER DOWNTOWN

PORTFOLIO



9,607 ROOMS



35 PROPERTIES



24 GEOGRAPHIC
MARKETS

FINANCIAL SUMMARY

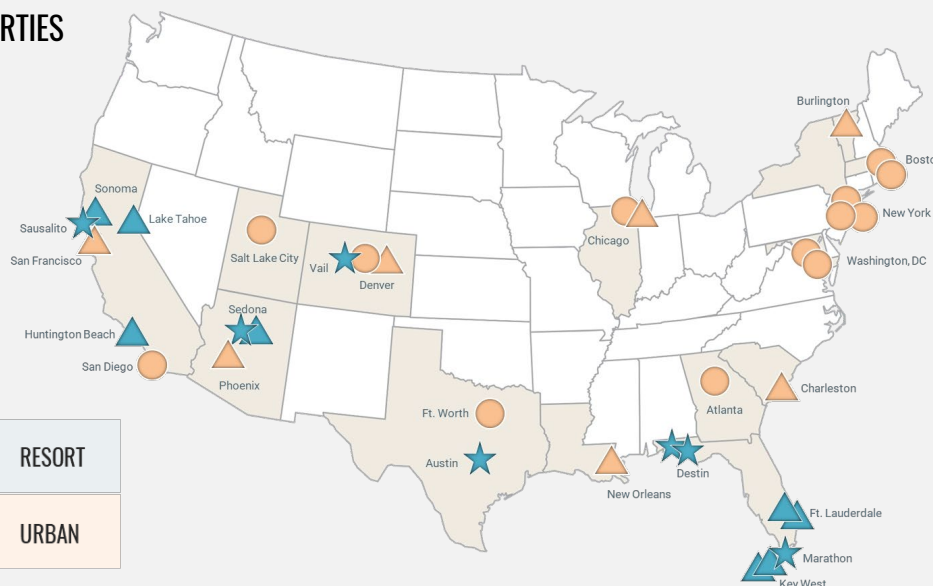
Y/E 2022

Revenue	\$1.0B
Corporate Adj. EBITDA	\$281M
Adj. FFO / Diluted Share	\$1.01
Total Debt	\$1.2B
Net Debt to EBITDA	4.0x
Total Debt to Gross Book Value	30%

DIVERSIFIED GEOGRAPHY

MARKET	% OF 2022 EBITDA
Chicago, IL	14.2%
Boston, MA	10.3%
Florida Keys	8.5%
Fort Lauderdale, FL	7.8%
New York, NY	7.0%
Sedona, AZ	4.6%
Fort Worth, TX	4.2%
Vail, CO	4.1%
Sausalito, CA	3.9%
Destin, FL	3.8%
Denver, CO	3.8%
Charleston, SC	3.3%
Salt Lake City, UT	3.0%
San Diego, CA	2.9%
Sonoma, CA	2.8%
Burlington, VT	2.7%
Huntington Beach, CA	2.7%
Austin, TX	2.6%
New Orleans, LA	2.0%
Phoenix, AZ	1.8%
Lake Tahoe, CA	1.4%
Atlanta, GA	1.4%
Washington, DC	1.1%
San Francisco, CA	0.3%
TOTAL	100.0%

DIVERSIFIED PROPERTIES



★	Luxury Resort	RESORT
▲	Lifestyle Resort	
▲	Urban Lifestyle	URBAN
●	Urban Gateway	

Note: Proforma for 2022 acquisitions

BENEFITS OF SHORT-TERM AGREEMENTS

■ SUPERIOR COST CONTROLS

- Utilize most cost-effective procurement & sourcing
- Identify cost-effective product alternatives

