



INVESTOR PRESENTATION



JUNE 2022



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. FY2022 Revenues Expected to Meet/Surpass FY2019 Comparable Revenues
2. Urban Hotels Are Largest Profit Opportunity
3. ROI Projects Outperforming Underwriting Planning for 2022-23 Projects Underway
4. Leading Q1 2022 Operating Results
5. ESG Leader – Corporate Responsibility Report



2022 TRANSACTIONS

KIMPTON FORT LAUDERDALE BEACH RESORT

- Acquired the 96-room Kimpton Fort Lauderdale Beach Resort in Fort Lauderdale, Florida, proximate to our Westin Fort Lauderdale Beach Resort
 - 7.0%+ Hotel NOI yield in next twelve months
 - 8.0%+ estimated stabilized Hotel NOI yield

TRANQUILITY BAY BEACHFRONT RESORT

- Acquired commercial interest in the 103-unit Tranquility Bay Beachfront Resort in Marathon, Florida

2022 OUTLOOK

EXIT CREDIT FACILITY WAIVERS

- Expect full compliance with original, unmodified covenants in Q2 2022

RESTORING COMMON DIVIDEND

- Expect to resume a common dividend in H2 2022

Q1 2022 PEER PERFORMANCE

	PK	SHO	PEB	RLJ	XHR	HST	APLE	DRH
ADR Growth	0%	10%	18%	-7%	7%	14%	-2%	25%
Occupancy Growth	-33%	-35%	-36%	-20%	-25%	-28%	-9%	-23%
RevPAR Growth	-33%	-28%	-26%	-26%	-20%	-18%	-11%	-4%
Hotel EBITDA Growth	-54%	-42%	-41%	-39%	-28%	-18%	-14%	0%

Source: Company filings

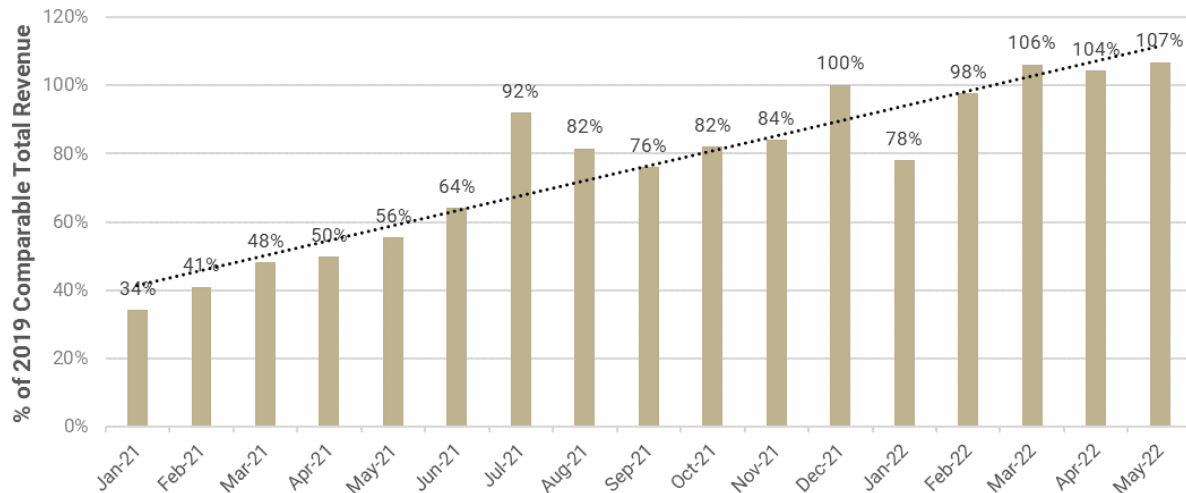
2022 MONTHLY COMPARABLE OPERATING RESULTS⁽¹⁾

	Occ (%)	ADR (\$)	RevPAR (\$)	RevPAR B/(W) 2019	Revenue (\$000s)	Revenue B/(W) 2019
Jan-22	41.3%	245.13	101.19	(21.5%)	45,356	(22.0%)
Feb-22	57.9%	283.49	164.25	0.7%	64,302	(2.2%)
Mar-22	68.4%	296.22	202.67	5.3%	87,605	6.2%
Apr-22 ⁽²⁾	72.4%	291.71	211.29	4.8%	86,320	4.4%
May-22 ⁽²⁾	72.7%	296.34	215.43	4.8%	95,085	6.8%

