

MARRIOTT INTERNATIONAL, INC.
PRESS RELEASE SCHEDULES
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MARRIOTT INTERNATIONAL, INC.
CONSOLIDATED STATEMENTS OF INCOME
SECOND QUARTER 2026 AND 2025

(\$ in millions except per share amounts, unaudited)

	Three Months Ended June 30, 2026	Three Months Ended June 30, 2025	Percent Better/(Worse) 2026 vs. 2025
REVENUES			
Franchise fees ¹	\$ 1,023	\$ 860	19
Base management fees	343	340	1
Incentive management fees	212	200	6
Gross fee revenues	1,578	1,400	13
Contract investment amortization ²	(31)	(29)	(7)
Net fee revenues	1,547	1,371	13
Owned, leased, and other revenue ³	466	441	6
Cost reimbursement revenue ⁴	5,058	4,932	3
	7,071	6,744	5
OPERATING COSTS AND EXPENSES			
Owned, leased, and other expense ^{5*}	417	363	(15)
Depreciation, amortization, and other ⁶	115	53	(117)
General and administrative ^{7*}	220	210	(5)
Restructuring and merger-related (recoveries) charges, and other	(10)	8	225
Reimbursed expenses ⁴	5,100	4,874	(5)
	5,842	5,508	(6)
OPERATING INCOME	1,229	1,236	(1)
Gains and other income, net ⁸	11	5	120
Interest expense	(221)	(203)	(9)
Interest income	20	12	67
Equity in earnings ⁹	5	4	25
INCOME BEFORE INCOME TAXES	1,044	1,054	(1)
Provision for income taxes	(278)	(291)	4
NET INCOME	\$ 766	\$ 763	0
EARNINGS PER SHARE			
Earnings per share - basic	\$ 2.90	\$ 2.78	4
Earnings per share - diluted	\$ 2.90	\$ 2.78	4
Basic shares (in millions)	263.9	274.2	
Diluted shares (in millions)	264.5	274.7	

* The 2025 second quarter reflects the reclassification of \$35 million of other expenses previously reported under the "General, administrative, and other" caption to the "Owned, leased, and other expense" caption of our Income Statements to conform to our current presentation.

¹ *Franchise fees* include fees from our franchise and license agreements for lodging properties (including our timeshare properties), application and relicensing fees, co-branded credit card fees, residential branding fees, and other brand-related fees.

² *Contract investment amortization* includes amortization of capitalized costs to obtain contracts with customers and any related impairments.

³ *Owned, leased, and other revenue* includes revenue from the properties we own or lease, termination fees, and other revenue.

⁴ *Cost reimbursement revenue* includes reimbursements from hotel owners and certain other counterparties for property-level and centralized programs and services that we operate for their benefit. *Reimbursed expenses* include costs incurred by Marriott for certain property-level operating expenses and centralized programs and services that we operate for the benefit of our hotel owners and certain other counterparties.

⁵ *Owned, leased, and other expense* includes operating expenses related to our owned or leased hotels, including lease payments and pre-opening expenses, and other expenses, such as expenses related to our Global Design services, certain costs associated with our property-related fee revenues (such as guarantee expense, provision for credit losses, and certain brand-related or property-related expenses), and costs associated with certain third-party agreements.

⁶ *Depreciation, amortization, and other* expenses include depreciation for fixed assets, amortization of acquired contracts, software, and other definite-lived intangible assets, and any related impairments, accelerations, or write-offs.

⁷ *General and administrative* expenses include our corporate and business segments overhead costs and general expenses.

⁸ *Gains and other income, net* includes gains and losses on the sale of real estate, the sale of joint venture interests and other investments, and adjustments from other equity investments.

⁹ *Equity in earnings* includes our equity in earnings or losses of unconsolidated equity method investments.

MARRIOTT INTERNATIONAL, INC.
CONSOLIDATED STATEMENTS OF INCOME
SECOND QUARTER YEAR-TO-DATE 2026 AND 2025
(\$ in millions except per share amounts, unaudited)

	Six Months Ended June 30, 2026	Six Months Ended June 30, 2025	Percent Better/(Worse) 2026 vs. 2025
REVENUES			
Franchise fees ¹	\$ 1,895	\$ 1,606	18
Base management fees	682	665	3
Incentive management fees	434	404	7
Gross fee revenues	3,011	2,675	13
Contract investment amortization ²	(66)	(57)	(16)
Net fee revenues	2,945	2,618	12
Owned, leased, and other revenue ³	878	802	9
Cost reimbursement revenue ⁴	9,902	9,587	3
	13,725	13,007	6
OPERATING COSTS AND EXPENSES			
Owned, leased, and other expense ^{5*}	794	695	(14)
Depreciation, amortization, and other ⁶	169	104	(63)
General and administrative ^{7*}	439	419	(5)
Restructuring and merger-related (recoveries) charges, and other	(6)	9	167
Reimbursed expenses ⁴	10,036	9,596	(5)
	11,432	10,823	(6)
OPERATING INCOME	2,293	2,184	5
Gains and other income, net ⁸	14	3	367
Interest expense	(435)	(395)	(10)
Interest income	30	21	43
Equity in earnings ⁹	—	5	(100)
INCOME BEFORE INCOME TAXES	1,902	1,818	5
Provision for income taxes	(488)	(390)	(25)
NET INCOME	\$ 1,414	\$ 1,428	(1)
EARNINGS PER SHARE			
Earnings per share - basic	\$ 5.34	\$ 5.18	3
Earnings per share - diluted	\$ 5.32	\$ 5.17	3
Basic shares (in millions)	265.0	275.5	
Diluted shares (in millions)	265.7	276.2	

* The 2025 first half reflects the reclassification of \$71 million of other expenses previously reported under the "General, administrative, and other" caption to the "Owned, leased, and other expense" caption of our Income Statements to conform to our current presentation.

¹ Franchise fees include fees from our franchise and license agreements for lodging properties (including our timeshare properties), application and relicensing fees, co-branded credit card fees, residential branding fees, and other brand-related fees.

² Contract investment amortization includes amortization of capitalized costs to obtain contracts with customers and any related impairments.

³ Owned, leased, and other revenue includes revenue from the properties we own or lease, termination fees, and other revenue.

⁴ Cost reimbursement revenue includes reimbursements from hotel owners and certain other counterparties for property-level and centralized programs and services that we operate for their benefit. Reimbursed expenses include costs incurred by Marriott for certain property-level operating expenses and centralized programs and services that we operate for the benefit of our hotel owners and certain other counterparties.

⁵ Owned, leased, and other expense includes operating expenses related to our owned or leased hotels, including lease payments and pre-opening expenses, and other expenses, such as expenses related to our Global Design services, certain costs associated with our property-related fee revenues (such as guarantee expense, provision for credit losses, and certain brand-related or property-related expenses), and costs associated with certain third-party agreements.

