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.

June 30, 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 10,000 properties in 148 countries and territories, as of June 30, 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, and for the latest company news, visit www.marriottnewscenter.com. In addition, connect with us on Facebook and @MarriottIntl on X and Instagram.

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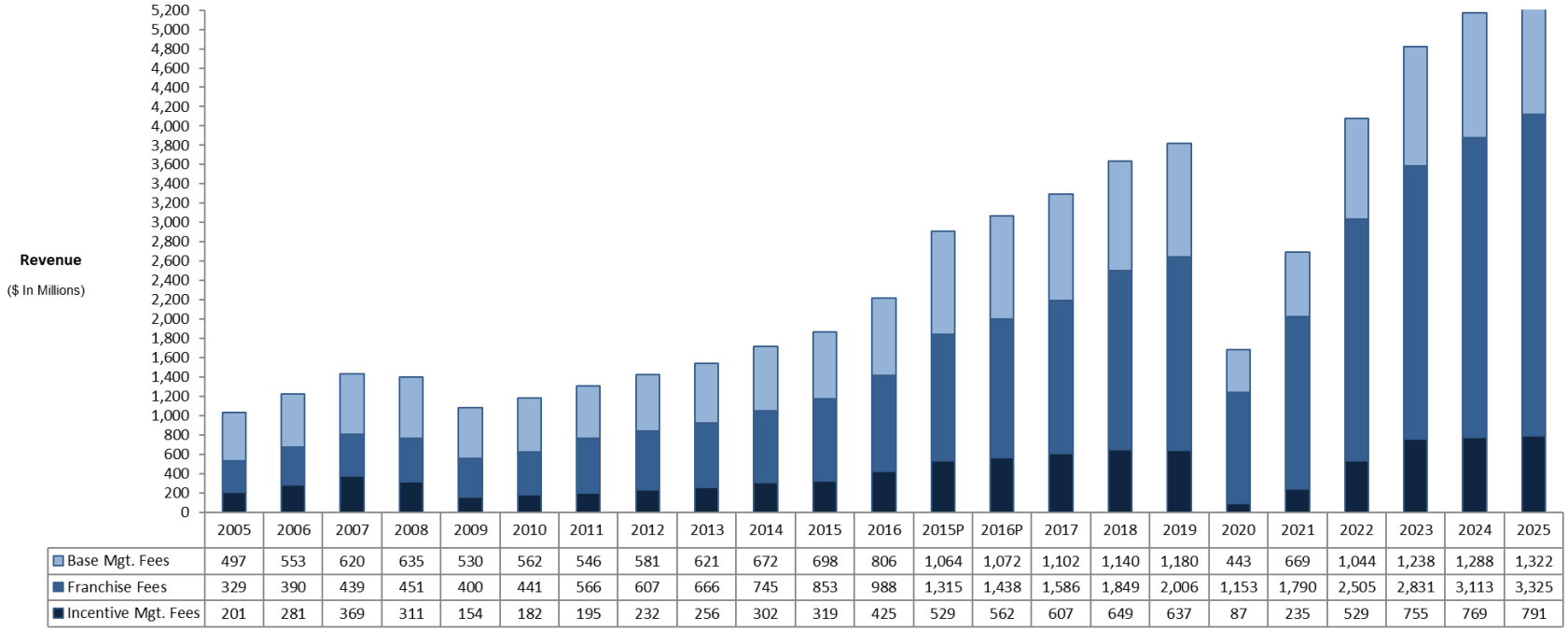
II. LODGING FEES



	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2015P	2016P	2017	2018	2019	2020	2021	2022	2023	2024	2025
Base Mgt. Fees	497	553	620	635	530	562	546	581	621	672	698	806	1,064	1,072	1,102	1,140	1,180	443	669	1,044	1,238	1,288	1,322
Franchise Fees	329	390	439	451	400	441	566	607	666	745	853	988	1,315	1,438	1,586	1,849	2,006	1,153	1,790	2,505	2,831	3,113	3,325
Incentive Mgt. Fees	201	281	369	311	154	182	195	232	256	302	319	425	529	562	607	649	637	87	235	529	755	769	791

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 Sodexho 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 Sodexho 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.

III. STOCK INFORMATION (continued)

Year	Amount	Declaration Date	Record Date	Payable Date
2026				
2nd Qtr	$0.7300 per share	5/8/2026	5/22/2026	6/30/2026
1st Qtr	$0.6700 per share	2/12/2026	2/26/2026	3/31/2026
2025				
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
2024				
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
2023				
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
2022				
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
2021				
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
2020				
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)

Year	Amount	Declaration Date	Record Date	Payable Date
2019				
4th Qtr	$0.4800 per share	11/7/2019	11/21/2019	12/31/2019
3rd Qtr	$0.4800 per share	8/8/2019	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
2018				
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
2017				
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
2016				
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
2015				
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
2014				
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
2013				
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)

Year	Amount	Declaration Date	Record Date	Payable Date
2012				
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
2011				
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
2010				
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
2009				
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
2008				
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
2007				
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
2006				
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)

Year	Amount	Declaration Date	Record Date	Payable Date
2005				
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
2004				
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
2003				
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
2002				
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
2001				
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
2000				
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
1999				
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 Gladieux 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 Sodexho 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 Sodexho Marriott Services.
- Marriott International announces it converted the Parc 55 Hotel in San Francisco to a Renaissance hotel and designated it as Marriott's 1,500th hotel world-wide.
- Marriott International announces conversion to single class of common stock effective May 21st.
- 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 2,000th 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 2,500th 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 500,000th 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 3,000th 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 2nd 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 7,000th 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 31st 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 9,000th 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.

III. 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
Marriott Hotels[1,2]								
Owned	2	711	2	711	2	711	2	711
Leased	6	2,661	6	2,661	6	2,661	6	2,661
Managed[4]	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
	596	207,770	601	209,067	594	207,288	577	205,689
JW Marriott								
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
	107	45,165	112	46,447	111	46,397	113	46,735
Marriott Executive Apartments[3]								
Managed	34	4,866	34	4,866	34	4,866	34	4,866
Franchised	1	66	1	66	1	66	2	142
	35	4,932	35	4,932	35	4,932	36	5,008
Sheraton								
Owned	3	1,724	3	1,724	3	1,724	3	1,724
Leased	1	106	1	106	1	106	1	106
Managed[4]	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
	435	152,444	435	152,622	438	153,672	432	151,228
Westin								
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
	236	84,775	238	85,291	238	85,282	239	85,434
Renaissance								
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
	174	54,180	175	54,496	175	54,578	174	54,317
Le Meridien								
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
	111	28,932	113	29,606	114	29,828	116	30,479
Autograph Collection								
Owned[7]	5	458	5	458	5	458	4	243
Leased	1	118	1	118	1	118	1	118
Managed[4]	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
	261	52,876	266	53,591	272	54,492	282	57,117
Delta Hotels by Marriott								
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
	94	22,203	98	23,588	99	23,800	125	28,406

V. ROOM AND UNIT COUNTS - WORLDWIDE

	2022							
	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
Gaylord Hotels								
Managed	6	10,220	6	10,220	6	10,220	6	10,220
	6	10,220	6	10,220	6	10,220	6	10,220
The Ritz-Carlton								
Leased	2	550	2	550	2	550	2	550
Managed[4]	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
	165	35,396	167	35,689	166	35,245	169	35,915
The Luxury Collection								
Owned[8]	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
	127	24,233	128	24,335	129	24,747	128	24,609
W Hotels								
Owned	1	270	1	270	1	270	1	270
Leased	3	1,174	3	1,174	3	1,174	3	1,174
Managed[4]	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
	77	19,098	81	19,737	84	20,248	84	20,248
St. Regis								
Leased	1	160	1	160	1	160	1	160
Managed[4]	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
	70	13,478	70	13,459	69	13,259	74	14,479
Design Hotels								
Franchised	19	2,375	19	2,375	19	2,362	50	4,854
	19	2,375	19	2,375	19	2,362	50	4,854
Tribute Portfolio								
Owned[9]	-	-	-	-	-	-	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
	73	10,474	75	10,643	81	11,907	89	12,536
EDITION								
Managed	14	3,329	14	3,423	15	3,595	15	3,595
Residences	2	45	3	90	3	90	3	90
	16	3,374	17	3,513	18	3,685	18	3,685
Bulgari								
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
	12	1,117	12	1,117	12	1,117	12	1,117

V. ROOM AND UNIT COUNTS - WORLDWIDE

	2022							
	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
Courtyard								
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
	1,262	188,550	1,266	189,287	1,268	189,432	1,280	191,177
Residence Inn								
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
	878	108,337	880	108,761	880	108,740	885	109,201
Fairfield by Marriott								
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
	1,220	121,186	1,232	122,311	1,243	123,694	1,253	124,843
SpringHill Suites								
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
	517	61,169	524	62,012	528	62,544	532	63,014
Four Points								
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
	299	56,233	300	56,567	299	56,611	306	57,927
TownePlace Suites								
Managed	6	825	6	825	6	825	6	825
Franchised	473	48,192	475	48,424	477	48,594	480	48,894
	479	49,017	481	49,249	483	49,419	486	49,719
Aloft								
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
	212	34,460	215	34,916	218	35,344	222	35,916
AC Hotels by Marriott								
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
	210	32,495	214	33,204	218	33,940	222	34,617
Protea Hotels								
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
	66	6,844	66	6,844	65	6,699	65	6,699
Element								
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
	89	12,907	91	13,210	93	13,473	97	14,216
Moxy								
Managed	5	887	5	887	5	887	6	1,092
Franchised	105	19,853	106	20,067	110	20,807	116	22,016
	110	20,740	111	20,954	115	21,694	122	23,108

V. ROOM AND UNIT COUNTS - WORLDWIDE

	2022							
	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
Timeshare[5]	92	22,701	92	22,701	92	22,701	93	22,745
Yacht	-	-	-	-	-	-	1	149
Total								
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
Total	8,048	1,487,681	8,120	1,500,744	8,162	1,507,350	8,288	1,525,407
Total Countries/Territories[6]	139		139		138		138	

[1] Includes Marriott Conference Centers.

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

[3] Marriott Executive Apartments includes 36 branded Marriott Executive Apartments (5,008 rooms).

[4] 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).

[5] Timeshare room counts are reported one quarter in arrears.

[6] Total Countries and Territories includes the United States and other countries and territories.

[7] 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.

[8] 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.

