

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 10, 2024

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, 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 February 28, 2024 and our Quarterly Reports on Form 10-Q filed on May 3, 2024 and August 2, 2024. 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.

The information in this Current Report, including the exhibit 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	Investor Presentation - September 2024
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 10, 2024

By: /s/ Briony R. Quinn
Briony R. Quinn
Executive Vice President, Chief Financial Officer and Treasurer



INVESTOR
PRESENTATION

SEPTEMBER 2024

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 the 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 have 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 a representation of the Company. The Company has not independently verified any of the 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 Adjusted EBITDA, FFO and Adjusted FFO. These non-GAAP measures should not be considered in isolation or as a substitute for measures of performance in accordance with GAAP. EBITDA, EBITDAre, Adjusted EBITDA, Hotel Adjusted EBITDA, FFO and Adjusted FFO, as calculated, may not be comparable to other companies that do not use such terms exactly as the Company.

A detailed explanation of these non-GAAP financial measures and the reconciliation of such measures to the most comparable financial measures prepared in accordance with GAAP can be found in the Company's second quarter earnings press release dated August 1, 2024.

PORTFOLIO



9,760 ROOMS



36 PROPERTIES



25 GEOGRAPHIC MARKETS

FINANCIAL SUMMARY

Q2 2024

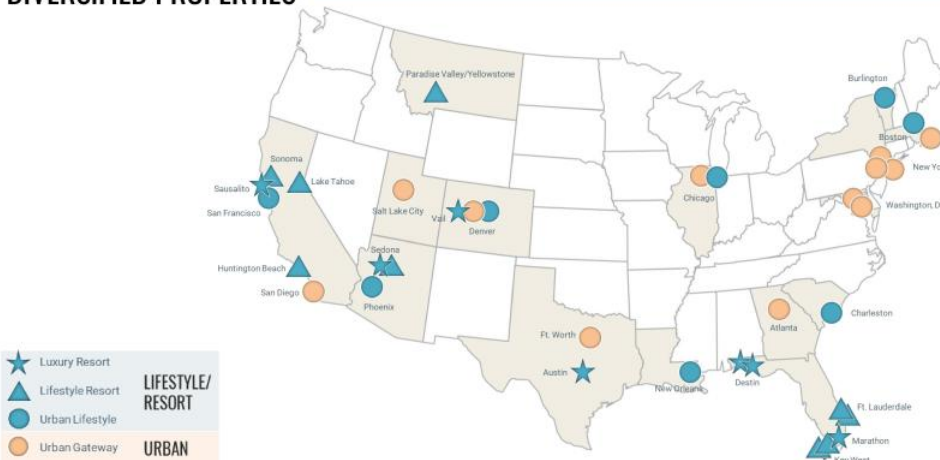
TTM Revenue	\$1.1B
TTM Corporate Adj. EBITDA	\$277MM
Total Debt ¹	\$1.2B
Net Debt ² to TTM EBITDA	3.8x
Total Debt to Gross Book Value	29%

1. Excludes preferred capital
2. Cash includes corporate cash, excludes preferred capital

DIVERSIFIED GEOGRAPHY

MARKET	% OF 2023 REVENUE
Chicago	12.5%
Boston	10.8%
New York City	8.3%
Florida Keys	7.6%
Vail	5.6%
Fort Lauderdale	5.0%
Fort Worth	4.8%
Sedona	3.8%
Denver	3.7%
Salt Lake City	3.7%
Destin	3.7%
Sausalito	3.7%
Charleston	3.4%
San Diego	3.4%
Sonoma	2.6%
Burlington	2.6%
Huntington Beach	2.5%
New Orleans	2.4%
Phoenix	2.3%
DC	2.1%
Atlanta	1.8%
Austin	1.5%
Lake Tahoe	1.2%
Montana	0.8%
San Francisco	0.1%
Total	100.0%

DIVERSIFIED PROPERTIES





WHAT'S NEW

Focus on Driving AFFO¹ per Share Growth through:

- Optimizing Capital Allocation & Recycling
- Disciplined Capital Expenditure
- Driving Overhead Efficiency
- Aligned & Expedited Decision Making

WHAT'S NOT

Our strategy remains focused on delivering shareholder value through a leading portfolio concentrated in drive-to, leisure destinations and targeted urban markets

¹After capex



2024 GUIDANCE

METRIC	CURRENT GUIDANCE		PRIOR GUIDANCE (MAY)	
	LOW END	HIGH END	LOW END	HIGH END
Comparable RevPAR Growth	1.5%	3.0%	2.0%	4.0%
Adjusted EBITDA	\$278MM	\$290MM	\$270MM	\$290MM
Adjusted FFO	\$201.5MM	\$213.5MM	\$194MM	\$214MM
Adjusted FFO per Share	\$0.95	\$1.00	\$0.91	\$1.00