⁽¹⁾ Comparable operating information excludes the Kimpton Fort Lauderdale Beach Resort as it was not operating in 2019

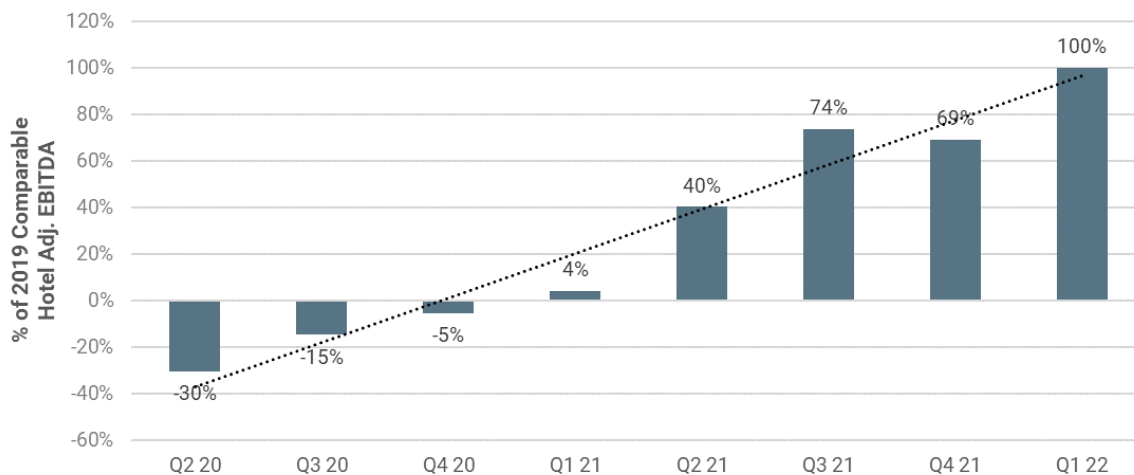
⁽²⁾ Preliminary results

REVENUE RECOVERY ACCELERATING



Note: Excludes the Kimpton Ft. Lauderdale

ROBUST EBITDA RECOVERY



Note: Excludes the Kimpton Ft. Lauderdale

RECENT TRENDS & OUTLOOK

- PREPARE FOR TAKEOFF**
 Leisure demand remains robust
 - RETURN TO TRAVEL**
 Corporate travel recovery aligns with return-to-office policies
 - ENCOURAGING OUTLOOK**
 Group activity returning to pre-pandemic levels. Profitable banquet business is rebuilding
-
- HOTEL EBITDA RECOVERY**
 Strong quarter-on-quarter growth in recovery of Hotel Adjusted EBITDA
 - HOTEL MARGINS**
 We expect DRH's stabilized margins will be 200-300bp higher post-pandemic



WHY DIAMONDROCK

- 1 2022-2023 SETUP
- 2 COMPELLING ROI PIPELINE
- 3 STRONG/IMPROVING PORTFOLIO
- 4 MARGIN IMPROVEMENT POTENTIAL
- 5 POWERFUL CAPITAL RECYCLING



THE LODGE AT SONOMA

FOUR HOTEL UP-BRANDINGS

- Sonoma Autograph Collection Q3 2021
- The Hythe, The Luxury Collection Q4 2021
- Margaritaville Beach House Q4 2021
- Hotel Clio, The Luxury Collection Q1 2022

IMPROVING BUSINESS TRANSIENT

- Strong Expected Growth in 2022 Group Revenue
- City-wide room nights in 2022/2023 in major urban markets expected to see gains versus 2019

IMPROVING GROUP TRENDS

- Strong Expected Growth in 2022 Group Revenue
- 92% of Budgeted Group Nights On The Books

ROBUST LEISURE TRENDS

- Projected to add \$20MM+ to 2022E EBITDA
 - *Tranquility Bay Beachfront Resort – Marathon, FL*
 - *Henderson Beach Resort – Destin, FL*
 - *Henderson Park Inn – Destin, FL*
 - *Bourbon Orleans Hotel – New Orleans, LA*

