

## X. NORTH AMERICAN COMPANY OPERATED COMPOSITE LODGING KEY OPERATING STATISTICS

	1996 <sup>2</sup>	1997 <sup>2</sup>	1998 <sup>2</sup>	1999 <sup>3</sup>	2000	2001	2002
	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year
Occupancy (%)	78.5	78.0	77.8	77.5	78.0	71.1	70.1
ADR (\$)	104.92	113.94	121.71	123.16	129.56	128.60	123.43
RevPAR (\$)	82.36	88.86	94.65	95.50	101.00	91.44	86.47
RevPar Change (%) <sup>1</sup>	8.0	8.2	5.7	3.7	6.7	(10.4)	(5.7)
	2003	2004	2005	2005	2005	2005	2005
	Full Year	Full Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Full Year
Occupancy (%)	69.0	71.8	69.9	76.2	75.9	71.0	73.2
ADR (\$)	124.45	132.36	140.64	144.20	132.29	146.19	141.14
RevPAR (\$)	85.85	95.04	98.35	109.88	100.38	103.86	103.29
RevPar Change (%) <sup>1</sup>	(1.9)	8.6	8.0	10.0	8.8	11.4	9.8
	2006	2006	2006	2006	2006		
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Full Year		
Occupancy (%)	70.2	77.0	74.8	69.8	72.8		
ADR (\$)	149.61	155.80	143.69	157.97	152.14		
RevPAR (\$)	105.06	119.92	107.42	110.23	110.74		
RevPar Change (%) <sup>1</sup>	9.6	10.7	8.1	7.2	8.9		
	2007	2007	2007	2007	2007		
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Full Year		
Occupancy (%)	68.5	76.6	76.4	70.0	72.7		
ADR (\$)	157.75	163.11	149.47	164.43	159.01		
RevPAR (\$)	108.06	124.88	114.18	115.07	115.60		
RevPar Change (%) <sup>1</sup>	5.2	5.6	7.2	6.2	6.2		
	2008	2008	2008	2008	2008		
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Full Year		
Occupancy (%)	67.5	75.3	74.1	64.5	69.8		
ADR (\$)	163.16	168.22	152.58	159.00	160.85		
RevPAR (\$)	110.18	126.61	113.10	102.55	112.31		
RevPar Change (%) <sup>1</sup>	2.3	1.4	(1.0)	(10.9)	(2.9)		
	2009	2009	2009	2009	2009		
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Full Year		
Occupancy (%)	60.4	67.3	68.7	63.1	64.8		
ADR (\$)	152.38	145.91	131.48	143.25	142.86		
RevPAR (\$)	92.05	98.17	90.28	90.40	92.52		
RevPar Change (%) <sup>1</sup>	(18.0)	(23.4)	(20.6)	(13.1)	(18.5)		
	2010	2010	2010	2010	2010		
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Full Year		
Occupancy (%)	64.4	71.7	70.9	65.6	68.0		
ADR (\$)	140.30	148.53	135.99	147.60	143.35		
RevPAR (\$)	90.36	106.47	96.40	96.78	97.43		
RevPar Change (%) <sup>1</sup>	(1.9)	7.5	6.5	6.5	4.7		
	2011	2011	2011	2011	2011		
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Full Year		
Occupancy (%)	65.9	73.8	73.5	67.9	70.2		
ADR (\$)	147.79	154.62	141.49	153.84	150.00		
RevPAR (\$)	97.33	114.17	103.99	104.52	105.28		
RevPar Change (%) <sup>1</sup>	4.8	6.6	7.0	6.2	6.2		
	2012	2012	2012	2012	2012		
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Full Year		
Occupancy (%)	67.9	75.4	74.8	68.9	71.6		
ADR (\$)	153.23	161.75	149.80	160.76	157.05		
RevPAR (\$)	104.00	121.94	112.02	110.80	112.40		
RevPar Change (%) <sup>1</sup>	6.2	6.0	7.0	5.2	6.0		

<sup>1</sup> Year over year change of a consistent group of comparable hotels. Comparable hotel base changes each year based on hotel openings.

<sup>2</sup> Excludes SpringHill Suites and TownePlace Suites.

<sup>3</sup> Excludes SpringHill Suites.

## X. NORTH AMERICAN COMPANY OPERATED COMPOSITE LODGING KEY OPERATING STATISTICS

	<b>2013</b>	<b>2013</b>	<b>2013</b>	<b>2013</b>	<b>2013</b>
	<u>1st Quarter<sup>1</sup></u>	<u>2nd Quarter<sup>2</sup></u>	<u>3rd Quarter<sup>3</sup></u>	<u>4th Quarter<sup>4</sup></u>	<u>Full Year<sup>5</sup></u>
Occupancy (%)	69.1	76.8	74.5	68.6	72.3
ADR (\$)	165.36	165.40	157.60	164.84	163.24
RevPAR (\$)	114.27	127.04	117.46	113.08	118.08
RevPar Change (%) <sup>7</sup>	5.8	5.3	5.5	5.1	5.4
	<b>2014</b>	<b>2014</b>	<b>2014</b>	<b>2014</b>	<b>2014</b>
	<u>1st Quarter<sup>6</sup></u>	<u>2nd Quarter</u>	<u>3rd Quarter</u>	<u>4th Quarter</u>	<u>Full Year<sup>7</sup></u>
Occupancy (%)	71.2	78.3	77.1	69.9	74.2
ADR (\$)	171.58	173.49	168.44	176.77	173.11
RevPAR (\$)	122.23	135.80	129.79	123.55	128.39
RevPar Change (%) <sup>8</sup>	6.0	5.3	9.4	6.3	6.7
	<b>2015</b>	<b>2015</b>	<b>2015</b>	<b>2015</b>	<b>2015</b>
	<u>1st Quarter</u>	<u>2nd Quarter</u>	<u>3rd Quarter</u>	<u>4th Quarter</u>	<u>Full Year</u>
Occupancy (%)	71.8	78.8	77.0	71.4	74.7
ADR (\$)	180.43	183.38	174.81	180.54	179.53
RevPAR (\$)	129.61	144.52	134.60	128.82	134.18
RevPar Change (%) <sup>8</sup>	5.6	5.6	3.6	4.6	5.0
	<b>2016</b>	<b>2016</b>	<b>2016</b>	<b>2016</b>	<b>2016</b>
	<u>1st Quarter</u>	<u>2nd Quarter</u>	<u>3rd Quarter</u>	<u>4th Quarter<sup>9</sup></u>	<u>Full Year<sup>9</sup></u>
Occupancy (%)	72.2	80.0	77.7	71.0	75.2
ADR (\$)	183.42	185.01	176.39	180.56	181.36
RevPAR (\$)	132.45	148.04	137.05	128.18	136.37
RevPar Change (%) <sup>8</sup>	3.5	3.6	3.9	0.8	3.0

<sup>1</sup> Statistics are for the three months ended March 31, 2013. RevPar Change (%) has been adjusted to compare the three months ended March 31, 2013 to the three months ended March 31, 2012.