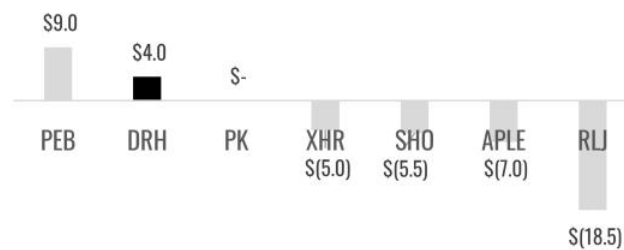
UPDATED ASSUMPTIONS

- **Corporate Expenses:** \$30.5MM - \$31.5MM¹
- **Interest Expense:** \$65.2MM - \$66.2MM
- **Income Tax Expense:** \$0.5MM - \$1.5MM
- **Available Rooms:** 3,570,423 available

¹Excludes executive transition costs which are not included in Adjusted EBITDA and Adjusted FFO

PEER GUIDANCE REVISIONS

Comparison of 2024 Adj. EBITDA Guidance Midpoint in Q2



- 
- 1 ALIGNED MANAGEMENT TO DRIVE GROWTH & VALUE
 - 2 STRONG SECULAR OUTLOOK FOR GROUP AND LEISURE
 - 3 FLEXIBLE BALANCE SHEET & STRONG LIQUIDITY
 - 4 HIGH-PERFORMING & LIQUID PORTFOLIO

DiamondRock announced leadership changes in April to expedite decision-making and increase G&A efficiency



BRIONY R. QUINN
EVP, CFO AND TREASURER

- Joined DRH in 2007 as Assistant Controller and has held the positions of Corporate Controller, Chief Accounting Officer, and SVP and Treasurer
- Previously held senior positions at Meristar Hospitality Corporation and a number of audit and consulting firms



JEFFREY J. DONNELLY
CEO AND DIRECTOR

- Joined DRH in 2019 as EVP & CFO
- Previously, was MD of Equity Research at Wells Fargo Securities and co-founded Wells Fargo's Real Estate & Lodging Equity Research Platform, with direct responsibility of \$45B+ of equity transactions over a 22-year career
- Founder and Trustee of The Rubinstein-Taybi Syndrome Children's Foundation



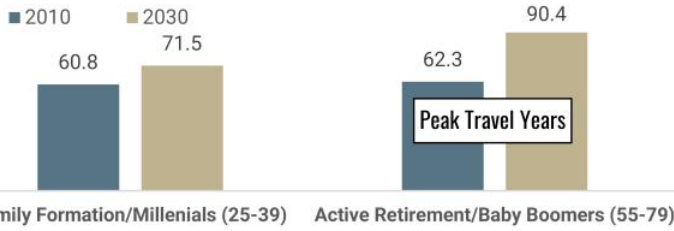
JUSTIN LEONARD
PRESIDENT, COO

- Joined DRH in 2022 as EVP & COO
- Previously held various positions at Walt Street Capital for 23 years, most recently Senior Principal with oversight of the firm hotel investments
- Involved in \$3B+ in hospitality transaction and directed asset management of 60 branded and independent hotels

DEMOGRAPHIC DRIVERS OF GROWTH

U.S. Population Growth in Heaviest Traveling Segments

Population by Age Segment Over Time (in MM)



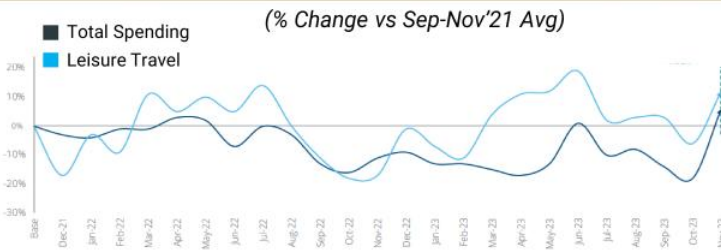
Source: CBRE Hotels Research

Upside Opportunity with Locational Flexibility

4.4 Days Per Week **3.4 Days Per Week** **2.7B Days**

2019 Average Days Per Week in Office Post-Pandemic Average Days Per Week in Office Incremental of Locational Flexibility

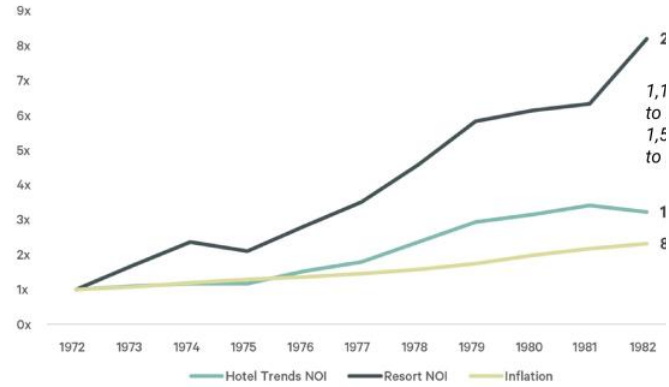
Intent to Spend on Leisure Travel Outperforms Overall Spending