[9] 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
Marriott Hotels[1,2]								
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
	579	206,075	581	207,289	586	209,082	591	211,045
JW Marriott								
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
	116	47,114	120	47,826	121	48,383	122	48,492
Marriott Executive Apartments								
Managed	35	5,030	36	5,159	36	5,159	36	5,171
Franchised	2	142	2	142	2	142	2	154
	37	5,172	38	5,301	38	5,301	38	5,325
Sheraton								
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
	433	151,567	434	151,450	436	151,973	439	152,666
Westin								
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
	242	86,387	245	87,159	248	88,156	248	88,776
Renaissance								
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
	174	54,317	174	54,140	176	54,569	176	53,370
Le Meridien								
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
	118	30,855	119	31,192	121	31,579	120	31,091
Autograph Collection								
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
	284	57,508	293	58,818	298	59,600	304	60,884
Delta Hotels by Marriott								
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
	126	28,555	128	28,997	132	30,017	135	30,514
Gaylord Hotels								
Managed	6	10,220	6	10,220	6	10,220	6	10,220
	6	10,220	6	10,220	6	10,220	6	10,220
The Ritz-Carlton								
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
	172	36,496	175	36,817	175	36,904	178	37,398

V. ROOM AND UNIT COUNTS - WORLDWIDE

	2023							
	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
The Luxury Collection								
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
	123	23,733	117	23,582	117	23,568	117	23,634
W Hotels								
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
	84	20,248	84	20,241	86	20,952	88	21,783
St. Regis								
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
	76	14,675	77	14,867	78	15,035	81	15,357
Design Hotels								
Franchised	60	5,459	80	6,572	92	7,341	111	8,702
	60	5,459	80	6,572	92	7,341	111	8,702
Tribute Portfolio								
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
	95	13,661	103	14,915	106	15,402	118	17,127
EDITION								
Managed	15	3,595	16	3,688	16	3,688	19	4,158
Residences	3	90	3	90	3	82	3	82
	18	3,685	19	3,778	19	3,770	22	4,240
Bulgari								
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
	12	1,117	14	1,329	14	1,334	14	1,330
Courtyard								
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
	1,287	192,357	1,294	193,573	1,303	194,888	1,312	196,960
Residence Inn								
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
	890	109,842	895	110,424	899	110,810	903	111,446
Fairfield by Marriott								
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
	1,257	125,084	1,268	126,586	1,278	127,983	1,290	129,382
SpringHill Suites								
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
Four Points								
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
	306	57,876	304	57,855	306	58,291	309	58,972
TownePlace Suites								
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

V. ROOM AND UNIT COUNTS - WORLDWIDE

	2023							
	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
Aloft								
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
	224	35,996	226	36,316	228	37,464	232	38,170
AC Hotels by Marriott								
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
	226	35,206	230	35,963	233	36,476	236	36,978
Protea Hotels								
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
	65	6,698	63	6,615	63	6,615	63	6,611
Element								
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
	98	14,342	99	14,743	100	14,923	99	14,594
Moxy								
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
	124	23,455	130	24,592	133	25,246	138	26,044
City Express by Marriott								
Franchised	-	-	149	17,300	149	17,300	150	17,431
	-	-	149	17,300	149	17,300	150	17,431
Apartments by Marriott Bonvoy								
Franchised	-	-	-	-	-	-	1	107
	-	-	-	-	-	-	1	107
Timeshare[3]	93	22,745	93	22,745	93	22,745	93	22,745
Yacht	1	149	1	149	1	149	1	149
Total								
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	8,353	1,534,072	8,590	1,565,258	8,675	1,581,002	8,785	1,597,380
Total Countries/Territories[4]	138		139		139		139	

[1] Includes Marriott Conference Centers.

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

[3] Timeshare room counts are reported one quarter in arrears.

[4] 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
AC Hotels by Marriott								
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
	236	37,086	239	37,582	240	37,626	244	38,575
Aloft								
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
	233	38,307	235	38,485	236	38,606	237	38,761
Apartments by Marriott Bonvoy								
Franchised/Licensed/Other	1	107	1	107	1	107	2	231
	1	107	1	107	1	107	2	231
Autograph Collection								
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
	311	65,762	321	68,312	325	69,306	333	70,512
Bulgari Hotels & Resorts								
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
	14	1,330	14	1,330	14	1,330	14	1,337
City Express by Marriott								
Franchised/Licensed/Other	150	17,431	151	17,571	151	17,571	153	17,777
	150	17,431	151	17,571	151	17,571	153	17,777
Courtyard								
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
	1,319	198,068	1,331	200,067	1,336	201,547	1,341	202,180
Delta Hotels by Marriott								
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
	135	30,639	138	31,192	139	31,509	139	31,369
Design Hotels								
Franchised/Licensed/Other	123	9,600	136	10,170	145	10,645	161	12,106
	123	9,600	136	10,170	145	10,645	161	12,106
EDITION								
Managed	19	4,158	20	4,223	20	4,223	20	4,223
Residences	3	82	3	82	3	82	3	82
	22	4,240	23	4,305	23	4,305	23	4,305
Element								
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
	100	14,715	103	15,146	107	15,755	110	16,111
Fairfield by Marriott								
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
	1,300	130,623	1,311	132,078	1,323	133,412	1,331	134,250
Four Points								
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
	310	59,495	315	60,585	323	61,928	332	63,706

Four Points Flex by Sheraton								
Franchised/Licensed/Other	1	65	2	108	4	361	28	5,037
	1	65	2	108	4	361	28	5,037
Gaylord Hotels								
Managed	6	10,220	6	10,220	6	10,220	6	10,220
	6	10,220	6	10,220	6	10,220	6	10,220
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
	126	49,585	126	49,587	127	50,173	129	50,746
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
	119	31,160	119	31,158	118	30,916	118	31,137
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
	38	5,253	38	5,253	42	5,813	42	5,813
Marriott Hotels[1]								
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
	593	211,468	595	211,447	599	212,614	606	214,983
MGM Collection by Marriott Bonvoy[2]								
Franchised/Licensed/Other	12	26,210	12	26,210	12	26,210	12	26,210
	12	26,210	12	26,210	12	26,210	12	26,210
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
	143	27,467	149	28,422	157	29,481	161	30,330
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
	61	6,484	63	6,771	64	6,881	64	6,932
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
	177	53,555	176	53,328	178	53,858	179	54,061
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
	907	111,883	914	112,724	921	113,485	920	113,228
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
	436	151,287	435	150,952	436	151,394	434	151,112
Sonder by Marriott Bonvoy								
Franchised/Licensed/Other	-	-	-	-	-	-	163	9,195
	-	-	-	-	-	-	163	9,195

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
	552	65,370	557	65,972	561	66,419	563	66,666
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
	81	15,357	82	15,597	85	16,170	88	16,681
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
	117	27,477	122	28,643	123	28,777	124	28,784
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
	178	37,394	183	37,926	184	38,370	187	38,690
The Ritz-Carlton Yacht								
Franchised/Licensed/Other	1	149	1	149	2	377	2	377
	1	149	1	149	2	377	2	377
Timeshare[3]								
Franchised/Licensed/Other	93	22,745	93	22,745	93	22,750	93	22,750
	93	22,745	93	22,745	93	22,750	93	22,750
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
	508	51,533	517	52,489	521	52,800	525	53,208
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
	123	20,490	125	21,219	133	22,346	154	25,735
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
	87	21,647	87	21,632	87	21,637	91	23,310
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
	248	88,970	249	89,177	252	89,901	252	89,906
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	8,861	1,643,172	8,969	1,658,659	9,068	1,674,600	9,361	1,706,331
Total Countries and Territories[4]	141		141		142		144	

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

[2] 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.

[3] Timeshare room counts are reported one quarter in arrears.

[4] 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
AC Hotels by Marriott								
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
	249	39,973	255	40,952	258	41,284	267	42,828
Aloft Hotels								
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
	238	38,812	239	38,968	242	39,493	243	39,816
Apartments by Marriott Bonvoy								
Franchised/Licensed/Other	4	484	4	484	5	592	5	656
	4	484	4	484	5	592	5	656
Autograph Collection								
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
	338	71,837	345	73,527	352	74,518	364	76,444
Bvlgari								
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
	14	1,333	14	1,333	14	1,333	14	1,333
citizenM								
Managed	-	-	-	-	-	-	2	477
Franchised/Licensed/Other	-	-	-	-	-	-	35	8,312
	-	-	-	-	-	-	37	8,789
City Express by Marriott								
Franchised/Licensed/Other	153	17,777	155	18,039	151	18,160	158	18,910
	153	17,777	155	18,039	151	18,160	158	18,910
Courtyard by Marriott								
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
	1,345	202,886	1,355	204,971	1,357	205,386	1,362	206,090
Delta Hotels by Marriott								
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
	139	31,369	140	31,429	139	31,285	137	30,803
Design Hotels								
Franchised/Licensed/Other	170	12,898	189	13,928	203	14,583	223	15,488
	170	12,898	189	13,928	203	14,583	223	15,488
EDITION								
Managed	20	4,223	20	4,223	21	4,371	22	4,617
Residences	4	92	4	92	4	92	4	92
	24	4,315	24	4,315	25	4,463	26	4,709
Element Hotels								
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
	113	16,449	117	17,005	119	17,372	122	17,568
Fairfield by Marriott								
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
	1,344	135,814	1,354	136,935	1,368	138,779	1,381	140,748
Four Points by Sheraton								
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
	341	65,344	353	66,667	374	70,128	384	72,408
Four Points Flex by Sheraton								
Franchised/Licensed/Other	40	6,443	41	6,234	48	6,980	54	7,806
	40	6,443	41	6,234	48	6,980	54	7,806
Gaylord Hotels								
Managed	6	10,220	7	11,820	7	11,820	7	11,820
	6	10,220	7	11,820	7	11,820	7	11,820