<sup>2</sup> Statistics are for the three months ended June 30, 2013. RevPar Change (%) has been adjusted to compare the three months ended June 30, 2013 to the three months ended June 30, 2012.

<sup>3</sup> Statistics are for the three months ended September 30, 2013. RevPar Change (%) has been adjusted to compare the three months ended September 30, 2013 to the three months ended September 30, 2012.

<sup>4</sup> Statistics are for the three months ended December 31, 2013. RevPar Change (%) has been adjusted to compare the three months ended December 31, 2013 to the three months ended December 31, 2012.

<sup>5</sup> Statistics are for the year ended December 31, 2013. RevPar Change (%) has been adjusted to compare the year ended December 31, 2013 to the year ended December 31, 2012.

<sup>6</sup> RevPar Change (%) has been adjusted to compare the three months ended March 31, 2014 to the three months ended March 31, 2013.

<sup>7</sup> RevPar Change (%) has been adjusted to compare the twelve months ended December 31, 2014 to the twelve months ended December 31, 2013.

<sup>8</sup> Year over year change of a consistent group of comparable hotels. Comparable hotel base changes each year based on hotel openings.

<sup>9</sup> Statistics for 4th Quarter and Full Year 2016 reflect only Legacy-Marriott brands.

## XI. NORTH AMERICAN SYSTEMWIDE COMPOSITE LODGING KEY OPERATING STATISTICS

	<b>2003</b> <u>Full Year</u>	<b>2004</b> <u>Full Year</u>	<b>2005</b> <u>1st Quarter</u>	<b>2005</b> <u>2nd Quarter</u>	<b>2005</b> <u>3rd Quarter</u>	<b>2005</b> <u>4th Quarter</u>	<b>2005</b> <u>Full Year</u>
Occupancy (%)	68.3	71.2	69.0	75.3	76.1	70.7	72.7
ADR (\$)	105.86	111.49	118.65	120.96	115.12	121.85	119.12
RevPAR (\$)	72.31	79.35	81.81	91.12	87.63	86.14	86.56
RevPar Change (%) <sup>1</sup>	(1.3)	8.5	8.4	9.8	8.2	11.0	9.5
	<b>2006</b> <u>1st Quarter</u>	<b>2006</b> <u>2nd Quarter</u>	<b>2006</b> <u>3rd Quarter</u>	<b>2006</b> <u>4th Quarter</u>	<b>2006</b> <u>Full Year</u>		
Occupancy (%)	70.2	76.5	76.1	69.9	73.0		
ADR (\$)	126.36	129.78	124.37	130.92	128.07		
RevPAR (\$)	88.69	99.26	94.65	91.49	93.47		
RevPar Change (%) <sup>1</sup>	10.9	10.7	8.6	7.0	9.1		
	<b>2007</b> <u>1st Quarter</u>	<b>2007</b> <u>2nd Quarter</u>	<b>2007</b> <u>3rd Quarter</u>	<b>2007</b> <u>4th Quarter</u>	<b>2007</b> <u>Full Year</u>		
Occupancy (%)	68.3	76.2	76.8	69.8	72.6		
ADR (\$)	133.82	136.01	130.54	137.43	134.62		
RevPAR (\$)	91.45	103.63	100.20	95.89	97.70		
RevPar Change (%) <sup>1</sup>	5.1	5.6	6.7	6.2	6.0		
	<b>2008</b> <u>1st Quarter</u>	<b>2008</b> <u>2nd Quarter</u>	<b>2008</b> <u>3rd Quarter</u>	<b>2008</b> <u>4th Quarter</u>	<b>2008</b> <u>Full Year</u>		
Occupancy (%)	66.6	74.0	74.3	63.9	69.2		
ADR (\$)	139.53	141.79	133.93	134.56	137.36		
RevPAR (\$)	92.97	104.87	99.45	86.04	95.04		
RevPar Change (%) <sup>1</sup>	2.2	1.2	(0.7)	(10.1)	(2.7)		
	<b>2009</b> <u>1st Quarter</u>	<b>2009</b> <u>2nd Quarter</u>	<b>2009</b> <u>3rd Quarter</u>	<b>2009</b> <u>4th Quarter</u>	<b>2009</b> <u>Full Year</u>		
Occupancy (%)	60.2	66.4	68.5	61.7	64.0		
ADR (\$)	129.44	124.41	117.09	121.37	122.71		
RevPAR (\$)	77.97	82.63	80.16	74.90	78.59		
RevPar Change (%) <sup>1</sup>	(16.2)	(21.2)	(19.3)	(13.1)	(17.2)		
	<b>2010</b> <u>1st Quarter</u>	<b>2010</b> <u>2nd Quarter</u>	<b>2010</b> <u>3rd Quarter</u>	<b>2010</b> <u>4th Quarter</u>	<b>2010</b> <u>Full Year</u>		
Occupancy (%)	63.0	70.7	71.8	64.8	67.4		
ADR (\$)	119.96	124.31	118.69	123.01	121.50		
RevPAR (\$)	75.63	87.90	85.24	79.74	81.87		
RevPar Change (%) <sup>1</sup>	(1.8)	6.3	7.2	7.5	4.9		
	<b>2011</b> <u>1st Quarter</u>	<b>2011</b> <u>2nd Quarter</u>	<b>2011</b> <u>3rd Quarter</u>	<b>2011</b> <u>4th Quarter</u>	<b>2011</b> <u>Full Year</u>		
Occupancy (%)	64.9	72.8	74.2	66.8	69.5		
ADR (\$)	123.51	127.87	122.52	127.29	125.67		
RevPAR (\$)	80.11	93.07	90.89	85.04	87.28		
RevPar Change (%) <sup>1</sup>	5.8	6.6	6.9	6.4	6.5		
	<b>2012</b> <u>1st Quarter</u>	<b>2012</b> <u>2nd Quarter</u>	<b>2012</b> <u>3rd Quarter</u>	<b>2012</b> <u>4th Quarter</u>	<b>2012</b> <u>Full Year</u>		
Occupancy (%)	66.6	74.4	75.1	68.1	70.8		
ADR (\$)	128.59	133.20	128.73	132.40	130.97		
RevPAR (\$)	85.61	99.06	96.74	90.14	92.79		
RevPar Change (%) <sup>1</sup>	6.9	6.5	6.3	5.9	6.4		

<sup>1</sup> Year over year change of a consistent group of comparable hotels. Comparable hotel base changes each year based on hotel openings.