MARGIN IMPROVEMENT POTENTIAL

- 200-300bp of long-term potential



HOTEL CLIO, A LUXURY COLLECTION HOTEL



TRANQUILITY BAY RESORT

RECENTLY COMPLETED PROJECTS

SONOMA RENAISSANCE



VAIL MARRIOTT



SHERATON KEY WEST



JW MARRIOTT CHERRY CREEK



THE LODGE
• AT SONOMA •



THE HYPHE
VAIL



HOTEL
CLIO

PROJECT COST \$9.8MM

IRR 25%

Completed Jul 2021

PROJECT COST \$8.4MM

IRR 88%

Completed Nov 2021

PROJECT COST \$3.5MM

IRR 82%

Completed Nov 2021

PROJECT COST \$3.6MM

IRR 74%

Completed Mar 2022

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

ROI PIPELINE: \$90MM+ of ROI Projects at 40%+ IRRs

PROPERTY	PROJECT	ESTIMATED CAPITAL SPEND ⁽¹⁾	UNDERWRITTEN INCREMENTAL EBITDA ⁽¹⁾	ESTIMATED IRR ⁽²⁾	ESTIMATED COMPLETION
LODGE AT SONOMA	Autograph Collection Conversion	\$9.8	\$1.4	25%	Completed
THE HYPHE, LUXURY COLLECTION	Luxury Collection Conversion	\$8.4	\$3.4	88%	Completed
CHARLESTON RENAISSANCE	F&B Repositioning	\$2.1	\$0.5	52%	Completed
MARGARITAVILLE BEACH HOUSE	Rebranding	\$3.5	\$1.3	82%	Completed
EMBASSY SUITES BETHESDA	Brand Conversion	\$3.3	\$0.5	28%	Completed
HOTEL CLIO, LUXURY COLLECTION	F&B and Public Space Renovation	\$2.5	\$0.5	42%	Completed
	Luxury Collection Conversion	\$3.6	\$1.2	74%	Completed
	Recently Completed	\$33.2	\$8.8	59%	
ORCHARDS INN	Resort Repositioning	\$19.8	\$2.6	22%	2023
BOSTON HILTON	Third Floor Reconfiguration	\$6.0	\$1.0	33%	2023
THE LANDING	Additional 14 Keys	\$6.1	\$1.2	42%	2023
BURLINGTON HILTON	Soft brand Conversion	\$2.6	\$0.8	75%	2023
	F&B Repositioning	\$1.3	\$0.4	69%	2023
	Total in Planning	\$35.8	\$6.1	34%	
	Recently Completed & Active ROI Pipeline	\$69.0	\$14.9	47%	
	Shadow ROI Pipeline		\$25MM of Capital Spend	Estimated 20%+ IRR	

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

WELL-POSITIONED FOR GROUP RECOVERY

- ENCOURAGING CITY-WIDE TRENDS**
 Convention centers in major-markets positioned to surpass 2019 room nights
- GROUPS ARE LOOKING TO MEET**
 Group sales activity for DRH portfolio was 36% ahead of pre-pandemic periods. No demand for “hybrid” meetings
- LUCRATIVE BANQUETS RETURNING**
 Quality of group demand on-the-books improves as we move through the year
- ROOM NIGHTS RECOVERED**
 Room night leads in Q1 2022 was in line with pre-pandemic volume
- AVERAGE EVENT SIZE IS SMALLER...**
 The average lead in Q1'22 was 30% smaller than pre-pandemic periods, favors DRH’s hotel profile

CITYWIDE CONVENTION ROOM NIGHTS “ON THE BOOKS”

MARKET	% of 2019A EBITDA	2019	2022E	2023E
BOSTON	15%	349,030	330,296	438,015
CHICAGO	15%	1,141,525	1,189,447	1,106,314
WASHINGTON, DC	6%	387,442	394,486	366,818
SAN DIEGO	4%	732,411	692,376	697,265
PHOENIX	3%	290,541	293,139	289,888
TOTALS⁽¹⁾	43%	2,900,949	2,899,744	2,898,300

