

CITI'S GLOBAL
PROPERTY CEO
CONFERENCE

MARCH 2024



The evolution of RLJ's portfolio over the last several years has positioned it to benefit from the upside in urban demand and to capitalize on unique internal and external growth catalysts

HIGH-QUALITY PORTFOLIO

High-quality portfolio with an attractive growth profile

- Urban-centric portfolio growth expected to exceed the Industry
- Urban markets represent over two-thirds of RLJ's portfolio

INTERNAL GROWTH

Phase I and II initiatives to generate \$14M to \$18M of incremental EBITDA

- Three conversions announced in 2023 underway in New Orleans, Houston and Nashville
- Two conversions of the Renaissance and the Wyndham in Pittsburgh
- Acquired the Wyndham Boston Beacon Hill for \$125M, unlocking a new conversion

EXTERNAL GROWTH

Well-positioned to drive external growth

- Ability to execute all-cash transactions in a constrained lending environment
- Attractive pipeline of off-market, external growth opportunities

BALANCE SHEET

Low leveraged balance sheet with a strong track record of returning capital

- ~\$1.1B of liquidity, including \$0.5B of cash
- In 2023, repurchased \$77.2M of common shares while doubling dividend

OPERATING PERFORMANCE



THE PIERSIDE SANTA MONICA

RLJ's urban-centric portfolio yielded top-quartile performance throughout 2023

RLJ was a top performer among peers and outperformed the industry throughout 2023

- Q4 and 2023 RevPAR growth of 5.2% and 9.0% exceeded industry by 4x and 2x, respectively
- RLJ's RevPAR growth was consistently in the top-quartile of its peers throughout the year

Urban-centric portfolio benefitted from improvement in all segments of demand

- Robust group demand, improving Business and international inbound travel were key drivers during the year
- Urban leisure remained healthy, benefitting from large-scale events and hybrid work flexibility allowing for "Bleisure"
- Urban markets strength allowed portfolio RevPAR to be driven by balanced Occupancy and ADR growth

Portfolio benefitted from ramping conversions

- Exceeded our initial projections for our Phase I conversions, revenue enhancement and margin expansion initiatives
 - ROIs were a key driver of out-of-rooms revenues growing by +8.1% and +19.7% in Q4 and 2023, respectively

Lean operating model drove EBITDA growth

- Q4 and FY Hotel EBITDA increased 2.3% and 8.5%, respectively
- Continued to benefit from lean operating model with fewer FTEs

RLJ's urban-centric portfolio and multiple channels of growth well-positioned to continue to drive outperformance relative to the industry

Urban markets are expected to benefit from positive growth in all demand segments

- Group is expected to remain strong due to continued demand from small group and favorable citywides
 - RLJ group booking pace is +12%
- Expect further improvement in business transient and international travel demand
- Leisure should remain healthy, with urban leisure to benefit from special events

Performance will benefit from a favorable footprint

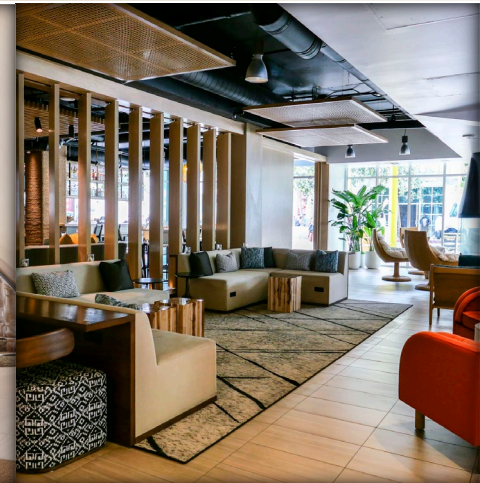
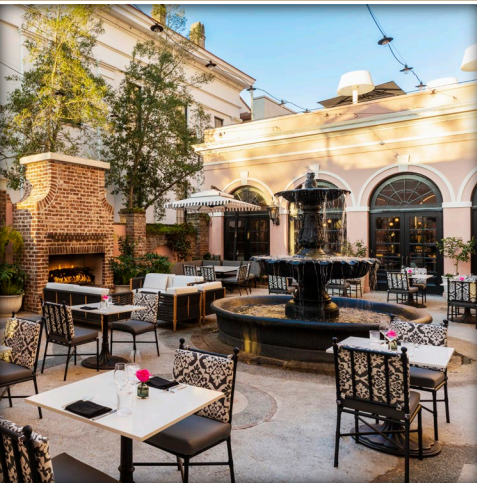
- Expect divergence in individual market performance to emerge given citywide calendars and event locations etc.
 - RLJ's urban markets such as Boston, Southern California and New York are expected to outperform in 2024

January 2024 RevPAR growth up 5.8%

- Occupancy and ADR growth of 4.3% and 1.5% respectively
- Q1 impacted by the timing of Easter and difficult comparisons to prior year growth rates

Full Year Outlook

- Anticipates a continuation of the current operating and macroeconomic environment
 - Comparable RevPAR Growth of 2.5% - 5.5%
 - Comparable Hotel EBITDA of \$395.0M to \$425.0M
 - Adjusted EBITDA of \$360.0M to \$390.0M and Adjusted FFO per diluted share between \$1.55 and \$1.75



URBAN CENTRIC PORTFOLIO
ORGANIC GROWTH

INITIAL CONVERSIONS /
ACQUISITIONS

FUTURE
PIPELINE OF CONVERSIONS

BALANCE SHEET
OPTIONALITY



- Multiple demand drivers
- Capture new normal
- Limited new supply
- Next leg of recovery



- Pacing ahead of underwriting
- External growth from high-growth markets
- Additional growth to stabilization



