

CAPITAL ONE
CONFERENCE
PORTFOLIO UPDATE

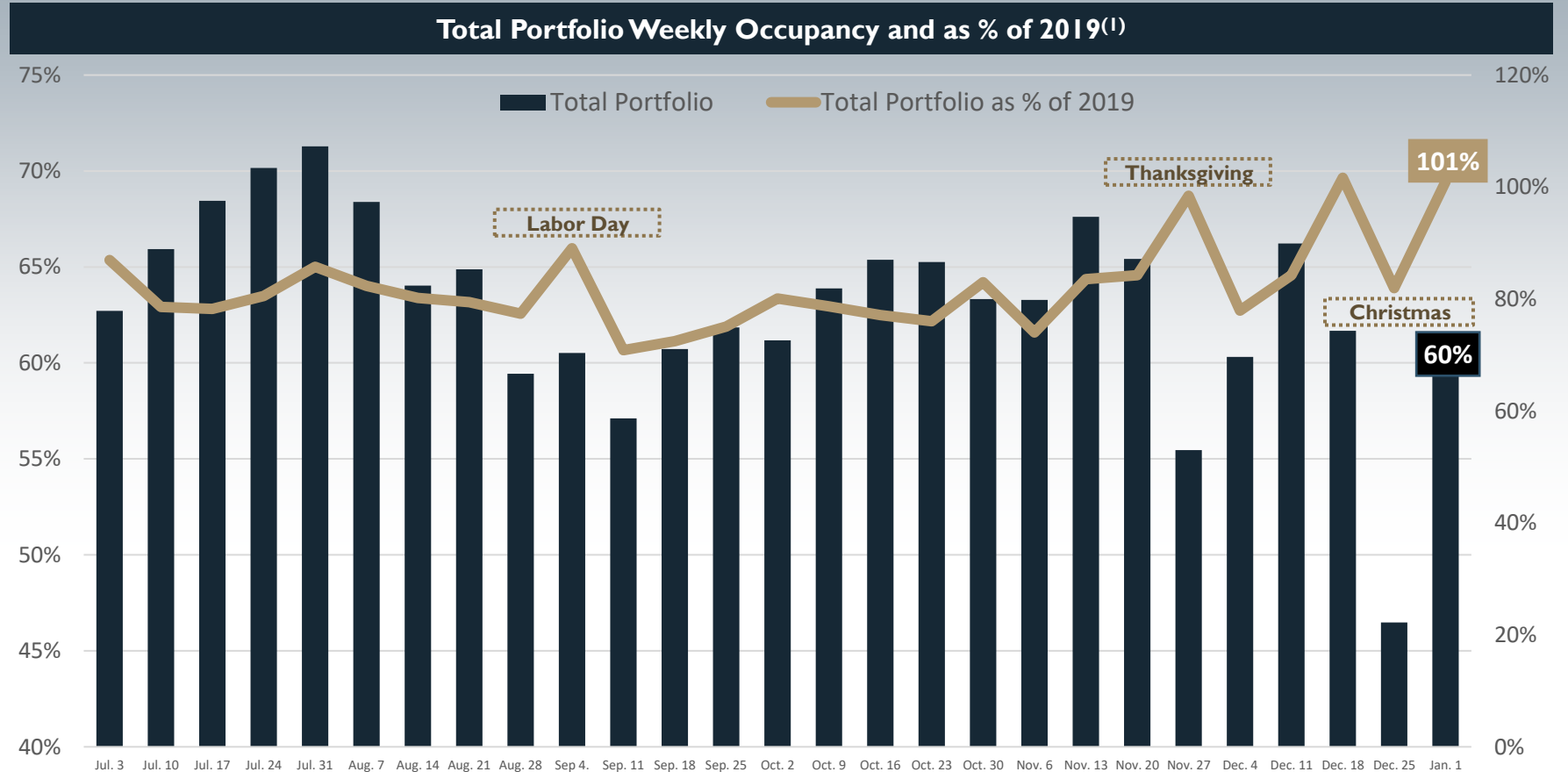
JANUARY 2022



RLJ's portfolio construct, embedded growth catalysts and capital recycling initiatives uniquely position the Company to drive outperformance throughout the cycle