⁽¹⁾ As of May 5, 2022. Source: Convention & Visitor Bureaus

DIAMONDROCK PORTFOLIO GROUP SALES LEAD ACTIVITY⁽²⁾

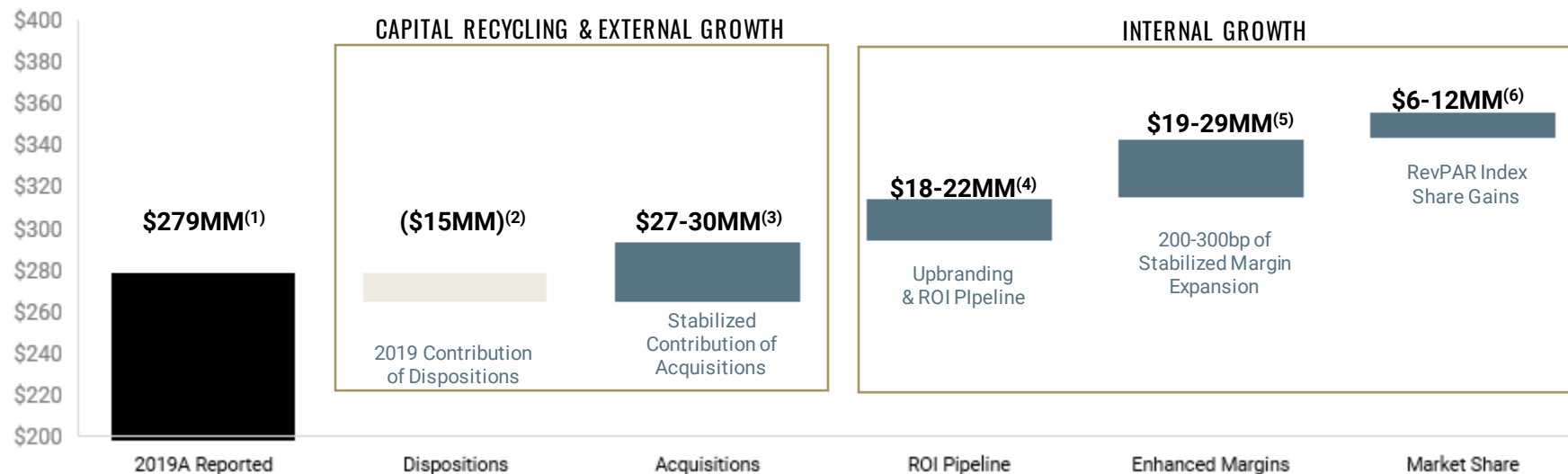
PERIOD	LEADS (#)		LEADS (ROOM NIGHTS)	
	(000S)	% OF Q1'20	(MILLIONS)	% OF Q1'20
Q1 2020	11.8	100%	2.9	100%
Q2 2020	4.3	36%	1.0	34%
Q3 2020	4.1	35%	0.7	25%
Q4 2020	4.3	36%	0.7	24%
Q1 2021	8.2	69%	1.2	41%
Q2 2021	11.2	95%	1.7	59%
Q3 2021	12.4	105%	2.1	72%
Q4 2021	12.1	103%	2.0	69%
Q1 2022	16.1	136%	2.8	97%

⁽²⁾ As of May 5, 2022
 Source: DiamondRock hotel portfolio

280 Average Room Count of DRH Hotel Portfolio

92% 2022 Budgeted Group Rooms On-The-Books as of May 31st

\$55-75 MILLION OF POTENTIAL INCREMENTAL HOTEL ADJUSTED EBITDA



⁽¹⁾ 2019A reported Hotel Adjusted EBITDA

⁽²⁾ Contribution to 2019A Hotel Adjusted EBITDA from The Lexington and Frenchman's Reef. These assets were sold in 2021.

⁽³⁾ Proforma stabilized Hotel Adjusted EBITDA of Henderson Beach Resort, Henderson Park Inn, Bourbon Orleans and Tranquility Bay. These assets were acquired in 2021-2022.

⁽⁴⁾ Proforma stabilized Hotel Adjusted EBITDA of Upbranding & ROI pipeline: 2022 Budget vs. 2019A for completed projects and proforma for remainder.

⁽⁵⁾ Estimated potential increase to stabilized Hotel Adjusted EBITDA margins for DRH portfolio. Stabilized increase to industry-wide margins estimated to be 0-100bp

⁽⁶⁾ RevPAR Index Share gains for select hotels

ACQUIRED KIMPTON FORT LAUDERDALE BEACH (FORT LAUDERDALE, FLORIDA)



KEY DEAL HIGHLIGHTS

- Off-market acquisition of a lifestyle resort property with dedicated beach amenities and services for guests
- Fee simple, unencumbered by management.
- Reopened mid-2021 after a complete rehabilitation to current building and hurricane codes while preserving historic Art Deco architecture
- Price/key is 40% below AC Hotel (\$600k/key, Feb 2022)
- Only IHG Hotels & Resorts or Kimpton in the market.
- Forecast stabilization at an 8% NOI yield.