## XI. NORTH AMERICAN SYSTEMWIDE COMPOSITE LODGING KEY OPERATING STATISTICS

	2013		2013		2013		2013		2013	
	1st Quarter <sup>1</sup>	2nd Quarter <sup>2</sup>	3rd Quarter <sup>3</sup>	4th Quarter <sup>4</sup>	Full Year <sup>5</sup>					
Occupancy (%)	67.8	76.2	75.0	67.3	71.6					
ADR (\$)	136.34	137.60	134.60	135.99	136.05					
RevPAR (\$)	92.39	104.86	101.01	91.47	97.48					
RevPar Change (%) <sup>7</sup>	4.8	5.2	5.2	4.7	5.0					
	2014		2014		2014		2014		2014	
	1st Quarter <sup>6</sup>	2nd Quarter	3rd Quarter	4th Quarter	Full Year <sup>7</sup>					
Occupancy (%)	69.6	77.8	77.6	69.0	73.6					
ADR (\$)	141.66	144.37	142.52	143.80	143.27					
RevPAR (\$)	98.67	112.36	110.58	99.18	105.39					
RevPar Change (%) <sup>8</sup>	6.3	6.0	8.7	6.7	7.0					
	2015		2015		2015		2015		2015	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Full Year					
Occupancy (%)	70.4	78.0	77.8	69.5	73.9					
ADR (\$)	147.82	151.10	148.06	147.31	148.53					
RevPAR (\$)	104.12	117.89	115.18	102.33	109.83					
RevPar Change (%) <sup>8</sup>	6.9	5.4	4.2	4.0	5.2					
	2016		2016		2016		2016		2016	
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter <sup>9</sup>	Full Year <sup>9</sup>					
Occupancy (%)	70.0	78.6	77.6	69.3	73.9					
ADR (\$)	150.15	153.17	150.08	147.79	150.31					
RevPAR (\$)	105.05	120.33	116.53	102.40	111.06					
RevPar Change (%) <sup>8</sup>	2.4	3.2	2.4	1.2	2.3					

<sup>1</sup> Statistics are for the three months ended March 31, 2013. RevPar Change (%) has been adjusted to compare the three months ended March 31, 2013 to the three months ended March 31, 2012.

<sup>2</sup> Statistics are for the three months ended June 30, 2013. RevPar Change (%) has been adjusted to compare the three months ended June 30, 2013 to the three months ended June 30, 2012.

<sup>3</sup> Statistics are for the three months ended September 30, 2013. RevPar Change (%) has been adjusted to compare the three months ended September 30, 2013 to the three months ended September 30, 2012.

<sup>4</sup> Statistics are for the three months ended December 31, 2013. RevPar Change (%) has been adjusted to compare the three months ended December 31, 2013 to the three months ended December 31, 2012.

<sup>5</sup> Statistics are for the year ended December 31, 2013. RevPar Change (%) has been adjusted to compare the year ended December 31, 2013 to the year ended December 31, 2012.

<sup>6</sup> RevPar Change (%) has been adjusted to compare the three months ended March 31, 2014 to the three months ended March 31, 2013.

<sup>7</sup> RevPar Change (%) has been adjusted to compare the twelve months ended December 31, 2014 to the twelve months ended December 31, 2013.

<sup>8</sup> Year over year change of a consistent group of comparable hotels. Comparable hotel base changes each year based on hotel openings.

<sup>9</sup> Statistics for 4th Quarter and Full Year 2016 reflect only Legacy-Marriott brands.

## XII. FULL-SERVICE, INTERNATIONAL AND LUXURY LODGING KEY OPERATING STATISTICS<sup>1</sup>

	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989
	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year
MHRS - North America										
Occupancy (%)	76.4	74.8	71.7	73.8	74.8	73.3	74.6	73.8	74.1	74.0
Average Daily Rate (\$)	57.31	64.34	66.28	65.31	72.56	78.79	84.68	86.71	95.11	98.23
RevPar (\$) <sup>2</sup>	43.78	48.13	47.52	48.20	54.27	57.75	63.17	63.99	70.48	72.69
RevPar Change (%) <sup>3</sup>	12.2	10.0	1.3	7.0	13.3	9.6	7.8	3.6	6.3	3.2
	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year
MHRS - North America										
Occupancy (%)	73.0	70.9	72.5	74.9	76.2	76.8	77.1	77.7	78.0	77.5
Average Daily Rate (\$)	101.83	98.05	97.94	99.00	103.21	110.36	117.56	128.64	137.95	140.86
RevPar (\$) <sup>2</sup>	74.34	69.52	71.01	74.15	78.65	84.76	90.64	99.95	107.60	109.22
RevPar Change (%) <sup>3</sup>	2.2	(3.6)	2.4	4.3	5.1	6.7	7.9	9.2	6.1	3.9
MHRS - International										
Occupancy (%)	-	-	-	-	-	-	-	75.3	73.0	73.9
Average Daily Rate (\$) <sup>4</sup>	-	-	-	-	-	-	-	137.56	133.21	124.38
RevPar (\$) <sup>2,4</sup>	-	-	-	-	-	-	-	103.54	97.24	91.92
RevPar Chg - Actual FX (%) <sup>3</sup>	-	-	-	-	-	-	-	2.9	0.3	3.0
RevPar Chg - Constant FX (%) <sup>3</sup>	-	-	-	-	-	-	-	8.1	3.5	6.0
Renaissance - North America										
Occupancy (%)	-	-	-	-	-	-	-	69.4	70.3	70.8
Average Daily Rate (\$)	-	-	-	-	-	-	-	121.25	129.38	132.09
RevPar (\$) <sup>2</sup>	-	-	-	-	-	-	-	84.15	90.95	93.54
RevPar Change (%) <sup>3</sup>	-	-	-	-	-	-	-	6.6	6.5	2.9
Renaissance - International										
Occupancy (%)	-	-	-	-	-	-	-	66.3	67.2	66.1
Average Daily Rate (\$) <sup>4</sup>	-	-	-	-	-	-	-	115.13	109.31	101.28
RevPar (\$) <sup>2,4</sup>	-	-	-	-	-	-	-	76.35	73.45	66.99
RevPar Chg - Actual FX (%) <sup>3</sup>	-	-	-	-	-	-	-	-	(11.8)	(4.2)
RevPar Chg - Constant FX (%) <sup>3</sup>	-	-	-	-	-	-	-	-	(5.8)	(1.0)
The Ritz-Carlton - North America										
Occupancy (%)	-	-	-	-	-	70.4	75.2	79.0	75.4	77.8
Average Daily Rate (\$)	-	-	-	-	-	168.99	181.04	185.27	205.48	219.37
RevPar (\$) <sup>2</sup>	-	-	-	-	-	118.97	136.14	146.36	154.93	170.67
RevPar Change (%) <sup>3</sup>	-	-	-	-	-	7.1	8.7	9.8	5.8	10.3
Luxury - International <sup>5</sup>										
Occupancy (%)	-	-	-	-	-	-	-	-	70.3	73.4
Average Daily Rate (\$) <sup>4</sup>	-	-	-	-	-	-	-	-	168.99	180.71
RevPar (\$) <sup>2,4</sup>	-	-	-	-	-	-	-	-	118.80	132.64
RevPar Change (%) <sup>3</sup>	-	-	-	-	-	-	-	-	-	10.8