⁶ Depreciation, amortization, and other expenses include depreciation for fixed assets, amortization of acquired contracts, software, and other definite-lived intangible assets, and any related impairments, accelerations, or write-offs.

⁷ General and administrative expenses include our corporate and business segments overhead costs and general expenses.

⁸ Gains and other income, net includes gains and losses on the sale of real estate, the sale of joint venture interests and other investments, and adjustments from other equity investments.

⁹ Equity in earnings includes our equity in earnings or losses of unconsolidated equity method investments.

MARRIOTT INTERNATIONAL, INC.
NON-GAAP FINANCIAL MEASURES
(\$ in millions except per share amounts)

The following table presents our reconciliations of Adjusted operating income, Adjusted operating income margin, Adjusted net income, and Adjusted diluted earnings per share to the most directly comparable GAAP measure. Adjusted total revenues is used in the determination of Adjusted operating income margin.

	Three Months Ended			Six Months Ended		
	June 30, 2026	June 30, 2025	Percent Better/ (Worse)	June 30, 2026	June 30, 2025	Percent Better/ (Worse)
Total revenues, as reported	\$ 7,071	\$ 6,744		\$ 13,725	\$ 13,007	
Less: Cost reimbursement revenue	(5,058)	(4,932)		(9,902)	(9,587)	
Adjusted total revenues [†]	2,013	1,812		3,823	3,420	
Operating income, as reported	1,229	1,236		2,293	2,184	
Less: Cost reimbursement revenue	(5,058)	(4,932)		(9,902)	(9,587)	
Add: Reimbursed expenses	5,100	4,874		10,036	9,596	
Add (Less): Restructuring and merger-related (recoveries) charges, and other	(10)	8		(6)	9	
Add: Asset impairment charge ¹	68	—		68	—	
Less: Adjustments related to Sonder Termination ²	—	—		(2)	—	
Adjusted operating income[†]	1,329	1,186	12	2,487	2,202	13
Operating income margin	17 %	18 %		17 %	17 %	
Adjusted operating income margin[†]	66 %	65 %		65 %	64 %	
Net income, as reported	766	763		1,414	1,428	
Less: Cost reimbursement revenue	(5,058)	(4,932)		(9,902)	(9,587)	
Add: Reimbursed expenses	5,100	4,874		10,036	9,596	
Add (Less): Restructuring and merger-related (recoveries) charges, and other	(10)	8		(6)	9	
Add: Asset impairment charge ¹	68	—		68	—	
Less: Adjustments related to Sonder Termination ²	—	—		(2)	—	
Add: Adjustment to gain on investee's asset disposition ³	—	—		8	—	
Income tax effect of above adjustments	(22)	18		(46)	1	
Less: Income tax special items	—	(3)		—	(74)	
Adjusted net income[†]	\$ 844	\$ 728	16	\$ 1,570	\$ 1,373	14
Diluted earnings per share, as reported	\$ 2.90	\$ 2.78		\$ 5.32	\$ 5.17	
Adjusted diluted earnings per share[†]	\$ 3.19	\$ 2.65	20	\$ 5.91	\$ 4.97	19

[†] Denotes non-GAAP financial measures. Please see the Explanation of Non-GAAP Financial and Performance Measures section in these press release schedules for information about our reasons for providing these alternative financial measures and the limitations on their use.

¹ Impairment related to our sale of a U.S. & Canada hotel reported in Depreciation, amortization, and other.

² Adjustments related to the termination of our licensing agreement with Sonder Holdings Inc. (the "Sonder Termination") reported in Owned, leased, and other expense.

³ Adjustment to gain on investee's asset disposition reported in Equity in earnings.

MARRIOTT INTERNATIONAL, INC.
EXPENSE CAPTIONS - AS RECLASSIFIED
QUARTERLY AND FULL YEAR 2025

(\$ in millions)

In the 2025 fourth quarter, to enhance understanding of the company's general and administrative costs, we reclassified amounts attributable to other expenses previously reported under the "General, administrative, and other" caption to the "Owned, leased, and other expense" caption of our Income Statements. The expenses that were reclassified from "General, administrative, and other" are certain costs associated with our property-related fee revenues, such as guarantee expense, provision for credit losses, and certain brand-related or property-related expenses, as well as costs associated with certain third-party agreements. The following table includes the affected expense captions, as reclassified, for each quarter and the full fiscal year of 2025.

	Fiscal Year 2025				
	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Total
Owned, leased, and other revenue	\$ 361	\$ 441	\$ 420	\$ 457	\$ 1,679
Owned, leased, and other expense	332	363	350	416	1,461
Owned, leased, and other revenue, net of owned, leased, and other expense	\$ 29	\$ 78	\$ 70	\$ 41	\$ 218
General and administrative	\$ 209	\$ 210	\$ 210	\$ 241	\$ 870

MARRIOTT INTERNATIONAL, INC.
TOTAL LODGING PRODUCTS BY OWNERSHIP TYPE
As of June 30, 2026

	US & Canada		Total International¹		Total Worldwide	
	Properties	Rooms	Properties	Rooms	Properties	Rooms
Franchised, Licensed, and Other	5,921	884,304	2,018	339,046	7,939	1,223,350
Courtyard by Marriott	943	127,158	146	27,070	1,089	154,228
Fairfield by Marriott	1,202	113,564	141	20,448	1,343	134,012
Residence Inn by Marriott	839	100,238	43	5,289	882	105,527
Marriott Hotels	240	76,464	87	24,026	327	100,490
Autograph Collection	165	36,970	178	34,770	343	71,740
SpringHill Suites by Marriott	577	67,779	—	—	577	67,779
Sheraton	134	41,433	90	25,141	224	66,574
TownePlace Suites by Marriott	590	59,212	—	—	590	59,212
Four Points by Sheraton	147	21,020	173	31,015	320	52,035
Westin	97	33,215	34	10,182	131	43,397
AC Hotels by Marriott	139	23,059	109	16,055	248	39,114
Tribute Portfolio	112	20,761	76	11,231	188	31,992
Moxy Hotels	49	8,408	118	22,268	167	30,676
Aloft by Marriott	167	23,905	33	6,357	200	30,262
Renaissance Hotels	72	19,853	33	8,594	105	28,447
MGM Collection with Marriott Bonvoy	12	26,210	—	—	12	26,210
Delta Hotels by Marriott	70	15,864	43	8,123	113	23,987
Timeshare*	73	18,949	22	3,963	95	22,912
The Luxury Collection	17	8,245	68	14,458	85	22,703
City Express by Marriott	28	2,460	155	18,335	183	20,795
Design Hotels*	34	3,179	221	14,075	255	17,254
Element by Marriott	105	14,066	7	1,043	112	15,109
Le Méridien	23	5,123	31	8,636	54	13,759
JW Marriott	14	6,797	16	4,279	30	11,076
citizenM	17	4,604	19	3,938	36	8,542
Four Points Flex by Sheraton	—	—	60	8,536	60	8,536
Series by Marriott	5	550	53	3,932	58	4,482
Protea Hotels by Marriott	—	—	38	3,371	38	3,371
Marriott Executive Apartments	—	—	10	1,947	10	1,947
Outdoor Collection by Marriott Bonvoy	34	1,771	—	—	34	1,771
W Hotels	1	1,117	2	464	3	1,581
StudioRes by Marriott	12	1,488	—	—	12	1,488
Apartments by Marriott Bonvoy	2	413	4	302	6	715
The Ritz-Carlton	1	429	2	262	3	691
The Ritz-Carlton Yacht Collection*	—	—	3	603	3	603
St. Regis	—	—	1	172	1	172
Bvlgari	—	—	2	161	2	161
Owned/Leased	13	4,466	37	8,867	50	13,333
Sheraton	1	1,218	3	1,724	4	2,942
Marriott Hotels	2	1,304	5	1,631	7	2,935
Courtyard by Marriott	7	987	4	894	11	1,881
W Hotels	2	765	2	665	4	1,430
Protea Hotels by Marriott	—	—	5	912	5	912
JW Marriott	—	—	2	696	2	696
The Ritz-Carlton	—	—	2	548	2	548
Renaissance Hotels	—	—	2	505	2	505
The Luxury Collection	—	—	3	383	3	383
Autograph Collection	—	—	5	360	5	360
Residence Inn by Marriott	1	192	1	140	2	332
Tribute Portfolio	—	—	2	249	2	249
St. Regis	—	—	1	160	1	160