Source: Deloitte 2024 Travel Outlook

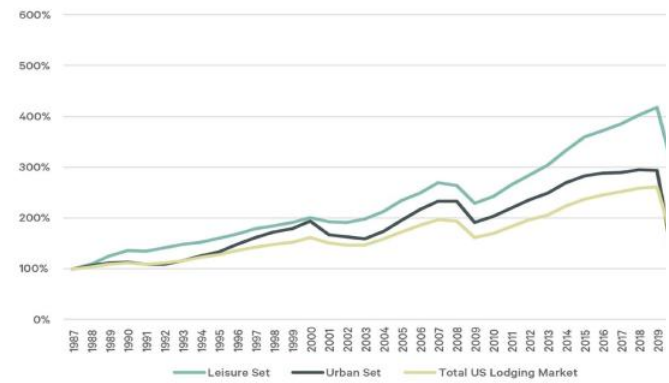
RESILIENCY OF LEISURE OVER CYCLES

NOI CAGR 1972 – 1982 (High Inflation Period)



Source: CBRE Hotels Research

RevPAR Comparison from 1987 – 2022



Source: CBRE Hotels Research

STRONG GROUP PACE & OTHER REVENUE SPENDING



CITY CONVENTION CALENDAR

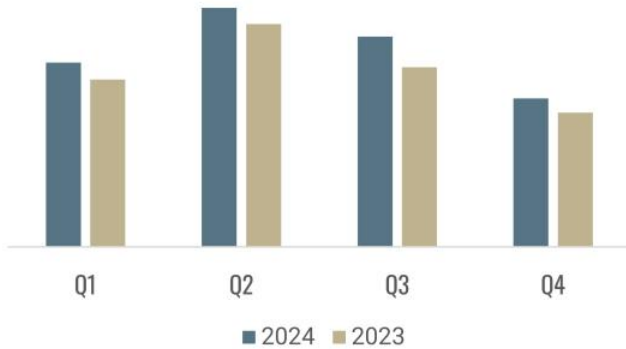
Units: Room Nights in '000s

MARKET	% of 2023A EBITDA	2019	2022	2023	2024E	2025E
CHICAGO	13%	1,142	1,153	1,047	1,184	1,054
BOSTON	11%	349	330	426	437	399
SAN DIEGO	3%	732	660	797	869	829
PHOENIX	2%	291	305	368	354	307
WASHINGTON, DC	2%	387	400	290	417	343
TOTALS	32%	2,901	2,848	2,928	3,261	2,932
<i>% of 2019¹</i>		100%	98%	101%	112%	101%

¹ Room nights currently on the books vs FY 2019 total, 2024 and 2025 may not reflect full year forecast

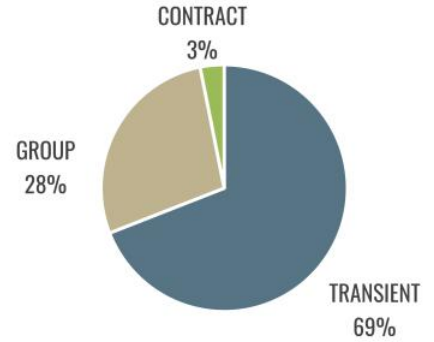
2024 GROUP REVENUE PACE

88% of 2024 Budgeted Group Room Revenue on the Books
7% Increase vs 2023 as of End of Q2'24



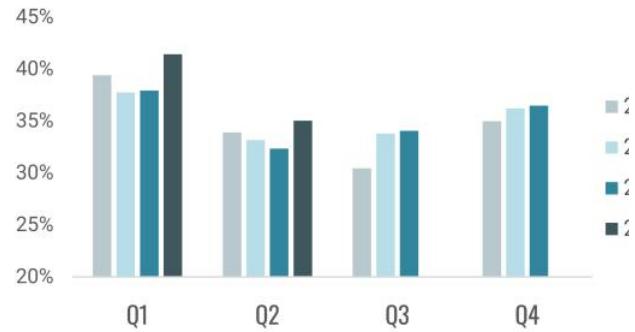
DIAMONDROCK SEGMENTATION

Q2 2024 YTD Room Revenue



GROWING OUT-OF-ROOM SPEND

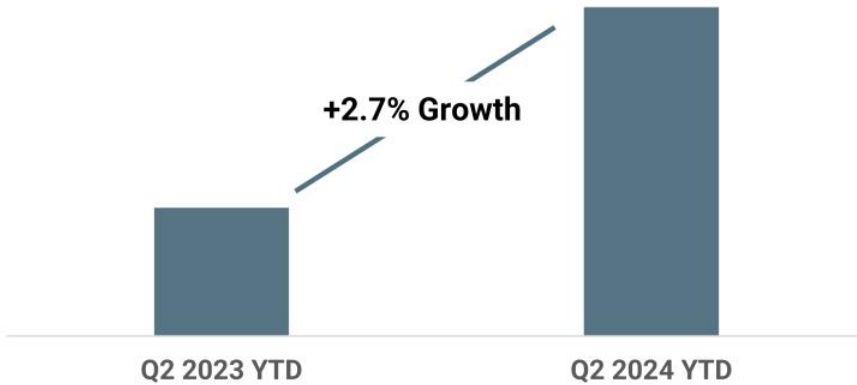
Non-Room Revenue as % of Total Revenue for Group Hotel



