

## ABOUT THE MARRIOTT FACT BOOK

This booklet provides certain financial and operating information about Marriott International, Inc. It is intended to be used as a supplement to Marriott's Annual Report and quarterly reports on Form 10-K and 10-Q, and therefore does not include the Company's consolidated financial statements and notes.

Marriott believes that the information contained in this booklet is correct in all material respects as of the date set forth below. However, such information is subject to change.

*March 31, 2026*

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Note: Pre-2022 information for sections **V** through **XI** above can be found in the archive file on our Investor Fact Book page at <https://marriott.gcs-web.com/investor-fact-book>.

## I. CORPORATE PROFILE

**Marriott International, Inc.** (Nasdaq: MAR) is based in Bethesda, Maryland, USA, and encompasses a portfolio of compelling brands across luxury, premium, select, midscale, extended stay, and all-inclusive, with over 9,900 properties in 146 countries and territories, as of March 31, 2026. Marriott franchises, operates, and licenses hotel, residential, timeshare, yacht, outdoor, and other lodging products all around the world. The company offers Marriott Bonvoy®, its highly awarded travel platform. For more information, please visit our website at [www.marriott.com](http://www.marriott.com), and for the latest company news, visit [www.marriottnewscenter.com](http://www.marriottnewscenter.com). In addition, connect with us on [Facebook](https://www.facebook.com/MarriottIntl) and @MarriottIntl on [X](https://twitter.com/MarriottIntl) and [Instagram](https://www.instagram.com/MarriottIntl).

### **Corporate Office**

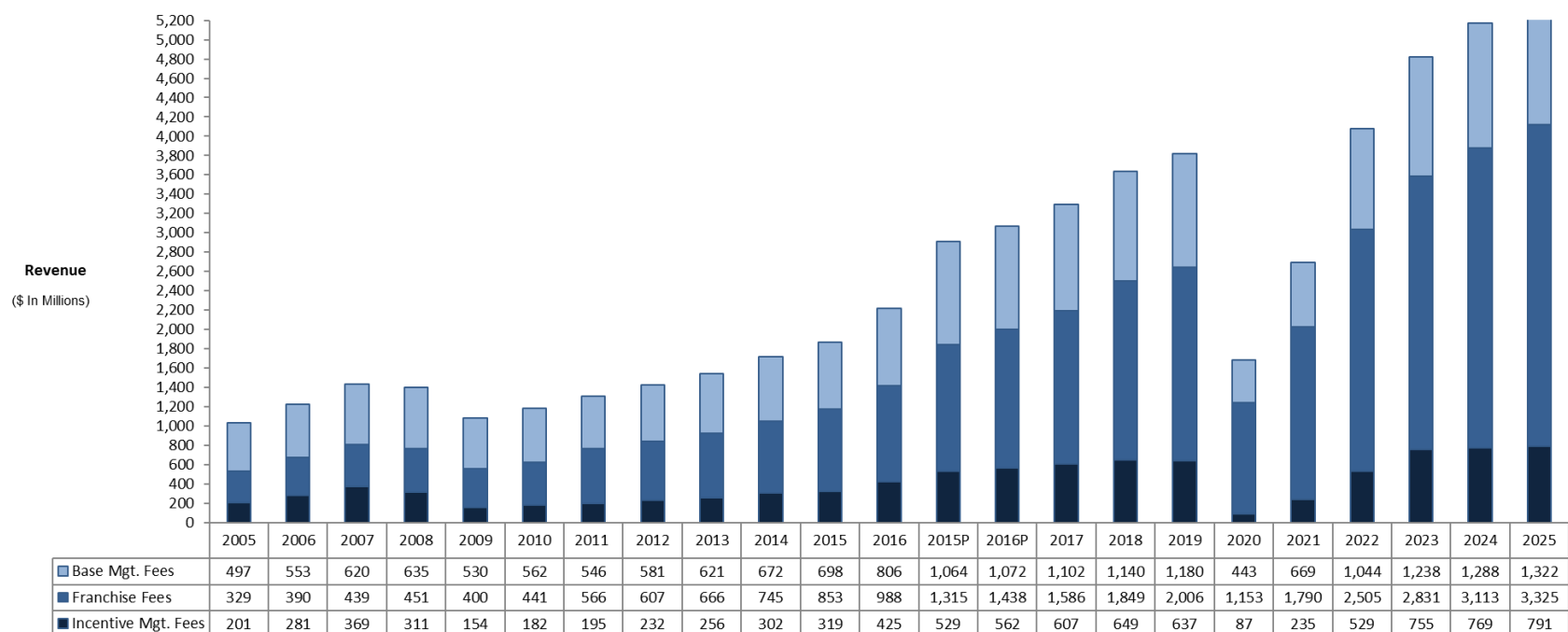
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## II. LODGING FEES



### Notes to graph:

For 2010, fee amounts shown are as reported. Assuming the timeshare spin-off had occurred on the first day of fiscal 2010, full year 2010 fees would have been as follows: \$1,189 million of total fees, \$182 million of incentive management fees, \$505 million of franchise fees and \$502 million of base management fees.

For 2011, fee amounts shown have been adjusted as if the timeshare spin-off had occurred on the first day of fiscal 2010.

For 2015 Pro Forma (2015P) and 2016 Pro Forma (2016P), fee amounts shown reflect the combined company assuming Marriott's acquisition of Starwood and Starwood's sale of its timeshare business had been completed on January 1, 2015. Beginning in the first quarter of 2017, credit card and residential branding fees will be reported in Franchise fee revenue. The pro forma fee amounts for 2015 and 2016 also reflect that change.

On January 1, 2018, we adopted ASU 2014-09. This graph reflects our recast 2017 results under the new accounting standard.

### III. STOCK INFORMATION

Stock symbol: MAR

- Listed on NASDAQ
- Marriott Corporation was founded in 1927
- Marriott Corporation went public in 1953
- Stock split history
  - Two-for-one split 1960
  - Two-for-one split 1965
  - Two-for-one split 1968
  - Two-for-one split 1972
  - Five-for-one split 1986
  - Two-for-one split 1998  
(in conjunction with Sodexo Marriott Services spin-off)
  - Two-for-one split 2006 (effective June 9, 2006)
- Marriott International was spun off from Marriott Corporation on October 8, 1993. Marriott Corporation then changed its name to Host Marriott Corporation.
- Marriott International was spun off again on March 27, 1998. Following a merger, the old Marriott International became Sodexo Marriott Services. The new spun-off entity comprised of the lodging, distribution services and senior living services businesses was named Marriott International, Inc.
- Marriott Vacations Worldwide Corporation was spun off from Marriott International, Inc. on November 21, 2011. Shareholders of Marriott International, Inc. received a tax-free dividend of one share of Marriott Vacations Worldwide Stock for every 10 shares of Marriott International, Inc. Shareholders received cash in lieu of fractional shares of Marriott Vacations Worldwide Corporation.
- On September 23, 2016, Marriott International, Inc. completed its acquisition of Starwood Hotels & Resorts Worldwide. Starwood shareholders received \$21.00 in cash and 0.80 shares of Marriott International, Inc. Class A common stock for each share of Starwood Hotels & Resorts Worldwide, Inc. common stock.

### III. STOCK INFORMATION (continued)

#### Dividend History:

NOTE: The dividend information below represents the dividend declared by the Board of Directors on the dividend declaration date and has not been retroactively adjusted for stock splits or stock dividends. Except where otherwise noted, the dividends were cash dividends.

<u>Year</u>	<u>Amount</u>	<u>Declaration Date</u>	<u>Record Date</u>	<u>Payable Date</u>
<b>2026</b>				
1st Qtr	\$0.6700 per share	2/12/2026	2/26/2026	3/31/2026
<b>2025</b>				
4th Qtr	\$0.6700 per share	11/6/2025	11/20/2025	12/31/2025
3rd Qtr	\$0.6700 per share	8/7/2025	8/21/2025	9/30/2025
2nd Qtr	\$0.6700 per share	5/9/2025	5/23/2025	6/30/2025
1st Qtr	\$0.6300 per share	2/13/2025	2/27/2025	3/31/2025
<b>2024</b>				
4th Qtr	\$0.6300 per share	11/7/2024	11/21/2024	12/31/2024
3rd Qtr	\$0.6300 per share	8/2/2024	8/16/2024	9/30/2024
2nd Qtr	\$0.6300 per share	5/10/2024	5/24/2024	6/28/2024
1st Qtr	\$0.5200 per share	2/8/2024	2/22/2024	3/29/2024
<b>2023</b>				
4th Qtr	\$0.5200 per share	11/9/2023	11/22/2023	12/29/2023
3rd Qtr	\$0.5200 per share	8/3/2023	8/17/2023	9/29/2023
2nd Qtr	\$0.5200 per share	5/12/2023	5/26/2023	6/30/2023
1st Qtr	\$0.4000 per share	2/10/2023	2/24/2023	3/31/2023
<b>2022</b>				
4th Qtr	\$0.4000 per share	11/10/2022	11/23/2022	12/30/2022
3rd Qtr	\$0.3000 per share	8/4/2022	8/18/2022	9/30/2022
2nd Qtr	\$0.3000 per share	5/4/2022	5/16/2022	6/30/2022
1st Qtr	\$0.0000 per share	N/A	N/A	N/A
<b>2021</b>				
4th Qtr	\$0.0000 per share	N/A	N/A	N/A
3rd Qtr	\$0.0000 per share	N/A	N/A	N/A
2nd Qtr	\$0.0000 per share	N/A	N/A	N/A
1st Qtr	\$0.0000 per share	N/A	N/A	N/A
<b>2020</b>				
4th Qtr	\$0.0000 per share	N/A	N/A	N/A
3rd Qtr	\$0.0000 per share	N/A	N/A	N/A
2nd Qtr	\$0.0000 per share	N/A	N/A	N/A
1st Qtr	\$0.4800 per share	2/14/2020	2/28/2020	3/31/2020

**III. STOCK INFORMATION (continued)**

<u>Year</u>	<u>Amount</u>	<u>Declaration Date</u>	<u>Record Date</u>	<u>Payable Date</u>
<b>2019</b>				
4th Qtr	\$0.4800 per share	11/07/2019	11/21/2019	12/31/2019
3rd Qtr	\$0.4800 per share	8/08/2019	8/22/2019	9/30/2019
2nd Qtr	\$0.4800 per share	5/10/2019	5/24/2019	6/28/2019
1st Qtr	\$0.4100 per share	2/15/2019	3/1/2019	3/29/2019
<b>2018</b>				
4th Qtr	\$0.4100 per share	11/8/2018	11/21/2018	12/31/2018
3rd Qtr	\$0.4100 per share	8/9/2018	8/23/2018	9/28/2018
2nd Qtr	\$0.4100 per share	5/4/2018	5/18/2018	6/29/2018
1st Qtr	\$0.3300 per share	2/9/2018	2/23/2018	3/30/2018
<b>2017</b>				
4th Qtr	\$0.3300 per share	11/9/2017	11/22/2017	12/29/2017
3rd Qtr	\$0.3300 per share	8/10/2017	8/24/2017	9/29/2017
2nd Qtr	\$0.3300 per share	5/5/2017	5/19/2017	6/30/2017
1st Qtr	\$0.3000 per share	2/10/2017	2/24/2017	3/31/2017
<b>2016</b>				
4th Qtr	\$0.3000 per share	11/10/2016	11/24/2016	12/30/2016
3rd Qtr	\$0.3000 per share	9/13/2016	9/23/2016	9/30/2016
2nd Qtr	\$0.3000 per share	5/6/2016	5/20/2016	6/30/2016
1st Qtr	\$0.2500 per share	2/11/2016	2/25/2016	3/31/2016
<b>2015</b>				
4th Qtr	\$0.2500 per share	11/5/2015	11/19/2015	12/28/2015
3rd Qtr	\$0.2500 per share	8/6/2015	8/20/2015	9/25/2015
2nd Qtr	\$0.2500 per share	5/8/2015	5/22/2015	6/26/2015
1st Qtr	\$0.2000 per share	2/12/2015	2/27/2015	3/27/2015
<b>2014</b>				
4th Qtr	\$0.2000 per share	11/6/2014	11/20/2014	12/26/2014
3rd Qtr	\$0.2000 per share	8/7/2014	8/21/2014	9/26/2014
2nd Qtr	\$0.2000 per share	5/9/2014	5/23/2014	6/27/2014
1st Qtr	\$0.1700 per share	2/14/2014	2/28/2014	3/28/2014
<b>2013</b>				
4th Qtr	\$0.1700 per share	11/7/2013	11/21/2013	12/27/2013
3rd Qtr	\$0.1700 per share	8/8/2013	8/22/2013	9/27/2013
2nd Qtr	\$0.1700 per share	5/10/2013	5/24/2013	6/28/2013
1st Qtr	\$0.1300 per share	2/15/2013	3/1/2013	3/29/2013

**III. STOCK INFORMATION (continued)**

<u>Year</u>	<u>Amount</u>	<u>Declaration Date</u>	<u>Record Date</u>	<u>Payable Date</u>
<b>2012</b>				
4th Qtr	\$0.1300 per share	11/9/2012	11/23/2012	12/28/2012
3rd Qtr	\$0.1300 per share	8/9/2012	8/23/2012	9/14/2012
2nd Qtr	\$0.1300 per share	5/4/2012	5/18/2012	6/22/2012
1st Qtr	\$0.1000 per share	2/10/2012	2/24/2012	3/30/2012
<b>2011</b>				
4th Qtr	\$0.1000 per share	11/10/2011	11/29/2011	1/6/2012
3rd Qtr	\$0.1000 per share	8/4/2011	8/18/2011	9/16/2011
2nd Qtr	\$0.1000 per share	5/6/2011	5/20/2011	6/24/2011
1st Qtr	\$0.0875 per share	2/11/2011	2/25/2011	4/1/2011
<b>2010</b>				
4th Qtr	\$0.0875 per share	11/4/2010	11/18/2010	1/7/2011
3rd Qtr	\$0.0400 per share	8/5/2010	8/19/2010	9/17/2010
2nd Qtr	\$0.0400 per share	5/7/2010	5/21/2010	6/25/2010
1st Qtr	\$0.0400 per share	2/4/2010	2/19/2010	4/9/2010
<b>2009</b>				
4th Qtr	0.00341 per share stock dividend	11/5/2009	11/19/2009	12/3/2009
3rd Qtr	0.00379 per share stock dividend	8/6/2009	8/20/2009	9/3/2009
2nd Qtr	0.00369 per share stock dividend	5/1/2009	6/25/2009	7/30/2009
1st Qtr	\$0.0875 per share	2/5/2009	4/1/2009	4/29/2009
<b>2008</b>				
4th Qtr	\$0.0875 per share	11/6/2008	12/1/2008	1/9/2009
3rd Qtr	\$0.0875 per share	8/7/2008	9/11/2008	10/3/2008
2nd Qtr	\$0.0875 per share	5/2/2008	6/26/2008	8/1/2008
1st Qtr	\$0.0750 per share	2/7/2008	4/3/2008	5/1/2008
<b>2007</b>				
4th Qtr	\$0.0750 per share	11/8/2007	12/6/2007	1/9/2008
3rd Qtr	\$0.0750 per share	8/2/2007	9/6/2007	10/23/2007
2nd Qtr	\$0.0750 per share	4/27/2007	6/21/2007	7/20/2007
1st Qtr	\$0.0625 per share	2/1/2007	3/30/2007	4/27/2007
<b>2006</b>				
4th Qtr	\$0.0625 per share		12/7/2006	1/10/2007
3rd Qtr	\$0.0625 per share		9/1/2006	10/13/2006
2nd Qtr*	\$0.0625 per share		6/22/2006	7/21/2006
1st Qtr	\$0.1050 per share		3/31/2006	4/28/2006

\* Two-for-one stock split occurred.

**III. STOCK INFORMATION (continued)**

<u>Year</u>	<u>Amount</u>	<u>Declaration Date</u>	<u>Record Date</u>	<u>Payable Date</u>
<b>2005</b>				
4th Qtr	\$0.105 per share		12/15/2005	1/10/2006
3rd Qtr	\$0.105 per share		9/8/2005	10/17/2005
2nd Qtr	\$0.105 per share		6/23/2005	7/25/2005
1st Qtr	\$0.085 per share		3/31/2005	4/25/2005
<b>2004</b>				
4th Qtr	\$0.085 per share		12/16/2004	1/10/2005
3rd Qtr	\$0.085 per share		9/9/2004	10/18/2004
2nd Qtr	\$0.085 per share		6/24/2004	7/26/2004
1st Qtr	\$0.075 per share		4/1/2004	4/28/2004
<b>2003</b>				
4th Qtr	\$0.075 per share		12/24/2003	1/7/2004
3rd Qtr	\$0.075 per share		10/1/2003	10/16/2003
2nd Qtr	\$0.075 per share		6/25/2003	7/24/2003
1st Qtr	\$0.070 per share		4/2/2003	4/30/2003
<b>2002</b>				
4th Qtr	\$0.070 per share		12/26/2002	1/8/2003
3rd Qtr	\$0.070 per share		9/25/2002	10/11/2002
2nd Qtr	\$0.070 per share		6/27/2002	7/19/2002
1st Qtr	\$0.065 per share		4/4/2002	4/26/2002
<b>2001</b>				
4th Qtr	\$0.065 per share		12/28/2001	1/11/2002
3rd Qtr	\$0.065 per share		9/28/2001	10/12/2001
2nd Qtr	\$0.065 per share		6/29/2001	7/13/2001
1st Qtr	\$0.060 per share		3/30/2001	4/20/2001
<b>2000</b>				
4th Qtr	\$0.060 per share		12/29/2000	1/12/2001
3rd Qtr	\$0.060 per share		9/25/2000	10/16/2000
2nd Qtr	\$0.060 per share		6/26/2000	7/17/2000
1st Qtr	\$0.055 per share		3/31/2000	4/21/2000
<b>1999</b>				
4th Qtr	\$0.055 per share		12/31/1999	1/14/2000
3rd Qtr	\$0.055 per share		9/24/1999	10/15/1999
2nd Qtr	\$0.055 per share		6/25/1999	7/16/1999
1st Qtr	\$0.050 per share		4/6/1999	4/23/1999

#### **IV. CORPORATE HISTORY**

##### **1927**

- At age 27, J. Willard Marriott enters business with the opening of a nine-seat root beer stand in Washington, DC. Hot food later added and name changed to The Hot Shoppe.

##### **1929**

- Marriott officially incorporated in the state of Delaware as Hot Shoppes, Inc.

##### **1937**

- Marriott pioneers airline catering at Washington's old Hoover Airfield (current site of the Pentagon) serving Eastern, American and Capital Airlines.

##### **1939**

- Beginning of food service management business with account at the U.S. Treasury building. Other accounts soon followed at government defense plant cafeterias.

##### **1953**

- Company stock first offered to the public at \$10.25 per share. Offering sold out in two hours of trading.

##### **1955**

- Highway division begins with several shops on the New York State Thruway.

##### **1957**

- Marriott opens first hotel, the Twin Bridges Marriott Motor Hotel, in Arlington, Virginia.

##### **1964**

- Company name changes to Marriott-Hot Shoppes, Inc. and J.W. Marriott, Jr. elected president at age 32.

##### **1966**

- Marriott becomes international, acquiring airline catering kitchen in Caracas, Venezuela.

##### **1967**

- Marriott acquires 22-unit Big Boy restaurant chain from founder, Bob Wian.
- Corporate name changes from Hot Shoppes, Inc. to Marriott Corporation at annual shareholders meeting.

##### **1968**

- Marriott begins Roy Rogers fast food restaurant division with first location in Falls Church, Virginia.
- Stock first listed on the New York Stock Exchange – ticker symbol MHS.

##### **1972**

- J.W. Marriott, Jr. succeeds his father as chief executive officer

#### **IV. CORPORATE HISTORY (continued)**

##### **1979**

- Company moves to new international headquarters in Bethesda, Maryland.

##### **1982**

- Marriott acquires Host International, and becomes the country's largest operator of airport terminal food, beverage and merchandise facilities.
- Marriott acquires Gino's fast food restaurant chain, and plans to convert most units to Roy Rogers restaurants.

##### **1983**

- First Courtyard by Marriott, moderate price segment hotels, opens near Atlanta, Georgia.

##### **1984**

- Marriott enters vacation timesharing business with acquisition of American Resorts Group.

##### **1985**

- Marriott completes acquisition of Gladioux Corporation, a diversified food service company.
- Marriott completes acquisition of Service Systems, a contract food service company.
- J. Willard Marriott passes away at age 84. J.W. Marriott, Jr. named chairman of the board.
- Marriott acquires Howard Johnson Company, selling hotels to Prime Motor Inns and keeping 350 restaurants and 68 turnpike units.

##### **1986**

- Marriott acquires Saga Corporation, a diversified food service management company, making Marriott the largest food service management company in the United States.

##### **1987**

- Marriott completes expansion of its Worldwide Reservation Center in Omaha, Nebraska, making it the largest single-site reservations operation in U.S. hotel history.
- Marriott acquires The Residence Inn Company, an all-suite hotel chain targeted toward extended stay travelers.
- Marriott stock listed on the Tokyo Stock Exchange.
- Marriott enters economy lodging segment with the opening of the first Fairfield Inn in Atlanta, Georgia.
- Marriott transfers Big Boy restaurant system franchise rights to Elias Brothers of Warren, Michigan.

##### **1988**

- Marriott acquires Basic American Retirement Communities (BARC) of Indianapolis, giving Marriott a major presence in the rental retirement market.
- Marriott's Senior Living Services division announces development plans for assisted living/personal care complexes called Brighton Gardens.

#### **IV. CORPORATE HISTORY (continued)**

##### **1989**

- Marriott acquires United Healthserv, Inc., a major provider of housekeeping, maintenance and laundry services.
- Marriott completes transfer of airline catering division to CaterAir International, a private company led by several members of Marriott's In-flite Services division senior management.
- Marriott announces corporate restructuring. Plan includes sale of company's fast food and family restaurants. Company plans to sharpen focus on mega-markets in lodging and contract services.

##### **1990**

- Marriott sells its Roy Rogers restaurant division to Hardee's Food System for \$365 million.

##### **1992**

- Host completes acquisition of Dobbs airport concessions.
- Marriott Corporation announces plan to divide its operation into two separate companies through a special dividend.

##### **1993**

- Marriott completes split of its operations into two companies – Marriott International and Host Marriott Corporation.

##### **1995**

- Marriott International completes acquisition of 49 percent interest in The Ritz-Carlton Hotel Company.
- Host Marriott Corporation announces plan to divide, through a special dividend, its operations into two separate companies.
- Marriott Management Services acquires Taylorplan Services, a custodial and food service company based in the United Kingdom.

##### **1996**

- Host Marriott Corporation divides into two separate companies. Host Marriott continues to own hotels and real estate; Host Marriott Services Corporation will operate concessions at airports, on toll roads and at sports and entertainment attractions.
- Marriott introduces its new all-suite economy hotel – Fairfield Suites by Marriott.
- Marriott International acquires Forum Group, Inc., a leading operator of senior housing, and merges it with Marriott's Senior Living Services business.
- Marriott Management Services acquires Russell & Brand, Ltd., a UK-based food services company.
- Marriott International awarded nationwide food service distribution contract for Boston Market and Einstein/Noah Bagel Corporation.

##### **1997**

- Marriott International reports net income soared 24% in 1996 as sales top \$10 billion.
- William J. Shaw named president and chief operating officer of Marriott International. Bill Marriott retains position of chairman and chief executive officer.

#### IV. CORPORATE HISTORY (continued)

##### 1997 (continued)

- Marriott introduces a new brand, Marriott Executive Residences.
- Marriott opens its first TownePlace Suites in Newport News, Virginia.
- Marriott International acquires Renaissance Hotel Group for approximately \$1 billion. Adds three brands (Renaissance, Ramada International and New World) and doubles Marriott's presence overseas.
- Marriott International launches "Marriott Rewards," the world's largest multi-brand frequent guest program.
- Marriott International announces plans to merge its food service and facilities management business with Sodexo Alliance's North American operations, and spin off to shareholders a new company comprised of its lodging, senior living and distribution service businesses.

##### 1998

- Marriott International increases its ownership interest in The Ritz-Carlton Company LLC to approximately 98 percent.
- Marriott International completes spin off and merger transactions resulting in "New" Marriott International and Sodexo Marriott Services.
- Marriott International announces it converted the Parc 55 Hotel in San Francisco to a Renaissance hotel and designated it as Marriott's 1,500<sup>th</sup> hotel world-wide.
- Marriott International announces conversion to single class of common stock effective May 21<sup>st</sup>.
- Marriott International confirms plans to convert Fairfield Suites to SpringHill Suites by Marriott. New product positioned to capture share in the upper moderately priced all-suite lodging segment.

##### 1999

- Marriott International completes acquisition of ExecuStay; launches corporate housing business – *ExecuStay by Marriott*.
- Marriott International named to *Fortune 500* list of the largest U.S. companies – leads hotel industry category.
- Marriott Vacation Club International launches new moderately priced resorts, *Horizons by Marriott Vacation Club*, and luxury resorts, *The Ritz-Carlton Club*.
- ExecuStay by Marriott acquires Executive Living, Inc. of Columbus, Ohio, and enters into exclusive agreement with JBI-Dallas.
- Marriott International, Inc. announces that its *Marriott Rewards* program is tripling the number of hotels offering frequent flyer miles and more than doubling the number of miles previously offered at nine different brands, representing 1,650 hotels.
- The last operating Hot Shoppe closes as Marriott tops 1,800 worldwide hotels – a historic mark for Marriott.

##### 2000

- Marriott announced the board of director's approval of the purchase of an additional 25 million shares, or about 10% of outstanding shares, through the company's ongoing share repurchase program.
- Marriott is named the official lodging supplier of the 2002 Winter Olympics and the 2000, 2002 and 2004 U.S. Olympic Teams.
- Marriott announces the formation of a joint venture with Hyatt and Club Corporation to create the largest, most comprehensive electronic procurement network.
- Marriott celebrated the opening of its 2,000<sup>th</sup> property with the Tampa, Florida Marriott Hotel.

#### **IV. CORPORATE HISTORY (continued)**

##### **2001**

- Travel industry impacted by difficult economic climate and events of September 11, 2001.
- Marriott restructuring and other charges in 2001 totaled \$271 million, pretax. Net Income totaled \$236 million.
- Marriott opened nearly 50,000 lodging rooms worldwide in 2001.
- Marriott Rewards membership reaches 16 million travelers, remaining the largest and most preferred loyalty program in the lodging industry.

##### **2002**

- Marriott sold the businesses at nine distribution centers and closed four other centers, exiting Marriott Distribution Service.
- Announced the plan to sell Marriott Senior Living Services to Sunrise Assisted Living, Inc.
- Marriott.com reached six million visits in one month. Reservations through Marriott.com grow 53% versus 2001.
- With other lodging companies, Marriott formed travelweb.com for consumers who wish to comparison shop.
- Opened the 2,500<sup>th</sup> hotel, the 950-room J.W. Marriott Desert Ridge Resort & Spa in Phoenix.

##### **2003**

- Launched Marriott's Look No Further, Best Rate Guarantee.
- One third of our room expansion (over 31,000 rooms) was from conversions to Marriott brands by owners and franchisees of competitor brands.
- High-speed internet access available in 1400 hotels, far outpacing our competition. We also introduced wireless internet access in lobbies, meeting rooms and public spaces in over 900 hotels.
- Marriott.com gross bookings topped \$1.4 billion, 25 percent more than the prior year.

##### **2004**

- Marriott added the 500,000<sup>th</sup> room to the system with the opening of the West India Quay Marriott in London's Canary Wharf. (Number of rooms at year end fell below 500,000 due to sale of the Ramada International brand.)
- Marriott sold Ramada International brand to Cendant.
- Marriott.com gross bookings topped \$1.8 billion, 41 percent more than the prior year.
- A record \$650 million was returned to shareholders through the repurchase of 14 million shares of stock.
- Announced Courtyard Joint Venture restructuring, which will result in a reduction of Marriott's interest in the joint venture to 21%, Host 4% and Sarofim 75%.

##### **2005**

- Marriott formed a joint venture with Whitbread PLC to acquire Whitbread's portfolio of 46 franchised Marriott and Renaissance hotels of over 8,000 rooms, and Marriott took over management of the entire portfolio.
- Marriott, along with Sunstone Hotel Investors, Walton Street Capital and Tarsadia Hotels entered into an agreement to purchase 32 hotels and certain joint venture interests from CTF Holdings. The transaction was substantially completed in June 2005.
- Marriott repurchased a record \$1.65 billion of its stock.
- Internet gross bookings totaled \$3.2 billion in 2005, 42 percent over 2004 levels. Nearly 85 percent of internet gross bookings were made on Marriott.com.

#### **IV. CORPORATE HISTORY (continued)**

##### **2006**

- Marriott acquired the largest hotel in Paris; the 782 room Paris Rive Gauche Hotel and Conference Center.
- Joint venture formed with Whitbread PLC sold to RBS.
- Internet gross bookings totaled \$4.3 billion in 2006, 35 percent over 2005 levels. Nearly 87 percent of internet gross bookings were made on Marriott.com.
- Marriott repurchased \$1.58 billion of the company's common stock.

##### **2007**

- Marriott announced partnerships with Nickelodeon and Miller Global Properties, LLC, to co-develop a new lodging resort brand and concept for travelers seeking fun and adventure, 'Nickelodeon by Marriott.'
- Marriott announced a partnership with the pioneer of the lifestyle boutique hotel, Ian Schrager, to create Edition, the first truly global boutique lifestyle hotel brand on a large scale.
- Marriott celebrated the opening of its 3,000<sup>th</sup> property with the JW Marriott Hotel Beijing.
- Internet sales totaled \$5.4 billion in 2007, 26 percent over 2006 levels. Over 87 percent of internet sales were booked on Marriott.com.
- Marriott repurchased \$1.78 billion of the company's common stock.

##### **2008**

- The travel industry was impacted by the significant economic decline affecting worldwide demand and turmoil in the financial markets.
- Marriott restructuring and other charges in 2008 totaled \$192 million pretax. Net income totaled \$362 million.
- Marriott Rewards celebrated 25 years. With membership of 30 million, the program has 2,900 participating hotels in 65 countries.
- The company announced its five-point environmental plan to address climate change. As part of that plan, Marriott committed \$2 million to the Amazonas Sustainable Foundation to help protect 1.4 million acres of endangered rainforest.
- Marriott opened over 33,000 rooms in 2008, nearly 25 percent of those rooms were outside North America.
- Internet gross bookings totaled \$6.4 billion in 2008, 19 percent over 2007 levels. Over 87 percent of internet sales were booked on Marriott.com. The company's blog "Marriott on the Move" generated \$2.6 million in gross bookings, while guests booked over \$2 million using the new Marriott Mobile booking engine.

##### **2009**

- William J. Shaw named vice chairman of Marriott International, Arne M. Sorenson named president and chief operating officer and Carl T. Berquist named executive vice president and chief financial officer. J. W. Marriott, Jr. retains position of chairman and chief executive officer and J. W. Marriott III continues to serve as vice chairman of the board of directors.
- Marriott Vacation Club celebrated 25 years. With nearly 400,000 owners, the division has more than 50 Marriott Vacation Club resorts throughout the US, Caribbean, Europe and Asia.
- Marriott restructuring and other charges in 2009 totaled \$213 million pretax. The company also recorded non-cash pretax timeshare impairment changes of \$752 million largely related to the plans to reduce prices and development at luxury fractional and residential resorts to accelerate cash flow. Reported net losses totaled \$346 million.
- Marriott opened over 38,000 rooms in 2009, nearly 25 percent of those rooms were outside North America.
- Internet gross bookings totaled \$6.0 billion in 2009, a 6 percent decline from 2008 levels. Over 85 percent of internet gross bookings were made on Marriott.com.

#### **IV. CORPORATE HISTORY (continued)**

##### **2010**

- Marriott announced its newest brand, the Autograph Collection, featuring independent hotels and resorts around the world representing upper-upscale and luxury properties with distinctive personalities and added 13 hotels to the brand during the year.
- The company opened its first EDITION hotel in Waikiki, Hawaii.
- Marriott Vacation Club International launched the Marriott Vacation Club Destinations™ points program in North America allowing customers to make purchases in smaller increments than the traditional one-week product and providing greater flexibility of use.
- Ritz-Carlton introduced its luxury frequent guest stay program, The Ritz-Carlton Rewards.
- Marriott opened nearly 29,000 rooms in 2010, nearly 30 percent of those rooms were outside North America.
- In 2010, Marriott's net income totaled \$458 million, a dramatic improvement over 2009 results. Worldwide comparable systemwide revenue per available room rose nearly 6 percent on a constant dollar basis.

##### **2011**

- Marriott International completes spin-off of its timeshare business into the newly formed Marriott Vacations Worldwide Corporation (NYSE: VAC).
- Marriott opened nearly 32,000 rooms in 2011, over 60 percent of those rooms were outside North America.
- Marriott International and AC Hotels announced the formation of a joint venture to manage and franchise a new lodging co-brand "AC Hotels by Marriott". The joint venture added 80 hotels and over 8,300 rooms to Marriott International's global portfolio under the new brand.
- The Autograph Collection added its first hotel in Europe. By year-end, the Autograph Collection had grown to 27 hotels in 6 countries.
- At year-end, Marriott had 57 hotels (nearly 23,000 rooms) located in China. 52 hotels (nearly 17,000 rooms) were in the development pipeline. China is Marriott's largest market outside the U.S.
- William J. Shaw retires as vice chairman of Marriott International and resigns from the board of directors. Arne M. Sorenson joins the board of directors.
- The board elected J.W. Marriott, Jr. as executive chairman and chairman of the board and named Arne Sorenson as president and chief executive officer. He will be the third CEO in the company's history. The board also appointed Robert McCarthy as Marriott International's chief operations officer. All three appointments are effective March 31, 2012.

##### **2012**

- On March 31, 2012, Arne Sorenson assumed the role of president and chief executive officer.
- Marriott acquired the Gaylord Hotel brand and management company. The transaction added five hotels and nearly 8,100 rooms to the company's portfolio.
- Including the Gaylord transaction, the company added over 27,000 rooms in 2012.
- Marriott signed a record 57,000 new rooms during the year and the pipeline of rooms under development reached 130,000.
- At year-end, Marriott had 132 hotels (over 43,000 rooms) located in Asia; 140 hotels (over 37,000 rooms) were in the Asia development pipeline.
- The company sold its corporate housing division, ExecuStay, to Oakwood Worldwide.
- The Autograph Collection added its first hotels in Asia and South America. By year-end, the Autograph Collection had grown to 37 hotels in 9 countries.
- Marriott Rewards membership reaches 40 million travelers.
- Gross bookings on Marriott.com topped \$8 billion, a 14 percent increase year-over-year.
- With six other lodging companies, Marriott formed Roomkey.com providing consumers a search and book experience tailored for ease of hotel comparison shopping.
- Marriott repurchased \$1.16 billion of the company's common stock.

#### **IV. CORPORATE HISTORY (continued)**

##### **2013**

- Marriott announced the Moxy brand, its entry into the economy, three-star segment in Europe. By year-end, 13 Moxy properties were included in the company's pipeline.
- The company added nearly 26,000 rooms in 2013.
- Marriott signed a record 67,000 new rooms during the year and the pipeline reached over 195,000 rooms, including nearly 30,000 rooms approved, but not yet subject to signed contracts.
- At year-end, Marriott had 150 hotels (over 48,000 rooms) located in Asia; 207 hotels (nearly 57,000 rooms) were in the Asia development pipeline.
- Less than three years after its introduction, The Autograph Collection reached 50 hotels in 13 countries.
- The Fairfield brand expanded to Asia with its first hotel in Bangalore, India.
- Marriott announced that it would import the AC Hotels by Marriott brand to the Americas. By year-end, 22 AC Hotels by Marriott properties were included in the company's pipeline.
- Marriott Rewards and Ritz-Carlton Rewards membership reached 45 million travelers.
- Gross bookings on Marriott.com topped \$9 billion, a 13 percent increase year-over-year. A record 25 percent of systemwide room nights worldwide were booked on Marriott.com.
- Marriott mobile reservations surged 67 percent in 2013
- Marriott introduced mobile check-in for all Marriott Hotels in the United States, an industry first.
- Marriott repurchased \$829 million of the company's common stock and paid \$196 million in dividends.

