ASHFORD HOSPITALITY TRUST

Investor Day - October 2018

Forward Looking Statements and Non-GAAP Measures

In keeping with the SEC's "Safe Harbor" guidelines, certain statements made during this presentation could be considered forward-looking and subject to certain risks and uncertainties that could cause results to differ materially from those projected. When we use the words "will likely result," "may," "anticipate," "estimate," "should," "expect," "believe," "intend," or similar expressions, we intend to identify forward-looking statements. Such forward-looking statements include, but are not limited to, our business and investment strategy, our understanding of our competition, current market trends and opportunities, projected operating results, and projected capital expenditures.

These forward-looking statements are subject to known and unknown risks and uncertainties, which could cause actual results to differ materially from those anticipated including, without limitation: general volatility of the capital markets and the market price of our common stock; changes in our business or investment strategy; availability, terms and deployment of capital; availability of qualified personnel; changes in our industry and the market in which we operate, interest rates or the general economy, and the degree and nature of our competition. These and other risk factors are more fully discussed in the company's filings with the Securities and Exchange Commission.

EBITDA is defined as net income before interest, taxes, depreciation and amortization. EBITDA yield is defined as trailing twelve month EBITDA divided by the purchase price or debt amount. A capitalization rate is determined by dividing the property's net operating income by the purchase price. Net operating income is the property's funds from operations minus a capital expense reserve of either 4% or 5% of gross revenues. Hotel EBITDA flow-through is the change in Hotel EBITDA divided by the change in total revenues. EBITDA, FFO, AFFO, CAD and other terms are non-GAAP measures, reconciliations of which have been provided in prior earnings releases and filings with the SEC or in the appendix to this presentation.

This overview is for informational purposes only and is not an offer to sell, or a solicitation of an offer to buy or sell, any securities of Ashford Hospitality Trust, Inc. or any of its respective affiliates, and may not be relied upon in connection with the purchase or sale of any such security.



Strategy

Opportunistically own, finance, and asset manage predominately full–service, upper upscale hotels

Goals

OUTPERFORM

Deliver strong shareholder returns vs. peers

PROTECT

Protect shareholder investment through disciplined capital management strategies

GROW

Increase the quality and performance of our portfolio through financially calibrated sales, acquisitions and proactive asset management

SUCCEED

Utilize competitive advantage through the Enhanced Return Funding Program

ALIGN

Maintain alignment with shareholders through high insider ownership

Experienced

Management Team



Jeremy Welter
Chief Operating Officer

- 13 years of hospitality experience
- 8 years with Ashford (5 years with predecessor)
- 5 years with Stephens Investment Bank
- Oklahoma State University, BS



Deric Eubanks
Chief Financial Officer

- 18 years of hospitality experience
- 15 years with Ashford
- 3 years with ClubCorp
- CFA charterholder
- Southern Methodist University, BBA



Douglas Kessler
Chief Executive Officer/President

- 34 years of real estate & hospitality experience
- 15 years with Ashford
- 10 years with Goldman Sachs
- 5 years with Trammell Crow
- Stanford University, BA
- Stanford University, MBA



J. Robison Hays
Chief Strategy Officer

- 13 years of hospitality experience
- 13 years with Ashford
- 3 years of M&A experience at Dresser Inc. & Merrill Lynch
- Princeton University, AB



Robert Haiman
EVP, General Counsel

- 15 years of hospitality experience
- 1 year with Ashford (14 years with Ashford predecessor)
- Amherst College, BA
- Duke University, JD



Reasons to Own

Ashford Hospitality Trust

STRATEGIC FOCUS

Strategy maximizes investment opportunity and value-added returns

PORTFOLIO QUALITY

High quality portfolio presents an attractive investment opportunity

ERFP PROGRAM

Innovative program provides a competitive advantage relative to peers

CAPEX INVESTMENT

Substantial CapEx investment positions the company for growth

ASSET MANAGEMENT

Best-in-class asset management generates value-add opportunities

TRACK RECORD

Disciplined capital management that enhances shareholder value

AFFILIATE ADVANTAGES

Affiliate companies offer more value and control in other parts of the business

INSIDER OWNERSHIP

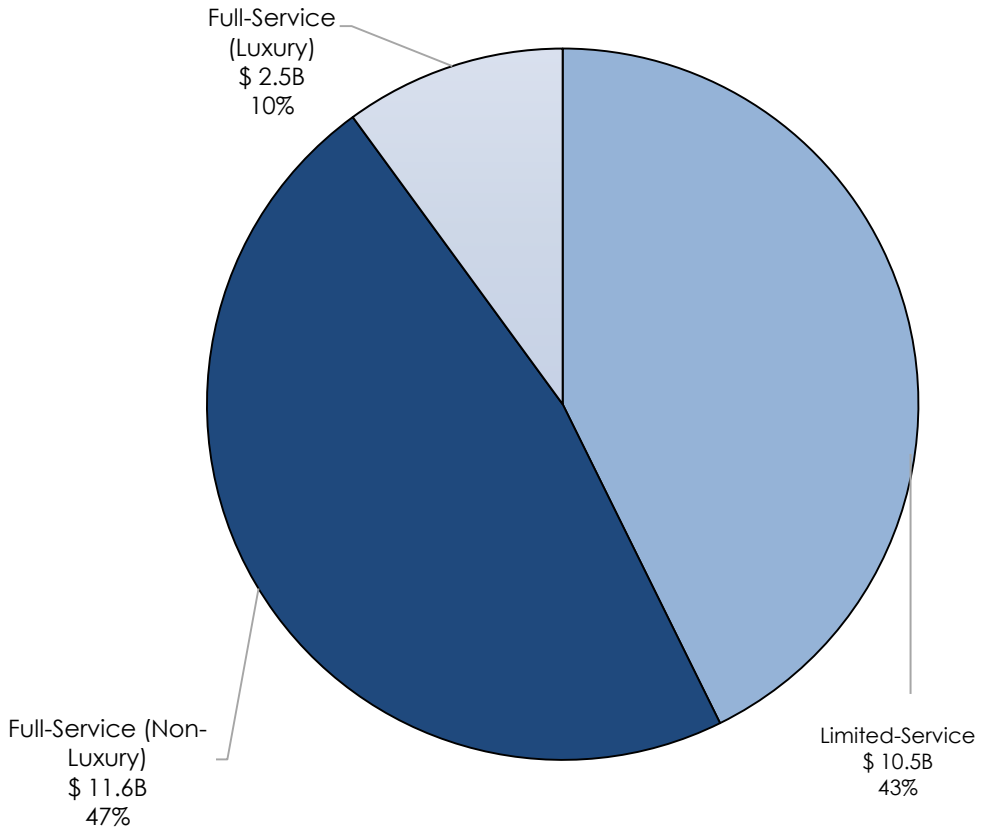
Highest insider ownership among peers creates shareholder-management alignment



Strategic Rationale

Full-Service & Upper Upscale

2017 DEAL FLOW(1)



VALUE-ADD

39%

OF TOTAL UPPER UPSCALE ROOMS ARE FRANCHISED(2)

YIELD

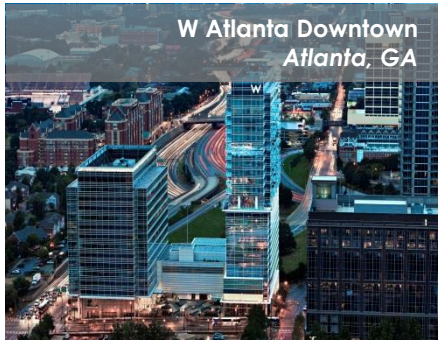
6.5% - 8.5%

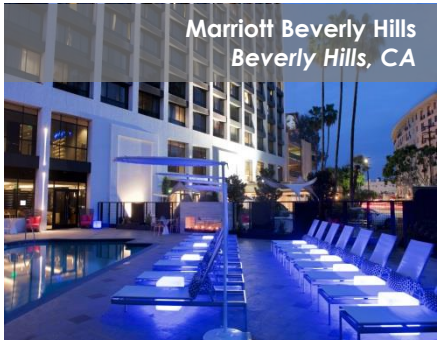
ESTIMATED CAP RATES

(1) Estimate based upon MAR, HLT, H, and IHG branded rooms
(2) 2017 Hotel Transactions from Real Capital Analytics

High Quality

PORTFOLIO













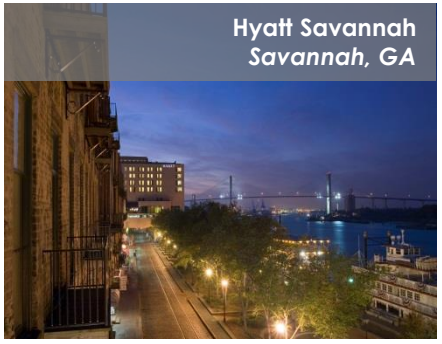




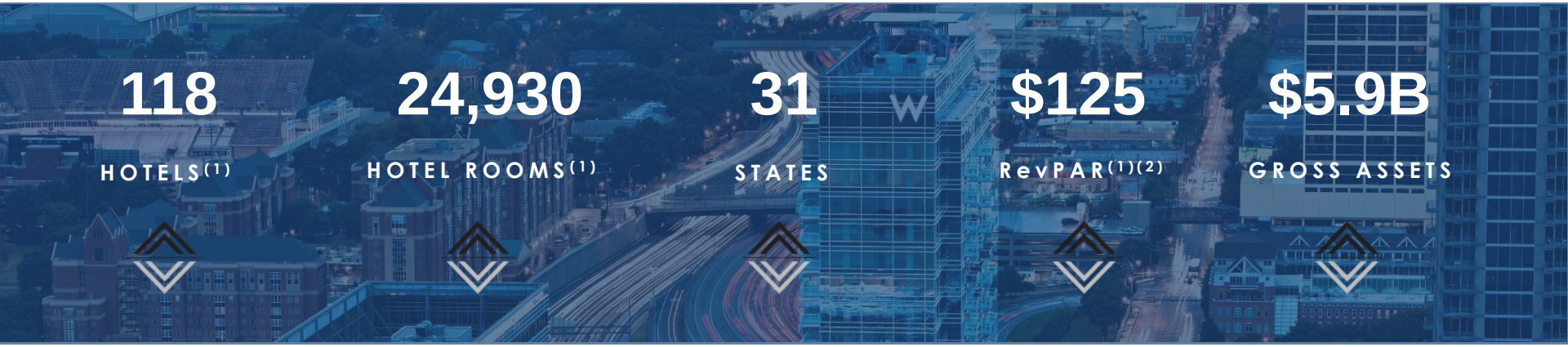




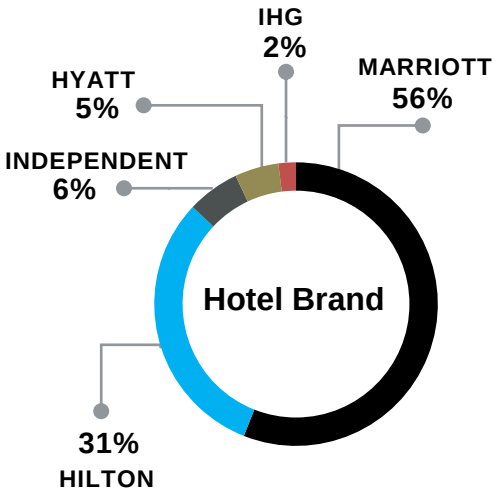


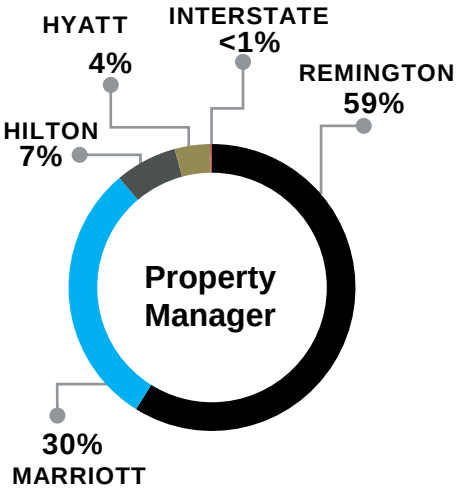


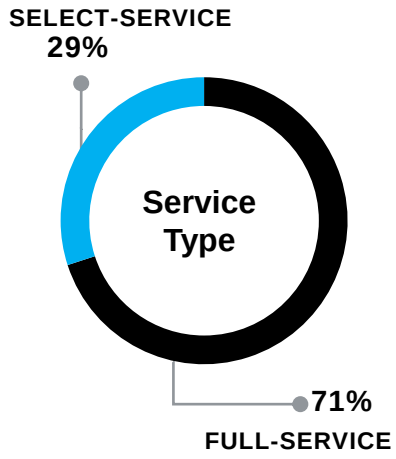
Portfolio Overview

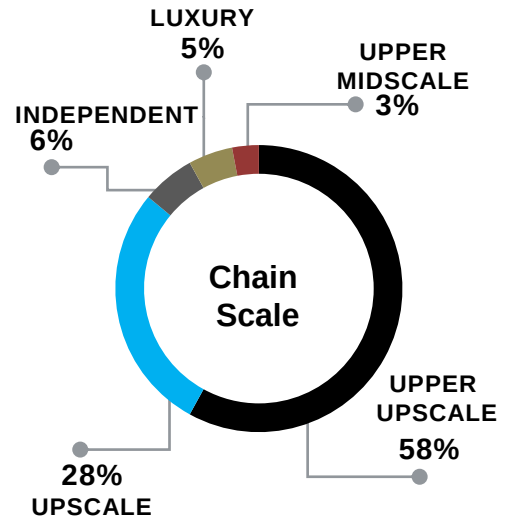


Portfolio by Hotel EBITDA(1)(2)