¹ Group hotels include Chicago Marriott Magnificent Mile, Westin Boston Seaport, The Worthington Lake City Marriott Downtown, Westin San Diego Bayview, and Westin Washington DC City Center

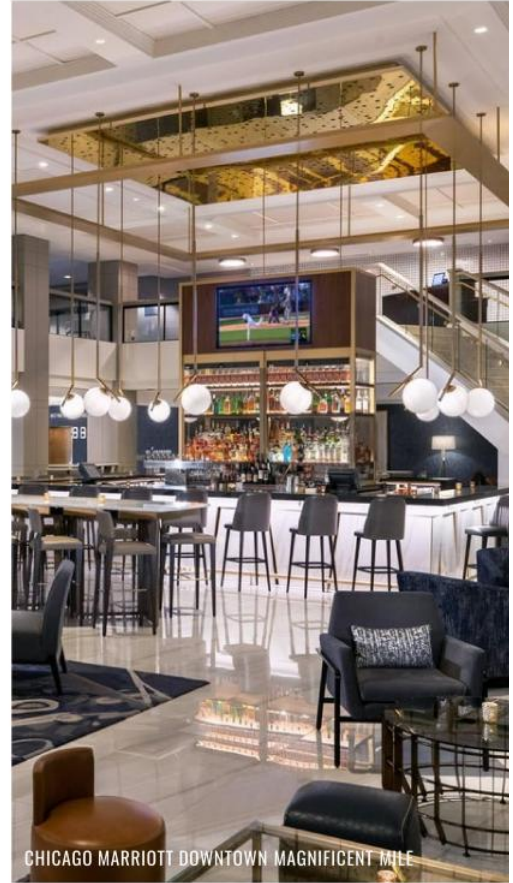
CONTINUED INCREMENTAL GROWTH IN BUSINESS TRAVEL

Business Transient Revenue Up Nearly 3% vs 2023

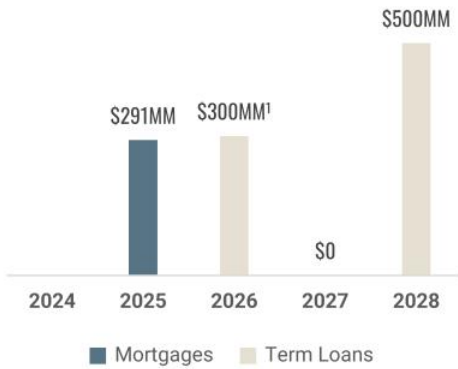


CONTINUED BUSINESS TRANSIENT GROWTH

- USTA forecasts 2024 business travel to reach 95% of 2019 levels—up from 89% in 2023, though slowing economic growth may push full business travel recovery to 2026
- Deloitte projects corporate travel spending to reach 95% of 2019 levels by the second half of 2024
- Airlines are seeing growing travel bookings by Fortune 500 companies



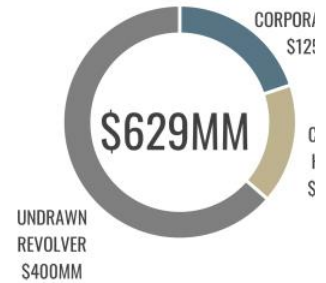
BALANCE SHEET



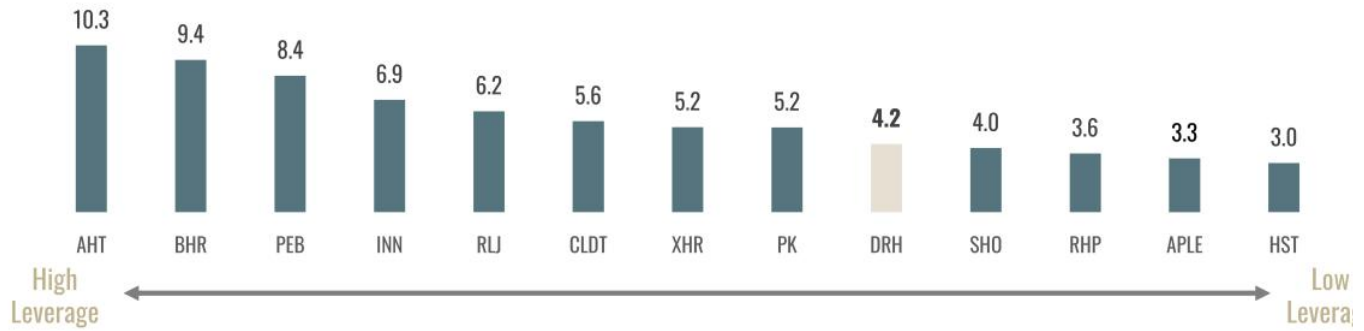
Notes
 Mortgages reflect balance at scheduled maturity
¹Assumes exercise of one-year extension
²Including effect of interest rate swaps
³Reflects current variable rate

