

March 18, 2019

## MARRIOTT INTERNATIONAL 2019 SECURITY ANALYST MEETING



### FORWARD-LOOKING STATEMENTS

#### FORWARD-LOOKING STATEMENTS, NON-GAAP FINANCIAL MEASURES AND MODEL ASSUMPTIONS

This material contains "forward-looking statements" within the meaning of federal securities laws, including RevPAR, profit margin and earnings trends; the number of lodging properties we may add or remove in future years; our potential investment spending, share repurchases and dividends; the continued realization of synergies from our acquisition of Starwood; the size and strength of our loyalty program; and similar statements concerning possible future events or expectations that are not historical facts. We caution you that these statements are not guarantees of future performance and are subject to a number of risks and uncertainties, including changes in market conditions; changes in global and regional economies; supply and demand changes for lodging products; competitive conditions in the lodging industry; relationships with clients and property owners; the availability of capital to finance growth and refurbishment; the extent to which we can continue to successfully integrate Starwood and realize the anticipated benefits of combining Starwood and Marriott; the extent to which we experience adverse effects from the data security incident; changes in tax laws in countries in which we earn significant income; changes to our estimates of the impact of new accounting standards; and other risk factors that we identify in our most recent annual report on Form 10-K. Any of these factors could cause actual results to differ materially from the expectations we express or imply here. We make these statements as of March 18, 2019 and we assume no obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future events or otherwise.

Throughout this presentation 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" (or "adj"), "combined", or identified with the symbol "+". In addition, all scenarios and models presented that include future periods (including fiscal years 2019, 2020 and 2021) assume the following items to be zero, and therefore do not include their impact, which we cannot accurately forecast and which may be significant: cost reimbursement revenue, reimbursed expenses, merger-related costs and charges, data security incident costs and gains and losses on asset dispositions made by us or by our joint venture investees. Measures that are labeled as "adjusted" (or "adj") also exclude these items and may exclude additional items as indicated in the reconciliations accompanying this presentation. We discuss our reasons for reporting these non-GAAP measures and, to the extent available without unreasonable efforts, reconcile each to the most directly comparable GAAP measures at the end of this material.





**RAYMOND BENNETT**

Chief Global Officer, Global Operations, and  
Managed by Marriott Select Brands



**Operational Excellence**  
REMAINS AT OUR CORE

**Driving Operational Excellence**

**INTENT TO RECOMMEND**  
scores continue to **STRENGTHEN**

**+0.3 pts**  
LEGACY-MARRIOTT BRANDS

**+1.3 pts**  
LEGACY-STARWOOD BRANDS

E - 3

**Sheraton**  
FOCUSING ON OPERATIONAL EXCELLENCE

**+1.5 pts**  
INTENT TO RECOMMEND

**+1.4 pts**  
ELITE APPRECIATION

**+0.6 pts**  
STAFF SERVICE OVERALL

**+1.5 pts**  
PROPERTY OVERALL

E - 4

# AN UNMATCHED PORTFOLIO OF BRANDS

The following logos are displayed around the pool:

- THE RITZ-CARLTON
- ST REGIS
- EDITION
- THE LUXURY COLLECTION
- BVLGARI HOTELS & RESORTS
- W HOTELS
- JW MARRIOTT
- MARRIOTT
- SHERATON
- MARRIOTT VACATION CLUB
- DELTA HOTELS
- MERIDIEN
- WESTIN
- AUTOGRAPH COLLECTION HOTELS
- DESIGN HOTELS
- RENAISSANCE HOTELS
- TRIBUTE PORTFOLIO
- GAYLORD HOTELS
- COURTYARD
- FOUR POINTS
- SPRINGHILL SUITES
- PROTEA HOTELS
- Fairfield
- AC HOTELS BY Marriott
- Aloft
- moxy
- CO. Marriott
- Residence INN
- TOWNEPLACE SUITES
- element

**Marriott**  
INTERNATIONAL

The Ritz-Carlton, Aruba E - 5

**+5%**

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SALES PER OCCUPIED ROOM (SPOR)

**-9% pts**

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FOOD COST %

**+28%**

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B+F PROFIT (POR)