##### **2014**

- Marriott acquired the Protea Hospitality Group, making it the largest hotel company in Africa. The transaction added 116 hotels and over 10,000 rooms to the company's portfolio. In total, Marriott International offers 18 different lodging brands to guests, owners and franchisees.
- Marriott opened its first Moxy hotel in Milan in September. By year-end, 13 Moxy properties were included in the company's pipeline.
- In December, the company introduced the AC Hotels brand to the Americas with the opening of the AC Hotel New Orleans Bourbon. The company had 59 AC Hotels in its worldwide pipeline at year-end, including 44 in the Americas.
- The company added over 46,000 rooms in 2014, including its 4,000th hotel, the Marriott Marquis Washington, DC.
- Marriott signed agreements for more than 650 hotels or a record 100,000 new rooms during the year, the most deals ever signed in the company's history. The pipeline reached nearly 240,000 rooms, including roughly 30,000 rooms approved, but not yet subject to signed contracts.
- Marriott announced an agreement to sell company-developed EDITION hotels in London, Miami Beach and New York for approximately \$815 million.
- Marriott Rewards and Ritz-Carlton Rewards membership reached 49 million travelers.
- Gross bookings on Marriott.com passed \$10 billion, a 16 percent increase year-over-year, representing 27 percent of systemwide room nights booked worldwide.
- Mobile gross bookings for the year totaled nearly \$2 billion, a 44 percent increase year-over-year.
- By year-end, Marriott led the industry with mobile check-in and check-out available at nearly all of its 4,175 hotels worldwide.
- Marriott repurchased \$1.5 billion of the company's common stock and paid \$250 million in dividends.

#### **IV. CORPORATE HISTORY (continued)**

##### **2015**

- Marriott announced that a definitive merger agreement has been signed by the boards of Marriott International and Starwood Hotels & Resorts. With an anticipated closing in the 2<sup>nd</sup> quarter of 2016, the merger will create the world's largest hotel company with 1.1 million rooms on over 100 countries and territories and 30 brands.
- The company acquired the Delta Hotels & Resorts brand and management and franchise business, making it the largest full-service hotel company in Canada. The transaction added 37 hotels and 9,600 rooms to the company's portfolio. In total, Marriott International offers 19 different lodging brands to guests, owners and franchisees.
- Marriott added nearly 52,000 rooms in 2015 and signed agreements for more than 104,000 new rooms during the year, the most deals ever signed in the company's history. The pipeline reached more than 270,000 rooms, including approximately 27,000 rooms approved, but not yet subject to signed contracts.
- Marriott Rewards and Ritz-Carlton Rewards membership reached 54 million travelers.
- Gross bookings on Marriott.com passed \$12 billion, a 14 percent increase year-over-year, representing 28 percent of systemwide room nights booked worldwide.
- Mobile gross bookings for the year totaled more than \$2 billion, a 25 percent increase year-over-year.
- Marriott repurchased \$1.94 billion of the company's common stock and paid \$250 million in dividends.
- The company announced that Leeny Oberg would assume the role of executive vice president and chief financial officer on January 1, 2016.

##### **2016**

- On September 23, Marriott completed the acquisition of Starwood Hotels & Resorts Worldwide, Inc. The merger created the world's largest hotel company with more than 5,700 hotels and 1.1 million rooms in over 110 countries and territories and 30 brands. With the acquisition, the company's rooms distribution outside North America increased to 32 percent from 23 percent, and its distribution in outside North America doubled from roughly 183,000 rooms to nearly 377,000 rooms. The company's presence in Asia also more than doubled from nearly 65,000 rooms to more than 168,000 rooms.
- Also, on September 23, the company matched status across Marriott Rewards, which included Ritz-Carlton Rewards, and Starwood Preferred Guest, enabling members to transfer points between programs. Within minutes of the acquisition closing, loyalty members were able to link their accounts between programs, a feat no other company in the travel industry has been able to achieve on Day One.
- Marriott added more than 55,000 rooms in 2016, not including the 381,000 rooms gained from the Starwood acquisition, and signed agreements for nearly 136,000 new rooms during the year. The pipeline reached more than 420,000 rooms, including nearly 34,000 rooms approved, but not yet subject to signed contracts.
- Gross bookings on Marriott.com totaled nearly \$14 billion, a 10 percent increase year-over-year, representing 29 percent of systemwide room nights booked worldwide.
- Mobile gross bookings for the year totaled more than \$3 billion, a 57 percent increase year-over-year.
- Marriott repurchased \$573 million of the company's common stock and paid \$375 million in dividends.

##### **2017**

- Marriott added nearly 77,000 rooms in 2017 and signed agreements for nearly 136,000 new rooms during the year. The pipeline reached more than 460,000 rooms, including 35,000 rooms approved, but not yet subject to signed contracts.
- At year-end, the company had roughly 1,258,000 rooms worldwide in 127 countries.
- During 2017, the company sold 3 hotels for \$745 million. Marriott retained long-term management agreements on all 3 hotels. Marriott's loyalty programs, Marriott Rewards, Ritz-Carlton Rewards, and Starwood Preferred Guests approached 110 million members at year-end 2017.

#### **IV. CORPORATE HISTORY (continued)**

##### **2017 (continued)**

- Marriott added mobile check-in and check-out to 1,600 hotels in 2017. The service was available at nearly 6,000 hotels worldwide at year-end 2017.
- Gross bookings on Marriott.com totaled nearly \$19 billion, a 10 percent increase year-over-year, representing 26 percent of systemwide room nights booked worldwide.
- Mobile gross bookings for the year totaled nearly \$4 billion, a 47 percent increase year-over-year.
- Marriott repurchased \$3.0 billion of the company's common stock and paid \$482 million in dividends.

##### **2018**

- Marriott added more than 80,000 rooms in 2018 and signed agreements for 125,000 new rooms during the year. The pipeline reached more than 478,000 rooms, including nearly 23,000 rooms approved, but not yet subject to signed contracts.
- At year-end, the company had roughly 1,317,000 rooms worldwide in 130 countries.
- Marriott purchased the 1,000-room Sheraton Grand Phoenix for \$255 million. The company has plans for a significant renovation to transform the property into a cutting-edge model for the Sheraton brand.
- During 2018, the company sold assets resulting in \$650 million of proceeds.
- Marriott's loyalty programs, Marriott Rewards, Ritz-Carlton Rewards, and Starwood Preferred Guests reached nearly 125 million members as of year-end 2018.
- In 2018, the company began rolling out its Enhanced Reservation System (ERS). Rolled out to over 800 hotels as of year-end, guests are able to select rooms based on a variety of characteristics such as bed type, view, high floor and the like.
- As of year-end 2018, mobile check-in and checkout was available at nearly every hotel worldwide and keyless entry was available in over 1,400 hotels.
- Gross bookings on Marriott's digital platforms totaled nearly \$21 billion, a 13 percent increase year-over-year, representing 28 percent of systemwide room nights booked worldwide.
- Mobile gross bookings for the year totaled nearly \$5.3 billion, a 57 percent increase year-over-year.
- Marriott repurchased \$2.8 billion of the company's common stock and paid \$543 million in dividends.
- Marriott disclosed a data security incident involving the Starwood guest reservation database.
- The company completed its integration of Starwood Hotels & Resorts Worldwide as of the end of 2018.

##### **2019**

- Marriott added more than 78,000 rooms in 2019 and signed agreements for over 136,000 new rooms during the year. The pipeline reached approximately 515,000 rooms, including more than 23,000 rooms approved, but not yet subject to signed contracts.
- At year-end, the company had roughly 1,380,000 rooms worldwide in 134 countries.
- Marriott opened its 7,000<sup>th</sup> property, the St. Regis Hong Kong.
- The company announced the launch of Homes & Villas by Marriott International. A home rental platform, HVMi offered 6,000 premium and luxury homes located in over 190 destinations throughout the United States, Europe, the Caribbean and Latin America as of year-end 2019.
- Marriott also announced the launch of its all-inclusive platform with the announcement of five signed management contracts for hotels expected to open between 2022 and 2025. Rather than creating a new brand, the company intends to leverage existing full-service and luxury brands.
- In December, the company completed its acquisition of Elegant Hotels Group plc. The transaction added 7 hotels and nearly 600 rooms to the company's portfolio, the majority of which are all-inclusive, jumpstarting the company's entrance into the all-inclusive space.
- Marriott purchased the 270-room W New York – Union Square for \$206 million. The company has plans for a significant renovation to transform the existing hotel into a cutting-edge W Hotels showcase.
- In early 2019, the company introduced its re-branded travel program, Marriott Bonvoy. The program reached 141 million members as of year-end 2019.

#### **IV. CORPORATE HISTORY (continued)**

##### **2019 (continued)**

- The company's Enhanced Reservation System (ERS) was rolled out to over 1,100 hotels as of year-end, allowing guests to select rooms based on a variety of characteristics such as bed type, view, high floor and the like.
- As of year-end 2019, mobile check-in and checkout was available at nearly every hotel worldwide and keyless entry was available in over 2,900 hotels.
- Gross bookings on Marriott's digital platforms totaled nearly \$26 billion, a 20 percent increase year-over-year, representing 33 percent of systemwide room nights booked worldwide.
- Mobile gross bookings for the year totaled roughly \$8.6 billion, a 64 percent increase year-over-year.
- Marriott repurchased \$2.3 billion of the company's common stock and paid \$612 million in dividends.

##### **2020**

- The global travel industry was severely impacted by the spread of COVID-19. Marriott saw unprecedented business declines, with the trough worldwide RevPAR decline of 90 percent year over year and occupancy of 12 percent in April. While still well below 2019 levels, fundamentals had improved meaningfully by the end of the year. Worldwide RevPAR declined 64 percent year over year in December and occupancy was 32 percent.
- For full year 2020, worldwide RevPAR declined 66 percent and occupancy reached 35 percent.
- For the first time since the company went public in 1953, the company suspended its dividend after paying the first quarter dividend of \$156 million. The company also suspended share repurchases in February after repurchasing \$150 million of stock.
- As of year-end 2020, keyless entry was available in over 4,000 hotels.
- Marriott's home rental platform, HVMI, offered 18,000 premium and luxury homes located in over 200 destinations throughout the United States, Canada, Europe, Middle East, Africa, the Caribbean and Latin America as of year-end 2020.
- Marriott added nearly 63,000 rooms in 2020, including its 800th property in the Asia Pacific region, and signed agreements for over 67,000 new rooms during the year. The pipeline reached more than 498,000 rooms at year-end 2020, including (i) roughly 20,000 rooms approved, but not yet subject to signed contracts, (ii) over 229,000 rooms under construction, and (iii) nearly 249,000 signed rooms not under construction.
- At year-end, the company had more than 1,423,000 rooms worldwide in 133 countries.

##### **2021**

- On February 15, 2021, Arne Sorenson, President and Chief Executive Officer, passed away from pancreatic cancer.
- On February 23, 2021, the Board of Directors appointed Anthony Capuano as Chief Executive Officer and Stephanie Linnartz as President.
- The global travel industry continued to be impacted by the spread of COVID-19. While still well below 2019 levels, fundamentals improved meaningfully throughout the year, progressing from down 59 percent in the first quarter of 2021 compared to 2019, to down only 19 percent in the fourth quarter.
- For full year 2021, worldwide RevPAR grew 60 percent year over year and occupancy reached 51 percent.
- As of year-end 2021, keyless entry was available in more than 5,300 hotels.
- Marriott's home rental platform, HVMI, offered 52,000 premium and luxury homes located throughout the United States, Canada, Australia/New Zealand, Europe, Middle East, Africa, the Caribbean, and Latin America as of year-end 2021.
- Marriott signed a long-term agreement with Sunwing Travel Group's hotel division, Blue Diamond Resorts, adding 19 franchised resorts totaling nearly 7,000 rooms to the company's all-inclusive platform, propelling the company into the top 10 of global all-inclusive players.

#### IV. CORPORATE HISTORY (continued)

##### 2021 (continued)

- Marriott added more than 86,000 rooms in 2021, a new company record, and signed agreements for approximately 92,000 new rooms during the year. At year-end 2021, the pipeline consisted of roughly 485,000 rooms, including (i) approximately 19,000 rooms approved, but not yet subject to signed contracts, (ii) more than 202,000 rooms under construction, and (iii) over 264,000 signed rooms not under construction.
- At year-end, the company had more than 1,479,000 rooms worldwide in 139 countries and territories.
- The company's loyalty program, Marriott Bonvoy, had more than 160 million members at year-end 2021.

##### 2022

- At the Marriott International annual meeting in May, Mr. Marriott retired after more than 66 years of service with the company and the Board named him Chairman Emeritus. The Board elected David S. Marriott as its next Chairman.
- In June 2022, the company announced it was suspending operations in Russia as a result of US, UK and EU restrictions on operating in Russia as a result of the conflict in Ukraine.
- The first Ritz-Carlton Yacht, *Evrima*, set sail on its maiden voyage on October 15.
- Marriott announced its expansion into apartment-style accommodations with the launch of Apartments by Marriott Bonvoy™. The company plans to introduce the brand in the upper-upscale and luxury space in the U.S. & Canada, distinguished from Marriott's existing extended-stay brands, with distinctly designed 1- to 3-bedroom accommodations that reflect the local neighborhood for independent travelers seeking more space and residential amenities.
- For full year 2022, worldwide RevPAR grew 51 percent year over year and occupancy reached 64 percent. All regions, with the exception of Greater China, had more than fully recovered to 2019 RevPAR levels by year-end.
- As of year-end 2022, keyless entry was available in roughly 6,100 hotels.
- Marriott's home rental platform, HVMI, offered roughly 100,000 premium and luxury homes located throughout the United States, Canada, Australia/New Zealand, Europe, Middle East, Africa, the Caribbean, and Latin America as of year-end 2022.
- Marriott added more than 65,000 rooms in 2022 and signed agreements for nearly 108,000 new rooms during the year. At year-end 2022, the pipeline consisted of more than 496,000 rooms, including (i) approximately 22,300 rooms approved, but not yet subject to signed contracts, (ii) approximately 199,000 rooms under construction, and (iii) over 275,000 signed rooms not under construction.
- At year-end, the company had over 1,525,000 rooms worldwide in 138 countries and territories.
- The company's loyalty program, Marriott Bonvoy, had more than 177 million members at year-end 2022.

##### 2023

- Stephanie Linnartz, President of Marriott International, left the company in February and Anthony Capuano was appointed President.
- In May, the company completed its acquisition of the City Express Brand portfolio. With the acquisition, Marriott entered the affordable midscale segment and launched its 31<sup>st</sup> brand, City Express by Marriott.
- Marriott announced plans to further expand in the affordable midscale space with a new extended stay lodging brand, StudioRes, in the U.S. & Canada. The brand is intended to deliver reasonably priced modern comfort for guests seeking longer stays.
- Marriott and MGM Resorts International announced an exclusive long-term strategic licensing agreement and the creation of MGM Collection with Marriott Bonvoy encompassing 17 of MGM's resorts. The new offering is expected to launch in early 2024.
- The company also announced the launch of Four Points Express by Marriott, a midscale offering in the Europe, Middle East & Africa region.
- As of year-end 2023, keyless entry was available in roughly 6,900 hotels.

#### **IV. CORPORATE HISTORY (continued)**

##### **2023 (continued)**

- Marriott's home rental platform, HVMI, offered roughly 140,000 premium and luxury homes located throughout the world as of year-end 2023.
- Marriott added more than 81,300 rooms in 2023, including roughly 17,500 City Express rooms, and signed agreements for nearly 108,000 new rooms during the year, including 37,000 new MGM rooms. At year-end 2023, the pipeline consisted of roughly 573,000 rooms, including (i) over 21,000 rooms approved, but not yet subject to signed contracts, (ii) more than 232,000 rooms under construction, and (iii) approximately 320,000 signed rooms not under construction.
- At year-end, the company had more than 1,597,000 rooms worldwide in 139 countries and territories.
- The company's loyalty program, Marriott Bonvoy, had more than 196 million members at year-end 2023.

##### **2024**

- Marriott added more than 123,000 rooms in 2024, including over 37,000 rooms under its agreement with MGM Resorts International, and signed agreements for over 162,000 new rooms during the year.
- At the end of the year, the company's worldwide development pipeline totaled 3,766 properties with over 577,000 rooms, including 175 properties with roughly 29,000 rooms approved for development, but not yet subject to signed contracts. The year-end pipeline included 1,381 properties with over 229,000 rooms under construction, including hotels that are in the process of converting to the Marriott's system.
- At year-end, the company had more than 1,706,000 rooms worldwide in 144 countries and territories.
- The Marriott Bonvoy loyalty program had nearly 228 million members at year-end 2024.
- The company announced the expansion of the City Express by Marriott brand into the United States & Canada, marking Marriott's entry into the affordable midscale transient segment in the region.
- The second Ritz-Carlton Yacht, Ilma, set sail on its maiden voyage on September 2.
- Marriott opened its 9,000<sup>th</sup> property, the St. Regis Long Boat Key Resort in Florida.
- Marriott announced a long-term licensing agreement with Sonder, expected to add approximately 11,000 apartment-style rooms to the company's open and pipeline portfolio.
- The company announced the expansion of its outdoor-focused lodging offerings through two founding deals with key players in the outdoor lodging segment. The deals included the acquisition of the Postcard Cabins brand, and the execution of a long-term agreement with Trailborn.
- Marriott verified its near and long-term science-based emission reduction targets with the Science Based Target initiative, a global climate action organization that develops tools that allow business to set greenhouse gas emission reduction targets in line with data-drive methodology.

##### **2025**

- Marriott added nearly 100,000 gross rooms into the system and signed agreements for approximately 163,000 organic rooms during the year.
- At the end of the year, the company's worldwide development pipeline totaled 4,056 properties with nearly 610,000 rooms, including 234 properties with over 35,000 rooms approved for development, but not yet subject to signed contracts. The year-end pipeline included 1,648 properties with nearly 265,000 rooms under construction, including hotels that are in the process of converting to the Marriott's system.
- At year-end, the company had nearly 1,780,000 rooms worldwide in 145 countries and territories.
- The Marriott Bonvoy loyalty program had nearly 271 million members at year-end 2025.
- Acquired the citizenM brand, known for its genuine service, tech-enabled hotel experience, highly efficient use of space, and distinctive focus on art and design, adding more than 35 hotels and nearly 9,000 rooms to the system at year-end.
- Launched Series by Marriott™, a new global collection brand for the midscale and upscale segments.
- Celebrated the official launch of the Outdoor Collection by Marriott Bonvoy™, featuring design-forward, outdoor-centric stays in exceptional destinations.

#### **IV. CORPORATE HISTORY (continued)**

##### **2025 (continued)**

- Celebrated the opening of the first StudioRes, Marriott's new extended-stay midscale brand, in Fort Myers, FL.
- Debuted the City Express by Marriott brand in new markets globally including Brazil, El Salvador and Japan.
- The third Ritz-Carlton Yacht, Luminara, set sail on its maiden voyage on July 3.

## V. ROOM AND UNIT COUNTS - WORLDWIDE

2022

	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
<b>Marriott Hotels<sup>1,2</sup></b>								
Owned	2	711	2	711	2	711	2	711
Leased	6	2,661	6	2,661	6	2,661	6	2,661
Managed <sup>4</sup>	295	113,119	298	113,907	295	113,091	273	110,158
Franchised	291	91,033	293	91,542	289	90,579	294	91,913
Residences	2	246	2	246	2	246	2	246
	<u>596</u>	<u>207,770</u>	<u>601</u>	<u>209,067</u>	<u>594</u>	<u>207,288</u>	<u>577</u>	<u>205,689</u>
<b>JW Marriott</b>								
Leased	1	496	1	496	1	496	1	496
Managed	84	36,117	87	36,990	87	37,115	89	37,453
Franchised	22	8,552	24	8,961	23	8,786	23	8,786
	<u>107</u>	<u>45,165</u>	<u>112</u>	<u>46,447</u>	<u>111</u>	<u>46,397</u>	<u>113</u>	<u>46,735</u>
<b>Marriott Executive Apartments<sup>3</sup></b>								
Managed	34	4,866	34	4,866	34	4,866	34	4,866
Franchised	1	66	1	66	1	66	2	142
	<u>35</u>	<u>4,932</u>	<u>35</u>	<u>4,932</u>	<u>35</u>	<u>4,932</u>	<u>36</u>	<u>5,008</u>
<b>Sheraton</b>								
Owned	3	1,724	3	1,724	3	1,724	3	1,724
Leased	1	106	1	106	1	106	1	106
Managed <sup>4</sup>	209	84,495	207	82,676	210	83,662	208	82,198
Franchised	221	66,069	223	68,066	222	67,898	218	66,918
Residences	1	50	1	50	2	282	2	282
	<u>435</u>	<u>152,444</u>	<u>435</u>	<u>152,622</u>	<u>438</u>	<u>153,672</u>	<u>432</u>	<u>151,228</u>
<b>Westin</b>								
Owned	1	1,073	1	1,073	1	1,073	1	1,073
Managed	115	45,035	116	45,408	116	45,408	116	45,410
Franchised	116	38,392	117	38,535	117	38,526	118	38,676
Residences	4	275	4	275	4	275	4	275
	<u>236</u>	<u>84,775</u>	<u>238</u>	<u>85,291</u>	<u>238</u>	<u>85,282</u>	<u>239</u>	<u>85,434</u>
<b>Renaissance</b>								
Leased	3	822	3	822	3	822	3	822
Managed	81	28,194	80	28,083	79	28,141	78	27,934
Franchised	90	25,164	92	25,591	93	25,615	93	25,561
	<u>174</u>	<u>54,180</u>	<u>175</u>	<u>54,496</u>	<u>175</u>	<u>54,578</u>	<u>174</u>	<u>54,317</u>
<b>Le Meridien</b>								
Managed	70	19,247	71	19,624	71	19,624	73	20,219
Franchised	40	9,670	41	9,967	42	10,189	42	10,245
Residences	1	15	1	15	1	15	1	15
	<u>111</u>	<u>28,932</u>	<u>113</u>	<u>29,606</u>	<u>114</u>	<u>29,828</u>	<u>116</u>	<u>30,479</u>
<b>Autograph Collection</b>								
Owned <sup>7</sup>	5	458	5	458	5	458	4	243
Leased	1	118	1	118	1	118	1	118
Managed <sup>4</sup>	24	4,945	26	5,087	28	5,461	31	6,022
Franchised	231	47,355	234	47,928	238	48,455	246	50,734
	<u>261</u>	<u>52,876</u>	<u>266</u>	<u>53,591</u>	<u>272</u>	<u>54,492</u>	<u>282</u>	<u>57,117</u>
<b>Delta Hotels by Marriott</b>								
Managed	27	7,247	27	7,247	27	7,247	52	11,726
Franchised	67	14,956	71	16,341	72	16,553	73	16,680
	<u>94</u>	<u>22,203</u>	<u>98</u>	<u>23,588</u>	<u>99</u>	<u>23,800</u>	<u>125</u>	<u>28,406</u>

## V. ROOM AND UNIT COUNTS - WORLDWIDE

2022

	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
<b><u>Gaylord Hotels</u></b>								
Managed	6	10,220	6	10,220	6	10,220	6	10,220
	<u>6</u>	<u>10,220</u>	<u>6</u>	<u>10,220</u>	<u>6</u>	<u>10,220</u>	<u>6</u>	<u>10,220</u>
<b><u>The Ritz-Carlton</u></b>								
Leased	2	550	2	550	2	550	2	550
Managed <sup>4</sup>	110	29,052	111	29,262	110	28,814	112	29,405
Franchised	1	429	1	429	1	429	1	429
Residences	52	5,365	53	5,448	53	5,452	54	5,531
	<u>165</u>	<u>35,396</u>	<u>167</u>	<u>35,689</u>	<u>166</u>	<u>35,245</u>	<u>169</u>	<u>35,915</u>
<b><u>The Luxury Collection</u></b>								
Owned <sup>8</sup>	2	130	2	130	2	130	1	96
Leased	2	287	2	287	2	287	2	287
Managed	56	11,091	53	10,565	53	10,564	53	10,564
Franchised	63	12,519	67	13,147	68	13,560	68	13,456
Residences	4	206	4	206	4	206	4	206
	<u>127</u>	<u>24,233</u>	<u>128</u>	<u>24,335</u>	<u>129</u>	<u>24,747</u>	<u>128</u>	<u>24,609</u>
<b><u>W Hotels</u></b>								
Owned	1	270	1	270	1	270	1	270
Leased	3	1,174	3	1,174	3	1,174	3	1,174
Managed <sup>4</sup>	59	16,206	61	16,658	62	16,922	62	16,922
Franchised	-	-	-	-	1	246	1	246
Residences	14	1,448	16	1,635	17	1,636	17	1,636
	<u>77</u>	<u>19,098</u>	<u>81</u>	<u>19,737</u>	<u>84</u>	<u>20,248</u>	<u>84</u>	<u>20,248</u>
<b><u>St. Regis</u></b>								
Leased	1	160	1	160	1	160	1	160
Managed <sup>4</sup>	50	11,191	50	11,152	49	10,952	52	11,633
Residences	19	2,127	19	2,147	19	2,147	21	2,686
	<u>70</u>	<u>13,478</u>	<u>70</u>	<u>13,459</u>	<u>69</u>	<u>13,259</u>	<u>74</u>	<u>14,479</u>
<b><u>Design Hotels</u></b>								
Franchised	19	2,375	19	2,375	19	2,362	50	4,854
	<u>19</u>	<u>2,375</u>	<u>19</u>	<u>2,375</u>	<u>19</u>	<u>2,362</u>	<u>50</u>	<u>4,854</u>
<b><u>Tribute Portfolio</u></b>								
Owned <sup>9</sup>	-	-	-	-	-	-	2	249
Managed	6	604	6	604	7	947	8	1,150
Franchised	67	9,870	69	10,039	74	10,960	79	11,137
	<u>73</u>	<u>10,474</u>	<u>75</u>	<u>10,643</u>	<u>81</u>	<u>11,907</u>	<u>89</u>	<u>12,536</u>
<b><u>EDITION</u></b>								
Managed	14	3,329	14	3,423	15	3,595	15	3,595
Residences	2	45	3	90	3	90	3	90
	<u>16</u>	<u>3,374</u>	<u>17</u>	<u>3,513</u>	<u>18</u>	<u>3,685</u>	<u>18</u>	<u>3,685</u>
<b><u>Bulgari</u></b>								
Managed	5	442	5	442	5	442	5	442
Franchised	2	161	2	161	2	161	2	161
Residences	5	514	5	514	5	514	5	514
	<u>12</u>	<u>1,117</u>	<u>12</u>	<u>1,117</u>	<u>12</u>	<u>1,117</u>	<u>12</u>	<u>1,117</u>

## V. ROOM AND UNIT COUNTS - WORLDWIDE

2022

	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
<b><u>Courtyard</u></b>								
Owned	4	794	4	794	4	794	4	794
Leased	19	2,904	19	2,904	19	2,914	19	2,914
Managed	277	50,677	277	50,680	274	50,098	280	51,070
Franchised	962	134,175	966	134,909	971	135,626	977	136,399
	<u>1,262</u>	<u>188,550</u>	<u>1,266</u>	<u>189,287</u>	<u>1,268</u>	<u>189,432</u>	<u>1,280</u>	<u>191,177</u>
<b><u>Residence Inn</u></b>								
Owned	2	332	2	332	2	332	2	332
Managed	84	13,181	85	13,315	85	13,315	85	13,315
Franchised	792	94,824	793	95,114	793	95,093	798	95,554
	<u>878</u>	<u>108,337</u>	<u>880</u>	<u>108,761</u>	<u>880</u>	<u>108,740</u>	<u>885</u>	<u>109,201</u>
<b><u>Fairfield by Marriott</u></b>								
Managed	62	9,112	65	9,360	66	9,524	73	10,385
Franchised	1,158	112,074	1,167	112,951	1,177	114,170	1,180	114,458
	<u>1,220</u>	<u>121,186</u>	<u>1,232</u>	<u>122,311</u>	<u>1,243</u>	<u>123,694</u>	<u>1,253</u>	<u>124,843</u>
<b><u>SpringHill Suites</u></b>								
Managed	26	4,360	25	4,241	26	4,363	25	4,241
Franchised	491	56,809	499	57,771	502	58,181	507	58,773
	<u>517</u>	<u>61,169</u>	<u>524</u>	<u>62,012</u>	<u>528</u>	<u>62,544</u>	<u>532</u>	<u>63,014</u>
<b><u>Four Points</u></b>								
Managed	78	21,815	81	22,470	82	22,843	85	23,401
Franchised	221	34,418	219	34,097	217	33,768	221	34,526
	<u>299</u>	<u>56,233</u>	<u>300</u>	<u>56,567</u>	<u>299</u>	<u>56,611</u>	<u>306</u>	<u>57,927</u>
<b><u>TownePlace Suites</u></b>								
Managed	6	825	6	825	6	825	6	825
Franchised	473	48,192	475	48,424	477	48,594	480	48,894
	<u>479</u>	<u>49,017</u>	<u>481</u>	<u>49,249</u>	<u>483</u>	<u>49,419</u>	<u>486</u>	<u>49,719</u>
<b><u>Aloft</u></b>								
Managed	45	10,065	46	10,240	46	10,240	46	10,232
Franchised	167	24,395	169	24,676	172	25,104	176	25,684
	<u>212</u>	<u>34,460</u>	<u>215</u>	<u>34,916</u>	<u>218</u>	<u>35,344</u>	<u>222</u>	<u>35,916</u>
<b><u>AC Hotels by Marriott</u></b>								
Managed	75	9,425	77	9,778	75	9,631	75	9,631
Franchised	135	23,070	137	23,426	143	24,309	147	24,986
	<u>210</u>	<u>32,495</u>	<u>214</u>	<u>33,204</u>	<u>218</u>	<u>33,940</u>	<u>222</u>	<u>34,617</u>
<b><u>Protea Hotels</u></b>								
Leased	5	912	5	912	5	912	5	912
Managed	27	3,296	27	3,296	26	3,151	25	3,081
Franchised	34	2,636	34	2,636	34	2,636	35	2,706
	<u>66</u>	<u>6,844</u>	<u>66</u>	<u>6,844</u>	<u>65</u>	<u>6,699</u>	<u>65</u>	<u>6,699</u>
<b><u>Element</u></b>								
Managed	14	2,913	14	2,913	14	2,913	16	3,361
Franchised	75	9,994	77	10,297	79	10,560	81	10,855
	<u>89</u>	<u>12,907</u>	<u>91</u>	<u>13,210</u>	<u>93</u>	<u>13,473</u>	<u>97</u>	<u>14,216</u>
<b><u>Moxy</u></b>								
Managed	5	887	5	887	5	887	6	1,092
Franchised	105	19,853	106	20,067	110	20,807	116	22,016
	<u>110</u>	<u>20,740</u>	<u>111</u>	<u>20,954</u>	<u>115</u>	<u>21,694</u>	<u>122</u>	<u>23,108</u>

## V. ROOM AND UNIT COUNTS - WORLDWIDE

2022

	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
<b>Timeshare<sup>5</sup></b>	92	22,701	92	22,701	92	22,701	93	22,745
<b>Yacht</b>	-	-	-	-	-	-	1	149
<b>Total</b>								
Owned	20	5,492	20	5,492	20	5,492	20	5,492
Leased	44	10,190	44	10,190	44	10,200	44	10,200
Managed	1,944	551,956	1,960	554,219	1,959	554,861	1,989	560,551
Franchised	5,844	887,051	5,896	897,516	5,937	903,233	6,028	914,789
Residences	104	10,291	108	10,626	110	10,863	113	11,481
Timeshare	92	22,701	92	22,701	92	22,701	93	22,745
Yacht	-	-	-	-	-	-	1	149
<b>Total</b>	<b>8,048</b>	<b>1,487,681</b>	<b>8,120</b>	<b>1,500,744</b>	<b>8,162</b>	<b>1,507,350</b>	<b>8,288</b>	<b>1,525,407</b>
Total Countries/Territories <sup>6</sup>	139		139		138		138	

<sup>1</sup> Includes Marriott Conference Centers.

<sup>2</sup> The Camelback hotel is a managed property; however, Marriott owns certain common areas that are shown as fixed assets by Marriott.

<sup>3</sup> Marriott Executive Apartments includes 36 branded Marriott Executive Apartments (5,008 rooms).

<sup>4</sup> Includes Serviced Apartments in the following brands: Ritz-Carlton in Tokyo (244 rooms), Jakarta (139 rooms), Guangzhou (91 rooms), Dubai (123 rooms), Tianjin (118 rooms); St Regis in Beijing (70 rooms); W Hotels in Guangzhou (160 rooms); and Autograph Collection in Doha (158 rooms).

<sup>5</sup> Timeshare room counts are reported one quarter in arrears.

<sup>6</sup> Total Countries and Territories includes the United States and other countries and territories.

<sup>7</sup> Includes four properties acquired when we purchased Elegant Hotels Group in December 2019 which we currently intend to re-brand under the Autograph Collection brand following the completion of planned renovations.

<sup>8</sup> Includes one property acquired when we purchased Elegant Hotels Group in December 2019 which we currently intend to re-brand under The Luxury Collection brand following the completion of planned renovations.

<sup>9</sup> Includes two properties acquired when we purchased Elegant Hotels Group in December 2019 which we currently intend to re-brand under the Tribute Portfolio brand following the completion of planned renovations.

The Las Vegas assemblage (MHR, Courtyard and Residence Inn) is included with the Owned properties.