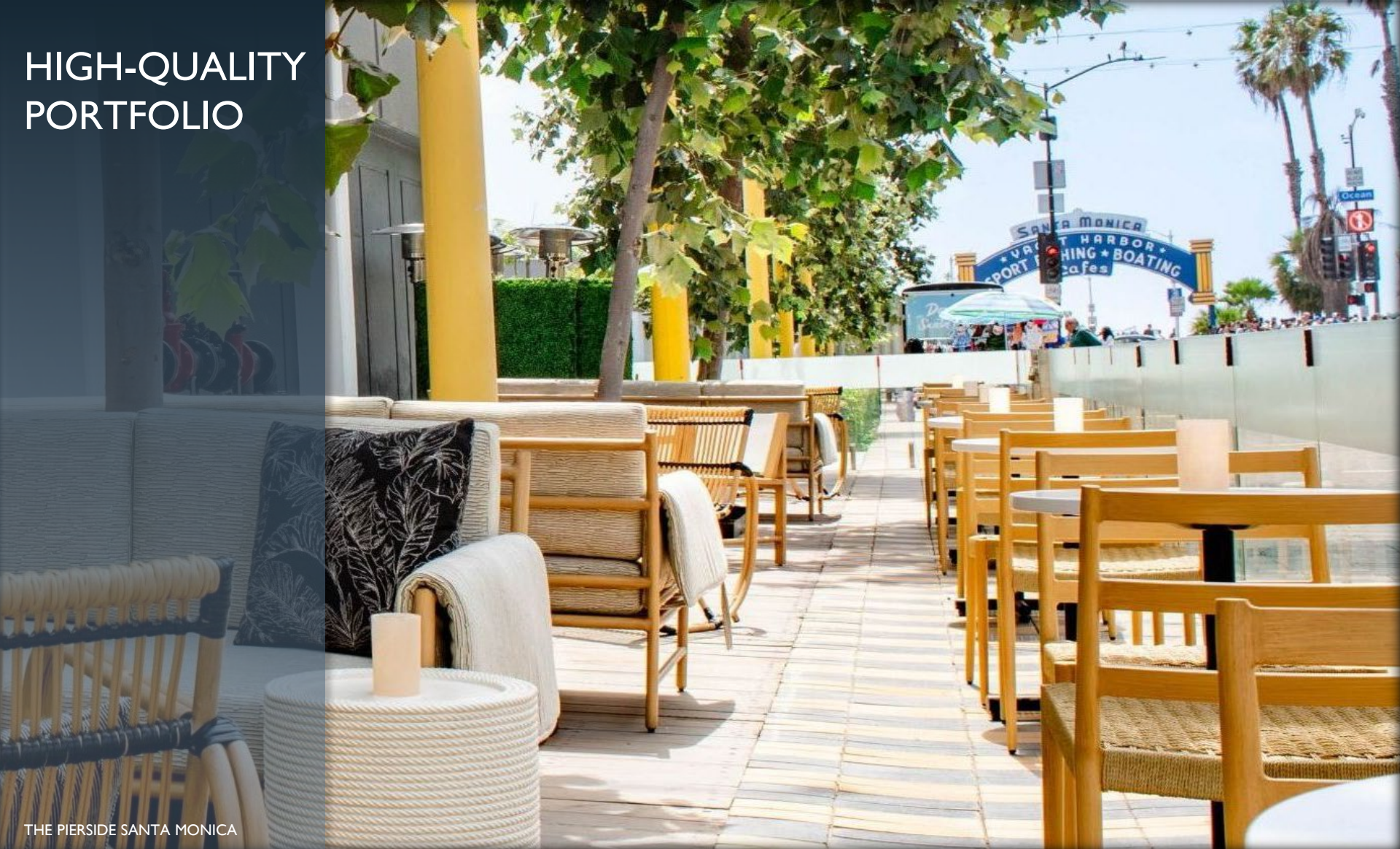
- Targeting two conversions per year
- Executing incremental revenue enhancement opportunities



- Strong Liquidity
- Generate significant free cash flow
- Optionality to drive external / internal growth
- Ability to return capital to shareholders

Based on pro forma FY 2019 EBITDA for hotels owned As of June 30, 2023

HIGH-QUALITY PORTFOLIO



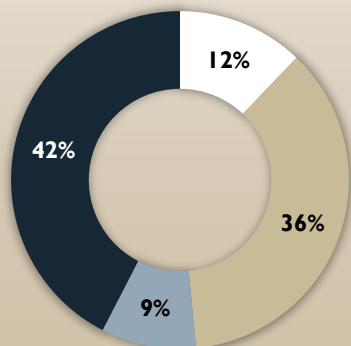
THE PIERSIDE SANTA MONICA

RLJ owns a geographically diversified portfolio of premium branded, high-margin hotels

Portfolio Overview⁽¹⁾

Hotels	96 ⁽¹⁾	Y/Y Growth %
ADR	\$197	+ 4.5%
RevPAR	\$141	+ 9.0%
EBITDA/Key	\$19k	+ 8.5%
Urban Footprint	66%	

Brand Exposure



- Hilton
- Marriott
- HYATT
- Independent/Other

Based on proforma FY 2023 for Comparable Hotels owned as of December 31, 2023





URBAN LIFESTYLE

URBAN GATEWAY

RESORT

URBAN METRO

33
of HOTELS

39%
of EBITDA

\$21K
EBITDA / KEY

32
of HOTELS

36%
of EBITDA

\$22K
EBITDA / KEY

11
of HOTELS

14%
of EBITDA

\$25K
EBITDA / KEY

20
of HOTELS

11%
of EBITDA

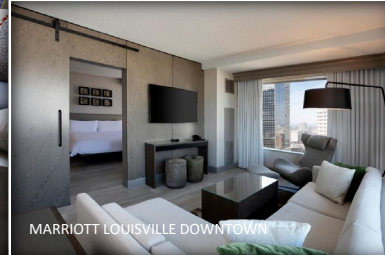
\$16K
EBITDA / KEY

Based on pro forma FY 2019 EBITDA for hotels owned As of June 30, 2023

URBAN LIFESTYLE

PROPERTIES IN TOP URBAN SUBMARKETS THAT BENEFIT FROM SEVEN-DAY-A-WEEK DEMAND AND “BLEISURE” WITH HIGH LEISURE MIX

39% OF EBITDA⁽¹⁾



(1) Based on FY 2019 EBITDA pro forma for the portfolio owned As of June 30, 2023; excludes Chateau LeMoyne which is unconsolidated

URBAN GATEWAY

PROPERTIES LOCATED IN TOP HOTEL MARKETS IN THE U.S.,
THAT ARE ALSO THE NATION'S KEY ECONOMIC CENTERS

36% OF EBITDA⁽¹⁾



COURTYARD RESIDENCE INN / SPRINGHILL SUITES HOUSTON DTWN CONV CTR



SAN FRANCISCO MARRIOTT UNION SQUARE



HYATT PLACE WASHINGTON DC DTWN K ST



COURTYARD NEW YORK MANHATTAN UPPER EAST SIDE



HILTON GARDEN INN NEW ORLEANS CONV CTR



COURTYARD SAN FRANCISCO

⁽¹⁾ Based on FY 2019 EBITDA, pro forma for the portfolio owned As of June 30, 2023; excludes Chateau LeMoynes which is unconsolidated