JW Marriott								
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
	130	50,845	130	50,871	132	51,560	135	52,037
Le Meridien								
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
	117	30,843	116	30,592	119	31,172	123	32,058
Marriott Executive Apartments								
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
	43	5,998	45	6,606	49	7,389	50	7,735
Marriott Hotels								
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
	605	214,544	610	215,803	616	217,351	624	219,520
MGM Collection with Marriott Bonvoy								
Franchised/Licensed/Other	12	26,210	12	26,210	12	26,210	12	26,210
	12	26,210	12	26,210	12	26,210	12	26,210
Moxy Hotels								
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
	164	30,715	172	32,197	178	33,174	181	34,042
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
Protea Hotels by Marriott								
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
	64	6,932	64	6,932	64	6,932	65	7,020
Renaissance Hotels								
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
	181	54,356	179	53,628	181	54,166	181	54,189
Residence Inn by Marriott								
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
	929	114,201	932	114,680	936	115,202	937	115,333
Series by Marriott								
Franchised/Licensed/Other	-	-	-	-	-	-	39	2,761
	-	-	-	-	-	-	39	2,761
Sheraton								
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
	435	147,717	434	147,319	434	147,213	439	148,430
Sonder by Marriott Bonvoy								
Franchised/Licensed/Other	158	8,814	146	8,069	140	7,688	-	-
	158	8,814	146	8,069	140	7,688	-	-
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								
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
StudioRes								
Franchised/Licensed/Other	-	-	1	124	2	248	4	496
	-	-	1	124	2	248	4	496
The Luxury Collection								
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
The Ritz-Carlton								
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
The Ritz-Carlton Yacht Collection								
Franchised/Licensed/Other	2	377	2	377	3	603	3	603
	2	377	2	377	3	603	3	603
Timeshare								
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
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								
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
W Hotels								
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
Westin								
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
Total								
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
AC Hotels by Marriott								
Managed	26	4,840	26	4,840	-	-	-	-
Franchised/Licensed/Other	244	38,515	248	39,114	-	-	-	-
	270	43,355	274	43,954	-	-	-	-
Aloft by Marriott								
Managed	44	9,847	44	10,096	-	-	-	-
Franchised/Licensed/Other	197	29,681	200	30,262	-	-	-	-
	241	39,528	244	40,358	-	-	-	-
Apartments by Marriott Bonvoy								
Managed	1	80	1	80	-	-	-	-
Franchised/Licensed/Other	5	671	6	715	-	-	-	-
	6	751	7	795	-	-	-	-
Autograph Collection								
Owned	4	243	4	243	-	-	-	-
Leased	1	117	1	117	-	-	-	-
Managed	29	6,613	31	6,797	-	-	-	-
Franchised/Licensed/Other	333	70,291	343	71,740	-	-	-	-
Residences	2	45	2	45	-	-	-	-
	369	77,309	381	78,942	-	-	-	-
Bvlgari								
Managed	7	646	7	646	-	-	-	-
Franchised/Licensed/Other	2	161	2	161	-	-	-	-
Residences	5	526	5	526	-	-	-	-
	14	1,333	14	1,333	-	-	-	-
citizenM								
Managed	2	477	2	477	-	-	-	-
Franchised/Licensed/Other	35	8,312	36	8,542	-	-	-	-
	37	8,789	38	9,019	-	-	-	-
City Express by Marriott								
Franchised/Licensed/Other	166	19,476	183	20,795	-	-	-	-
	166	19,476	183	20,795	-	-	-	-
Courtyard by Marriott								
Owned	4	794	4	794	-	-	-	-
Leased	7	1,087	7	1,087	-	-	-	-
Managed	273	52,079	271	51,877	-	-	-	-
Franchised/Licensed/Other	1,081	152,955	1,089	154,228	-	-	-	-
	1,365	206,915	1,371	207,986	-	-	-	-
Delta Hotels by Marriott								
Managed	29	7,801	29	7,802	-	-	-	-
Franchised/Licensed/Other	111	23,790	113	23,987	-	-	-	-
	140	31,591	142	31,789	-	-	-	-
Design Hotels								
Franchised/Licensed/Other	234	16,091	255	17,254	-	-	-	-
	234	16,091	255	17,254	-	-	-	-
EDITION								
Managed	22	4,617	23	4,768	-	-	-	-
Residences	4	92	4	92	-	-	-	-
	26	4,709	27	4,860	-	-	-	-
Element by Marriott								
Managed	17	3,522	17	3,522	-	-	-	-
Franchised/Licensed/Other	109	14,740	112	15,109	-	-	-	-
	126	18,262	129	18,631	-	-	-	-
Fairfield by Marriott								
Managed	60	9,448	60	9,459	-	-	-	-
Franchised/Licensed/Other	1,330	132,432	1,343	134,012	-	-	-	-
	1,390	141,880	1,403	143,471	-	-	-	-
Four Points by Sheraton								
Managed	98	25,689	97	25,471	-	-	-	-
Franchised/Licensed/Other	304	49,735	320	52,035	-	-	-	-
	402	75,424	417	77,506	-	-	-	-
Four Points Flex by Sheraton								
Franchised/Licensed/Other	57	8,259	60	8,536	-	-	-	-
	57	8,259	60	8,536	-	-	-	-
Gaylord Hotels								
Managed	7	11,820	7	11,820	-	-	-	-
	7	11,820	7	11,820	-	-	-	-

JW Marriott								
Leased	2	696	2	696	-	-	-	-
Managed	99	39,589	99	39,250	-	-	-	-
Franchised/Licensed/Other	29	10,606	30	11,076	-	-	-	-
Residences	5	1,146	5	1,146	-	-	-	-
	135	52,037	136	52,168	-	-	-	-
Le Meridien								
Managed	70	18,646	70	18,646	-	-	-	-
Franchised/Licensed/Other	53	13,493	54	13,759	-	-	-	-
Residences	1	62	1	62	-	-	-	-
	124	32,201	125	32,467	-	-	-	-
Marriott Executive Apartments								
Managed	41	5,932	41	5,932	-	-	-	-
Franchised/Licensed/Other	9	1,797	10	1,947	-	-	-	-
	50	7,729	51	7,879	-	-	-	-
Marriott Hotels								
Owned	1	274	1	274	-	-	-	-
Leased	6	2,661	6	2,661	-	-	-	-
Managed	290	116,356	291	116,582	-	-	-	-
Franchised/Licensed/Other	325	100,115	327	100,490	-	-	-	-
Residences	5	1,283	5	1,283	-	-	-	-
	627	220,689	630	221,290	-	-	-	-
MGM Collection with Marriott Bonvoy								
Franchised/Licensed/Other	12	26,210	12	26,210	-	-	-	-
	12	26,210	12	26,210	-	-	-	-
Moxy Hotels								
Managed	16	3,479	16	3,479	-	-	-	-
Franchised/Licensed/Other	165	30,316	167	30,676	-	-	-	-
	181	33,795	183	34,155	-	-	-	-
Outdoor Collection by Marriott Bonvoy								
Franchised/Licensed/Other	32	1,532	34	1,771	-	-	-	-
	32	1,532	34	1,771	-	-	-	-
Protea Hotels by Marriott								
Leased	5	912	5	912	-	-	-	-
Managed	22	2,738	22	2,738	-	-	-	-
Franchised/Licensed/Other	38	3,371	38	3,371	-	-	-	-
	65	7,021	65	7,021	-	-	-	-
Renaissance Hotels								
Leased	2	505	2	505	-	-	-	-
Managed	73	25,190	73	25,190	-	-	-	-
Franchised/Licensed/Other	107	28,903	105	28,447	-	-	-	-
Residences	1	112	1	112	-	-	-	-
	183	54,710	181	54,254	-	-	-	-
Residence Inn by Marriott								
Owned	2	332	2	332	-	-	-	-
Managed	73	11,850	72	11,706	-	-	-	-
Franchised/Licensed/Other	874	104,516	882	105,527	-	-	-	-
	949	116,698	956	117,565	-	-	-	-
Series by Marriott								
Franchised/Licensed/Other	55	4,105	58	4,482	-	-	-	-
	55	4,105	58	4,482	-	-	-	-
Sheraton								
Owned	4	2,942	4	2,942	-	-	-	-
Managed	203	77,055	201	76,008	-	-	-	-
Franchised/Licensed/Other	223	66,204	224	66,574	-	-	-	-
Residences	3	472	3	472	-	-	-	-
	433	146,673	432	145,996	-	-	-	-
SpringHill Suites by Marriott								
Managed	9	1,381	9	1,381	-	-	-	-
Franchised/Licensed/Other	575	67,563	577	67,779	-	-	-	-
	584	68,944	586	69,160	-	-	-	-
St. Regis								
Leased	1	160	1	160	-	-	-	-
Managed	64	13,844	66	14,067	-	-	-	-
Franchised/Licensed/Other	1	172	1	172	-	-	-	-
Residences	25	3,195	25	3,195	-	-	-	-
	91	17,371	93	17,594	-	-	-	-

StudioRes by Marriott								
Franchised/Licensed/Other	6	744	12	1,488	-	-	-	-
	6	744	12	1,488	-	-	-	-
The Luxury Collection								
Owned	1	96	1	96	-	-	-	-
Leased	2	287	2	287	-	-	-	-
Managed	49	10,752	48	10,651	-	-	-	-
Franchised/Licensed/Other	83	22,448	85	22,703	-	-	-	-
Residences	3	176	3	176	-	-	-	-
	138	33,759	139	33,913	-	-	-	-
The Ritz-Carlton								
Leased	2	548	2	548	-	-	-	-
Managed	122	31,242	122	31,240	-	-	-	-
Franchised/Licensed/Other	3	691	3	691	-	-	-	-
Residences	68	6,959	69	7,078	-	-	-	-
	195	39,440	196	39,557	-	-	-	-
The Ritz-Carlton Yacht Collection								
Franchised/Licensed/Other	3	603	3	603	-	-	-	-
	3	603	3	603	-	-	-	-
Timeshare								
Franchised/Licensed/Other	95	22,912	95	22,912	-	-	-	-
	95	22,912	95	22,912	-	-	-	-
TownePlace Suites by Marriott								
Managed	4	615	4	615	-	-	-	-
Franchised/Licensed/Other	575	57,774	590	59,212	-	-	-	-
	579	58,389	594	59,827	-	-	-	-
Tribute Portfolio								
Owned	2	249	2	249	-	-	-	-
Managed	13	1,595	13	1,595	-	-	-	-
Franchised/Licensed/Other	177	30,301	188	31,992	-	-	-	-
Residences	1	137	1	137	-	-	-	-
	193	32,282	204	33,973	-	-	-	-
W Hotels								
Owned	1	256	1	256	-	-	-	-
Leased	3	1,174	3	1,174	-	-	-	-
Managed	66	17,460	65	17,186	-	-	-	-
Franchised/Licensed/Other	2	1,343	3	1,581	-	-	-	-
Residences	17	1,637	16	1,563	-	-	-	-
	89	21,870	88	21,760	-	-	-	-
Westin								
Owned	1	1,073	-	-	-	-	-	-
Managed	119	45,455	120	46,528	-	-	-	-
Franchised/Licensed/Other	131	43,395	131	43,397	-	-	-	-
Residences	6	679	6	679	-	-	-	-
	257	90,602	257	90,604	-	-	-	-
Total								
Owned	20	6,259	19	5,186	-	-	-	-
Leased	31	8,147	31	8,147	-	-	-	-
Managed	1,948	560,658	1,947	560,449	-	-	-	-
Franchised/Licensed/Other	7,781	1,204,223	7,939	1,223,350	-	-	-	-
Residences	146	16,521	146	16,566	-	-	-	-
Total	9,926	1,795,808	10,082	1,813,698	-	-	-	-
Total Countries and Territories	146		148					

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
Marriott Hotels[1,2]								
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
	340	132,922	342	133,624	339	132,805	339	132,960
JW Marriott								
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
	34	18,959	34	18,971	33	18,796	33	18,796
Sheraton								
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
	178	68,824	179	69,166	177	68,712	172	66,621
Westin								
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
	135	54,021	135	54,022	135	54,022	135	54,022
Renaissance								
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
	87	28,605	87	28,605	89	28,995	89	28,998
Le Meridien								
Managed	1	100	1	100	1	100	1	100
Franchised	24	5,543	24	5,548	24	5,548	24	5,605
	25	5,643	25	5,648	25	5,648	25	5,705
Autograph Collection								
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
	141	28,782	143	29,174	146	29,675	146	29,678
Delta Hotels by Marriott								
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
	82	19,312	85	20,554	86	20,766	87	20,893
Gaylord Hotels								
Managed	6	10,220	6	10,220	6	10,220	6	10,220
	6	10,220	6	10,220	6	10,220	6	10,220
The Ritz-Carlton								
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
	77	16,073	78	16,144	79	16,394	81	16,904