## V. ROOM AND UNIT COUNTS - WORLDWIDE

2023

	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
<b>Marriott Hotels<sup>1,2</sup></b>								
Owned	2	711	2	711	1	278	1	278
Leased	6	2,661	6	2,661	6	2,661	6	2,661
Managed	272	109,784	275	111,103	281	113,324	283	114,192
Franchised	297	92,673	296	92,568	296	92,573	297	92,933
Residences	2	246	2	246	2	246	4	981
	<u>579</u>	<u>206,075</u>	<u>581</u>	<u>207,289</u>	<u>586</u>	<u>209,082</u>	<u>591</u>	<u>211,045</u>
<b>JW Marriott</b>								
Leased	1	496	1	496	1	496	1	496
Managed	92	37,832	94	38,489	96	39,082	96	39,129
Franchised	23	8,786	24	8,805	24	8,805	24	8,805
Residences	-	-	1	36	-	-	1	62
	<u>116</u>	<u>47,114</u>	<u>120</u>	<u>47,826</u>	<u>121</u>	<u>48,383</u>	<u>122</u>	<u>48,492</u>
<b>Marriott Executive Apartments</b>								
Managed	35	5,030	36	5,159	36	5,159	36	5,171
Franchised	2	142	2	142	2	142	2	154
	<u>37</u>	<u>5,172</u>	<u>38</u>	<u>5,301</u>	<u>38</u>	<u>5,301</u>	<u>38</u>	<u>5,325</u>
<b>Sheraton</b>								
Owned	3	1,724	3	1,724	3	1,724	3	1,724
Leased	1	106	1	106	1	106	1	106
Managed	208	82,250	210	82,726	211	83,187	211	83,646
Franchised	219	67,205	218	66,612	218	66,484	221	66,718
Residences	2	282	2	282	3	472	3	472
	<u>433</u>	<u>151,567</u>	<u>434</u>	<u>151,450</u>	<u>436</u>	<u>151,973</u>	<u>439</u>	<u>152,666</u>
<b>Westin</b>								
Owned	1	1,073	1	1,073	1	1,073	1	1,073
Managed	119	46,363	120	46,534	122	47,133	120	46,701
Franchised	118	38,676	119	38,933	120	39,331	122	40,383
Residences	4	275	5	619	5	619	5	619
	<u>242</u>	<u>86,387</u>	<u>245</u>	<u>87,159</u>	<u>248</u>	<u>88,156</u>	<u>248</u>	<u>88,776</u>
<b>Renaissance</b>								
Leased	3	822	3	822	3	822	2	505
Managed	78	27,934	77	27,572	78	27,790	77	26,479
Franchised	93	25,561	94	25,746	95	25,957	96	26,274
Residences	-	-	-	-	-	-	1	112
	<u>174</u>	<u>54,317</u>	<u>174</u>	<u>54,140</u>	<u>176</u>	<u>54,569</u>	<u>176</u>	<u>53,370</u>
<b>Le Meridien</b>								
Managed	74	20,455	73	20,137	74	20,280	73	19,900
Franchised	43	10,385	45	10,993	46	11,237	46	11,129
Residences	1	15	1	62	1	62	1	62
	<u>118</u>	<u>30,855</u>	<u>119</u>	<u>31,192</u>	<u>121</u>	<u>31,579</u>	<u>120</u>	<u>31,091</u>
<b>Autograph Collection</b>								
Owned	4	243	4	243	4	243	4	243
Leased	1	118	1	118	1	118	1	118
Managed	31	6,022	32	6,384	33	6,439	33	6,590
Franchised	248	51,125	256	52,073	260	52,800	266	53,933
	<u>284</u>	<u>57,508</u>	<u>293</u>	<u>58,818</u>	<u>298</u>	<u>59,600</u>	<u>304</u>	<u>60,884</u>
<b>Delta Hotels by Marriott</b>								
Managed	52	11,726	52	11,726	52	11,822	52	11,822
Franchised	74	16,829	76	17,271	80	18,195	83	18,692
	<u>126</u>	<u>28,555</u>	<u>128</u>	<u>28,997</u>	<u>132</u>	<u>30,017</u>	<u>135</u>	<u>30,514</u>
<b>Gaylord Hotels</b>								
Managed	6	10,220	6	10,220	6	10,220	6	10,220
	<u>6</u>	<u>10,220</u>	<u>6</u>	<u>10,220</u>	<u>6</u>	<u>10,220</u>	<u>6</u>	<u>10,220</u>
<b>The Ritz-Carlton</b>								
Leased	2	550	2	550	2	550	2	550
Managed	113	29,648	115	29,901	115	29,986	116	30,200
Franchised	1	429	1	429	1	429	1	429
Residences	56	5,869	57	5,937	57	5,939	59	6,219
	<u>172</u>	<u>36,496</u>	<u>175</u>	<u>36,817</u>	<u>175</u>	<u>36,904</u>	<u>178</u>	<u>37,398</u>

## V. ROOM AND UNIT COUNTS - WORLDWIDE

2023

	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
<b>The Luxury Collection</b>								
Owned	1	96	1	96	1	96	1	96
Leased	2	287	2	287	2	287	2	287
Managed	52	10,360	47	10,279	47	10,279	46	10,115
Franchised	64	12,784	63	12,714	63	12,700	64	12,930
Residences	4	206	4	206	4	206	4	206
	<u>123</u>	<u>23,733</u>	<u>117</u>	<u>23,582</u>	<u>117</u>	<u>23,568</u>	<u>117</u>	<u>23,634</u>
<b>W Hotels</b>								
Owned	1	270	1	270	1	270	1	270
Leased	3	1,174	3	1,174	3	1,174	3	1,174
Managed	62	16,922	62	16,915	64	17,623	66	18,454
Franchised	1	246	1	246	1	246	1	246
Residences	17	1,636	17	1,636	17	1,639	17	1,639
	<u>84</u>	<u>20,248</u>	<u>84</u>	<u>20,241</u>	<u>86</u>	<u>20,952</u>	<u>88</u>	<u>21,783</u>
<b>St. Regis</b>								
Leased	1	160	1	160	1	160	1	160
Managed	53	11,757	54	11,949	55	12,049	57	12,222
Residences	22	2,758	22	2,758	22	2,826	23	2,975
	<u>76</u>	<u>14,675</u>	<u>77</u>	<u>14,867</u>	<u>78</u>	<u>15,035</u>	<u>81</u>	<u>15,357</u>
<b>Design Hotels</b>								
Franchised	60	5,459	80	6,572	92	7,341	111	8,702
	<u>60</u>	<u>5,459</u>	<u>80</u>	<u>6,572</u>	<u>92</u>	<u>7,341</u>	<u>111</u>	<u>8,702</u>
<b>Tribute Portfolio</b>								
Owned	2	249	2	249	2	249	2	249
Managed	8	1,150	9	1,252	9	1,251	10	1,283
Franchised	85	12,262	92	13,414	95	13,902	106	15,595
	<u>95</u>	<u>13,661</u>	<u>103</u>	<u>14,915</u>	<u>106</u>	<u>15,402</u>	<u>118</u>	<u>17,127</u>
<b>EDITION</b>								
Managed	15	3,595	16	3,688	16	3,688	19	4,158
Residences	3	90	3	90	3	82	3	82
	<u>18</u>	<u>3,685</u>	<u>19</u>	<u>3,778</u>	<u>19</u>	<u>3,770</u>	<u>22</u>	<u>4,240</u>
<b>Bulgari</b>								
Managed	5	442	7	654	7	654	7	650
Franchised	2	161	2	161	2	161	2	161
Residences	5	514	5	514	5	519	5	519
	<u>12</u>	<u>1,117</u>	<u>14</u>	<u>1,329</u>	<u>14</u>	<u>1,334</u>	<u>14</u>	<u>1,330</u>
<b>Courtyard</b>								
Owned	4	794	4	794	4	794	4	794
Leased	7	1,087	7	1,087	7	1,087	7	1,087
Managed	281	51,523	284	52,229	284	52,180	282	52,769
Franchised	995	138,953	999	139,463	1,008	140,827	1,019	142,310
	<u>1,287</u>	<u>192,357</u>	<u>1,294</u>	<u>193,573</u>	<u>1,303</u>	<u>194,888</u>	<u>1,312</u>	<u>196,960</u>
<b>Residence Inn</b>								
Owned	2	332	2	332	2	332	2	332
Managed	82	12,973	82	12,973	82	12,973	82	12,973
Franchised	806	96,537	811	97,119	815	97,505	819	98,141
	<u>890</u>	<u>109,842</u>	<u>895</u>	<u>110,424</u>	<u>899</u>	<u>110,810</u>	<u>903</u>	<u>111,446</u>
<b>Fairfield by Marriott</b>								
Managed	72	9,694	77	10,308	80	10,638	84	11,289
Franchised	1,185	115,390	1,191	116,278	1,198	117,345	1,206	118,093
	<u>1,257</u>	<u>125,084</u>	<u>1,268</u>	<u>126,586</u>	<u>1,278</u>	<u>127,983</u>	<u>1,290</u>	<u>129,382</u>
<b>SpringHill Suites</b>								
Managed	25	4,241	25	4,241	25	4,241	25	4,241
Franchised	510	59,116	511	59,267	518	60,135	522	60,533
	<u>535</u>	<u>63,357</u>	<u>536</u>	<u>63,508</u>	<u>543</u>	<u>64,376</u>	<u>547</u>	<u>64,774</u>
<b>Four Points</b>								
Managed	85	23,350	86	23,777	86	23,973	87	24,264
Franchised	221	34,526	218	34,078	220	34,318	222	34,708
	<u>306</u>	<u>57,876</u>	<u>304</u>	<u>57,855</u>	<u>306</u>	<u>58,291</u>	<u>309</u>	<u>58,972</u>
<b>TownePlace Suites</b>								
Managed	6	825	6	825	6	825	6	825
Franchised	486	49,296	489	49,571	491	49,725	497	50,238
	<u>492</u>	<u>50,121</u>	<u>495</u>	<u>50,396</u>	<u>497</u>	<u>50,550</u>	<u>503</u>	<u>51,063</u>

## V. ROOM AND UNIT COUNTS - WORLDWIDE

	2023							
	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
<b>Aloft</b>								
Managed	45	9,936	46	10,129	48	10,601	46	10,252
Franchised	179	26,060	180	26,187	180	26,863	186	27,918
	<u>224</u>	<u>35,996</u>	<u>226</u>	<u>36,316</u>	<u>228</u>	<u>37,464</u>	<u>232</u>	<u>38,170</u>
<b>AC Hotels by Marriott</b>								
Managed	75	9,631	76	9,978	76	9,978	76	9,977
Franchised	151	25,575	154	25,985	157	26,498	160	27,001
	<u>226</u>	<u>35,206</u>	<u>230</u>	<u>35,963</u>	<u>233</u>	<u>36,476</u>	<u>236</u>	<u>36,978</u>
<b>Protea Hotels</b>								
Leased	5	912	5	912	5	912	5	912
Managed	25	3,081	25	3,081	24	2,901	24	2,897
Franchised	35	2,705	33	2,622	34	2,802	34	2,802
	<u>65</u>	<u>6,698</u>	<u>63</u>	<u>6,615</u>	<u>63</u>	<u>6,615</u>	<u>63</u>	<u>6,611</u>
<b>Element</b>								
Managed	16	3,361	17	3,762	18	3,942	17	3,613
Franchised	82	10,981	82	10,981	82	10,981	82	10,981
	<u>98</u>	<u>14,342</u>	<u>99</u>	<u>14,743</u>	<u>100</u>	<u>14,923</u>	<u>99</u>	<u>14,594</u>
<b>Moxy</b>								
Managed	6	1,092	7	1,472	8	1,773	9	1,931
Franchised	118	22,363	123	23,120	125	23,473	129	24,113
	<u>124</u>	<u>23,455</u>	<u>130</u>	<u>24,592</u>	<u>133</u>	<u>25,246</u>	<u>138</u>	<u>26,044</u>
<b>City Express by Marriott</b>								
Franchised	-	-	149	17,300	149	17,300	150	17,431
	<u>-</u>	<u>-</u>	<u>149</u>	<u>17,300</u>	<u>149</u>	<u>17,300</u>	<u>150</u>	<u>17,431</u>
<b>Apartments by Marriott Bonvoy</b>								
Franchised	-	-	-	-	-	-	1	107
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1</u>	<u>107</u>
<b>Timeshare<sup>3</sup></b>								
	<u>93</u>	<u>22,745</u>	<u>93</u>	<u>22,745</u>	<u>93</u>	<u>22,745</u>	<u>93</u>	<u>22,745</u>
<b>Yacht</b>								
	<u>1</u>	<u>149</u>	<u>1</u>	<u>149</u>	<u>1</u>	<u>149</u>	<u>1</u>	<u>149</u>
<b>Total</b>								
Owned	20	5,492	20	5,492	19	5,059	19	5,059
Leased	32	8,373	32	8,373	32	8,373	31	8,056
Managed	1,993	561,197	2,016	567,463	2,039	573,991	2,046	575,963
Franchised	6,098	924,225	6,309	948,650	6,372	958,075	6,469	971,460
Residences	116	11,891	119	12,386	119	12,610	126	13,948
Timeshare	93	22,745	93	22,745	93	22,745	93	22,745
Yacht	1	149	1	149	1	149	1	149
Total	<u>8,353</u>	<u>1,534,072</u>	<u>8,590</u>	<u>1,565,258</u>	<u>8,675</u>	<u>1,581,002</u>	<u>8,785</u>	<u>1,597,380</u>
Total Countries/Territories <sup>4</sup>	138		139		139		139	

<sup>1</sup> Includes Marriott Conference Centers.

<sup>2</sup> The Camelback hotel is a managed property; however, Marriott owns certain common areas that are shown as fixed assets by Marriott.

<sup>3</sup> Timeshare room counts are reported one quarter in arrears.

<sup>4</sup> Total Countries and Territories includes the United States and other countries and territories.

In the above table, The Luxury Collection, Autograph Collection and Tribute Portfolio include seven total properties that we acquired when we purchased Elegant Hotels Group plc in December 2019 which we currently intend to re-brand under such brands after the completion of planned renovations.

The Las Vegas assemblage (MHR, Courtyard and Residence Inn) is included with the Owned properties.

## V. ROOM AND UNIT COUNTS - WORLDWIDE

2024

	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
<b>AC Hotels by Marriott</b>								
Managed	18	3,161	19	3,404	20	3,595	21	3,735
Franchised/Licensed/Other	218	33,925	220	34,178	220	34,031	223	34,840
	<u>236</u>	<u>37,086</u>	<u>239</u>	<u>37,582</u>	<u>240</u>	<u>37,626</u>	<u>244</u>	<u>38,575</u>
<b>Aloft</b>								
Managed	46	10,201	46	10,201	46	10,196	45	10,003
Franchised/Licensed/Other	187	28,106	189	28,284	190	28,410	192	28,758
	<u>233</u>	<u>38,307</u>	<u>235</u>	<u>38,485</u>	<u>236</u>	<u>38,606</u>	<u>237</u>	<u>38,761</u>
<b>Apartments by Marriott Bonvoy</b>								
Franchised/Licensed/Other	1	107	1	107	1	107	2	231
	<u>1</u>	<u>107</u>	<u>1</u>	<u>107</u>	<u>1</u>	<u>107</u>	<u>2</u>	<u>231</u>
<b>Autograph Collection</b>								
Owned	4	243	4	243	4	243	4	243
Leased	1	118	1	117	1	117	1	117
Managed	24	5,883	24	5,883	26	6,029	26	6,029
Franchised/Licensed/Other	282	59,518	291	62,055	293	62,903	301	64,109
Residences	-	-	1	14	1	14	1	14
	<u>311</u>	<u>65,762</u>	<u>321</u>	<u>68,312</u>	<u>325</u>	<u>69,306</u>	<u>333</u>	<u>70,512</u>
<b>Bulgari Hotels &amp; Resorts</b>								
Managed	7	650	7	650	7	650	7	650
Franchised/Licensed/Other	2	161	2	161	2	161	2	161
Residences	5	519	5	519	5	519	5	526
	<u>14</u>	<u>1,330</u>	<u>14</u>	<u>1,330</u>	<u>14</u>	<u>1,330</u>	<u>14</u>	<u>1,337</u>
<b>City Express by Marriott</b>								
Franchised/Licensed/Other	150	17,431	151	17,571	151	17,571	153	17,777
	<u>150</u>	<u>17,431</u>	<u>151</u>	<u>17,571</u>	<u>151</u>	<u>17,571</u>	<u>153</u>	<u>17,777</u>
<b>Courtyard</b>								
Owned	4	794	4	794	4	794	4	794
Leased	7	1,087	7	1,087	7	1,087	7	1,087
Managed	283	52,925	284	53,116	285	53,561	285	53,561
Franchised/Licensed/Other	1,025	143,262	1,036	145,070	1,040	146,105	1,045	146,738
	<u>1,319</u>	<u>198,068</u>	<u>1,331</u>	<u>200,067</u>	<u>1,336</u>	<u>201,547</u>	<u>1,341</u>	<u>202,180</u>
<b>Delta Hotels by Marriott</b>								
Managed	51	11,694	51	11,694	51	11,695	51	11,695
Franchised/Licensed/Other	84	18,945	87	19,498	88	19,814	88	19,674
	<u>135</u>	<u>30,639</u>	<u>138</u>	<u>31,192</u>	<u>139</u>	<u>31,509</u>	<u>139</u>	<u>31,369</u>
<b>Design Hotels</b>								
Franchised/Licensed/Other	123	9,600	136	10,170	145	10,645	161	12,106
	<u>123</u>	<u>9,600</u>	<u>136</u>	<u>10,170</u>	<u>145</u>	<u>10,645</u>	<u>161</u>	<u>12,106</u>
<b>EDITION</b>								
Managed	19	4,158	20	4,223	20	4,223	20	4,223
Residences	3	82	3	82	3	82	3	82
	<u>22</u>	<u>4,240</u>	<u>23</u>	<u>4,305</u>	<u>23</u>	<u>4,305</u>	<u>23</u>	<u>4,305</u>
<b>Element</b>								
Managed	17	3,613	17	3,613	18	3,771	18	3,771
Franchised/Licensed/Other	83	11,102	86	11,533	89	11,984	92	12,340
	<u>100</u>	<u>14,715</u>	<u>103</u>	<u>15,146</u>	<u>107</u>	<u>15,755</u>	<u>110</u>	<u>16,111</u>
<b>Fairfield by Marriott</b>								
Managed	84	11,279	84	11,279	87	11,660	59	9,555
Franchised/Licensed/Other	1,216	119,344	1,227	120,799	1,236	121,752	1,272	124,695
	<u>1,300</u>	<u>130,623</u>	<u>1,311</u>	<u>132,078</u>	<u>1,323</u>	<u>133,412</u>	<u>1,331</u>	<u>134,250</u>
<b>Four Points</b>								
Managed	86	24,191	88	24,473	91	25,019	95	25,375
Franchised/Licensed/Other	224	35,304	227	36,112	232	36,909	237	38,331
	<u>310</u>	<u>59,495</u>	<u>315</u>	<u>60,585</u>	<u>323</u>	<u>61,928</u>	<u>332</u>	<u>63,706</u>

**Four Points Flex by Sheraton**

Franchised/Licensed/Other	1	65	2	108	4	361	28	5,037
	<u>1</u>	<u>65</u>	<u>2</u>	<u>108</u>	<u>4</u>	<u>361</u>	<u>28</u>	<u>5,037</u>

**Gaylord Hotels**

Managed	6	10,220	6	10,220	6	10,220	6	10,220
	<u>6</u>	<u>10,220</u>	<u>6</u>	<u>10,220</u>	<u>6</u>	<u>10,220</u>	<u>6</u>	<u>10,220</u>

**JW Marriott**

Leased	1	496	1	496	1	496	1	496
Managed	97	39,683	97	39,685	98	40,262	98	40,130
Franchised/Licensed/Other	27	9,344	27	9,344	27	9,353	27	9,353
Residences	1	62	1	62	1	62	3	767
	<u>126</u>	<u>49,585</u>	<u>126</u>	<u>49,587</u>	<u>127</u>	<u>50,173</u>	<u>129</u>	<u>50,746</u>

**Le Meridien**

Managed	72	19,961	72	19,961	71	19,841	69	19,629
Franchised/Licensed/Other	46	11,137	46	11,135	46	11,013	48	11,446
Residences	1	62	1	62	1	62	1	62
	<u>119</u>	<u>31,160</u>	<u>119</u>	<u>31,158</u>	<u>118</u>	<u>30,916</u>	<u>118</u>	<u>31,137</u>

**Marriott Executive Apartments**

Managed	35	5,011	35	5,011	38	5,304	38	5,304
Franchised/Licensed/Other	3	242	3	242	4	509	4	509
	<u>38</u>	<u>5,253</u>	<u>38</u>	<u>5,253</u>	<u>42</u>	<u>5,813</u>	<u>42</u>	<u>5,813</u>

**Marriott Hotels<sup>1</sup>**

Owned	1	274	1	274	1	274	1	274
Leased	6	2,661	6	2,661	6	2,661	6	2,661
Managed	284	114,429	287	114,883	289	115,563	292	116,892
Franchised/Licensed/Other	298	93,123	297	92,648	299	93,105	303	94,011
Residences	4	981	4	981	4	1,011	4	1,145
	<u>593</u>	<u>211,468</u>	<u>595</u>	<u>211,447</u>	<u>599</u>	<u>212,614</u>	<u>606</u>	<u>214,983</u>

**MGM Collection by Marriott Bonvoy<sup>2</sup>**

Franchised/Licensed/Other	12	26,210	12	26,210	12	26,210	12	26,210
	<u>12</u>	<u>26,210</u>	<u>12</u>	<u>26,210</u>	<u>12</u>	<u>26,210</u>	<u>12</u>	<u>26,210</u>

**Moxy**

Managed	12	3,043	13	3,151	14	3,256	14	3,256
Franchised/Licensed/Other	131	24,424	136	25,271	143	26,225	147	27,074
	<u>143</u>	<u>27,467</u>	<u>149</u>	<u>28,422</u>	<u>157</u>	<u>29,481</u>	<u>161</u>	<u>30,330</u>

**Protea Hotels**

Leased	5	912	5	912	5	912	5	912
Managed	23	2,824	23	2,824	22	2,737	22	2,737
Franchised/Licensed/Other	33	2,748	35	3,035	37	3,232	37	3,283
	<u>61</u>	<u>6,484</u>	<u>63</u>	<u>6,771</u>	<u>64</u>	<u>6,881</u>	<u>64</u>	<u>6,932</u>

**Renaissance**

Leased	2	505	2	505	2	505	2	505
Managed	76	26,110	74	25,607	74	25,456	74	25,468
Franchised/Licensed/Other	98	26,828	99	27,104	101	27,785	102	27,976
Residences	1	112	1	112	1	112	1	112
	<u>177</u>	<u>53,555</u>	<u>176</u>	<u>53,328</u>	<u>178</u>	<u>53,858</u>	<u>179</u>	<u>54,061</u>

**Residence Inn**

Owned	2	332	2	332	2	332	2	332
Managed	81	12,829	82	13,118	82	13,118	82	13,118
Franchised/Licensed/Other	824	98,722	830	99,274	837	100,035	836	99,778
	<u>907</u>	<u>111,883</u>	<u>914</u>	<u>112,724</u>	<u>921</u>	<u>113,485</u>	<u>920</u>	<u>113,228</u>

**Sheraton**

Owned	3	1,724	3	1,724	3	1,724	4	2,942
Leased	1	106	1	106	1	106	1	106
Managed	208	82,104	208	82,363	207	82,202	205	81,074
Franchised/Licensed/Other	221	66,881	220	66,287	222	66,890	221	66,518
Residences	3	472	3	472	3	472	3	472
	<u>436</u>	<u>151,287</u>	<u>435</u>	<u>150,952</u>	<u>436</u>	<u>151,394</u>	<u>434</u>	<u>151,112</u>

**Sonder by Marriott Bonvoy**

Franchised/Licensed/Other	-	-	-	-	-	-	163	9,195
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>163</u>	<u>9,195</u>

**SpringHill Suites**

Managed	24	4,080	23	3,872	22	3,755	22	3,755
Franchised/Licensed/Other	528	61,290	534	62,100	539	62,664	541	62,911
	<u>552</u>	<u>65,370</u>	<u>557</u>	<u>65,972</u>	<u>561</u>	<u>66,419</u>	<u>563</u>	<u>66,666</u>

**St. Regis**

Leased	1	160	1	160	1	160	1	160
Managed	57	12,222	58	12,454	60	12,958	62	13,307
Residences	23	2,975	23	2,983	24	3,052	25	3,214
	<u>81</u>	<u>15,357</u>	<u>82</u>	<u>15,597</u>	<u>85</u>	<u>16,170</u>	<u>88</u>	<u>16,681</u>

**The Luxury Collection**

Owned	1	96	1	96	1	96	1	96
Leased	2	287	2	287	2	287	2	287
Managed	44	9,974	45	10,033	46	10,167	47	10,159
Franchised/Licensed/Other	66	16,914	69	17,867	70	18,021	70	18,036
Residences	4	206	5	360	4	206	4	206
	<u>117</u>	<u>27,477</u>	<u>122</u>	<u>28,643</u>	<u>123</u>	<u>28,777</u>	<u>124</u>	<u>28,784</u>

**The Ritz-Carlton**

Leased	2	550	2	550	2	548	2	548
Managed	116	30,202	118	30,401	119	30,845	120	31,105
Franchised/Licensed/Other	1	429	1	429	1	429	1	429
Residences	59	6,213	62	6,546	62	6,548	64	6,608
	<u>178</u>	<u>37,394</u>	<u>183</u>	<u>37,926</u>	<u>184</u>	<u>38,370</u>	<u>187</u>	<u>38,690</u>

**The Ritz-Carlton Yacht**

Franchised/Licensed/Other	1	149	1	149	2	377	2	377
	<u>1</u>	<u>149</u>	<u>1</u>	<u>149</u>	<u>2</u>	<u>377</u>	<u>2</u>	<u>377</u>

**Timeshare<sup>3</sup>**

Franchised/Licensed/Other	93	22,745	93	22,745	93	22,750	93	22,750
	<u>93</u>	<u>22,745</u>	<u>93</u>	<u>22,745</u>	<u>93</u>	<u>22,750</u>	<u>93</u>	<u>22,750</u>

**TownePlace Suites**

Managed	6	825	6	825	6	825	6	825
Franchised/Licensed/Other	502	50,708	511	51,664	515	51,975	519	52,383
	<u>508</u>	<u>51,533</u>	<u>517</u>	<u>52,489</u>	<u>521</u>	<u>52,800</u>	<u>525</u>	<u>53,208</u>

**Tribute Portfolio**

Owned	2	249	2	249	2	249	2	249
Managed	10	1,284	10	1,284	10	1,284	11	1,415
Franchised/Licensed/Other	111	18,957	113	19,686	121	20,813	141	24,071
	<u>123</u>	<u>20,490</u>	<u>125</u>	<u>21,219</u>	<u>133</u>	<u>22,346</u>	<u>154</u>	<u>25,735</u>

**W Hotels**

Owned	1	270	1	270	1	270	1	256
Leased	3	1,174	3	1,174	3	1,174	3	1,174
Managed	65	18,316	65	18,321	65	18,326	67	18,680
Franchised/Licensed/Other	1	246	1	226	1	226	2	1,343
Residences	17	1,641	17	1,641	17	1,641	18	1,857
	<u>87</u>	<u>21,647</u>	<u>87</u>	<u>21,632</u>	<u>87</u>	<u>21,637</u>	<u>91</u>	<u>23,310</u>

**Westin**

Owned	1	1,073	1	1,073	1	1,073	1	1,073
Managed	118	46,072	118	45,952	119	46,213	119	46,218
Franchised/Licensed/Other	124	41,206	125	41,533	127	41,996	127	41,996
Residences	5	619	5	619	5	619	5	619
	<u>248</u>	<u>88,970</u>	<u>249</u>	<u>89,177</u>	<u>252</u>	<u>89,901</u>	<u>252</u>	<u>89,906</u>

**Total**

Owned	19	5,055	19	5,055	19	5,055	20	6,259
Leased	31	8,056	31	8,055	31	8,053	31	8,053
Managed	1,969	566,944	1,980	568,501	1,999	572,731	1,981	571,889
Franchised/Licensed/Other	6,716	1,049,173	6,808	1,062,595	6,888	1,074,361	7,192	1,104,446
Residences	126	13,944	131	14,453	131	14,400	137	15,684
Total	<u>8,861</u>	<u>1,643,172</u>	<u>8,969</u>	<u>1,658,659</u>	<u>9,068</u>	<u>1,674,600</u>	<u>9,361</u>	<u>1,706,331</u>

Total Countries and Territories<sup>4</sup>

141

141

142

144

<sup>1</sup> The Camelback hotel is a managed property; however, Marriott owns certain common areas that are shown as fixed assets by Marriott.

<sup>2</sup> Excludes five MGM Collection with Marriott Bonvoy properties (two Autograph Collection, one Tribute Portfolio, one The Luxury Collection, and one W Hotels) which are presented in "Franchised/Licensed/Other" within their respective brands.

<sup>3</sup> Timeshare room counts are reported one quarter in arrears.

<sup>4</sup> Total Countries and Territories includes the United States and other countries and territories.

The Las Vegas assemblage (MHR, Courtyard and Residence Inn) is included with the Owned properties.

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.

**V. ROOM AND UNIT COUNTS - WORLDWIDE**

2025

	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
<b>AC Hotels by Marriott</b>								
Managed	22	4,193	22	4,192	22	4,191	25	4,628
Franchised/Licensed/Other	227	35,780	233	36,760	236	37,093	242	38,200
	<u>249</u>	<u>39,973</u>	<u>255</u>	<u>40,952</u>	<u>258</u>	<u>41,284</u>	<u>267</u>	<u>42,828</u>
<b>Aloft Hotels</b>								
Managed	43	9,454	42	9,282	44	9,701	44	9,847
Franchised/Licensed/Other	195	29,358	197	29,686	198	29,792	199	29,969
	<u>238</u>	<u>38,812</u>	<u>239</u>	<u>38,968</u>	<u>242</u>	<u>39,493</u>	<u>243</u>	<u>39,816</u>
<b>Apartments by Marriott Bonvoy</b>								
Franchised/Licensed/Other	4	484	4	484	5	592	5	656
	<u>4</u>	<u>484</u>	<u>4</u>	<u>484</u>	<u>5</u>	<u>592</u>	<u>5</u>	<u>656</u>
<b>Autograph Collection</b>								
Owned	4	243	4	243	4	243	4	243
Leased	1	117	1	117	1	117	1	117
Managed	25	5,979	27	6,478	27	6,478	29	6,613
Franchised/Licensed/Other	307	65,484	312	66,675	318	67,635	328	69,426
Residences	1	14	1	14	2	45	2	45
	<u>338</u>	<u>71,837</u>	<u>345</u>	<u>73,527</u>	<u>352</u>	<u>74,518</u>	<u>364</u>	<u>76,444</u>
<b>Bvlqari</b>								
Managed	7	646	7	646	7	646	7	646
Franchised/Licensed/Other	2	161	2	161	2	161	2	161
Residences	5	526	5	526	5	526	5	526
	<u>14</u>	<u>1,333</u>	<u>14</u>	<u>1,333</u>	<u>14</u>	<u>1,333</u>	<u>14</u>	<u>1,333</u>
<b>citizenM</b>								
Managed	-	-	-	-	-	-	2	477
Franchised/Licensed/Other	-	-	-	-	-	-	35	8,312
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>37</u>	<u>8,789</u>
<b>City Express by Marriott</b>								
Franchised/Licensed/Other	153	17,777	155	18,039	151	18,160	158	18,910
	<u>153</u>	<u>17,777</u>	<u>155</u>	<u>18,039</u>	<u>151</u>	<u>18,160</u>	<u>158</u>	<u>18,910</u>
<b>Courtyard by Marriott</b>								
Owned	4	794	4	794	4	794	4	794
Leased	7	1,087	7	1,087	7	1,087	7	1,087
Managed	283	53,132	287	54,139	284	53,750	277	52,428
Franchised/Licensed/Other	1,051	147,873	1,057	148,951	1,062	149,755	1,074	151,781
	<u>1,345</u>	<u>202,886</u>	<u>1,355</u>	<u>204,971</u>	<u>1,357</u>	<u>205,386</u>	<u>1,362</u>	<u>206,090</u>
<b>Delta Hotels by Marriott</b>								
Managed	51	11,695	43	9,951	30	8,062	29	7,801
Franchised/Licensed/Other	88	19,674	97	21,478	109	23,223	108	23,002
	<u>139</u>	<u>31,369</u>	<u>140</u>	<u>31,429</u>	<u>139</u>	<u>31,285</u>	<u>137</u>	<u>30,803</u>
<b>Design Hotels</b>								
Franchised/Licensed/Other	170	12,898	189	13,928	203	14,583	223	15,488
	<u>170</u>	<u>12,898</u>	<u>189</u>	<u>13,928</u>	<u>203</u>	<u>14,583</u>	<u>223</u>	<u>15,488</u>
<b>EDITION</b>								
Managed	20	4,223	20	4,223	21	4,371	22	4,617
Residences	4	92	4	92	4	92	4	92
	<u>24</u>	<u>4,315</u>	<u>24</u>	<u>4,315</u>	<u>25</u>	<u>4,463</u>	<u>26</u>	<u>4,709</u>
<b>Element Hotels</b>								
Managed	18	3,774	18	3,774	18	3,774	17	3,522
Franchised/Licensed/Other	95	12,675	99	13,231	101	13,598	105	14,046
	<u>113</u>	<u>16,449</u>	<u>117</u>	<u>17,005</u>	<u>119</u>	<u>17,372</u>	<u>122</u>	<u>17,568</u>
<b>Fairfield by Marriott</b>								
Managed	59	9,553	61	9,881	61	9,786	63	10,000
Franchised/Licensed/Other	1,285	126,261	1,293	127,054	1,307	128,993	1,318	130,748
	<u>1,344</u>	<u>135,814</u>	<u>1,354</u>	<u>136,935</u>	<u>1,368</u>	<u>138,779</u>	<u>1,381</u>	<u>140,748</u>
<b>Four Points by Sheraton</b>								
Managed	98	25,987	97	25,717	98	26,001	101	26,602
Franchised/Licensed/Other	243	39,357	256	40,950	276	44,127	283	45,806
	<u>341</u>	<u>65,344</u>	<u>353</u>	<u>66,667</u>	<u>374</u>	<u>70,128</u>	<u>384</u>	<u>72,408</u>
<b>Four Points Flex by Sheraton</b>								
Franchised/Licensed/Other	40	6,443	41	6,234	48	6,980	54	7,806
	<u>40</u>	<u>6,443</u>	<u>41</u>	<u>6,234</u>	<u>48</u>	<u>6,980</u>	<u>54</u>	<u>7,806</u>
<b>Gaylord Hotels</b>								
Managed	6	10,220	7	11,820	7	11,820	7	11,820
	<u>6</u>	<u>10,220</u>	<u>7</u>	<u>11,820</u>	<u>7</u>	<u>11,820</u>	<u>7</u>	<u>11,820</u>