MARRIOTT INTERNATIONAL, INC.
TOTAL LODGING PRODUCTS BY OWNERSHIP TYPE
As of June 30, 2026

	US & Canada		Total International ¹		Total Worldwide	
	Properties	Rooms	Properties	Rooms	Properties	Rooms
Managed	558	202,722	1,389	357,727	1,947	560,449
Marriott Hotels	97	55,403	194	61,179	291	116,582
Sheraton	23	18,928	178	57,080	201	76,008
Courtyard by Marriott	134	21,936	137	29,941	271	51,877
Westin	40	22,354	80	24,174	120	46,528
JW Marriott	22	12,725	77	26,525	99	39,250
The Ritz-Carlton	42	12,797	80	18,443	122	31,240
Four Points by Sheraton	1	134	96	25,337	97	25,471
Renaissance Hotels	20	8,657	53	16,533	73	25,190
Le Méridien	—	—	70	18,646	70	18,646
W Hotels	19	5,163	46	12,023	65	17,186
St. Regis	13	2,564	53	11,503	66	14,067
Gaylord Hotels	7	11,820	—	—	7	11,820
Residence Inn by Marriott	63	10,604	9	1,102	72	11,706
The Luxury Collection	6	2,316	42	8,335	48	10,651
Aloft by Marriott	2	505	42	9,591	44	10,096
Fairfield by Marriott	3	698	57	8,761	60	9,459
Delta Hotels by Marriott	24	6,623	5	1,179	29	7,802
Autograph Collection	12	3,418	19	3,379	31	6,797
Marriott Executive Apartments	—	—	41	5,932	41	5,932
AC Hotels by Marriott	8	1,512	18	3,328	26	4,840
EDITION	5	1,379	18	3,389	23	4,768
Element by Marriott	3	810	14	2,712	17	3,522
Moxy Hotels	1	380	15	3,099	16	3,479
Protea Hotels by Marriott	—	—	22	2,738	22	2,738
Tribute Portfolio	—	—	13	1,595	13	1,595
SpringHill Suites by Marriott	9	1,381	—	—	9	1,381
Bvlgari	—	—	7	646	7	646
TownePlace Suites by Marriott	4	615	—	—	4	615
citizenM	—	—	2	477	2	477
Apartments by Marriott Bonvoy	—	—	1	80	1	80
Residences	74	7,866	72	8,700	146	16,566
The Ritz-Carlton Residences	46	5,150	23	1,928	69	7,078
St. Regis Residences	11	1,279	14	1,916	25	3,195
W Residences	8	795	8	768	16	1,563
Marriott Residences	—	—	5	1,283	5	1,283
JW Marriott Residences	1	91	4	1,055	5	1,146
Westin Residences	3	266	3	413	6	679
Bvlgari Residences	—	—	5	526	5	526
Sheraton Residences	—	—	3	472	3	472
The Luxury Collection Residences	1	91	2	85	3	176
Tribute Portfolio Residences	—	—	1	137	1	137
Renaissance Residences	1	112	—	—	1	112
EDITION Residences	3	82	1	10	4	92
Le Méridien Residences	—	—	1	62	1	62
Autograph Collection Residences	—	—	2	45	2	45
Grand Total	6,566	1,099,358	3,516	714,340	10,082	1,813,698

¹ "International" refers to: (i) Europe, Middle East & Africa, (ii) Greater China, (iii) Asia Pacific excluding China, and (iv) Caribbean & Latin America.

* Timeshare, Design Hotels, and The Ritz-Carlton Yacht Collection counts are included in this table by geographical location. For external reporting purposes, these offerings are captured within "Unallocated corporate and other."

Property and room counts presented by brand in the above table include certain hotels in our system that are not yet operating under such brand, but are expected to operate under such brand following the completion of planned renovations.