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
The Luxury Collection								
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
	19	5,575	19	5,575	19	5,575	19	5,575
W Hotels								
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
	34	8,130	34	8,130	35	8,384	35	8,384
St. Regis								
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
	20	3,050	20	3,050	20	3,059	20	3,173
Design Hotels								
Franchised	9	1,313	9	1,313	9	1,302	10	1,385
	9	1,313	9	1,313	9	1,302	10	1,385
Tribute Portfolio								
Franchised	43	6,766	45	7,019	50	7,940	51	7,952
	43	6,766	45	7,019	50	7,940	51	7,952
EDITION								
Managed	4	1,207	4	1,207	5	1,379	5	1,379
Residences	2	45	3	90	3	90	3	90
	6	1,252	7	1,297	8	1,469	8	1,469
Courtyard								
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
	1,040	143,630	1,043	144,052	1,046	144,453	1,050	145,025
Residence Inn								
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
	848	104,397	847	104,350	846	104,202	849	104,463
Fairfield by Marriott								
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
	1,123	106,520	1,131	107,289	1,138	108,040	1,141	108,338
SpringHill Suites								
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
	517	61,169	524	62,012	528	62,544	532	63,014

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
Four Points								
Managed	1	134	1	134	1	134	1	134
Franchised	158	23,901	157	23,761	156	23,613	158	23,924
	159	24,035	158	23,895	157	23,747	159	24,058
TownePlace Suites								
Managed	6	825	6	825	6	825	6	825
Franchised	473	48,192	475	48,424	477	48,594	480	48,894
	479	49,017	481	49,249	483	49,419	486	49,719
Aloft								
Managed	2	505	2	505	2	505	2	505
Franchised	146	21,001	149	21,411	151	21,664	154	22,077
	148	21,506	151	21,916	153	22,169	156	22,582
AC Hotels by Marriott								
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
	101	16,732	104	17,169	106	17,585	107	17,766
Element								
Managed	2	640	2	640	2	640	3	810
Franchised	73	9,725	75	10,028	77	10,291	79	10,586
	75	10,365	77	10,668	79	10,931	82	11,396
Moxy								
Franchised	26	4,913	26	4,913	26	4,913	28	5,316
	26	4,913	26	4,913	26	4,913	28	5,316
Timeshare[3]	72	18,839	72	18,839	72	18,839	72	18,839
Total								
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	5,824	970,570	5,862	976,864	5,890	980,604	5,918	983,251

* US & Canada includes properties located in French Polynesia.

[1] Includes Marriott Conference Centers.

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

[3] 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
Marriott Hotels[1,2]								
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
	339	133,047	338	132,948	336	132,493	337	132,856
JW Marriott								
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	-	-	-	-
	33	18,796	35	18,994	35	19,261	35	19,261
Sheraton								
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
	172	66,731	170	65,650	169	65,342	168	64,923
Westin								
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
	135	54,022	136	54,282	136	54,279	137	55,086
Renaissance								
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
	89	28,998	88	28,637	89	28,848	89	28,153
Le Meridien								
Managed	1	100	1	100	1	100	1	100
Franchised	25	5,749	25	5,749	25	5,749	24	5,389
	26	5,849	26	5,849	26	5,849	25	5,489
Autograph Collection								
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
	146	29,678	150	30,429	152	30,892	153	31,321
Delta Hotels by Marriott								
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
	88	21,042	88	21,043	91	21,699	92	21,730
Gaylord Hotels								
Managed	6	10,220	6	10,220	6	10,220	6	10,220
	6	10,220	6	10,220	6	10,220	6	10,220
The Ritz-Carlton								
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
	81	16,931	81	16,937	81	17,020	83	17,362
The Luxury Collection								
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
	18	5,499	18	5,499	18	5,499	18	5,499
W Hotels								
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
	35	8,384	35	8,384	35	8,387	35	8,387
St. Regis								
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
	20	3,173	21	3,365	21	3,367	21	3,367
Design Hotels								
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

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
Tribute Portfolio								
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
EDITION								
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
Courtyard								
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
Residence Inn								
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
Fairfield by Marriott								
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
SpringHill Suites								
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
Four Points								
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
TownePlace Suites								
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
Aloft								
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
AC Hotels by Marriott								
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
Element								
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
Moxy								
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
Timeshare[3]	72	18,839	72	18,839	72	18,839	72	18,839
Total								
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	5,952	987,758	5,978	991,020	5,999	994,230	6,037	998,470

* US & Canada includes properties located in French Polynesia.

[1] Includes Marriott Conference Centers.

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

[3] 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
AC Hotels by Marriott								
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
	120	19,801	121	19,983	122	20,123	126	21,029
Aloft								
Managed	2	505	2	505	2	505	2	505
Franchised/Licensed/Other	161	23,140	162	23,224	163	23,350	164	23,505
	163	23,645	164	23,729	165	23,855	166	24,010
Autograph Collection								
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
	157	35,861	159	36,672	158	36,605	162	37,404
City Express by Marriott								
Franchised/Licensed/Other	-	-	-	-	-	-	1	83
	-	-	-	-	-	-	1	83
Courtyard								
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
	1,069	147,644	1,073	148,232	1,073	148,278	1,076	148,671
Delta Hotels by Marriott								
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
	92	21,730	92	21,772	93	22,088	92	21,817
Design Hotels								
Franchised/Licensed/Other	13	1,713	16	1,904	18	1,963	20	2,157
	13	1,713	16	1,904	18	1,963	20	2,157
EDITION								
Managed	5	1,379	5	1,379	5	1,379	5	1,379
Residences	3	82	3	82	3	82	3	82
	8	1,461	8	1,461	8	1,461	8	1,461
Element								
Managed	3	810	3	810	3	810	3	810
Franchised/Licensed/Other	81	10,833	83	11,136	84	11,262	87	11,618
	84	11,643	86	11,946	87	12,072	90	12,428
Fairfield by Marriott								
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
	1,160	110,135	1,165	110,656	1,170	111,143	1,174	111,495
Four Points								
Managed	1	134	1	134	1	134	1	134
Franchised/Licensed/Other	151	22,582	150	22,503	149	22,258	147	21,894
	152	22,716	151	22,637	150	22,392	148	22,028
Gaylord Hotels								
Managed	6	10,220	6	10,220	6	10,220	6	10,220
	6	10,220	6	10,220	6	10,220	6	10,220
JW Marriott								
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
	35	19,261	35	19,261	35	19,269	35	19,269
Le Meridien								
Managed	1	100	1	100	-	-	-	-
Franchised/Licensed/Other	24	5,389	24	5,389	24	5,267	24	5,262
	25	5,489	25	5,489	24	5,267	24	5,262
Marriott Hotels[1]								
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
	334	131,778	333	131,303	334	131,561	336	131,983

MGM Collection by Marriott Bonvoy[2]								
Franchised/Licensed/Other	12	26,210	12	26,210	12	26,210	12	26,210
	12	26,210	12	26,210	12	26,210	12	26,210
Moxy								
Managed	1	380	1	380	1	380	1	380
Franchised/Licensed/Other	36	6,503	39	6,899	42	7,297	43	7,425
	37	6,883	40	7,279	43	7,677	44	7,805
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
	90	28,334	90	28,237	90	28,237	91	28,427
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
	864	106,259	868	106,798	874	107,506	873	107,249
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
	167	64,557	166	64,322	167	64,567	166	64,254
Sonder by Marriott Bonvoy								
Franchised/Licensed/Other	-	-	-	-	-	-	104	6,501
	-	-	-	-	-	-	104	6,501
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
	552	65,370	557	65,972	561	66,419	563	66,666
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
	21	3,367	21	3,367	24	3,936	24	3,936
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
	19	9,432	20	9,994	20	9,994	20	9,994
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
	83	17,352	85	17,573	86	18,019	86	17,981
Timeshare3								
Franchised/Licensed/Other	72	18,839	72	18,839	72	18,839	72	18,839
	72	18,839	72	18,839	72	18,839	72	18,839
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
	508	51,533	517	52,489	521	52,800	525	53,208
Tribute Portfolio								
Franchised/Licensed/Other	69	13,698	71	14,016	75	14,431	88	16,578
	69	13,698	71	14,016	75	14,431	88	16,578
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
	35	8,387	35	8,387	35	8,392	36	9,509
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
	138	55,441	138	55,442	139	55,589	139	55,589
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	6,085	1,038,759	6,126	1,044,190	6,162	1,048,913	6,307	1,062,063

* US & Canada includes properties located in French Polynesia.

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

[2] 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.

[3] 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
AC Hotels by Marriott								
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
	129	21,677	135	22,657	138	23,258	142	23,831
Aloft Hotels								
Managed	2	505	2	505	2	505	2	505
Franchised/Licensed/Other	166	23,748	167	23,904	167	23,903	167	23,903
	168	24,253	169	24,409	169	24,408	169	24,408
Apartments by Marriott Bonvoy								
Franchised/Licensed/Other	2	253	2	253	2	317	2	381
	2	253	2	253	2	317	2	381
Autograph Collection								
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
	163	37,557	164	37,773	167	38,288	169	38,737
citizenM								
Franchised/Licensed/Other	-	-	-	-	-	-	16	4,374
	-	-	-	-	-	-	16	4,374
City Express by Marriott								
Franchised/Licensed/Other	1	83	2	258	4	379	11	1,129
	1	83	2	258	4	379	11	1,129
Courtyard by Marriott								
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
	1,079	149,239	1,082	149,786	1,083	149,938	1,083	149,901
Delta Hotels by Marriott								
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
	92	21,817	92	21,817	92	21,817	91	21,698
Design Hotels								
Franchised/Licensed/Other	21	2,273	24	2,573	25	2,693	25	2,693
	21	2,273	24	2,573	25	2,693	25	2,693
EDITION								
Managed	5	1,379	5	1,379	5	1,379	5	1,379
Residences	3	82	3	82	3	82	3	82
	8	1,461	8	1,461	8	1,461	8	1,461
Element Hotels								
Managed	3	810	3	810	3	810	3	810
Franchised/Licensed/Other	89	11,848	93	12,404	95	12,662	99	13,110
	92	12,658	96	13,214	98	13,472	102	13,920
Fairfield by Marriott								
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
	1,181	112,150	1,185	112,492	1,188	112,754	1,191	113,031
Four Points by Sheraton								
Managed	1	134	1	134	1	134	1	134
Franchised/Licensed/Other	146	21,674	148	21,350	148	21,350	144	20,714
	147	21,808	149	21,484	149	21,484	145	20,848
Gaylord Hotels								
Managed	6	10,220	7	11,820	7	11,820	7	11,820
	6	10,220	7	11,820	7	11,820	7	11,820
JW Marriott								
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
	35	19,271	35	19,271	36	19,518	37	19,609
Le Meridien								
Franchised/Licensed/Other	24	5,262	23	5,060	23	5,060	24	5,299
	24	5,262	23	5,060	23	5,060	24	5,299
Marriott Hotels								
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
	334	131,402	335	131,646	335	131,658	336	131,859
MGM Collection with Marriott Bonvoy								
Franchised/Licensed/Other	12	26,210	12	26,210	12	26,210	12	26,210
	12	26,210	12	26,210	12	26,210	12	26,210
Moxy Hotels								
Managed	1	380	1	380	1	380	1	380
Franchised/Licensed/Other	44	7,558	47	8,093	48	8,224	48	8,224
	45	7,938	48	8,473	49	8,604	49	8,604

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.