<b><u>JW Marriott</u></b>								
Leased	1	496	1	496	1	496	2	696
Managed	99	40,229	99	40,267	99	40,418	100	40,604
Franchised/Licensed/Other	27	9,353	27	9,341	28	9,591	28	9,591
Residences	3	767	3	767	4	1,055	5	1,146
	<u>130</u>	<u>50,845</u>	<u>130</u>	<u>50,871</u>	<u>132</u>	<u>51,560</u>	<u>135</u>	<u>52,037</u>
<b><u>Le Meridien</u></b>								
Managed	68	19,336	67	18,286	68	18,449	70	18,766
Franchised/Licensed/Other	48	11,445	48	12,244	50	12,661	52	13,230
Residences	1	62	1	62	1	62	1	62
	<u>117</u>	<u>30,843</u>	<u>116</u>	<u>30,592</u>	<u>119</u>	<u>31,172</u>	<u>123</u>	<u>32,058</u>
<b><u>Marriott Executive Apartments</u></b>								
Managed	39	5,489	39	5,489	41	6,004	41	5,932
Franchised/Licensed/Other	4	509	6	1,117	8	1,385	9	1,803
	<u>43</u>	<u>5,998</u>	<u>45</u>	<u>6,606</u>	<u>49</u>	<u>7,389</u>	<u>50</u>	<u>7,735</u>
<b><u>Marriott Hotels</u></b>								
Owned	1	274	1	274	1	274	1	274
Leased	6	2,661	6	2,661	6	2,661	6	2,661
Managed	292	116,805	286	115,335	287	115,663	290	116,531
Franchised/Licensed/Other	302	93,659	312	96,196	317	97,416	322	98,771
Residences	4	1,145	5	1,337	5	1,337	5	1,283
	<u>605</u>	<u>214,544</u>	<u>610</u>	<u>215,803</u>	<u>616</u>	<u>217,351</u>	<u>624</u>	<u>219,520</u>
<b><u>MGM Collection with Marriott Bonvoy</u></b>								
Franchised/Licensed/Other	12	26,210	12	26,210	12	26,210	12	26,210
	<u>12</u>	<u>26,210</u>	<u>12</u>	<u>26,210</u>	<u>12</u>	<u>26,210</u>	<u>12</u>	<u>26,210</u>
<b><u>Moxy Hotels</u></b>								
Managed	14	3,256	14	3,256	14	3,256	16	3,479
Franchised/Licensed/Other	150	27,459	158	28,941	164	29,918	165	30,563
	<u>164</u>	<u>30,715</u>	<u>172</u>	<u>32,197</u>	<u>178</u>	<u>33,174</u>	<u>181</u>	<u>34,042</u>
<b><u>Outdoor Collection by Marriott Bonvoy</u></b>								
Franchised/Licensed/Other	-	-	32	1,532	32	1,527	32	1,532
	<u>-</u>	<u>-</u>	<u>32</u>	<u>1,532</u>	<u>32</u>	<u>1,527</u>	<u>32</u>	<u>1,532</u>
<b><u>Protea Hotels by Marriott</u></b>								
Leased	5	912	5	912	5	912	5	912
Managed	22	2,737	22	2,737	22	2,737	22	2,737
Franchised/Licensed/Other	37	3,283	37	3,283	37	3,283	38	3,371
	<u>64</u>	<u>6,932</u>	<u>64</u>	<u>6,932</u>	<u>64</u>	<u>6,932</u>	<u>65</u>	<u>7,020</u>
<b><u>Renaissance Hotels</u></b>								
Leased	2	505	2	505	2	505	2	505
Managed	73	25,364	72	25,119	74	25,579	74	25,598
Franchised/Licensed/Other	105	28,375	104	27,892	104	27,970	104	27,974
Residences	1	112	1	112	1	112	1	112
	<u>181</u>	<u>54,356</u>	<u>179</u>	<u>53,628</u>	<u>181</u>	<u>54,166</u>	<u>181</u>	<u>54,189</u>
<b><u>Residence Inn by Marriott</u></b>								
Owned	2	332	2	332	2	332	2	332
Managed	82	13,118	82	13,118	81	13,035	76	12,300
Franchised/Licensed/Other	845	100,751	848	101,230	853	101,835	859	102,701
	<u>929</u>	<u>114,201</u>	<u>932</u>	<u>114,680</u>	<u>936</u>	<u>115,202</u>	<u>937</u>	<u>115,333</u>
<b><u>Series by Marriott</u></b>								
Franchised/Licensed/Other	-	-	-	-	-	-	39	2,761
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>39</u>	<u>2,761</u>
<b><u>Sheraton</u></b>								
Owned	4	2,942	4	2,942	4	2,942	4	2,942
Leased	1	106	-	-	-	-	-	-
Managed	205	77,517	205	77,646	202	76,784	205	77,528
Franchised/Licensed/Other	222	66,680	222	66,259	225	67,015	227	67,488
Residences	3	472	3	472	3	472	3	472
	<u>435</u>	<u>147,717</u>	<u>434</u>	<u>147,319</u>	<u>434</u>	<u>147,213</u>	<u>439</u>	<u>148,430</u>
<b><u>Sonder by Marriott Bonvoy</u></b>								
Franchised/Licensed/Other	158	8,814	146	8,069	140	7,688	-	-
	<u>158</u>	<u>8,814</u>	<u>146</u>	<u>8,069</u>	<u>140</u>	<u>7,688</u>	<u>-</u>	<u>-</u>
<b><u>SpringHill Suites by Marriott</u></b>								
Managed	22	3,755	20	3,499	17	2,984	13	2,170
Franchised/Licensed/Other	547	63,622	552	64,189	558	64,976	566	66,200
	<u>569</u>	<u>67,377</u>	<u>572</u>	<u>67,688</u>	<u>575</u>	<u>67,960</u>	<u>579</u>	<u>68,370</u>

<b>St. Regis</b>								
Leased	1	160	1	160	1	160	1	160
Managed	64	13,849	65	14,049	65	14,049	64	13,909
Franchised/Licensed/Other	-	-	1	172	1	172	1	172
Residences	25	3,214	25	3,214	25	3,213	25	3,195
	90	17,223	92	17,595	92	17,594	91	17,436
<b>StudioRes</b>								
Franchised/Licensed/Other	-	-	1	124	2	248	4	496
	-	-	1	124	2	248	4	496
<b>The Luxury Collection</b>								
Owned	1	96	1	96	1	96	1	96
Leased	2	287	2	287	2	287	2	287
Managed	48	10,275	47	10,155	48	10,326	48	10,326
Franchised/Licensed/Other	75	21,207	77	21,372	79	21,628	81	22,015
Residences	4	206	3	176	3	176	3	176
	130	32,071	130	32,086	133	32,513	135	32,900
<b>The Ritz-Carlton</b>								
Leased	2	548	2	548	2	548	2	548
Managed	121	31,205	121	31,192	121	31,195	122	31,282
Franchised/Licensed/Other	1	429	1	429	2	449	2	449
Residences	64	6,611	65	6,626	65	6,625	66	6,691
	188	38,793	189	38,795	190	38,817	192	38,970
<b>The Ritz-Carlton Yacht Collection</b>								
Franchised/Licensed/Other	2	377	2	377	3	603	3	603
	2	377	2	377	3	603	3	603
<b>Timeshare</b>								
Franchised/Licensed/Other	93	22,750	94	22,860	94	22,860	95	22,912
	93	22,750	94	22,860	94	22,860	95	22,912
<b>TownePlace Suites by Marriott</b>								
Managed	6	825	6	825	6	825	4	615
Franchised/Licensed/Other	530	53,336	541	54,487	551	55,328	567	56,962
	536	54,161	547	55,312	557	56,153	571	57,577
<b>Tribute Portfolio</b>								
Owned	2	249	2	249	2	249	2	249
Managed	11	1,415	11	1,415	12	1,557	12	1,557
Franchised/Licensed/Other	147	25,282	153	25,915	162	27,013	172	29,113
Residences	-	-	-	-	-	-	1	137
	160	26,946	166	27,579	176	28,819	187	31,056
<b>W Hotels</b>								
Owned	1	256	1	256	1	256	1	256
Leased	3	1,174	3	1,174	3	1,174	3	1,174
Managed	64	17,647	65	17,973	67	18,138	66	17,460
Franchised/Licensed/Other	2	1,343	2	1,343	2	1,343	2	1,343
Residences	18	1,860	18	1,860	17	1,637	17	1,637
	88	22,280	89	22,606	90	22,548	89	21,870
<b>Westin</b>								
Owned	1	1,073	1	1,073	1	1,073	1	1,073
Managed	119	46,218	120	46,374	118	45,903	120	45,969
Franchised/Licensed/Other	126	41,525	128	41,625	129	42,192	130	42,942
Residences	5	619	6	679	6	679	6	679
	251	89,435	255	89,751	254	89,847	257	90,663
<b>Total</b>								
Owned	20	6,259	20	6,259	20	6,259	20	6,259
Leased	31	8,053	30	7,947	30	7,947	31	8,147
Managed	1,981	567,896	1,972	566,838	1,961	565,482	1,966	565,764
Franchised/Licensed/Other	7,293	1,120,634	7,439	1,138,838	7,569	1,158,003	7,644	1,183,513
Residences	138	15,700	140	15,937	141	16,031	144	16,253
Total	9,463	1,718,542	9,601	1,735,819	9,721	1,753,722	9,805	1,779,936
Total Countries and Territories	144		143		143		145	

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.

**V. ROOM AND UNIT COUNTS - WORLDWIDE**

2026

	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
<b><u>AC Hotels by Marriott</u></b>								
Managed	26	4,840	-	-	-	-	-	-
Franchised/Licensed/Other	244	38,515	-	-	-	-	-	-
	<u>270</u>	<u>43,355</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b><u>Aloft Hotels</u></b>								
Managed	44	9,847	-	-	-	-	-	-
Franchised/Licensed/Other	197	29,681	-	-	-	-	-	-
	<u>241</u>	<u>39,528</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b><u>Apartments by Marriott Bonvoy</u></b>								
Managed	1	80	-	-	-	-	-	-
Franchised/Licensed/Other	5	671	-	-	-	-	-	-
	<u>6</u>	<u>751</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b><u>Autograph Collection</u></b>								
Owned	4	243	-	-	-	-	-	-
Leased	1	117	-	-	-	-	-	-
Managed	29	6,613	-	-	-	-	-	-
Franchised/Licensed/Other	333	70,291	-	-	-	-	-	-
Residences	2	45	-	-	-	-	-	-
	<u>369</u>	<u>77,309</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b><u>Bulgari</u></b>								
Managed	7	646	-	-	-	-	-	-
Franchised/Licensed/Other	2	161	-	-	-	-	-	-
Residences	5	526	-	-	-	-	-	-
	<u>14</u>	<u>1,333</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b><u>citizenM</u></b>								
Managed	2	477	-	-	-	-	-	-
Franchised/Licensed/Other	35	8,312	-	-	-	-	-	-
	<u>37</u>	<u>8,789</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b><u>City Express by Marriott</u></b>								
Franchised/Licensed/Other	166	19,476	-	-	-	-	-	-
	<u>166</u>	<u>19,476</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b><u>Courtyard by Marriott</u></b>								
Owned	4	794	-	-	-	-	-	-
Leased	7	1,087	-	-	-	-	-	-
Managed	273	52,079	-	-	-	-	-	-
Franchised/Licensed/Other	1,081	152,955	-	-	-	-	-	-
	<u>1,365</u>	<u>206,915</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b><u>Delta Hotels by Marriott</u></b>								
Managed	29	7,801	-	-	-	-	-	-
Franchised/Licensed/Other	111	23,790	-	-	-	-	-	-
	<u>140</u>	<u>31,591</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b><u>Design Hotels</u></b>								
Franchised/Licensed/Other	234	16,091	-	-	-	-	-	-
	<u>234</u>	<u>16,091</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b><u>EDITION</u></b>								
Managed	22	4,617	-	-	-	-	-	-
Residences	4	92	-	-	-	-	-	-
	<u>26</u>	<u>4,709</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b><u>Element Hotels</u></b>								
Managed	17	3,522	-	-	-	-	-	-
Franchised/Licensed/Other	109	14,740	-	-	-	-	-	-
	<u>126</u>	<u>18,262</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b><u>Fairfield by Marriott</u></b>								
Managed	60	9,448	-	-	-	-	-	-
Franchised/Licensed/Other	1,330	132,432	-	-	-	-	-	-
	<u>1,390</u>	<u>141,880</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b><u>Four Points by Sheraton</u></b>								
Managed	98	25,689	-	-	-	-	-	-
Franchised/Licensed/Other	304	49,735	-	-	-	-	-	-
	<u>402</u>	<u>75,424</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b><u>Four Points Flex by Sheraton</u></b>								
Franchised/Licensed/Other	57	8,259	-	-	-	-	-	-
	<u>57</u>	<u>8,259</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b><u>Gavlord Hotels</u></b>								
Managed	7	11,820	-	-	-	-	-	-
	<u>7</u>	<u>11,820</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

<b>JW Marriott</b>								
Leased	2	696	-	-	-	-	-	-
Managed	99	39,589	-	-	-	-	-	-
Franchised/Licensed/Other	29	10,606	-	-	-	-	-	-
Residences	5	1,146	-	-	-	-	-	-
	<u>135</u>	<u>52,037</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Le Meridien</b>								
Managed	70	18,646	-	-	-	-	-	-
Franchised/Licensed/Other	53	13,493	-	-	-	-	-	-
Residences	1	62	-	-	-	-	-	-
	<u>124</u>	<u>32,201</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Marriott Executive Apartments</b>								
Managed	41	5,932	-	-	-	-	-	-
Franchised/Licensed/Other	9	1,797	-	-	-	-	-	-
	<u>50</u>	<u>7,729</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Marriott Hotels</b>								
Owned	1	274	-	-	-	-	-	-
Leased	6	2,661	-	-	-	-	-	-
Managed	290	116,356	-	-	-	-	-	-
Franchised/Licensed/Other	325	100,115	-	-	-	-	-	-
Residences	5	1,283	-	-	-	-	-	-
	<u>627</u>	<u>220,689</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>MGM Collection with Marriott Bonvoy</b>								
Franchised/Licensed/Other	12	26,210	-	-	-	-	-	-
	<u>12</u>	<u>26,210</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Moxy Hotels</b>								
Managed	16	3,479	-	-	-	-	-	-
Franchised/Licensed/Other	165	30,316	-	-	-	-	-	-
	<u>181</u>	<u>33,795</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Outdoor Collection by Marriott Bonvoy</b>								
Franchised/Licensed/Other	32	1,532	-	-	-	-	-	-
	<u>32</u>	<u>1,532</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Protea Hotels by Marriott</b>								
Leased	5	912	-	-	-	-	-	-
Managed	22	2,738	-	-	-	-	-	-
Franchised/Licensed/Other	38	3,371	-	-	-	-	-	-
	<u>65</u>	<u>7,021</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Renaissance Hotels</b>								
Leased	2	505	-	-	-	-	-	-
Managed	73	25,190	-	-	-	-	-	-
Franchised/Licensed/Other	107	28,903	-	-	-	-	-	-
Residences	1	112	-	-	-	-	-	-
	<u>183</u>	<u>54,710</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Residence Inn by Marriott</b>								
Owned	2	332	-	-	-	-	-	-
Managed	73	11,850	-	-	-	-	-	-
Franchised/Licensed/Other	874	104,516	-	-	-	-	-	-
	<u>949</u>	<u>116,698</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Series by Marriott</b>								
Franchised/Licensed/Other	55	4,105	-	-	-	-	-	-
	<u>55</u>	<u>4,105</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Sheraton</b>								
Owned	4	2,942	-	-	-	-	-	-
Managed	203	77,055	-	-	-	-	-	-
Franchised/Licensed/Other	223	66,204	-	-	-	-	-	-
Residences	3	472	-	-	-	-	-	-
	<u>433</u>	<u>146,673</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>SpringHill Suites by Marriott</b>								
Managed	9	1,381	-	-	-	-	-	-
Franchised/Licensed/Other	575	67,563	-	-	-	-	-	-
	<u>584</u>	<u>68,944</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>St. Regis</b>								
Leased	1	160	-	-	-	-	-	-
Managed	64	13,844	-	-	-	-	-	-
Franchised/Licensed/Other	1	172	-	-	-	-	-	-
Residences	25	3,195	-	-	-	-	-	-
	<u>91</u>	<u>17,371</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

<b>StudioRes</b>								
Franchised/Licensed/Other	6	744	-	-	-	-	-	-
	<u>6</u>	<u>744</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>The Luxury Collection</b>								
Owned	1	96	-	-	-	-	-	-
Leased	2	287	-	-	-	-	-	-
Managed	49	10,752	-	-	-	-	-	-
Franchised/Licensed/Other	83	22,448	-	-	-	-	-	-
Residences	3	176	-	-	-	-	-	-
	<u>138</u>	<u>33,759</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>The Ritz-Carlton</b>								
Leased	2	548	-	-	-	-	-	-
Managed	122	31,242	-	-	-	-	-	-
Franchised/Licensed/Other	3	691	-	-	-	-	-	-
Residences	68	6,959	-	-	-	-	-	-
	<u>195</u>	<u>39,440</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>The Ritz-Carlton Yacht Collection</b>								
Franchised/Licensed/Other	3	603	-	-	-	-	-	-
	<u>3</u>	<u>603</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Timeshare</b>								
Franchised/Licensed/Other	95	22,912	-	-	-	-	-	-
	<u>95</u>	<u>22,912</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TownePlace Suites by Marriott</b>								
Managed	4	615	-	-	-	-	-	-
Franchised/Licensed/Other	575	57,774	-	-	-	-	-	-
	<u>579</u>	<u>58,389</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Tribute Portfolio</b>								
Owned	2	249	-	-	-	-	-	-
Managed	13	1,595	-	-	-	-	-	-
Franchised/Licensed/Other	177	30,301	-	-	-	-	-	-
Residences	1	137	-	-	-	-	-	-
	<u>193</u>	<u>32,282</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>W Hotels</b>								
Owned	1	256	-	-	-	-	-	-
Leased	3	1,174	-	-	-	-	-	-
Managed	66	17,460	-	-	-	-	-	-
Franchised/Licensed/Other	2	1,343	-	-	-	-	-	-
Residences	17	1,637	-	-	-	-	-	-
	<u>89</u>	<u>21,870</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Westin</b>								
Owned	1	1,073	-	-	-	-	-	-
Managed	119	45,455	-	-	-	-	-	-
Franchised/Licensed/Other	131	43,395	-	-	-	-	-	-
Residences	6	679	-	-	-	-	-	-
	<u>257</u>	<u>90,602</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total</b>								
Owned	20	6,259	-	-	-	-	-	-
Leased	31	8,147	-	-	-	-	-	-
Managed	1,948	560,658	-	-	-	-	-	-
Franchised/Licensed/Other	7,781	1,204,223	-	-	-	-	-	-
Residences	146	16,521	-	-	-	-	-	-
Total	<u>9,926</u>	<u>1,795,808</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Countries and Territories	146							

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.

## VI. ROOM AND UNIT COUNTS - UNITED STATES & CANADA \*

2022

	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
<b>Marriott Hotels<sup>1,2</sup></b>								
Owned	1	278	1	278	1	278	1	278
Leased	1	1,030	1	1,030	1	1,030	1	1,030
Managed	108	58,561	108	58,565	105	57,675	104	57,534
Franchised	230	73,053	232	73,751	232	73,822	233	74,118
	<u>340</u>	<u>132,922</u>	<u>342</u>	<u>133,624</u>	<u>339</u>	<u>132,805</u>	<u>339</u>	<u>132,960</u>
<b>JW Marriott</b>								
Managed	21	12,712	21	12,724	21	12,724	21	12,724
Franchised	13	6,247	13	6,247	12	6,072	12	6,072
	<u>34</u>	<u>18,959</u>	<u>34</u>	<u>18,971</u>	<u>33</u>	<u>18,796</u>	<u>33</u>	<u>18,796</u>
<b>Sheraton</b>								
Managed	27	23,113	26	21,338	26	21,338	25	20,383
Franchised	151	45,711	153	47,828	151	47,374	147	46,238
	<u>178</u>	<u>68,824</u>	<u>179</u>	<u>69,166</u>	<u>177</u>	<u>68,712</u>	<u>172</u>	<u>66,621</u>
<b>Westin</b>								
Owned	1	1,073	1	1,073	1	1,073	1	1,073
Managed	40	21,865	40	21,865	40	21,865	40	21,865
Franchised	91	30,817	91	30,818	91	30,818	91	30,818
Residences	3	266	3	266	3	266	3	266
	<u>135</u>	<u>54,021</u>	<u>135</u>	<u>54,022</u>	<u>135</u>	<u>54,022</u>	<u>135</u>	<u>54,022</u>
<b>Renaissance</b>								
Leased	1	317	1	317	1	317	1	317
Managed	24	10,607	24	10,607	24	10,607	24	10,607
Franchised	62	17,681	62	17,681	64	18,071	64	18,074
	<u>87</u>	<u>28,605</u>	<u>87</u>	<u>28,605</u>	<u>89</u>	<u>28,995</u>	<u>89</u>	<u>28,998</u>
<b>Le Meridien</b>								
Managed	1	100	1	100	1	100	1	100
Franchised	24	5,543	24	5,548	24	5,548	24	5,605
	<u>25</u>	<u>5,643</u>	<u>25</u>	<u>5,648</u>	<u>25</u>	<u>5,648</u>	<u>25</u>	<u>5,705</u>
<b>Autograph Collection</b>								
Managed	8	2,494	8	2,508	8	2,508	8	2,508
Franchised	133	26,288	135	26,666	138	27,167	138	27,170
	<u>141</u>	<u>28,782</u>	<u>143</u>	<u>29,174</u>	<u>146</u>	<u>29,675</u>	<u>146</u>	<u>29,678</u>
<b>Delta Hotels by Marriott</b>								
Managed	25	6,770	25	6,770	25	6,770	25	6,770
Franchised	57	12,542	60	13,784	61	13,996	62	14,123
	<u>82</u>	<u>19,312</u>	<u>85</u>	<u>20,554</u>	<u>86</u>	<u>20,766</u>	<u>87</u>	<u>20,893</u>
<b>Gaylord Hotels</b>								
Managed	6	10,220	6	10,220	6	10,220	6	10,220
	<u>6</u>	<u>10,220</u>	<u>6</u>	<u>10,220</u>	<u>6</u>	<u>10,220</u>	<u>6</u>	<u>10,220</u>
<b>The Ritz-Carlton</b>								
Managed	38	11,410	38	11,398	39	11,648	40	12,079
Franchised	1	429	1	429	1	429	1	429
Residences	38	4,234	39	4,317	39	4,317	40	4,396
	<u>77</u>	<u>16,073</u>	<u>78</u>	<u>16,144</u>	<u>79</u>	<u>16,394</u>	<u>81</u>	<u>16,904</u>

## VI. ROOM AND UNIT COUNTS - UNITED STATES & CANADA \*

	2022							
	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
<b><u>The Luxury Collection</u></b>								
Managed	6	2,296	6	2,296	6	2,296	6	2,296
Franchised	12	3,188	12	3,188	12	3,188	12	3,188
Residences	1	91	1	91	1	91	1	91
	<u>19</u>	<u>5,575</u>	<u>19</u>	<u>5,575</u>	<u>19</u>	<u>5,575</u>	<u>19</u>	<u>5,575</u>
<b><u>W Hotels</u></b>								
Owned	1	270	1	270	1	270	1	270
Leased	1	509	1	509	1	509	1	509
Managed	22	6,262	22	6,262	23	6,516	23	6,516
Residences	10	1,089	10	1,089	10	1,089	10	1,089
	<u>34</u>	<u>8,130</u>	<u>34</u>	<u>8,130</u>	<u>35</u>	<u>8,384</u>	<u>35</u>	<u>8,384</u>
<b><u>St. Regis</u></b>								
Managed	10	1,968	10	1,968	10	1,977	10	1,977
Residences	10	1,082	10	1,082	10	1,082	10	1,196
	<u>20</u>	<u>3,050</u>	<u>20</u>	<u>3,050</u>	<u>20</u>	<u>3,059</u>	<u>20</u>	<u>3,173</u>
<b><u>Design Hotels</u></b>								
Franchised	9	1,313	9	1,313	9	1,302	10	1,385
	<u>9</u>	<u>1,313</u>	<u>9</u>	<u>1,313</u>	<u>9</u>	<u>1,302</u>	<u>10</u>	<u>1,385</u>
<b><u>Tribute Portfolio</u></b>								
Franchised	43	6,766	45	7,019	50	7,940	51	7,952
	<u>43</u>	<u>6,766</u>	<u>45</u>	<u>7,019</u>	<u>50</u>	<u>7,940</u>	<u>51</u>	<u>7,952</u>
<b><u>EDITION</u></b>								
Managed	4	1,207	4	1,207	5	1,379	5	1,379
Residences	2	45	3	90	3	90	3	90
	<u>6</u>	<u>1,252</u>	<u>7</u>	<u>1,297</u>	<u>8</u>	<u>1,469</u>	<u>8</u>	<u>1,469</u>
<b><u>Courtyard</u></b>								
Owned	1	149	1	149	1	149	1	149
Leased	18	2,665	18	2,665	18	2,665	18	2,665
Managed	169	27,259	169	27,259	168	27,063	168	27,063
Franchised	852	113,557	855	113,979	859	114,576	863	115,148
	<u>1,040</u>	<u>143,630</u>	<u>1,043</u>	<u>144,052</u>	<u>1,046</u>	<u>144,453</u>	<u>1,050</u>	<u>145,025</u>
<b><u>Residence Inn</u></b>								
Owned	1	192	1	192	1	192	1	192
Managed	76	12,199	76	12,199	76	12,199	76	12,199
Franchised	771	92,006	770	91,959	769	91,811	772	92,072
	<u>848</u>	<u>104,397</u>	<u>847</u>	<u>104,350</u>	<u>846</u>	<u>104,202</u>	<u>849</u>	<u>104,463</u>
<b><u>Fairfield by Marriott</u></b>								
Managed	7	1,539	6	1,431	6	1,431	6	1,431
Franchised	1,116	104,981	1,125	105,858	1,132	106,609	1,135	106,907
	<u>1,123</u>	<u>106,520</u>	<u>1,131</u>	<u>107,289</u>	<u>1,138</u>	<u>108,040</u>	<u>1,141</u>	<u>108,338</u>
<b><u>SpringHill Suites</u></b>								
Managed	26	4,360	25	4,241	26	4,363	25	4,241
Franchised	491	56,809	499	57,771	502	58,181	507	58,773
	<u>517</u>	<u>61,169</u>	<u>524</u>	<u>62,012</u>	<u>528</u>	<u>62,544</u>	<u>532</u>	<u>63,014</u>

## VI. ROOM AND UNIT COUNTS - UNITED STATES & CANADA \*

2022

	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
<b>Four Points</b>								
Managed	1	134	1	134	1	134	1	134
Franchised	158	23,901	157	23,761	156	23,613	158	23,924
	<u>159</u>	<u>24,035</u>	<u>158</u>	<u>23,895</u>	<u>157</u>	<u>23,747</u>	<u>159</u>	<u>24,058</u>
<b>TownePlace Suites</b>								
Managed	6	825	6	825	6	825	6	825
Franchised	473	48,192	475	48,424	477	48,594	480	48,894
	<u>479</u>	<u>49,017</u>	<u>481</u>	<u>49,249</u>	<u>483</u>	<u>49,419</u>	<u>486</u>	<u>49,719</u>
<b>Aloft</b>								
Managed	2	505	2	505	2	505	2	505
Franchised	146	21,001	149	21,411	151	21,664	154	22,077
	<u>148</u>	<u>21,506</u>	<u>151</u>	<u>21,916</u>	<u>153</u>	<u>22,169</u>	<u>156</u>	<u>22,582</u>
<b>AC Hotels by Marriott</b>								
Managed	7	1,165	7	1,165	7	1,165	7	1,165
Franchised	94	15,567	97	16,004	99	16,420	100	16,601
	<u>101</u>	<u>16,732</u>	<u>104</u>	<u>17,169</u>	<u>106</u>	<u>17,585</u>	<u>107</u>	<u>17,766</u>
<b>Element</b>								
Managed	2	640	2	640	2	640	3	810
Franchised	73	9,725	75	10,028	77	10,291	79	10,586
	<u>75</u>	<u>10,365</u>	<u>77</u>	<u>10,668</u>	<u>79</u>	<u>10,931</u>	<u>82</u>	<u>11,396</u>
<b>Moxy</b>								
Franchised	26	4,913	26	4,913	26	4,913	28	5,316
	<u>26</u>	<u>4,913</u>	<u>26</u>	<u>4,913</u>	<u>26</u>	<u>4,913</u>	<u>28</u>	<u>5,316</u>
<b>Timeshare<sup>3</sup></b>								
	<u>72</u>	<u>18,839</u>	<u>72</u>	<u>18,839</u>	<u>72</u>	<u>18,839</u>	<u>72</u>	<u>18,839</u>
<b>Total</b>								
Owned	5	1,962	5	1,962	5	1,962	5	1,962
Leased	21	4,521	21	4,521	21	4,521	21	4,521
Managed	636	218,211	633	216,227	633	215,948	632	215,331
Franchised	5,026	720,230	5,065	728,380	5,093	732,399	5,121	735,470
Residences	64	6,807	66	6,935	66	6,935	67	7,128
Timeshare	72	18,839	72	18,839	72	18,839	72	18,839
Total	<u>5,824</u>	<u>970,570</u>	<u>5,862</u>	<u>976,864</u>	<u>5,890</u>	<u>980,604</u>	<u>5,918</u>	<u>983,251</u>

\* US & Canada includes properties located in French Polynesia.

<sup>1</sup> Includes Marriott Conference Centers.

<sup>2</sup> The Camelback hotel is a managed property; however, Marriott owns certain common areas that are shown as fixed assets by Marriott.

<sup>3</sup> Timeshare room counts are reported one quarter in arrears.

The Las Vegas assemblage (MHR, Courtyard and Residence Inn) is included with the Owned properties.

**VI. ROOM AND UNIT COUNTS - UNITED STATES & CANADA \***

2023

	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
<b>Marriott Hotels<sup>1,2</sup></b>								
Owned	1	278	1	278	1	278	1	278
Leased	1	1,030	1	1,030	1	1,030	1	1,030
Managed	103	57,233	103	57,239	102	56,990	102	56,993
Franchised	234	74,506	233	74,401	232	74,195	233	74,555
	<u>339</u>	<u>133,047</u>	<u>338</u>	<u>132,948</u>	<u>336</u>	<u>132,493</u>	<u>337</u>	<u>132,856</u>
<b>JW Marriott</b>								
Managed	21	12,724	22	12,886	23	13,189	23	13,189
Franchised	12	6,072	12	6,072	12	6,072	12	6,072
Residences	-	-	1	36	-	-	-	-
	<u>33</u>	<u>18,796</u>	<u>35</u>	<u>18,994</u>	<u>35</u>	<u>19,261</u>	<u>35</u>	<u>19,261</u>
<b>Sheraton</b>								
Managed	25	20,383	26	20,869	26	20,869	26	20,869
Franchised	147	46,348	144	44,781	143	44,473	142	44,054
	<u>172</u>	<u>66,731</u>	<u>170</u>	<u>65,650</u>	<u>169</u>	<u>65,342</u>	<u>168</u>	<u>64,923</u>
<b>Westin</b>								
Owned	1	1,073	1	1,073	1	1,073	1	1,073
Managed	40	21,865	40	21,868	40	21,862	41	22,669
Franchised	91	30,818	92	31,075	92	31,078	92	31,078
Residences	3	266	3	266	3	266	3	266
	<u>135</u>	<u>54,022</u>	<u>136</u>	<u>54,282</u>	<u>136</u>	<u>54,279</u>	<u>137</u>	<u>55,086</u>
<b>Renaissance</b>								
Leased	1	317	1	317	1	317	-	-
Managed	24	10,607	23	10,245	23	10,245	22	9,438
Franchised	64	18,074	64	18,075	65	18,286	66	18,603
Residences	-	-	-	-	-	-	1	112
	<u>89</u>	<u>28,998</u>	<u>88</u>	<u>28,637</u>	<u>89</u>	<u>28,848</u>	<u>89</u>	<u>28,153</u>
<b>Le Meridien</b>								
Managed	1	100	1	100	1	100	1	100
Franchised	25	5,749	25	5,749	25	5,749	24	5,389
	<u>26</u>	<u>5,849</u>	<u>26</u>	<u>5,849</u>	<u>26</u>	<u>5,849</u>	<u>25</u>	<u>5,489</u>
<b>Autograph Collection</b>								
Managed	8	2,508	9	2,870	9	2,870	9	2,862
Franchised	138	27,170	141	27,559	143	28,022	144	28,459
	<u>146</u>	<u>29,678</u>	<u>150</u>	<u>30,429</u>	<u>152</u>	<u>30,892</u>	<u>153</u>	<u>31,321</u>
<b>Delta Hotels by Marriott</b>								
Managed	25	6,770	25	6,770	25	6,770	25	6,770
Franchised	63	14,272	63	14,273	66	14,929	67	14,960
	<u>88</u>	<u>21,042</u>	<u>88</u>	<u>21,043</u>	<u>91</u>	<u>21,699</u>	<u>92</u>	<u>21,730</u>
<b>Gaylord Hotels</b>								
Managed	6	10,220	6	10,220	6	10,220	6	10,220
	<u>6</u>	<u>10,220</u>	<u>6</u>	<u>10,220</u>	<u>6</u>	<u>10,220</u>	<u>6</u>	<u>10,220</u>
<b>The Ritz-Carlton</b>								
Managed	40	12,076	40	12,077	40	12,154	41	12,358
Franchised	1	429	1	429	1	429	1	429
Residences	40	4,426	40	4,431	40	4,437	41	4,575
	<u>81</u>	<u>16,931</u>	<u>81</u>	<u>16,937</u>	<u>81</u>	<u>17,020</u>	<u>83</u>	<u>17,362</u>
<b>The Luxury Collection</b>								
Managed	6	2,296	6	2,296	6	2,296	6	2,296
Franchised	11	3,112	11	3,112	11	3,112	11	3,112
Residences	1	91	1	91	1	91	1	91
	<u>18</u>	<u>5,499</u>	<u>18</u>	<u>5,499</u>	<u>18</u>	<u>5,499</u>	<u>18</u>	<u>5,499</u>
<b>W Hotels</b>								
Owned	1	270	1	270	1	270	1	270
Leased	1	509	1	509	1	509	1	509
Managed	23	6,516	23	6,516	23	6,516	23	6,516
Residences	10	1,089	10	1,089	10	1,092	10	1,092
	<u>35</u>	<u>8,384</u>	<u>35</u>	<u>8,384</u>	<u>35</u>	<u>8,387</u>	<u>35</u>	<u>8,387</u>
<b>St. Regis</b>								
Managed	10	1,977	11	2,169	11	2,169	11	2,169
Residences	10	1,196	10	1,196	10	1,198	10	1,198
	<u>20</u>	<u>3,173</u>	<u>21</u>	<u>3,365</u>	<u>21</u>	<u>3,367</u>	<u>21</u>	<u>3,367</u>

## VI. ROOM AND UNIT COUNTS - UNITED STATES & CANADA \*

	2023							
	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
<b>Design Hotels</b>								
Franchised	10	1,385	10	1,385	10	1,385	11	1,605
	10	1,385	10	1,385	10	1,385	11	1,605
<b>Tribute Portfolio</b>								
Franchised	55	8,754	58	9,364	60	9,762	66	10,725
	55	8,754	58	9,364	60	9,762	66	10,725
<b>EDITION</b>								
Managed	5	1,379	5	1,379	5	1,379	5	1,379
Residences	3	90	3	90	3	82	3	82
	8	1,469	8	1,469	8	1,461	8	1,461
<b>Courtyard</b>								
Owned	1	149	1	149	1	149	1	149
Leased	6	838	6	838	6	838	6	838
Managed	167	27,077	167	27,077	164	26,628	158	25,723
Franchised	880	117,564	885	118,187	891	119,004	901	120,381
	1,054	145,628	1,059	146,251	1,062	146,619	1,066	147,091
<b>Residence Inn</b>								
Owned	1	192	1	192	1	192	1	192
Managed	73	11,857	73	11,857	73	11,857	73	11,857
Franchised	780	93,055	783	93,400	785	93,648	787	93,862
	854	105,104	857	105,449	859	105,697	861	105,911
<b>Fairfield by Marriott</b>								
Managed	6	1,431	6	1,431	6	1,431	6	1,431
Franchised	1,137	106,880	1,140	107,312	1,142	107,585	1,147	108,014
	1,143	108,311	1,146	108,743	1,148	109,016	1,153	109,445
<b>SpringHill Suites</b>								
Managed	25	4,241	25	4,241	25	4,241	25	4,241
Franchised	510	59,116	511	59,267	518	60,135	522	60,533
	535	63,357	536	63,508	543	64,376	547	64,774
<b>Four Points</b>								
Managed	1	134	1	134	1	134	1	134
Franchised	158	23,922	156	23,629	154	23,323	153	22,831
	159	24,056	157	23,763	155	23,457	154	22,965
<b>TownePlace Suites</b>								
Managed	6	825	6	825	6	825	6	825
Franchised	486	49,296	489	49,571	491	49,725	497	50,238
	492	50,121	495	50,396	497	50,550	503	51,063
<b>Aloft</b>								
Managed	2	505	2	505	2	505	2	505
Franchised	157	22,453	158	22,580	158	22,580	160	22,952
	159	22,958	160	23,085	160	23,085	162	23,457
<b>AC Hotels by Marriott</b>								
Managed	7	1,165	8	1,512	8	1,512	8	1,512
Franchised	104	17,187	105	17,320	107	17,616	109	17,874
	111	18,352	113	18,832	115	19,128	117	19,386
<b>Element</b>								
Managed	3	810	3	810	3	810	3	810
Franchised	80	10,712	80	10,712	80	10,712	80	10,712
	83	11,522	83	11,522	83	11,522	83	11,522
<b>Moxy</b>								
Managed	-	-	1	380	1	380	1	380
Franchised	29	5,532	31	5,797	31	5,797	34	6,192
	29	5,532	32	6,177	32	6,177	35	6,572
<b>Timeshare<sup>3</sup></b>								
	72	18,839	72	18,839	72	18,839	72	18,839

## VI. ROOM AND UNIT COUNTS - UNITED STATES & CANADA \*

	2023							
	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
<b>Total</b>								
Owned	5	1,962	5	1,962	5	1,962	5	1,962
Leased	9	2,694	9	2,694	9	2,694	8	2,377
Managed	627	214,699	632	216,276	629	215,952	624	215,246
Franchised	5,172	742,406	5,192	744,050	5,217	747,617	5,259	752,630
Residences	67	7,158	68	7,199	67	7,166	69	7,416
Timeshare	72	18,839	72	18,839	72	18,839	72	18,839
Total	<u>5,952</u>	<u>987,758</u>	<u>5,978</u>	<u>991,020</u>	<u>5,999</u>	<u>994,230</u>	<u>6,037</u>	<u>998,470</u>

\* US & Canada includes properties located in French Polynesia.