As of YE 2024	Debt Amount (\$MM)	Weighted Avg Interest Rate	% of Total Debt
Fixed ²	\$521	4.42%	48%
Floating	\$575	6.73% ³	52%
Total Debt	\$1,096	5.63%	100%

SIGNIFICANT LIQUIDITY AVAILABLE AT END OF Q2 2024



NET DEBT + PREFERRED / EBITDA



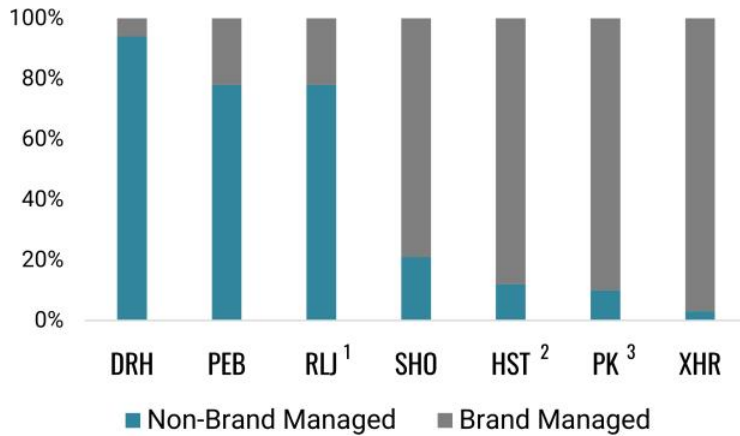
Source: September 2, 2024 Baird Comp Sheet (Net Debt + Preferred / EBITDA 2024)

- 
- 1 LOW RISK PROFILE ENHANCES LIQUIDITY & PERFORMANCE
 - 2 WELL-MAINTAINED, HIGH PERFORMING PRODUCT
 - 3 LOW SUPPLY THREAT
 - 4 ROBUST GROWTH FROM ROI PIPELINE

MOST LIQUID PORTFOLIO AMONGST PEERS



% OF BRAND MANAGED PROPERTIES



Notes
 Source: Company 2023 Annual Reports
¹RLJ reflects only Hilton brand managed hotels, as other brand managed properties were not disclosed
²HST reflects % of rooms that are brand-managed since properties are not disclosed
³PK reflects an estimate as numbers were not disclosed

GROUND LEASE EXPOSURE

COMPANY	% OF ROOMS	TENOR OF THE 5 SHORTEST LEASES	NO. OF LEASE HOTEL
PEB ⁴	44%	26 Years	18 Hotels
HST	30%	18 Years	19 Hotels
PK	23%	21 Years	14 Hotels
PEER AVERAGE	23%	33 Years	11 Hotels
DRH⁵	20%	58 Years	6 Hotels
SHO ⁶	18%	48 Years	1 Hotel
RLJ	17%	17 Years	13 Hotels
XHR ⁷	7%	71 Years	2 Hotels

⁴Includes restaurant ground lease at Southernmost Beach Resort
⁵Excludes the Kimpton Palomar Phoenix lease due to perpetual purchase rights and Hotel Clio patio ground lease not critical to operations
⁶Excludes JW Marriott New Orleans airspace lease
⁷Excludes Hyatt Regency Santa Clara due to purchase rights

BENEFITS OF SHORT-TERM, THIRD-PARTY AGREEMENTS

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

VALUATION PREMIUM: **15%**
UNENCUMBERED VS. TO
ENCUMBERED HOTELS **20%**

STRONG Q2 COMPARABLE RESULTS



% Change	PORTFOLIO		URBAN		RESORTS	
	vs Q2 2023	vs Q2 2019	vs Q2 2023	vs Q2 2019	vs Q2 2023	vs Q2 2019
TREVPAR	+4.5%	+13.6%	+5.4%	+4.6%	+2.7%	+31.3%
REVPAR	+2.2%	+10.0%	+2.2%	+2.6%	+1.9%	+30.6%
ADR	+0.6%	+16.3%	+2.6%	+9.9%	(6.1)%	+31.5%
OCCUPANCY	+1.6%	(5.5)%	(0.4)%	(6.7)%	+8.5%	(0.7)%
HOTEL ADJ. EBITDA	+5.5%	+9.3%	+4.6%	(5.8)%	+7.1%	+56.6%