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

	2026							
	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
AC Hotels by Marriott								
Managed	8	1,512	8	1,512	-	-	-	-
Franchised/Licensed/Other	136	22,626	139	23,059	-	-	-	-
	144	24,138	147	24,571	-	-	-	-
Aloft by Marriott								
Managed	2	505	2	505	-	-	-	-
Franchised/Licensed/Other	167	23,905	167	23,905	-	-	-	-
	169	24,410	169	24,410	-	-	-	-
Apartments by Marriott Bonvoy								
Franchised/Licensed/Other	2	413	2	413	-	-	-	-
	2	413	2	413	-	-	-	-
Autograph Collection								
Managed	11	3,269	12	3,418	-	-	-	-
Franchised/Licensed/Other	162	36,309	165	36,970	-	-	-	-
	173	39,578	177	40,388	-	-	-	-
citizenM								
Franchised/Licensed/Other	16	4,374	17	4,604	-	-	-	-
	16	4,374	17	4,604	-	-	-	-
City Express by Marriott								
Franchised/Licensed/Other	16	1,569	28	2,460	-	-	-	-
	16	1,569	28	2,460	-	-	-	-
Courtyard by Marriott								
Owned	1	149	1	149	-	-	-	-
Leased	6	838	6	838	-	-	-	-
Managed	139	22,657	134	21,936	-	-	-	-
Franchised/Licensed/Other	937	126,359	943	127,158	-	-	-	-
	1,083	150,003	1,084	150,081	-	-	-	-
Delta Hotels by Marriott								
Managed	24	6,622	24	6,623	-	-	-	-
Franchised/Licensed/Other	70	15,864	70	15,864	-	-	-	-
	94	22,486	94	22,487	-	-	-	-
Design Hotels								
Franchised/Licensed/Other	28	2,845	34	3,179	-	-	-	-
	28	2,845	34	3,179	-	-	-	-
EDITION								
Managed	5	1,379	5	1,379	-	-	-	-
Residences	3	82	3	82	-	-	-	-
	8	1,461	8	1,461	-	-	-	-
Element by Marriott								
Managed	3	810	3	810	-	-	-	-
Franchised/Licensed/Other	102	13,697	105	14,066	-	-	-	-
	105	14,507	108	14,876	-	-	-	-
Fairfield by Marriott								
Managed	3	698	3	698	-	-	-	-
Franchised/Licensed/Other	1,195	112,916	1,202	113,564	-	-	-	-
	1,198	113,614	1,205	114,262	-	-	-	-
Four Points by Sheraton								
Managed	1	134	1	134	-	-	-	-
Franchised/Licensed/Other	145	20,857	147	21,020	-	-	-	-
	146	20,991	148	21,154	-	-	-	-
Gaylord Hotels								
Managed	7	11,820	7	11,820	-	-	-	-
	7	11,820	7	11,820	-	-	-	-

JW Marriott								
Managed	23	13,191	22	12,725	-	-	-	-
Franchised/Licensed/Other	13	6,327	14	6,797	-	-	-	-
Residences	1	91	1	91	-	-	-	-
	37	19,609	37	19,613	-	-	-	-
Le Meridien								
Franchised/Licensed/Other	24	5,299	23	5,123	-	-	-	-
	24	5,299	23	5,123	-	-	-	-
Marriott Hotels								
Owned	1	274	1	274	-	-	-	-
Leased	1	1,030	1	1,030	-	-	-	-
Managed	97	55,400	97	55,403	-	-	-	-
Franchised/Licensed/Other	239	76,223	240	76,464	-	-	-	-
	338	132,927	339	133,171	-	-	-	-
MGM Collection with Marriott Bonvoy								
Franchised/Licensed/Other	12	26,210	12	26,210	-	-	-	-
	12	26,210	12	26,210	-	-	-	-
Moxy Hotels								
Managed	1	380	1	380	-	-	-	-
Franchised/Licensed/Other	49	8,407	49	8,408	-	-	-	-
	50	8,787	50	8,788	-	-	-	-
Outdoor Collection by Marriott Bonvoy								
Franchised/Licensed/Other	32	1,532	34	- 1,771	-	- -	-	- -
	32	1,532	34	- 1,771	-	- -	-	- -
Renaissance Hotels								
Managed	20	8,657	20	8,657	-	-	-	-
Franchised/Licensed/Other	73	20,153	72	19,853	-	-	-	-
Residences	1	112	1	112	-	-	-	-
	94	28,922	93	28,622	-	-	-	-
Residence Inn by Marriott								
Owned	1	192	1	192	-	-	-	-
Managed	64	10,748	63	10,604	-	-	-	-
Franchised/Licensed/Other	833	99,477	839	100,238	-	-	-	-
	898	110,417	903	111,034	-	-	-	-
Series by Marriott								
Franchised/Licensed/Other	5	550	5	550	-	-	-	-
	5	550	5	550	-	-	-	-
Sheraton								
Owned	1	1,218	1	1,218	-	-	-	-
Managed	23	18,928	23	18,928	-	-	-	-
Franchised/Licensed/Other	137	42,428	134	41,433	-	-	-	-
	161	62,574	158	61,579	-	-	-	-
SpringHill Suites by Marriott								
Managed	9	1,381	9	1,381	-	-	-	-
Franchised/Licensed/Other	575	67,563	577	67,779	-	-	-	-
	584	68,944	586	69,160	-	-	-	-
St. Regis								
Managed	13	2,608	13	2,564	-	-	-	-
Residences	11	1,279	11	1,279	-	-	-	-
	24	3,887	24	3,843	-	-	-	-
StudioRes by Marriott								
Franchised/Licensed/Other	6	744	12	1,488	-	-	-	-
	6	744	12	1,488	-	-	-	-
The Luxury Collection								
Managed	6	2,316	6	2,316	-	-	-	-
Franchised/Licensed/Other	17	8,245	17	8,245	-	-	-	-
Residences	1	91	1	91	-	-	-	-
	24	10,652	24	10,652	-	-	-	-

The Ritz-Carlton								
Managed	42	12,799	42	12,797	-	-	-	-
Franchised/Licensed/Other	1	429	1	429	-	-	-	-
Residences	45	5,031	46	5,150	-	-	-	-
	88	18,259	89	18,376	-	-	-	-
Timeshare								
Franchised/Licensed/Other	73	18,949	73	18,949	-	-	-	-
	73	18,949	73	18,949	-	-	-	-
TownePlace Suites by Marriott								
Managed	4	615	4	615	-	-	-	-
Franchised/Licensed/Other	575	57,774	590	59,212	-	-	-	-
	579	58,389	594	59,827	-	-	-	-
Tribute Portfolio								
Franchised/Licensed/Other	105	19,633	112	20,761	-	-	-	-
	105	19,633	112	20,761	-	-	-	-
W Hotels								
Owned	1	256	1	256	-	-	-	-
Leased	1	509	1	509	-	-	-	-
Managed	20	5,400	19	5,163	-	-	-	-
Franchised/Licensed/Other	1	1,117	1	1,117	-	-	-	-
Residences	9	869	8	795	-	-	-	-
	32	8,151	30	7,840	-	-	-	-
Westin								
Owned	1	1,073	-	-	-	-	-	-
Managed	39	21,281	40	22,354	-	-	-	-
Franchised/Licensed/Other	97	33,215	97	33,215	-	-	-	-
Residences	3	266	3	266	-	-	-	-
	140	55,835	140	55,835	-	-	-	-
Total								
Owned	6	3,162	5	2,089	-	-	-	-
Leased	8	2,377	8	2,377	-	-	-	-
Managed	564	203,110	558	202,722	-	-	-	-
Franchised/Licensed/Other	5,843	876,009	5,921	884,304	-	-	-	-
Residences	74	7,821	74	7,866	-	-	-	-
Total	6,495	1,092,479	6,566	1,099,358	-	-	-	-

* 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
Marriott Hotels								
Owned	1	433	1	433	1	433	1	433
Leased	5	1,631	5	1,631	5	1,631	5	1,631
Managed[2]	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
	256	74,848	259	75,443	255	74,483	238	72,729
JW Marriott								
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
	73	26,206	78	27,476	78	27,601	80	27,939
Marriott Executive Apartments[1]								
Managed	34	4,866	34	4,866	34	4,866	34	4,866
Franchised	1	66	1	66	1	66	2	142
	35	4,932	35	4,932	35	4,932	36	5,008
Sheraton								
Owned	3	1,724	3	1,724	3	1,724	3	1,724
Leased	1	106	1	106	1	106	1	106
Managed[2]	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
	257	83,620	256	83,456	261	84,960	260	84,607
Westin								
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
	101	30,754	103	31,269	103	31,260	104	31,412
Renaissance								
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
	87	25,575	88	25,891	86	25,583	85	25,319
Le Meridien								
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
	86	23,289	88	23,958	89	24,180	91	24,774
Autograph Collection								
Owned[4]	5	458	5	458	5	458	4	243
Leased	1	118	1	118	1	118	1	118
Managed[2]	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
	120	24,094	123	24,417	126	24,817	136	27,439
Delta Hotels by Marriott								
Managed	2	477	2	477	2	477	27	4,956
Franchised	10	2,414	11	2,557	11	2,557	11	2,557
	12	2,891	13	3,034	13	3,034	38	7,513

VII. ROOM AND UNIT COUNTS - INTERNATIONAL

	2022							
	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
The Ritz-Carlton								
Leased	2	550	2	550	2	550	2	550
Managed[2]	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
	88	19,323	89	19,545	87	18,851	88	19,011
The Luxury Collection								
Owned[5]	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
	108	18,658	109	18,760	110	19,172	109	19,034
W Hotels								
Leased	2	665	2	665	2	665	2	665
Managed[2]	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
	43	10,968	47	11,607	49	11,864	49	11,864
St. Regis								
Leased	1	160	1	160	1	160	1	160
Managed[2]	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
	50	10,428	50	10,409	49	10,200	54	11,306
Design Hotels								
Franchised	10	1,062	10	1,062	10	1,060	40	3,469
	10	1,062	10	1,062	10	1,060	40	3,469
Tribute Portfolio								
Owned[6]	-	-	-	-	-	-	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
	30	3,708	30	3,624	31	3,967	38	4,584
EDITION								
Managed	10	2,122	10	2,216	10	2,216	10	2,216
	10	2,122	10	2,216	10	2,216	10	2,216
Bulgari								
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
	12	1,117	12	1,117	12	1,117	12	1,117
Courtyard								
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
	222	44,920	223	45,235	222	44,979	230	46,152