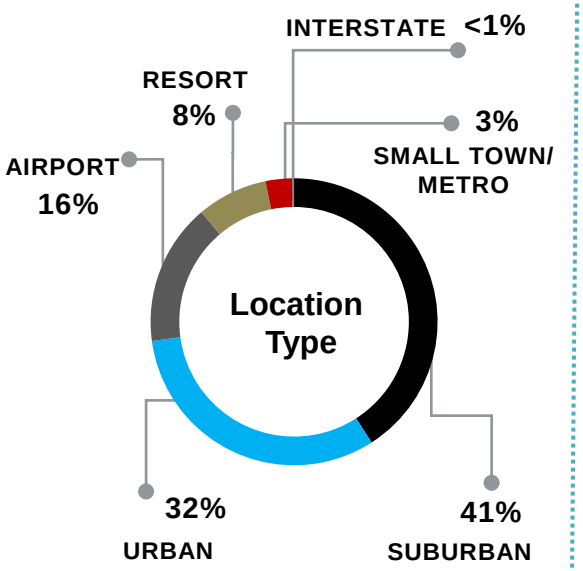


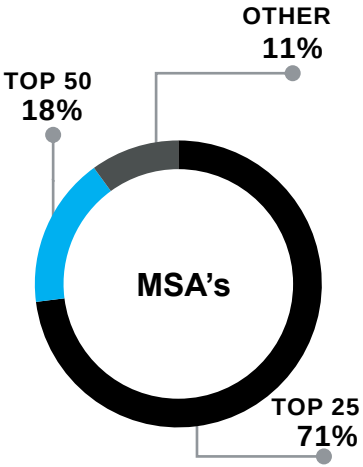
(1) As of June 30, 2018, excludes WorldQuest
(2) TTM as of June 30, 2018

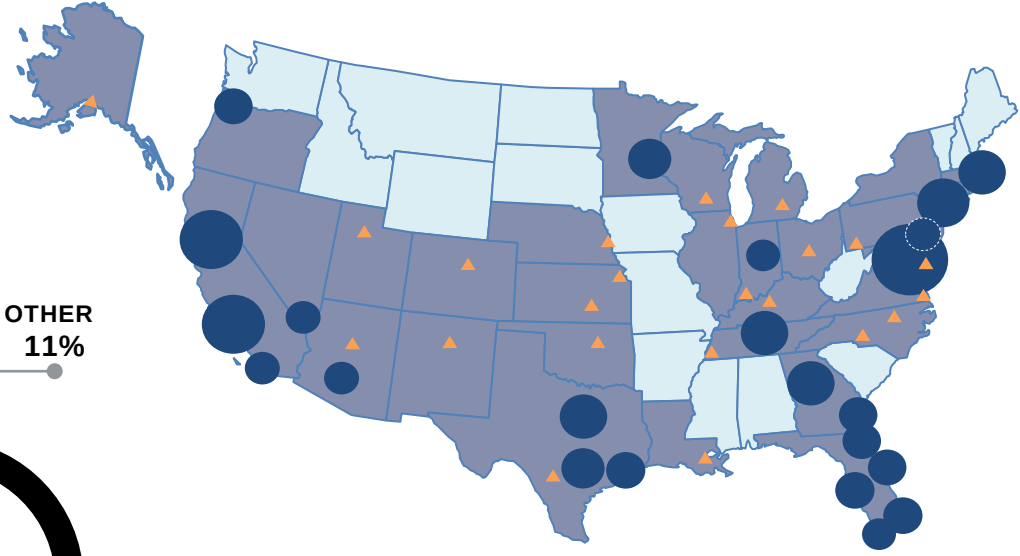
Portfolio Position

Geographically Diverse

Portfolio by Hotel EBITDA[1][2]







Top 10 Markets	TTM Q2 2018 EBITDA[3]	% of Total
Washington, DC	$51,818	*11.0%*
San Fran/Oakland, CA	$35,568	*7.6%*
Los Angeles, CA	$33,790	*7.2%*
New York/New Jersey	$31,254	*6.6%*
DFW, TX	$27,063	*5.7%*
Atlanta, GA	$25,019	*5.3%*
Boston, MA	$24,476	*5.2%*
Nashville, TN	$23,483	*5.0%*
Minn./St. Paul, MN	$15,081	*3.2%*
Austin, TX	$13,405	*2.8%*
Other Areas	$190,544	*40.4%*
Total	**$471,501**	**100%**

(1) As of June 30, 2018, excludes WorldQuest
(2) TTM as of June 30, 2018
(3) In thousands

▲ Represents <1% EBITDA contribution

● Represents >1% EBITDA contribution





Maximize Value

Enhanced Return Funding Program

- $50M ERFP commitment
- Initial 2 year term
- Up to 10% of purchase price
- Funding comes in form of purchased FF&E



- **Potential to enhance five year IRRs by 700 to 1,200 basis points(1)** for AHT hotel acquisitions
- **Targeting 33% reductions in required equity** capital for each new AHT asset acquisition
- AHT excess **corporate cash of approximately $327M(3)**
- Designed to **improve overall shareholder returns for AHT**
- **Significant AHT advantage** vs. competing market bids

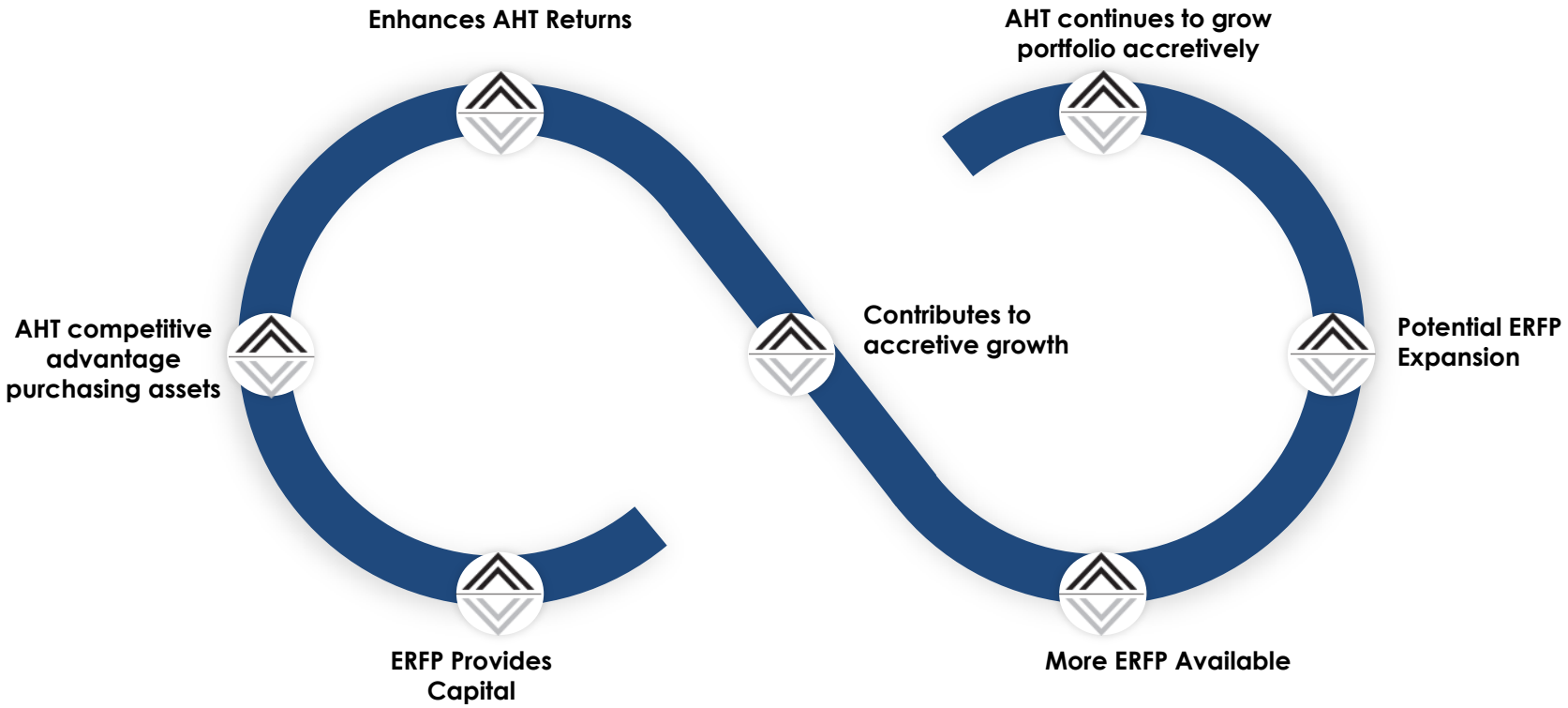
~33% Reduction in AHT Equity for acquisitions

(1) Assumes approximately 15% to 20% levered returns without ERFP funding over five years, between 25% and 40% required equity amounts per acquisition, and funding of ERFP at end of year one
(2) Assuming 10% ERFP commitment funded immediately at acquisition
(3) As of June 30, 2018