RESORT

PROPERTIES LOCATED IN RESORT DESTINATIONS WITH
A HIGH LEISURE MIX

14% OF EBITDA⁽¹⁾



ZACHARI DUNES ON MANDALAY BEACH-HOTEL & RESORT



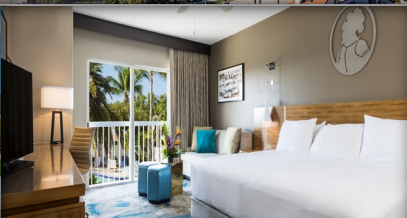
WYNDHAM SANTA MONICA AT THE PIER



HILTON CABANA MIAMI BEACH



EMBASSY SUITES DEERFIELD BEACH RESORT



DOUBLETREE GRAND KEY RESORT



FAIRFIELD INN & SUITES KEY WEST

⁽¹⁾ Based on FY 2019 EBITDA pro forma for the portfolio owned As of June 30, 2023; excludes Chateau LeMoyné which is unconsolidated

URBAN METRO

PROPERTIES LOCATED IN NICHE SUBMARKETS WITHIN MAJOR U.S. HOTEL MARKETS

11% OF EBITDA⁽¹⁾



EMBASSY SUITES MINNEAPOLIS AIRPORT

MARRIOTT CHICAGO MIDWAY

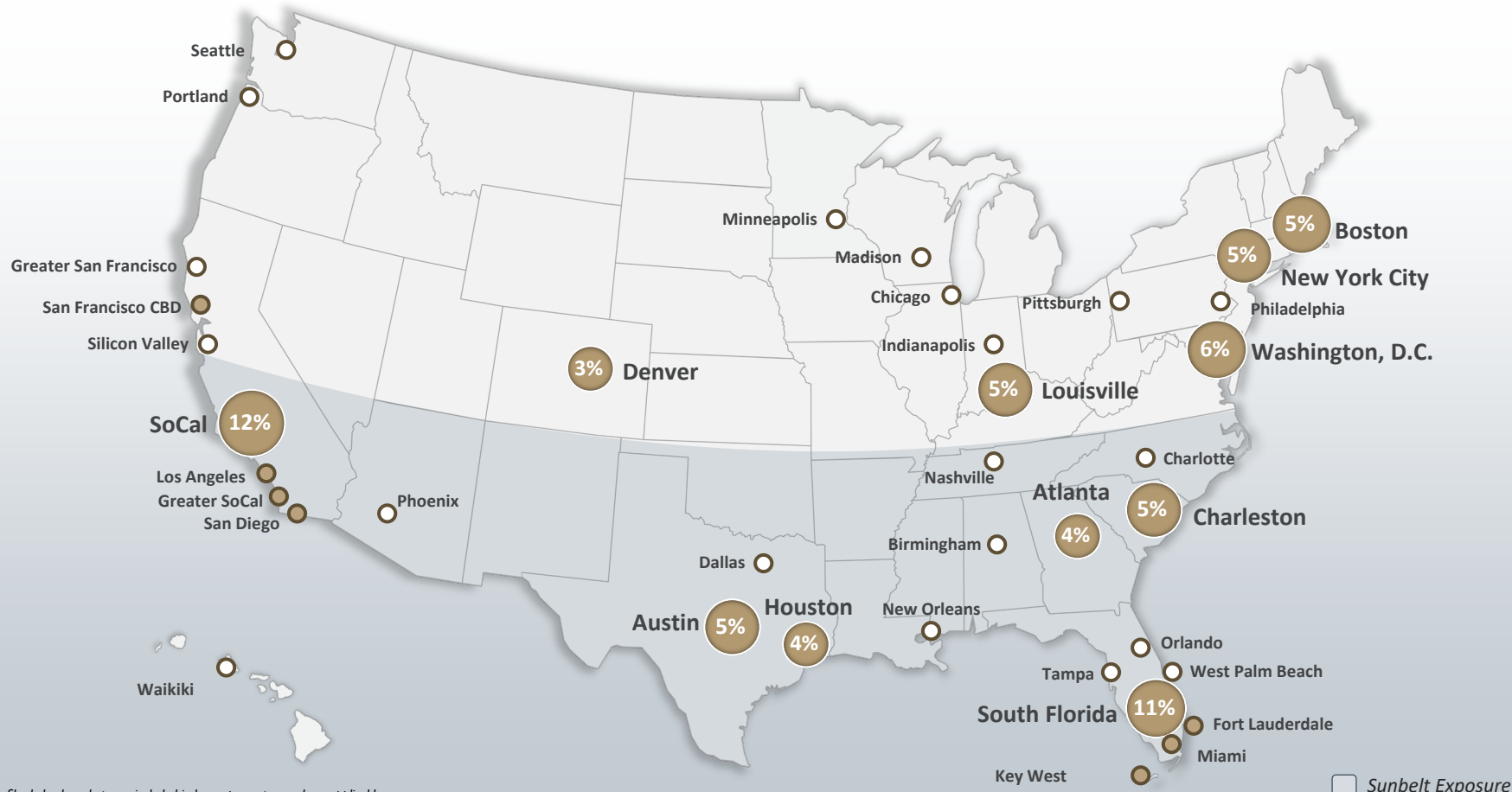
EMBASSY SUITES DALLAS LOVE FIELD

HYATT PLACE MADISON DOWNTOWN

⁽¹⁾ Based on FY 2019 EBITDA pro forma for the portfolio owned As of June 30, 2023; excludes Chateau LeMoyné which is unconsolidated

RLJ's footprint in top Urban markets is well-positioned to capture recovery in all segments

- Sunbelt markets represent +51% of RLJ's Hotel EBITDA⁽¹⁾
- Over 2/3^{rds} of RLJ's portfolio is concentrated in Urban markets ⁽¹⁾



EXTERNAL GROWTH CATALYSTS



MOXY DENVER CHERRY CREEK

Since 2021, RLJ has accretively deployed capital into four high-quality acquisitions in top growth markets

HAMPTON INN & SUITES ATLANTA MIDTOWN	AC HOTEL BOSTON DOWNTOWN	MOXY DENVER CHERRY CREEK	THE BANKER'S ALLEY HOTEL NASHVILLE
			
<p>186 KEYS \$150 STABILIZED REVPAR 2020 YEAR BUILT</p>	<p>205 KEYS \$200 STABILIZED REVPAR 2018 YEAR BUILT</p>	<p>170 KEYS \$170 STABILIZED REVPAR 2017 YEAR BUILT</p>	<p>124 KEYS \$260 STABILIZED REVPAR 2017 YEAR REDEVELOPED</p>
<p>~8.0 - 8.5% STABILIZED NOI YIELD</p>	<p>~7.5 - 8.0% STABILIZED NOI YIELD</p>	<p>~8.0 - 8.5% STABILIZED NOI YIELD</p>	<p>~8.0 - 8.5% STABILIZED NOI YIELD</p>