VII. ROOM AND UNIT COUNTS - INTERNATIONAL

	2022							
	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
Residence Inn								
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
	30	3,940	33	4,411	34	4,538	36	4,738
Fairfield by Marriott								
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
	97	14,666	101	15,022	105	15,654	112	16,505
Four Points								
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
	140	32,198	142	32,672	142	32,864	147	33,869
Aloft								
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
	64	12,954	64	13,000	65	13,175	66	13,334
AC Hotels by Marriott								
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
	109	15,763	110	16,035	112	16,355	115	16,851
Protea Hotels								
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
	66	6,844	66	6,844	65	6,699	65	6,699
Element								
Managed	12	2,273	12	2,273	12	2,273	13	2,551
Franchised	2	269	2	269	2	269	2	269
	14	2,542	14	2,542	14	2,542	15	2,820
Moxy								
Managed	5	887	5	887	5	887	6	1,092
Franchised	79	14,940	80	15,154	84	15,894	88	16,700
	84	15,827	85	16,041	89	16,781	94	17,792
Timeshare[3]	20	3,862	20	3,862	20	3,862	21	3,906
Yacht	-	-	-	-	-	-	1	149

VII. ROOM AND UNIT COUNTS - INTERNATIONAL

	2022							
	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
Total								
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	2,224	517,111	2,258	523,880	2,272	526,746	2,370	542,156

[1] Marriott Executive Apartments includes 36 branded Marriott Executive Apartments (5,008 rooms).
[2] 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).
[3] Timeshare room counts are reported one quarter in arrears.
[4] 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.
[5] 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.
[6] 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
Marriott Hotels								
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
	240	73,028	243	74,341	250	76,589	254	78,189
JW Marriott								
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
	83	28,318	85	28,832	86	29,122	87	29,231
Marriott Executive Apartments								
Managed	35	5,030	36	5,159	36	5,159	36	5,171
Franchised	2	142	2	142	2	142	2	154
	37	5,172	38	5,301	38	5,301	38	5,325
Sheraton								
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
	261	84,836	264	85,800	267	86,631	271	87,743
Westin								
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
	107	32,365	109	32,877	112	33,877	111	33,690
Renaissance								
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	-	-	-	-	-	-	-	-
	85	25,319	86	25,503	87	25,721	87	25,217
Le Meridien								
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
	92	25,006	93	25,343	95	25,730	95	25,602
Autograph Collection								
Owned[2]	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
	138	27,830	143	28,389	146	28,708	151	29,563
Delta Hotels by Marriott								
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
	38	7,513	40	7,954	41	8,318	43	8,784
The Ritz-Carlton								
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
	91	19,565	94	19,880	94	19,884	95	20,036

VII. ROOM AND UNIT COUNTS - INTERNATIONAL

	2023							
	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
The Luxury Collection								
Owned[2]	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
	105	18,234	99	18,083	99	18,069	99	18,135
W Hotels								
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
	49	11,864	49	11,857	51	12,565	53	13,396
St. Regis								
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
	56	11,502	56	11,502	57	11,668	60	11,990
Design Hotels								
Franchised	50	4,074	70	5,187	82	5,956	100	7,097
	50	4,074	70	5,187	82	5,956	100	7,097
Tribute Portfolio								
Owned[2]	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
	40	4,907	45	5,551	46	5,640	52	6,402
EDITION								
Managed	10	2,216	11	2,309	11	2,309	14	2,779
	10	2,216	11	2,309	11	2,309	14	2,779
Bulgari								
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
	12	1,117	14	1,329	14	1,334	14	1,330
Courtyard								
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
	233	46,729	235	47,322	241	48,269	246	49,869
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	26	3,482	28	3,719	30	3,857	32	4,279
	36	4,738	38	4,975	40	5,113	42	5,535
Fairfield by Marriott								
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
	114	16,773	122	17,843	130	18,967	137	19,937
Four Points								
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
	147	33,820	147	34,092	151	34,834	155	36,007
Aloft								
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
	65	13,038	66	13,231	68	14,379	70	14,713

VII. ROOM AND UNIT COUNTS - INTERNATIONAL

	2023							
	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
AC Hotels by Marriott								
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
	115	16,854	117	17,131	118	17,348	119	17,592
Protea Hotels								
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
	65	6,698	63	6,615	63	6,615	63	6,611
Element								
Managed	13	2,551	14	2,952	15	3,132	14	2,803
Franchised	2	269	2	269	2	269	2	269
	15	2,820	16	3,221	17	3,401	16	3,072
Moxy								
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
	95	17,923	98	18,415	101	19,069	103	19,472
City Express by Marriott								
Franchised	-	-	149	17,300	149	17,300	150	17,431
	-	-	149	17,300	149	17,300	150	17,431
Apartments by Marriott Bonvoy								
Franchised	-	-	-	-	-	-	1	107
	-	-	-	-	-	-	1	107
Timeshare[1]	21	3,906	21	3,906	21	3,906	21	3,906
Yacht	1	149	1	149	1	149	1	149
Total								
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	2,401	546,314	2,612	574,238	2,676	586,772	2,748	598,910

[1] 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
AC Hotels by Marriott								
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
	116	17,285	118	17,599	118	17,503	118	17,546
Aloft								
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
	70	14,662	71	14,756	71	14,751	71	14,751
Apartments by Marriott Bonvoy								
Franchised/Licensed/Other	1	107	1	107	1	107	2	231
	1	107	1	107	1	107	2	231
Autograph Collection								
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
	154	29,901	162	31,640	167	32,701	171	33,108
Bulgari Hotels & Resorts								
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
	14	1,330	14	1,330	14	1,330	14	1,337
City Express by Marriott								
Franchised/Licensed/Other	150	17,431	151	17,571	151	17,571	152	17,694
	150	17,431	151	17,571	151	17,571	152	17,694
Courtyard								
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
	250	50,424	258	51,835	263	53,269	265	53,509
Delta Hotels by Marriott								
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
	43	8,909	46	9,420	46	9,421	47	9,552
Design Hotels								
Franchised/Licensed/Other	110	7,887	120	8,266	127	8,682	141	9,949
	110	7,887	120	8,266	127	8,682	141	9,949
EDITION								
Managed	14	2,779	15	2,844	15	2,844	15	2,844
	14	2,779	15	2,844	15	2,844	15	2,844
Element								
Managed	14	2,803	14	2,803	15	2,961	15	2,961
Franchised/Licensed/Other	2	269	3	397	5	722	5	722
	16	3,072	17	3,200	20	3,683	20	3,683
Fairfield by Marriott								
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
	140	20,488	146	21,422	153	22,269	157	22,755
Four Points								
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
	158	36,779	164	37,948	173	39,536	184	41,678

Four Points Flex by Sheraton								
Franchised/Licensed/Other	1	65	2	108	4	361	28	5,037
	1	65	2	108	4	361	28	5,037
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
	91	30,324	91	30,326	92	30,904	94	31,477
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
	94	25,671	94	25,669	94	25,649	94	25,875
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
	38	5,253	38	5,253	42	5,813	42	5,813
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
	259	79,690	262	80,144	265	81,053	270	83,000
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
	106	20,584	109	21,143	114	21,804	117	22,525
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
	61	6,484	63	6,771	64	6,881	64	6,932
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
	87	25,221	86	25,091	88	25,621	88	25,634
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
	43	5,624	46	5,926	47	5,979	47	5,979
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
	269	86,730	269	86,630	269	86,827	268	86,858
Sonder by Marriott Bonvoy								
Franchised/Licensed/Other	-	-	-	-	-	-	59	2,694
	-	-	-	-	-	-	59	2,694
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
	60	11,990	61	12,230	61	12,234	64	12,745
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
	98	18,045	102	18,649	103	18,783	104	18,790

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
	95	20,042	98	20,353	98	20,351	101	20,709
The Ritz-Carlton Yacht								
Franchised/Licensed/Other	1	149	1	149	2	377	2	377
	1	149	1	149	2	377	2	377
Timeshare[1]								
Franchised/Licensed/Other	21	3,906	21	3,906	21	3,911	21	3,911
	21	3,906	21	3,906	21	3,911	21	3,911
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
	54	6,792	54	7,203	58	7,915	66	9,157
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
	52	13,260	52	13,245	52	13,245	55	13,801
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
	110	33,529	111	33,735	113	34,312	113	34,317
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	2,776	604,413	2,843	614,469	2,906	625,687	3,054	644,268

[1] 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
AC Hotels by Marriott								
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
	120	18,296	120	18,295	120	18,026	125	18,997
Aloft Hotels								
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
	70	14,559	70	14,559	73	15,085	74	15,408
Apartments by Marriott Bonvoy								
Franchised/Licensed/Other	2	231	2	231	3	275	3	275
	2	231	2	231	3	275	3	275
Autograph Collection								
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
	175	34,280	181	35,754	185	36,230	195	37,707
Bvlgari								
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
	14	1,333	14	1,333	14	1,333	14	1,333
citizenM								
Managed	-	-	-	-	-	-	2	477
Franchised/Licensed/Other	-	-	-	-	-	-	19	3,938
	-	-	-	-	-	-	21	4,415
City Express by Marriott								
Franchised/Licensed/Other	152	17,694	153	17,781	147	17,781	147	17,781
	152	17,694	153	17,781	147	17,781	147	17,781
Courtyard by Marriott								
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
	266	53,647	273	55,185	274	55,448	279	56,189
Delta Hotels by Marriott								
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
	47	9,552	48	9,612	47	9,468	46	9,105
Design Hotels								
Franchised/Licensed/Other	149	10,625	165	11,355	178	11,890	198	12,795
	149	10,625	165	11,355	178	11,890	198	12,795
EDITION								
Managed	15	2,844	15	2,844	16	2,992	17	3,238
Residences	1	10	1	10	1	10	1	10
	16	2,854	16	2,854	17	3,002	18	3,248
Element Hotels								
Managed	15	2,964	15	2,964	15	2,964	14	2,712
Franchised/Licensed/Other	6	827	6	827	6	936	6	936
	21	3,791	21	3,791	21	3,900	20	3,648
Fairfield by Marriott								
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
	163	23,664	169	24,443	180	26,025	190	27,717
Four Points by Sheraton								
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
	194	43,536	204	45,183	225	48,644	239	51,560
Four Points Flex by Sheraton								
Franchised/Licensed/Other	40	6,443	41	6,234	48	6,980	54	7,806
	40	6,443	41	6,234	48	6,980	54	7,806

JW Marriott								
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
	95	31,574	95	31,600	96	32,042	98	32,428
Le Meridien								
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
	93	25,581	93	25,532	96	26,112	99	26,759
Marriott Executive Apartments								
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
	43	5,998	45	6,606	49	7,389	50	7,735
Marriott Hotels								
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
	271	83,142	275	84,157	281	85,693	288	87,661
Moxy Hotels								
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
	119	22,777	124	23,724	129	24,570	132	25,438
Protea Hotels by Marriott								
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
	64	6,932	64	6,932	64	6,932	65	7,020
Renaissance Hotels								
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
	88	25,634	86	24,906	88	25,444	88	25,467
Residence Inn by Marriott								
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
	48	6,022	48	6,022	48	6,022	48	5,959
Series by Marriott								
Franchised/Licensed/Other	-	-	-	-	-	-	37	2,597
	-	-	-	-	-	-	37	2,597
Sheraton								
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
	269	83,466	267	82,701	267	82,618	274	84,576
Sonder by Marriott Bonvoy								
Franchised/Licensed/Other	58	2,659	58	2,695	58	2,779	-	-
	58	2,659	58	2,695	58	2,779	-	-
St. Regis								
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
	66	13,287	68	13,659	68	13,658	67	13,488
The Luxury Collection								
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
	109	21,981	108	21,887	111	22,314	113	22,701