Q2 2024 COMPARABLE METRIC GROWTH VS 2023

	TRevPAR	RevPAR	Occupancy	ADR	Hotel Adj. EBITD. Margin
DRH	4.5%	2.2%	1.6%	0.6%	20 bps
PEER AVERAGE	1.8%	1.2%	1.3%	-0.01%	-69 bps
RLJ	3.5% ¹	2.6%	2.1%	0.6%	-245 bps
PK	3.2%	2.0%	0.1%	1.8%	10 bps
APLE	2.7%	2.5%	2.2%	0.3%	-50 bps
PEB	2.5%	1.7%	3.8%	-2.0%	190 bps
XHR	1.8%	1.8%	3.5%	-1.7%	-238 bps
HST	0.5%	0.1%	0.1%	-0.1%	-10 bps
SHO	-1.4% ¹	-2.0%	-3.0%	1.0%	-140 bps

¹Reflects total revenue change as TRevPAR was not provided

Q2 2024 COMPARABLE HOTEL ADJ. EBITDA GROWTH VS 2023



DRH hotels are located in low supply markets, with some resort markets having negligible supply growth

MARKET	% OF 2023 EBITDA	SUPPLY FORECAST ¹	MARKET	% OF 2023 EBITDA	SUPP FOREC,
RESORT MARKETS			URBAN MARKETS		
Florida Keys	7.6%	●	Chicago	12.5%	●
Vail	5.6%	●	Boston	10.8%	●
Fort Lauderdale Beach	5.0%	●	Manhattan	8.3%	●
Sedona	3.8%	●	Fort Worth	4.8%	●
Destin	3.7%	●	Denver	3.7%	●
Sonoma	2.6%	●	Salt Lake City	3.7%	●
Lake Austin	1.5%	●	Sausalito	3.7%	●
Lake Tahoe	1.2%	●			
Paradise Valley	0.8%	●			

¹ Methodology: 5 year average of CoStar 12 month supply change forecast (2024 – 2028); green light < 1%, yellow light <1-3%, red light 3%+

ROBUST ROI PIPELINE: \$10-20MM ANNUAL ROI SPEND

2020

- **Commenced 4 Relocations:**
 - Sheraton Key West (Margaritaville)
 - JW Marriott Cherry Creek (Hotel Clio)
 - Sonoma Renaissance (Autograph)
 - Vail Marriott (Luxury Collection)
- **Unencumbered 6 Marriott Management Agreements**

2022

- **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**

\$7MM
ROI Spend

2024 – 2025

- **Completed Relocation of Hotel Champlain**
- **Installing New Bar at Havana Cabana**
- **Integrating Orchards Inn with L'Auberge and Installing New Cliffside Pool**
- **Installing New Marina at Tranquility Bay**
- **Adding 14 Keys at The Landing**

~\$40MM
ROI Spend

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

\$28MM
ROI Spend

2023

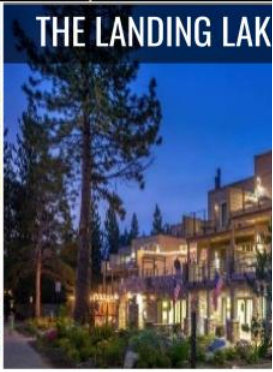
- **Completed Relocation of Hilton Boston (The Dagny)**
- **Completed Rooftop Conversions:**
 - Kimpton Fort Lauderdale
 - Kimpton Palomar Phoenix

\$12MM
ROI Spend

2026+

- **Franchise Expirations**
 - The Westin Boston Seaport District
 - Courtyard Denver Downtown
- **Additional Key Opportunities**
 - Lake Austin Spa Resort
 - Chico Hot Springs Resort
- **Potential Spa Expansion Cavallo Point**

2024 & 2025 ROI PROJECTS IN PROGRESS



Bourbon Orleans Hotel

Rooms Renovation and Public Space Refresh

- **Est. Completion:** 2024
- **Total Est. Cost:** \$8MM

- Reduced previous ROI scope by \$5MM or ~40%
- Current scope still supports resort fee implementation

Havana Cabana

Addition of New Bar Outlet

- **Est. Completion:** Summer 2024
- **Total Est. Cost:** \$1.5MM

- Enhances guest experience and expected to significantly increase F&B revenue at a 25%+ margin

Tranquility Bay

Construction of a New Marina

- **Est. Completion:** 2025
- **Total Est. Cost:** \$1.5MM

- Marina creates 32 slips with the ability to add boat lifts
- Creates opportunity for ancillary revenue

The Landing Lak

Adding Guest Rooms and New Event Space

- **Est. Completion:**
- **Total Est. Cost:**

- Increase key count
- Adds additional event space
- Existing rooms and restaurant will also be renovated (part of budget)



