



Marriott International, Inc.  
Corporate Headquarters

10400 Fernwood Road  
Bethesda, MD 20817

September 29, 2016

Dear Stockholder of Starwood Hotels & Resorts Worldwide, Inc.:

We are pleased to announce that Marriott International, Inc.'s ("Marriott") acquisition of Starwood Hotels & Resorts Worldwide, Inc. ("Starwood") was completed on September 23, 2016.

I would like to take this opportunity to welcome you as a stockholder of Marriott. Our records indicate that you owned shares of Starwood common stock at the time of the merger. As such, you are entitled to receive 0.800 shares of Marriott common stock and \$21 in cash for each share of Starwood common stock that you owned as of the effective time of the merger.

Enclosed with this letter is an Exchange Form and related documents for you to complete and submit, together with your stock certificate(s) representing your shares of Starwood common stock, to our exchange agent, Computershare Trust Company, N.A. ("Computershare"). Your stock certificate(s) representing your shares of Starwood common stock, as well as a completed and signed Exchange Form and other required documents as specified in the Exchange Form, must be sent to Computershare in order for you to receive the stock and cash described above.

Marriott's acquisition of Starwood has created the world's largest hotel company with more than 5,700 hotels and 1.1 million rooms worldwide in over 110 countries. Today, Marriott has the leading international footprint with a strong presence in the luxury and lifestyle hotel space, select-service and extended-stay tiers, and the convention and resort segment. Marriott offers a broad choice for guests and great opportunities for associates, and remains focused on driving considerable value for stockholders.

If you have any questions about exchanging your Starwood stock certificates and receiving the merger consideration, please contact Computershare at (800) 546-5141 or (781) 575-2765. For more information about Marriott and its acquisition of Starwood, please visit our website at [www.marriott.com/investor](http://www.marriott.com/investor) or call us at (301) 380-6500.

Very truly yours,

Arne M. Sorenson  
President and Chief Executive Officer  
Marriott International, Inc.