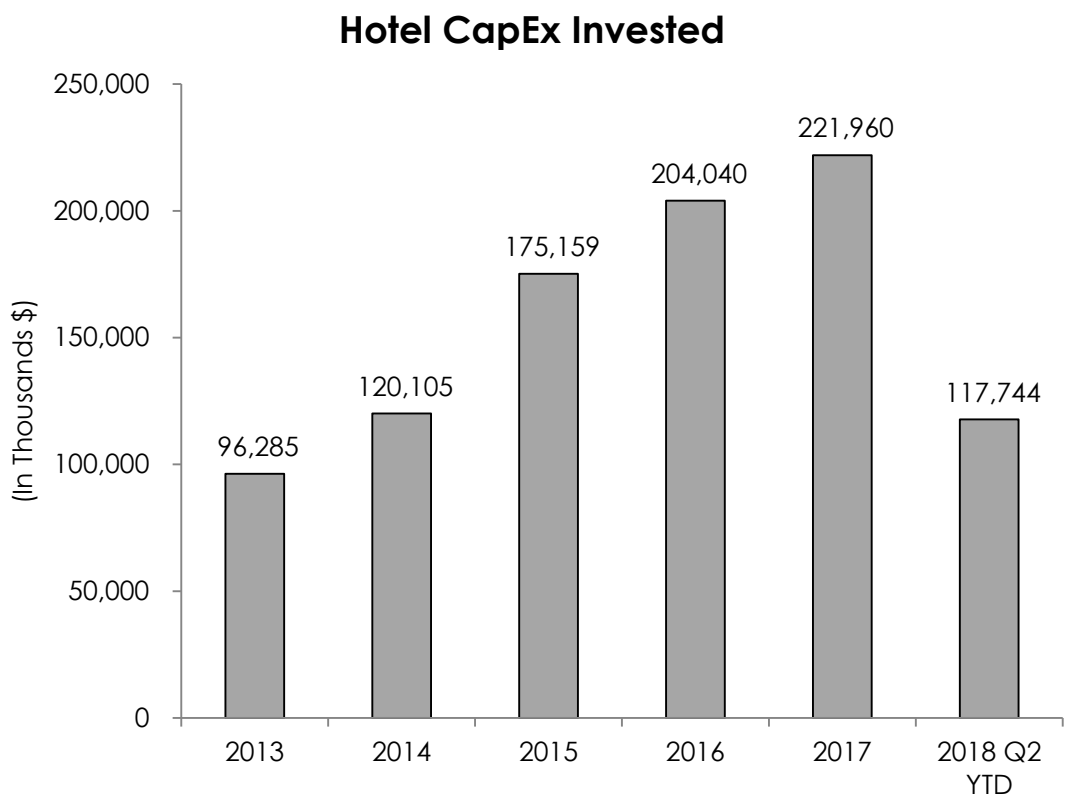
A VIRTUOUS CYCLE

ERFP PROGRAM



ERFP demonstrates a programmatic, sizable, and repeatable pathway for growth

Contribute to Growth



Strategic capital improvements better position hotels for performance

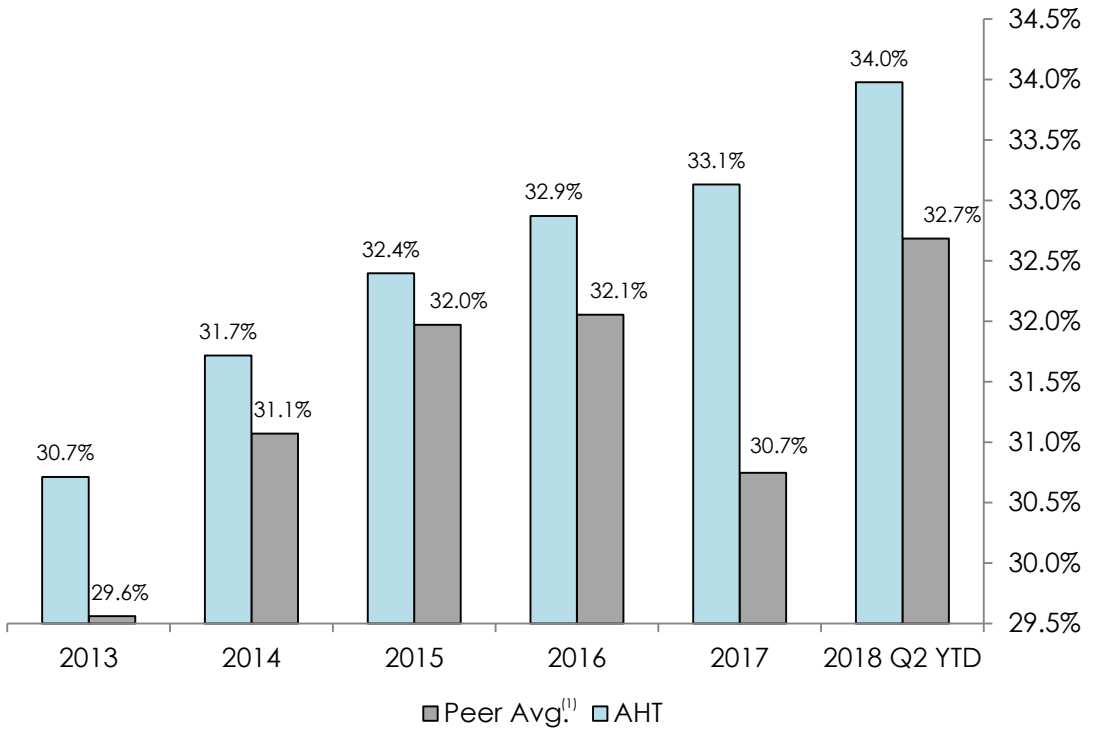




Best-in-Class

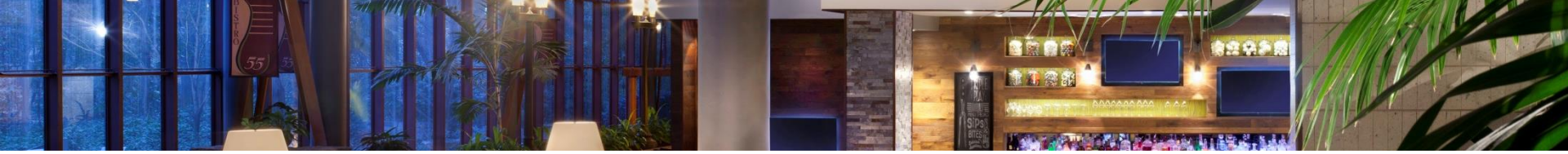
Asset Management

Comparable Hotel EBITDA Margin



EBITDA margins consistently increased during past 5 ½ years, outpacing peers in all periods observed

(1) Peer Avg. includes: CHSP, PEB, DRH, LHO, RLJ, SHO, XHR, PK, HST, HT



Disciplined

Capital Management

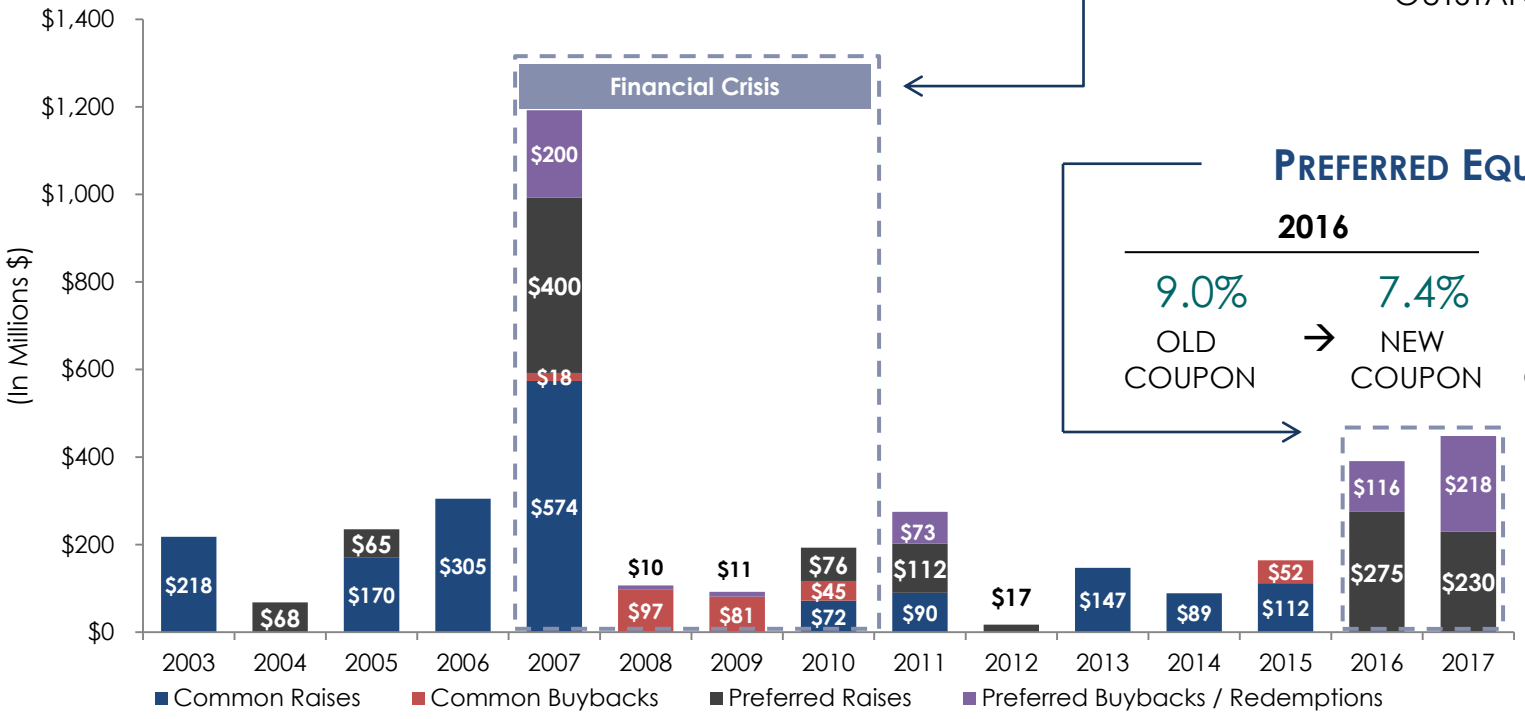
Track record of **enhancing shareholder returns** by capitalizing upon cyclical changes and advantageous pricing situations

Common Share Buybacks

73.6M	~50%	$3.28
SHARES	SHARES OUTSTANDING	AVERAGE BUYBACK PRICE

Preferred Equity Activity

2016			2017		
9.0%	→	7.4%	8.5%	→	7.5%
OLD COUPON		NEW COUPON	OLD COUPON		NEW COUPON



Competitive Advantages

Affiliated Companies

To drive performance, guest satisfaction, and revenue

- openkey — Mobile interface for guest check-in and room access
- JSAV (J&S Audio Visual) — Audio visual services for banquets, meetings, and events
- Pure wellness — Hypoallergenic room accommodations
- Lismore Capital — Debt placement services
- Premier Project Management — Project management services
- R — Property management services

Platform

To maximize outperformance vs. peers

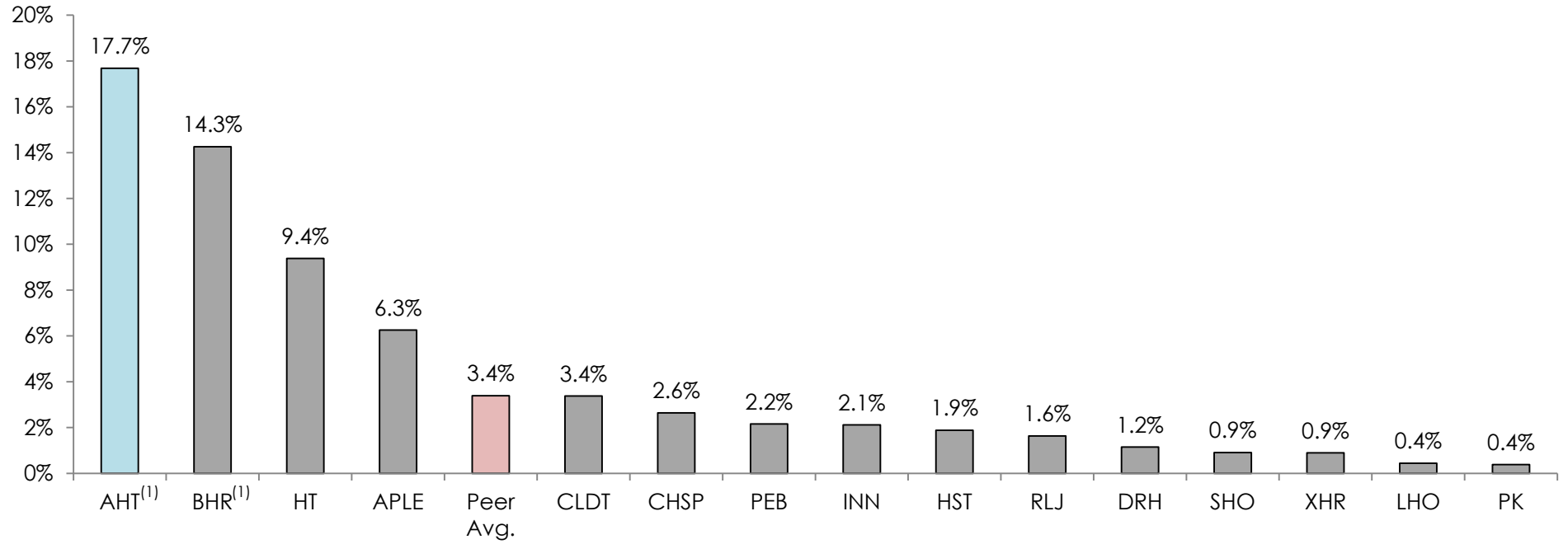
- Scale with major hotel brands
- Long term banking relationships
- Diverse national footprint
- Organizational depth
- Proven industry cycle experience
- Complex transaction execution