MARRIOTT INTERNATIONAL, INC.
TOTAL LODGING PRODUCTS BY TIER
As of June 30, 2026

Total Systemwide	US & Canada		Total International¹		Total Worldwide	
	Properties	Rooms	Properties	Rooms	Properties	Rooms
Luxury	212	61,785	484	110,003	696	171,788
JW Marriott	36	19,522	95	31,500	131	51,022
JW Marriott Residences	1	91	4	1,055	5	1,146
The Luxury Collection	23	10,561	113	23,176	136	33,737
The Luxury Collection Residences	1	91	2	85	3	176
The Ritz-Carlton	43	13,226	84	19,253	127	32,479
The Ritz-Carlton Residences	46	5,150	23	1,928	69	7,078
The Ritz-Carlton Yacht Collection*	—	—	3	603	3	603
W Hotels	22	7,045	50	13,152	72	20,197
W Residences	8	795	8	768	16	1,563
St. Regis	13	2,564	55	11,835	68	14,399
St. Regis Residences	11	1,279	14	1,916	25	3,195
EDITION	5	1,379	18	3,389	23	4,768
EDITION Residences	3	82	1	10	4	92
Bvlgari	—	—	9	807	9	807
Bvlgari Residences	—	—	5	526	5	526
Premium	1,225	411,359	1,493	343,685	2,718	755,044
Marriott Hotels	339	133,171	286	86,836	625	220,007
Marriott Residences	—	—	5	1,283	5	1,283
Sheraton	158	61,579	271	83,945	429	145,524
Sheraton Residences	—	—	3	472	3	472
Westin	137	55,569	114	34,356	251	89,925
Westin Residences	3	266	3	413	6	679
Autograph Collection	177	40,388	202	38,509	379	78,897
Autograph Collection Residences	—	—	2	45	2	45
Renaissance Hotels	92	28,510	88	25,632	180	54,142
Renaissance Residences	1	112	—	—	1	112
Tribute Portfolio	112	20,761	91	13,075	203	33,836
Tribute Portfolio Residences	—	—	1	137	1	137
Le Méridien	23	5,123	101	27,282	124	32,405
Le Méridien Residences	—	—	1	62	1	62
Delta Hotels by Marriott	94	22,487	48	9,302	142	31,789
MGM Collection with Marriott Bonvoy	12	26,210	—	—	12	26,210
Design Hotels*	34	3,179	221	14,075	255	17,254
Gaylord Hotels	7	11,820	—	—	7	11,820
Marriott Executive Apartments	—	—	51	7,879	51	7,879
Outdoor Collection by Marriott Bonvoy **	34	1,771	—	—	34	1,771
Apartments by Marriott Bonvoy	2	413	5	382	7	795
Select	5,011	602,767	1,249	225,886	6,260	828,653
Courtyard by Marriott	1,084	150,081	287	57,905	1,371	207,986
Fairfield by Marriott	1,205	114,262	198	29,209	1,403	143,471
Residence Inn by Marriott	903	111,034	53	6,531	956	117,565
Four Points by Sheraton	148	21,154	269	56,352	417	77,506
SpringHill Suites by Marriott	586	69,160	—	—	586	69,160
TownePlace Suites by Marriott	594	59,827	—	—	594	59,827
AC Hotels by Marriott	147	24,571	127	19,383	274	43,954
Aloft by Marriott	169	24,410	75	15,948	244	40,358
Moxy Hotels	50	8,788	133	25,367	183	34,155
Element by Marriott	108	14,876	21	3,755	129	18,631
citizenM	17	4,604	21	4,415	38	9,019
Protea Hotels by Marriott	—	—	65	7,021	65	7,021

MARRIOTT INTERNATIONAL, INC.
TOTAL LODGING PRODUCTS BY TIER
As of June 30, 2026

Total Systemwide	US & Canada		Total International¹		Total Worldwide	
	Properties	Rooms	Properties	Rooms	Properties	Rooms
Midscale	45	4,498	268	30,803	313	35,301
City Express by Marriott	28	2,460	155	18,335	183	20,795
Four Points Flex by Sheraton	—	—	60	8,536	60	8,536
Series by Marriott **	5	550	53	3,932	58	4,482
StudioRes by Marriott	12	1,488	—	—	12	1,488
Timeshare*	73	18,949	22	3,963	95	22,912
Grand Total	6,566	1,099,358	3,516	714,340	10,082	1,813,698

¹ "International" refers to: (i) Europe, Middle East & Africa, (ii) Greater China, (iii) Asia Pacific excluding China, and (iv) Caribbean & Latin America.

* Timeshare, Design Hotels, and The Ritz-Carlton Yacht Collection counts are included in this table by geographical location. For external reporting purposes, these offerings are captured within "Unallocated corporate and other."

** The Outdoor Collection by Marriott Bonvoy includes properties under both the Premium and Select quality tiers. Series by Marriott includes properties under both the Select and Midscale quality tiers.

Property and room counts presented by brand in the above table include certain hotels in our system that are not yet operating under such brand, but are expected to operate under such brand following the completion of planned renovations.

MARRIOTT INTERNATIONAL, INC.

KEY LODGING STATISTICS

In Constant \$

Comparable Company-Operated US & Canada Properties

Brand	Three Months Ended June 30, 2026 and June 30, 2025						
	RevPAR		Occupancy			Average Daily Rate	
	2026	vs. 2025	2026	vs. 2025	pts.	2026	vs. 2025
JW Marriott	\$ 278.37	7.1%	74.6 %	1.5%	pts.	\$ 373.15	4.9%
The Ritz-Carlton	\$ 418.33	9.8%	69.6 %	1.4%	pts.	\$ 601.00	7.5%
W Hotels	\$ 295.67	8.9%	71.7 %	-0.2%	pts.	\$ 412.25	9.2%
Composite US & Canada Luxury¹	\$ 357.49	9.5%	72.0 %	0.9%	pts.	\$ 496.46	8.1%
Marriott Hotels	\$ 200.38	5.9%	74.0 %	0.8%	pts.	\$ 270.77	4.7%
Sheraton	\$ 186.20	5.3%	72.2 %	1.0%	pts.	\$ 258.04	3.9%
Westin	\$ 215.44	4.2%	73.8 %	-0.1%	pts.	\$ 292.01	4.4%
Composite US & Canada Premium²	\$ 198.56	5.8%	73.5 %	0.6%	pts.	\$ 270.14	5.0%
US & Canada Full-Service³	\$ 232.94	7.0%	73.2 %	0.6%	pts.	\$ 318.31	6.1%
Courtyard by Marriott	\$ 127.84	4.8%	71.3 %	-0.1%	pts.	\$ 179.30	5.0%
Residence Inn by Marriott	\$ 167.76	4.7%	79.7 %	0.0%	pts.	\$ 210.42	4.6%
Composite US & Canada Select⁴	\$ 146.22	5.1%	74.7 %	0.0%	pts.	\$ 195.84	5.1%
US & Canada - All⁵	\$ 214.20	6.7%	73.5 %	0.5%	pts.	\$ 291.43	6.0%