**+6% pts**

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B+F PROFIT MARGIN %

**Aloft**  
BEVERAGE + FOOD PROGRAM

E - 6

**Courtyard**  
BISTRO

**+7.2%**  
BREAKFAST SALES

**+6.9%**  
DINNER SALES

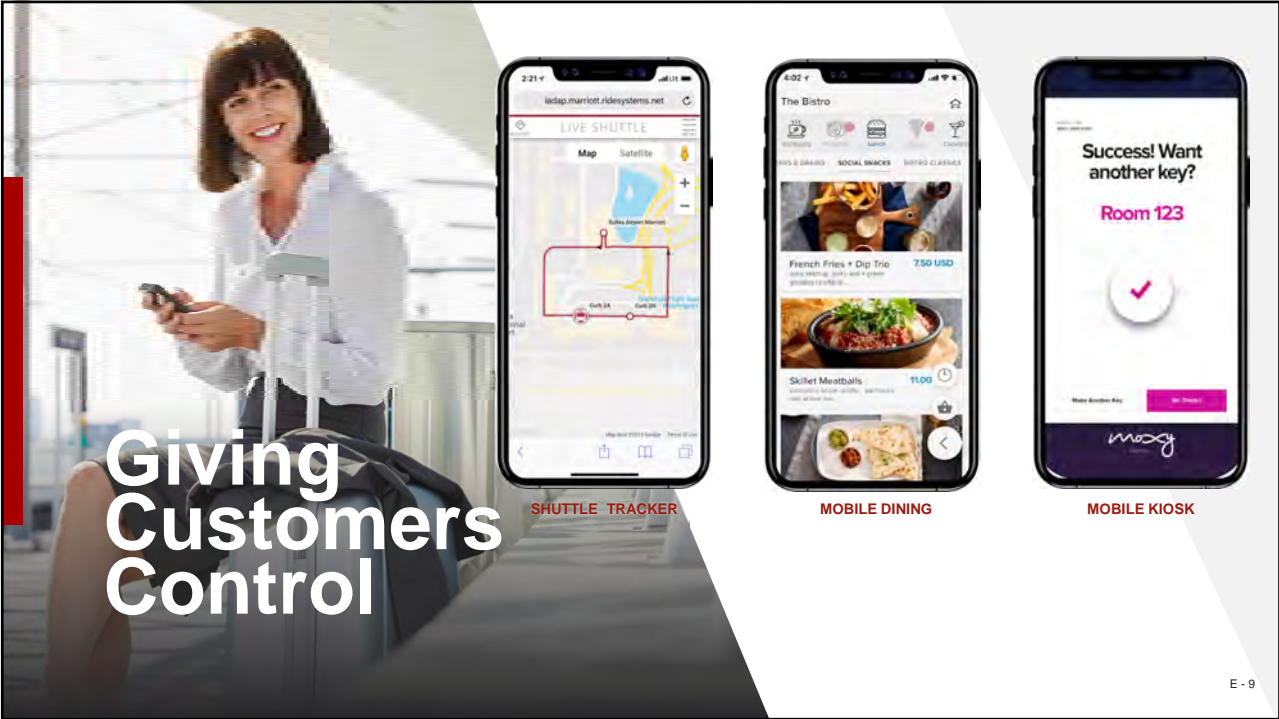
**+8.0%**  
BEVERAGE SALES

**Marriott**  
M CLUB

**+12.8 pts**  
EXECUTIVE LOUNGE  
SATISFACTION

**+8.5 pts**  
INTENT TO RECOMMEND

E-8



# The Promise

E - 11

## BENNETT ENDNOTES

**Slide E-3** – Driving Operational Excellence  
Worldwide Legacy-Marriott Brand Hotels, 2018 vs 2017  
Worldwide Legacy-Starwood Brand Hotels, 2018 vs 2017

**Slide E-4** – Focusing on Sheraton  
Guest Satisfaction Score Metrics for Sheraton Hotels Worldwide, 2018 vs 2017

**Slide E-6** – Aloft B+F  
27 Aloft hotels, Q4 2018 vs Q4 2017

**Slide E-7** – Courtyard Bistro  
North America Courtyard Bistro hotels, Q4 2018 vs Q4 2017

**Slide E-8** – Marriott MClub  
Platinum member ratings for 50 Marriott Hotels with M Clubs as of December 31, 2018.