Highest

INSIDER OWNERSHIP AMONG PEERS



#1
Aligned Management Team

5.2x
More insider ownership vs. peer average

$133M
Total Dollar Value of insider ownership(2)

Peer Avg. includes: BHR, HT, APLE, CLDT, CHSP, RLJ, PEB, INN, HST, DRH, SHO, XHR, LHO, PK
Source: latest proxy, SNL
Note: as of June 30, 2018
(1) Includes direct interests and interests of related parties
(2) Assumed stock price as of September 26, 2018

ASHFORD

HOSPITALITY TRUST

Transactions



Acquisition Utilizing ERFP

Hilton Alexandria Old Town

REDUCED ACQUISITION PRICE

Acquired hotel (252 rooms, $161 RevPAR) for $111M or $99.9M after $11.1M of committed ERFP funding(1)

INCREASED GOING-IN CAP RATE

Effective TTM NOI Cap Rate on acquisition increases due to ERFP funding to 8.3% from 7.5%(1)

REDUCED EQUITY CONTRIBUTION

Effectively reduces AHT equity contribution by 38% on Alexandria acquisition ($18.1M vs. $29.2M)(1)

IMPROVED SHAREHOLDER RETURNS

Improves forecasted 5-year leveraged returns to AHT shareholders on Alexandria acquisition by 1,130 basis points(2)

(1) Assumes 10% ERFP funding occurs at the time of hotel acquisition
(2) Assumes 10% of purchase price funded by AHT corporate preferreds, property-level mortgage financing of 66%, closing/other costs of 2.5% of purchase price and funding of ERFP at end of year 1

Acquisition Utilizing ERFP

Hilton Scotts Valley/Santa Cruz

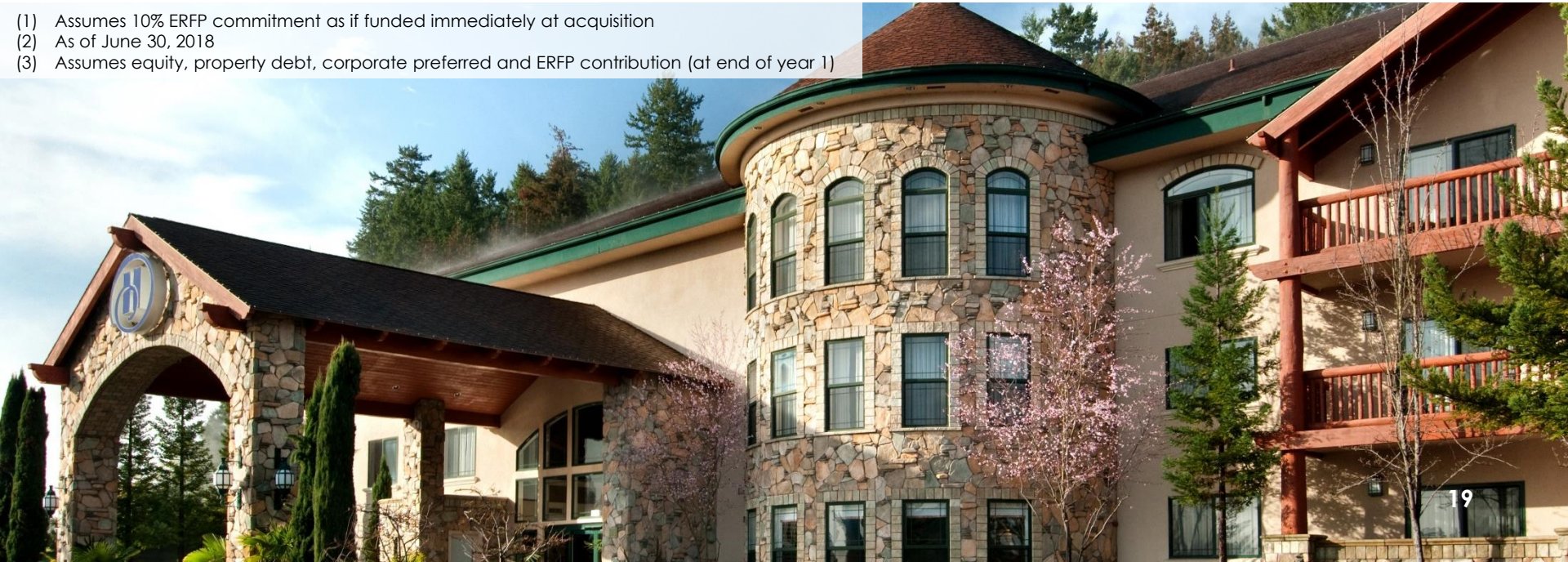
- **Favorable RevPAR/yield combination with operational upside**
- **Only Hilton full-service product in wide market area**
- **Opportunity to increase tech based and leisure room demand**

Expected Close: Q4 2018 / Q1 2019

Key Metrics

Acquisition Price	**$50M**
ERFP Contribution	**$5M**
Rooms	**178**
Price/key[1]	**$252,809**
TTM RevPAR[2]	**$149**
FTM NOI Cap Rate[1]	**8.5%**
Leverage Neutral IRR[3]	**23.5%**

(1) Assumes 10% ERFP commitment as if funded immediately at acquisition
(2) As of June 30, 2018
(3) Assumes equity, property debt, corporate preferred and ERFP contribution (at end of year 1)



Acquisition Utilizing ERFP

La Posada de Santa Fe

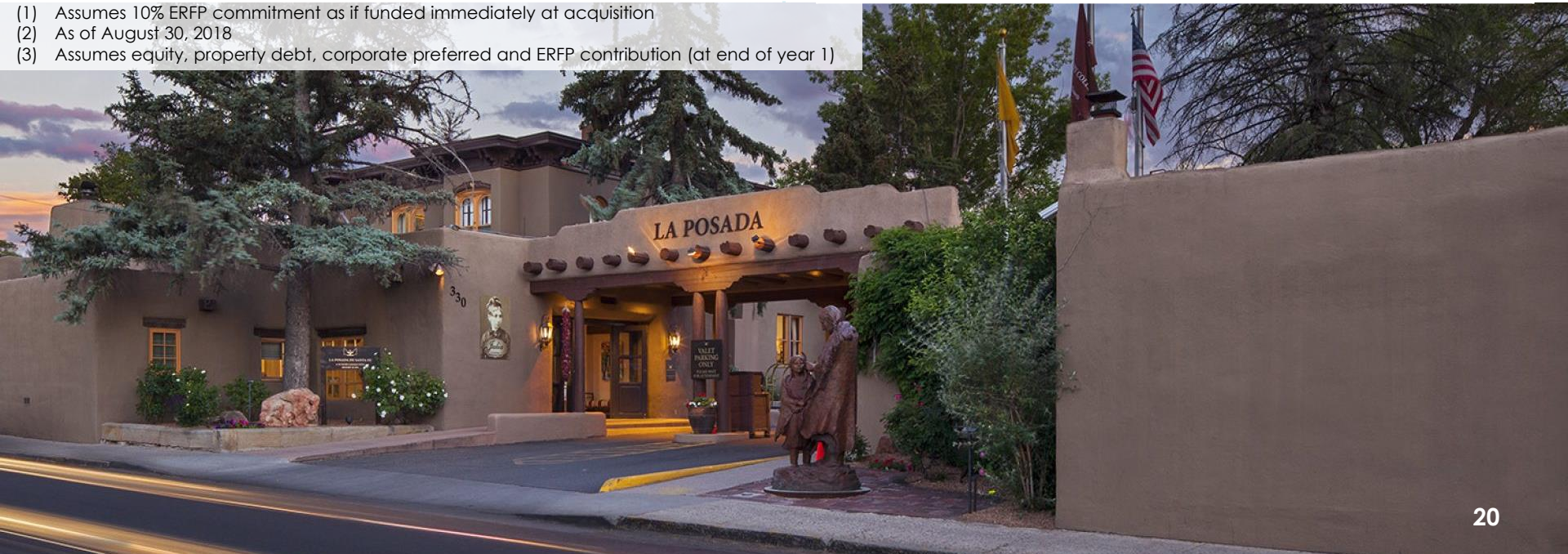
- **Supply constrained market able to generate high RevPAR**
- **Significant operational upside and synergies with our nearby Hilton**
- **Leisure driven resort market with year-round demand generators**

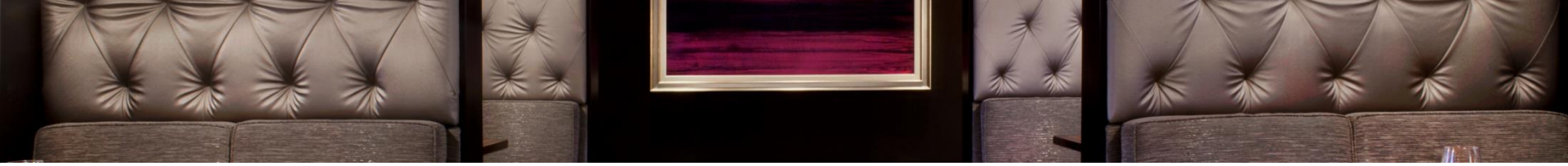
Expected Close: Q4 2018

Key Metrics

Acquisition Price	**$50M**
ERFP Contribution	**$5M**
Rooms	**157**
Price/key[1]	**$286,624**
TTM RevPAR[2]	**$155**
FTM NOI Cap Rate[1]	**7.3%**
Leverage Neutral IRR[3]	**28.1%**

(1) Assumes 10% ERFP commitment as if funded immediately at acquisition
(2) As of August 30, 2018
(3) Assumes equity, property debt, corporate preferred and ERFP contribution (at end of year 1)





Asset Sales

Financially Calibrated

ASSETS SOLD SINCE 2015

- HAMPTON INN TERRE HAUTE
- COURTYARD MARRIOTT VILLAGE LAKE BUENA VISTA
- SPRINGHILL SUITES LAKE BUENA VISTA
- FAIRFIELLD INN LAKE BUENA VISTA
- RESIDENNCE INN ATLANTA BUCKHEAD
- COURTYARD EDISON
- HAMPTON INN GAINESVILLE
- SPRINGHILL SUITES GAITHERSBURG
- RESIDENCE INN PALM DESERT
- COURTYARD PALM DESERT
- RENAISSANCE PORTSMOUTH
- EMBASSY SUITES SYRACUSE
- CROWNE PLAZA ATLANTA RAVINIA
- SPRINGHILL SUITES RICHMOND GLEN ALLEN
- SPRINGHILL SUITES CENTREVILLE
- RESIDENCE INN TAMPA

SALE OF MAINLY SELECT-SERVICE HOTELS

$375M

SALES PROCEEDS

DISPOSING OF LOWER REVPAR HOTELS

$80

AVG TTM REVPAR

AT FAVORABLE CAP RATES

8.1%

AVG TTM CAP RATE

6.9%(1)