Comparable Systemwide US & Canada Properties

Brand	Three Months Ended June 30, 2026 and June 30, 2025						
	RevPAR		Occupancy			Average Daily Rate	
	2026	vs. 2025	2026	vs. 2025	pts.	2026	vs. 2025
JW Marriott	\$ 264.85	6.9%	75.2 %	1.0%	pts.	\$ 352.00	5.5%
The Ritz-Carlton	\$ 418.33	9.9%	70.3 %	1.5%	pts.	\$ 595.47	7.5%
W Hotels	\$ 295.67	8.9%	71.7 %	-0.2%	pts.	\$ 412.25	9.2%
Composite US & Canada Luxury¹	\$ 335.56	9.1%	73.1 %	0.8%	pts.	\$ 458.89	7.9%
Marriott Hotels	\$ 164.72	4.7%	72.2 %	0.1%	pts.	\$ 228.28	4.5%
Sheraton	\$ 152.12	4.5%	72.2 %	0.3%	pts.	\$ 210.82	4.1%
Westin	\$ 185.44	3.6%	73.6 %	-0.2%	pts.	\$ 251.80	3.8%
Composite US & Canada Premium²	\$ 168.22	5.0%	72.3 %	0.2%	pts.	\$ 232.71	4.7%
US & Canada Full-Service³	\$ 186.44	5.8%	72.4 %	0.3%	pts.	\$ 257.60	5.4%
Courtyard by Marriott	\$ 125.12	4.3%	72.2 %	-0.1%	pts.	\$ 173.30	4.4%
Residence Inn by Marriott	\$ 145.22	4.6%	80.1 %	0.6%	pts.	\$ 181.32	3.9%
Fairfield by Marriott	\$ 105.40	3.9%	72.8 %	0.1%	pts.	\$ 144.68	3.7%
Composite US & Canada Select⁴	\$ 125.86	4.4%	75.1 %	0.2%	pts.	\$ 167.61	4.1%
US & Canada - All⁵	\$ 150.10	5.0%	74.0 %	0.2%	pts.	\$ 202.82	4.7%

¹ Includes JW Marriott, The Ritz-Carlton, W Hotels, The Luxury Collection, St. Regis, and EDITION.

² Includes Marriott Hotels, Sheraton, Westin, Renaissance Hotels, Autograph Collection, Delta Hotels by Marriott, and Gaylord Hotels. Systemwide also includes Le Méridien and Tribute Portfolio.

³ Includes Composite US & Canada Luxury and Composite US & Canada Premium.

⁴ Includes Courtyard by Marriott, Residence Inn by Marriott, Fairfield by Marriott, SpringHill Suites by Marriott, TownePlace Suites by Marriott, Four Points by Sheraton, Aloft by Marriott, Element by Marriott, AC Hotels by Marriott, and Moxy Hotels.

⁵ Includes US & Canada Full-Service and Composite US & Canada Select.

MARRIOTT INTERNATIONAL, INC.

KEY LODGING STATISTICS

In Constant \$

Comparable Company-Operated US & Canada Properties

Brand	Six Months Ended June 30, 2026 and June 30, 2025					
	RevPAR		Occupancy			Average Daily Rate
	2026	vs. 2025	2026	vs. 2025	pts.	2026 vs. 2025
JW Marriott	\$ 283.69	5.9%	74.2 %	1.0%	pts.	\$ 382.29 4.5%
The Ritz-Carlton	\$ 424.18	7.8%	68.6 %	1.3%	pts.	\$ 618.19 5.8%
W Hotels	\$ 293.35	10.8%	69.4 %	1.4%	pts.	\$ 422.64 8.5%
Composite US & Canada Luxury¹	\$ 366.94	8.4%	71.1 %	1.0%	pts.	\$ 515.96 6.8%
Marriott Hotels	\$ 189.62	5.1%	70.8 %	0.5%	pts.	\$ 267.86 4.3%
Sheraton	\$ 174.71	3.2%	69.2 %	0.5%	pts.	\$ 252.55 2.4%
Westin	\$ 196.61	4.4%	70.6 %	0.5%	pts.	\$ 278.41 3.6%
Composite US & Canada Premium²	\$ 186.43	4.7%	70.4 %	0.4%	pts.	\$ 264.97 4.1%
US & Canada Full-Service³	\$ 225.48	6.0%	70.5 %	0.5%	pts.	\$ 319.72 5.2%
Courtyard by Marriott	\$ 118.26	3.6%	67.1 %	-0.1%	pts.	\$ 176.12 3.7%
Residence Inn by Marriott	\$ 159.21	3.5%	76.5 %	0.2%	pts.	\$ 208.01 3.1%
Composite US & Canada Select⁴	\$ 136.77	3.9%	71.0 %	0.2%	pts.	\$ 192.76 3.7%
US & Canada - All⁵	\$ 206.31	5.7%	70.6 %	0.5%	pts.	\$ 292.16 5.0%

Comparable Systemwide US & Canada Properties

Brand	Six Months Ended June 30, 2026 and June 30, 2025					
	RevPAR		Occupancy			Average Daily Rate
	2026	vs. 2025	2026	vs. 2025	pts.	2026 vs. 2025
JW Marriott	\$ 267.89	5.7%	74.2 %	0.7%	pts.	\$ 360.80 4.7%
The Ritz-Carlton	\$ 419.62	7.8%	68.8 %	1.3%	pts.	\$ 609.82 5.8%
W Hotels	\$ 293.35	10.8%	69.4 %	1.4%	pts.	\$ 422.64 8.5%
Composite US & Canada Luxury¹	\$ 338.04	7.9%	71.7 %	0.8%	pts.	\$ 471.72 6.6%
Marriott Hotels	\$ 153.89	4.4%	68.6 %	0.4%	pts.	\$ 224.25 3.8%
Sheraton	\$ 138.80	3.7%	68.2 %	0.6%	pts.	\$ 203.42 2.8%
Westin	\$ 174.33	3.3%	70.6 %	0.0%	pts.	\$ 247.08 3.3%
Composite US & Canada Premium²	\$ 156.91	4.5%	68.9 %	0.4%	pts.	\$ 227.90 3.9%
US & Canada Full-Service³	\$ 176.64	5.2%	69.2 %	0.5%	pts.	\$ 255.41 4.5%
Courtyard by Marriott	\$ 113.68	4.0%	67.9 %	0.2%	pts.	\$ 167.52 3.7%
Residence Inn by Marriott	\$ 133.75	3.7%	76.4 %	0.7%	pts.	\$ 175.06 2.8%
Fairfield by Marriott	\$ 94.29	3.5%	67.8 %	0.2%	pts.	\$ 139.08 3.2%
Composite US & Canada Select⁴	\$ 115.02	4.0%	71.0 %	0.5%	pts.	\$ 162.01 3.3%
US & Canada - All⁵	\$ 139.67	4.6%	70.3 %	0.5%	pts.	\$ 198.79 3.9%

¹ Includes JW Marriott, The Ritz-Carlton, W Hotels, The Luxury Collection, St. Regis, and EDITION.

² Includes Marriott Hotels, Sheraton, Westin, Renaissance Hotels, Autograph Collection, Delta Hotels by Marriott, and Gaylord Hotels. Systemwide also includes Le Méridien and Tribute Portfolio.

³ Includes Composite US & Canada Luxury and Composite US & Canada Premium.

⁴ Includes Courtyard by Marriott, Residence Inn by Marriott, Fairfield by Marriott, SpringHill Suites by Marriott, TownePlace Suites by Marriott, Four Points by Sheraton, Aloft by Marriott, Element by Marriott, AC Hotels by Marriott, and Moxy Hotels.

⁵ Includes US & Canada Full-Service and Composite US & Canada Select.

MARRIOTT INTERNATIONAL, INC.