ACQUISITION DATE	4/1/22
PURCHASE PRICE	\$35.3 MILLION
LOCATION	FORT LAUDERDALE, FL
NUMBER OF ROOMS	96

UPSIDE OPPORTUNITIES

- Revenue and expense synergies with DiamondRock's Westin Fort Lauderdale Beach Resort two blocks away
- Significant profit upside in resort
 - Enhance revenue management
 - Un-utilized rooftop bar and swimming pool with panoramic views of the Intracoastal
 - Revenue opportunity in resort fees
 - Improve marketing of hotel and F&B outlets
- Profit potential in adjacent Tiffany House residences (not included in underwriting)
 - Opportunity to collect parking revenue from 230+ space parking garage (DRH owned) with mandatory valet access for guests and residents.
 - Create RMA program for condo-owners

ACCOLADES FOR FORT LAUDERDALE

- Third highest occupancy market in Florida
- Top 25 Popular U.S. Destinations (TripAdvisor)
- Best U.S. Destination for Meetings & Conventions (Prevue)
- Annual Formula 1 event scheduled for 2022-2028



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ACQUIRED TRANQUILITY BAY BEACHFRONT RESORT (MARATHON, FLORIDA)



ACQUISITION DATE 1/6/22
 PURCHASE PRICE \$63 MILLION
 LOCATION MARATHON, FL
 NUMBER OF UNITS 103



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KEY DEAL HIGHLIGHTS

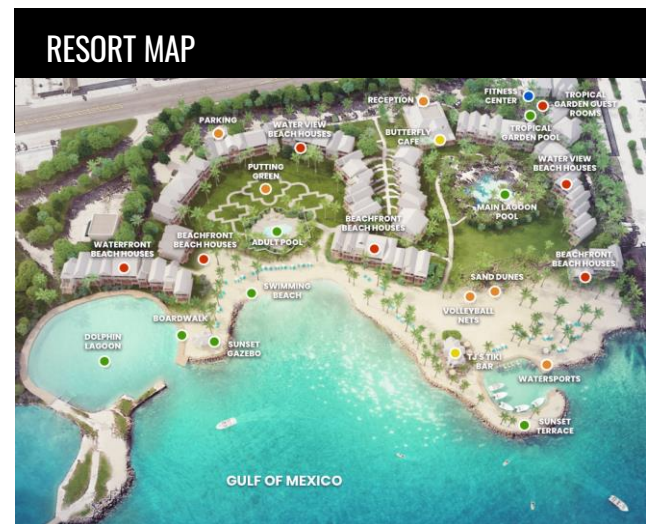
- 2021 TripAdvisor Traveler's Choice Award and consistently among the top hotels in Marathon, FL.
- 12 oceanfront acres with 1,000 feet of shoreline
- Strict development ordinances constrain supply and supports the highest RevPAR of any major U.S. market
- >\$645 ADR (2021E), nearly 3x the portfolio average
- >11% capitalization rate on trailing 2021 proforma NOI or over \$50,000/key in Hotel EBITDA
- Investment comprised of (1) fee simple ownership of 16 units and all resort amenities and infrastructure and (2) durable, long-term rental management agreements for 84 third-party owned beach homes and (3) majority of three vacation rental units.

UNIT COMPOSITION

16 Units	16 Bedrooms	One Bedroom	450 Sq. Ft.
46 Units	92 Bedrooms	Two Bedroom	840 Sq. Ft.
41 Units	123 Bedrooms	Three Bedroom	1,320 Sq. Ft.
103 Units	231 Bedrooms		970 Sq. Ft.

