



INVESTOR PRESENTATION

JUNE 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.

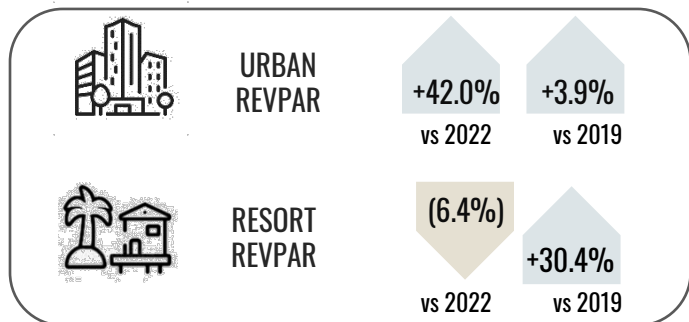
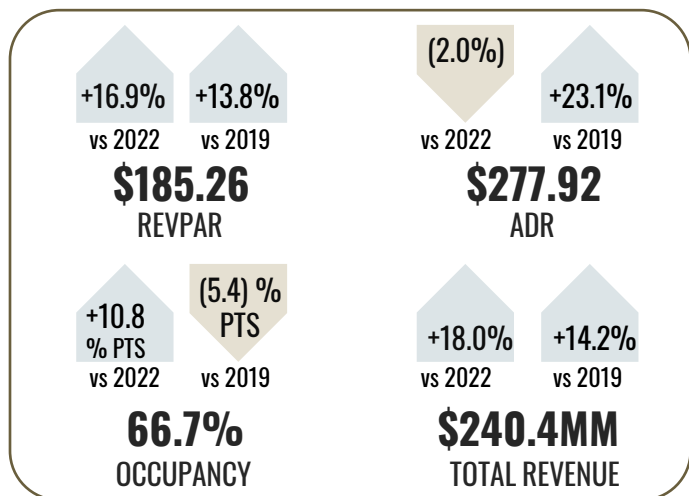
USE OF NON-GAAP FINANCIAL MEASURES

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.

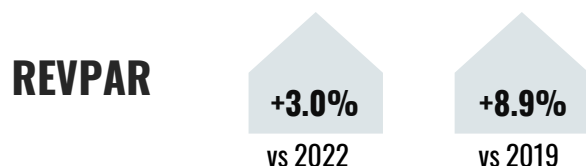
A detailed explanation of these non-GAAP financial measures and the reconciliation of such measures to the most directly comparable financial measures prepared in accordance with U.S. GAAP can be found in the Company’s first quarter 2023 earnings press release dated May 4, 2023.

- 
- 1 RECORD PERFORMANCE
 - 2 FORTRESS BALANCE SHEET
 - 3 LIQUID PORTFOLIO
 - 4 URBAN FOOTPRINT ADVANTAGE
 - 5 LEISURE: STRONG SECULAR FUNDAMENTALS
 - 6 ROI PROJECTS
 - 7 ESG EXCELLENCE