■ OWNER-CENTRIC CASH/CAPITAL MANAGEMENT

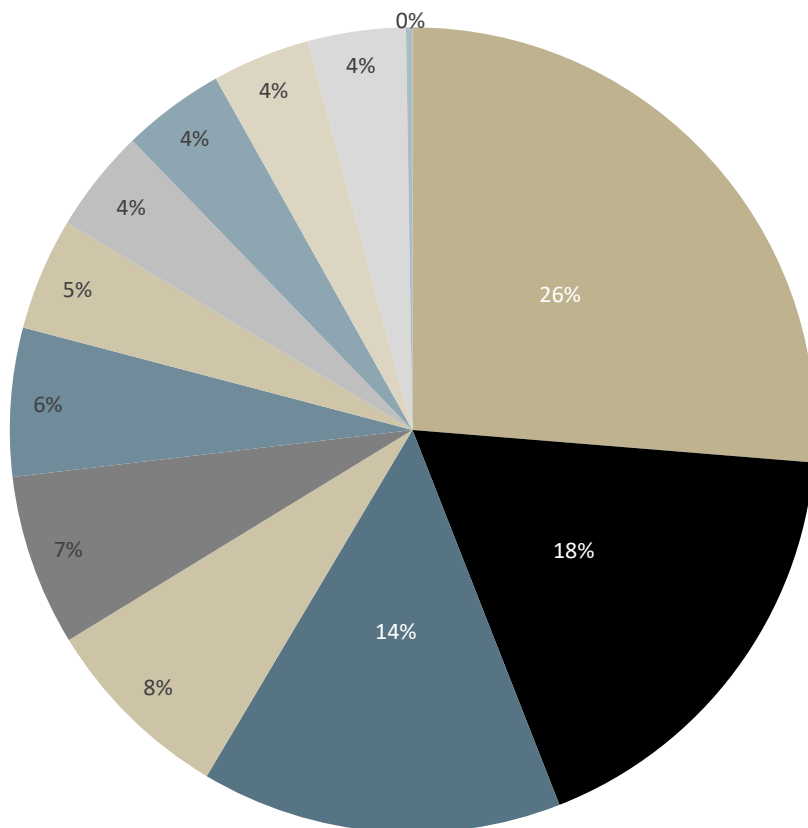
- Owner controls cash management and distribution
- Owner dictates capital investment / purchasing decisions

■ 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 ■ Evolution Hospitality
 ■ Kimpton ■ Ocean Properties ■ Vail Resorts
 ■ Highgate Hotels ■ Passport Resorts ■ Viceroy

Note: % of 2022 EBITDA, proforma for 2022 acquisitions

2022 SEGMENTATION	KEYS	REVPAR (\$)	TREVPAR (\$)	REVENUE/KEY (\$000s)	EBITDA/KEY (\$000s)	% of 2022A EBITDA
LUXURY RESORT	987	\$370	\$622	\$225	\$67	21%
LIFESTYLE RESORT	1,312	\$252	\$418	\$152	\$53	22%
RESORT TOTAL	2,299	\$302	\$505	\$184	\$59	43%
LIFESTYLE URBAN	1,493	\$197	\$280	\$102	\$35	16%
URBAN GATEWAY	5,815	\$157	\$213	\$78	\$23	41%
URBAN TOTAL	7,308	\$165	\$227	\$83	\$25	57%
TOTAL RESORT & URBAN	9,607	\$198	\$293	\$107	\$33	100%