UPSIDE OPPORTUNITIES

- Significant revenue upside
 - Entitled for marina development
 - Enhanced F&B programming at pool and beach area
 - Initiate wedding-market programming
 - Enhanced revenue management
 - Benefit from clustering with other DRH Resorts



ACQUIRED HENDERSON BEACH RESORT (DESTIN, FLORIDA)



KEY DEAL HIGHLIGHTS

- AAA Four Diamond Award in 2019. Consistently recognized by Travel + Leisure, US News & World Report and other periodicals as one of the best resorts in Florida.
- Best located resort in the market; A+ beach access to 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
- >\$430 ADR (2021E), 80%+ above the portfolio average
- 6.4% capitalization rate on 2021E NOI; stabilization at 8% NOI yield or \$53,000/key in Hotel EBITDA



ACQUISITION DATE	12/23/21
PURCHASE PRICE	\$112.5 MILLION
LOCATION	DESTIN, FL
NUMBER OF ROOMS	170
NUMBER OF RMAs:	46
EVENT SPACE	40,000 SQ FT

UPSIDE OPPORTUNITIES

- Significant revenue upside
 - Enhanced revenue management
 - Room segmentation strategies
 - Operating synergies with Henderson Park Inn
 - Benefit from clustering with other DRH Resorts
 - Improve F&B programming
 - Enhance group sales penetration
 - Yield management of 46 onsite condo units operated under Rental Management Agreements (RMA)



LOCATION AND FEEDER MARKETS



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% BRAND MANAGED	
COMPANY	PERCENT OF MANAGEMENT CONTRACTS
XHR	86%
HST	84%
PK	81%
SHO	59%
PEER AVERAGE	57%
PEB	25%
DRH-Prior	24%
DRH-Current	6%

Source: Company filings, Robert W. Baird & Co
 Note: DRH Prior is prior to the disposition of Frenchman's Reef and The Lexington Hotel, and the six Marriott-managed hotels converted to franchise agreements.

2 LONG-TERM MANAGEMENT CONTRACTS

BENEFITS OF LOW EXPOSURE

- SUPERIOR COST CONTROLS
 - Utilize most cost-effective procurement & sourcing
 - Identify cost-effective product alternatives
- SUPERIOR LABOR MANAGEMENT
 - Management staff levels and compensation
 - Non-exempt staff levels, scheduling, and compensation
- OWNER-CENTRIC CASH/CAPITAL MANAGEMENT
 - Owner dictates cash management and distribution
 - Owner dictates capital investment / purchasing decisions
- LOWER COST OF OPERATIONS
 - Management fee differential
 - Operating cost savings
 - Measurably enhance profitability


CREATES VALUE ENTERPRISE / ASSET VALUE

- Source of value to self-managed portfolio/asset buyers
- Buyers value ability to execute their strategy
- Expands audience of prospective buyers
- Unencumbered hotels worth 15-20% over encumbered