ROBUST Q1 COMPARABLE RESULTS

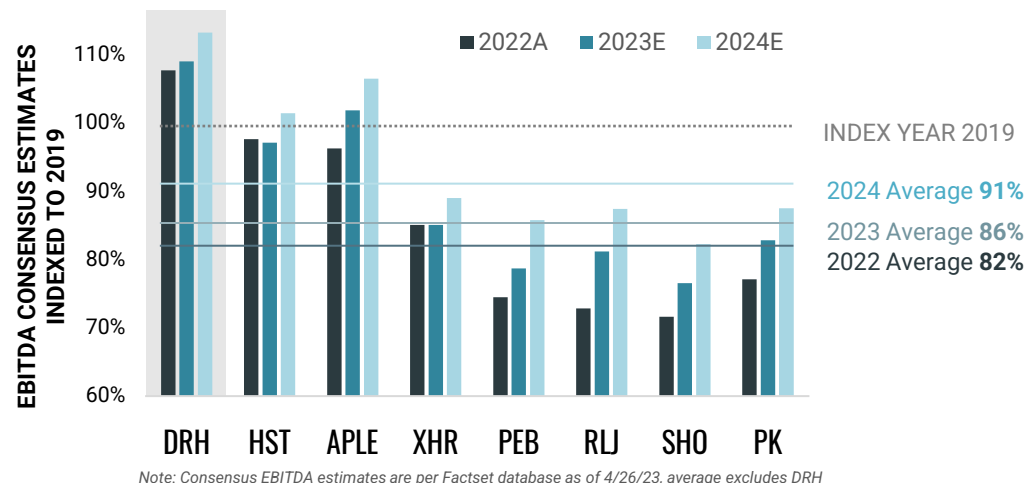


PRELIMINARY COMPARABLE QTD RESULTS

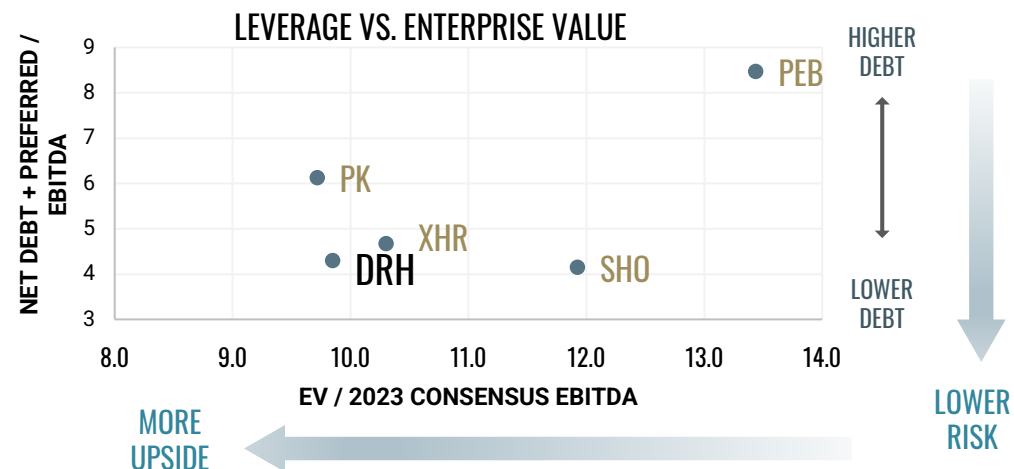


Note: Quarter to date through May 2023

PEER OUTPERFORMANCE



DISCOUNTED VALUATION



Source: FactSet Consensus, Company Documents

SIGNIFICANT LIQUIDITY AND DRY POWDER AVAILABLE

\$585M

Total Available Liquidity

Note: As of March 31, 2023

35%

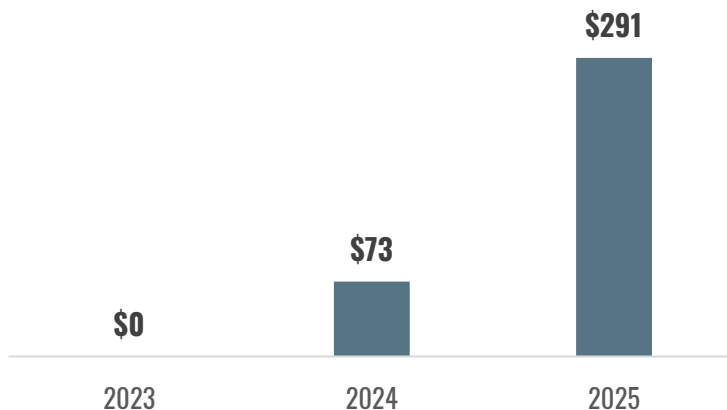
**Total Debt to
Gross Book Value**

3.3x

**Net Debt to
TTM EBITDA**

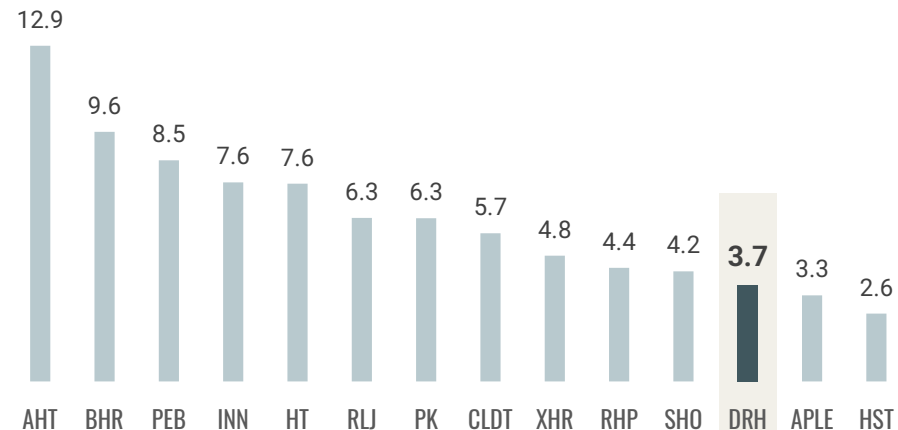
NO MATERIAL NEAR-TERM MATURITIES

DEBT MATURITY SCHEDULE (\$MM)