<sup>1</sup> Statistics are for managed hotels opened for a full year (called comparable hotels).

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

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

<sup>4</sup> Based on actual foreign exchange rates. Data not available prior to 1997.

<sup>5</sup> Beginning in Quarter 4, 2006, includes The Ritz-Carlton International and Bulgari Hotels & Resorts. Prior to Quarter 4, 2006, includes The Ritz-Carlton International.

## XII. FULL-SERVICE, INTERNATIONAL AND LUXURY LODGING KEY OPERATING STATISTICS<sup>1</sup>

	2000	2001	2002	2003	2004
	Full Year	Full Year	Full Year	Full Year	Full Year
MHRS - North America					
Occupancy (%)	78.2	70.4	70.1	69.3	72.0
Average Daily Rate (\$)	149.50	142.96	137.28	135.42	143.70
RevPar (\$) <sup>2</sup>	116.95	100.62	96.25	93.81	103.46
RevPar Change (%) <sup>3</sup>	6.8	(11.8)	(4.8)	(2.8)	7.4
MHRS - International					
Occupancy (%)	74.6	68.4	69.1	68.7	75.1
Average Daily Rate (\$) <sup>4</sup>	121.41	116.55	114.63	120.55	130.69
RevPar (\$) <sup>2,4</sup>	90.61	79.71	79.26	82.80	98.12
RevPar Chg - Actual FX (%) <sup>3</sup>	2.8	(5.4)	2.9	3.7	20.1
RevPar Chg - Constant FX (%) <sup>3</sup>	9.0	(3.6)	3.0	(0.1)	16.4
Renaissance - North America					
Occupancy (%)	73.3	65.6	65.1	65.8	69.6
Average Daily Rate (\$) <sup>4</sup>	142.27	137.79	131.77	132.12	135.54
RevPar (\$) <sup>2</sup>	104.35	90.39	85.80	86.99	94.30
RevPar Change (%) <sup>3</sup>	7.5	(13.1)	(4.5)	(0.4)	8.4
Renaissance - International					
Occupancy (%)	70.2	67.8	72.1	67.4	72.5
Average Daily Rate (\$) <sup>4</sup>	99.29	93.97	93.32	102.24	111.12
RevPar (\$) <sup>2,4</sup>	69.71	63.74	67.26	68.95	80.59
RevPar Chg - Actual FX (%) <sup>3</sup>	4.8	(8.3)	3.1	(0.4)	20.9
RevPar Chg - Constant FX (%) <sup>3</sup>	10.3	(4.2)	1.6	(5.3)	15.1
The Ritz-Carlton - North America					
Occupancy (%)	77.5	66.9	66.1	65.7	69.2
Average Daily Rate (\$) <sup>4</sup>	242.26	249.94	233.40	231.12	257.16
RevPar (\$) <sup>2</sup>	187.75	167.21	154.21	151.85	177.96
RevPar Change (%) <sup>3</sup>	9.4	(11.5)	(4.3)	1.0	12.9
Luxury - International <sup>b</sup>					
Occupancy (%)	77.6	68.6	69.2	60.8	71.0
Average Daily Rate (\$) <sup>4</sup>	202.05	195.90	183.49	188.91	205.06
RevPar (\$) <sup>2,4</sup>	156.79	134.39	127.00	114.88	145.68
RevPar Change (%) <sup>3</sup>	18.0	1.7	2.5	(9.0)	21.3

  

	2005	2005	2005	2005	2005
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Full Year
MHRS - North America					
Occupancy (%)	69.9	76.5	75.7	71.1	73.2
Average Daily Rate (\$) <sup>4</sup>	156.66	156.77	142.75	161.39	154.84
RevPar (\$) <sup>2</sup>	109.44	119.90	108.10	114.74	113.31
RevPar Change (%) <sup>3</sup>	6.1	9.8	8.1	10.9	9.0
MHRS - International					
Occupancy (%)	72.9	77.7	78.1	75.8	76.4
Average Daily Rate (\$) <sup>4</sup>	144.01	146.83	136.77	148.64	145.14
RevPar (\$) <sup>2,4</sup>	104.97	114.03	106.78	112.68	110.83
RevPar Chg - Actual FX (%) <sup>3</sup>	18.5	16.3	12.2	10.0	13.2
RevPar Chg - Constant FX (%) <sup>3</sup>	15.1	12.1	9.5	9.5	10.8
Renaissance - North America					
Occupancy (%)	69.4	74.2	74.1	70.1	72.1
Average Daily Rate (\$) <sup>4</sup>	146.29	148.38	136.27	156.77	149.90
RevPar (\$) <sup>2</sup>	101.47	110.14	100.97	109.95	108.01
RevPar Change (%) <sup>3</sup>	10.4	11.7	12.8	15.1	12.5
Renaissance - International					
Occupancy (%)	65.5	71.5	75.3	74.6	72.5
Average Daily Rate (\$) <sup>4</sup>	120.58	130.06	114.64	129.01	124.28
RevPar (\$) <sup>2,4</sup>	78.97	92.93	86.36	96.20	90.11
RevPar Chg - Actual FX (%) <sup>3</sup>	16.3	14.9	13.1	9.6	12.8
RevPar Chg - Constant FX (%) <sup>3</sup>	10.6	9.0	9.7	9.7	9.7
The Ritz-Carlton - North America					
Occupancy (%)	67.1	74.5	72.7	68.9	71.0
Average Daily Rate (\$) <sup>4</sup>	305.33	308.59	250.61	290.17	287.99
RevPar (\$) <sup>2</sup>	204.87	229.89	182.22	199.80	204.45
RevPar Change (%) <sup>3</sup>	13.5	11.3	11.0	12.9	12.2
Luxury - International <sup>b</sup>					
Occupancy (%)	71.2	75.6	67.7	72.3	71.6
Average Daily Rate (\$) <sup>4</sup>	225.15	217.09	194.14	207.67	200.08
RevPar (\$) <sup>2,4</sup>	160.30	164.08	131.43	150.08	143.30
RevPar Change (%) <sup>3</sup>	26.9	22.7	14.2	12.0	18.3