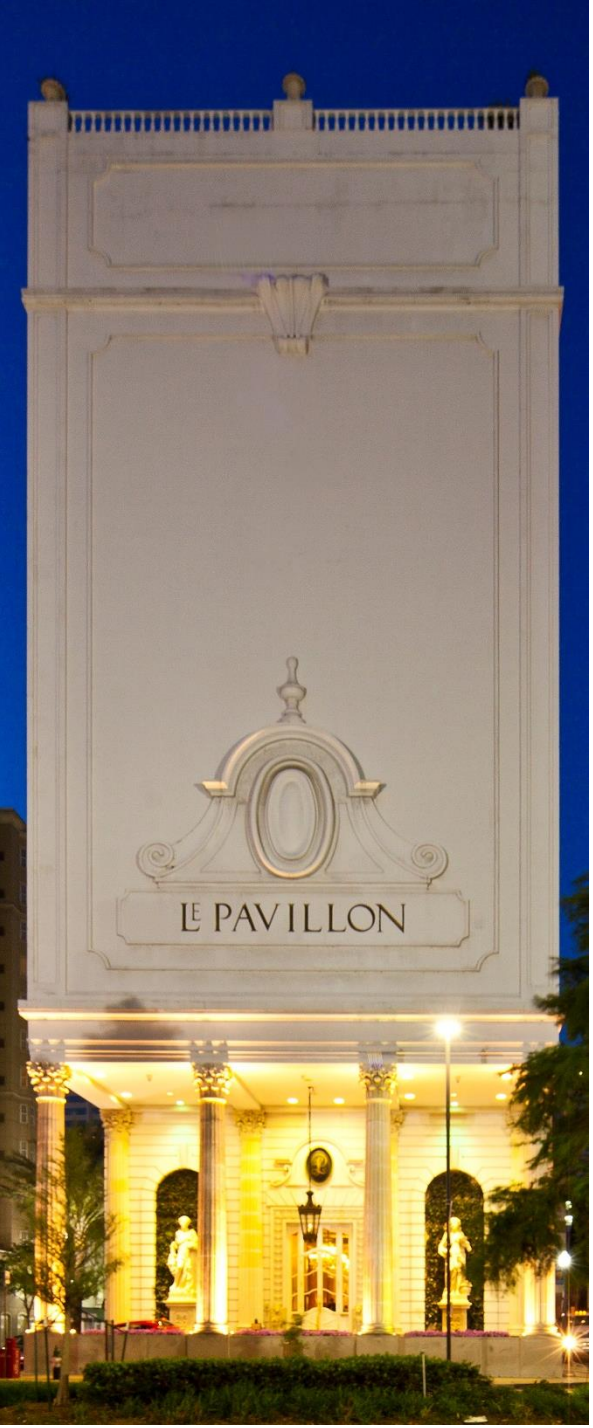
ALL-IN CAP RATE

(1) Based on expected CapEx to be invested by buyer

ASHFORD

HOSPITALITY TRUST

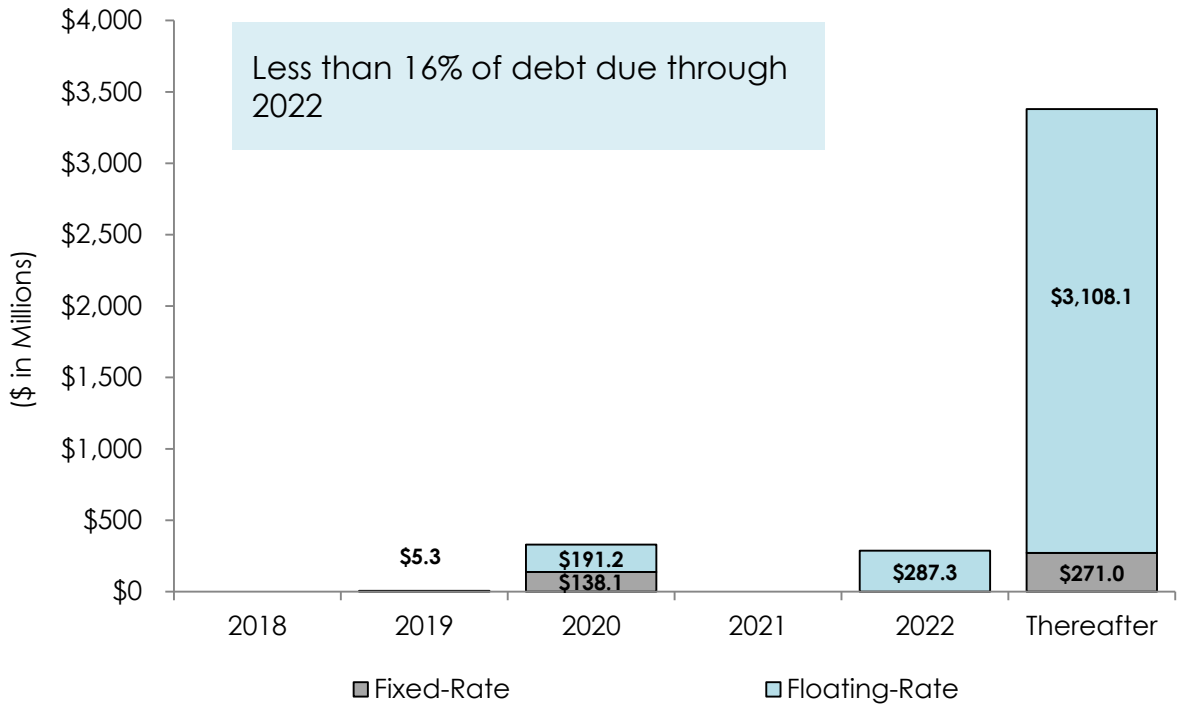
Balance Sheet



Well-Laddered

Debt Maturity Schedule[1]

Q4 2017 weighted average maturity was 3.7 years
Q2 2018 weighted average maturity is now 6.1 years



5.5%
Total Portfolio Weighed Average Rate

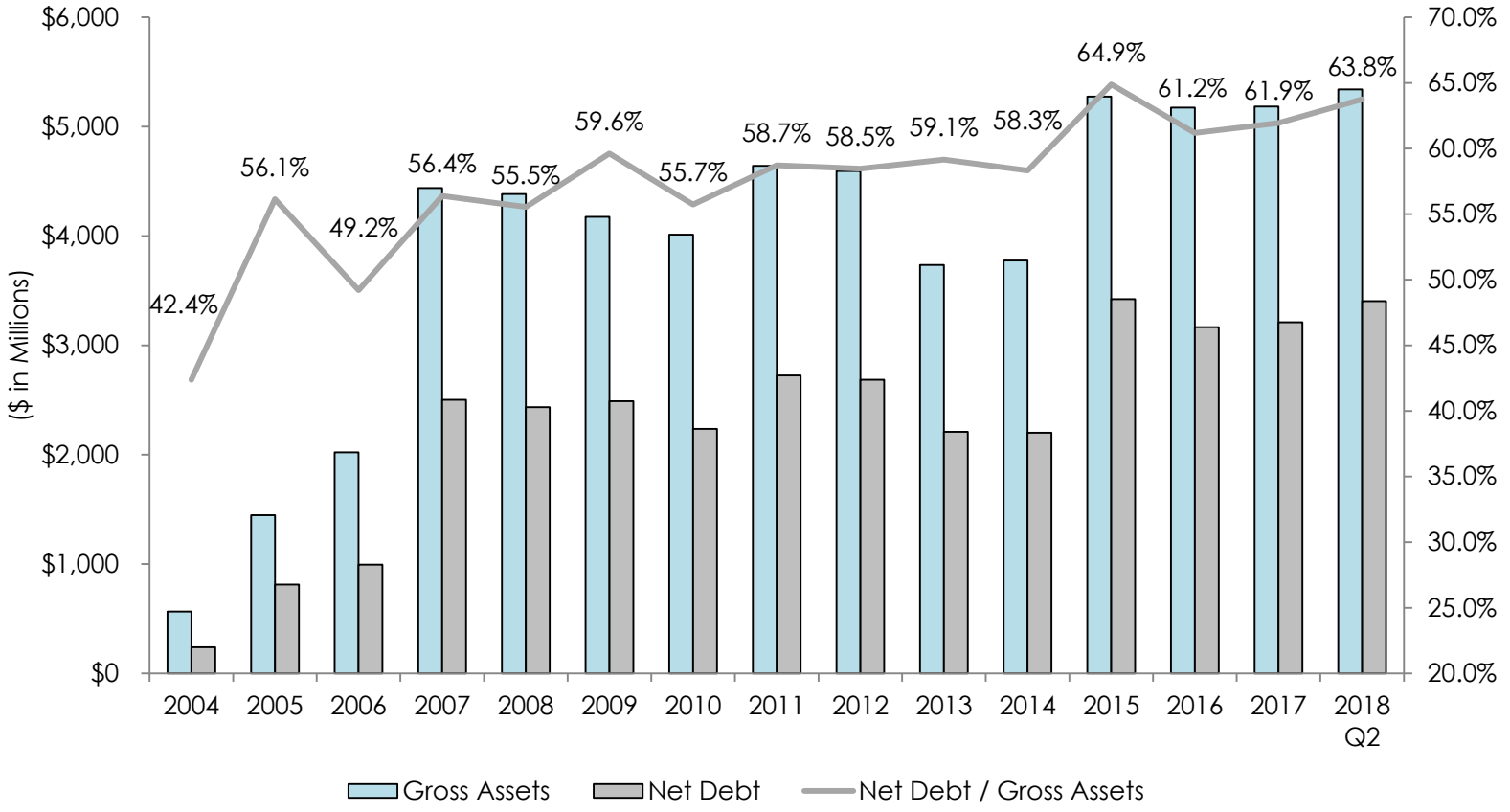
2018
No Debt maturity until 2019

(1) As of June 30, 2018 assumes extension options are exercised



Consistent

Historical Leverage



(1) Based on public filings; adjusted for unconsolidated Highland JV from 2011 – 2014
Note: Gross Assets and Net Debt adjusted for cash & cash equivalents and other liquid cash-like items as reported

Strategic

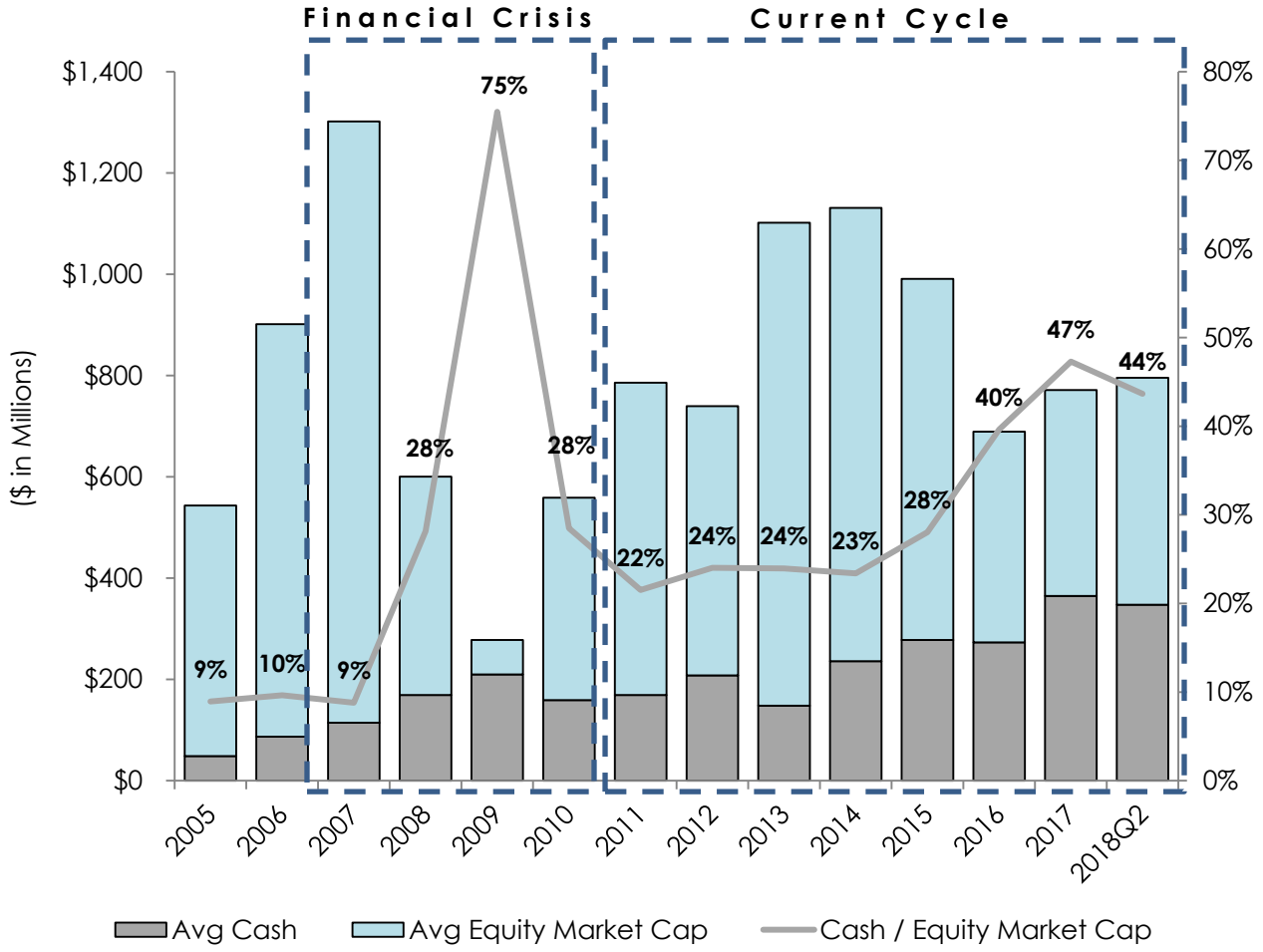
Cash Target

Financial Crisis

Positioned to buy back approximately 50% of outstanding common shares for about $240M leading to outsized total shareholder returns