LOW LEVERAGE VS PEERS

PEER (NET DEBT + PREFERRED) / EBITDA

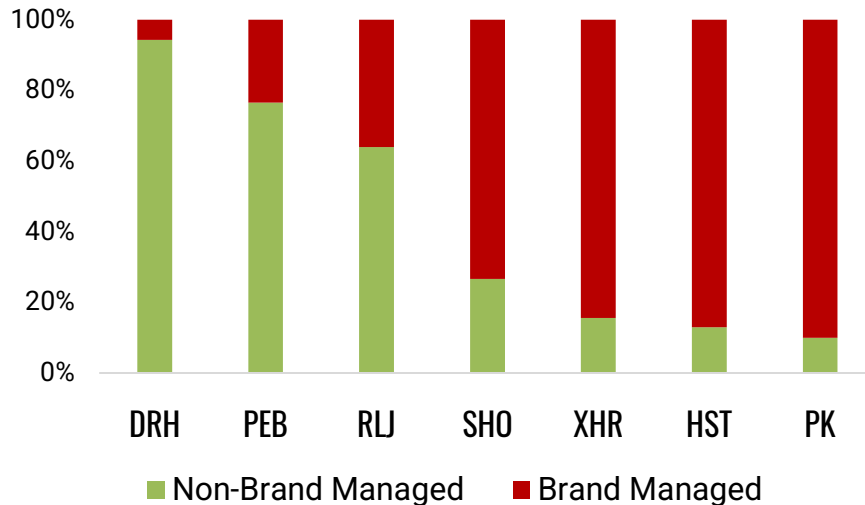


High Leverage ← → Low Leverage

Note: Mortgages reflect balance at scheduled maturity,

Source: Baird Comp Sheet (2/3/23), Net Debt + Preferred / EBITDA 2022, DRH reflects TTM Q1'23 EBITDA

% OF BRAND MANAGED PROPERTIES



Notes

As of 12/31/2022

HST reflects % of rooms that are brand-managed since properties are not disclosed

BENEFITS OF SHORT-TERM AGREEMENTS

- Asset Liquidity Enhanced
- Superior Cost Controls
- 50 to 100 bps Better Exit Cap Rate
- Enhanced Flexibility to Optimize Performance

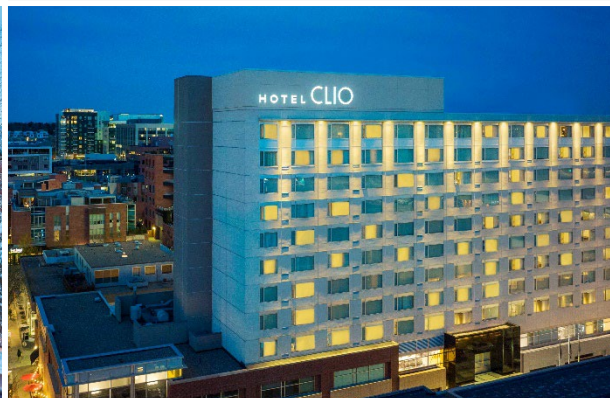
VALUATION PREMIUM:
UNENCUMBERED VS.
ENCUMBERED HOTELS

15%
TO
20%

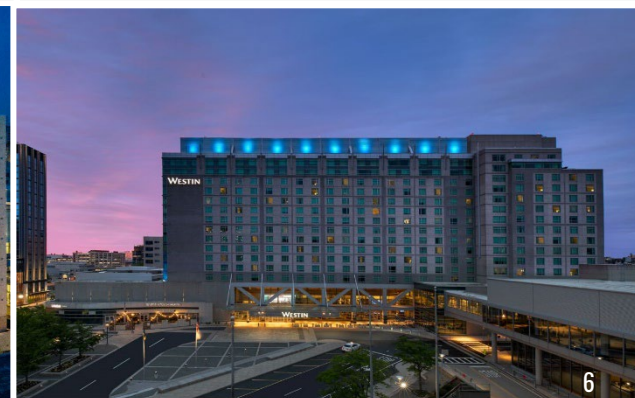
THE HYPHE, A LUXURY COLLECTION HOTEL



HOTEL CLIO, A LUXURY COLLECTION HOTEL



THE WESTIN BOSTON SEAPORT DISTRICT



DRH URBAN STATS

60%

% OF URBAN BY FY'22 REVENUE

+42%

Q1 REVPAR GROWTH VS 2022

<1%

% OF EBITDA EXPOSURE IN SLOWER
RECOVERY URBAN MARKETS
(SAN FRANCISCO, LOS ANGELES, PORTLAND)