KEY LODGING STATISTICS

In Constant \$

Comparable Company-Operated International Properties

Region	Three Months Ended June 30, 2026 and June 30, 2025					
	RevPAR		Occupancy		Average Daily Rate	
	2026	vs. 2025	2026	vs. 2025	2026	vs. 2025
Europe	\$ 285.72	5.1%	76.6%	0.2% pts.	\$ 373.06	4.8%
Middle East & Africa	\$ 84.30	-35.1%	49.5%	-17.3% pts.	\$ 170.21	-12.4%
Greater China	\$ 81.07	2.6%	68.8%	0.1% pts.	\$ 117.83	2.6%
Asia Pacific excluding China	\$ 118.70	5.2%	70.0%	2.2% pts.	\$ 169.60	1.8%
Caribbean & Latin America	\$ 193.39	0.9%	63.7%	0.4% pts.	\$ 303.69	0.2%
International - All¹	\$ 120.46	-2.9%	66.4%	-2.1% pts.	\$ 181.36	0.3%
Worldwide²	\$ 158.08	2.1%	69.3%	-1.1% pts.	\$ 228.23	3.7%

Comparable Systemwide International Properties

Region	Three Months Ended June 30, 2026 and June 30, 2025					
	RevPAR		Occupancy		Average Daily Rate	
	2026	vs. 2025	2026	vs. 2025	2026	vs. 2025
Europe	\$ 185.95	4.2%	75.6%	1.2% pts.	\$ 245.98	2.6%
Middle East & Africa	\$ 80.48	-33.1%	50.5%	-15.8% pts.	\$ 159.44	-12.1%
Greater China	\$ 72.95	3.2%	67.3%	0.7% pts.	\$ 108.44	2.1%
Asia Pacific excluding China	\$ 119.46	5.3%	70.4%	2.3% pts.	\$ 169.76	1.8%
Caribbean & Latin America	\$ 111.99	3.0%	60.3%	1.3% pts.	\$ 185.85	0.7%
International - All¹	\$ 116.76	-0.5%	67.1%	-0.7% pts.	\$ 174.10	0.6%
Worldwide²	\$ 138.74	3.4%	71.6%	-0.1% pts.	\$ 193.66	3.5%

¹ Includes Europe, Middle East & Africa, Greater China, Asia Pacific excluding China, and Caribbean & Latin America.

² Includes US & Canada - All and International - All.

MARRIOTT INTERNATIONAL, INC.

KEY LODGING STATISTICS

In Constant \$

Comparable Company-Operated International Properties

Region	Six Months Ended June 30, 2026 and June 30, 2025					
	RevPAR		Occupancy		Average Daily Rate	
	2026	vs. 2025	2026	vs. 2025	2026	vs. 2025
Europe	\$ 231.59	6.0%	68.9%	-0.1% pts.	\$ 335.92	6.1%
Middle East & Africa	\$ 111.59	-18.1%	55.8%	-11.9% pts.	\$ 199.84	-0.6%
Greater China	\$ 80.62	4.4%	67.1%	0.6% pts.	\$ 120.10	3.4%
Asia Pacific excluding China	\$ 127.45	6.4%	70.7%	2.4% pts.	\$ 180.21	2.9%
Caribbean & Latin America	\$ 224.33	0.0%	66.3%	0.2% pts.	\$ 338.30	-0.2%
International - All¹	\$ 123.69	0.6%	66.5%	-1.0% pts.	\$ 186.11	2.2%
Worldwide²	\$ 156.88	3.2%	68.1%	-0.4% pts.	\$ 230.27	3.9%

Comparable Systemwide International Properties

Region	Six Months Ended June 30, 2026 and June 30, 2025					
	RevPAR		Occupancy		Average Daily Rate	
	2026	vs. 2025	2026	vs. 2025	2026	vs. 2025
Europe	\$ 152.76	5.2%	68.5%	1.4% pts.	\$ 223.15	3.1%
Middle East & Africa	\$ 104.76	-16.9%	56.0%	-10.7% pts.	\$ 187.00	-1.0%
Greater China	\$ 72.15	4.5%	65.3%	0.9% pts.	\$ 110.47	3.0%
Asia Pacific excluding China	\$ 125.43	6.5%	70.4%	2.4% pts.	\$ 178.12	2.9%
Caribbean & Latin America	\$ 125.50	2.4%	61.6%	1.4% pts.	\$ 203.79	0.2%
International - All¹	\$ 114.56	2.0%	65.7%	0.0% pts.	\$ 174.48	2.0%
Worldwide²	\$ 131.14	3.8%	68.7%	0.3% pts.	\$ 190.89	3.3%

¹ Includes Europe, Middle East & Africa, Greater China, Asia Pacific excluding China, and Caribbean & Latin America.

² Includes US & Canada - All and International - All.

MARRIOTT INTERNATIONAL, INC.
NON-GAAP FINANCIAL MEASURES
ADJUSTED EBITDA

(\$ in millions)

	Fiscal Year 2026		
	First Quarter	Second Quarter	Total
Net income, as reported ¹	\$ 648	\$ 766	\$ 1,414
Cost reimbursement revenue	(4,844)	(5,058)	(9,902)
Reimbursed expenses	4,936	5,100	10,036
Interest expense	214	221	435
Interest expense from unconsolidated joint ventures	2	2	4
Provision for income taxes	210	278	488
Depreciation, amortization, and other ¹	54	115	169
Contract investment amortization	35	31	66
Depreciation and amortization classified in reimbursed expenses	73	76	149
Depreciation, amortization, and impairments from unconsolidated joint ventures	3	5	8
Stock-based compensation	57	66	123
Restructuring and merger-related charges (recoveries), and other	4	(10)	(6)
Adjustments related to Sonder Termination	(2)	—	(2)
Adjustment to gain on investee's asset disposition	8	—	8
Adjusted EBITDA[†]	\$ 1,398	\$ 1,592	\$ 2,990
Change from 2025 Adjusted EBITDA[†]	15%	13%	14%

	Fiscal Year 2025				
	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Total
Net income, as reported	\$ 665	\$ 763	\$ 728	\$ 445	\$ 2,601
Cost reimbursement revenue	(4,655)	(4,932)	(4,760)	(4,857)	(19,204)
Reimbursed expenses	4,722	4,874	4,739	5,168	19,503
Interest expense	192	203	206	208	809
Interest expense from unconsolidated joint ventures	1	3	2	1	7
Provision for income taxes	99	291	266	137	793
Depreciation, amortization, and other	51	53	50	59	213
Contract investment amortization	28	29	29	49	135
Depreciation and amortization classified in reimbursed expenses	57	61	64	69	251
Depreciation, amortization, and impairments from unconsolidated joint ventures	4	4	4	6	18
Stock-based compensation	52	58	61	65	236
Restructuring and merger-related charges (recoveries), and other	1	8	(40)	29	(2)
Expenses related to Sonder Termination	—	—	—	23	23
Adjusted EBITDA[†]	\$ 1,217	\$ 1,415	\$ 1,349	\$ 1,402	\$ 5,383

[†] Denotes non-GAAP financial measures. Please see the Explanation of Non-GAAP Financial and Performance Measures section in these press release schedules for information about our reasons for providing these alternative financial measures and the limitations on their use.