INTERNAL GROWTH CATALYSTS

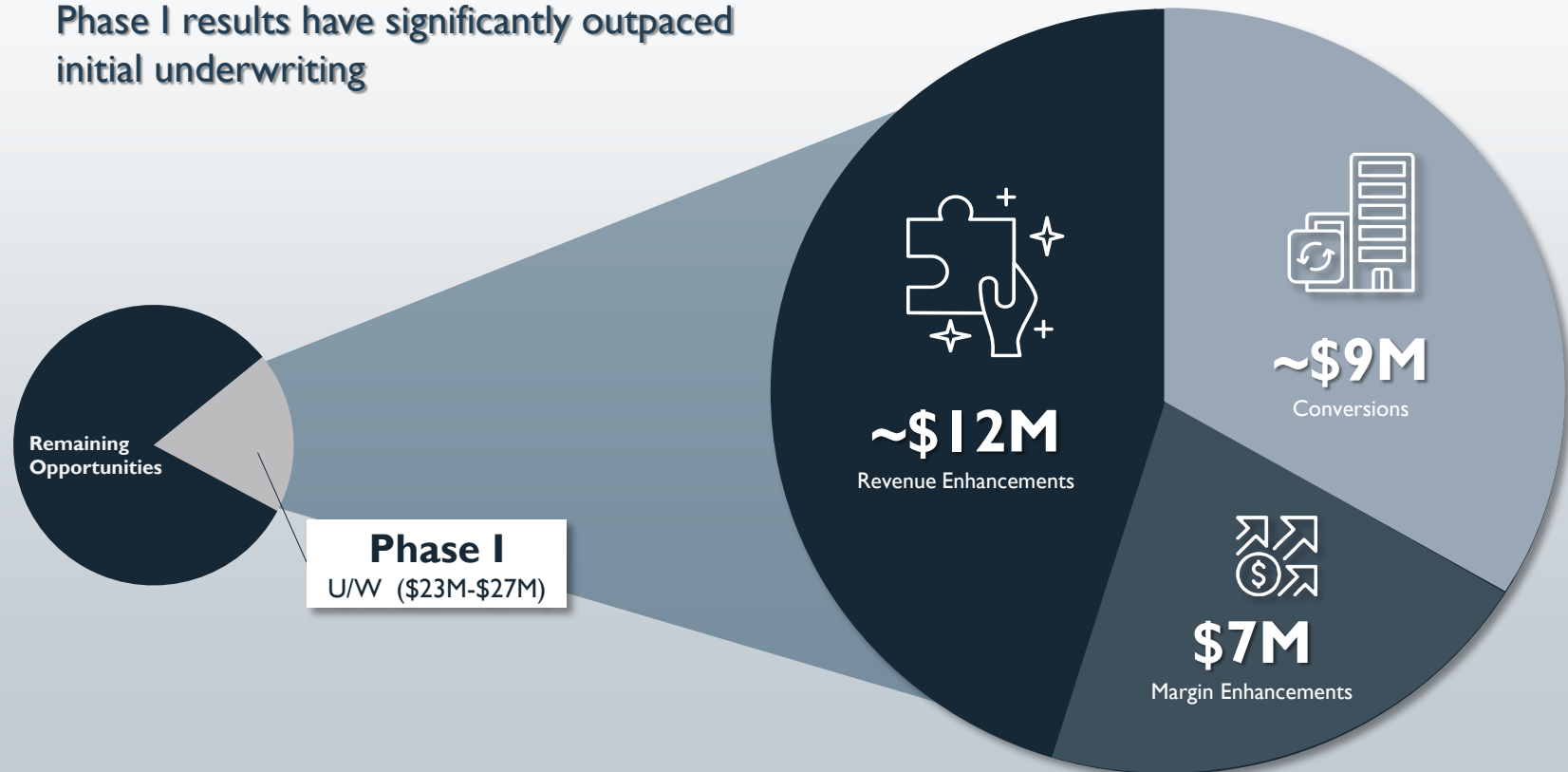


THE MILLS HOUSE CHARLESTON

Initial Phase of Opportunities only represents a fraction of the total portfolio of opportunities

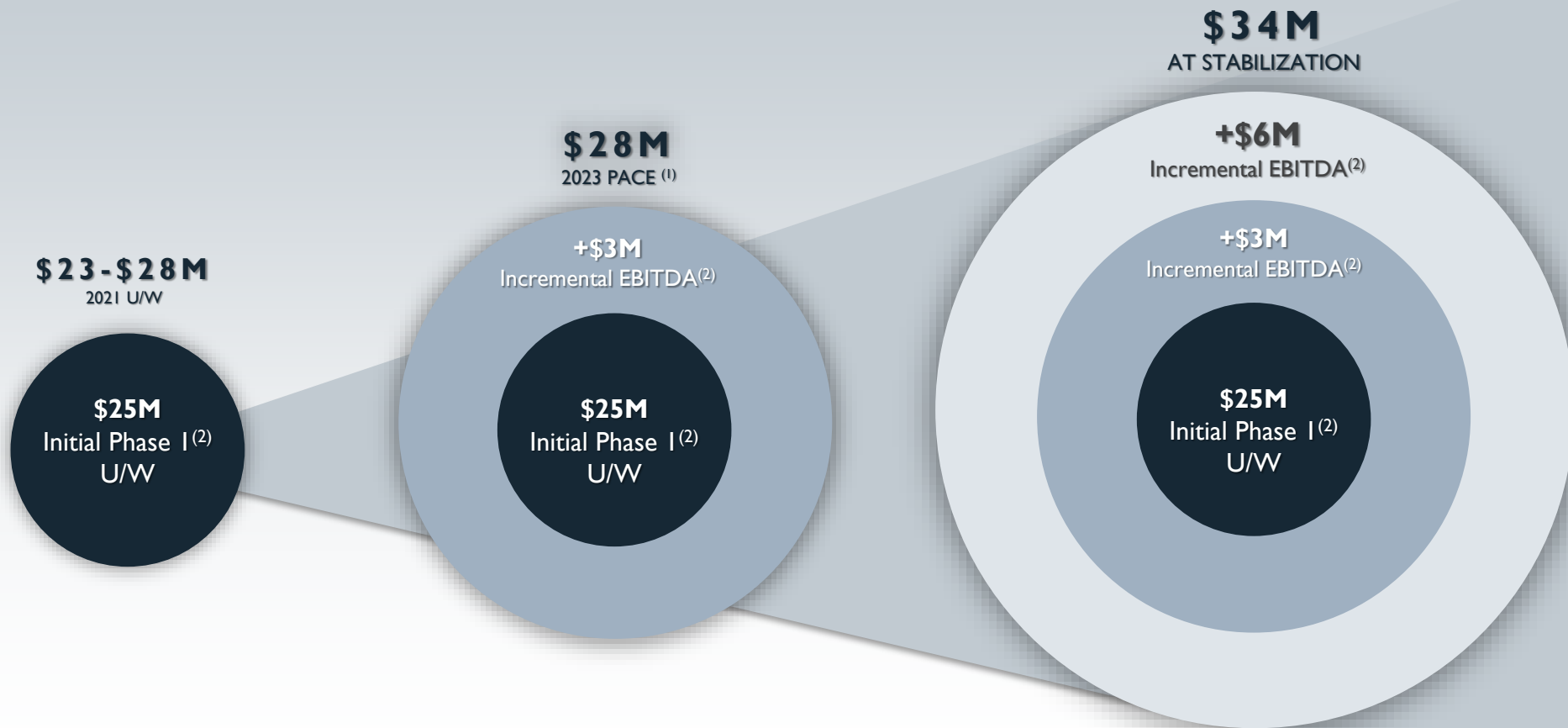
2023 Pacing Ahead of Underwriting at \$28M⁽¹⁾