49%

% OF ROOMS THAT ARE IN
400+ KEY HOTELS

CORE URBAN MARKETS: CITYWIDE CONVENTION ROOM NIGHTS

MARKET	% of TTM EBITDA	2019	2022	2023E	2024E
Boston	11%	349,030	330,927	425,735	389,357
Chicago	15%	1,141,525	1,152,616	1,036,610	1,186,968
Denver	4%	401,972	303,874	352,658	322,699
Fort Worth	4%	167,129	237,659	228,674	147,688
New York City	7%	2,049,934	470,000	447,000	380,000
San Diego	3%	710,013	659,976	810,981	907,937
Washington, DC	2%	387,442	400,059	340,471	440,121
Totals⁽¹⁾	46%	5,207,045	3,555,111	3,642,129	3,774,770

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

LEADING URBAN EXPOSURE MARKETS

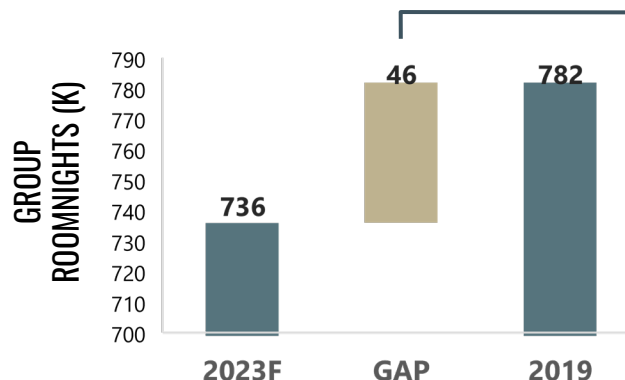
- Boston, Chicago, Denver, Fort Worth/Dallas, NYC, San Diego, Washington, D.C.

RAPID RECOVERY OF BUSINESS TRANSIENT

- Q1'23 Comparable Midweek BT Occupancy +50.8%

IMPROVING GROUP TRENDS

- Q1'23 Group Room Nights 88% of Prior Peak, +59% vs Q1'22
- FY 2023 Forecast 102% of Peak Group Revenue