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
	102	20,809	103	20,808	104	20,832	106	20,977
The Ritz-Carlton Yacht Collection								
Franchised/Licensed/Other	2	377	2	377	3	603	3	603
	2	377	2	377	3	603	3	603
Timeshare								
Franchised/Licensed/Other	21	3,911	21	3,911	21	3,911	22	3,963
	21	3,911	21	3,911	21	3,911	22	3,963
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
	67	9,300	73	9,933	78	10,566	85	11,976
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
	55	13,791	56	14,119	58	14,397	57	13,719
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
	112	33,846	115	33,916	114	34,009	117	34,828
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	3,111	651,592	3,178	660,095	3,265	673,978	3,372	695,879

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

	2026							
	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
AC Hotels by Marriott								
Managed	18	3,328	18	3,328	-	-	-	-
Franchised/Licensed/Other	108	15,889	109	16,055	-	-	-	-
	126	19,217	127	19,383	-	-	-	-
Aloft by Marriott								
Managed	42	9,342	42	9,591	-	-	-	-
Franchised/Licensed/Other	30	5,776	33	6,357	-	-	-	-
	72	15,118	75	15,948	-	-	-	-
Apartments by Marriott Bonvoy								
Managed	1	80	1	80	-	-	-	-
Franchised/Licensed/Other	3	258	4	302	-	-	-	-
	4	338	5	382	-	-	-	-
Autograph Collection								
Owned	4	243	4	243	-	-	-	-
Leased	1	117	1	117	-	-	-	-
Managed	18	3,344	19	3,379	-	-	-	-
Franchised/Licensed/Other	171	33,982	178	34,770	-	-	-	-
Residences	2	45	2	45	-	-	-	-
	196	37,731	204	38,554	-	-	-	-
Bvlgari								
Managed	7	646	7	646	-	-	-	-
Franchised/Licensed/Other	2	161	2	161	-	-	-	-
Residences	5	526	5	526	-	-	-	-
	14	1,333	14	1,333	-	-	-	-
citizenM								
Managed	2	477	2	477	-	-	-	-
Franchised/Licensed/Other	19	3,938	19	3,938	-	-	-	-
	21	4,415	21	4,415	-	-	-	-
City Express by Marriott								
Franchised/Licensed/Other	150	17,907	155	18,335	-	-	-	-
	150	17,907	155	18,335	-	-	-	-
Courtyard by Marriott								
Owned	3	645	3	645	-	-	-	-
Leased	1	249	1	249	-	-	-	-
Managed	134	29,422	137	29,941	-	-	-	-
Franchised/Licensed/Other	144	26,596	146	27,070	-	-	-	-
	282	56,912	287	57,905	-	-	-	-
Delta Hotels by Marriott								
Managed	5	1,179	5	1,179	-	-	-	-
Franchised/Licensed/Other	41	7,926	43	8,123	-	-	-	-
	46	9,105	48	9,302	-	-	-	-
Design Hotels								
Franchised/Licensed/Other	206	13,246	221	14,075	-	-	-	-
	206	13,246	221	14,075	-	-	-	-
EDITION								
Managed	17	3,238	18	3,389	-	-	-	-
Residences	1	10	1	10	-	-	-	-
	18	3,248	19	3,399	-	-	-	-
Element by Marriott								
Managed	14	2,712	14	2,712	-	-	-	-
Franchised/Licensed/Other	7	1,043	7	1,043	-	-	-	-
	21	3,755	21	3,755	-	-	-	-
Fairfield by Marriott								
Managed	57	8,750	57	8,761	-	-	-	-
Franchised/Licensed/Other	135	19,516	141	20,448	-	-	-	-
	192	28,266	198	29,209	-	-	-	-

Four Points by Sheraton								
Managed	97	25,555	96	25,337	-	-	-	-
Franchised/Licensed/Other	159	28,878	173	31,015	-	-	-	-
	256	54,433	269	56,352	-	-	-	-
Four Points Flex by Sheraton								
Franchised/Licensed/Other	57	8,259	60	8,536	-	-	-	-
	57	8,259	60	8,536	-	-	-	-
JW Marriott								
Leased	2	696	2	696	-	-	-	-
Managed	76	26,398	77	26,525	-	-	-	-
Franchised/Licensed/Other	16	4,279	16	4,279	-	-	-	-
Residences	4	1,055	4	1,055	-	-	-	-
	98	32,428	99	32,555	-	-	-	-
Le Meridien								
Managed	70	18,646	70	18,646	-	-	-	-
Franchised/Licensed/Other	29	8,194	31	8,636	-	-	-	-
Residences	1	62	1	62	-	-	-	-
	100	26,902	102	27,344	-	-	-	-
Marriott Executive Apartments								
Managed	41	5,932	41	5,932	-	-	-	-
Franchised/Licensed/Other	9	1,797	10	1,947	-	-	-	-
	50	7,729	51	7,879	-	-	-	-
Marriott Hotels								
Leased	5	1,631	5	1,631	-	-	-	-
Managed	193	60,956	194	61,179	-	-	-	-
Franchised/Licensed/Other	86	23,892	87	24,026	-	-	-	-
Residences	5	1,283	5	1,283	-	-	-	-
	289	87,762	291	88,119	-	-	-	-
Moxy Hotels								
Managed	15	3,099	15	3,099	-	-	-	-
Franchised/Licensed/Other	116	21,909	118	22,268	-	-	-	-
	131	25,008	133	25,367	-	-	-	-
Protea Hotels by Marriott								
Leased	5	912	5	912	-	-	-	-
Managed	22	2,738	22	2,738	-	-	-	-
Franchised/Licensed/Other	38	3,371	38	3,371	-	-	-	-
	65	7,021	65	7,021	-	-	-	-
Renaissance Hotels								
Leased	2	505	2	505	-	-	-	-
Managed	53	16,533	53	16,533	-	-	-	-
Franchised/Licensed/Other	34	8,750	33	8,594	-	-	-	-
	89	25,788	88	25,632	-	-	-	-
Residence Inn by Marriott								
Owned	1	140	1	140	-	-	-	-
Managed	9	1,102	9	1,102	-	-	-	-
Franchised/Licensed/Other	41	5,039	43	5,289	-	-	-	-
	51	6,281	53	6,531	-	-	-	-
Series by Marriott								
Franchised/Licensed/Other	50	3,555	53	3,932	-	-	-	-
	50	3,555	53	3,932	-	-	-	-
Sheraton								
Owned	3	1,724	3	1,724	-	-	-	-
Managed	180	58,127	178	57,080	-	-	-	-
Franchised/Licensed/Other	86	23,776	90	25,141	-	-	-	-
Residences	3	472	3	472	-	-	-	-
	272	84,099	274	84,417	-	-	-	-
St. Regis								
Leased	1	160	1	160	-	-	-	-
Managed	51	11,236	53	11,503	-	-	-	-
Franchised/Licensed/Other	1	172	1	172	-	-	-	-
Residences	14	1,916	14	1,916	-	-	-	-
	67	13,484	69	13,751	-	-	-	-

The Luxury Collection								
Owned	1	96	1	96	-	-	-	-
Leased	2	287	2	287	-	-	-	-
Managed	43	8,436	42	8,335	-	-	-	-
Franchised/Licensed/Other	66	14,203	68	14,458	-	-	-	-
Residences	2	85	2	85	-	-	-	-
	114	23,107	115	23,261	-	-	-	-
The Ritz-Carlton								
Leased	2	548	2	548	-	-	-	-
Managed	80	18,443	80	18,443	-	-	-	-
Franchised/Licensed/Other	2	262	2	262	-	-	-	-
Residences	23	1,928	23	1,928	-	-	-	-
	107	21,181	107	21,181	-	-	-	-
The Ritz-Carlton Yacht Collection								
Franchised/Licensed/Other	3	603	3	603	-	-	-	-
	3	603	3	603	-	-	-	-
Timeshare								
Franchised/Licensed/Other	22	3,963	22	3,963	-	-	-	-
	22	3,963	22	3,963	-	-	-	-
Tribute Portfolio								
Owned	2	249	2	249	-	-	-	-
Managed	13	1,595	13	1,595	-	-	-	-
Franchised/Licensed/Other	72	10,668	76	11,231	-	-	-	-
Residences	1	137	1	137	-	-	-	-
	88	12,649	92	13,212	-	-	-	-
W Hotels								
Leased	2	665	2	665	-	-	-	-
Managed	46	12,060	46	12,023	-	-	-	-
Franchised/Licensed/Other	1	226	2	464	-	-	-	-
Residences	8	768	8	768	-	-	-	-
	57	13,719	58	13,920	-	-	-	-
Westin								
Managed	80	24,174	80	24,174	-	-	-	-
Franchised/Licensed/Other	34	10,180	34	10,182	-	-	-	-
Residences	3	413	3	413	-	-	-	-
	117	34,767	117	34,769	-	-	-	-
Total								
Owned	14	3,097	14	3,097	-	-	-	-
Leased	23	5,770	23	5,770	-	-	-	-
Managed	1,384	357,548	1,389	357,727	-	-	-	-
Franchised/Licensed/Other	1,938	328,214	2,018	339,046	-	-	-	-
Residences	72	8,700	72	8,700	-	-	-	-
Total	3,431	703,329	3,516	714,340	-	-	-	-

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 1st Quarter		2022 2nd Quarter YTD		2022 3rd Quarter YTD		2022 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
Total	14	2,545	32	6,734	51	10,599	84	17,475

	2023 1st Quarter		2023 2nd Quarter YTD		2023 3rd Quarter YTD		2023 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
Total	14	2,749	33	5,566	57	10,499	93	16,266

VIII. CONVERSION OF HOTELS TO MARRIOTT INTERNATIONAL BRANDS

	2024 1st Quarter		2024 2nd Quarter YTD		2024 3rd Quarter YTD		2024 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
Total	33	39,407	67	46,156	102	51,852	337	75,259

VIII. CONVERSION OF HOTELS TO MARRIOTT INTERNATIONAL BRANDS

	2025 1st Quarter		2025 2nd Quarter YTD		2025 3rd Quarter YTD		2025 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
Total	35	5,259	81	11,093	134	17,950	244	33,415