THE CLIFFS AT L'AUBERGE DE SEDONA

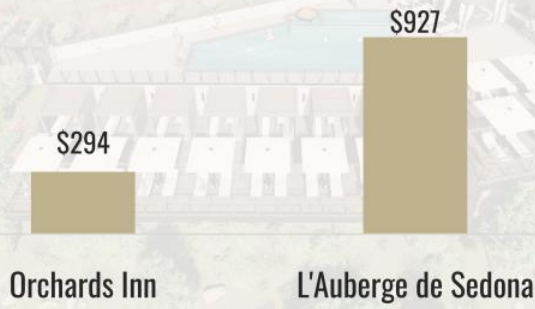


Integration of Orchards Inn
L'Auberge de Sedona

- New cliff side pool and with some of the best v of Sedona's red rocks
- Significant rate opportu
- **Total Cost:** ~\$20MM
- **Est. Completion:** 2025

2023 ADR COMPARISON

3x Difference in ADRs



ORCHARDS INN

Franchise Expiration in 2026 Value Creation Opportunity

WESTIN[®] HOTELS & RESORTS
The Westin Boston
Seaport District



Franchise Expiration in 2027 Potential Upbranding and Expansion

COURTYARD[®] BY MARRIOTT
Courtyard Denver
Downtown



Exploring Adding New Cabin & Employee Housing

Est. 1900
CHICO
HOT SPRINGS RESORT
& DAY SPA



Exploring Adding More Waterfront Guest Rooms

LAKE AUSTIN
SPA RESORT



Exploring Spa Expansion

cavallopoint
the lodge at the golden gate



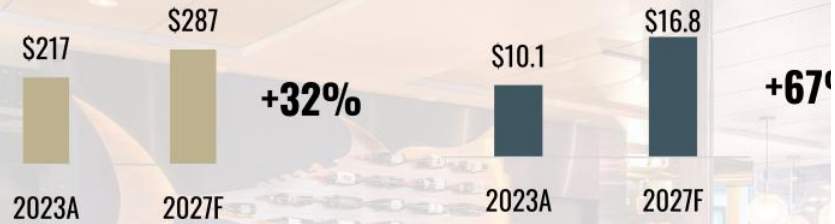
COMPLETED ROI PROJECT – CONVERSION FROM HILTON BOSTON TO THE DAGNY



Since conversion to The Dagny, the hotel's TripAdvisor ranking has improved from #56 out of 99 hotels in Boston in Q1 2023 to **#2 out of 97 hotels** as of September 1, 2024



Conversion from Hilton brand to an independent lifestyle hotel renovated guest rooms and bathrooms, a new state-of-the-art improved meeting spaces, and a new sense of arrival



REVPAR

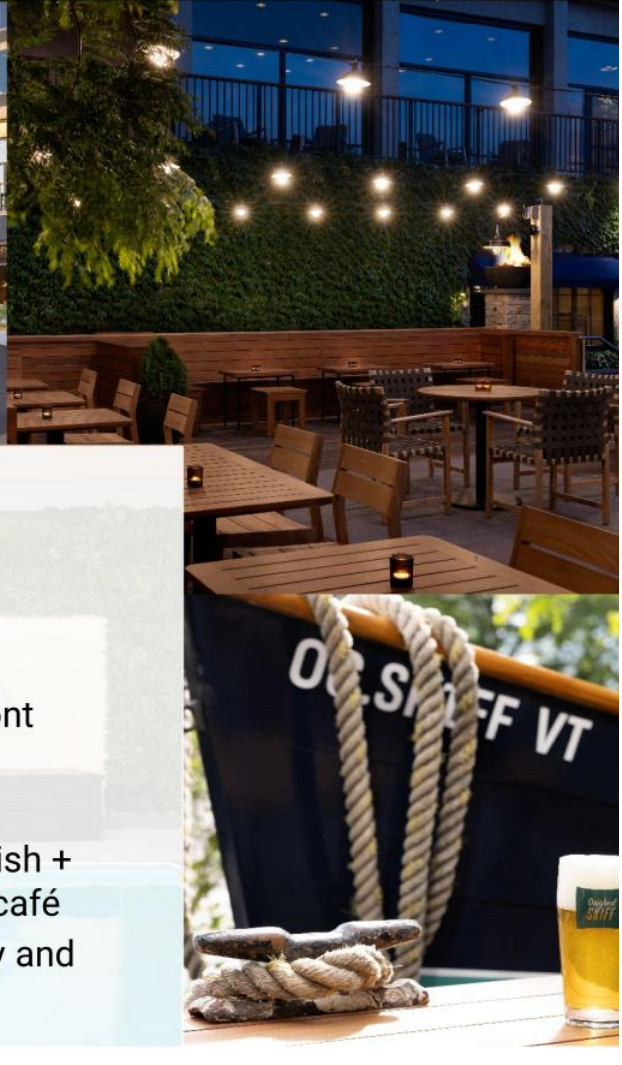
EBITDA (SMM)