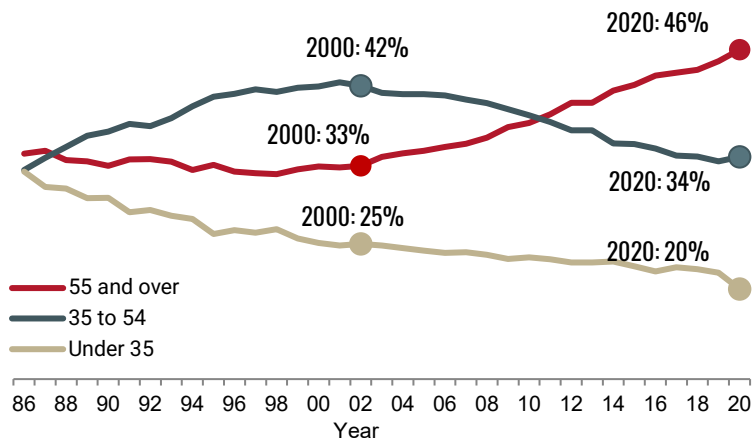


46K ROOM NIGHT GAP

Represents ~\$15M-20M of incremental revenue
(incl. out-of-room spend) in 2024

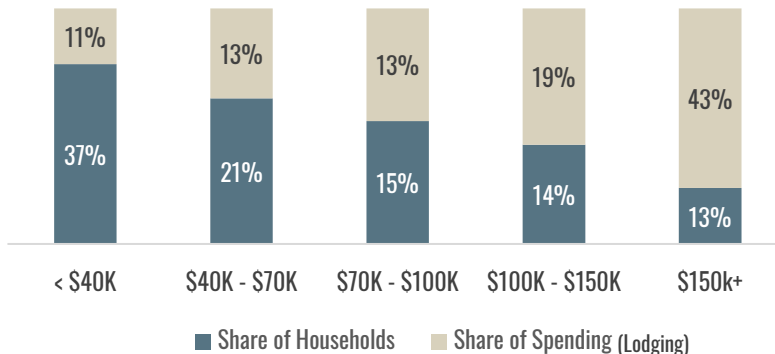
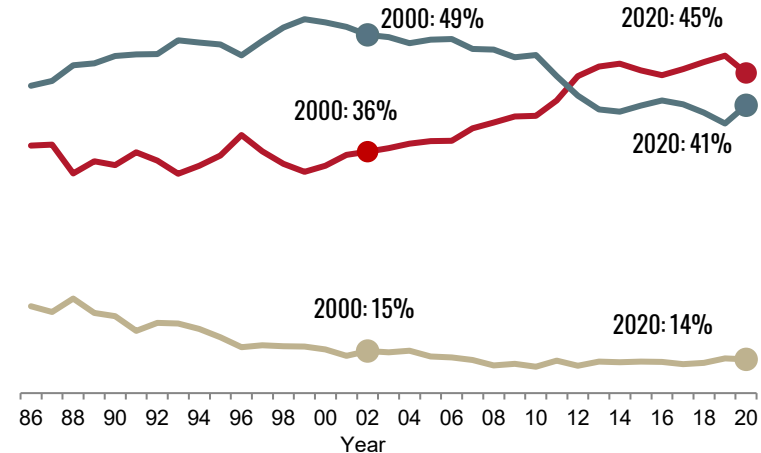
The 55+ age group is the fastest growing population segment and the leading consumer of lodging experiences

SHARE OF US HOUSEHOLDS



Note: Based on consumer units
Source: BLS; Tourism Economics

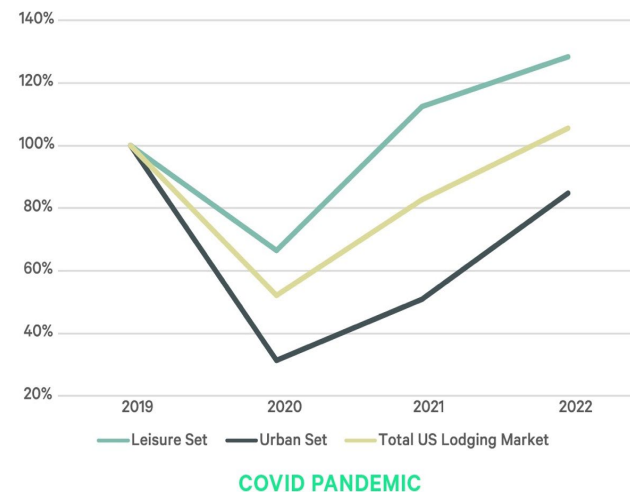
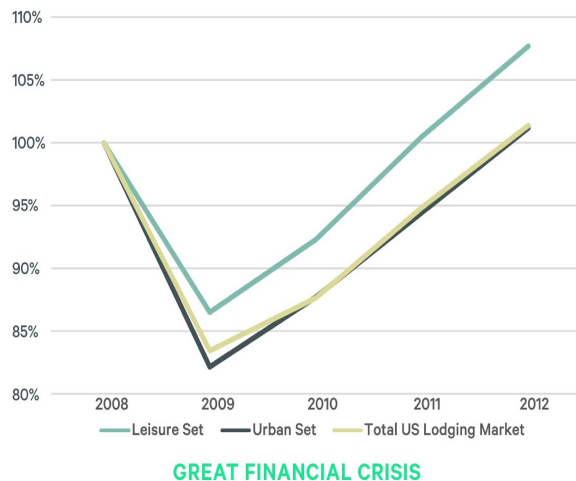
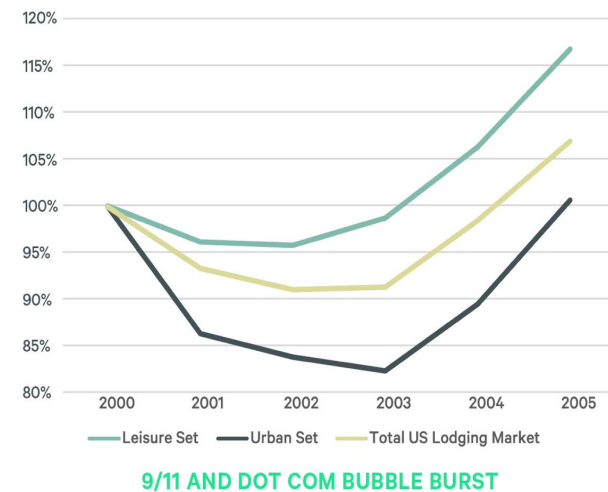
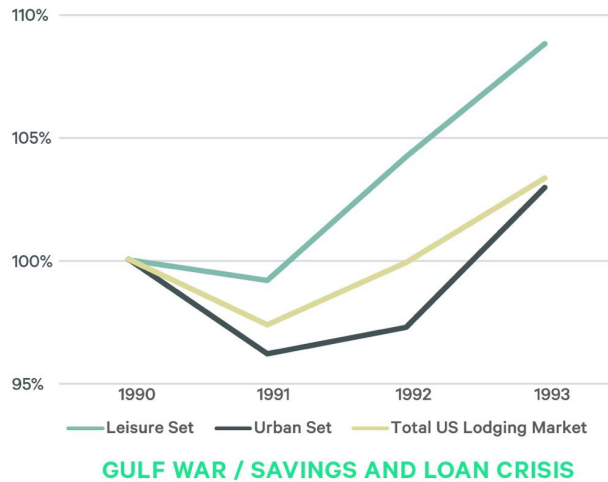
SHARE OF US CONSUMER SPENDING ON LODGING