Current Cycle

Flexibility to execute opportunistic growth and maintain hedge against an economic downturn



(1) Based on public filings; adjusted for unconsolidated Highland JV from 2011 - 2014
(2) Source: Bloomberg





Strategic Rationale

Non-Recourse Debt

Benefits of Non-Recourse Debt

- Non-recourse debt **lowers risk profile** of platform
- **Maximizes flexibility** in all economic environments

Long-standing **lender relationships**

High lender interest given sponsorship and portfolio quality

Total Enterprise Value

Stock Price[1]	$6.31
Fully Diluted Shares Outstanding[2]	119.2
Equity Value	**$752.4**
Plus: Preferred Equity[2]	564.7
Plus: Debt, net of JV Interest[2]	3,998.9
Total Market Capitalization	**$5,316.1**
Less: Net Working Capital[2],[3]	(531.8)
Total Enterprise Value	**$4,784.2**

100%

Non-Recourse Debt

100%

Property Level, Mortgage Debt

0.0%

Corporate Level Debt

(1) As of September 26, 2018
(2) As of June 30, 2018; in millions
(3) Includes Investment in Ashford Inc. at market value as of September 26, 2018

Value Enhancement Through

Recent Refinancings

L+5.52% → L+3.00%

17-Pack – Oct 2017

~$9.8M in annual debt service savings over prior loan terms

L+4.95% → L+2.92%

8-Pack – Jan 2018

~$6.8M in annual debt service savings over prior loan terms

L+4.39% → L+3.20%

22-Pack – Apr 2018

~$11.0M in annual debt service savings over prior loan terms

L+4.57% → L+3.83%

34-Pack – Jun 2018

74bp decrease over prior loan terms

Strategic Rationale

Extend Maturity

Greater Flexibility

Interest Expense Savings



ASHFORD HOSPITALITY TRUST

Asset Management Initiatives

Overview

Asset Management

Team

Co-President & COO -1
Asset Managers - 10
Revenue Optimization - 3
CapEx Specialists - 4
Risk & Insurance - 3
Legal - 3
Property Tax Specialist -1
Director of Analytics -1
Analysts - 3

400+ Years of Collective Hospitality Experience

140+ Years at Ashford

13 Graduate Degrees

Revenue Optimization

- Property revenue calls
- Contract & corporate rate review/approval
- Channel & segmentation optimization

Asset Managers

- Monitoring asset leadership
- Expense management
- P&L deep dives
- Property maintenance reviews

Capital Management

- Capital allocation & budgeting
- PIP negotiation
- ROI projects

Analytics

- Acquisition underwriting
- Development of proprietary analytic tools
- Asset & initiatives benchmarking

Legal

- Property level contracts & transaction
- Claim resolution & litigation
- Advise & counsel asset management on legal issues

Risk/Property Tax

- Procure insurance & mitigate risk
- Crisis & claims management
- Monitor/appeal tax assessments

Relative to Peers

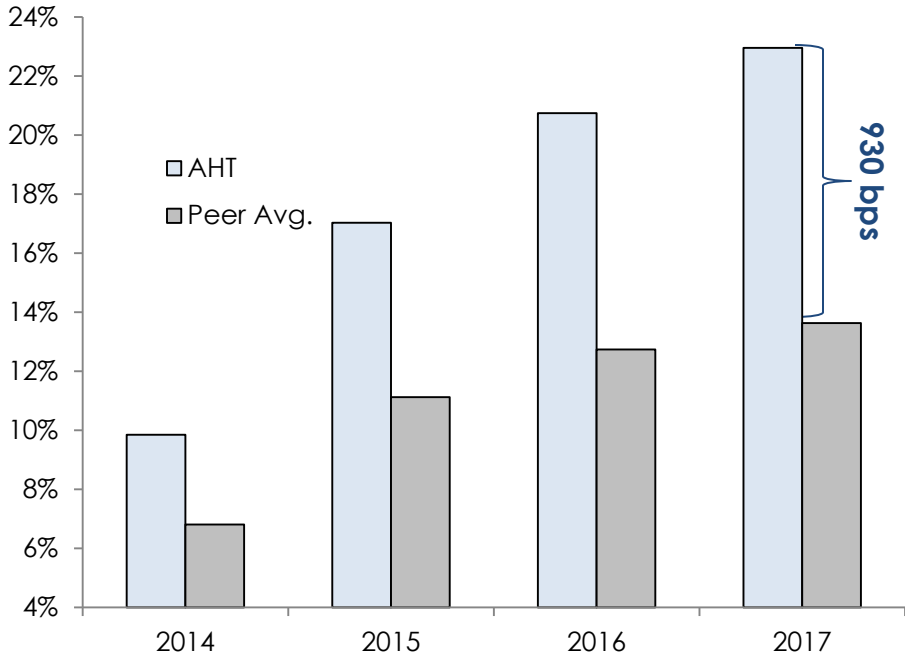
RevPAR Performance

RevPAR % Change

	2014	2015	2016	2017
AHT	9.8%	6.5%	3.2%	1.8%
Peer Avg.	6.8%	4.0%	1.5%	0.8%

4 Straight Years of Outperformance

Cumulative RevPAR Growth



Peer group: CHSP, DHR, HT, HST, LHO, RLJ, PK, PEB, XHR, SHO



Relative to Peers

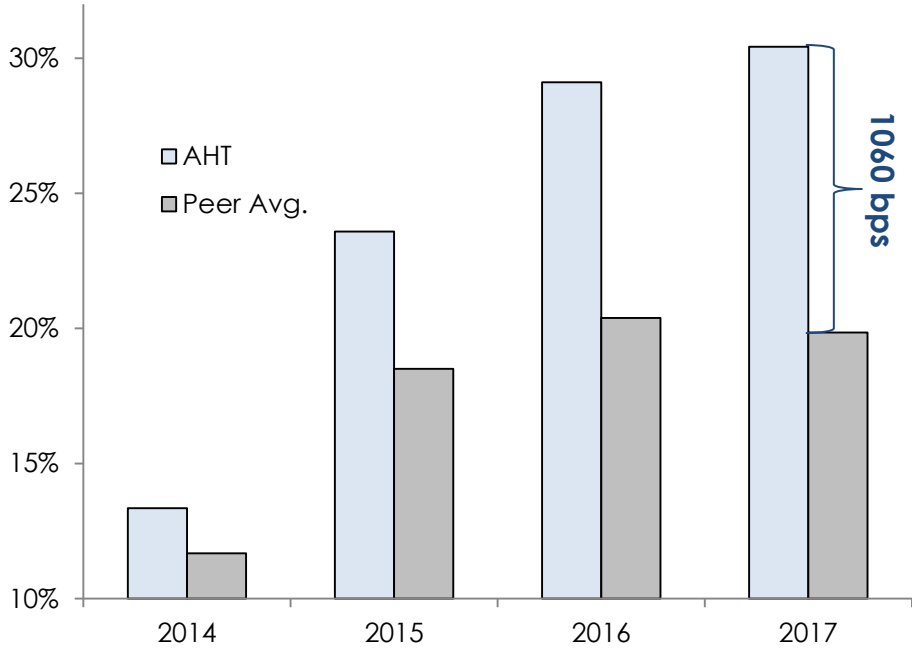
Hotel EBITDA Performance

Hotel EBITDA % Change

	2014	2015	2016	2017
AHT	13.3%	9.0%	4.5%	1.0%
Peer Avg.	11.7%	6.1%	1.6%	-0.4%

4 Straight Years of Outperformance

Cumulative Hotel EBITDA Growth



Peer group: CHSP, DHR, HT, HST, LHO, RLJ, PK, PEB, XHR, SHO

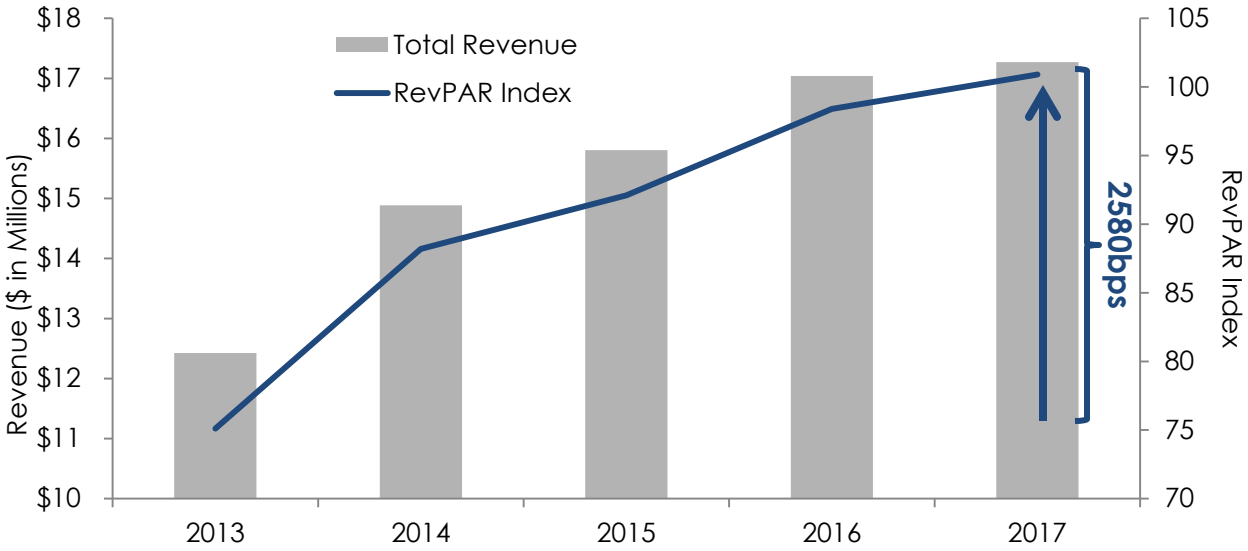




Case Study

The Melrose

5 Consecutive Years of Positive RPI Growth



Strategy Implemented

- Redefined hotel brand utilizing consistent messaging post renovation
- Brought on seasoned sales team with experience selling to luxury group and preferred segments, which increased ADR from $162 to $208[1]
- Relaunched website in 2014 to improve guest experience and conversion

(1) Year end 2012 to year end 2017



Case Study

Marriott DFW Franchise Conversion

491	18,522 sq.ft.
Keys	Meeting Space

Immediately Under Significant Renovation

Renovation included guestrooms, meeting space, public space, restaurant, concierge lounge, fitness center, and pool

Results – First 12 months[1]

		Performance
Occupancy	↑	860bps
RevPAR	↑	580bps
RevPAR Index	↑	240bps
Hotel EBITDA Flow-Through	↑	119%