¹ Includes our 2026 second quarter impairment charge of \$68 million related to our sale of a U.S. & Canada hotel.

MARRIOTT INTERNATIONAL, INC.
NON-GAAP FINANCIAL MEASURES
ADJUSTED EBITDA FORECAST
THIRD QUARTER 2026
(\$ in millions)

	Range		
	Estimated		Third Quarter 2025
	Third Quarter 2026		
Net income excluding certain items [†]	\$ 718	\$ 740	
Interest expense	227	227	
Interest expense from unconsolidated joint ventures	1	1	
Provision for income taxes	262	269	
Depreciation, amortization, and other	51	51	
Contract investment amortization	35	35	
Depreciation and amortization classified in reimbursed expenses	78	78	
Depreciation, amortization, and impairments from unconsolidated joint ventures	5	5	
Stock-based compensation	62	62	
Adjusted EBITDA[†]	\$ 1,439	\$ 1,468	\$ 1,349
Increase over 2025 Adjusted EBITDA[†]	7 %	9 %	

[†] Denotes non-GAAP financial measures. Please see the Explanation of Non-GAAP Financial and Performance Measures section in these press release schedules for information about our reasons for providing these alternative financial measures and the limitations on their use.

¹ Forecast excludes cost reimbursement revenue, reimbursed expenses, and restructuring and merger-related recoveries/charges, and other expenses, each of which the company cannot forecast with sufficient accuracy and without unreasonable efforts, and which may be significant, except for depreciation and amortization classified in reimbursed expenses, which is included in the caption "Depreciation and amortization classified in reimbursed expenses" above. Forecast includes the impact of our sale of a U.S. & Canada hotel and our investment in Lefay, each of which occurred in the 2026 second quarter. Forecast does not reflect any other potential asset sales or property or brand acquisitions that may occur during the year, each of which the company cannot forecast with sufficient accuracy and without unreasonable efforts, and which may be significant.

MARRIOTT INTERNATIONAL, INC.
NON-GAAP FINANCIAL MEASURES
ADJUSTED EBITDA FORECAST
FULL YEAR 2026
(\$ in millions)

	Range		
	Estimated		Full Year 2025
	Full Year 2026		
Net income excluding certain items ^{1, 2}	\$ 3,007	\$ 3,051	
Interest expense	898	898	
Interest expense from unconsolidated joint ventures	7	7	
Provision for income taxes	1,057	1,073	
Depreciation, amortization, and other ²	275	275	
Contract investment amortization	137	137	
Depreciation and amortization classified in reimbursed expenses	307	307	
Depreciation, amortization, and impairments from unconsolidated joint ventures	19	19	
Stock-based compensation	252	252	
Adjustments related to Sonder Termination	(2)	(2)	
Adjustment to gain on investee's asset disposition	8	8	
Adjusted EBITDA[†]	\$ 5,965	\$ 6,025	\$ 5,383
Increase over 2025 Adjusted EBITDA[†]	11 %	12 %	

[†] Denotes non-GAAP financial measures. Please see the Explanation of Non-GAAP Financial and Performance Measures section in these press release schedules for information about our reasons for providing these alternative financial measures and the limitations on their use.

¹ Forecast excludes cost reimbursement revenue, reimbursed expenses, and restructuring and merger-related recoveries/charges, and other expenses, each of which the company cannot forecast with sufficient accuracy and without unreasonable efforts, and which may be significant, except for depreciation and amortization classified in reimbursed expenses, which is included in the caption "Depreciation and amortization classified in reimbursed expenses" above. Forecast includes the impact of our sale of a U.S. & Canada hotel and our investment in Lefay, each of which occurred in the 2026 second quarter. Forecast does not reflect any other potential asset sales or property or brand acquisitions that may occur during the year, each of which the company cannot forecast with sufficient accuracy and without unreasonable efforts, and which may be significant.

² Includes our 2026 second quarter impairment charge of \$68 million related to the sale of a U.S. & Canada hotel.

MARRIOTT INTERNATIONAL, INC.
EXPLANATION OF NON-GAAP FINANCIAL AND PERFORMANCE MEASURES

In our press release and schedules, on the related conference call, and in the infographic made available in connection with our press release, we report certain financial measures that are not required by, or presented in accordance with, United States generally accepted accounting principles ("GAAP"). These non-GAAP financial measures are labeled as "Adjusted" and/or identified with the symbol "†". We discuss the manner in which the non-GAAP measures reported in this press release, schedules, and infographic are determined and management's reasons for reporting these non-GAAP measures below, and the press release schedules reconcile each to the most directly comparable GAAP measures (with respect to the forward-looking non-GAAP measures, to the extent available without unreasonable efforts). Although management evaluates and presents these non-GAAP measures for the reasons described below, please be aware that these non-GAAP measures have limitations and should not be considered in isolation or as a substitute for revenue, operating income, net income, earnings per share, or any other comparable operating measure prescribed by GAAP. In addition, we may calculate and/or present these non-GAAP financial measures differently than measures with the same or similar names that other companies report, and as a result, the non-GAAP measures we report may not be comparable to those reported by others.

Adjusted Operating Income and Adjusted Operating Income Margin. Adjusted operating income excludes cost reimbursement revenue, reimbursed expenses, and restructuring and merger-related recoveries/charges, and other expenses. When applicable, Adjusted operating income also excludes certain non-cash impairment charges as well as impairment charges and expenses/adjustments related to the Sonder Termination. Adjusted total revenues excludes cost reimbursement revenue as well as, when applicable, certain non-cash impairment charges and impairment charges related to the Sonder Termination. Adjusted operating income margin reflects Adjusted operating income divided by Adjusted total revenues. We believe that these are meaningful metrics because they allow for period-over-period comparisons of our ongoing operations before these items and for the reasons further described below.

Adjusted Net Income, Adjusted Diluted Earnings Per Share, and Adjusted Effective Tax Rate. Adjusted net income, Adjusted diluted earnings per share, and Adjusted effective tax rate reflect our net income, diluted earnings per share, and effective tax rate, respectively, excluding the impact of cost reimbursement revenue, reimbursed expenses, restructuring and merger-related recoveries/charges, and other expenses, as well as, when applicable, certain non-cash impairment charges, gains and losses on asset dispositions made by us or by our joint venture investees (if above a specified threshold), and impairment charges and expenses/adjustments related to the Sonder Termination. Additionally, Adjusted net income, Adjusted diluted earnings per share, and Adjusted effective tax rate exclude the income tax effect of the above items (calculated using an estimated tax rate applicable to each item) and income tax special items, which in 2025 primarily related to the release of tax reserves. We believe that these measures are meaningful indicators of our performance because they allow for period-over-period comparisons of our ongoing operations before these items and for the reasons further described below.