Phase I results have significantly outpaced initial underwriting



(1) Based on 2023 expected EBITDA

As of 2023, Phase I Value Creation Initiatives achieved the top-end of initial underwriting with room for stabilized EBITDA to grow by an incremental \$9M



(1) Based on 2023 EBITDA
 (2) Shown at the midpoint of the range

The 2023 conversions currently underway are poised to significantly exceed initial underwriting



HOTEL TONNELLE NEW ORLEANS

- New Orleans is a top leisure, drive-to market with the hotel located in the heart of the Historic Garden District
- Repositioning as a Tribute Portfolio Hotel, joining Marriott's family of independent boutique hotels to allow for capturing higher rated Bonvoy guests

**+\$25-\$30
ADR Lift⁽¹⁾**



DOUBLETREE HOUSTON MEDICAL CENTER

- Hotel located across from the Texas Medical Center - home to 60 medical institutions, as one of the largest medical complexes in the world
- Rebranding captures significant lift in ADR, already in the market, as well as higher rated Hilton rewards members

**+\$5M-\$6M
Incremental EBITDA⁽¹⁾**



BANKERS ALLEY HOTEL NASHVILLE

- Nashville is a strong growth market with a diversified economy benefiting from existing and emerging corporate expansions/relocation
- Opportunity to capture higher rated rewards members and drive market share by joining Hilton's Tapestry Collection

**~50%+
Unlevered IRR⁽¹⁾**

⁽¹⁾ Annual, upon stabilization based on underwriting

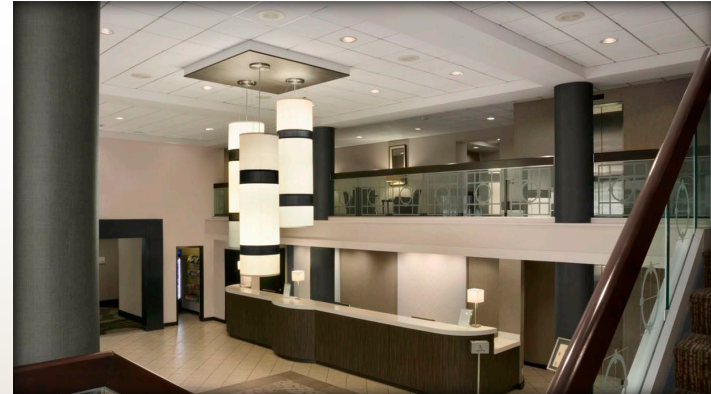
Announced two conversion in Pittsburgh



AUTOGRAPH PITTSBURGH DOWNTOWN

Conversion from Renaissance Pittsburgh Hotel

- Iconic building in prime CBD location
- Autograph Collection expected to capture higher ADR



COURTYARD AT THE UNIVERSITY OF PITTSBURGH

Conversion from Wyndham Pittsburgh University Center

- Benefits from multiple demand drivers given prime location on university campus
- Courtyard affiliation expected to capture higher ADR