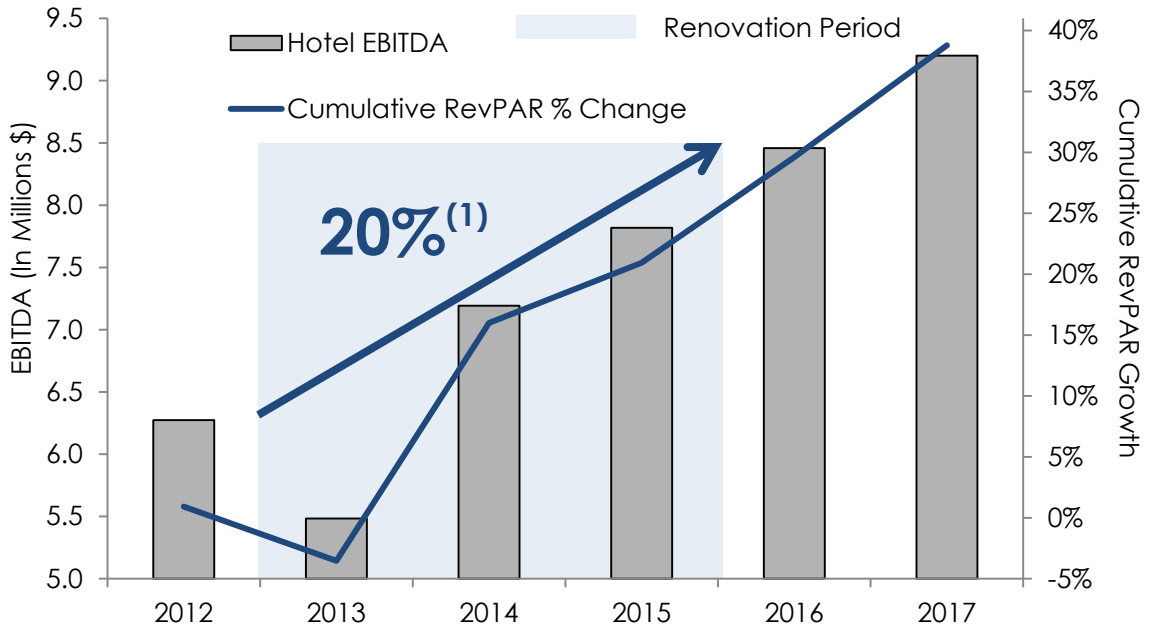
(1) TTM May 2018

Case Study

Courtyard Boston Downtown

Strategy Implemented

- Increased premium room inventory
- Increased and optimized digital marketing
- Added sales resources
- Closed disruptive night club to improve guest satisfaction
- Expanded/enhanced retail market
- $8.8M invested in the guestroom and lobby renovation



(1) RevPAR growth while under renovation



Case Study

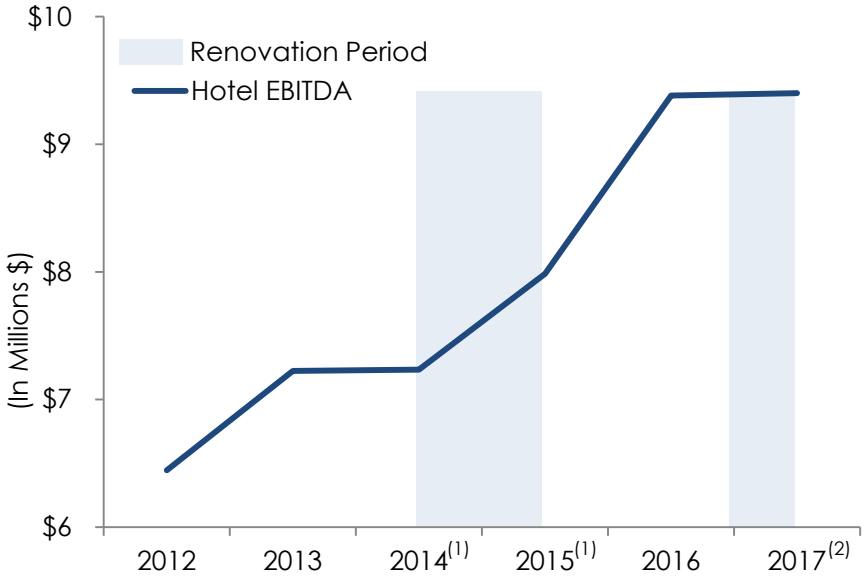
Hyatt Regency Savannah

$10.7M

Invested in guestrooms and corridors

$8.4M

Invested in lobby, meeting space, and restaurant



Performance Comparison

RevPAR Index(3)

109.2 → **130.2**

Value Added(3)

$42.1M

(1) Guestroom renovation lasted from October 2014 to April 2015
(2) Lobby/meeting space renovation lasted from January 2017 to July 2017
(3) Comparing TTM September 2014 to July 2018; 7.5% cap rate



Case Study

Marriott Beverly Hills Rebranding

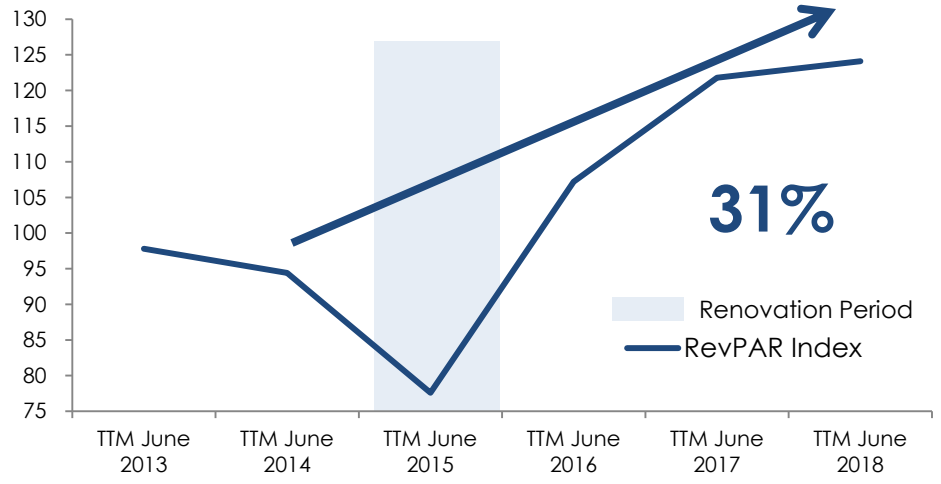
Only full-service Marriott within 6-mile radius

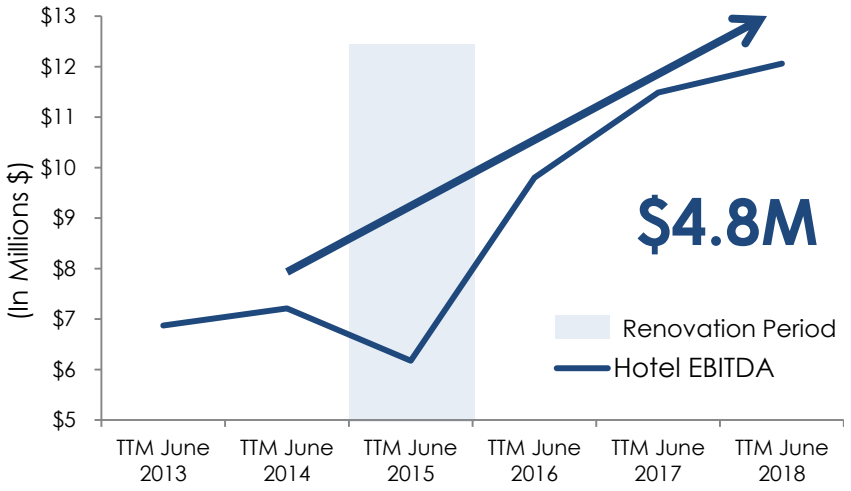
$11.0M incremental CapEx

Incremental Value Added (1)

Revenue:	5,950bps	**Occ:**	950bps
ADR:	4,640bps	**RevPAR:**	$90.14

Value Creation(2): $68.8M





(1) Fully ramped Marriott vs. pre-renovation as Crowne Plaza (TTM June 2018 vs. TTM June 2014)
(2) 6.5% cap rate, conservatively assumes same cap rate for both Marriott and Crowne Plaza



Case Study

Key Additions

Asset Management Identifies Opportunities For Value-Add Key Additions

Track Record of Adding Keys

Property[1]	Keys	ADR
Hyatt Regency Coral Gables	11	$189
Sheraton City Center - Indianapolis	7	132
Marriott Crystal Gateway	4	189
Hilton Santa Fe	1	160
SpringHill Suites Buford	1	109
The Silversmith	1	182
Total/Weighted Average:	**25**	**$168**

Estimated **$8.1M** added in asset value[2]

(1) Keys added between 2014 and 2017
(2) Cap rates ranging between 6.5% to 9.0%

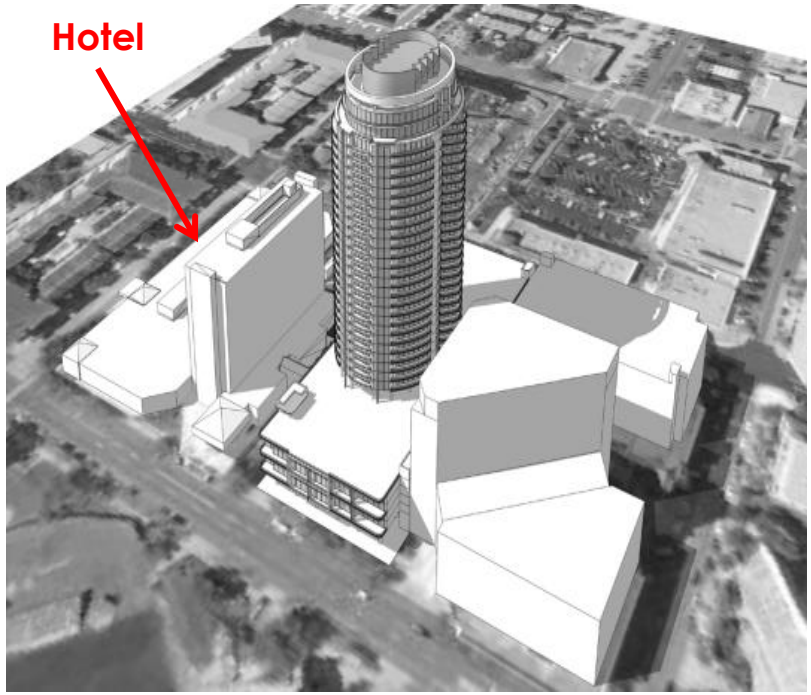


Opportunity

Hilton St. Petersburg Bayfront

Land Deal

- Developer to purchase the parking lot to develop a condominium and parking garage
- Under contract for **$17.5M** in cash
- Land under contract at above appraisal value
- Developer to pay $40k/month in reimbursement for interim parking
- Buyer will provide the hotel with 205 covered parking spaces in the newly built parking garage





Case Study

Marriott Group Pace

5 Years of Positive Group Revenue Growth

Year	YoY Group Revenue
2013	1.1%
2014	8.7%
2015	11.2%
2016	0.2%
2017	3.7%

STRATEGY IMPLEMENTED

- Added hotel Director of Sales at key properties
- Increased Corporate Sales support ratios
- Sales Transformation Advisory Council participant
- Recurring meetings with Marriott Sales Leadership
- Visibility at Group Sales Offices

Note: Marriott managed (29 hotels)



Opportunity

Project Alpha

Implementing aggressive strategy to increase ancillary revenue by making sure that our fees are competitive with the market

$2.2M	$3.7M	$400K	$4.6M
Resort Fee	Parking	Early Arrival/ Late Departure	Other Charge