<sup>1</sup> Includes Marriott Conference Centers.

<sup>2</sup> The Camelback hotel is a managed property; however, Marriott owns certain common areas that are shown as fixed assets by Marriott.

<sup>3</sup> Timeshare room counts are reported one quarter in arrears.

The Las Vegas assemblage (MHR, Courtyard and Residence Inn) is included with the Owned properties.

**VI. ROOM AND UNIT COUNTS - UNITED STATES & CANADA \***

2024

	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
<b>AC Hotels by Marriott</b>								
Managed	8	1,512	8	1,512	8	1,512	8	1,512
Franchised/Licensed/Other	112	18,289	113	18,471	114	18,611	118	19,517
	<u>120</u>	<u>19,801</u>	<u>121</u>	<u>19,983</u>	<u>122</u>	<u>20,123</u>	<u>126</u>	<u>21,029</u>
<b>Aloft</b>								
Managed	2	505	2	505	2	505	2	505
Franchised/Licensed/Other	161	23,140	162	23,224	163	23,350	164	23,505
	<u>163</u>	<u>23,645</u>	<u>164</u>	<u>23,729</u>	<u>165</u>	<u>23,855</u>	<u>166</u>	<u>24,010</u>
<b>Autograph Collection</b>								
Managed	9	2,862	9	2,862	9	2,862	9	2,862
Franchised/Licensed/Other	148	32,999	150	33,810	149	33,743	153	34,542
	<u>157</u>	<u>35,861</u>	<u>159</u>	<u>36,672</u>	<u>158</u>	<u>36,605</u>	<u>162</u>	<u>37,404</u>
<b>City Express by Marriott</b>								
Franchised/Licensed/Other	-	-	-	-	-	-	1	83
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1</u>	<u>83</u>
<b>Courtyard</b>								
Owned	1	149	1	149	1	149	1	149
Leased	6	838	6	838	6	838	6	838
Managed	158	25,723	156	25,372	156	25,372	156	25,372
Franchised/Licensed/Other	904	120,934	910	121,873	910	121,919	913	122,312
	<u>1,069</u>	<u>147,644</u>	<u>1,073</u>	<u>148,232</u>	<u>1,073</u>	<u>148,278</u>	<u>1,076</u>	<u>148,671</u>
<b>Delta Hotels by Marriott</b>								
Managed	25	6,770	25	6,770	25	6,770	25	6,770
Franchised/Licensed/Other	67	14,960	67	15,002	68	15,318	67	15,047
	<u>92</u>	<u>21,730</u>	<u>92</u>	<u>21,772</u>	<u>93</u>	<u>22,088</u>	<u>92</u>	<u>21,817</u>
<b>Design Hotels</b>								
Franchised/Licensed/Other	13	1,713	16	1,904	18	1,963	20	2,157
	<u>13</u>	<u>1,713</u>	<u>16</u>	<u>1,904</u>	<u>18</u>	<u>1,963</u>	<u>20</u>	<u>2,157</u>
<b>EDITION</b>								
Managed	5	1,379	5	1,379	5	1,379	5	1,379
Residences	3	82	3	82	3	82	3	82
	<u>8</u>	<u>1,461</u>	<u>8</u>	<u>1,461</u>	<u>8</u>	<u>1,461</u>	<u>8</u>	<u>1,461</u>
<b>Element</b>								
Managed	3	810	3	810	3	810	3	810
Franchised/Licensed/Other	81	10,833	83	11,136	84	11,262	87	11,618
	<u>84</u>	<u>11,643</u>	<u>86</u>	<u>11,946</u>	<u>87</u>	<u>12,072</u>	<u>90</u>	<u>12,428</u>
<b>Fairfield by Marriott</b>								
Managed	6	1,431	6	1,431	6	1,431	6	1,431
Franchised/Licensed/Other	1,154	108,704	1,159	109,225	1,164	109,712	1,168	110,064
	<u>1,160</u>	<u>110,135</u>	<u>1,165</u>	<u>110,656</u>	<u>1,170</u>	<u>111,143</u>	<u>1,174</u>	<u>111,495</u>
<b>Four Points</b>								
Managed	1	134	1	134	1	134	1	134
Franchised/Licensed/Other	151	22,582	150	22,503	149	22,258	147	21,894
	<u>152</u>	<u>22,716</u>	<u>151</u>	<u>22,637</u>	<u>150</u>	<u>22,392</u>	<u>148</u>	<u>22,028</u>
<b>Gaylord Hotels</b>								
Managed	6	10,220	6	10,220	6	10,220	6	10,220
	<u>6</u>	<u>10,220</u>	<u>6</u>	<u>10,220</u>	<u>6</u>	<u>10,220</u>	<u>6</u>	<u>10,220</u>
<b>JW Marriott</b>								
Managed	23	13,189	23	13,189	23	13,189	23	13,189
Franchised/Licensed/Other	12	6,072	12	6,072	12	6,080	12	6,080
	<u>35</u>	<u>19,261</u>	<u>35</u>	<u>19,261</u>	<u>35</u>	<u>19,269</u>	<u>35</u>	<u>19,269</u>
<b>Le Meridien</b>								
Managed	1	100	1	100	-	-	-	-
Franchised/Licensed/Other	24	5,389	24	5,389	24	5,267	24	5,262
	<u>25</u>	<u>5,489</u>	<u>25</u>	<u>5,489</u>	<u>24</u>	<u>5,267</u>	<u>24</u>	<u>5,262</u>
<b>Marriott Hotels<sup>1</sup></b>								
Owned	1	274	1	274	1	274	1	274
Leased	1	1,030	1	1,030	1	1,030	1	1,030
Managed	101	56,736	101	56,736	101	56,736	101	56,734
Franchised/Licensed/Other	231	73,738	230	73,263	231	73,521	233	73,945
	<u>334</u>	<u>131,778</u>	<u>333</u>	<u>131,303</u>	<u>334</u>	<u>131,561</u>	<u>336</u>	<u>131,983</u>

**MGM Collection by Marriott Bonvoy<sup>2</sup>**

Franchised/Licensed/Other	12	26,210	12	26,210	12	26,210	12	26,210
	<u>12</u>	<u>26,210</u>	<u>12</u>	<u>26,210</u>	<u>12</u>	<u>26,210</u>	<u>12</u>	<u>26,210</u>

**Moxv**

Managed	1	380	1	380	1	380	1	380
Franchised/Licensed/Other	36	6,503	39	6,899	42	7,297	43	7,425
	<u>37</u>	<u>6,883</u>	<u>40</u>	<u>7,279</u>	<u>43</u>	<u>7,677</u>	<u>44</u>	<u>7,805</u>

**Renaissance**

Managed	21	9,065	21	9,065	21	9,065	21	9,065
Franchised/Licensed/Other	68	19,157	68	19,060	68	19,060	69	19,250
Residences	1	112	1	112	1	112	1	112
	<u>90</u>	<u>28,334</u>	<u>90</u>	<u>28,237</u>	<u>90</u>	<u>28,237</u>	<u>91</u>	<u>28,427</u>

**Residence Inn**

Owned	1	192	1	192	1	192	1	192
Managed	72	11,713	73	12,002	73	12,002	73	12,002
Franchised/Licensed/Other	791	94,354	794	94,604	800	95,312	799	95,055
	<u>864</u>	<u>106,259</u>	<u>868</u>	<u>106,798</u>	<u>874</u>	<u>107,506</u>	<u>873</u>	<u>107,249</u>

**Sheraton**

Owned	-	-	-	-	-	-	1	1,218
Managed	26	20,869	26	20,869	26	20,860	25	19,642
Franchised/Licensed/Other	141	43,688	140	43,453	141	43,707	140	43,394
	<u>167</u>	<u>64,557</u>	<u>166</u>	<u>64,322</u>	<u>167</u>	<u>64,567</u>	<u>166</u>	<u>64,254</u>

**Sonder by Marriott Bonvoy**

Franchised/Licensed/Other	-	-	-	-	-	-	104	6,501
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>104</u>	<u>6,501</u>

**SpringHill Suites**

Managed	24	4,080	23	3,872	22	3,755	22	3,755
Franchised/Licensed/Other	528	61,290	534	62,100	539	62,664	541	62,911
	<u>552</u>	<u>65,370</u>	<u>557</u>	<u>65,972</u>	<u>561</u>	<u>66,419</u>	<u>563</u>	<u>66,666</u>

**St. Regis**

Managed	11	2,169	11	2,169	13	2,669	13	2,669
Residences	10	1,198	10	1,198	11	1,267	11	1,267
	<u>21</u>	<u>3,367</u>	<u>21</u>	<u>3,367</u>	<u>24</u>	<u>3,936</u>	<u>24</u>	<u>3,936</u>

**The Luxury Collection**

Managed	6	2,296	6	2,296	6	2,296	6	2,296
Franchised/Licensed/Other	12	7,045	13	7,607	13	7,607	13	7,607
Residences	1	91	1	91	1	91	1	91
	<u>19</u>	<u>9,432</u>	<u>20</u>	<u>9,994</u>	<u>20</u>	<u>9,994</u>	<u>20</u>	<u>9,994</u>

**The Ritz-Carlton**

Managed	41	12,354	41	12,354	42	12,798	42	12,798
Franchised/Licensed/Other	1	429	1	429	1	429	1	429
Residences	41	4,569	43	4,790	43	4,792	43	4,754
	<u>83</u>	<u>17,352</u>	<u>85</u>	<u>17,573</u>	<u>86</u>	<u>18,019</u>	<u>86</u>	<u>17,981</u>

**Timeshare<sup>3</sup>**

Franchised/Licensed/Other	72	18,839	72	18,839	72	18,839	72	18,839
	<u>72</u>	<u>18,839</u>	<u>72</u>	<u>18,839</u>	<u>72</u>	<u>18,839</u>	<u>72</u>	<u>18,839</u>

**TownePlace Suites**

Managed	6	825	6	825	6	825	6	825
Franchised/Licensed/Other	502	50,708	511	51,664	515	51,975	519	52,383
	<u>508</u>	<u>51,533</u>	<u>517</u>	<u>52,489</u>	<u>521</u>	<u>52,800</u>	<u>525</u>	<u>53,208</u>

**Tribute Portfolio**

Franchised/Licensed/Other	69	13,698	71	14,016	75	14,431	88	16,578
	<u>69</u>	<u>13,698</u>	<u>71</u>	<u>14,016</u>	<u>75</u>	<u>14,431</u>	<u>88</u>	<u>16,578</u>

**W Hotels**

Owned	1	270	1	270	1	270	1	256
Leased	1	509	1	509	1	509	1	509
Managed	23	6,516	23	6,516	23	6,521	23	6,535
Franchised/Licensed/Other	-	-	-	-	-	-	1	1,117
Residences	10	1,092	10	1,092	10	1,092	10	1,092
	<u>35</u>	<u>8,387</u>	<u>35</u>	<u>8,387</u>	<u>35</u>	<u>8,392</u>	<u>36</u>	<u>9,509</u>

**Westin**

Owned	1	1,073	1	1,073	1	1,073	1	1,073
Managed	41	22,670	40	22,344	41	22,486	41	22,486
Franchised/Licensed/Other	93	31,432	94	31,759	94	31,764	94	31,764
Residences	3	266	3	266	3	266	3	266
	<u>138</u>	<u>55,441</u>	<u>138</u>	<u>55,442</u>	<u>139</u>	<u>55,589</u>	<u>139</u>	<u>55,589</u>

**Total**

Owned	5	1,958	5	1,958	5	1,958	6	3,162
Leased	8	2,377	8	2,377	8	2,377	8	2,377
Managed	620	214,308	617	213,712	619	214,577	618	213,371
Franchised/Licensed/Other	5,383	812,706	5,425	818,512	5,458	822,299	5,603	835,489
Residences	69	7,410	71	7,631	72	7,702	72	7,664
Total	<u>6,085</u>	<u>1,038,759</u>	<u>6,126</u>	<u>1,044,190</u>	<u>6,162</u>	<u>1,048,913</u>	<u>6,307</u>	<u>1,062,063</u>

\* US & Canada includes properties located in French Polynesia.

<sup>1</sup> The Camelback hotel is a managed property; however, Marriott owns certain common areas that are shown as fixed assets by Marriott.

<sup>2</sup> Excludes five MGM Collection with Marriott Bonvoy properties (two Autograph Collection, one Tribute Portfolio, one The Luxury Collection, and one W Hotels) which are presented in "Franchised/Licensed/Other" within their respective brands.

<sup>3</sup> Timeshare room counts are reported one quarter in arrears.

The Las Vegas assemblage (MHR, Courtyard and Residence Inn) is included with the Owned properties.

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.

**VI. ROOM AND UNIT COUNTS - UNITED STATES & CANADA\***

2025

	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
<b>AC Hotels by Marriott</b>								
Managed	8	1,512	8	1,512	8	1,512	8	1,512
Franchised/Licensed/Other	121	20,165	127	21,145	130	21,746	134	22,319
	<u>129</u>	<u>21,677</u>	<u>135</u>	<u>22,657</u>	<u>138</u>	<u>23,258</u>	<u>142</u>	<u>23,831</u>
<b>Aloft Hotels</b>								
Managed	2	505	2	505	2	505	2	505
Franchised/Licensed/Other	166	23,748	167	23,904	167	23,903	167	23,903
	<u>168</u>	<u>24,253</u>	<u>169</u>	<u>24,409</u>	<u>169</u>	<u>24,408</u>	<u>169</u>	<u>24,408</u>
<b>Apartments by Marriott Bonvoy</b>								
Franchised/Licensed/Other	2	253	2	253	2	317	2	381
	<u>2</u>	<u>253</u>	<u>2</u>	<u>253</u>	<u>2</u>	<u>317</u>	<u>2</u>	<u>381</u>
<b>Autograph Collection</b>								
Managed	10	3,015	11	3,269	11	3,269	11	3,269
Franchised/Licensed/Other	153	34,542	153	34,504	156	35,019	158	35,468
	<u>163</u>	<u>37,557</u>	<u>164</u>	<u>37,773</u>	<u>167</u>	<u>38,288</u>	<u>169</u>	<u>38,737</u>
<b>citizenM</b>								
Franchised/Licensed/Other	-	-	-	-	-	-	16	4,374
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>16</u>	<u>4,374</u>
<b>City Express by Marriott</b>								
Franchised/Licensed/Other	1	83	2	258	4	379	11	1,129
	<u>1</u>	<u>83</u>	<u>2</u>	<u>258</u>	<u>4</u>	<u>379</u>	<u>11</u>	<u>1,129</u>
<b>Courtyard by Marriott</b>								
Owned	1	149	1	149	1	149	1	149
Leased	6	838	6	838	6	838	6	838
Managed	156	25,372	155	25,227	153	24,955	145	23,483
Franchised/Licensed/Other	916	122,880	920	123,572	923	123,996	931	125,431
	<u>1,079</u>	<u>149,239</u>	<u>1,082</u>	<u>149,786</u>	<u>1,083</u>	<u>149,938</u>	<u>1,083</u>	<u>149,901</u>
<b>Delta Hotels by Marriott</b>								
Managed	25	6,770	24	6,622	24	6,622	24	6,622
Franchised/Licensed/Other	67	15,047	68	15,195	68	15,195	67	15,076
	<u>92</u>	<u>21,817</u>	<u>92</u>	<u>21,817</u>	<u>92</u>	<u>21,817</u>	<u>91</u>	<u>21,698</u>
<b>Design Hotels</b>								
Franchised/Licensed/Other	21	2,273	24	2,573	25	2,693	25	2,693
	<u>21</u>	<u>2,273</u>	<u>24</u>	<u>2,573</u>	<u>25</u>	<u>2,693</u>	<u>25</u>	<u>2,693</u>
<b>EDITION</b>								
Managed	5	1,379	5	1,379	5	1,379	5	1,379
Residences	3	82	3	82	3	82	3	82
	<u>8</u>	<u>1,461</u>	<u>8</u>	<u>1,461</u>	<u>8</u>	<u>1,461</u>	<u>8</u>	<u>1,461</u>
<b>Element Hotels</b>								
Managed	3	810	3	810	3	810	3	810
Franchised/Licensed/Other	89	11,848	93	12,404	95	12,662	99	13,110
	<u>92</u>	<u>12,658</u>	<u>96</u>	<u>13,214</u>	<u>98</u>	<u>13,472</u>	<u>102</u>	<u>13,920</u>
<b>Fairfield by Marriott</b>								
Managed	6	1,431	6	1,431	6	1,431	5	1,043
Franchised/Licensed/Other	1,175	110,719	1,179	111,061	1,182	111,323	1,186	111,988
	<u>1,181</u>	<u>112,150</u>	<u>1,185</u>	<u>112,492</u>	<u>1,188</u>	<u>112,754</u>	<u>1,191</u>	<u>113,031</u>
<b>Four Points by Sheraton</b>								
Managed	1	134	1	134	1	134	1	134
Franchised/Licensed/Other	146	21,674	148	21,350	148	21,350	144	20,714
	<u>147</u>	<u>21,808</u>	<u>149</u>	<u>21,484</u>	<u>149</u>	<u>21,484</u>	<u>145</u>	<u>20,848</u>
<b>Gaylord Hotels</b>								
Managed	6	10,220	7	11,820	7	11,820	7	11,820
	<u>6</u>	<u>10,220</u>	<u>7</u>	<u>11,820</u>	<u>7</u>	<u>11,820</u>	<u>7</u>	<u>11,820</u>
<b>JW Marriott</b>								
Managed	23	13,191	23	13,191	23	13,191	23	13,191
Franchised/Licensed/Other	12	6,080	12	6,080	13	6,327	13	6,327
Residences	-	-	-	-	-	-	1	91
	<u>35</u>	<u>19,271</u>	<u>35</u>	<u>19,271</u>	<u>36</u>	<u>19,518</u>	<u>37</u>	<u>19,609</u>
<b>Le Meridien</b>								
Franchised/Licensed/Other	24	5,262	23	5,060	23	5,060	24	5,299
	<u>24</u>	<u>5,262</u>	<u>23</u>	<u>5,060</u>	<u>23</u>	<u>5,060</u>	<u>24</u>	<u>5,299</u>
<b>Marriott Hotels</b>								
Owned	1	274	1	274	1	274	1	274
Leased	1	1,030	1	1,030	1	1,030	1	1,030
Managed	100	56,505	99	56,180	98	55,831	97	55,394
Franchised/Licensed/Other	232	73,593	234	74,162	235	74,523	237	75,161
	<u>334</u>	<u>131,402</u>	<u>335</u>	<u>131,646</u>	<u>335</u>	<u>131,658</u>	<u>336</u>	<u>131,859</u>
<b>MGM Collection with Marriott Bonvoy</b>								
Franchised/Licensed/Other	12	26,210	12	26,210	12	26,210	12	26,210
	<u>12</u>	<u>26,210</u>	<u>12</u>	<u>26,210</u>	<u>12</u>	<u>26,210</u>	<u>12</u>	<u>26,210</u>
<b>Moxy Hotels</b>								
Managed	1	380	1	380	1	380	1	380
Franchised/Licensed/Other	44	7,558	47	8,093	48	8,224	48	8,224
	<u>45</u>	<u>7,938</u>	<u>48</u>	<u>8,473</u>	<u>49</u>	<u>8,604</u>	<u>49</u>	<u>8,604</u>

**Outdoor Collection by Marriott Bonvoy**

Franchised/Licensed/Other	-	-	32	1,532	32	1,527	32	1,532
	-	-	32	1,532	32	1,527	32	1,532

**Renaissance Hotels**

Managed	21	9,065	21	9,065	21	9,065	21	9,065
Franchised/Licensed/Other	71	19,545	71	19,545	71	19,545	71	19,545
Residences	1	112	1	112	1	112	1	112
	93	28,722	93	28,722	93	28,722	93	28,722

**Residence Inn by Marriott**

Owned	1	192	1	192	1	192	1	192
Managed	73	12,002	73	12,002	72	11,919	68	11,318
Franchised/Licensed/Other	807	95,985	810	96,464	815	97,069	820	97,864
	881	108,179	884	108,658	888	109,180	889	109,374

**Series by Marriott**

Franchised/Licensed/Other	-	-	-	-	-	-	2	164
	-	-	-	-	-	-	2	164

**Sheraton**

Owned	1	1,218	1	1,218	1	1,218	1	1,218
Managed	25	19,642	25	19,769	25	19,752	23	18,928
Franchised/Licensed/Other	140	43,391	141	43,631	141	43,625	141	43,708
	166	64,251	167	64,618	167	64,595	165	63,854

**Sonder by Marriott Bonvoy**

Franchised/Licensed/Other	100	6,155	88	5,374	82	4,909	-	-
	100	6,155	88	5,374	82	4,909	-	-

**SpringHill Suites by Marriott**

Managed	22	3,755	20	3,499	17	2,984	13	2,170
Franchised/Licensed/Other	547	63,622	552	64,189	558	64,976	566	66,200
	569	67,377	572	67,688	575	67,960	579	68,370

**St. Regis**

Managed	13	2,669	13	2,669	13	2,669	13	2,669
Residences	11	1,267	11	1,267	11	1,267	11	1,279
	24	3,936	24	3,936	24	3,936	24	3,948

**StudioRes**

Franchised/Licensed/Other	-	-	1	124	2	248	4	496
	-	-	1	124	2	248	4	496

**The Luxury Collection**

Managed	6	2,296	6	2,296	6	2,296	6	2,296
Franchised/Licensed/Other	14	7,703	15	7,812	15	7,812	15	7,812
Residences	1	91	1	91	1	91	1	91
	21	10,090	22	10,199	22	10,199	22	10,199

**The Ritz-Carlton**

Managed	42	12,798	42	12,798	42	12,801	42	12,801
Franchised/Licensed/Other	1	429	1	429	1	429	1	429
Residences	43	4,757	43	4,760	43	4,755	43	4,763
	86	17,984	86	17,987	86	17,985	86	17,993

**Timeshare**

Franchised/Licensed/Other	72	18,839	73	18,949	73	18,949	73	18,949
	72	18,839	73	18,949	73	18,949	73	18,949

**TownePlace Suites by Marriott**

Managed	6	825	6	825	6	825	4	615
Franchised/Licensed/Other	530	53,336	541	54,487	551	55,328	567	56,962
	536	54,161	547	55,312	557	56,153	571	57,577

**Tribute Portfolio**

Franchised/Licensed/Other	93	17,646	93	17,646	98	18,253	102	19,080
	93	17,646	93	17,646	98	18,253	102	19,080

**W Hotels**

Owned	1	256	1	256	1	256	1	256
Leased	1	509	1	509	1	509	1	509
Managed	20	5,515	20	5,513	20	5,400	20	5,400
Franchised/Licensed/Other	1	1,117	1	1,117	1	1,117	1	1,117
Residences	10	1,092	10	1,092	9	869	9	869
	33	8,489	33	8,487	32	8,151	32	8,151

**Westin**

Owned	1	1,073	1	1,073	1	1,073	1	1,073
Managed	41	22,486	41	22,486	41	22,486	40	21,734
Franchised/Licensed/Other	94	31,764	95	32,010	95	32,013	96	32,762
Residences	3	266	3	266	3	266	3	266
	139	55,589	140	55,835	140	55,838	140	55,835

**Total**

Owned	6	3,162	6	3,162	6	3,162	6	3,162
Leased	8	2,377	8	2,377	8	2,377	8	2,377
Managed	615	212,277	612	213,382	605	212,036	582	206,538
Franchised/Licensed/Other	5,651	841,467	5,725	849,133	5,766	854,727	5,765	864,427
Residences	72	7,667	72	7,670	71	7,442	72	7,553
Total	6,352	1,066,950	6,423	1,075,724	6,456	1,079,744	6,433	1,084,057

\* US & Canada includes properties located in French Polynesia.

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.





**The Ritz-Carlton**

Managed	42	12,799	-	-	-	-	-	-
Franchised/Licensed/Other	1	429	-	-	-	-	-	-
Residences	45	5,031	-	-	-	-	-	-
	<u>88</u>	<u>18,259</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**Timeshare**

Franchised/Licensed/Other	73	18,949	-	-	-	-	-	-
	<u>73</u>	<u>18,949</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**TownePlace Suites by Marriott**

Managed	4	615	-	-	-	-	-	-
Franchised/Licensed/Other	575	57,774	-	-	-	-	-	-
	<u>579</u>	<u>58,389</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**Tribute Portfolio**

Franchised/Licensed/Other	105	19,633	-	-	-	-	-	-
	<u>105</u>	<u>19,633</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**W Hotels**

Owned	1	256	-	-	-	-	-	-
Leased	1	509	-	-	-	-	-	-
Managed	20	5,400	-	-	-	-	-	-
Franchised/Licensed/Other	1	1,117	-	-	-	-	-	-
Residences	9	869	-	-	-	-	-	-
	<u>32</u>	<u>8,151</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**Westin**

Owned	1	1,073	-	-	-	-	-	-
Managed	39	21,281	-	-	-	-	-	-
Franchised/Licensed/Other	97	33,215	-	-	-	-	-	-
Residences	3	266	-	-	-	-	-	-
	<u>140</u>	<u>55,835</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**Total**

Owned	6	3,162	-	-	-	-	-	-
Leased	8	2,377	-	-	-	-	-	-
Managed	564	203,110	-	-	-	-	-	-
Franchised/Licensed/Other	5,843	876,009	-	-	-	-	-	-
Residences	74	7,821	-	-	-	-	-	-
Total	<u>6,495</u>	<u>1,092,479</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

\* US & Canada includes properties located in French Polynesia.

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.

## VII. ROOM AND UNIT COUNTS - INTERNATIONAL

2022

	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
<b>Marriott Hotels</b>								
Owned	1	433	1	433	1	433	1	433
Leased	5	1,631	5	1,631	5	1,631	5	1,631
Managed <sup>2</sup>	187	54,558	190	55,342	190	55,416	169	52,624
Franchised	61	17,980	61	17,791	57	16,757	61	17,795
Residences	2	246	2	246	2	246	2	246
	<u>256</u>	<u>74,848</u>	<u>259</u>	<u>75,443</u>	<u>255</u>	<u>74,483</u>	<u>238</u>	<u>72,729</u>
<b>JW Marriott</b>								
Leased	1	496	1	496	1	496	1	496
Managed	63	23,405	66	24,266	66	24,391	68	24,729
Franchised	9	2,305	11	2,714	11	2,714	11	2,714
	<u>73</u>	<u>26,206</u>	<u>78</u>	<u>27,476</u>	<u>78</u>	<u>27,601</u>	<u>80</u>	<u>27,939</u>
<b>Marriott Executive Apartments<sup>1</sup></b>								
Managed	34	4,866	34	4,866	34	4,866	34	4,866
Franchised	1	66	1	66	1	66	2	142
	<u>35</u>	<u>4,932</u>	<u>35</u>	<u>4,932</u>	<u>35</u>	<u>4,932</u>	<u>36</u>	<u>5,008</u>
<b>Sheraton</b>								
Owned	3	1,724	3	1,724	3	1,724	3	1,724
Leased	1	106	1	106	1	106	1	106
Managed <sup>2</sup>	182	61,382	181	61,338	184	62,324	183	61,815
Franchised	70	20,358	70	20,238	71	20,524	71	20,680
Residences	1	50	1	50	2	282	2	282
	<u>257</u>	<u>83,620</u>	<u>256</u>	<u>83,456</u>	<u>261</u>	<u>84,960</u>	<u>260</u>	<u>84,607</u>
<b>Westin</b>								
Managed	75	23,170	76	23,543	76	23,543	76	23,545
Franchised	25	7,575	26	7,717	26	7,708	27	7,858
Residences	1	9	1	9	1	9	1	9
	<u>101</u>	<u>30,754</u>	<u>103</u>	<u>31,269</u>	<u>103</u>	<u>31,260</u>	<u>104</u>	<u>31,412</u>
<b>Renaissance</b>								
Leased	2	505	2	505	2	505	2	505
Managed	57	17,587	56	17,476	55	17,534	54	17,327
Franchised	28	7,483	30	7,910	29	7,544	29	7,487
	<u>87</u>	<u>25,575</u>	<u>88</u>	<u>25,891</u>	<u>86</u>	<u>25,583</u>	<u>85</u>	<u>25,319</u>
<b>Le Meridien</b>								
Managed	69	19,147	70	19,524	70	19,524	72	20,119
Franchised	16	4,127	17	4,419	18	4,641	18	4,640
Residences	1	15	1	15	1	15	1	15
	<u>86</u>	<u>23,289</u>	<u>88</u>	<u>23,958</u>	<u>89</u>	<u>24,180</u>	<u>91</u>	<u>24,774</u>
<b>Autograph Collection</b>								
Owned <sup>4</sup>	5	458	5	458	5	458	4	243
Leased	1	118	1	118	1	118	1	118
Managed <sup>2</sup>	16	2,451	18	2,579	20	2,953	23	3,514
Franchised	98	21,067	99	21,262	100	21,288	108	23,564
	<u>120</u>	<u>24,094</u>	<u>123</u>	<u>24,417</u>	<u>126</u>	<u>24,817</u>	<u>136</u>	<u>27,439</u>
<b>Delta Hotels by Marriott</b>								
Managed	2	477	2	477	2	477	27	4,956
Franchised	10	2,414	11	2,557	11	2,557	11	2,557
	<u>12</u>	<u>2,891</u>	<u>13</u>	<u>3,034</u>	<u>13</u>	<u>3,034</u>	<u>38</u>	<u>7,513</u>

## VII. ROOM AND UNIT COUNTS - INTERNATIONAL

2022

	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
<b><u>The Ritz-Carlton</u></b>								
Leased	2	550	2	550	2	550	2	550
Managed <sup>2</sup>	72	17,642	73	17,864	71	17,166	72	17,326
Residences	14	1,131	14	1,131	14	1,135	14	1,135
	<u>88</u>	<u>19,323</u>	<u>89</u>	<u>19,545</u>	<u>87</u>	<u>18,851</u>	<u>88</u>	<u>19,011</u>
<b><u>The Luxury Collection</u></b>								
Owned <sup>5</sup>	2	130	2	130	2	130	1	96
Leased	2	287	2	287	2	287	2	287
Managed	50	8,795	47	8,269	47	8,268	47	8,268
Franchised	51	9,331	55	9,959	56	10,372	56	10,268
Residences	3	115	3	115	3	115	3	115
	<u>108</u>	<u>18,658</u>	<u>109</u>	<u>18,760</u>	<u>110</u>	<u>19,172</u>	<u>109</u>	<u>19,034</u>
<b><u>W Hotels</u></b>								
Leased	2	665	2	665	2	665	2	665
Managed <sup>2</sup>	37	9,944	39	10,396	39	10,406	39	10,406
Franchised	-	-	-	-	1	246	1	246
Residences	4	359	6	546	7	547	7	547
	<u>43</u>	<u>10,968</u>	<u>47</u>	<u>11,607</u>	<u>49</u>	<u>11,864</u>	<u>49</u>	<u>11,864</u>
<b><u>St. Regis</u></b>								
Leased	1	160	1	160	1	160	1	160
Managed <sup>2</sup>	40	9,223	40	9,184	39	8,975	42	9,656
Residences	9	1,045	9	1,065	9	1,065	11	1,490
	<u>50</u>	<u>10,428</u>	<u>50</u>	<u>10,409</u>	<u>49</u>	<u>10,200</u>	<u>54</u>	<u>11,306</u>
<b><u>Design Hotels</u></b>								
Franchised	10	1,062	10	1,062	10	1,060	40	3,469
	<u>10</u>	<u>1,062</u>	<u>10</u>	<u>1,062</u>	<u>10</u>	<u>1,060</u>	<u>40</u>	<u>3,469</u>
<b><u>Tribute Portfolio</u></b>								
Owned <sup>6</sup>	-	-	-	-	-	-	2	249
Managed	6	604	6	604	7	947	8	1,150
Franchised	24	3,104	24	3,020	24	3,020	28	3,185
	<u>30</u>	<u>3,708</u>	<u>30</u>	<u>3,624</u>	<u>31</u>	<u>3,967</u>	<u>38</u>	<u>4,584</u>
<b><u>EDITION</u></b>								
Managed	10	2,122	10	2,216	10	2,216	10	2,216
	<u>10</u>	<u>2,122</u>	<u>10</u>	<u>2,216</u>	<u>10</u>	<u>2,216</u>	<u>10</u>	<u>2,216</u>
<b><u>Bulgari</u></b>								
Managed	5	442	5	442	5	442	5	442
Franchised	2	161	2	161	2	161	2	161
Residences	5	514	5	514	5	514	5	514
	<u>12</u>	<u>1,117</u>	<u>12</u>	<u>1,117</u>	<u>12</u>	<u>1,117</u>	<u>12</u>	<u>1,117</u>
<b><u>Courtyard</u></b>								
Owned	3	645	3	645	3	645	3	645
Leased	1	239	1	239	1	249	1	249
Managed	108	23,418	108	23,421	106	23,035	112	24,007
Franchised	110	20,618	111	20,930	112	21,050	114	21,251
	<u>222</u>	<u>44,920</u>	<u>223</u>	<u>45,235</u>	<u>222</u>	<u>44,979</u>	<u>230</u>	<u>46,152</u>

## VII. ROOM AND UNIT COUNTS - INTERNATIONAL

2022

	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
<b>Residence Inn</b>								
Owned	1	140	1	140	1	140	1	140
Managed	8	982	9	1,116	9	1,116	9	1,116
Franchised	21	2,818	23	3,155	24	3,282	26	3,482
	<u>30</u>	<u>3,940</u>	<u>33</u>	<u>4,411</u>	<u>34</u>	<u>4,538</u>	<u>36</u>	<u>4,738</u>
<b>Fairfield by Marriott</b>								
Managed	55	7,573	59	7,929	60	8,093	67	8,954
Franchised	42	7,093	42	7,093	45	7,561	45	7,551
	<u>97</u>	<u>14,666</u>	<u>101</u>	<u>15,022</u>	<u>105</u>	<u>15,654</u>	<u>112</u>	<u>16,505</u>
<b>Four Points</b>								
Managed	77	21,681	80	22,336	81	22,709	84	23,267
Franchised	63	10,517	62	10,336	61	10,155	63	10,602
	<u>140</u>	<u>32,198</u>	<u>142</u>	<u>32,672</u>	<u>142</u>	<u>32,864</u>	<u>147</u>	<u>33,869</u>
<b>Aloft</b>								
Managed	43	9,560	44	9,735	44	9,735	44	9,727
Franchised	21	3,394	20	3,265	21	3,440	22	3,607
	<u>64</u>	<u>12,954</u>	<u>64</u>	<u>13,000</u>	<u>65</u>	<u>13,175</u>	<u>66</u>	<u>13,334</u>
<b>AC Hotels by Marriott</b>								
Managed	68	8,260	70	8,613	68	8,466	68	8,466
Franchised	41	7,503	40	7,422	44	7,889	47	8,385
	<u>109</u>	<u>15,763</u>	<u>110</u>	<u>16,035</u>	<u>112</u>	<u>16,355</u>	<u>115</u>	<u>16,851</u>
<b>Protea Hotels</b>								
Leased	5	912	5	912	5	912	5	912
Managed	27	3,296	27	3,296	26	3,151	25	3,081
Franchised	34	2,636	34	2,636	34	2,636	35	2,706
	<u>66</u>	<u>6,844</u>	<u>66</u>	<u>6,844</u>	<u>65</u>	<u>6,699</u>	<u>65</u>	<u>6,699</u>
<b>Element</b>								
Managed	12	2,273	12	2,273	12	2,273	13	2,551
Franchised	2	269	2	269	2	269	2	269
	<u>14</u>	<u>2,542</u>	<u>14</u>	<u>2,542</u>	<u>14</u>	<u>2,542</u>	<u>15</u>	<u>2,820</u>
<b>Moxy</b>								
Managed	5	887	5	887	5	887	6	1,092
Franchised	79	14,940	80	15,154	84	15,894	88	16,700
	<u>84</u>	<u>15,827</u>	<u>85</u>	<u>16,041</u>	<u>89</u>	<u>16,781</u>	<u>94</u>	<u>17,792</u>
<b>Timeshare<sup>3</sup></b>								
	<u>20</u>	<u>3,862</u>	<u>20</u>	<u>3,862</u>	<u>20</u>	<u>3,862</u>	<u>21</u>	<u>3,906</u>
<b>Yacht</b>								
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1</u>	<u>149</u>

## VII. ROOM AND UNIT COUNTS - INTERNATIONAL

2022

	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
<b>Total</b>								
Owned	15	3,530	15	3,530	15	3,530	15	3,530
Leased	23	5,669	23	5,669	23	5,679	23	5,679
Managed	1,308	333,745	1,327	337,992	1,326	338,913	1,357	345,220
Franchised	818	166,821	831	169,136	844	170,834	907	179,319
Residences	40	3,484	42	3,691	44	3,928	46	4,353
Timeshare	20	3,862	20	3,862	20	3,862	21	3,906
Yacht	-	-	-	-	-	-	1	149
Total	<u>2,224</u>	<u>517,111</u>	<u>2,258</u>	<u>523,880</u>	<u>2,272</u>	<u>526,746</u>	<u>2,370</u>	<u>542,156</u>

<sup>1</sup> Marriott Executive Apartments includes 36 branded Marriott Executive Apartments (5,008 rooms).