Note: Based on three-year average through 2020
Source: BLS; Tourism Economics



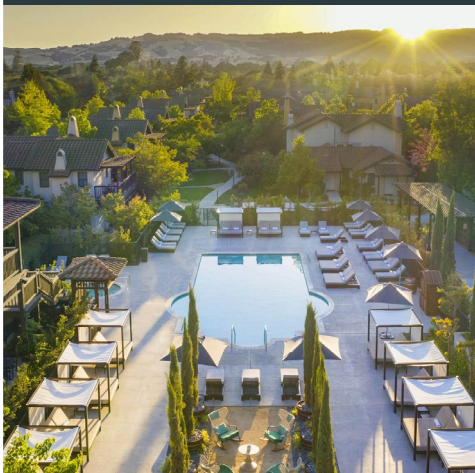
Leisure-focused markets have consistently outperformed during economic crises
Resorts benefit from higher RevPAR starting point relative to 2019



RECENT REPOSITIONINGS DELIVERING VALUE

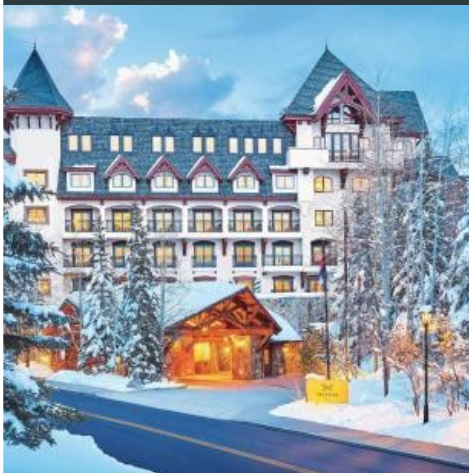

THE LODGE
• AT SONOMA •

COMPLETED 2021




THE HYTHE
VAIL

COMPLETED 2021



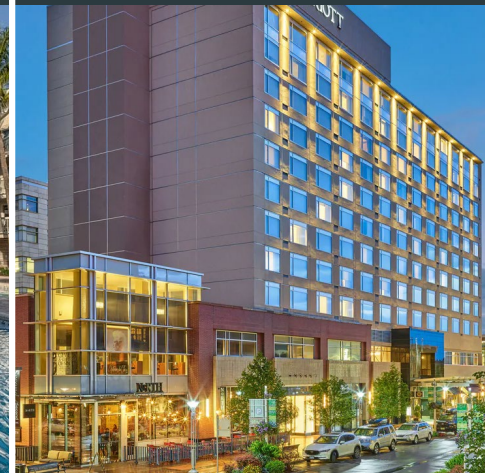

MARGARITAVILLE
Beach House
KEY WEST

COMPLETED 2021



HOTEL
CLIO

COMPLETED 2022



+46%

RevPAR Increase
vs 2019

+75%

Hotel Adjusted EBITDA
vs 2019

**Significant Increase
in Net Asset Value**

• Commenced 4 Repositionings:

- Sheraton Key West (Margaritaville)
- JW Marriott Cherry Creek (Hotel Clio)
- Sonoma Renaissance (Autograph)
- Vail Marriott (Luxury Collection)

• Unencumbered 6 Marriott Management Agreements

2020

• Acquired 3 Resorts (\$180MM):

- Tranquility Bay Resort
- Shorebreak Fort Lauderdale Beach
- Lake Austin Spa Resort