**+\$15-\$20
ADR Lift⁽¹⁾**

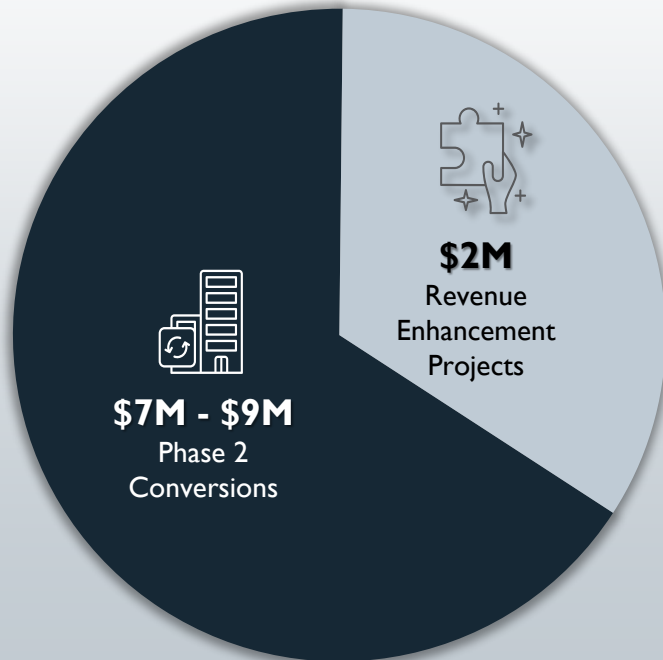
**+\$2M-\$3M
Incremental EBITDA⁽¹⁾**

**~50%
Unlevered IRR⁽¹⁾**

(1) Annual, upon stabilization based on underwriting

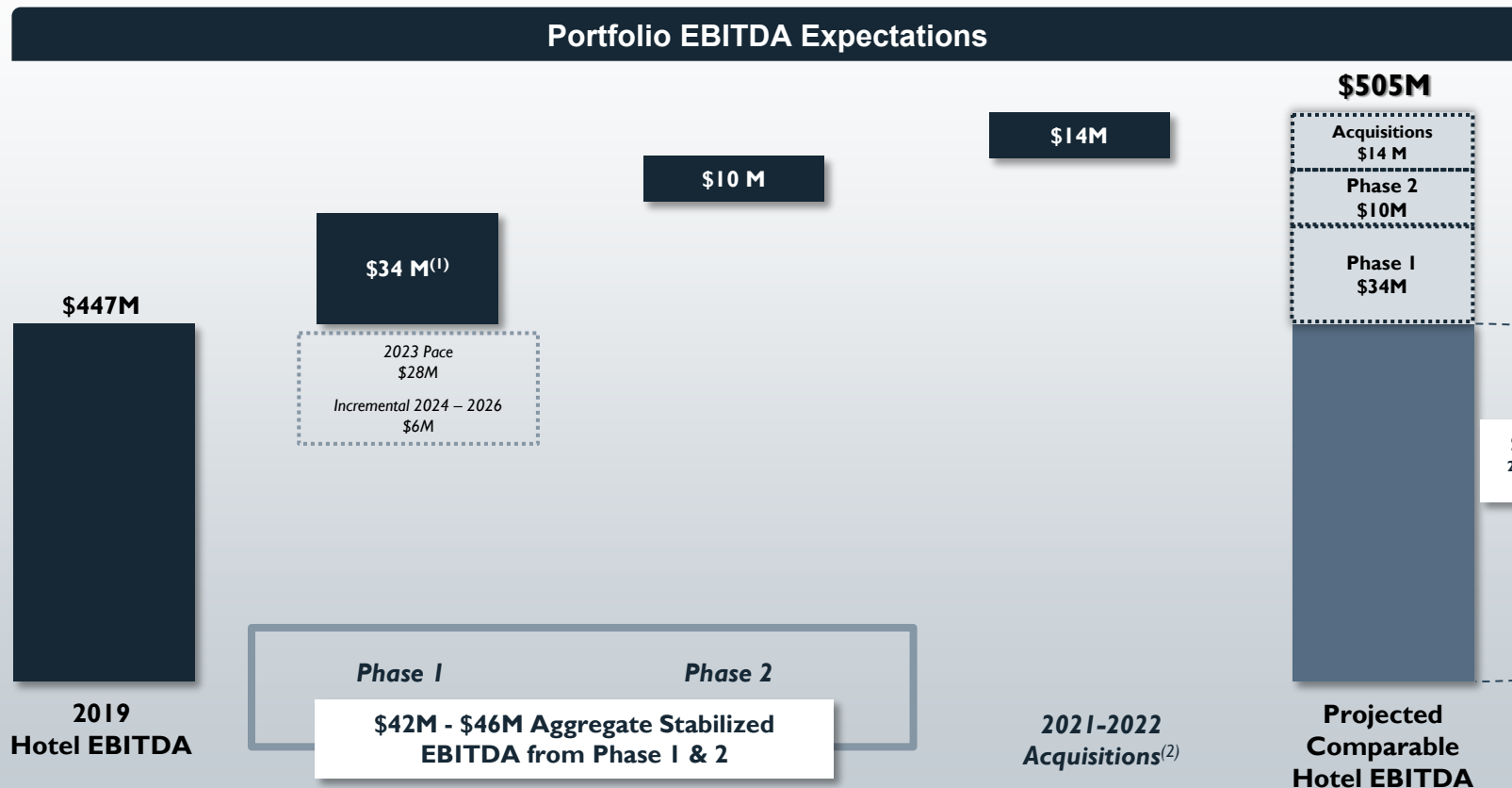
In addition to conversions, Phase 2 value creation will also benefit from \$2M in incremental EBITDA from ROI projects

Phase 2 Value Creation:
Expected +\$9M - \$11M
Of Incremental EBITDA



ZACHARI DUNES MANDALAY BEACH

RLJ expects to generate significant incremental EBITDA over the next several years from its internal and external growth initiatives



All figures are shown at the midpoint

(1) Actual 2023, plus projected 2024 – 2026 EBITDA at midpoint of range

(2) At stabilization

RLJ is well positioned for continued value creation through incremental conversions and value-add opportunities



- Brand expirations
- Conversions with renovations
- Embedded real estate value creation potential in 'Opportunity' assets
- Incremental ROI opportunities

- Remix customer base
- Drive higher ADR
- Gain Market Share

Incremental 10-to-15 conversion and value-add opportunities in portfolio

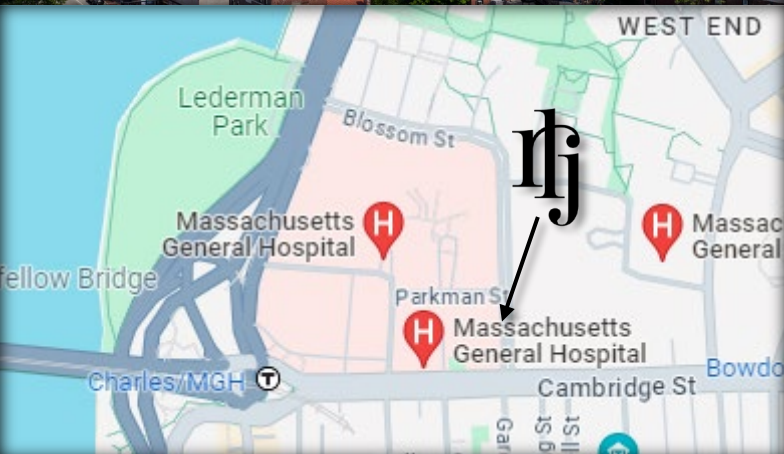


Expect to execute two incremental conversions per year

RLJ acquired the fee-simple ownership of the Wyndham Boston Beacon Hill in January



- Pulls forward an additional compelling conversion opportunity with significant upside potential
- Boston represents a top hotel market with a favorable growth outlook for the next several years
- Recent transaction in the market at \$875k / key
- Property's A+ location within Boston's Beacon Hill neighborhood, surrounded by Massachusetts General Hospital which is currently undergoing a \$1.8 billion expansion



8.5x
Multiple on
Acquisition Price⁽¹⁾

\$411,000
Price Per Key

>40%
EBITDA Upside

(1) Based on post-conversion stabilized EBITDA. Conversion capital expected to add 1.5x to multiple