<sup>2</sup> Includes Serviced Apartments in the following brands: Ritz-Carlton in Tokyo (244 rooms), Jakarta (139 rooms), Guangzhou (91 rooms), Dubai (123 rooms), Tianjin (118 rooms); St Regis in Beijing (70 rooms); W Hotels in Guangzhou (160 rooms); and Autograph Collection in Doha (158 rooms).

<sup>3</sup> Timeshare room counts are reported one quarter in arrears.

<sup>4</sup> Includes four properties acquired when we purchased Elegant Hotels Group in December 2019 which we currently intend to re-brand under the Autograph Collection brand following the completion of planned renovations.

<sup>5</sup> Includes one property acquired when we purchased Elegant Hotels Group in December 2019 which we currently intend to re-brand under The Luxury Collection brand following the completion of planned renovations.

<sup>6</sup> Includes two properties acquired when we purchased Elegant Hotels Group in December 2019 which we currently intend to re-brand under the Tribute Portfolio brand following the completion of planned renovations.

## VII. ROOM AND UNIT COUNTS - INTERNATIONAL

2023

	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
<b>Marriott Hotels</b>								
Owned	1	433	1	433	-	-	-	-
Leased	5	1,631	5	1,631	5	1,631	5	1,631
Managed	169	52,551	172	53,864	179	56,334	181	57,199
Franchised	63	18,167	63	18,167	64	18,378	64	18,378
Residences	2	246	2	246	2	246	4	981
	<u>240</u>	<u>73,028</u>	<u>243</u>	<u>74,341</u>	<u>250</u>	<u>76,589</u>	<u>254</u>	<u>78,189</u>
<b>JW Marriott</b>								
Leased	1	496	1	496	1	496	1	496
Managed	71	25,108	72	25,603	73	25,893	73	25,940
Franchised	11	2,714	12	2,733	12	2,733	12	2,733
Residences	-	-	-	-	-	-	1	62
	<u>83</u>	<u>28,318</u>	<u>85</u>	<u>28,832</u>	<u>86</u>	<u>29,122</u>	<u>87</u>	<u>29,231</u>
<b>Marriott Executive Apartments</b>								
Managed	35	5,030	36	5,159	36	5,159	36	5,171
Franchised	2	142	2	142	2	142	2	154
	<u>37</u>	<u>5,172</u>	<u>38</u>	<u>5,301</u>	<u>38</u>	<u>5,301</u>	<u>38</u>	<u>5,325</u>
<b>Sheraton</b>								
Owned	3	1,724	3	1,724	3	1,724	3	1,724
Leased	1	106	1	106	1	106	1	106
Managed	183	61,867	184	61,857	185	62,318	185	62,777
Franchised	72	20,857	74	21,831	75	22,011	79	22,664
Residences	2	282	2	282	3	472	3	472
	<u>261</u>	<u>84,836</u>	<u>264</u>	<u>85,800</u>	<u>267</u>	<u>86,631</u>	<u>271</u>	<u>87,743</u>
<b>Westin</b>								
Managed	79	24,498	80	24,666	82	25,271	79	24,032
Franchised	27	7,858	27	7,858	28	8,253	30	9,305
Residences	1	9	2	353	2	353	2	353
	<u>107</u>	<u>32,365</u>	<u>109</u>	<u>32,877</u>	<u>112</u>	<u>33,877</u>	<u>111</u>	<u>33,690</u>
<b>Renaissance</b>								
Leased	2	505	2	505	2	505	2	505
Managed	54	17,327	54	17,327	55	17,545	55	17,041
Franchised	29	7,487	30	7,671	30	7,671	30	7,671
Residences	-	-	-	-	-	-	-	-
	<u>85</u>	<u>25,319</u>	<u>86</u>	<u>25,503</u>	<u>87</u>	<u>25,721</u>	<u>87</u>	<u>25,217</u>
<b>Le Meridien</b>								
Managed	73	20,355	72	20,037	73	20,180	72	19,800
Franchised	18	4,636	20	5,244	21	5,488	22	5,740
Residences	1	15	1	62	1	62	1	62
	<u>92</u>	<u>25,006</u>	<u>93</u>	<u>25,343</u>	<u>95</u>	<u>25,730</u>	<u>95</u>	<u>25,602</u>
<b>Autograph Collection</b>								
Owned <sup>2</sup>	4	243	4	243	4	243	4	243
Leased	1	118	1	118	1	118	1	118
Managed	23	3,514	23	3,514	24	3,569	24	3,728
Franchised	110	23,955	115	24,514	117	24,778	122	25,474
	<u>138</u>	<u>27,830</u>	<u>143</u>	<u>28,389</u>	<u>146</u>	<u>28,708</u>	<u>151</u>	<u>29,563</u>
<b>Delta Hotels by Marriott</b>								
Managed	27	4,956	27	4,956	27	5,052	27	5,052
Franchised	11	2,557	13	2,998	14	3,266	16	3,732
	<u>38</u>	<u>7,513</u>	<u>40</u>	<u>7,954</u>	<u>41</u>	<u>8,318</u>	<u>43</u>	<u>8,784</u>
<b>The Ritz-Carlton</b>								
Leased	2	550	2	550	2	550	2	550
Managed	73	17,572	75	17,824	75	17,832	75	17,842
Residences	16	1,443	17	1,506	17	1,502	18	1,644
	<u>91</u>	<u>19,565</u>	<u>94</u>	<u>19,880</u>	<u>94</u>	<u>19,884</u>	<u>95</u>	<u>20,036</u>

## VII. ROOM AND UNIT COUNTS - INTERNATIONAL

2023

	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
<b><u>The Luxury Collection</u></b>								
Owned <sup>2</sup>	1	96	1	96	1	96	1	96
Leased	2	287	2	287	2	287	2	287
Managed	46	8,064	41	7,983	41	7,983	40	7,819
Franchised	53	9,672	52	9,602	52	9,588	53	9,818
Residences	3	115	3	115	3	115	3	115
	<u>105</u>	<u>18,234</u>	<u>99</u>	<u>18,083</u>	<u>99</u>	<u>18,069</u>	<u>99</u>	<u>18,135</u>
<b><u>W Hotels</u></b>								
Leased	2	665	2	665	2	665	2	665
Managed	39	10,406	39	10,399	41	11,107	43	11,938
Franchised	1	246	1	246	1	246	1	246
Residences	7	547	7	547	7	547	7	547
	<u>49</u>	<u>11,864</u>	<u>49</u>	<u>11,857</u>	<u>51</u>	<u>12,565</u>	<u>53</u>	<u>13,396</u>
<b><u>St. Regis</u></b>								
Leased	1	160	1	160	1	160	1	160
Managed	43	9,780	43	9,780	44	9,880	46	10,053
Residences	12	1,562	12	1,562	12	1,628	13	1,777
	<u>56</u>	<u>11,502</u>	<u>56</u>	<u>11,502</u>	<u>57</u>	<u>11,668</u>	<u>60</u>	<u>11,990</u>
<b><u>Design Hotels</u></b>								
Franchised	50	4,074	70	5,187	82	5,956	100	7,097
	<u>50</u>	<u>4,074</u>	<u>70</u>	<u>5,187</u>	<u>82</u>	<u>5,956</u>	<u>100</u>	<u>7,097</u>
<b><u>Tribute Portfolio</u></b>								
Owned <sup>2</sup>	2	249	2	249	2	249	2	249
Managed	8	1,150	9	1,252	9	1,251	10	1,283
Franchised	30	3,508	34	4,050	35	4,140	40	4,870
	<u>40</u>	<u>4,907</u>	<u>45</u>	<u>5,551</u>	<u>46</u>	<u>5,640</u>	<u>52</u>	<u>6,402</u>
<b><u>EDITION</u></b>								
Managed	10	2,216	11	2,309	11	2,309	14	2,779
	<u>10</u>	<u>2,216</u>	<u>11</u>	<u>2,309</u>	<u>11</u>	<u>2,309</u>	<u>14</u>	<u>2,779</u>
<b><u>Bulgari</u></b>								
Managed	5	442	7	654	7	654	7	650
Franchised	2	161	2	161	2	161	2	161
Residences	5	514	5	514	5	519	5	519
	<u>12</u>	<u>1,117</u>	<u>14</u>	<u>1,329</u>	<u>14</u>	<u>1,334</u>	<u>14</u>	<u>1,330</u>
<b><u>Courtyard</u></b>								
Owned	3	645	3	645	3	645	3	645
Leased	1	249	1	249	1	249	1	249
Managed	114	24,446	117	25,152	120	25,552	124	27,046
Franchised	115	21,389	114	21,276	117	21,823	118	21,929
	<u>233</u>	<u>46,729</u>	<u>235</u>	<u>47,322</u>	<u>241</u>	<u>48,269</u>	<u>246</u>	<u>49,869</u>
<b><u>Residence Inn</u></b>								
Owned	1	140	1	140	1	140	1	140
Managed	9	1,116	9	1,116	9	1,116	9	1,116
Franchised	26	3,482	28	3,719	30	3,857	32	4,279
	<u>36</u>	<u>4,738</u>	<u>38</u>	<u>4,975</u>	<u>40</u>	<u>5,113</u>	<u>42</u>	<u>5,535</u>
<b><u>Fairfield by Marriott</u></b>								
Managed	66	8,263	71	8,877	74	9,207	78	9,858
Franchised	48	8,510	51	8,966	56	9,760	59	10,079
	<u>114</u>	<u>16,773</u>	<u>122</u>	<u>17,843</u>	<u>130</u>	<u>18,967</u>	<u>137</u>	<u>19,937</u>
<b><u>Four Points</u></b>								
Managed	84	23,216	85	23,643	85	23,839	86	24,130
Franchised	63	10,604	62	10,449	66	10,995	69	11,877
	<u>147</u>	<u>33,820</u>	<u>147</u>	<u>34,092</u>	<u>151</u>	<u>34,834</u>	<u>155</u>	<u>36,007</u>
<b><u>Aloft</u></b>								
Managed	43	9,431	44	9,624	46	10,096	44	9,747
Franchised	22	3,607	22	3,607	22	4,283	26	4,966
	<u>65</u>	<u>13,038</u>	<u>66</u>	<u>13,231</u>	<u>68</u>	<u>14,379</u>	<u>70</u>	<u>14,713</u>

## VII. ROOM AND UNIT COUNTS - INTERNATIONAL

2023

	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
<b>AC Hotels by Marriott</b>								
Managed	68	8,466	68	8,466	68	8,466	68	8,465
Franchised	47	8,388	49	8,665	50	8,882	51	9,127
	<u>115</u>	<u>16,854</u>	<u>117</u>	<u>17,131</u>	<u>118</u>	<u>17,348</u>	<u>119</u>	<u>17,592</u>
<b>Protea Hotels</b>								
Leased	5	912	5	912	5	912	5	912
Managed	25	3,081	25	3,081	24	2,901	24	2,897
Franchised	35	2,705	33	2,622	34	2,802	34	2,802
	<u>65</u>	<u>6,698</u>	<u>63</u>	<u>6,615</u>	<u>63</u>	<u>6,615</u>	<u>63</u>	<u>6,611</u>
<b>Element</b>								
Managed	13	2,551	14	2,952	15	3,132	14	2,803
Franchised	2	269	2	269	2	269	2	269
	<u>15</u>	<u>2,820</u>	<u>16</u>	<u>3,221</u>	<u>17</u>	<u>3,401</u>	<u>16</u>	<u>3,072</u>
<b>Moxy</b>								
Managed	6	1,092	6	1,092	7	1,393	8	1,551
Franchised	89	16,831	92	17,323	94	17,676	95	17,921
	<u>95</u>	<u>17,923</u>	<u>98</u>	<u>18,415</u>	<u>101</u>	<u>19,069</u>	<u>103</u>	<u>19,472</u>
<b>City Express by Marriott</b>								
Franchised	-	-	149	17,300	149	17,300	150	17,431
	<u>-</u>	<u>-</u>	<u>149</u>	<u>17,300</u>	<u>149</u>	<u>17,300</u>	<u>150</u>	<u>17,431</u>
<b>Apartments by Marriott Bonvoy</b>								
Franchised	-	-	-	-	-	-	1	107
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1</u>	<u>107</u>
<b>Timeshare<sup>1</sup></b>								
	<u>21</u>	<u>3,906</u>	<u>21</u>	<u>3,906</u>	<u>21</u>	<u>3,906</u>	<u>21</u>	<u>3,906</u>
<b>Yacht</b>								
	<u>1</u>	<u>149</u>	<u>1</u>	<u>149</u>	<u>1</u>	<u>149</u>	<u>1</u>	<u>149</u>
<b>Total</b>								
Owned	15	3,530	15	3,530	14	3,097	14	3,097
Leased	23	5,679	23	5,679	23	5,679	23	5,679
Managed	1,366	346,498	1,384	351,187	1,410	358,039	1,422	360,717
Franchised	926	181,819	1,117	204,600	1,155	210,458	1,210	218,830
Residences	49	4,733	51	5,187	52	5,444	57	6,532
Timeshare	21	3,906	21	3,906	21	3,906	21	3,906
Yacht	1	149	1	149	1	149	1	149
Total	<u>2,401</u>	<u>546,314</u>	<u>2,612</u>	<u>574,238</u>	<u>2,676</u>	<u>586,772</u>	<u>2,748</u>	<u>598,910</u>

<sup>1</sup> Timeshare room counts are reported one quarter in arrears.

In the above table, The Luxury Collection, Autograph Collection and Tribute Portfolio include seven total properties that we acquired when we purchased Elegant Hotels Group plc in December 2019 which we currently intend to re-brand under such brands after the completion of planned renovations.

## VII. ROOM AND UNIT COUNTS - INTERNATIONAL

2024

	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
<b><u>AC Hotels by Marriott</u></b>								
Managed	10	1,649	11	1,892	12	2,083	13	2,223
Franchised/Licensed/Other	106	15,636	107	15,707	106	15,420	105	15,323
	<u>116</u>	<u>17,285</u>	<u>118</u>	<u>17,599</u>	<u>118</u>	<u>17,503</u>	<u>118</u>	<u>17,546</u>
<b><u>Aloft</u></b>								
Managed	44	9,696	44	9,696	44	9,691	43	9,498
Franchised/Licensed/Other	26	4,966	27	5,060	27	5,060	28	5,253
	<u>70</u>	<u>14,662</u>	<u>71</u>	<u>14,756</u>	<u>71</u>	<u>14,751</u>	<u>71</u>	<u>14,751</u>
<b><u>Apartments by Marriott Bonvoy</u></b>								
Franchised/Licensed/Other	1	107	1	107	1	107	2	231
	<u>1</u>	<u>107</u>	<u>1</u>	<u>107</u>	<u>1</u>	<u>107</u>	<u>2</u>	<u>231</u>
<b><u>Autograph Collection</u></b>								
Owned	4	243	4	243	4	243	4	243
Leased	1	118	1	117	1	117	1	117
Managed	15	3,021	15	3,021	17	3,167	17	3,167
Franchised/Licensed/Other	134	26,519	141	28,245	144	29,160	148	29,567
Residences	-	-	1	14	1	14	1	14
	<u>154</u>	<u>29,901</u>	<u>162</u>	<u>31,640</u>	<u>167</u>	<u>32,701</u>	<u>171</u>	<u>33,108</u>
<b><u>Bulgari Hotels &amp; Resorts</u></b>								
Managed	7	650	7	650	7	650	7	650
Franchised/Licensed/Other	2	161	2	161	2	161	2	161
Residences	5	519	5	519	5	519	5	526
	<u>14</u>	<u>1,330</u>	<u>14</u>	<u>1,330</u>	<u>14</u>	<u>1,330</u>	<u>14</u>	<u>1,337</u>
<b><u>City Express by Marriott</u></b>								
Franchised/Licensed/Other	150	17,431	151	17,571	151	17,571	152	17,694
	<u>150</u>	<u>17,431</u>	<u>151</u>	<u>17,571</u>	<u>151</u>	<u>17,571</u>	<u>152</u>	<u>17,694</u>
<b><u>Courtyard</u></b>								
Owned	3	645	3	645	3	645	3	645
Leased	1	249	1	249	1	249	1	249
Managed	125	27,202	128	27,744	129	28,189	129	28,189
Franchised/Licensed/Other	121	22,328	126	23,197	130	24,186	132	24,426
	<u>250</u>	<u>50,424</u>	<u>258</u>	<u>51,835</u>	<u>263</u>	<u>53,269</u>	<u>265</u>	<u>53,509</u>
<b><u>Delta Hotels by Marriott</u></b>								
Managed	26	4,924	26	4,924	26	4,925	26	4,925
Franchised/Licensed/Other	17	3,985	20	4,496	20	4,496	21	4,627
	<u>43</u>	<u>8,909</u>	<u>46</u>	<u>9,420</u>	<u>46</u>	<u>9,421</u>	<u>47</u>	<u>9,552</u>
<b><u>Design Hotels</u></b>								
Franchised/Licensed/Other	110	7,887	120	8,266	127	8,682	141	9,949
	<u>110</u>	<u>7,887</u>	<u>120</u>	<u>8,266</u>	<u>127</u>	<u>8,682</u>	<u>141</u>	<u>9,949</u>
<b><u>EDITION</u></b>								
Managed	14	2,779	15	2,844	15	2,844	15	2,844
	<u>14</u>	<u>2,779</u>	<u>15</u>	<u>2,844</u>	<u>15</u>	<u>2,844</u>	<u>15</u>	<u>2,844</u>
<b><u>Element</u></b>								
Managed	14	2,803	14	2,803	15	2,961	15	2,961
Franchised/Licensed/Other	2	269	3	397	5	722	5	722
	<u>16</u>	<u>3,072</u>	<u>17</u>	<u>3,200</u>	<u>20</u>	<u>3,683</u>	<u>20</u>	<u>3,683</u>
<b><u>Fairfield by Marriott</u></b>								
Managed	78	9,848	78	9,848	81	10,229	53	8,124
Franchised/Licensed/Other	62	10,640	68	11,574	72	12,040	104	14,631
	<u>140</u>	<u>20,488</u>	<u>146</u>	<u>21,422</u>	<u>153</u>	<u>22,269</u>	<u>157</u>	<u>22,755</u>
<b><u>Four Points</u></b>								
Managed	85	24,057	87	24,339	90	24,885	94	25,241
Franchised/Licensed/Other	73	12,722	77	13,609	83	14,651	90	16,437
	<u>158</u>	<u>36,779</u>	<u>164</u>	<u>37,948</u>	<u>173</u>	<u>39,536</u>	<u>184</u>	<u>41,678</u>

**Four Points Flex by Sheraton**

Franchised/Licensed/Other	1	65	2	108	4	361	28	5,037
	<u>1</u>	<u>65</u>	<u>2</u>	<u>108</u>	<u>4</u>	<u>361</u>	<u>28</u>	<u>5,037</u>

**JW Marriott**

Leased	1	496	1	496	1	496	1	496
Managed	74	26,494	74	26,496	75	27,073	75	26,941
Franchised/Licensed/Other	15	3,272	15	3,272	15	3,273	15	3,273
Residences	1	62	1	62	1	62	3	767
	<u>91</u>	<u>30,324</u>	<u>91</u>	<u>30,326</u>	<u>92</u>	<u>30,904</u>	<u>94</u>	<u>31,477</u>

**Le Meridien**

Managed	71	19,861	71	19,861	71	19,841	69	19,629
Franchised/Licensed/Other	22	5,748	22	5,746	22	5,746	24	6,184
Residences	1	62	1	62	1	62	1	62
	<u>94</u>	<u>25,671</u>	<u>94</u>	<u>25,669</u>	<u>94</u>	<u>25,649</u>	<u>94</u>	<u>25,875</u>

**Marriott Executive Apartments**

Managed	35	5,011	35	5,011	38	5,304	38	5,304
Franchised/Licensed/Other	3	242	3	242	4	509	4	509
	<u>38</u>	<u>5,253</u>	<u>38</u>	<u>5,253</u>	<u>42</u>	<u>5,813</u>	<u>42</u>	<u>5,813</u>

**Marriott Hotels**

Leased	5	1,631	5	1,631	5	1,631	5	1,631
Managed	183	57,693	186	58,147	188	58,827	191	60,158
Franchised/Licensed/Other	67	19,385	67	19,385	68	19,584	70	20,066
Residences	4	981	4	981	4	1,011	4	1,145
	<u>259</u>	<u>79,690</u>	<u>262</u>	<u>80,144</u>	<u>265</u>	<u>81,053</u>	<u>270</u>	<u>83,000</u>

**Moxy**

Managed	11	2,663	12	2,771	13	2,876	13	2,876
Franchised/Licensed/Other	95	17,921	97	18,372	101	18,928	104	19,649
	<u>106</u>	<u>20,584</u>	<u>109</u>	<u>21,143</u>	<u>114</u>	<u>21,804</u>	<u>117</u>	<u>22,525</u>

**Protea Hotels**

Leased	5	912	5	912	5	912	5	912
Managed	23	2,824	23	2,824	22	2,737	22	2,737
Franchised/Licensed/Other	33	2,748	35	3,035	37	3,232	37	3,283
	<u>61</u>	<u>6,484</u>	<u>63</u>	<u>6,771</u>	<u>64</u>	<u>6,881</u>	<u>64</u>	<u>6,932</u>

**Renaissance**

Leased	2	505	2	505	2	505	2	505
Managed	55	17,045	53	16,542	53	16,391	53	16,403
Franchised/Licensed/Other	30	7,671	31	8,044	33	8,725	33	8,726
	<u>87</u>	<u>25,221</u>	<u>86</u>	<u>25,091</u>	<u>88</u>	<u>25,621</u>	<u>88</u>	<u>25,634</u>

**Residence Inn**

Owned	1	140	1	140	1	140	1	140
Managed	9	1,116	9	1,116	9	1,116	9	1,116
Franchised/Licensed/Other	33	4,368	36	4,670	37	4,723	37	4,723
	<u>43</u>	<u>5,624</u>	<u>46</u>	<u>5,926</u>	<u>47</u>	<u>5,979</u>	<u>47</u>	<u>5,979</u>

**Sheraton**

Owned	3	1,724	3	1,724	3	1,724	3	1,724
Leased	1	106	1	106	1	106	1	106
Managed	182	61,235	182	61,494	181	61,342	180	61,432
Franchised/Licensed/Other	80	23,193	80	22,834	81	23,183	81	23,124
Residences	3	472	3	472	3	472	3	472
	<u>269</u>	<u>86,730</u>	<u>269</u>	<u>86,630</u>	<u>269</u>	<u>86,827</u>	<u>268</u>	<u>86,858</u>

**Sonder by Marriott Bonvoy**

Franchised/Licensed/Other	-	-	-	-	-	-	59	2,694
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>59</u>	<u>2,694</u>

**St. Regis**

Leased	1	160	1	160	1	160	1	160
Managed	46	10,053	47	10,285	47	10,289	49	10,638
Residences	13	1,777	13	1,785	13	1,785	14	1,947
	<u>60</u>	<u>11,990</u>	<u>61</u>	<u>12,230</u>	<u>61</u>	<u>12,234</u>	<u>64</u>	<u>12,745</u>

**The Luxury Collection**

Owned	1	96	1	96	1	96	1	96
Leased	2	287	2	287	2	287	2	287
Managed	38	7,678	39	7,737	40	7,871	41	7,863
Franchised/Licensed/Other	54	9,869	56	10,260	57	10,414	57	10,429
Residences	3	115	4	269	3	115	3	115
	<u>98</u>	<u>18,045</u>	<u>102</u>	<u>18,649</u>	<u>103</u>	<u>18,783</u>	<u>104</u>	<u>18,790</u>

**The Ritz-Carlton**

Leased	2	550	2	550	2	548	2	548
Managed	75	17,848	77	18,047	77	18,047	78	18,307
Residences	18	1,644	19	1,756	19	1,756	21	1,854
	<u>95</u>	<u>20,042</u>	<u>98</u>	<u>20,353</u>	<u>98</u>	<u>20,351</u>	<u>101</u>	<u>20,709</u>

**The Ritz-Carlton Yacht**

Franchised/Licensed/Other	1	149	1	149	2	377	2	377
	<u>1</u>	<u>149</u>	<u>1</u>	<u>149</u>	<u>2</u>	<u>377</u>	<u>2</u>	<u>377</u>

**Timeshare<sup>1</sup>**

Franchised/Licensed/Other	21	3,906	21	3,906	21	3,911	21	3,911
	<u>21</u>	<u>3,906</u>	<u>21</u>	<u>3,906</u>	<u>21</u>	<u>3,911</u>	<u>21</u>	<u>3,911</u>

**Tribute Portfolio**

Owned	2	249	2	249	2	249	2	249
Managed	10	1,284	10	1,284	10	1,284	11	1,415
Franchised/Licensed/Other	42	5,259	42	5,670	46	6,382	53	7,493
	<u>54</u>	<u>6,792</u>	<u>54</u>	<u>7,203</u>	<u>58</u>	<u>7,915</u>	<u>66</u>	<u>9,157</u>

**W Hotels**

Leased	2	665	2	665	2	665	2	665
Managed	42	11,800	42	11,805	42	11,805	44	12,145
Franchised/Licensed/Other	1	246	1	226	1	226	1	226
Residences	7	549	7	549	7	549	8	765
	<u>52</u>	<u>13,260</u>	<u>52</u>	<u>13,245</u>	<u>52</u>	<u>13,245</u>	<u>55</u>	<u>13,801</u>

**Westin**

Managed	77	23,402	78	23,608	78	23,727	78	23,732
Franchised/Licensed/Other	31	9,774	31	9,774	33	10,232	33	10,232
Residences	2	353	2	353	2	353	2	353
	<u>110</u>	<u>33,529</u>	<u>111</u>	<u>33,735</u>	<u>113</u>	<u>34,312</u>	<u>113</u>	<u>34,317</u>

**Total**

Owned	14	3,097	14	3,097	14	3,097	14	3,097
Leased	23	5,679	23	5,678	23	5,676	23	5,676
Managed	1,349	352,636	1,363	354,789	1,380	358,154	1,363	358,518
Franchised/Licensed/Other	1,333	236,467	1,383	244,083	1,430	252,062	1,589	268,957
Residences	57	6,534	60	6,822	59	6,698	65	8,020
Total	<u>2,776</u>	<u>604,413</u>	<u>2,843</u>	<u>614,469</u>	<u>2,906</u>	<u>625,687</u>	<u>3,054</u>	<u>644,268</u>

<sup>1</sup> Timeshare room counts are reported one quarter in arrears.

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.

## VII. ROOM AND UNIT COUNTS - INTERNATIONAL

2025

	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
<b>AC Hotels by Marriott</b>								
Managed	14	2,681	14	2,680	14	2,679	17	3,116
Franchised/Licensed/Other	106	15,615	106	15,615	106	15,347	108	15,881
	<u>120</u>	<u>18,296</u>	<u>120</u>	<u>18,295</u>	<u>120</u>	<u>18,026</u>	<u>125</u>	<u>18,997</u>
<b>Aloft Hotels</b>								
Managed	41	8,949	40	8,777	42	9,196	42	9,342
Franchised/Licensed/Other	29	5,610	30	5,782	31	5,889	32	6,066
	<u>70</u>	<u>14,559</u>	<u>70</u>	<u>14,559</u>	<u>73</u>	<u>15,085</u>	<u>74</u>	<u>15,408</u>
<b>Apartments by Marriott Bonvoy</b>								
Franchised/Licensed/Other	2	231	2	231	3	275	3	275
	<u>2</u>	<u>231</u>	<u>2</u>	<u>231</u>	<u>3</u>	<u>275</u>	<u>3</u>	<u>275</u>
<b>Autograph Collection</b>								
Owned	4	243	4	243	4	243	4	243
Leased	1	117	1	117	1	117	1	117
Managed	15	2,964	16	3,209	16	3,209	18	3,344
Franchised/Licensed/Other	154	30,942	159	32,171	162	32,616	170	33,958
Residences	1	14	1	14	2	45	2	45
	<u>175</u>	<u>34,280</u>	<u>181</u>	<u>35,754</u>	<u>185</u>	<u>36,230</u>	<u>195</u>	<u>37,707</u>
<b>Bvlqari</b>								
Managed	7	646	7	646	7	646	7	646
Franchised/Licensed/Other	2	161	2	161	2	161	2	161
Residences	5	526	5	526	5	526	5	526
	<u>14</u>	<u>1,333</u>	<u>14</u>	<u>1,333</u>	<u>14</u>	<u>1,333</u>	<u>14</u>	<u>1,333</u>
<b>citizenM</b>								
Managed	-	-	-	-	-	-	2	477
Franchised/Licensed/Other	-	-	-	-	-	-	19	3,938
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>21</u>	<u>4,415</u>
<b>City Express by Marriott</b>								
Franchised/Licensed/Other	152	17,694	153	17,781	147	17,781	147	17,781
	<u>152</u>	<u>17,694</u>	<u>153</u>	<u>17,781</u>	<u>147</u>	<u>17,781</u>	<u>147</u>	<u>17,781</u>
<b>Courtyard by Marriott</b>								
Owned	3	645	3	645	3	645	3	645
Leased	1	249	1	249	1	249	1	249
Managed	127	27,760	132	28,912	131	28,795	132	28,945
Franchised/Licensed/Other	135	24,993	137	25,379	139	25,759	143	26,350
	<u>266</u>	<u>53,647</u>	<u>273</u>	<u>55,185</u>	<u>274</u>	<u>55,448</u>	<u>279</u>	<u>56,189</u>
<b>Delta Hotels by Marriott</b>								
Managed	26	4,925	19	3,329	6	1,440	5	1,179
Franchised/Licensed/Other	21	4,627	29	6,283	41	8,028	41	7,926
	<u>47</u>	<u>9,552</u>	<u>48</u>	<u>9,612</u>	<u>47</u>	<u>9,468</u>	<u>46</u>	<u>9,105</u>
<b>Design Hotels</b>								
Franchised/Licensed/Other	149	10,625	165	11,355	178	11,890	198	12,795
	<u>149</u>	<u>10,625</u>	<u>165</u>	<u>11,355</u>	<u>178</u>	<u>11,890</u>	<u>198</u>	<u>12,795</u>
<b>EDITION</b>								
Managed	15	2,844	15	2,844	16	2,992	17	3,238
Residences	1	10	1	10	1	10	1	10
	<u>16</u>	<u>2,854</u>	<u>16</u>	<u>2,854</u>	<u>17</u>	<u>3,002</u>	<u>18</u>	<u>3,248</u>
<b>Element Hotels</b>								
Managed	15	2,964	15	2,964	15	2,964	14	2,712
Franchised/Licensed/Other	6	827	6	827	6	936	6	936
	<u>21</u>	<u>3,791</u>	<u>21</u>	<u>3,791</u>	<u>21</u>	<u>3,900</u>	<u>20</u>	<u>3,648</u>
<b>Fairfield by Marriott</b>								
Managed	53	8,122	55	8,450	55	8,355	58	8,957
Franchised/Licensed/Other	110	15,542	114	15,993	125	17,670	132	18,760
	<u>163</u>	<u>23,664</u>	<u>169</u>	<u>24,443</u>	<u>180</u>	<u>26,025</u>	<u>190</u>	<u>27,717</u>
<b>Four Points by Sheraton</b>								
Managed	97	25,853	96	25,583	97	25,867	100	26,468
Franchised/Licensed/Other	97	17,683	108	19,600	128	22,777	139	25,092
	<u>194</u>	<u>43,536</u>	<u>204</u>	<u>45,183</u>	<u>225</u>	<u>48,644</u>	<u>239</u>	<u>51,560</u>
<b>Four Points Flex by Sheraton</b>								
Franchised/Licensed/Other	40	6,443	41	6,234	48	6,980	54	7,806
	<u>40</u>	<u>6,443</u>	<u>41</u>	<u>6,234</u>	<u>48</u>	<u>6,980</u>	<u>54</u>	<u>7,806</u>