<p>OPERATING PERFORMANCE</p>	<ul style="list-style-type: none"> ■ Continued strong operating performance <ul style="list-style-type: none"> – Poised to benefit from the next leg of recovery when Business Travel and Group strengthen
<p>HIGH-QUALITY PORTFOLIO</p>	<ul style="list-style-type: none"> ■ RLJ's reshaped portfolio has an enhanced growth profile <ul style="list-style-type: none"> – Lean operating model and footprint is ideally suited to benefit throughout this cycle
<p>CAPITAL RECYCLING</p>	<ul style="list-style-type: none"> ■ Accretive capital recycling by match funding acquisitions <ul style="list-style-type: none"> – Match funded ~\$200M of 2021 acquisitions with disposition proceeds sold at >15x EBITDA multiple – Acquired 170-room Moxy Denver Cherry Creek for \$51M – Sold DoubleTree Metropolitan at 47x 2019 EBITDA, lowering NYC contribution to below 3.5% – Entered 2022 with significant investment capacity
<p>UNLOCKING INTERNAL GROWTH CATALYSTS</p>	<ul style="list-style-type: none"> ■ Executing Conversions, Revenue Enhancements and Margin Expansion initiatives - expected to realize \$23M - \$28M of incremental EBITDA <ul style="list-style-type: none"> – Positioned to generate “above-cycle” growth
<p>STRONG BALANCE SHEET</p>	<ul style="list-style-type: none"> ■ Over \$1.0B of liquidity, significant flexibility and a well-laddered debt maturity profile <ul style="list-style-type: none"> – 2021 initiatives extended weighted average maturity to 4.5 years and reduced interest rate by 50 bps – Balance sheet positioned to support growth initiatives

Lodging fundamentals have continued to close the gap to 2019



(1) Total Portfolio as of January 1, 2022; excludes the Chateau LeMoyné-French Quarter New Orleans which is unconsolidated

Positive momentum in fundamentals continued through the fourth quarter

Sequential improvement in operating trends each month during Q4

- October, November and December Occupancy at 79%, 83% and 87% respectively, of 2019 levels
- October, November and December ADR at 87%, 89% and 98% respectively, of 2019 levels

Leisure trends remained strong, following normal seasonality

- Leisure benefited from continuing flexibility and hybrid work environment

Business travel trends continued to improve and lowered gap to 2019

- Weekday trends continued to show improvement throughout Q4 demonstrating increased demand from business travelers

Group continued to benefit from small, social group bookings

- RLJ's product type is attractive to groups that are continuing to travel

Minimal impact from Omicron during Q4

- Continuing to monitor impact in Q1 2022

During 2021, RLJ accretively recycled ~\$200M of capital into high quality acquisitions

DISPOSITIONS

Mature assets, in slower-growth markets, with high capital needs

\$144

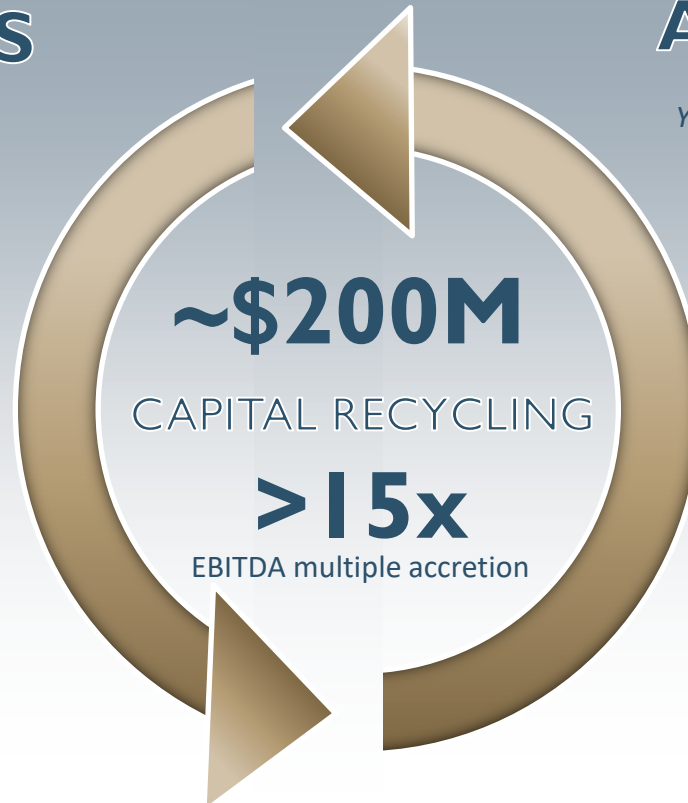
RevPAR

~\$7K

EBITDA / Key

12%

EBITDA margin



ACQUISITIONS

Younger, high-margin assets, in high-growth markets with no near-term capital needs