• Completed Brand Conversion of Embassy Suites Bethesda

- Celebrity Chef Restaurant Added to The Lindy Charleston
- Added Second Rooftop Venue to The Gwen, Chicago

2022

• Franchise Expirations:

- The Westin Boston Seaport District
- Courtyard Denver Downtown

• Potential Development Opportunities:

- Henderson Park Inn
- Courtyard Denver Downtown

2026 – 2028

2021

• Acquired 3 Lifestyle Hotels (\$230MM):

- Henderson Beach Resort
- Henderson Park Inn
- Bourbon Orleans Hotel

• Sold 2 Non-Core Hotels (\$220MM):

- Frenchman's Reef
- Lexington Hotel New York

• Repositionings Completed:

- Margaritaville Beach House Key West
- Hotel Clio, a Luxury Collection Hotel
- The Lodge at Sonoma Resort
- The Hythe, a Luxury Collection Hotel

2023 – 2025

• Repositionings Underway/Planned:







- Hilton Boston (Brand Change)
- Hilton Burlington Lake Champlain (Brand Change)
- The Orchards Inn Sedona (Upgrade)
- Bourbon Orleans Hotel (Upgrade)
- Kimpton Fort Lauderdale (Rooftop)
- Kimpton Palomar Phoenix (Rooftop)
- Havana Cabana (F&B)

• Additional Key Opportunities:

- Henderson Park Inn
- The Landing Resort & Spa
- Lake Austin Spa Resort

• Build New Marina at Tranquility Bay

• Invest "Dry Powder" (Repurchases, Assets)

PROPERTY	EST. EBITDA YIELD	SCOPE	
Hilton Boston Downtown Faneuil Hall	17%	Conversion from Hilton Brand to Independent Lifestyle	 
Hilton Burlington Lake Champlain	31%	Conversion to Curio Brand and New Celebrity Chef/Restaurant	 
Bourbon Orleans Hotel	14%	Repositioning and Rebranding to Higher Level Lifestyle Boutique	 

LAKE AUSTIN SPA RESORT



**Exploring Adding More
Waterfront Guest Rooms**

ORCHARDS INN

ORCHARDS INN

Sedona, Arizona



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

COURTYARD DENVER DOWNTOWN

COURTYARD®
BY MARRIOTT

Courtyard Denver Downtown



**Franchise Expiration in 2027
Potential Upbranding
and Expansion**

POTENTIAL LONGER TERM CAPITAL PROJECTS

WESTIN BOSTON SEAPORT



The Westin Boston Seaport District



**Franchise Expiration in 2026
Value Creation Opportunity**

HENDERSON PARK INN



**Currently 37 Rooms
Entitled for 135 Ocean-
Front Units**

THE LANDING



**Exploring Adding 20%
More Guest Rooms**

ROBUST ROI PIPELINE: ~\$90MM 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 30 Slip 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

An aerial night photograph of a large, multi-story resort building with a dark green roof and white-trimmed windows. The building features a prominent corner tower with a conical roof and three glowing circular lights. In the foreground, a large, irregularly shaped swimming pool is illuminated, surrounded by numerous lounge chairs and palm trees. The scene is set against a backdrop of dense, dark foliage.