<b>JW Marriott</b>								
Leased	1	496	1	496	1	496	2	696
Managed	76	27,038	76	27,076	76	27,227	77	27,413
Franchised/Licensed/Other	15	3,273	15	3,261	15	3,264	15	3,264
Residences	3	767	3	767	4	1,055	4	1,055
	<u>95</u>	<u>31,574</u>	<u>95</u>	<u>31,600</u>	<u>96</u>	<u>32,042</u>	<u>98</u>	<u>32,428</u>
<b>Le Meridien</b>								
Managed	68	19,336	67	18,286	68	18,449	70	18,766
Franchised/Licensed/Other	24	6,183	25	7,184	27	7,601	28	7,931
Residences	1	62	1	62	1	62	1	62
	<u>93</u>	<u>25,581</u>	<u>93</u>	<u>25,532</u>	<u>96</u>	<u>26,112</u>	<u>99</u>	<u>26,759</u>
<b>Marriott Executive Apartments</b>								
Managed	39	5,489	39	5,489	41	6,004	41	5,932
Franchised/Licensed/Other	4	509	6	1,117	8	1,385	9	1,803
	<u>43</u>	<u>5,998</u>	<u>45</u>	<u>6,606</u>	<u>49</u>	<u>7,389</u>	<u>50</u>	<u>7,735</u>
<b>Marriott Hotels</b>								
Leased	5	1,631	5	1,631	5	1,631	5	1,631
Managed	192	60,300	187	59,155	189	59,832	193	61,137
Franchised/Licensed/Other	70	20,066	78	22,034	82	22,893	85	23,610
Residences	4	1,145	5	1,337	5	1,337	5	1,283
	<u>271</u>	<u>83,142</u>	<u>275</u>	<u>84,157</u>	<u>281</u>	<u>85,693</u>	<u>288</u>	<u>87,661</u>
<b>Moxy Hotels</b>								
Managed	13	2,876	13	2,876	13	2,876	15	3,099
Franchised/Licensed/Other	106	19,901	111	20,848	116	21,694	117	22,339
	<u>119</u>	<u>22,777</u>	<u>124</u>	<u>23,724</u>	<u>129</u>	<u>24,570</u>	<u>132</u>	<u>25,438</u>
<b>Protea Hotels by Marriott</b>								
Leased	5	912	5	912	5	912	5	912
Managed	22	2,737	22	2,737	22	2,737	22	2,737
Franchised/Licensed/Other	37	3,283	37	3,283	37	3,283	38	3,371
	<u>64</u>	<u>6,932</u>	<u>64</u>	<u>6,932</u>	<u>64</u>	<u>6,932</u>	<u>65</u>	<u>7,020</u>
<b>Renaissance Hotels</b>								
Leased	2	505	2	505	2	505	2	505
Managed	52	16,299	51	16,054	53	16,514	53	16,533
Franchised/Licensed/Other	34	8,830	33	8,347	33	8,425	33	8,429
	<u>88</u>	<u>25,634</u>	<u>86</u>	<u>24,906</u>	<u>88</u>	<u>25,444</u>	<u>88</u>	<u>25,467</u>
<b>Residence Inn by Marriott</b>								
Owned	1	140	1	140	1	140	1	140
Managed	9	1,116	9	1,116	9	1,116	8	982
Franchised/Licensed/Other	38	4,766	38	4,766	38	4,766	39	4,837
	<u>48</u>	<u>6,022</u>	<u>48</u>	<u>6,022</u>	<u>48</u>	<u>6,022</u>	<u>48</u>	<u>5,959</u>
<b>Series by Marriott</b>								
Franchised/Licensed/Other	-	-	-	-	-	-	37	2,597
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>37</u>	<u>2,597</u>
<b>Sheraton</b>								
Owned	3	1,724	3	1,724	3	1,724	3	1,724
Leased	1	106	-	-	-	-	-	-
Managed	180	57,875	180	57,877	177	57,032	182	58,600
Franchised/Licensed/Other	82	23,289	81	22,628	84	23,390	86	23,780
Residences	3	472	3	472	3	472	3	472
	<u>269</u>	<u>83,466</u>	<u>267</u>	<u>82,701</u>	<u>267</u>	<u>82,618</u>	<u>274</u>	<u>84,576</u>
<b>Sonder by Marriott Bonvoy</b>								
Franchised/Licensed/Other	58	2,659	58	2,695	58	2,779	-	-
	<u>58</u>	<u>2,659</u>	<u>58</u>	<u>2,695</u>	<u>58</u>	<u>2,779</u>	<u>-</u>	<u>-</u>
<b>St. Regis</b>								
Leased	1	160	1	160	1	160	1	160
Managed	51	11,180	52	11,380	52	11,380	51	11,240
Franchised/Licensed/Other	-	-	1	172	1	172	1	172
Residences	14	1,947	14	1,947	14	1,946	14	1,916
	<u>66</u>	<u>13,287</u>	<u>68</u>	<u>13,659</u>	<u>68</u>	<u>13,658</u>	<u>67</u>	<u>13,488</u>
<b>The Luxury Collection</b>								
Owned	1	96	1	96	1	96	1	96
Leased	2	287	2	287	2	287	2	287
Managed	42	7,979	41	7,859	42	8,030	42	8,030
Franchised/Licensed/Other	61	13,504	62	13,560	64	13,816	66	14,203
Residences	3	115	2	85	2	85	2	85
	<u>109</u>	<u>21,981</u>	<u>108</u>	<u>21,887</u>	<u>111</u>	<u>22,314</u>	<u>113</u>	<u>22,701</u>

**The Ritz-Carlton**

Leased	2	548	2	548	2	548	2	548
Managed	79	18,407	79	18,394	79	18,394	80	18,481
Franchised/Licensed/Other	-	-	-	-	1	20	1	20
Residences	21	1,854	22	1,866	22	1,870	23	1,928
	<u>102</u>	<u>20,809</u>	<u>103</u>	<u>20,808</u>	<u>104</u>	<u>20,832</u>	<u>106</u>	<u>20,977</u>

**The Ritz-Carlton Yacht Collection**

Franchised/Licensed/Other	2	377	2	377	3	603	3	603
	<u>2</u>	<u>377</u>	<u>2</u>	<u>377</u>	<u>3</u>	<u>603</u>	<u>3</u>	<u>603</u>

**Timeshare**

Franchised/Licensed/Other	21	3,911	21	3,911	21	3,911	22	3,963
	<u>21</u>	<u>3,911</u>	<u>21</u>	<u>3,911</u>	<u>21</u>	<u>3,911</u>	<u>22</u>	<u>3,963</u>

**Tribute Portfolio**

Owned	2	249	2	249	2	249	2	249
Managed	11	1,415	11	1,415	12	1,557	12	1,557
Franchised/Licensed/Other	54	7,636	60	8,269	64	8,760	70	10,033
Residences	-	-	-	-	-	-	1	137
	<u>67</u>	<u>9,300</u>	<u>73</u>	<u>9,933</u>	<u>78</u>	<u>10,566</u>	<u>85</u>	<u>11,976</u>

**W Hotels**

Leased	2	665	2	665	2	665	2	665
Managed	44	12,132	45	12,460	47	12,738	46	12,060
Franchised/Licensed/Other	1	226	1	226	1	226	1	226
Residences	8	768	8	768	8	768	8	768
	<u>55</u>	<u>13,791</u>	<u>56</u>	<u>14,119</u>	<u>58</u>	<u>14,397</u>	<u>57</u>	<u>13,719</u>

**Westin**

Managed	78	23,732	79	23,888	77	23,417	80	24,235
Franchised/Licensed/Other	32	9,761	33	9,615	34	10,179	34	10,180
Residences	2	353	3	413	3	413	3	413
	<u>112</u>	<u>33,846</u>	<u>115</u>	<u>33,916</u>	<u>114</u>	<u>34,009</u>	<u>117</u>	<u>34,828</u>

**Total**

Owned	14	3,097	14	3,097	14	3,097	14	3,097
Leased	23	5,676	22	5,570	22	5,570	23	5,770
Managed	1,366	355,619	1,360	353,456	1,356	353,446	1,384	359,226
Franchised/Licensed/Other	1,642	279,167	1,714	289,705	1,803	303,276	1,879	319,086
Residences	66	8,033	68	8,267	70	8,589	72	8,700
Total	<u>3,111</u>	<u>651,592</u>	<u>3,178</u>	<u>660,095</u>	<u>3,265</u>	<u>673,978</u>	<u>3,372</u>	<u>695,879</u>

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.



**Four Points by Sheraton**

Managed	97	25,555	-	-	-	-	-	-
Franchised/Licensed/Other	159	28,878	-	-	-	-	-	-
	<u>256</u>	<u>54,433</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**Four Points Flex by Sheraton**

Franchised/Licensed/Other	57	8,259	-	-	-	-	-	-
	<u>57</u>	<u>8,259</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**JW Marriott**

Leased	2	696	-	-	-	-	-	-
Managed	76	26,398	-	-	-	-	-	-
Franchised/Licensed/Other	16	4,279	-	-	-	-	-	-
Residences	4	1,055	-	-	-	-	-	-
	<u>98</u>	<u>32,428</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**Le Meridien**

Managed	70	18,646	-	-	-	-	-	-
Franchised/Licensed/Other	29	8,194	-	-	-	-	-	-
Residences	1	62	-	-	-	-	-	-
	<u>100</u>	<u>26,902</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**Marriott Executive Apartments**

Managed	41	5,932	-	-	-	-	-	-
Franchised/Licensed/Other	9	1,797	-	-	-	-	-	-
	<u>50</u>	<u>7,729</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**Marriott Hotels**

Leased	5	1,631	-	-	-	-	-	-
Managed	193	60,956	-	-	-	-	-	-
Franchised/Licensed/Other	86	23,892	-	-	-	-	-	-
Residences	5	1,283	-	-	-	-	-	-
	<u>289</u>	<u>87,762</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**Moxy Hotels**

Managed	15	3,099	-	-	-	-	-	-
Franchised/Licensed/Other	116	21,909	-	-	-	-	-	-
	<u>131</u>	<u>25,008</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**Protea Hotels by Marriott**

Leased	5	912	-	-	-	-	-	-
Managed	22	2,738	-	-	-	-	-	-
Franchised/Licensed/Other	38	3,371	-	-	-	-	-	-
	<u>65</u>	<u>7,021</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**Renaissance Hotels**

Leased	2	505	-	-	-	-	-	-
Managed	53	16,533	-	-	-	-	-	-
Franchised/Licensed/Other	34	8,750	-	-	-	-	-	-
	<u>89</u>	<u>25,788</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**Residence Inn by Marriott**

Owned	1	140	-	-	-	-	-	-
Managed	9	1,102	-	-	-	-	-	-
Franchised/Licensed/Other	41	5,039	-	-	-	-	-	-
	<u>51</u>	<u>6,281</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**Series by Marriott**

Franchised/Licensed/Other	50	3,555	-	-	-	-	-	-
	<u>50</u>	<u>3,555</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**Sheraton**

Owned	3	1,724	-	-	-	-	-	-
Managed	180	58,127	-	-	-	-	-	-
Franchised/Licensed/Other	86	23,776	-	-	-	-	-	-
Residences	3	472	-	-	-	-	-	-
	<u>272</u>	<u>84,099</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**St. Regis**

Leased	1	160	-	-	-	-	-	-
Managed	51	11,236	-	-	-	-	-	-
Franchised/Licensed/Other	1	172	-	-	-	-	-	-
Residences	14	1,916	-	-	-	-	-	-
	<u>67</u>	<u>13,484</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**The Luxury Collection**

Owned	1	96	-	-	-	-	-	-
Leased	2	287	-	-	-	-	-	-
Managed	43	8,436	-	-	-	-	-	-
Franchised/Licensed/Other	66	14,203	-	-	-	-	-	-
Residences	2	85	-	-	-	-	-	-
	<u>114</u>	<u>23,107</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**The Ritz-Carlton**

Leased	2	548	-	-	-	-	-	-
Managed	80	18,443	-	-	-	-	-	-
Franchised/Licensed/Other	2	262	-	-	-	-	-	-
Residences	23	1,928	-	-	-	-	-	-
	<u>107</u>	<u>21,181</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**The Ritz-Carlton Yacht Collection**

Franchised/Licensed/Other	3	603	-	-	-	-	-	-
	<u>3</u>	<u>603</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**Timeshare**

Franchised/Licensed/Other	22	3,963	-	-	-	-	-	-
	<u>22</u>	<u>3,963</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**Tribute Portfolio**

Owned	2	249	-	-	-	-	-	-
Managed	13	1,595	-	-	-	-	-	-
Franchised/Licensed/Other	72	10,668	-	-	-	-	-	-
Residences	1	137	-	-	-	-	-	-
	<u>88</u>	<u>12,649</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**W Hotels**

Leased	2	665	-	-	-	-	-	-
Managed	46	12,060	-	-	-	-	-	-
Franchised/Licensed/Other	1	226	-	-	-	-	-	-
Residences	8	768	-	-	-	-	-	-
	<u>57</u>	<u>13,719</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**Westin**

Managed	80	24,174	-	-	-	-	-	-
Franchised/Licensed/Other	34	10,180	-	-	-	-	-	-
Residences	3	413	-	-	-	-	-	-
	<u>117</u>	<u>34,767</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**Total**

Owned	14	3,097	-	-	-	-	-	-
Leased	23	5,770	-	-	-	-	-	-
Managed	1,384	357,548	-	-	-	-	-	-
Franchised/Licensed/Other	1,938	328,214	-	-	-	-	-	-
Residences	72	8,700	-	-	-	-	-	-
Total	<u>3,431</u>	<u>703,329</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

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.

## VIII. CONVERSION OF HOTELS TO MARRIOTT INTERNATIONAL BRANDS

	2022		2022		2022		2022	
	1st Quarter		2nd Quarter YTD		3rd Quarter YTD		4th Quarter YTD	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
AC Hotels	1	274	1	274	3	625	4	760
Autograph Collection	6	839	8	999	11	1,413	17	3,706
Courtyard	1	128	2	283	3	387	9	1,175
Fairfield by Marriott	1	88	1	88	3	355	5	526
Le Meridien	1	356	2	656	2	656	2	656
Marriott Hotels	1	302	4	1,262	5	1,501	9	2,593
Renaissance	2	514	2	514	2	514	2	514
Tribute Portfolio	1	44	4	421	7	965	12	1,429
Delta Hotels by Marriott			3	1,242	4	1,454	5	1,700
JW Hotels			2	476	2	476	3	762
Luxury Collection			1	40	2	364	2	364
Sheraton			1	337	4	1,420	4	1,420
Westin			1	142	1	142	1	142
Four Points					2	327	5	815
SpringHill Suites							1	99
Ritz-Carlton							1	431
Moxy							1	177
St. Regis							1	206
<b>Total</b>	<b>14</b>	<b>2,545</b>	<b>32</b>	<b>6,734</b>	<b>51</b>	<b>10,599</b>	<b>84</b>	<b>17,475</b>

	2023		2023		2023		2023	
	1st Quarter		2nd Quarter YTD		3rd Quarter YTD		4th Quarter YTD	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
AC Hotels	1	133	1	133	1	133	1	133
Aloft Hotels	1	119	1	119	2	904	3	1,046
Autograph Collection	1	270	5	675	9	1,310	13	2,006
Courtyard	2	299	4	603	8	1,144	10	1,738
Marriott Hotels	1	150	1	150	4	1,332	4	1,332
Moxy	1	131	1	131	1	131	1	131
Sheraton	1	259	2	821	2	821	3	1,037
TownePlace Suites	1	78	2	172	2	172	2	172
Tribute Portfolio	4	802	7	1,221	9	1,398	17	2,549
Westin	1	508	1	508	1	508	1	508
Delta Hotels by Marriott			1	158	3	611	8	1,651
Design Hotels			1	59	3	143	7	285
Fairfield by Marriott			2	175	4	568	8	882
Le Meridien			1	291	2	535	2	535
Residence Inn			3	350	3	350	5	772
Renaissance					1	218	1	218
Four Points					2	221	6	1,164
Apartments by Marriott Bonvoy							1	107
<b>Total</b>	<b>14</b>	<b>2,749</b>	<b>33</b>	<b>5,566</b>	<b>57</b>	<b>10,499</b>	<b>93</b>	<b>16,266</b>

## VIII. CONVERSION OF HOTELS TO MARRIOTT INTERNATIONAL BRANDS

	2024		2024		2024		2024	
	1st Quarter		2nd Quarter YTD		3rd Quarter YTD		4th Quarter YTD	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
AC Hotels	1	117	2	220	2	220	3	480
Autograph Collection	4	4,479	7	5,024	9	5,228	14	5,891
Delta Hotels by Marriott	1	253	5	963	6	1,273	7	1,404
Design Hotels	2	194	4	246	10	580	13	786
Fairfield by Marriott	4	550	8	995	10	1,274	13	1,545
Four Points	1	251	4	987	7	1,349	12	2,446
JW Hotels	1	200	1	200	2	765	2	765
The Luxury Collection	1	3,933	2	4,495	2	4,495	4	4,664
MGM Collection by Marriott Bonvoy	12	26,210	12	26,210	12	26,210	12	26,210
Sheraton	1	227	2	747	2	747	3	865
Tribute Portfolio	4	2,928	6	3,551	12	4,298	28	7,162
Four Points Flex by Sheraton	1	65	2	108	4	361	27	4,966
Courtyard			5	904	7	1,343	7	1,343
Moxy			2	469	3	625	4	1,039
Protea Hotels			1	203	2	312	2	312
Renaissance			1	394	2	645	4	1,049
Residence Inn			1	289	2	393	2	393
Springhill Suites			1	71	2	148	2	148
TownePlace Suites			1	80	1	80	1	80
Marriott Executive Apartments					2	212	2	212
Marriott Hotels					1	500	5	1,914
Ritz Carlton					1	462	2	541
St. Regis					1	332	2	525
Apartments by Marriott Bonvoy							1	124
Sonder by Marriott Bonvoy							163	9,195
City Express							1	83
W Hotels							1	1,117
<b>Total</b>	<b>33</b>	<b>39,407</b>	<b>67</b>	<b>46,156</b>	<b>102</b>	<b>51,852</b>	<b>337</b>	<b>75,259</b>

## VIII. CONVERSION OF HOTELS TO MARRIOTT INTERNATIONAL BRANDS

	2025		2025		2025		2025	
	1st Quarter		2nd Quarter YTD		3rd Quarter YTD		4th Quarter YTD	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
AC Hotels by Marriott	1	291	2	452	3	552	4	732
Autograph Collection	3	1,117	6	1,900	10	2,471	19	4,035
Courtyard by Marriott	3	671	4	853	5	978	7	1,264
Design Hotels	2	166	11	830	20	1,276	30	1,740
Element Hotels	1	105	1	105	1	105	1	105
Fairfield by Marriott	4	467	6	685	7	785	10	1,128
Four Points by Sheraton	2	300	9	1,229	14	2,043	17	2,969
The Luxury Collection	2	196	3	252	6	519	8	906
Marriott Hotels	1	194	4	767	7	1,597	13	3,634
Sheraton	1	114	3	625	3	625	5	1,033
Sonder by Marriott Bonvoy	2	135	4	237	5	332	5	332
TownPlace Suites by Marriott	1	97	1	97	2	203	4	442
Four Points Flex by Sheraton	12	1,406	14	1,700	20	2,345	26	3,171
Outdoor Collection by Marriott Bonvoy			3	310	3	310	3	310
Tribute Portfolio			6	634	16	1,892	25	3,935
Westin			2	155	3	719	4	1,127
City Express by Marriott			2	262	4	383	11	1,133
EDITION					1	148	1	148
Marriott Executive Apartments					1	190	2	608
Moxy Hotels					1	179	3	600
SpringHill Suites by Marriott					1	200	3	373
Delta Hotels by Marriott					1	98	1	98
Series by Marriott Bonvoy							39	2,761
JW Marriott							1	407
Le Meridien							2	424
<b>Total</b>	<u>35</u>	<u>5,259</u>	<u>81</u>	<u>11,093</u>	<u>134</u>	<u>17,950</u>	<u>244</u>	<u>33,415</u>

## VIII. CONVERSION OF HOTELS TO MARRIOTT INTERNATIONAL BRANDS

	<u>2026</u>		<u>2026</u>		<u>2026</u>		<u>2026</u>	
	<u>1st Quarter</u>		<u>2nd Quarter YTD</u>		<u>3rd Quarter YTD</u>		<u>4th Quarter YTD</u>	
	<u>Units</u>	<u>Rooms</u>	<u>Units</u>	<u>Rooms</u>	<u>Units</u>	<u>Rooms</u>	<u>Units</u>	<u>Rooms</u>
Autograph Collection	5	810						
Courtyard by Marriott	2	530						
Delta Hotels by Marriott	3	870						
Design Hotels	6	394						
Fairfield by Marriott	1	100						
Four Points by Sheraton	4	614						
The Luxury Collection	2	607						
Le Meridien	1	263						
Marriott Hotels	1	462						
Residence Inn by Marriott	1	102						
Series by Marriott Bonvoy	14	1,154						
Tribute Portfolio	5	1,188						
City Express by Marriott	7	522						
Four Points Flex by Sheraton	3	453						
<b>Total</b>	<u>55</u>	<u>8,069</u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>

## IX. DEFLAGGED HOTELS

	2022		2022		2022		2022	
	1st Quarter		2nd Quarter YTD		3rd Quarter YTD		4th Quarter YTD	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
AC Hotels	1	79	2	160	2	160	2	160
Aloft Hotels	1	167	2	296	2	296	2	296
Courtyard	2	423	5	1,030	9	1,795	9	1,795
Four Points	2	213	5	647	9	1,124	10	1,237
The Luxury Collection	1	192	1	192	2	394	2	492
Le Meridien	1	730	1	730	1	730	2	838
Marriott Hotels	3	691	4	1,119	14	3,611	16	4,027
Protea Hotels	1	13	1	13	2	158	2	158
Sheraton	3	890	5	1,348	11	2,799	16	5,138
TownePlace Suites	1	96	5	476	5	476	7	697
Autograph Collection			1	72	2	154	2	154
Element			1	121	1	121	1	121
Fairfield by Marriott			4	410	4	410	7	724
Residence Inn			2	179	4	447	6	837
Tribute Portfolio			2	362	2	362	3	586
Renaissance Hotels					3	652	4	913
Ritz Carlton					2	697	2	697
St. Regis					1	209	1	209
<b>Total</b>	<b>16</b>	<b>3,494</b>	<b>41</b>	<b>7,155</b>	<b>76</b>	<b>14,595</b>	<b>94</b>	<b>19,079</b>
	2023		2023		2023		2023	
	1st Quarter		2nd Quarter YTD		3rd Quarter YTD		4th Quarter YTD	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
Aloft Hotels	1	285	1	285	2	394	2	394
Courtyard	1	110	1	110	2	350	2	350
Fairfield by Marriott	2	147	3	214	5	337	12	1,011
Four Points	1	247	6	936	8	1,242	11	2,139
The Luxury Collection	5	876	11	1,031	12	1,089	13	1,242
Marriott Hotels	1	161	1	161	3	635	3	635
Residence Inn	1	131	2	275	3	397	4	549
Sheraton	1	282	2	1,045	2	1,045	3	1,270
Springhill Suites	1	112	1	112	1	112	1	112
Protea Hotels			2	84	2	84	2	84
TownePlace Suites			1	93	1	93	3	299
Autograph Collection					1	62	3	324
Delta Hotels by Marriott							2	543
Element							1	329
Marriott Executive Apartments							1	149
<b>Total</b>	<b>14</b>	<b>2,351</b>	<b>31</b>	<b>4,346</b>	<b>42</b>	<b>5,840</b>	<b>63</b>	<b>9,430</b>

## IX. DEFLAGGED HOTELS

	2024		2024		2024		2024	
	1st Quarter		2nd Quarter YTD		3rd Quarter YTD		4th Quarter YTD	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
Aloft Hotels	1	293	1	293	1	293	1	293
Fairfield by Marriott	3	355	7	614	11	958	16	1,408
Four Points	2	304	5	824	6	944	8	1,213
The Luxury Collection	2	166	2	166	2	166	3	344
Marriott Hotels	3	1,207	6	2,134	8	2,765	9	3,114
Sheraton	3	1,249	4	1,484	5	1,640	8	2,405
Protea Hotels	2	127	2	127	3	214	3	214
Delta Hotels	2	369	3	552	3	552	4	823
Marriott Executive Apartments	1	160	1	160	1	160	1	160
Westin	1	172	1	172	1	172	1	172
W Hotels	1	140	1	160	1	160	1	160
AC Hotels	3	308	3	308	3	308	4	405
Tribute Portfolio	1	31	2	137	3	211	3	211
Le Meridien	2	293	2	293	3	623	4	681
Courtyard			1	112	3	341	6	733
TownePlace Suites			1	95	2	215	5	490
Renaissance Hotels			1	120	1	120	2	322
Design Hotels			1	98	2	210	2	210
Autograph Collection					1	70	2	177
Residence Inn							6	842
Springhill Suites							1	63
JW Marriott							-	132
<b>Total</b>	<u>27</u>	<u>5,174</u>	<u>44</u>	<u>7,849</u>	<u>60</u>	<u>10,122</u>	<u>90</u>	<u>14,572</u>

Note: The deletion for the JW Marriott is a rooms closing. The unit was not deflagged.

## IX. DEFLAGGED HOTELS

	2025		2025		2025		2025	
	1st Quarter		2nd Quarter YTD		3rd Quarter YTD		4th Quarter YTD	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
Aloft Hotels	1	192	1	192	1	192	2	462
Courtyard by Marriott	1	196	2	362	4	561	8	1,037
Fairfield by Marriott	2	164	5	459	10	872	15	1,363
Four Points by Sheraton	1	220	2	777	2	777	5	1,178
Le Meridien	1	293	1	293	1	293	1	293
Marriott Hotels		76	1	265	1	265	2	702
Residence Inn by Marriott	1	130	2	226	3	346	9	958
The Ritz-Carlton	1	200	1	200	1	200	1	200
Sheraton	1	1,738	3	2,578	4	2,874	6	3,615
Sonder by Marriott Bonvoy	7	516	21	1,359	28	1,832	168	9,520
TownePlace Suites by Marriott	1	95	3	271	4	365	4	365
Tribute Portfolio	1	312	1	312	2	400	2	400
Design Hotels			1	32	1	32	2	76
The Luxury Collection			2	150	3	161	3	161
SpringHill Suites by Marriott			1	79	2	234	4	453
Westin			1	428	2	728	2	728
Four Points Flex by Sheraton			1	503	1	503	1	503
AC Hotels by Marriott					1	368	1	368
Autograph Collection					2	146	3	269
Delta Hotels by Marriott					2	242	4	541
JW Marriott					1	52	2	553
W Hotels					1	223	2	901
St. Regis							2	240
Moxy Hotels							2	301
Element Hotels							1	252
Renaissance Hotels							1	204
<b>Total</b>	<u>18</u>	<u>4,132</u>	<u>49</u>	<u>8,486</u>	<u>77</u>	<u>11,666</u>	<u>253</u>	<u>25,643</u>

Note: Room closings are not included in terminated unit counts.

## IX. DEFLAGGED HOTELS

	2026		2026		2026		2026	
	1st Quarter		2nd Quarter YTD		3rd Quarter YTD		4th Quarter YTD	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
Aloft Hotels	2	290						
Autograph Collection	1	123						
Courtyard by Marriott	4	822						
Fairfield by Marriott	1	105						
Four Points by Sheraton	1	268						
Le Meridien	1	223						
Moxy Hotels	1	436						
Sheraton	3	794						
TownePlace Suites by Marriott	2	169						
Westin		62						
<b>Total</b>	<b>16</b>	<b>3,292</b>						

Note: Room closings are not included in terminated unit counts.

## X. UNITED STATES & CANADA LODGING KEY OPERATING STATISTICS<sup>1</sup>

	2022 1st Quarter	2022 2nd Quarter	2022 3rd Quarter	2022 4th Quarter	2022 Full Year
<b>JW Marriott Hotels</b>					
Occupancy (%)	58.9	73.4	67.2	67.6	66.7
Average Daily Rate (\$)	329.45	311.06	266.65	297.40	299.82
RevPar (\$) <sup>2</sup>	193.97	228.46	179.27	201.05	200.06
RevPar Change (%) <sup>3</sup>	131.0	82.0	32.0	22.0	57.0
<b>The Ritz-Carlton</b>					
Occupancy (%)	56.7	70.0	64.7	64.0	64.0
Average Daily Rate (\$)	553.57	512.40	471.23	511.53	506.92
RevPar (\$) <sup>2</sup>	313.79	358.57	304.97	327.38	324.64
RevPar Change (%) <sup>3</sup>	111.4	58.6	20.0	12.0	41.8
<b>W Hotels</b>					
Occupancy (%)	50.7	70.4	66.3	62.0	62.3
Average Daily Rate (\$)	419.42	362.60	325.85	373.37	366.45
RevPar (\$) <sup>2</sup>	212.45	255.22	216.02	231.42	228.43
RevPar Change (%) <sup>3</sup>	115.1	91.5	41.4	15.3	56.0
<b>Composite US&amp;C Luxury</b>					
Occupancy (%)	57.3	72.0	66.9	66.2	65.6
Average Daily Rate (\$)	438.90	399.28	358.17	404.02	397.00
RevPar (\$) <sup>2</sup>	251.55	287.44	239.73	267.65	260.62
RevPar Change (%) <sup>3</sup>	122.6	77.4	29.4	17.3	51.8
<b>Marriott Hotels</b>					
Occupancy (%)	51.2	68.9	68.3	62.1	62.7
Average Daily Rate (\$)	183.88	201.20	197.68	197.73	195.91
RevPar (\$) <sup>2</sup>	94.14	138.67	135.07	122.75	122.91
RevPar Change (%) <sup>3</sup>	157.9	103.8	43.6	35.0	69.2
<b>Sheraton Hotels</b>					
Occupancy (%)	50.1	65.6	65.4	59.9	60.2
Average Daily Rate (\$)	166.13	182.65	181.88	178.16	176.84
RevPar (\$) <sup>2</sup>	83.24	119.85	118.86	106.63	106.46
RevPar Change (%) <sup>3</sup>	177.0	112.0	43.3	37.5	70.8
<b>Westin Hotels</b>					
Occupancy (%)	54.5	71.5	69.7	65.0	65.2
Average Daily Rate (\$)	212.92	229.44	225.59	228.49	224.76
RevPar (\$) <sup>2</sup>	115.97	164.16	157.14	148.46	146.55
RevPar Change (%) <sup>3</sup>	179.4	113.9	41.9	31.0	70.7
<b>Composite US&amp;C Premium</b>					
Occupancy (%)	51.7	69.0	68.3	63.1	63.1
Average Daily Rate (\$)	192.20	208.00	203.80	205.99	203.01
RevPar (\$) <sup>2</sup>	99.45	143.42	139.28	130.00	128.10
RevPar Change (%) <sup>3</sup>	159.6	102.9	40.0	32.6	66.4
<b>Composite US&amp;C Full-Service</b>					
Occupancy (%)	52.4	69.3	68.2	63.5	63.4
Average Daily Rate (\$)	223.72	231.22	221.34	230.13	226.47
RevPar (\$) <sup>2</sup>	117.21	160.25	150.91	146.07	143.57
RevPar Change (%) <sup>3</sup>	149.2	97.0	38.0	29.0	63.1

## X. UNITED STATES & CANADA LODGING KEY OPERATING STATISTICS<sup>1</sup>

	2022 1st Quarter	2022 2nd Quarter	2022 3rd Quarter	2022 4th Quarter	2022 Full Year
<b>Courtyard</b>					
Occupancy (%)	58.0	72.3	71.7	64.6	66.7
Average Daily Rate (\$)	137.16	155.31	158.36	153.00	151.62
RevPar (\$) <sup>2</sup>	79.55	112.24	113.54	98.88	101.08
RevPar Change (%) <sup>3</sup>	84.8	52.6	24.8	21.7	39.8
<b>Residence Inn</b>					
Occupancy (%)	69.8	79.9	79.6	72.3	75.5
Average Daily Rate (\$)	145.05	159.82	166.56	159.32	158.24
RevPar (\$) <sup>2</sup>	101.25	127.70	132.62	115.21	119.52
RevPar Change (%) <sup>3</sup>	42.8	33.5	18.2	13.9	25.4
<b>Fairfield by Marriott</b>					
Occupancy (%)	60.0	72.9	73.6	65.6	68.1
Average Daily Rate (\$)	115.05	128.84	132.10	125.98	126.03
RevPar (\$) <sup>2</sup>	69.08	93.87	97.28	82.66	85.87
RevPar Change (%) <sup>3</sup>	64.9	33.9	14.2	14.7	27.3
<b>Composite US&amp;C Limited-Service</b>					
Occupancy (%)	62.1	74.6	74.4	67.3	69.7
Average Daily Rate (\$)	131.89	148.28	151.70	146.32	145.14
RevPar (\$) <sup>2</sup>	81.91	110.59	112.93	98.45	101.13
RevPar Change (%) <sup>3</sup>	64.7	42.5	20.4	18.2	32.6
<b>Composite US&amp;C</b>					
Occupancy (%)	58.0	72.4	71.8	65.7	67.0
Average Daily Rate (\$)	166.82	181.79	179.58	180.39	177.47
RevPar (\$) <sup>2</sup>	96.78	131.53	128.94	118.48	118.97
RevPar Change (%) <sup>3</sup>	99.1	66.1	28.5	23.6	46.5

<sup>1</sup> Statistics are for company-operated and franchised hotels opened for a full year (called comparable hotels). Statistics are in constant dollars.

<sup>2</sup> Revenue per Available Room.

<sup>3</sup> Year over year change of a consistent group of comparable hotels. Comparable hotel base changes each year based on hotel openings.

## X. UNITED STATES & CANADA LODGING KEY OPERATING STATISTICS<sup>1</sup>

	2023 1st Quarter	2023 2nd Quarter	2023 3rd Quarter	2023 4th Quarter	2023 Full Year
<b>JW Marriott Hotels</b>					
Occupancy (%)	71.7	73.9	69.3	68.1	70.7
Average Daily Rate (\$)	335.23	312.77	271.02	307.46	307.33
RevPar (\$) <sup>2</sup>	240.19	231.03	187.89	209.27	217.17
RevPar Change (%) <sup>3</sup>	25.8	2.2	4.6	3.4	8.7
<b>The Ritz-Carlton</b>					
Occupancy (%)	64.7	68.5	64.8	64.2	65.5
Average Daily Rate (\$)	508.62	496.03	466.59	494.90	490.30
RevPar (\$) <sup>2</sup>	329.14	339.82	302.23	317.65	321.09
RevPar Change (%) <sup>3</sup>	9.7	(4.6)	(1.2)	(1.1)	0.5
<b>W Hotels</b>					
Occupancy (%)	59.2	69.7	70.9	64.9	66.3
Average Daily Rate (\$)	384.13	352.76	308.55	331.27	324.33
RevPar (\$) <sup>2</sup>	227.23	245.95	218.78	214.88	214.97
RevPar Change (%) <sup>3</sup>	9.5	(3.0)	5.4	5.1	8.5
<b>Composite US&amp;C Luxury</b>					
Occupancy (%)	67.7	71.5	68.3	66.9	68.6
Average Daily Rate (\$)	423.67	389.71	353.80	395.05	387.44
RevPar (\$) <sup>2</sup>	286.97	278.74	241.80	264.35	265.70
RevPar Change (%) <sup>3</sup>	17.5	(1.4)	2.0	1.7	5.2
<b>Marriott Hotels</b>					
Occupancy (%)	63.1	71.5	70.3	63.3	67.1
Average Daily Rate (\$)	203.57	209.46	203.73	205.71	205.75
RevPar (\$) <sup>2</sup>	128.50	149.83	143.32	130.26	138.12
RevPar Change (%) <sup>3</sup>	37.0	9.1	6.4	6.4	13.0
<b>Sheraton Hotels</b>					
Occupancy (%)	60.1	69.4	68.7	61.2	64.9
Average Daily Rate (\$)	179.95	188.57	186.35	182.40	182.92
RevPar (\$) <sup>2</sup>	108.09	130.81	128.05	111.56	118.69
RevPar Change (%) <sup>3</sup>	34.8	10.3	7.7	4.4	13.0
<b>Westin Hotels</b>					
Occupancy (%)	65.4	72.8	72.2	66.2	69.3
Average Daily Rate (\$)	224.89	229.72	220.77	227.72	225.78
RevPar (\$) <sup>2</sup>	147.01	167.26	159.36	150.71	156.38
RevPar Change (%) <sup>3</sup>	33.2	6.0	6.3	4.2	11.0
<b>Composite US&amp;C Premium</b>					
Occupancy (%)	63.3	71.2	70.4	64.1	67.4
Average Daily Rate (\$)	207.87	213.20	207.28	211.50	209.70
RevPar (\$) <sup>2</sup>	131.65	151.77	145.89	135.49	141.33
RevPar Change (%) <sup>3</sup>	35.2	7.5	5.7	4.7	11.7

## X. UNITED STATES & CANADA LODGING KEY OPERATING STATISTICS<sup>1</sup>

	<b>2023</b>	<b>2023</b>	<b>2023</b>	<b>2023</b>	<b>2023</b>
	<b>1st Quarter</b>	<b>2nd Quarter</b>	<b>3rd Quarter</b>	<b>4th Quarter</b>	<b>Full Year</b>
<b>Composite US&amp;C Full-Service</b>					
Occupancy (%)	63.8	71.2	70.1	64.4	67.5
Average Daily Rate (\$)	233.94	233.29	223.58	232.88	229.92
RevPar (\$) <sup>2</sup>	149.33	166.16	156.84	149.93	155.27
RevPar Change (%) <sup>3</sup>	30.9	5.7	5.0	4.1	10.4
<b>Courtyard</b>					
Occupancy (%)	64.8	73.4	72.4	64.7	68.9
Average Daily Rate (\$)	152.42	163.46	162.39	157.81	159.44
RevPar (\$) <sup>2</sup>	98.81	119.91	117.54	102.04	109.90
RevPar Change (%) <sup>3</sup>	24.3	6.6	3.2	2.3	8.0
<b>Residence Inn</b>					
Occupancy (%)	73.0	79.2	79.9	72.2	76.2
Average Daily Rate (\$)	161.32	170.95	172.36	165.14	167.69
RevPar (\$) <sup>2</sup>	117.74	135.41	137.78	119.27	127.73
RevPar Change (%) <sup>3</sup>	16.3	5.7	3.3	3.0	6.7
<b>Fairfield by Marriott</b>					
Occupancy (%)	64.1	73.7	73.9	64.8	69.3
Average Daily Rate (\$)	124.45	135.38	137.25	129.24	131.95
RevPar (\$) <sup>2</sup>	79.83	99.75	101.45	83.72	91.40
RevPar Change (%) <sup>3</sup>	16.3	6.6	3.6	1.4	6.4
<b>Composite US&amp;C Limited-Service</b>					
Occupancy (%)	67.4	75.3	75.1	67.2	71.3
Average Daily Rate (\$)	146.40	156.71	156.67	151.55	153.17
RevPar (\$) <sup>2</sup>	98.71	117.94	117.71	101.83	109.27
RevPar Change (%) <sup>3</sup>	20.4	6.3	3.7	2.5	7.5
<b>Composite US&amp;C</b>					
Occupancy (%)	65.9	73.6	73.1	66.0	69.8
Average Daily Rate (\$)	181.61	187.44	183.28	184.28	183.83
RevPar (\$) <sup>2</sup>	119.74	137.93	133.92	121.68	128.25
RevPar Change (%) <sup>3</sup>	25.6	6.0	4.3	3.3	8.9

<sup>1</sup> Statistics are for company-operated and franchised hotels opened for a full year (called comparable hotels). Statistics are in constant dollars.