<sup>1</sup> Statistics are for managed hotels opened for a full year (called comparable hotels).

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

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

<sup>4</sup> Based on actual foreign exchange rates.

<sup>5</sup> Beginning in Quarter 4, 2006, includes The Ritz-Carlton International and Bulgari Hotels & Resorts. Prior to Quarter 4, 2006, includes The Ritz-Carlton International.

## XII. FULL-SERVICE, INTERNATIONAL AND LUXURY LODGING KEY OPERATING STATISTICS<sup>1</sup>

	2006	2006	2006	2006	2006
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Full Year
MHRS - North America					
Occupancy (%)	69.5	76.3	74.0	70.1	72.3
Average Daily Rate (\$) <sup>2</sup>	166.76	170.31	156.77	175.71	168.11
RevPar (\$) <sup>2</sup>	115.93	129.97	116.08	123.11	121.58
RevPar Change (%) <sup>3</sup>	8.0	9.3	7.9	7.9	8.3
MHRS - International					
Occupancy (%)	72.3	77.0	76.8	74.9	75.6
Average Daily Rate (\$) <sup>4</sup>	157.73	161.16	156.47	171.38	163.02
RevPar (\$) <sup>2,4</sup>	114.01	124.08	120.09	128.44	123.32
RevPar Chg - Actual FX (%) <sup>3</sup>	8.5	10.0	13.4	14.1	11.9
RevPar Chg - Constant FX (%) <sup>3</sup>	11.0	11.4	11.1	10.4	10.9
Renaissance - North America					
Occupancy (%)	70.5	77.2	73.3	69.2	72.8
Average Daily Rate (\$) <sup>2</sup>	154.21	168.34	153.22	169.29	162.96
RevPar (\$) <sup>2</sup>	108.67	129.89	112.28	117.14	118.57
RevPar Change (%) <sup>3</sup>	12.7	15.7	6.8	4.3	9.6
Renaissance - International					
Occupancy (%)	66.6	75.4	77.0	76.3	74.7
Average Daily Rate (\$) <sup>4</sup>	121.97	133.77	127.83	145.50	134.53
RevPar (\$) <sup>2,4</sup>	81.21	100.83	98.39	111.08	100.46
RevPar Chg - Actual FX (%) <sup>3</sup>	6.9	10.6	18.7	17.6	14.5
RevPar Chg - Constant FX (%) <sup>3</sup>	10.2	12.2	14.9	12.4	12.7
The Ritz-Carlton - North America					
Occupancy (%)	71.5	77.7	73.4	69.4	72.9
Average Daily Rate (\$) <sup>2</sup>	319.74	325.44	263.58	315.47	304.72
RevPar (\$) <sup>2</sup>	228.61	252.81	193.59	219.04	222.23
RevPar Change (%) <sup>3</sup>	10.8	10.4	9.2	10.2	10.3
Luxury - International <sup>5</sup>					
Occupancy (%)	65.9	71.9	68.3	74.8	71.7
Average Daily Rate (\$) <sup>4</sup>	214.74	227.61	208.74	256.05	241.90
RevPar (\$) <sup>2,4</sup>	141.52	163.72	142.50	191.52	173.35
RevPar Change (%) <sup>3</sup>	2.6	7.1	2.2	16.8	9.1
	2007	2007	2007	2007	2007
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Full Year
MHRS - North America					
Occupancy (%)	68.4	76.6	76.2	70.0	72.6
Average Daily Rate (\$) <sup>2</sup>	175.52	177.97	163.96	183.31	175.41
RevPar (\$) <sup>2</sup>	120.13	136.32	124.92	128.23	127.43
RevPar Change (%) <sup>3</sup>	6.2	6.7	8.0	6.1	6.9
MHRS - International					
Occupancy (%)	72.0	77.7	78.3	76.7	76.6
Average Daily Rate (\$) <sup>4</sup>	177.98	181.11	172.78	190.56	180.76
RevPar (\$) <sup>2,4</sup>	128.17	140.78	135.28	146.14	138.51
RevPar Chg - Actual FX (%) <sup>3</sup>	14.9	15.2	12.1	15.7	14.8
RevPar Chg - Constant FX (%) <sup>3</sup>	9.1	8.7	6.1	8.2	8.0
Renaissance - North America					
Occupancy (%)	70.5	76.7	75.9	70.0	73.1
Average Daily Rate (\$) <sup>2</sup>	164.65	175.72	157.82	176.29	169.93
RevPar (\$) <sup>2</sup>	116.02	134.78	119.71	123.40	124.17
RevPar Change (%) <sup>3</sup>	4.1	3.2	8.4	7.9	5.9
Renaissance - International					
Occupancy (%)	66.2	74.9	76.9	76.6	74.8
Average Daily Rate (\$) <sup>4</sup>	136.30	153.44	140.91	165.98	152.81
RevPar (\$) <sup>2,4</sup>	90.29	114.89	108.42	127.13	114.27
RevPar Chg - Actual FX (%) <sup>3</sup>	18.0	14.5	9.3	14.2	13.3
RevPar Chg - Constant FX (%) <sup>3</sup>	10.8	8.4	3.9	7.4	7.2
The Ritz-Carlton - North America					
Occupancy (%)	70.5	76.2	74.2	68.7	72.3
Average Daily Rate (\$) <sup>2</sup>	347.34	352.95	283.32	338.59	331.48
RevPar (\$) <sup>2</sup>	245.02	269.10	210.18	232.62	239.67
RevPar Change (%) <sup>3</sup>	8.2	7.1	8.3	7.0	7.5
Luxury - International <sup>5</sup>					
Occupancy (%)	68.9	76.0	72.9	72.0	72.7
Average Daily Rate (\$) <sup>4</sup>	290.95	311.43	271.09	293.69	292.24
RevPar (\$) <sup>2,4</sup>	200.44	236.74	197.49	211.48	212.54
RevPar Change (%) <sup>3</sup>	11.7	12.2	17.0	9.3	12.2

<sup>1</sup> Statistics are for managed hotels opened for a full year (called comparable hotels).