\$175 - \$200

RevPAR

~\$30K

EBITDA / Key

40%

EBITDA margin

RLJ accretively match funded 2021 acquisitions

Note: Dispositions include eight assets sold since Q4 2020; Acquisitions include three assets acquired since Q3 2021

Acquired the recently built Moxy Denver Cherry Creek in December 2021



- **Top upscale, lifestyle submarket, positioned for growth**
 - Cherry Creek top submarket undergoing significant office, mixed-use, and residential development
 - +2.8M SF of office space, 255K SF of retail, and numerous residential projects under construction near Hotel
 - Submarket generates significant ADR premium to the Denver market
- **Young asset, lifestyle brand with Marriott affiliation**
 - Hotel opened in late 2017
 - Moxy brand offers bold, stylish, design with a modern, relaxed feel
 - Affiliation Marriott's Bonvoy rewards program
 - Expected to generate stabilized NOI yield of 8.0% - 8.5%
- **Denver expected to be among highest growth markets in the U.S.**
 - High growth market with diversified economy attracting corporate relocations and population growth
 - Top RevPAR market, historically outpaced U.S. and Top-25 Markets
 - Denver International Airport is the 3rd busiest airport in the country, with expansion underway

Moxy Cherry Creek is accretive to RLJ's portfolio metrics and expands footprint in Denver



In line with RLJ's investment parameters...

- ✓ Rooms-oriented
- ✓ Young asset
- ✓ Top, upscale submarket
- ✓ High margins
- ✓ High growth market
- ✓ Heart of demand location
- ✓ Strong RevPAR
- ✓ Premium-branded

~8.0 - 8.5%
Stabilized
NOI Yield ⁽¹⁾

\$170
Stabilized
RevPAR ⁽¹⁾

40%
Stabilized
Margins ⁽¹⁾

(1) Annual, upon stabilization

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, measures being taken in response to the COVID-19 pandemic, and the impact of the COVID-19 pandemic on our business, 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," 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 the Company's actual results could differ materially from those set forth in the forward-looking statements. Some factors that might cause such a difference include the following: the current global economic uncertainty and a worsening of global economic conditions or low levels of economic growth; the duration and scope of the COVID-19 pandemic and its impact on the demand for travel and on levels of consumer confidence; actions governments, businesses and individuals take in response to the pandemic, including limiting or banning travel; the impact of the pandemic on global and regional economies, travel, and economic activity; the speed and effectiveness of vaccine and treatment developments and their deployment, including public adoption rates of COVID-19 vaccines; the pace of recovery when the COVID-19 pandemic subsides; the effects of steps we and our third party management partners take to reduce operating costs; increased direct competition, changes in government regulations or accounting rules; changes in local, national and global real estate conditions; declines in the lodging industry, including as a result of the COVID-19 pandemic; seasonality of the lodging industry; risks related to natural disasters, such as earthquakes and hurricanes; hostilities, including future terrorist attacks or fear of hostilities that affect travel and epidemics and/or pandemics, including COVID-19; the Company's ability to obtain lines of credit or permanent financing on satisfactory terms; changes in interest rates; access to capital through offerings of the Company's common and preferred shares of beneficial interest, or debt; the Company's ability to identify suitable acquisitions; the Company's ability to close on identified acquisitions and integrate those businesses; and inaccuracies of the Company's accounting estimates. Moreover, investors are cautioned to interpret many of the risks identified under the section entitled "Risk Factors" in the Company's Form 10-K for the year ended December 31, 2020 as being heightened as a result of the ongoing and numerous adverse impacts of the COVID-19 pandemic. Given these uncertainties, undue reliance should not be placed on such 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, as well as risks, uncertainties and other factors discussed in other documents filed by the Company with the Securities and Exchange Commission.