VIII. CONVERSION OF HOTELS TO MARRIOTT INTERNATIONAL BRANDS

	2026 1st Quarter		2026 2nd Quarter YTD		2026 3rd Quarter YTD		2026 4th Quarter YTD	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
Autograph Collection	5	810	13	1,685				
Courtyard by Marriott	2	530	5	1,002				
Delta Hotels by Marriott	3	870	5	1,067				
Design Hotels	6	394	18	957				
Fairfield by Marriott	1	100	4	386				
Four Points by Sheraton	4	614	8	1,123				
The Luxury Collection	2	607	3	632				
Le Meridien	1	263	2	488				
Marriott Hotels	1	462	3	1,034				
Residence Inn by Marriott	1	102	1	102				
Series by Marriott Bonvoy	14	1,154	16	1,447				
Tribute Portfolio	5	1,188	13	2,394				
City Express by Marriott	7	522	23	1,776				
Four Points Flex by Sheraton	3	453	6	722				
St. Regis			1	102				
TownePlace Suites by Marriott			3	311				
AC Hotels by Marriott			1	166				
Outdoor Collection by Marriott Bonvoy			2	239				
Sheraton			1	167				
Apartments by Marriott Bonvoy			1	44				
Aloft Hotels by Marriott			1	358				
Total	55	8,069	130	16,202				

IX. DEFLAGGED HOTELS

	2022 1st Quarter		2022 2nd Quarter YTD		2022 3rd Quarter YTD		2022 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
Total	16	3,494	41	7,155	76	14,595	94	19,079

	2023 1st Quarter		2023 2nd Quarter YTD		2023 3rd Quarter YTD		2023 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
Total	14	2,351	31	4,346	42	5,840	63	9,430

IX. DEFLAGGED HOTELS

	2024 1st Quarter		2024 2nd Quarter YTD		2024 3rd Quarter YTD		2024 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
Total	27	5,174	44	7,849	60	10,122	90	14,572

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

IX. DEFLAGGED HOTELS

	2025 1st Quarter		2025 2nd Quarter YTD		2025 3rd Quarter YTD		2025 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
Total	18	4,132	49	8,486	77	11,666	253	25,643

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

IX. DEFLAGGED HOTELS

	2026 1st Quarter		2026 2nd Quarter YTD		2026 3rd Quarter YTD		2026 4th Quarter YTD	
	Units	Rooms	Units	Rooms	Units	Rooms	Units	Rooms
Aloft by Marriott	2	290	2	290				
Autograph Collection	1	123	1	123				
Courtyard by Marriott	4	822	5	968				
Fairfield by Marriott	1	105	3	240				
Four Points by Sheraton	1	268	2	417				
Le Meridien	1	223	1	223				
Moxy Hotels	1	436	1	436				
Sheraton	3	794	7	2,095				
TownePlace Suites by Marriott	2	169	5	520				
Westin		62		62				
W Hotels			1	74				
Marriott Hotels			2	758				
Residence Inn by Marriott			1	104				
Tribute Portfolio			2	57				
SpringHill Suites by Marriott			1	80				
The Luxury Collection			1	101				
Design Hotels			1	160				
Renaissance Hotels			1	151				
Total	16	3,292	37	6,859				

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

X. UNITED STATES & CANADA LODGING KEY OPERATING STATISTICS[1]

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

X. UNITED STATES & CANADA LODGING KEY OPERATING STATISTICS[1]

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

[1] Statistics are for company-operated and franchised hotels opened for a full year (called comparable hotels). Statistics are in constant dollars.
[2] Revenue per Available Room.
[3] 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[1]

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

X. UNITED STATES & CANADA LODGING KEY OPERATING STATISTICS[1]

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

[1] Statistics are for company-operated and franchised hotels opened for a full year (called comparable hotels). Statistics are in constant dollars.
[2] Revenue per Available Room.
[3] 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[1]

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

X. UNITED STATES & CANADA LODGING KEY OPERATING STATISTICS[1]

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

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[2] Revenue per Available Room.
[3] 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[1]

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

X. UNITED STATES & CANADA LODGING KEY OPERATING STATISTICS[1]

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

[1] Statistics are for company-operated and franchised hotels opened for a full year (called comparable hotels). Statistics are in constant dollars.

[2] Revenue per Available Room.

[3] 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[1]

	2026 1st Quarter	2026 2nd Quarter	2026 3rd Quarter	2026 4th Quarter	2026 Full Year
JW Marriott					
Occupancy (%)	73.5	75.2			
Average Daily Rate ($)	367.66	352.00			
RevPar ($)[2]	270.16	264.85			
RevPar Change (%)[3]	4.7	6.9			
The Ritz-Carlton					
Occupancy (%)	67.4	70.3			
Average Daily Rate ($)	624.96	595.47			
RevPar ($)[2]	420.93	418.33			
RevPar Change (%)[3]	5.8	9.9			
W Hotels					
Occupancy (%)	67.1	71.7			
Average Daily Rate ($)	433.87	412.25			
RevPar ($)[2]	291.01	295.67			
RevPar Change (%)[3]	12.9	8.9			
Composite US&C Luxury					
Occupancy (%)	70.3	73.1			
Average Daily Rate ($)	482.70	458.89			
RevPar ($)[2]	339.42	335.56			
RevPar Change (%)[3]	6.8	9.1			
Marriott Hotels					
Occupancy (%)	65.0	72.2			
Average Daily Rate ($)	219.73	228.28			
RevPar ($)[2]	142.93	164.72			
RevPar Change (%)[3]	4.0	4.7			
Sheraton					
Occupancy (%)	63.8	72.2			
Average Daily Rate ($)	194.47	210.82			
RevPar ($)[2]	124.14	152.12			
RevPar Change (%)[3]	2.7	4.5			
Westin					
Occupancy (%)	67.3	73.6			
Average Daily Rate ($)	241.66	251.80			
RevPar ($)[2]	162.66	185.44			
RevPar Change (%)[3]	3.0	3.6			

X. UNITED STATES & CANADA LODGING KEY OPERATING STATISTICS[1]

	2026 1st Quarter	2026 2nd Quarter	2026 3rd Quarter	2026 4th Quarter	2026 Full Year
Composite US&C Premium					
Occupancy (%)	65.2	72.3			
Average Daily Rate ($)	222.26	232.71			
RevPar ($)[2]	144.83	168.22			
RevPar Change (%)[3]	3.8	5.0			
Composite US&C Full-Service					
Occupancy (%)	65.7	72.4			
Average Daily Rate ($)	252.67	257.60			
RevPar ($)[2]	166.06	186.44			
RevPar Change (%)[3]	4.5	5.8			
Courtyard by Marriott					
Occupancy (%)	63.5	72.2			
Average Daily Rate ($)	160.83	173.30			
RevPar ($)[2]	102.08	125.12			
RevPar Change (%)[3]	3.6	4.3			
Residence Inn by Marriott					
Occupancy (%)	72.6	80.1			
Average Daily Rate ($)	168.16	181.32			
RevPar ($)[2]	122.16	145.22			
RevPar Change (%)[3]	2.6	4.6			
Fairfield by Marriott					
Occupancy (%)	62.6	72.8			
Average Daily Rate ($)	132.47	144.68			
RevPar ($)[2]	82.96	105.40			
RevPar Change (%)[3]	3.1	3.9			
Composite US&C Select					
Occupancy (%)	66.8	75.1			
Average Daily Rate ($)	155.60	167.61			
RevPar ($)[2]	103.87	125.86			
RevPar Change (%)[3]	3.5	4.4			
Composite US&C					
Occupancy (%)	66.3	74.0			
Average Daily Rate ($)	194.15	202.82			
RevPar ($)[2]	128.80	150.10			
RevPar Change (%)[3]	4.0	5.0			

[1] Statistics are for company-operated and franchised hotels opened for a full year (called comparable hotels). Statistics are in constant dollars.

[2] Revenue per Available Room.

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

[1] Statistics are in constant dollars.
[2] Revenue per Available Room.
[3] Year over year change of a consistent group of comparable hotels. Comparable hotel base changes each year based on hotel openings.
[4] Worldwide includes US & Canada and International.

XI. INTERNATIONAL LODGING KEY OPERATING STATISTICS BY REGION

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

[1] Statistics are in constant dollars.
[2] Revenue per Available Room.
[3] Year over year change of a consistent group of comparable hotels. Comparable hotel base changes each year based on hotel openings.
[4] Worldwide includes US & Canada and International.

XI. INTERNATIONAL LODGING KEY OPERATING STATISTICS BY REGION

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

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[2] Revenue per Available Room.
[3] Year over year change of a consistent group of comparable hotels. Comparable hotel base changes each year based on hotel openings.
[4] Worldwide includes US & Canada and International.

XI. INTERNATIONAL LODGING KEY OPERATING STATISTICS BY REGION[1]

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

[1] Statistics are for company-operated and franchised hotels opened for a full year (called comparable hotels). Statistics are in constant dollars.

[2] Revenue per Available Room.

[3] Year over year change of a consistent group of comparable hotels. Comparable hotel base changes each year based on hotel openings.

[4] Worldwide includes US & Canada and International.

XI. INTERNATIONAL LODGING KEY OPERATING STATISTICS BY REGION[1]

	2026 1st Quarter	2026 2nd Quarter	2026 3rd Quarter	2026 4th Quarter	2026 Full Year
Caribbean & Latin America					
Occupancy (%)	63.0	60.3			
Average Daily Rate ($)	221.24	185.85			
RevPar ($)[2]	139.29	111.99			
RevPar Change (%)[3]	2.0	3.0			
Europe					
Occupancy (%)	61.2	75.6			
Average Daily Rate ($)	193.41	245.98			
RevPar ($)[2]	118.31	185.95			
RevPar Change (%)[3]	6.6	4.2			
Middle East & Africa					
Occupancy (%)	61.6	50.5			
Average Daily Rate ($)	208.78	159.44			
RevPar ($)[2]	128.54	80.48			
RevPar Change (%)[3]	(1.9)	(33.1)			
Greater China					
Occupancy (%)	63.1	67.3			
Average Daily Rate ($)	111.99	108.44			
RevPar ($)[2]	70.68	72.95			
RevPar Change (%)[3]	5.7	3.2			
Rest of Asia Pacific					
Occupancy (%)	70.2	70.4			
Average Daily Rate ($)	186.60	169.76			
RevPar ($)[2]	130.93	119.46			
RevPar Change (%)[3]	7.3	5.3			
Asia Pacific					
Occupancy (%)	66.4	68.7			
Average Daily Rate ($)	148.25	137.33			
RevPar ($)[2]	98.37	94.34			
RevPar Change (%)[3]	6.7	4.4			
Total International					
Occupancy (%)	64.1	67.1			
Average Daily Rate ($)	174.73	174.10			
RevPar ($)[2]	112.01	116.76			
RevPar Change (%)[3]	4.6	(0.5)			
Worldwide[4]					
Occupancy (%)	65.6	71.6			
Average Daily Rate ($)	187.70	193.66			
RevPar ($)[2]	123.09	138.74			
RevPar Change (%)[3]	4.2	3.4			

[1] Statistics are for company-operated and franchised hotels opened for a full year (called comparable hotels). Statistics are in constant dollars.

[2] Revenue per Available Room.

[3] Year over year change of a consistent group of comparable hotels. Comparable hotel base changes each year based on hotel openings.

[4] Worldwide includes US & Canada and International.