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

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

<sup>4</sup> Based on actual foreign exchange rates.

<sup>5</sup> Beginning in Quarter 4, 2006, includes The Ritz-Carlton International and Bulgari Hotels & Resorts. Prior to Quarter 4, 2006, includes The Ritz-Carlton International.

## XII. FULL-SERVICE, INTERNATIONAL AND LUXURY LODGING KEY OPERATING STATISTICS<sup>1</sup>

	2008	2008	2008	2008	2008
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Full Year
MHRS - North America					
Occupancy (%)	67.7	75.9	75.1	65.5	70.5
Average Daily Rate (\$)	181.45	184.10	167.39	178.81	178.24
RevPar (\$)²	122.85	139.67	125.67	117.19	125.69
RevPar Change (%)³	2.2	2.7	0.5	(8.7)	(1.6)
MHRS - International					
Occupancy (%)	71.8	76.8	75.2	70.3	73.4
Average Daily Rate (\$)⁴	200.30	201.39	191.45	180.88	192.10
RevPar (\$)²,⁴	143.91	154.73	144.02	127.11	140.99
RevPar Chg - Actual FX (%)³	16.5	14.3	11.2	(10.5)	5.1
RevPar Chg - Constant FX (%)³	9.7	6.3	4.5	(5.4)	2.6
Renaissance - North America					
Occupancy (%)	68.9	74.7	72.3	64.1	69.4
Average Daily Rate (\$)	171.70	176.46	154.39	166.26	167.17
RevPar (\$)²	118.29	131.75	111.61	106.51	116.05
RevPar Change (%)³	3.1	1.5	0.1	(8.2)	(1.5)
Renaissance - International					
Occupancy (%)	67.7	74.2	72.1	69.3	71.0
Average Daily Rate (\$)⁴	151.41	166.44	164.13	155.60	160.77
RevPar (\$)²,⁴	102.51	123.46	118.34	107.85	114.15
RevPar Chg - Actual FX (%)³	18.0	14.9	12.9	(10.0)	5.5
RevPar Chg - Constant FX (%)³	10.2	6.6	6.0	(6.4)	2.4
The Ritz-Carlton - North America					
Occupancy (%)	69.9	76.3	70.7	60.1	68.6
Average Daily Rate (\$)	352.12	363.32	295.75	325.88	335.52
RevPar (\$)²	246.27	277.21	209.12	195.88	230.13
RevPar Change (%)³	4.6	1.1	(1.7)	(16.4)	(4.7)
Luxury - International <sup>5</sup>					
Occupancy (%)	72.0	75.3	71.2	63.5	69.8
Average Daily Rate (\$)⁴	333.83	362.55	319.09	305.89	315.83
RevPar (\$)²,⁴	240.39	273.05	227.34	194.15	220.60
RevPar Chg - Actual FX (%)³	23.3	17.6	18.9	(1.6)	11.8
RevPar Chg - Constant FX (%)³	18.2	10.2	8.8	(3.8)	6.6
	2009	2009	2009	2009	2009
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Full Year
MHRS - North America					
Occupancy (%)	61.7	68.6	70.0	65.0	66.3
Average Daily Rate (\$)	167.56	159.98	143.98	160.11	157.81
RevPar (\$)²	103.39	109.81	100.78	104.04	104.60
RevPar Change (%)³	(15.9)	(22.0)	(19.8)	(11.9)	(17.2)
MHRS - International					
Occupancy (%)	62.4	68.5	69.9	71.0	68.7
Average Daily Rate (\$)⁴	166.91	153.19	150.62	160.41	157.26
RevPar (\$)²,⁴	104.11	104.89	105.30	113.81	108.09
RevPar Chg - Actual FX (%)³	(24.1)	(29.9)	(27.1)	(9.1)	(22.0)
RevPar Chg - Constant FX (%)³	(16.3)	(20.2)	(20.3)	(9.6)	(16.1)
Renaissance - North America					
Occupancy (%)	62.5	68.1	68.0	63.4	65.3
Average Daily Rate (\$)⁴	168.26	158.24	138.14	151.82	153.71
RevPar (\$)²	105.19	107.73	93.90	96.24	100.42
RevPar Change (%)³	(12.5)	(20.8)	(18.2)	(13.4)	(16.1)
Renaissance - International					
Occupancy (%)	55.2	62.6	64.4	69.6	64.1
Average Daily Rate (\$)⁴	134.85	133.79	129.92	142.37	136.52
RevPar (\$)²,⁴	74.41	83.81	83.62	99.07	87.51
RevPar Chg - Actual FX (%)³	(29.3)	(35.2)	(32.2)	(13.1)	(26.5)
RevPar Chg - Constant FX (%)³	(21.0)	(24.4)	(24.2)	(12.4)	(19.7)
The Ritz-Carlton - North America					
Occupancy (%)	57.0	61.9	64.9	60.8	61.5
Average Daily Rate (\$)⁴	337.03	299.28	238.99	278.52	280.76
RevPar (\$)²	192.13	185.34	155.09	169.42	172.61
RevPar Change (%)³	(27.1)	(31.4)	(23.5)	(11.6)	(23.1)
Luxury - International <sup>5</sup>					
Occupancy (%)	56.1	57.5	55.0	57.2	56.8
Average Daily Rate (\$)⁴	343.71	322.05	289.65	303.07	317.16
RevPar (\$)²,⁴	192.86	185.31	159.39	173.30	179.99
RevPar Chg - Actual FX (%)³	(19.9)	(32.6)	(30.9)	(15.1)	(24.9)
RevPar Chg - Constant FX (%)³	(17.0)	(26.1)	(26.7)	(17.1)	(22.1)

<sup>1</sup> Statistics are for managed hotels opened for a full year (called comparable hotels).