The Dagny Performance has Exceeded Expectations

Q2'24 YTD Performance vs. Budget:

- Top line revenue beat by +\$220K
- Hotel Adj. EBITDA margin beat by +113bps
- Hotel Adj. EBITDA beat by +\$250K
- TripAdvisor's #3 Travelers' Choice Award

- **Completion:** August 1, 2023
- **Total Cost:** \$32MM
- **Increase Cost over Hilton Renovation:** \$5MM
- **Incremental NOI for Independent hotel:** \$1MM
- **Exit value increase:** \$14MM-30MM (50-100 bps on cap rate)



Conversion of Hilton Burlington Lake Champlain to Hotel Champlain, Curio Collection by Hilton

- Completed in July 2024 at a total cost of ~\$9MM
- Scope included:
 - New community outdoor spaces and upgraded front entrance
 - Upgraded state-of-the-art fitness center
 - New signature seafood restaurant, Original Skiff Fish + Oysters by Chef Eric Warnstedt and a new all-day-café
- Transformation represents a strong ROI opportunity and increased exit value

4th Consecutive Year Recognized as Sector Leader

ISS ESG RANKINGS⁽²⁾



2023 DRH GRESB SCORE & RECOGNITION



GRESB Public Disclosure Level



Global Average: B
Comparison Group Average: B



GRESB REAL ESTATE ASSESSMENT

- Ranked 1st GRESB Score among U.S. Listed Hotels
- Ranked 2nd GRESB Score among Listed Hotels
- Ranked 18th GRESB Score among U.S. Listed Companies (Top 15%)

GRESB PUBLIC DISCLOSURE

- Ranked 1st within the U.S. Hot score of "A" compared to the f Average of "B" and the GRESB Average of "B"

GRESB ANNUAL RESULTS VS PEER GROUP

	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 Avg	93%	129%	117%	122%	119%	126%

As of July 2024

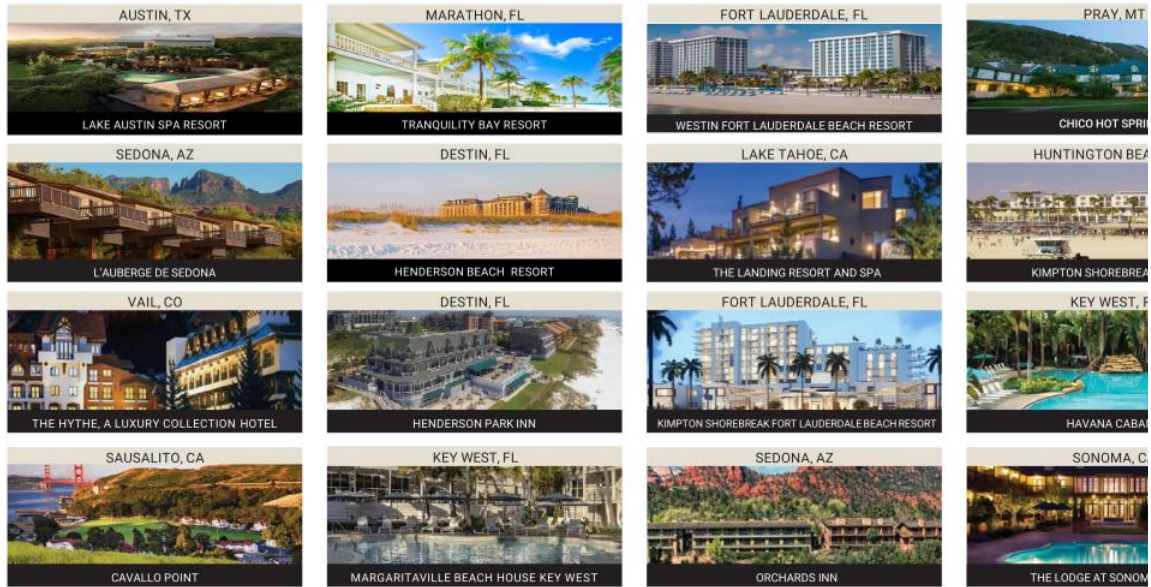
24 Hotels
4,348 Keys

56% of Portfolio
by Revenue

13 Independent
Hotels

100%
Unencumbered
by Management

LUXURY & LIFESTYLE RESORTS



URBAN LIFESTYLE HOTELS



Notes: Revenue as of FY 2023

URBAN GROUP HOTELS

6 Hotels
3,853 Keys

32% of Portfolio by Revenue
Strong Convention Markets



URBAN SELECT-SERVICE HOTELS

4 Hotels
969 Keys

9% of Portfolio by Revenue
100% Unencumbered by Management



SUBURBAN HOTELS

2 Hotels
590 Keys

3% of Portfolio by Revenue
100% Unencumbered by Management



Notes: Revenue as of FY 2023