PORTFOLIO



 **9,548 ROOMS**

 **34 PROPERTIES**

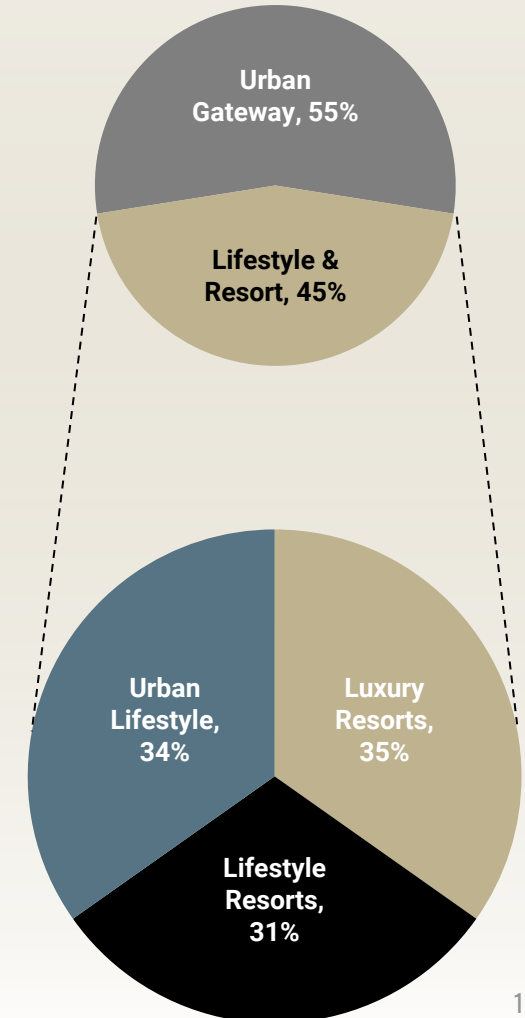
 **23 GEOGRAPHIC MARKETS**

DIVERSIFIED GEOGRAPHICAL SOURCES OF EBITDA

LOCATION	EBITDA	LOCATION	EBITDA
Boston, MA	15%	Denver, CO	3%
Chicago, IL	15%	Phoenix, AZ	3%
New York, NY	6%	Burlington, VT	3%
Ft. Lauderdale, FL	6%	Sonoma, CA	2%
Washington, D.C.	6%	New Orleans, LA	2%
Ft. Worth, TX	5%	Charleston, SC	2%
Key West, FL	5%	Huntington Beach, CA	2%
San Diego, CA	4%	Atlanta, GA	2%
Salt Lake City, UT	4%	Destin, FL	2%
Sausalito, CA	4%	Lake Tahoe, CA	1%
Vail, CO	4%	San Francisco, CA	1%
Sedona, AZ	3%		

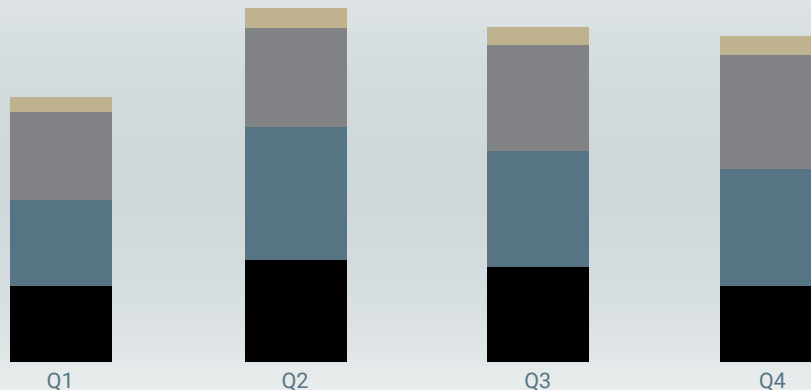
DIVERSIFIED PORTFOLIO WITH FOCUS ON RESORT AND LIFESTYLE PROPERTIES

% of 2019 Proforma EBITDA



VARIOUS SOURCES OF REVENUE

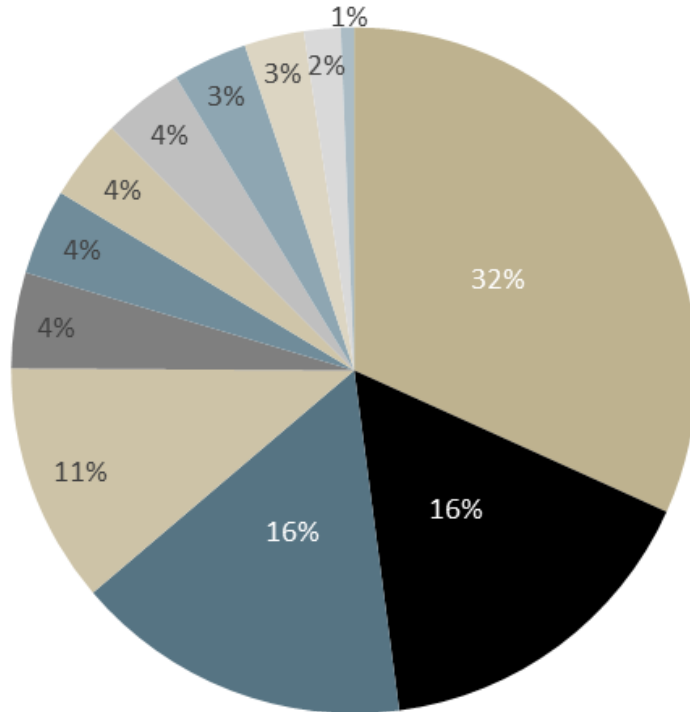
- Contract/Other
- Leisure Transient
- Business Transient
- Group



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

	KEYS	REVPAR (\$)	TREVPAR (\$)	REVENUE/KEY (\$000s)	EBITDA/KEY (\$000s)	% of 2019A EBITDA
LUXURY RESORT	930	\$281	\$489	\$179	\$48	15%
LIFESTYLE RESORT	1,312	\$185	\$302	\$110	\$32	15%
LIFESTYLE URBAN	1,491	\$185	\$256	\$93	\$29	15%
RESORT/LIFESTYLE	3,733	\$209	\$330	\$120	\$35	45%
URBAN GATEWAY	5,815	\$176	\$240	\$88	\$27	55%
TOTAL	9,548	\$189	\$275	\$100	\$30	100%