Adjusted Earnings Before Interest Expense, Taxes, Depreciation and Amortization ("Adjusted EBITDA"). Adjusted EBITDA reflects net income excluding the impact of the following items: cost reimbursement revenue and reimbursed expenses, interest expense, depreciation and amortization (including non-cash impairment charges), provision for income taxes, restructuring and merger-related recoveries/charges, and other expenses, and stock-based compensation expense for all periods presented. When applicable, Adjusted EBITDA also excludes gains and losses on asset dispositions made by us or by our joint venture investees (if above a specified threshold). In addition, Adjusted EBITDA excludes impairment charges and expenses/adjustments related to the Sonder Termination.

In our presentations of Adjusted operating income and Adjusted operating income margin, Adjusted net income and Adjusted diluted earnings per share, Adjusted effective tax rate, and Adjusted EBITDA, we exclude restructuring and merger-related recoveries/charges as well as charges related to legal proceedings that are outside of the ordinary course of our business, both of which we record in the "Restructuring and merger-related (recoveries) charges, and other" caption of our Consolidated Statements of Income (our "Income Statements"). We also exclude 2025 fourth quarter impairment charges and expenses as well as subsequent adjustments related to the Sonder Termination, which we record in the "Contract investment amortization" and "Owned, leased, and other expense" captions of our Income Statements, as they are related to the cessation of operations of an entire brand, which is a nonrecurring event. In addition, we exclude non-cash impairment charges (if above a specified threshold) related to our franchise and management contracts (if the impairment is non-routine), leases, equity investments, and other capitalized assets, which we record in the "Contract investment amortization," "Depreciation, amortization, and other," and "Equity in (losses) earnings" captions of our Income Statements. These adjustments allow for period-over-period comparisons of our ongoing operations before the impact of these items. We exclude cost reimbursement revenue and reimbursed expenses, which relate to property-level and centralized programs and services that we operate for the benefit of our hotel owners and certain other counterparties, and for which we receive reimbursement under our agreements with hotel owners and certain other counterparties with no added mark-up. We do not operate these property-level and centralized programs and services to generate a profit over the long term, and accordingly, when we recover the costs that we incur for these programs and services from our hotel owners and certain other counterparties, we do not seek a mark-up. For property-level services, we recognize cost reimbursement revenue at the same time that we incur expenses, and property-level services have no net impact on our Income Statements in the reporting period. However, for centralized programs and services, we may be reimbursed before or after we incur expenses, causing timing differences between the costs we incur and the related reimbursement from hotel owners and certain other counterparties in our operating and net income. Over the long term, these programs and services are not designed to impact our economics, either positively or negatively. Because we do not retain any such profits or losses over time, we exclude the net impact when evaluating period-over-period changes in our operating results.

We believe that Adjusted EBITDA is a meaningful indicator of our operating performance because it permits period-over-period comparisons of our ongoing operations before these items. Our use of Adjusted EBITDA also facilitates comparison with results from other lodging companies because it excludes certain items that can vary widely across different industries or among companies within the same industry. For example, interest expense can be dependent on a company's capital structure, debt levels, and credit ratings. Accordingly, the impact of interest expense on earnings can vary significantly among companies. The tax positions of companies can also vary because of their differing abilities to take

MARRIOTT INTERNATIONAL, INC.
EXPLANATION OF NON-GAAP FINANCIAL AND PERFORMANCE MEASURES

advantage of tax benefits and because of the tax policies of the jurisdictions in which they operate. As a result, effective tax rates and provisions for income taxes can vary considerably among companies. Our Adjusted EBITDA also excludes depreciation and amortization expense, which we report under "Depreciation, amortization, and other" as well as depreciation and amortization classified in "Contract investment amortization," "Reimbursed expenses," and "Equity in earnings" of our Income Statements, because companies utilize productive assets of different ages and use different methods of both acquiring and depreciating productive assets. Depreciation and amortization classified in "Reimbursed expenses" reflects depreciation and amortization of Marriott-owned assets, for which we receive cash from hotel owners and certain other counterparties to reimburse the company for its investments made for the benefit of the system. These differences can result in considerable variability in the relative costs of productive assets and the depreciation and amortization expense among companies. We exclude stock-based compensation expense in all periods presented to address the considerable variability among companies in recording compensation expense because companies use stock-based payment awards differently, both in the type and quantity of awards granted.

RevPAR. In addition to the foregoing non-GAAP financial measures, we present Revenue per Available Room ("RevPAR") as a performance measure. We believe RevPAR, which we calculate by dividing property level room revenue by total rooms available for the period, is a meaningful indicator of our performance because it measures the period-over-period change in room revenues. RevPAR may not be comparable to similarly titled measures, such as revenues, and should not be viewed as necessarily correlating with our fee revenue. We also believe occupancy and average daily rate ("ADR"), which are components of calculating RevPAR, are meaningful indicators of our performance. Occupancy, which we calculate by dividing total rooms sold by total rooms available for the period, measures the utilization of a property's available capacity. ADR, which we calculate by dividing property level room revenue by total rooms sold, measures average room price and is useful in assessing pricing levels. Comparisons to prior periods are on a constant U.S. dollar basis, which we calculate by applying exchange rates for the current period to the prior comparable period. We believe constant dollar analysis provides valuable information regarding the performance of hotels in our system as it removes currency fluctuations from the presentation of such results.

We define our comparable properties as hotels in our system that were open and operating under one of our brands since the beginning of the last full calendar year (since January 1, 2025 for the current period) and have not, in either the current or previous year: (1) undergone significant room or public space renovations or expansions, (2) been converted between company-operated and franchised, or (3) sustained substantial property damage or business interruption. Our comparable properties also exclude MGM Collection with Marriott Bonvoy, Design Hotels, The Ritz-Carlton Yacht Collection, residences, timeshare, and all-inclusive properties.

We use the term "hotel owners" throughout these schedules to refer, collectively, to owners of hotels and other lodging offerings operating in our system pursuant to franchise agreements, management agreements, license agreements, or similar arrangements, and we use the term "hotels in our system" to refer to hotels and other lodging offerings operating in our system pursuant to such arrangements, as well as hotels that we own or lease. The terms "hotel owners" and "hotels in our system" exclude Homes & Villas by Marriott BonvoySM (which we also exclude from our property and room count), timeshare, residential, and The Ritz-Carlton Yacht Collection[®].