Note: Proforma for 2022 acquisitions

STRONG RESORT MARKET PRESENCE

LUXURY RESORT

SAUSALITO, CA



CAVALLO POINT

SEDONA, AZ



L'AUBERGE DE SEDONA

VAIL, CO



THE HYTHE, A LUXURY COLLECTION HOTEL

DESTIN, FL



HENDERSON PARK INN

MARATHON, FL



TRANQUILITY BAY RESORT

DESTIN, FL



HENDERSON BEACH RESORT

AUSTIN, TX



LAKE AUSTIN SPA RESORT

LIFESTYLE RESORT

FORT LAUDERDALE, FL



WESTIN FORT LAUDERDALE BEACH RESORT

FORT LAUDERDALE, FL



KIMPTON SHOREBREAK FORT LAUDERDALE BEACH RESORT

KEY WEST, FL



HAVANA CABANA

KEY WEST, FL



MARGARITAVILLE BEACH HOUSE KEY WEST

LAKE TAHOE, CA



THE LANDING RESORT AND SPA

SEDONA, AZ



ORCHARDS INN

SONOMA, CA



THE LODGE AT SONOMA RESORT

HUNTINGTON BEACH, CA



KIMPTON SHOREBREAK RESORT

HIGH QUALITY PORTFOLIO IN KEY URBAN MARKETS

URBAN LIFESTYLE

BURLINGTON, VT



HILTON BURLINGTON LAKE CHAMPLAIN

CHARLESTON, SC



RENAISSANCE CHARLESTON HISTORIC DISTRICT HOTEL

CHICAGO, IL



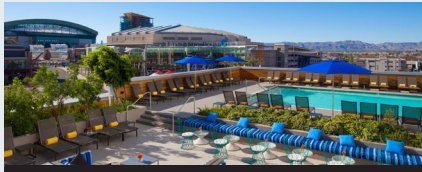
THE GWEN, A LUXURY COLLECTION HOTEL

DENVER, CO



HOTEL CLÍO, A LUXURY COLLECTION HOTEL

PHOENIX, AZ



KIMPTON PALOMAR PHOENIX

SAN FRANCISCO, CA



HOTEL EMBLEM

NEW ORLEANS, LA



BOURBON ORLEANS HOTEL

BOSTON, MA



HILTON BOSTON DOWNTOWN-FANEUIL HALL

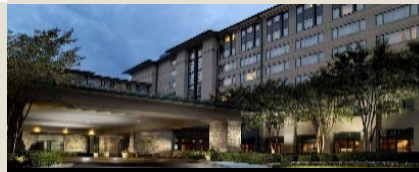
URBAN GATEWAY

DENVER, CO



COURTYARD DENVER DOWNTOWN

ATLANTA, GA



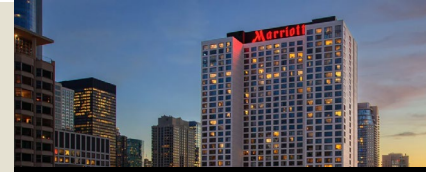
ATLANTA MARRIOTT ALPHARETTA

BOSTON, MA



WESTIN BOSTON SEAPORT

CHICAGO, IL



CHICAGO MARRIOTT MAGNIFICENT MILE

NEW YORK, NY



HILTON GARDEN TIMES SQUARE CENTRAL

FORT WORTH, TX



THE WORTHINGTON

NEW YORK, NY



COURTYARD MANHATTAN/FIFTH AVENUE

NEW YORK, NY



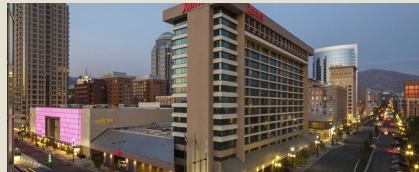
COURTYARD MANHATTAN/MIDTOWN EAST

WASHINGTON, DC



WESTIN WASHINGTON, D.C. CITY CENTER

SALT LAKE CITY, UT



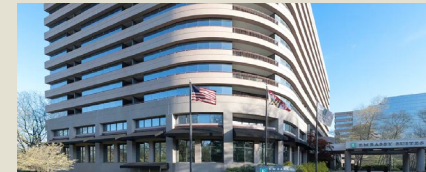
SALT LAKE CITY MARRIOTT DOWNTOWN

SAN DIEGO, CA



WESTIN SAN DIEGO BAYVIEW

WASHINGTON, DC



EMBASSY SUITES BETHESDA



ESG FOCUS



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

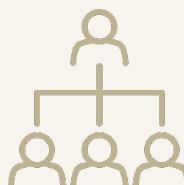


G R E S B
REAL ESTATE
Sector Leader 2020



G R E S B
★★★★★ 2020

ISS ESG RANKINGS⁽²⁾



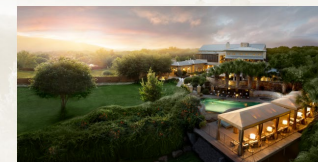
ISS-ESG CORPORATE RANKING



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

2022
CORPORATE
RESPONSIBILITY
REPORT



DIAMONDROCK
HOSPITALITY

As of March 2023



SEASONED MANAGEMENT TEAM



THE HYTE, A LUXURY COLLECTION HOTEL



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