APPENDIX

PORTFOLIO



9,607 ROOMS



35 PROPERTIES



24 GEOGRAPHIC
MARKETS

FINANCIAL SUMMARY

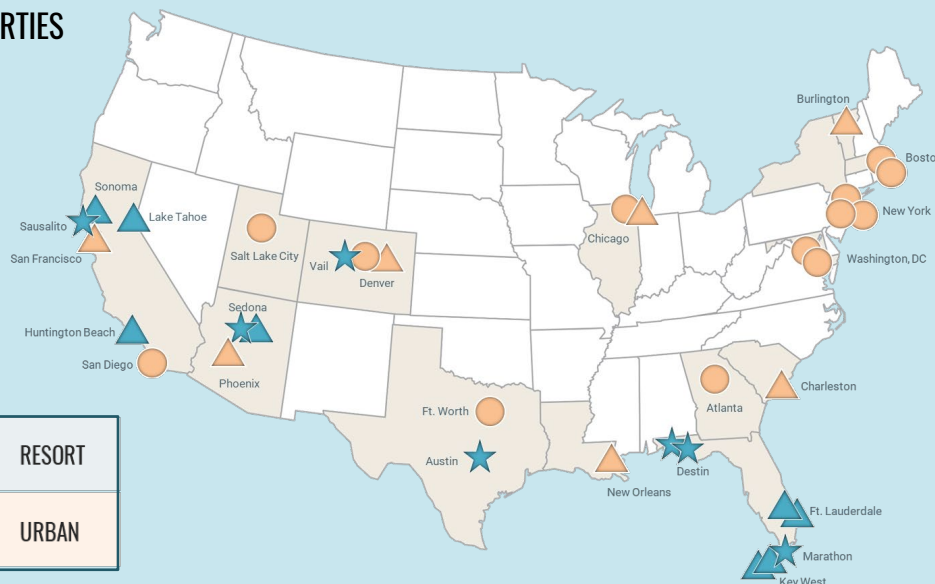
Q1 2023

TTM Revenue	\$1.1B
TTM Corporate Adj. EBITDA	\$291MM
Total Debt	\$1.2B
Net Debt to TTM EBITDA	3.8x
Total Debt to Gross Book Value	35%
% Fixed Rate	67%
(incl. hedges & preferred capital)	

DIVERSIFIED GEOGRAPHY

MARKET	% OF TTM Q1 2023 EBITDA
Atlanta	1.5%
Austin	2.1%
Boston	10.5%
Burlington	2.6%
Charleston	3.3%
Chicago	15.0%
DC	1.6%
Denver	3.5%
Florida Keys	7.8%
Fort Lauderdale	10.3%
Fort Worth	4.4%
Huntington Beach	2.5%
Lake Tahoe	0.9%
New Orleans	2.3%
New York City	7.4%
Phoenix	1.8%
Salt Lake City	3.2%
San Diego	3.4%
San Francisco	0.4%
Sausalito	3.6%
Sedona	4.1%
Sonoma	2.8%
Vail	4.8%
Total	100.0%

DIVERSIFIED PROPERTIES



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

Note: Proforma for 2022 acquisitions

HIGH QUALITY PORTFOLIO IN KEY URBAN MARKETS

URBAN LIFESTYLE

BURLINGTON, VT



HILTON BURLINGTON LAKE CHAMPLAIN

CHARLESTON, SC



THE LINDY RENAISSANCE CHARLESTON HOTEL

CHICAGO, IL



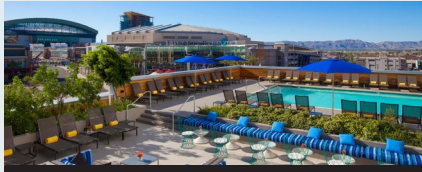
THE GWEN, A LUXURY COLLECTION HOTEL

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



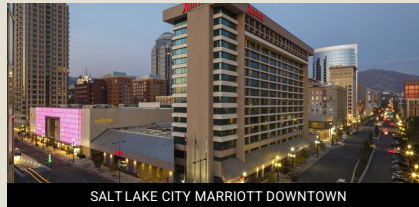
COURTYARD MANHATTAN/MIDTOWN EAST

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

STRONG RESORT MARKET PRESENCE

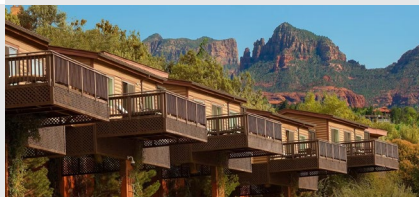
LUXURY RESORT

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



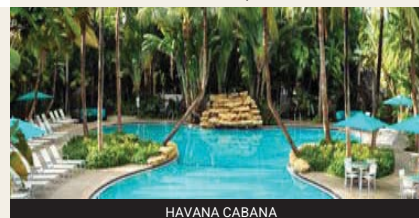
WESTIN FORT LAUDERDALE BEACH RESORT

FORT LAUDERDALE, FL



KIMPTON SHOREBREAK FORT LAUDERDALE BEACH RESORT

KEY WEST, FL



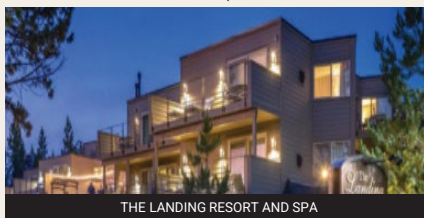
HAVANA CABANA

KEY WEST, FL



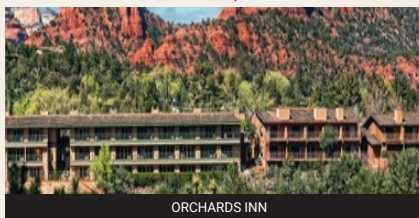
MARGARITAVILLE BEACH HOUSE KEY WEST

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