Total Added Revenue[(1)]: $10.9M

(1) Estimated annual revenue

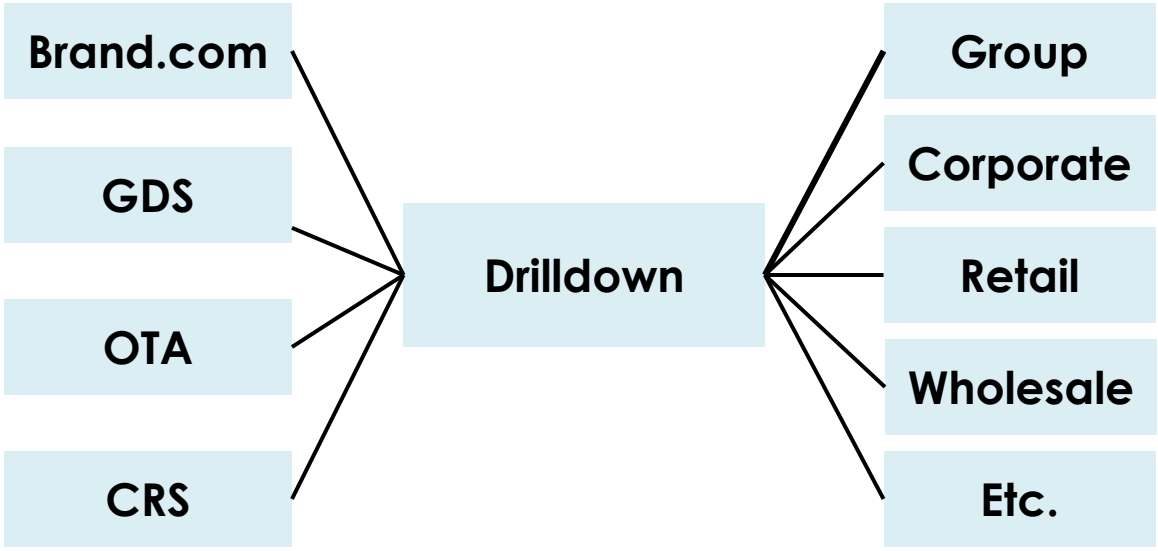


Opportunity

Proprietary Business Analytics Tool

Revenue Outlook

Outlook	Hotel	Manager	AM	Next 6-Months		12-Aug		19-Aug		26-Aug		2-Sep	
				WoW Chg.	Pace	WoW Chg.	Pace	WoW Chg.	Pace	WoW Chg.	Pace	WoW Chg.	Pace
Ahead, Gaining	Renaissance Nashville	Marriott	Liz Lloyd	$ 959	$ 1,004,766	$ (2,845)	$ 8,908	$ 9,758	$ 31,106	$ (5,137)	$ 209,660	$ (26,134)	$ 48,288
Ahead, Gaining	Courtyard Oakland Airport	Remington	Tom Finan	$ 35,879	$ 257,128	$ 6,529	$ 34,840	$ 8,495	$ 13,003	$ 3,982	$ 8,299	$ (2,262)	$ 5,467
Ahead, Gaining	Hyatt Regency Savannah	Hyatt	Adam Tegge	$ 84,421	$ 171,598	$ 21,836	$ 56,350	$ 67,046	$ 21,014	$ 11,829	$ 8,807	$ (5,050)	$ 31,020
Ahead, Gaining	Embassy Suites Santa Clara	Hilton	Chris Stevens	$ 54,863	$ 92,970	$ 76,501	$ 72,894	$ (5,756)	$ 8,045	$ 25,012	$ (7,492)	$ (5,480)	$ 59,290
	Totals By Manager												
Ahead, Losing	Accor			$ 63,335	$ 204,079	$ (4,063)	$ 50,646	$ 16,027	$ 45,427	$ (2,272)	$ 106,124	$ (24,028)	$ 51,048
Behind, Losing	Hilton			$ 32,258	$ (29,634)	$ (35,914)	$ 38,800	$ 120,783	$ (88,048)	$ 98,337	$ (68,994)	$ 39,031	$ 229,811
Ahead, Gaining	Hyatt			$ 69,806	$ 34,355	$ (13,859)	$ 93,789	$ (27,843)	$ 12,401	$ 13,840	$ (34,336)	$ 14,972	$ 50,261
Behind, Gaining	Interstate			$ 25,759	$ (8,717)	$ 16,428	$ (13,407)	$ 6,004	$ (7,330)	$ (4,589)	$ (22,991)	$ 2,667	$ (11,848)
Ahead, Losing	Marriott			$ (234,263)	$ 3,718,825	$ (98,589)	$ 382,581	$ (48,217)	$ 454,292	$ 40,492	$ 724,672	$ (10,152)	$ (520)
Ahead, Gaining	Remington			$ 222,768	$ 996,927	$ 14,259	$ (92,255)	$ (7,198)	$ 182,673	$ (26,975)	$ 42,487	$ (2,330)	$ 427,059



Note: Synthetic data for illustrative purposes

Portfolio

Value Added From RPI Growth

AHT has grown RPI in each of the last **4 years**, which has resulted in massive gains to the portfolio's value

2014	2015
$106.2M	**$46.2M**

2016	2017
$33.9M	**$48.1M**

Cumulative Value Added(1)

$234.4M



(1) Based on 7.5% cap rate

ASHFORD

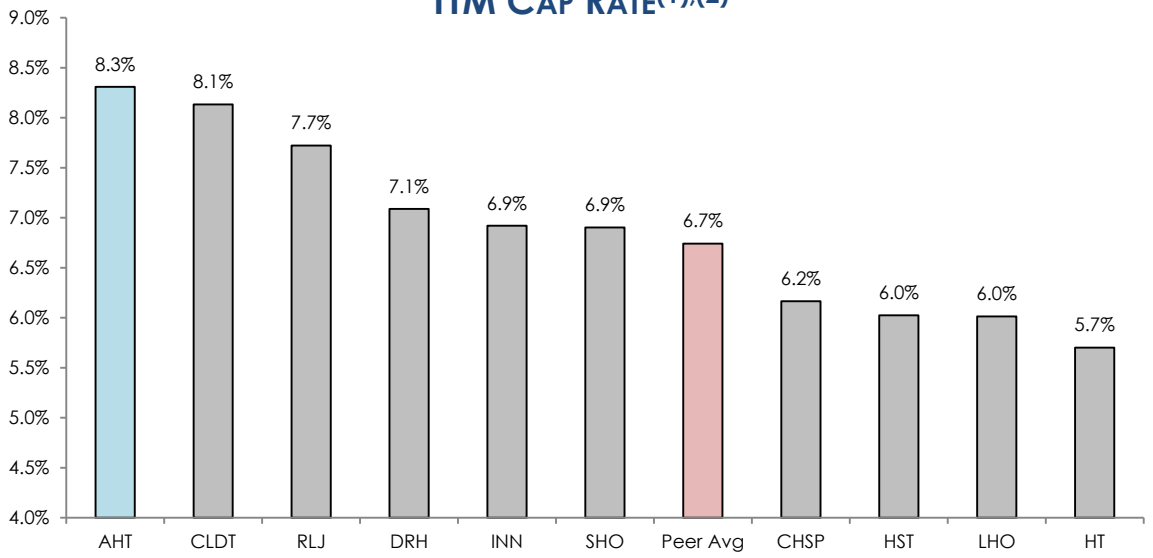
HOSPITALITY TRUST

Valuation

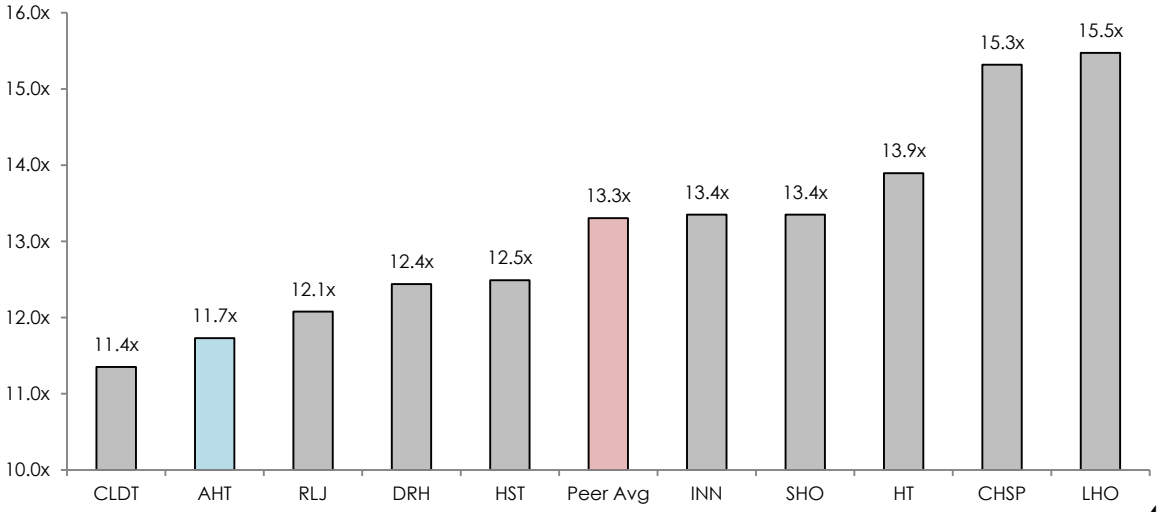


Valuation

TTM Cap Rate[1],[2]



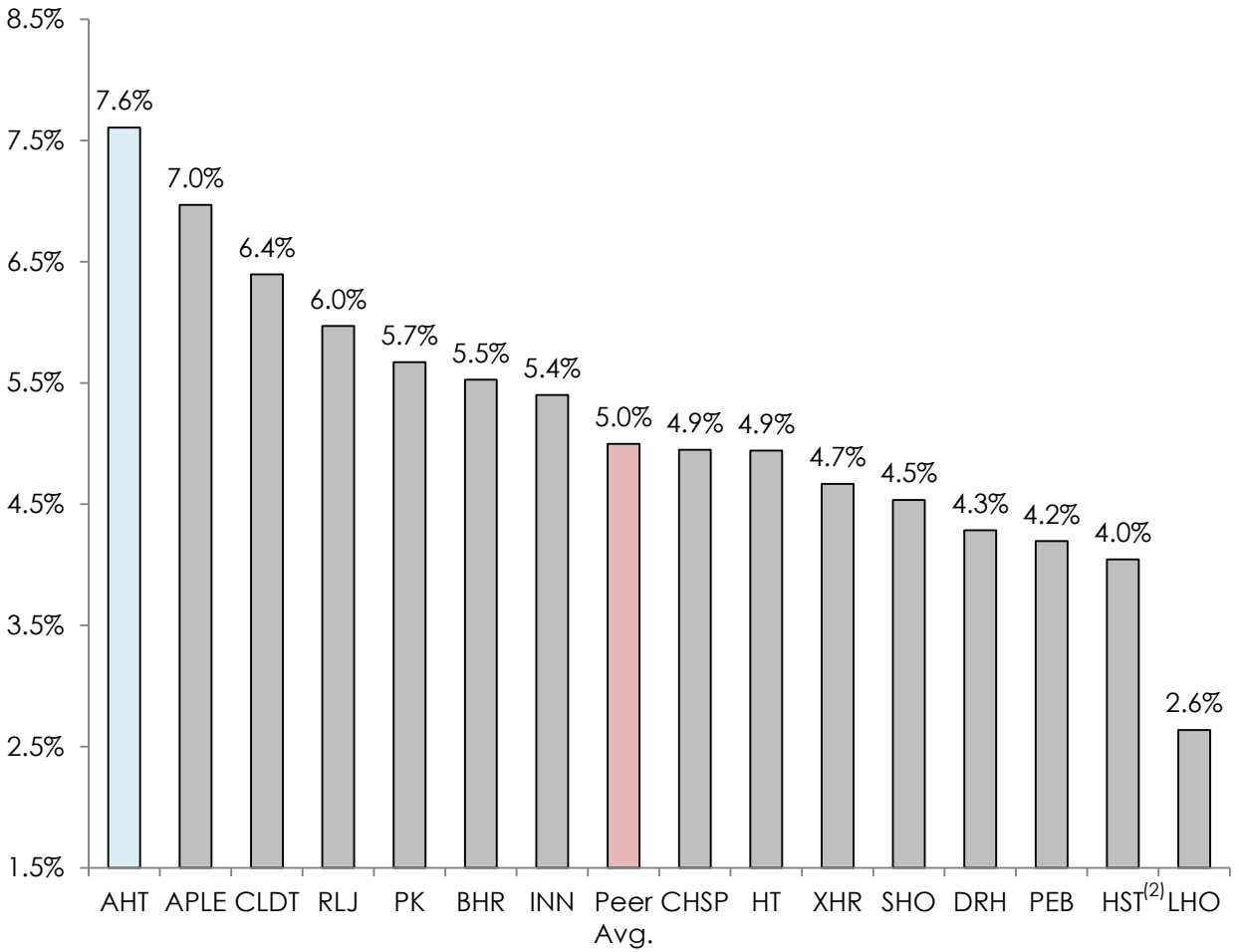
TEV / 2018E EBITDA Multiple[1],[2]



(1) Balance sheet data as of June 30, 2018; stock price as of September 26, 2018
(2) Based on consensus estimates
Source: SNL, Bloomberg, Company Filings



Dividend Yield[1]



Source: Bloomberg
(1) As of September 26, 2018, annualized based on most recent dividend announcement
(2) Includes recent special cash
Peer Avg. Includes: BHR, APLE, CLDT, PK, LHO, CHSP, HT, RLJ, XHR, DRH, PEB, HST, INN, SHO



STRATEGIC FOCUS

PORTFOLIO QUALITY

ERFP PROGRAM

CAPEX INVESTMENT

Reasons to Own

Ashford Hospitality Trust

ASSET MANAGEMENT

TRACK RECORD

AFFILIATE ADVANTAGES

INSIDER OWNERSHIP



ASHFORD HOSPITALITY TRUST

Investor Day - October 2018