STRONG
LIQUIDITY
& BALANCE
SHEET



MARRIOTT LOUISVILLE DOWNTOWN

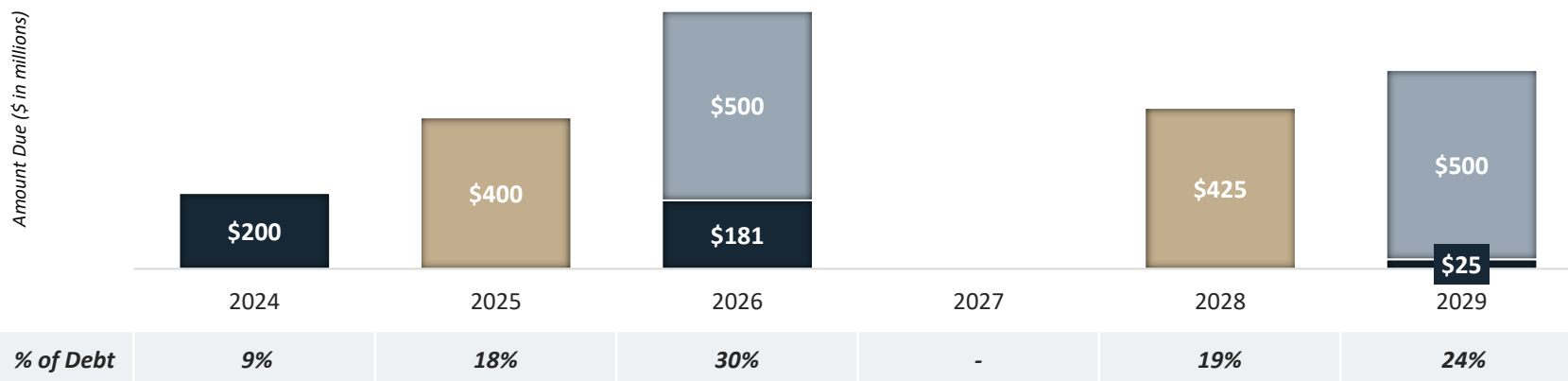
RLJ has a strong balance sheet and well-staggered debt maturity profile

Focused on maintaining a best-in-class balance sheet

- ~\$1.1B of liquidity, comprising of \$517M of unrestricted cash and \$600M available under the revolving credit facility
 - Currently in process of extending \$181 million of mortgage loans and refinancing \$200 million CMBS secured loan
- 89% of debt fixed or hedged, with a portfolio weighted average interest rate of 4.12%
- Repurchased ~\$300 million of common shares since 2018, representing ~13% of float
- Raised dividend twice over the past year, doubling it to \$0.10 / share

Debt Maturity Schedule ⁽¹⁾

■ Secured ■ Term Loans ■ HY Bonds



(1) As of December 31, 2023, assumes all extension options are exercised. 2029 maturities includes \$25M of secured debt.

The evolution of RLJ's portfolio over the last several years has positioned it to benefit from the upside in urban demand and to capitalize on unique internal and external growth catalysts

HIGH-QUALITY PORTFOLIO

High-quality portfolio with an attractive growth profile

- Urban-centric portfolio growth expected to exceed the Industry
- Urban markets represent over two-thirds of RLJ's portfolio

INTERNAL GROWTH

Phase I and II initiatives to generate \$14M to \$18M of incremental EBITDA

- Three conversions announced in 2023 underway in New Orleans, Houston and Nashville
- Two conversions of the Renaissance and the Wyndham in Pittsburgh
- Acquired the Wyndham Boston Beacon Hill for \$125M, unlocking a new conversion

EXTERNAL GROWTH

Well-positioned to drive external growth

- Ability to execute all-cash transactions in a constrained lending environment
- Attractive pipeline of off-market, external growth opportunities

BALANCE SHEET

Low leveraged balance sheet with a strong track record of returning capital

- ~\$1.1B of liquidity, including \$0.5B of cash
- In 2023, repurchased \$77.2M of common shares while doubling dividend

CORPORATE RESPONSIBILITY



HILTON CABANA MIAMI BEACH

Our sustainability strategy aligns our ESG objectives with our commitment to generate long-term stakeholder value



In recognition of the strategic importance of increasing environmental efficiency we...

- Achieved cost reductions through investment in energy, carbon and water efficiency projects across our portfolio
- Routinely track asset efficiency profile to monitor progress and identify opportunities for continued cost and energy reductions



Our commitment and leadership on social responsibility continues with...

- Supporting communities through inclusive labor practices, policies and philanthropic volunteer and donation programs that encourage a culture of generosity and community engagement
- Maintaining a diverse and inclusive culture at all levels of our organization from associate to board membership



We are strengthening our approach to governance by...

- Maintaining transparency with investors on our strategic approach to ESG performance
- Having formed a Corporate Responsibility Committee, reporting to the Board of Trustees

Our sustainability strategy aligns our ESG objectives with our commitment to generate long-term stakeholder value

D

Drive revenue growth by following a disciplined investment strategy and through aggressive asset management

R

Reduce cost through investments in energy and water conservation and other “greening” efforts

I

Improve our human capital by championing our corporate culture of diversity and inclusivity, to boost motivation, attract top talent and retain associates

V

Validate our sustainability commitments through external benchmarking and transparent reporting

E

Expand our engagement with our partners, suppliers and the communities in which we operate

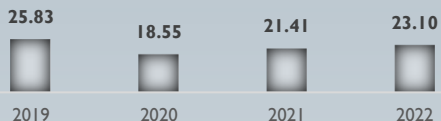
Our longstanding commitment to ESG is evidenced by...

ENVIRONMENTAL

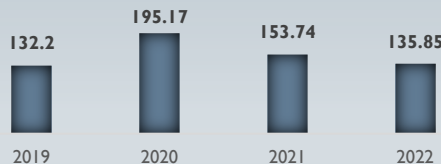
- 100% of our properties have undergone an energy efficiency assessment in the past three years
- 76% of our properties utilize an environmental management system, while 73% have low-flow toilets, faucets, or showerheads
- 62% of properties have installed bulk dispensers or non-plastic alternatives to replace mini toiletries



Greenhouse Gas Intensity (kgCO2e)



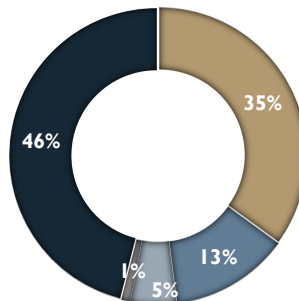
Energy Intensity (kWh)



Water Intensity (Gal)

SOCIAL

Associate Ethnicity



African American Asian Hispanic Other White

- 56% of trustees are ethnically diverse, with 33% female
- Over half of RLJ's corporate employees are ethnically diverse, with 51% female
- RLJ is active in social contribution with over \$4 million in donations

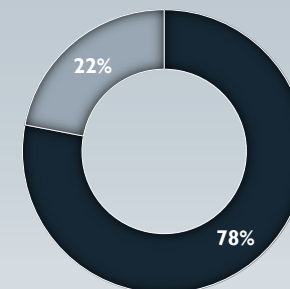
PARTNERSHIPS



GOVERNANCE

- Maintain a highly diverse and independent Board, and committed to continuing refreshment
 - 7 of 9 trustees are independent, including all members of our Board Committees
 - 3 of 9 trustees are women
 - 5 of 9 trustees are ethnically diverse
 - Trustee skills, qualifications and experience matrix are disclosed in proxy statements
- Robust Code of Business Conduct and Ethics to consistently guide and set our ethical standards across our Company
- Robust policy development centered around ethics and risk mitigation