PORTFOLIO: OPERATOR AND GUEST MIX DIVERSIFICATION

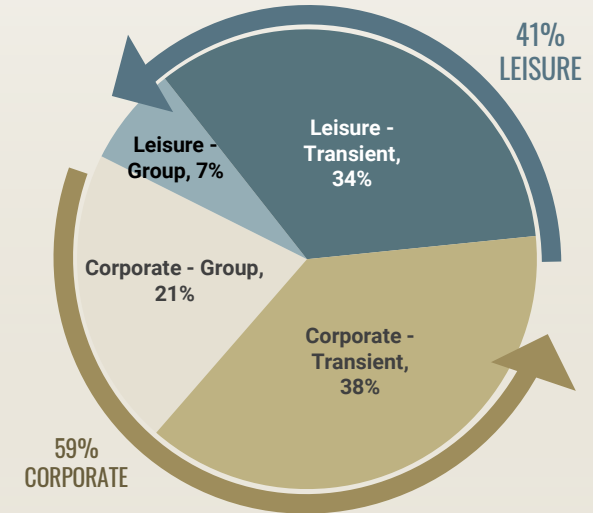


- Aimbridge
- HEI Hotels & Resorts
- Marriott
- Sage Hospitality
- Kimpton
- Evolution Hospitality
- Passport Resorts
- Vail Resorts
- Highgate Hotels
- EOS Hospitality
- Ocean Properties
- Viceroy

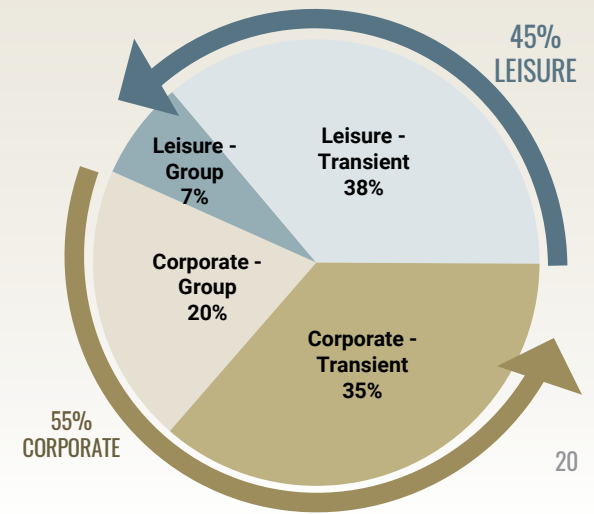
Note: % of 2019 proforma EBITDA, 2022 projected EBITDA used for Kimpton Ft. Lauderdale

% of Room Nights

2019 ACTUAL



PRO FORMA FOR DISPOSITION AND ACQUISITIONS



STRONG RESORT MARKET PRESENCE

OVER 60% OF HOTELS LOCATED IN DESTINATION LEISURE MARKETS

LUXURY RESORT



LIFESTYLE RESORT



URBAN LIFESTYLE



NEARLY 40% OF HOTELS LOCATED IN TOP GATEWAY MARKETS

ATLANTA, GA



BOSTON, MA



BOSTON, MA



CHICAGO, IL



DENVER, CO



FORT WORTH, TX



NEW YORK, NY



NEW YORK, NY



NEW YORK, NY



SALT LAKE CITY, UT



SAN DIEGO, CA



WASHINGTON, DC



WASHINGTON, DC





*The Hythe Vail, A Luxury Collection Hotel
Vail, Colorado*

ESG LEADERSHIP



*L'Auberge de Sedona
Sedona, Arizona*

GRESB ANNUAL RESULTS

	2017	2018	2019	2020	2021
DRH GRESB Score	53	75	81	84	86
Peer Score Average ⁽¹⁾	57	58	69	69	72
Index to Peer Score Average	93%	129%	117%	122%	119%



GRESB
REAL ESTATE
sector leader 2021



GRESB
★★★★☆ 2021

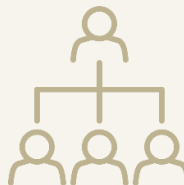


GRESB
REAL ESTATE
Sector Leader 2020



GRESB
★★★★★ 2020

ISS ESG RANKINGS⁽²⁾



As of May 31, 2022

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