<sup>2</sup> Revenue per Available Room.

<sup>3</sup> Year over year change of a consistent group of comparable hotels. Comparable hotel base changes each year based on hotel openings.

## X. UNITED STATES & CANADA LODGING KEY OPERATING STATISTICS<sup>1</sup>

	2024 1st Quarter	2024 2nd Quarter	2024 3rd Quarter	2024 4th Quarter	2024 Full Year
<b>JW Marriott Hotels</b>					
Occupancy (%)	71.2	75.1	68.4	69.5	70.9
Average Daily Rate (\$)	349.05	324.17	280.56	319.38	317.30
RevPar (\$) <sup>2</sup>	248.38	243.31	192.02	221.96	225.02
RevPar Change (%) <sup>3</sup>	2.7	3.7	2.6	6.1	3.7
<b>The Ritz-Carlton</b>					
Occupancy (%)	64.7	69.7	65.8	65.1	66.3
Average Daily Rate (\$)	529.45	505.31	480.47	544.19	514.56
RevPar (\$) <sup>2</sup>	342.68	352.42	316.26	354.42	341.41
RevPar Change (%) <sup>3</sup>	1.2	3.5	3.6	9.0	4.3
<b>W Hotels</b>					
Occupancy (%)	58.6	70.9	72.0	66.3	67.0
Average Daily Rate (\$)	321.71	326.44	308.90	327.53	320.94
RevPar (\$) <sup>2</sup>	188.44	231.58	222.40	217.14	214.90
RevPar Change (%) <sup>3</sup>	(1.0)	1.8	0.4	3.1	1.1
<b>Composite US&amp;C Luxury</b>					
Occupancy (%)	67.6	72.5	68.6	68.0	69.1
Average Daily Rate (\$)	427.14	392.58	361.09	410.79	396.56
RevPar (\$) <sup>2</sup>	288.81	284.64	247.67	279.24	274.18
RevPar Change (%) <sup>3</sup>	1.0	2.4	2.0	4.9	2.5
<b>Marriott Hotels</b>					
Occupancy (%)	63.4	72.9	71.2	64.4	68.0
Average Daily Rate (\$)	204.20	213.88	208.65	209.18	208.88
RevPar (\$) <sup>2</sup>	129.54	155.93	148.62	134.64	142.05
RevPar Change (%) <sup>3</sup>	3.0	5.2	4.4	4.4	4.3
<b>Sheraton Hotels</b>					
Occupancy (%)	61.5	72.0	70.2	63.8	66.9
Average Daily Rate (\$)	183.10	193.83	191.57	195.03	191.15
RevPar (\$) <sup>2</sup>	112.52	139.57	134.43	124.37	127.89
RevPar Change (%) <sup>3</sup>	6.7	7.5	3.7	7.7	6.3
<b>Westin Hotels</b>					
Occupancy (%)	65.7	74.7	72.1	66.1	69.7
Average Daily Rate (\$)	225.89	232.28	225.06	233.47	229.17
RevPar (\$) <sup>2</sup>	148.48	173.59	162.21	154.30	159.62
RevPar Change (%) <sup>3</sup>	2.3	4.5	3.5	4.0	3.6
<b>Composite US&amp;C Premium</b>					
Occupancy (%)	63.5	72.8	70.9	65.0	68.1
Average Daily Rate (\$)	208.05	216.61	211.09	215.35	212.64
RevPar (\$) <sup>2</sup>	132.20	157.64	149.63	139.98	144.81
RevPar Change (%) <sup>3</sup>	3.1	5.5	3.8	5.1	4.5

## X. UNITED STATES & CANADA LODGING KEY OPERATING STATISTICS<sup>1</sup>

	2024 1st Quarter	2024 2nd Quarter	2024 3rd Quarter	2024 4th Quarter	2024 Full Year
<b>Composite US&amp;C Full-Service</b>					
Occupancy (%)	64.0	72.7	70.6	65.3	68.2
Average Daily Rate (\$)	233.78	236.19	227.62	238.50	233.87
RevPar (\$) <sup>2</sup>	149.61	171.82	160.75	155.83	159.54
RevPar Change (%) <sup>3</sup>	2.7	4.9	3.5	5.0	4.1
<b>Courtyard</b>					
Occupancy (%)	63.8	73.9	71.7	65.2	68.8
Average Daily Rate (\$)	155.11	167.06	165.52	161.38	162.77
RevPar (\$) <sup>2</sup>	98.88	123.46	118.76	105.19	111.97
RevPar Change (%) <sup>3</sup>	(0.3)	2.5	0.0	2.5	1.2
<b>Residence Inn</b>					
Occupancy (%)	72.0	80.2	79.9	73.4	76.5
Average Daily Rate (\$)	164.47	174.52	175.75	168.77	171.36
RevPar (\$) <sup>2</sup>	118.41	140.03	140.50	123.91	131.10
RevPar Change (%) <sup>3</sup>	0.5	3.1	1.6	3.3	2.2
<b>Fairfield by Marriott</b>					
Occupancy (%)	62.8	74.2	72.8	65.4	68.9
Average Daily Rate (\$)	126.44	138.25	139.67	132.56	134.73
RevPar (\$) <sup>2</sup>	79.35	102.55	101.66	86.67	92.86
RevPar Change (%) <sup>3</sup>	(0.8)	2.5	(0.6)	3.0	1.1
<b>Composite US&amp;C Select</b>					
Occupancy (%)	66.5	76.1	74.6	68.1	71.5
Average Daily Rate (\$)	149.15	160.40	159.84	154.96	156.50
RevPar (\$) <sup>2</sup>	99.21	121.99	119.31	105.60	111.84
RevPar Change (%) <sup>3</sup>	0.3	3.1	0.8	3.1	1.9
<b>Composite US&amp;C</b>					
Occupancy (%)	65.5	74.7	73.0	67.0	70.1
Average Daily Rate (\$)	182.63	190.33	186.48	188.13	187.14
RevPar (\$) <sup>2</sup>	119.61	142.20	136.15	126.05	131.26
RevPar Change (%) <sup>3</sup>	1.5	3.9	2.1	4.1	3.0

<sup>1</sup> Statistics are for company-operated and franchised hotels opened for a full year (called comparable hotels). Statistics are in constant dollars.

<sup>2</sup> Revenue per Available Room.

<sup>3</sup> Year over year change of a consistent group of comparable hotels. Comparable hotel base changes each year based on hotel openings.

## X. UNITED STATES & CANADA LODGING KEY OPERATING STATISTICS<sup>1</sup>

	2025 1st Quarter	2025 2nd Quarter	2025 3rd Quarter	2025 4th Quarter	2025 Full Year
<b>JW Marriott</b>					
Occupancy (%)	72.7	74.4	69.3	69.8	71.5
Average Daily Rate (\$)	351.43	331.59	290.04	328.97	325.77
RevPar (\$) <sup>2</sup>	255.36	246.76	200.86	229.59	232.98
RevPar Change (%) <sup>3</sup>	5.0	1.7	1.6	2.9	2.8
<b>The Ritz-Carlton</b>					
Occupancy (%)	68.8	69.7	63.6	66.0	67.0
Average Daily Rate (\$)	585.50	543.79	492.66	586.93	551.56
RevPar (\$) <sup>2</sup>	402.56	378.95	313.26	387.50	369.30
RevPar Change (%) <sup>3</sup>	8.2	6.0	4.6	7.0	6.5
<b>W Hotels</b>					
Occupancy (%)	65.9	72.4	70.5	66.9	69.0
Average Daily Rate (\$)	401.05	366.32	337.32	395.52	377.38
RevPar (\$) <sup>2</sup>	264.10	265.40	237.67	264.64	260.57
RevPar Change (%) <sup>3</sup>	4.8	4.8	2.1	3.8	4.1
<b>Composite US&amp;C Luxury</b>					
Occupancy (%)	70.4	72.8	68.5	68.5	70.0
Average Daily Rate (\$)	453.15	417.38	379.95	442.41	421.61
RevPar (\$) <sup>2</sup>	319.08	304.02	260.16	303.12	295.15
RevPar Change (%) <sup>3</sup>	5.6	4.1	3.5	4.9	4.6
<b>Marriott Hotels</b>					
Occupancy (%)	64.4	72.3	69.7	63.4	67.4
Average Daily Rate (\$)	209.62	217.09	211.35	212.36	212.20
RevPar (\$) <sup>2</sup>	134.95	157.02	147.34	134.61	143.02
RevPar Change (%) <sup>3</sup>	5.4	0.6	(0.4)	0.5	1.4
<b>Sheraton</b>					
Occupancy (%)	61.9	70.7	69.3	63.0	66.5
Average Daily Rate (\$)	186.42	198.48	196.71	198.78	196.13
RevPar (\$) <sup>2</sup>	115.40	140.24	136.38	125.27	130.43
RevPar Change (%) <sup>3</sup>	3.1	(0.8)	1.1	(0.8)	0.6
<b>Westin</b>					
Occupancy (%)	66.7	73.9	71.2	66.2	69.6
Average Daily Rate (\$)	231.71	242.16	231.38	242.02	238.62
RevPar (\$) <sup>2</sup>	154.66	179.02	164.85	160.19	166.12
RevPar Change (%) <sup>3</sup>	5.2	1.4	(0.5)	2.2	2.1

## X. UNITED STATES & CANADA LODGING KEY OPERATING STATISTICS<sup>1</sup>

	<b>2025</b>	<b>2025</b>	<b>2025</b>	<b>2025</b>	<b>2025</b>
	<b>1st Quarter</b>	<b>2nd Quarter</b>	<b>3rd Quarter</b>	<b>4th Quarter</b>	<b>Full Year</b>
<b>Composite US&amp;C Premium</b>					
Occupancy (%)	64.5	72.2	70.0	64.3	67.8
Average Daily Rate (\$)	212.68	221.04	215.07	219.58	217.29
RevPar (\$) <sup>2</sup>	137.21	159.60	150.50	141.26	147.34
RevPar Change (%) <sup>3</sup>	5.2	1.0	0.5	0.8	1.8
<b>Composite US&amp;C Full-Service</b>					
Occupancy (%)	65.2	72.3	69.8	64.8	68.1
Average Daily Rate (\$)	241.57	243.23	233.06	245.92	240.78
RevPar (\$) <sup>2</sup>	157.43	175.79	162.69	159.36	163.87
RevPar Change (%) <sup>3</sup>	5.3	1.6	1.0	1.6	2.4
<b>Courtyard by Marriott</b>					
Occupancy (%)	63.1	72.3	70.4	63.7	67.5
Average Daily Rate (\$)	156.47	166.11	164.27	162.17	162.63
RevPar (\$) <sup>2</sup>	98.81	120.10	115.60	103.33	109.72
RevPar Change (%) <sup>3</sup>	0.5	(2.6)	(2.4)	(1.6)	(1.6)
<b>Residence Inn by Marriott</b>					
Occupancy (%)	72.2	79.6	79.2	72.1	75.9
Average Daily Rate (\$)	165.60	174.62	175.08	168.00	171.19
RevPar (\$) <sup>2</sup>	119.59	139.07	138.69	121.19	129.95
RevPar Change (%) <sup>3</sup>	1.1	(0.8)	(1.6)	(2.4)	(0.9)
<b>Fairfield by Marriott</b>					
Occupancy (%)	62.5	72.8	71.9	63.7	67.8
Average Daily Rate (\$)	128.76	139.00	140.34	133.48	135.83
RevPar (\$) <sup>2</sup>	80.42	101.21	100.97	85.04	92.11
RevPar Change (%) <sup>3</sup>	0.9	(1.8)	(1.3)	(2.3)	(1.1)
<b>Composite US&amp;C Select</b>					
Occupancy (%)	66.3	74.9	73.7	66.7	70.5
Average Daily Rate (\$)	151.66	160.88	159.83	156.21	157.51
RevPar (\$) <sup>2</sup>	100.59	120.57	117.86	104.25	111.10
RevPar Change (%) <sup>3</sup>	1.2	(1.5)	(1.6)	(1.8)	(0.9)
<b>Composite US&amp;C</b>					
Occupancy (%)	65.9	73.9	72.2	66.0	69.5
Average Daily Rate (\$)	187.37	193.29	188.25	191.71	190.33
RevPar (\$) <sup>2</sup>	123.40	142.78	135.85	126.44	132.35
RevPar Change (%) <sup>3</sup>	3.3	0.0	(0.4)	(0.1)	0.7

<sup>1</sup> Statistics are for company-operated and franchised hotels opened for a full year (called comparable hotels). Statistics are in constant dollars.

<sup>2</sup> Revenue per Available Room.

<sup>3</sup> Year over year change of a consistent group of comparable hotels. Comparable hotel base changes each year based on hotel openings.

## X. UNITED STATES & CANADA LODGING KEY OPERATING STATISTICS<sup>1</sup>

	<u>2026</u> <u>1st Quarter</u>	<u>2026</u> <u>2nd Quarter</u>	<u>2026</u> <u>3rd Quarter</u>	<u>2026</u> <u>4th Quarter</u>	<u>2026</u> <u>Full Year</u>
JW Marriott					
Occupancy (%)	73.5				
Average Daily Rate (\$)	367.66				
RevPar (\$) <sup>2</sup>	270.16				
RevPar Change (%) <sup>3</sup>	4.7				
The Ritz-Carlton					
Occupancy (%)	67.4				
Average Daily Rate (\$)	624.96				
RevPar (\$) <sup>2</sup>	420.93				
RevPar Change (%) <sup>3</sup>	5.8				
W Hotels					
Occupancy (%)	67.1				
Average Daily Rate (\$)	433.87				
RevPar (\$) <sup>2</sup>	291.01				
RevPar Change (%) <sup>3</sup>	12.9				
Composite US&C Luxury					
Occupancy (%)	70.3				
Average Daily Rate (\$)	482.70				
RevPar (\$) <sup>2</sup>	339.42				
RevPar Change (%) <sup>3</sup>	6.8				
Marriott Hotels					
Occupancy (%)	65.0				
Average Daily Rate (\$)	219.73				
RevPar (\$) <sup>2</sup>	142.93				
RevPar Change (%) <sup>3</sup>	4.0				
Sheraton					
Occupancy (%)	63.8				
Average Daily Rate (\$)	194.47				
RevPar (\$) <sup>2</sup>	124.14				
RevPar Change (%) <sup>3</sup>	2.7				
Westin					
Occupancy (%)	67.3				
Average Daily Rate (\$)	241.66				
RevPar (\$) <sup>2</sup>	162.66				
RevPar Change (%) <sup>3</sup>	3.0				

## X. UNITED STATES & CANADA LODGING KEY OPERATING STATISTICS<sup>1</sup>

	<u>2026</u> <u>1st Quarter</u>	<u>2026</u> <u>2nd Quarter</u>	<u>2026</u> <u>3rd Quarter</u>	<u>2026</u> <u>4th Quarter</u>	<u>2026</u> <u>Full Year</u>
Composite US&C Premium					
Occupancy (%)	65.2				
Average Daily Rate (\$)	222.26				
RevPar (\$) <sup>2</sup>	144.83				
RevPar Change (%) <sup>3</sup>	3.8				
Composite US&C Full-Service					
Occupancy (%)	65.7				
Average Daily Rate (\$)	252.67				
RevPar (\$) <sup>2</sup>	166.06				
RevPar Change (%) <sup>3</sup>	4.5				
Courtyard by Marriott					
Occupancy (%)	63.5				
Average Daily Rate (\$)	160.83				
RevPar (\$) <sup>2</sup>	102.08				
RevPar Change (%) <sup>3</sup>	3.6				
Residence Inn by Marriott					
Occupancy (%)	72.6				
Average Daily Rate (\$)	168.16				
RevPar (\$) <sup>2</sup>	122.16				
RevPar Change (%) <sup>3</sup>	2.6				
Fairfield by Marriott					
Occupancy (%)	62.6				
Average Daily Rate (\$)	132.47				
RevPar (\$) <sup>2</sup>	82.96				
RevPar Change (%) <sup>3</sup>	3.1				
Composite US&C Select					
Occupancy (%)	66.8				
Average Daily Rate (\$)	155.60				
RevPar (\$) <sup>2</sup>	103.87				
RevPar Change (%) <sup>3</sup>	3.5				
Composite US&C					
Occupancy (%)	66.3				
Average Daily Rate (\$)	194.15				
RevPar (\$) <sup>2</sup>	128.80				
RevPar Change (%) <sup>3</sup>	4.0				

<sup>1</sup> Statistics are for company-operated and franchised hotels opened for a full year (called comparable hotels). Statistics are in constant dollars.

<sup>2</sup> Revenue per Available Room.

<sup>3</sup> Year over year change of a consistent group of comparable hotels. Comparable hotel base changes each year based on hotel openings.

## XI. INTERNATIONAL LODGING KEY OPERATING STATISTICS BY REGION

International Comparable Company- Operated Properties <sup>1</sup>	2022 1st Quarter	2022 2nd Quarter	2022 3rd Quarter	2022 4th Quarter	2022 Full Year	2022 Full Year Systemwide
<b>Caribbean &amp; Latin America</b>						
Occupancy (%)	57.5	60.8	59.1	64.0	60.8	58.0
Average Daily Rate (\$)	227.39	207.76	189.46	222.93	208.17	181.42
RevPar (\$) <sup>2</sup>	130.79	126.33	111.98	142.69	126.55	105.26
RevPar Change (%) <sup>3</sup>	152.4	76.6	42.8	35.3	67.0	72.3
<b>Europe</b>						
Occupancy (%)	42.7	69.6	73.3	67.8	63.5	61.1
Average Daily Rate (\$)	190.20	237.13	257.08	223.55	241.65	198.67
RevPar (\$) <sup>2</sup>	81.16	164.92	188.55	151.51	153.51	121.38
RevPar Change (%) <sup>3</sup>	401.9	357.5	93.1	67.0	148.3	146.2
<b>Middle East &amp; Africa</b>						
Occupancy (%)	66.1	60.3	61.6	70.9	64.7	64.2
Average Daily Rate (\$)	194.82	175.94	158.65	233.09	192.54	182.07
RevPar (\$) <sup>2</sup>	128.71	106.13	97.67	165.28	124.63	116.91
RevPar Change (%) <sup>3</sup>	97.7	60.7	43.3	31.1	52.8	55.8
<b>Greater China</b>						
Occupancy (%)	41.9	43.1	59.3	46.2	47.5	46.8
Average Daily Rate (\$)	128.30	102.42	113.87	103.47	112.14	109.71
RevPar (\$) <sup>2</sup>	53.80	44.13	67.48	47.80	53.22	51.38
RevPar Change (%) <sup>3</sup>	(6.9)	(44.9)	5.3	(21.3)	(18.5)	(16.6)
<b>Rest of Asia Pacific</b>						
Occupancy (%)	45.0	58.6	62.7	70.3	59.2	59.3
Average Daily Rate (\$)	129.59	135.16	140.52	158.74	142.60	141.47
RevPar (\$) <sup>2</sup>	58.29	79.22	88.15	111.53	84.41	83.87
RevPar Change (%) <sup>3</sup>	66.6	156.3	169.8	110.1	122.5	111.8
<b>Asia Pacific</b>						
Occupancy (%)	43.4	50.3	60.8	56.9	52.7	52.9
Average Daily Rate (\$)	128.94	120.16	126.22	133.78	127.34	127.01
RevPar (\$) <sup>2</sup>	55.93	60.45	76.77	76.09	67.08	67.16
RevPar Change (%) <sup>3</sup>	19.0	5.7	53.6	32.7	26.2	31.9
<b>Total International</b>						
Occupancy (%)	48.2	56.2	63.1	61.5	57.0	57.0
Average Daily Rate (\$)	162.88	163.23	162.61	175.15	166.06	160.21
RevPar (\$) <sup>2</sup>	78.47	91.80	102.53	107.64	94.64	91.30
RevPar Change (%) <sup>3</sup>	75.1	64.4	61.7	38.9	55.5	66.2
<b>Worldwide<sup>4</sup></b>						
Occupancy (%)						64.0
Average Daily Rate (\$)						172.85
RevPar (\$) <sup>2</sup>						110.64
RevPar Change (%) <sup>3</sup>						51.0

<sup>1</sup> Statistics are in constant dollars.

<sup>2</sup> Revenue per Available Room.

<sup>3</sup> Year over year change of a consistent group of comparable hotels. Comparable hotel base changes each year based on hotel openings.

<sup>4</sup> Worldwide includes US & Canada and International.

## XI. INTERNATIONAL LODGING KEY OPERATING STATISTICS BY REGION

International Comparable Company- Operated Properties <sup>1</sup>	2023 1st Quarter	2023 2nd Quarter	2023 3rd Quarter	2023 4th Quarter	2023 Full Year	2023 Full Year Systemwide
<b>Caribbean &amp; Latin America</b>						
Occupancy (%)	66.1	62.8	61.1	65.9	64.0	64.7
Average Daily Rate (\$)	295.22	256.25	226.76	269.64	263.19	220.73
RevPar (\$) <sup>2</sup>	195.21	160.93	138.64	177.82	168.44	142.85
RevPar Change (%) <sup>3</sup>	41.4	10.1	2.4	4.3	13.8	13.9
<b>Europe</b>						
Occupancy (%)	60.8	75.0	75.5	70.8	70.7	68.7
Average Daily Rate (\$)	208.12	273.43	300.01	240.85	259.65	207.86
RevPar (\$) <sup>2</sup>	126.48	205.13	226.46	170.44	183.67	142.88
RevPar Change (%) <sup>3</sup>	67.2	24.2	10.6	9.3	21.2	21.8
<b>Middle East &amp; Africa</b>						
Occupancy (%)	70.0	63.8	65.4	71.8	67.6	66.6
Average Daily Rate (\$)	200.79	182.05	154.50	222.06	190.71	181.18
RevPar (\$) <sup>2</sup>	140.62	116.06	101.11	159.41	128.99	120.67
RevPar Change (%) <sup>3</sup>	17.0	20.0	18.1	2.6	12.5	14.7
<b>Greater China</b>						
Occupancy (%)	64.0	69.5	72.5	68.9	68.9	67.9
Average Daily Rate (\$)	127.63	130.86	128.93	123.90	128.03	121.91
RevPar (\$) <sup>2</sup>	81.68	90.90	93.41	85.33	88.18	82.77
RevPar Change (%) <sup>3</sup>	77.8	124.5	48.6	87.4	80.3	78.6
<b>Rest of Asia Pacific</b>						
Occupancy (%)	68.0	67.0	70.7	72.3	69.5	69.4
Average Daily Rate (\$)	171.21	163.43	164.45	171.84	168.86	169.93
RevPar (\$) <sup>2</sup>	116.36	109.48	116.21	124.20	117.33	117.89
RevPar Change (%) <sup>3</sup>	116.2	45.1	35.2	10.8	41.9	43.2
<b>Asia Pacific</b>						
Occupancy (%)	65.8	68.4	71.7	70.3	69.1	68.6
Average Daily Rate (\$)	147.84	144.50	143.54	144.44	145.12	143.65
RevPar (\$) <sup>2</sup>	97.24	98.85	102.93	101.53	100.33	98.48
RevPar Change (%) <sup>3</sup>	96.6	78.3	42.0	38.6	59.3	57.7
<b>Total International</b>						
Occupancy (%)	65.8	68.2	70.5	70.3	68.8	67.9
Average Daily Rate (\$)	175.90	178.06	172.91	178.37	175.62	172.05
RevPar (\$) <sup>2</sup>	115.77	121.50	121.93	125.46	120.78	116.81
RevPar Change (%) <sup>3</sup>	61.3	43.8	25.8	20.1	35.6	32.6
<b>Worldwide<sup>4</sup></b>						
Occupancy (%)						69.2
Average Daily Rate (\$)						180.24
RevPar (\$) <sup>2</sup>						124.70
RevPar Change (%) <sup>3</sup>						14.9

<sup>1</sup> Statistics are in constant dollars.

<sup>2</sup> Revenue per Available Room.

<sup>3</sup> Year over year change of a consistent group of comparable hotels. Comparable hotel base changes each year based on hotel openings.

<sup>4</sup> Worldwide includes US & Canada and International.

## XI. INTERNATIONAL LODGING KEY OPERATING STATISTICS BY REGION

International Comparable Company- Operated Properties <sup>1</sup>	2024 1st Quarter	2024 2nd Quarter	2024 3rd Quarter	2024 4th Quarter	2024 Full Year	2024 Full Year Systemwide
<b>Caribbean &amp; Latin America</b>						
Occupancy (%)	68.0	66.5	63.0	65.9	66.0	65.8
Average Daily Rate (\$)	325.25	257.16	223.53	285.28	276.82	231.13
RevPar (\$) <sup>2</sup>	221.29	171.04	140.89	188.08	182.62	151.98
RevPar Change (%) <sup>3</sup>	9.6	6.3	9.0	9.5	8.7	8.8
<b>Europe</b>						
Occupancy (%)	61.6	75.9	77.7	72.2	72.1	70.3
Average Daily Rate (\$)	238.86	318.49	342.42	278.89	298.73	219.39
RevPar (\$) <sup>2</sup>	147.12	241.85	265.98	201.35	215.26	154.31
RevPar Change (%) <sup>3</sup>	5.5	6.7	9.2	6.2	7.0	7.6
<b>Middle East &amp; Africa</b>						
Occupancy (%)	70.3	65.1	64.9	74.1	68.6	68.0
Average Daily Rate (\$)	207.97	186.07	151.29	221.34	193.15	181.72
RevPar (\$) <sup>2</sup>	146.26	121.16	98.15	164.07	132.47	123.62
RevPar Change (%) <sup>3</sup>	12.2	16.8	7.2	8.7	11.2	12.1
<b>Greater China</b>						
Occupancy (%)	65.2	68.9	71.1	69.1	68.7	67.7
Average Daily Rate (\$)	126.42	119.84	119.09	122.90	123.16	116.55
RevPar (\$) <sup>2</sup>	82.48	82.54	84.71	84.87	84.57	78.91
RevPar Change (%) <sup>3</sup>	6.0	(4.6)	(8.4)	(1.8)	(2.5)	-2.3
<b>Rest of Asia Pacific</b>						
Occupancy (%)	72.0	70.6	72.8	74.1	72.5	72.5
Average Daily Rate (\$)	171.86	156.54	159.05	181.85	168.45	171.98
RevPar (\$) <sup>2</sup>	123.78	110.52	115.85	134.72	122.13	124.66
RevPar Change (%) <sup>3</sup>	16.1	12.0	8.9	11.6	12.2	12.9
<b>Asia Pacific</b>						
Occupancy (%)	68.1	69.6	71.8	71.2	70.3	69.8
Average Daily Rate (\$)	146.77	135.66	135.94	148.54	142.67	142.04
RevPar (\$) <sup>2</sup>	99.97	94.43	97.66	105.69	100.25	99.17
RevPar Change (%) <sup>3</sup>	11.1	3.0	(0.6)	4.9	4.5	5.6
<b>Total International</b>						
Occupancy (%)	67.8	69.3	70.7	71.5	69.9	69.2
Average Daily Rate (\$)	179.99	175.42	170.92	185.84	178.79	175.89
RevPar (\$) <sup>2</sup>	122.00	121.60	120.81	132.84	124.96	121.75
RevPar Change (%) <sup>3</sup>	10.4	6.4	3.7	6.4	6.6	7.6
<b>Worldwide<sup>4</sup></b>						
Occupancy (%)						69.8
Average Daily Rate (\$)						183.58
RevPar (\$) <sup>2</sup>						128.23
RevPar Change (%) <sup>3</sup>						4.3

<sup>1</sup> Statistics are in constant dollars.

<sup>2</sup> Revenue per Available Room.

<sup>3</sup> Year over year change of a consistent group of comparable hotels. Comparable hotel base changes each year based on hotel openings.

<sup>4</sup> Worldwide includes US & Canada and International.

## XI. INTERNATIONAL LODGING KEY OPERATING STATISTICS BY REGION<sup>1</sup>

	2025 1st Quarter	2025 2nd Quarter	2025 3rd Quarter	2025 4th Quarter	2025 Full Year
<b>Caribbean &amp; Latin America</b>					
Occupancy (%)	64.8	62.0	61.5	64.0	63.1
Average Daily Rate (\$)	232.62	195.51	173.92	200.77	199.85
RevPar (\$) <sup>2</sup>	150.67	121.22	106.99	128.42	126.14
RevPar Change (%) <sup>3</sup>	7.2	3.0	2.8	2.1	4.3
<b>Europe</b>					
Occupancy (%)	60.5	75.3	77.2	71.2	71.3
Average Daily Rate (\$)	169.09	237.71	261.49	216.81	225.44
RevPar (\$) <sup>2</sup>	102.28	178.96	201.98	154.28	160.65
RevPar Change (%) <sup>3</sup>	6.2	3.8	0.8	3.4	3.3
<b>Middle East &amp; Africa</b>					
Occupancy (%)	68.9	68.2	66.5	75.3	69.7
Average Daily Rate (\$)	195.76	183.59	147.98	224.25	188.33
RevPar (\$) <sup>2</sup>	134.86	125.23	98.47	168.76	131.32
RevPar Change (%) <sup>3</sup>	5.4	14.0	8.7	12.8	10.4
<b>Greater China</b>					
Occupancy (%)	63.2	66.9	69.3	67.8	67.0
Average Daily Rate (\$)	112.70	110.29	111.50	119.01	114.20
RevPar (\$) <sup>2</sup>	71.20	73.75	77.24	80.63	76.53
RevPar Change (%) <sup>3</sup>	(1.6)	(0.5)	(0.0)	3.4	0.4
<b>Rest of Asia Pacific</b>					
Occupancy (%)	71.5	70.5	72.8	74.3	72.2
Average Daily Rate (\$)	185.08	180.35	174.00	198.67	184.36
RevPar (\$) <sup>2</sup>	132.36	127.23	126.71	147.58	133.12
RevPar Change (%) <sup>3</sup>	10.9	8.8	4.7	8.8	8.4
<b>Asia Pacific</b>					
Occupancy (%)	66.8	68.5	70.8	70.6	69.3
Average Daily Rate (\$)	145.97	141.62	139.34	155.42	145.96
RevPar (\$) <sup>2</sup>	97.44	96.96	98.66	109.71	101.10
RevPar Change (%) <sup>3</sup>	5.3	4.6	2.6	6.5	4.8
<b>Total International</b>					
Occupancy (%)	65.4	69.0	70.3	70.4	68.9
Average Daily Rate (\$)	170.44	177.52	174.44	184.71	176.73
RevPar (\$) <sup>2</sup>	111.39	122.49	122.66	130.02	121.75
RevPar Change (%) <sup>3</sup>	5.9	5.3	2.6	6.1	5.1
<b>Worldwide<sup>4</sup></b>					
Occupancy (%)	65.7	72.2	71.5	67.4	69.3
Average Daily Rate (\$)	181.73	188.25	183.71	189.27	185.81
RevPar (\$) <sup>2</sup>	119.38	136.00	131.43	127.64	128.80
RevPar Change (%) <sup>3</sup>	4.1	1.5	0.5	1.9	2.0

<sup>1</sup> Statistics are for company-operated and franchised hotels opened for a full year (called comparable hotels). Statistics are in constant dollars.

<sup>2</sup> Revenue per Available Room.

<sup>3</sup> Year over year change of a consistent group of comparable hotels. Comparable hotel base changes each year based on hotel openings.

<sup>4</sup> Worldwide includes US & Canada and International.

## XI. INTERNATIONAL LODGING KEY OPERATING STATISTICS BY REGION<sup>1</sup>

	2026 1st Quarter	2026 2nd Quarter	2026 3rd Quarter	2026 4th Quarter	2026 Full Year
<b>Caribbean &amp; Latin America</b>					
Occupancy (%)	63.0				
Average Daily Rate (\$)	221.24				
RevPar (\$) <sup>2</sup>	139.29				
RevPar Change (%) <sup>3</sup>	2.0				
<b>Europe</b>					
Occupancy (%)	61.2				
Average Daily Rate (\$)	193.41				
RevPar (\$) <sup>2</sup>	118.31				
RevPar Change (%) <sup>3</sup>	6.6				
<b>Middle East &amp; Africa</b>					
Occupancy (%)	61.6				
Average Daily Rate (\$)	208.78				
RevPar (\$) <sup>2</sup>	128.54				
RevPar Change (%) <sup>3</sup>	(1.9)				
<b>Greater China</b>					
Occupancy (%)	63.1				
Average Daily Rate (\$)	111.99				
RevPar (\$) <sup>2</sup>	70.68				
RevPar Change (%) <sup>3</sup>	5.7				
<b>Rest of Asia Pacific</b>					
Occupancy (%)	70.2				
Average Daily Rate (\$)	186.60				
RevPar (\$) <sup>2</sup>	130.93				
RevPar Change (%) <sup>3</sup>	7.3				
<b>Asia Pacific</b>					
Occupancy (%)	66.4				
Average Daily Rate (\$)	148.25				
RevPar (\$) <sup>2</sup>	98.37				
RevPar Change (%) <sup>3</sup>	6.7				
<b>Total International</b>					
Occupancy (%)	64.1				
Average Daily Rate (\$)	174.73				
RevPar (\$) <sup>2</sup>	112.01				
RevPar Change (%) <sup>3</sup>	4.6				
<b>Worldwide<sup>4</sup></b>					
Occupancy (%)	65.6				
Average Daily Rate (\$)	187.70				
RevPar (\$) <sup>2</sup>	123.09				
RevPar Change (%) <sup>3</sup>	4.2				

<sup>1</sup> Statistics are for company-operated and franchised hotels opened for a full year (called comparable hotels). Statistics are in constant dollars.

<sup>2</sup> Revenue per Available Room.

<sup>3</sup> Year over year change of a consistent group of comparable hotels. Comparable hotel base changes each year based on hotel openings.

<sup>4</sup> Worldwide includes US & Canada and International.