Board Independence



Independence Executive Chairman & CEO

APPENDIX



THE MILLS HOUSE HOTEL CHARLESTON

Conversions, Revenue Enhancement and Margin Expansion opportunities represent a significant source of value creation

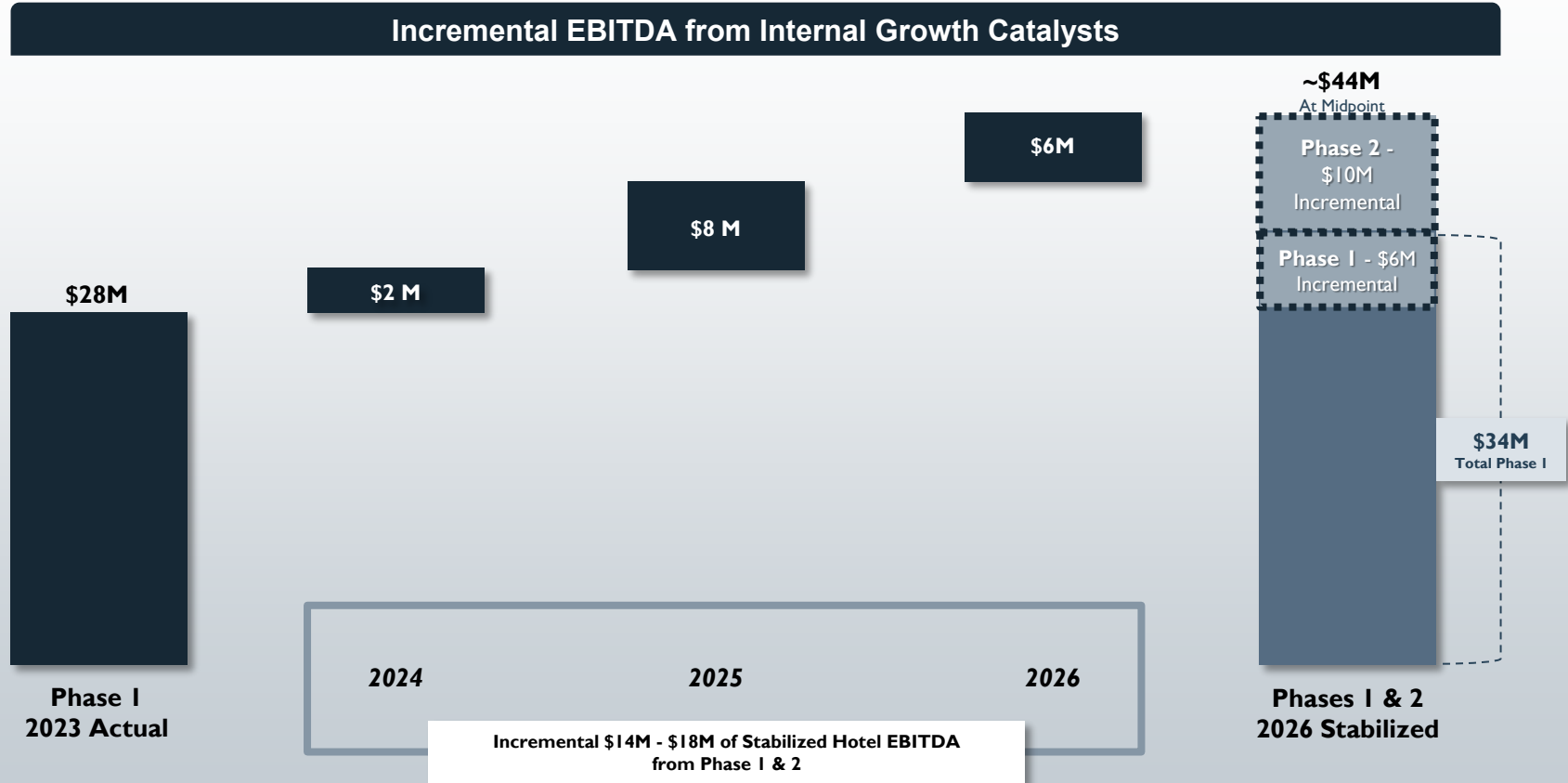
Property	Project	Incremental Investment ⁽¹⁾	EBITDA ⁽²⁾	Value Creation ⁽³⁾	Unlevered IRR
2022 Conversions					
Wyndham Santa Monica	Conversion to Independent	\$10.0M to \$11.0M	\$2.0M to \$3.0M	\$120M	40%+
Wyndham Mills House	Conversion to Curio Brand	\$6.0M to \$7.0M	\$2.0M to \$3.0M		
Embassy Suites Mandalay Beach	Conversion to Curio Brand	\$12.0M to \$13.0M	\$3.0M to \$4.0M		
Revenue Enhancements					
Completed ROIs	Space initiatives and operational	\$5.0M	\$3.0M	\$120M	50%+
Near-Term ROIs	Space initiatives and operational	\$3.0M to \$4.0M	\$6.0M to \$8.0M		
Margin Expansion					
Amended Agreements	Renewals	--	\$4.0M / 30 bps	\$85M	--
2022-2023 Renewals	Renewals	--	\$3.0M / 20 bps		
Aggregate		\$36 to \$40M	\$23M to \$28M	~\$325M	-

(1) For conversions, incremental investment calculated as additional investment required for conversion vs normal renovation

(2) Stabilized EBITDA

(3) Assumed 14x stabilized EBITDA for Conversions and 12x average industry mid-cycle multiple for Revenue Enhancements and Margin Expansion initiatives

Combined Phase I & Phase II



All figures are shown at the midpoint

This information contains certain statements, other than purely historical information, including estimates, projections, statements relating to the Company's business plans, objectives and expected operating results, and the assumptions upon which those statements are based, that are "forward looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995, Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. These forward-looking statements generally are identified by the use of the words "believe," "project," "expect," "anticipate," "estimate," "plan," "may," "will," "will continue," "intend," "should," "may," or similar expressions. Although the Company believes that the expectations reflected in such forward-looking statements are based upon reasonable assumptions, beliefs and expectations, such forward-looking statements are not predictions of future events or guarantees of future performance and our actual results could differ materially from those set forth in the forward-looking statements. Except as required by law, the Company undertakes no obligation to update or revise publicly any forward-looking statements, whether as a result of new information, future events or otherwise. The Company cautions investors not to place undue reliance on these forward looking statements and urges investors to carefully review the disclosures the Company makes concerning risks and uncertainties in the sections entitled "Risk Factors," "Forward-Looking Statements," and "Management's Discussion and Analysis of Financial Condition and Results of Operations" in the Company's Annual Report on Form 10-K, as well as risks, uncertainties and other factors discussed in other documents filed by the Company with the Securities and Exchange Commission.