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

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

<sup>4</sup> Based on actual foreign exchange rates.

<sup>5</sup> Beginning in Quarter 4, 2006, includes The Ritz-Carlton International and Bulgari Hotels & Resorts. Prior to Quarter 4, 2006, includes The Ritz-Carlton International.

## XII. FULL-SERVICE, INTERNATIONAL AND LUXURY LODGING KEY OPERATING STATISTICS<sup>1</sup>

	2010	2010	2010	2010	2010
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Full Year
<b>MHR - North America</b>					
Occupancy (%)	66.2	73.1	71.7	66.2	69.1
Average Daily Rate (\$)	152.59	160.30	147.02	163.16	156.27
RevPar (\$) <sup>2</sup>	101.50	117.21	105.35	108.08	107.98
RevPar Change (%) <sup>3</sup>	(1.2)	7.6	7.0	5.6	4.7
<b>MHR - International</b>					
Occupancy (%)	65.7	73.8	74.8	73.5	72.7
Average Daily Rate (\$) <sup>4</sup>	162.52	158.66	150.41	163.76	158.74
RevPar (\$) <sup>2,4</sup>	106.77	117.07	112.57	120.37	115.33
RevPar Chg - Actual FX (%) <sup>3</sup>	5.7	11.4	6.7	6.7	7.8
RevPar Chg - Constant FX (%) <sup>3</sup>	0.9	7.4	11.2	8.9	7.9
<b>Renaissance Hotels - North America</b>					
Occupancy (%)	63.9	71.0	69.1	65.2	67.2
Average Daily Rate (\$)	150.21	159.16	142.02	157.97	152.57
RevPar (\$) <sup>2</sup>	96.04	113.08	98.20	102.95	102.51
RevPar Change (%) <sup>3</sup>	(4.6)	6.1	3.8	6.4	2.6
<b>Renaissance Hotels - International</b>					
Occupancy (%)	57.7	69.6	70.2	70.8	68.5
Average Daily Rate (\$) <sup>4</sup>	137.02	143.38	133.51	150.56	142.17
RevPar (\$) <sup>2,4</sup>	79.13	99.83	93.78	106.59	97.33
RevPar Chg - Actual FX (%) <sup>3</sup>	11.5	21.0	11.7	9.8	13.6
RevPar Chg - Constant FX (%) <sup>3</sup>	6.9	15.3	17.0	13.0	14.0
<b>The Ritz-Carlton - North America</b>					
Occupancy (%)	64.2	71.6	68.6	65.4	67.6
Average Daily Rate (\$)	301.74	297.03	247.12	282.16	280.17
RevPar (\$) <sup>2</sup>	193.68	212.67	169.51	184.47	189.30
RevPar Change (%) <sup>3</sup>	2.5	15.9	7.9	10.0	9.8
<b>Luxury - International<sup>5</sup></b>					
Occupancy (%)	58.5	67.3	62.8	64.5	64.0
Average Daily Rate (\$) <sup>4</sup>	318.38	309.20	275.17	309.32	305.69
RevPar (\$) <sup>2,4</sup>	186.34	208.18	172.78	199.60	195.77
RevPar Chg - Actual FX (%) <sup>3</sup>	1.4	17.5	10.1	9.8	10.1
RevPar Chg - Constant FX (%) <sup>3</sup>	(0.7)	14.0	12.4	13.7	10.7

<sup>1</sup> Statistics are for managed hotels opened for a full year (called comparable hotels).

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

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

<sup>4</sup> Based on actual foreign exchange rates.

<sup>5</sup> Beginning in Quarter 4, 2006, includes The Ritz-Carlton International and Bulgari Hotels & Resorts. Prior to Quarter 4, 2006, includes The Ritz-Carlton International.

## XII. FULL-SERVICE, INTERNATIONAL AND LUXURY LODGING KEY OPERATING STATISTICS<sup>1</sup>

	2011 1st Quarter	2011 2nd Quarter	2011 3rd Quarter	2011 4th Quarter	2011 Full Year
<b>MHR - North America</b>					
Occupancy (%)	66.9	74.6	73.8	68.9	71.0
Average Daily Rate (\$)	163.17	168.64	153.22	169.06	164.08
RevPar (\$) <sup>2</sup>	109.17	125.79	113.06	116.45	116.45
RevPar Change (%) <sup>3</sup>	3.6	5.4	4.4	5.0	4.6
<b>MHR - International</b>					
Occupancy (%)	65.0	73.1	75.7	73.0	72.8
Average Daily Rate (\$) <sup>4</sup>	165.12	171.34	167.27	175.70	171.68
RevPar (\$) <sup>2,4</sup>	107.32	125.18	126.59	128.29	124.91
RevPar Chg - Actual FX (%) <sup>3</sup>	9.1	13.0	15.7	6.4	10.6
RevPar Chg - Constant FX (%) <sup>3</sup>	9.9	8.1	7.2	4.2	6.7
<b>Renaissance Hotels - North America</b>					
Occupancy (%)	66.1	72.4	72.3	68.5	69.7
Average Daily Rate (\$)	162.49	168.37	149.16	164.80	161.40
RevPar (\$) <sup>2</sup>	107.45	121.82	107.89	112.91	112.55
RevPar Change (%) <sup>3</sup>	6.6	5.1	8.8	6.6	6.7
<b>Renaissance Hotels - International</b>					
Occupancy (%)	59.8	70.4	71.3	72.3	69.7
Average Daily Rate (\$) <sup>4</sup>	141.01	161.05	151.56	158.24	156.07
RevPar (\$) <sup>2,4</sup>	84.34	113.33	108.13	114.35	108.84
RevPar Chg - Actual FX (%) <sup>3</sup>	9.8	14.9	14.6	6.3	11.1
RevPar Chg - Constant FX (%) <sup>3</sup>	10.1	9.7	4.7	3.3	6.2
<b>The Ritz-Carlton - North America</b>					
Occupancy (%)	67.3	73.9	69.9	66.0	69.2
Average Daily Rate (\$)	316.29	311.67	270.02	308.44	302.31
RevPar (\$) <sup>2</sup>	212.81	230.43	188.75	203.45	209.11
RevPar Change (%) <sup>3</sup>	6.9	10.6	13.5	9.3	10.2
<b>Luxury - International<sup>5</sup></b>					
Occupancy (%)	63.0	65.2	63.3	63.7	63.8
Average Daily Rate (\$) <sup>4</sup>	328.70	318.60	307.31	328.17	318.11
RevPar (\$) <sup>2,4</sup>	207.20	207.59	194.55	208.89	203.10
RevPar Chg - Actual FX (%) <sup>3</sup>	13.6	4.3	17.2	4.4	4.5
RevPar Chg - Constant FX (%) <sup>3</sup>	12.3	1.4	8.5	5.5	6.2

<sup>1</sup> Statistics are for managed hotels opened for a full year (called comparable hotels).

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

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

<sup>4</sup> Based on actual foreign exchange rates.

<sup>5</sup> Beginning in Quarter 4, 2006, includes The Ritz-Carlton International and Bulgari Hotels & Resorts. Prior to Quarter 4, 2006, includes The Ritz-Carlton International.

## XII. FULL-SERVICE, INTERNATIONAL AND LUXURY LODGING KEY OPERATING STATISTICS<sup>1</sup>

	2012 1st Quarter	2012 2nd Quarter	2012 3rd Quarter	2012 4th Quarter	2012 Full Year
<b>MHR - North America</b>					
Occupancy (%)	69.5	76.5	75.5	70.1	72.7
Average Daily Rate (\$)	169.26	175.85	162.27	176.61	171.48
RevPar (\$) <sup>2</sup>	117.58	134.49	122.60	123.86	124.72
RevPar Change (%) <sup>3</sup>	6.7	5.6	7.2	5.1	6.1
<b>MHR - International</b>					
Occupancy (%)	67.1	74.3	74.3	73.6	72.9
Average Daily Rate (\$) <sup>4</sup>	168.55	173.66	164.45	169.52	168.99
RevPar (\$) <sup>2,4</sup>	113.07	129.00	122.11	124.71	123.14
RevPar Chg - Actual FX (%) <sup>3</sup>	6.1	4.7	1.0	1.2	2.8
RevPar Chg - Constant FX (%) <sup>3</sup>	6.9	6.8	7.0	3.2	5.7
<b>Renaissance Hotels - North America</b>					
Occupancy (%)	72.1	77.9	75.3	70.3	73.6
Average Daily Rate (\$)	167.06	176.16	155.07	172.51	167.67
RevPar (\$) <sup>2</sup>	120.39	137.16	116.74	121.25	123.38
RevPar Change (%) <sup>3</sup>	7.9	8.9	8.8	5.1	7.5
<b>Renaissance Hotels - International</b>					
Occupancy (%)	61.0	71.4	70.3	71.9	69.6
Average Daily Rate (\$) <sup>4</sup>	136.64	149.52	135.44	143.39	142.08
RevPar (\$) <sup>2,4</sup>	83.29	106.79	95.20	103.11	98.85
RevPar Chg - Actual FX (%) <sup>3</sup>	8.8	3.0	-4.8	-0.6	0.5
RevPar Chg - Constant FX (%) <sup>3</sup>	10.5	6.1	3.3	2.9	4.9
<b>The Ritz-Carlton - North America</b>					
Occupancy (%)	68.4	74.2	71.2	66.5	69.9
Average Daily Rate (\$)	336.03	337.24	286.85	321.59	319.57
RevPar (\$) <sup>2</sup>	229.73	250.29	204.30	213.76	223.51
RevPar Change (%) <sup>3</sup>	7.1	6.7	7.2	4.5	6.1
<b>Luxury - International<sup>5</sup></b>					
Occupancy (%)	59.9	68.4	63.2	64.3	63.4
Average Daily Rate (\$) <sup>4</sup>	349.99	334.07	309.85	339.54	341.32
RevPar (\$) <sup>2,4</sup>	209.55	228.65	195.74	218.15	216.34
RevPar Chg - Actual FX (%) <sup>3</sup>	3.0	10.2	0.2	1.8	3.7
RevPar Chg - Constant FX (%) <sup>3</sup>	2.2	11.3	5.5	4.2	5.9

<sup>1</sup> Statistics are for managed hotels opened for a full year (called comparable hotels).

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

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

<sup>4</sup> Based on actual foreign exchange rates.

<sup>5</sup> Beginning in Quarter 4, 2006, includes The Ritz-Carlton International and Bulgari Hotels & Resorts. Prior to Quarter 4, 2006, includes The Ritz-Carlton International.

## XII. FULL-SERVICE, INTERNATIONAL AND LUXURY LODGING KEY OPERATING STATISTICS<sup>1</sup>

	<u>2013</u> 1st Quarter <sup>6</sup>	<u>2013</u> 2nd Quarter <sup>7</sup>	<u>2013</u> 3rd Quarter <sup>8</sup>	<u>2013</u> 4th Quarter <sup>9</sup>	<u>2013</u> Full Year <sup>10</sup>
<b>Marriott Hotels - North America</b>					
Occupancy (%)	70.8	77.7	75.1	69.9	73.6
Average Daily Rate (\$)	177.68	182.17	172.54	182.34	179.44
RevPar (\$) <sup>2</sup>	125.81	141.47	129.53	127.47	132.03
RevPar Change (%) <sup>3</sup>	5.5	5.5	5.5	4.9	5.4
<b>Marriott Hotels - International</b>					
Occupancy (%)	67.7	74.0	72.7	71.6	71.5
Average Daily Rate (\$) <sup>4</sup>	174.60	171.20	165.38	177.77	172.16
RevPar (\$) <sup>2,4</sup>	118.20	126.61	120.25	127.27	123.10
RevPar Chg - Actual FX (%) <sup>3</sup>	1.4	1.0	0.6	4.1	1.8
RevPar Chg - Constant FX (%) <sup>3</sup>	1.3	1.5	0.4	4.1	1.9
<b>Renaissance Hotels - North America</b>					
Occupancy (%)	72.7	78.7	74.3	68.8	73.4
Average Daily Rate (\$)	180.16	182.38	161.64	172.94	170.98
RevPar (\$) <sup>2</sup>	130.91	143.51	120.06	119.06	125.55
RevPar Change (%) <sup>3</sup>	6.7	4.1	3.2	1.9	3.6
<b>Renaissance Hotels - International</b>					
Occupancy (%)	66.0	72.6	72.6	73.0	71.1
Average Daily Rate (\$) <sup>4</sup>	166.33	173.02	161.29	170.13	167.72
RevPar (\$) <sup>2,4</sup>	109.77	125.66	117.09	124.17	119.21
RevPar Chg - Actual FX (%) <sup>3</sup>	2.4	3.9	4.7	2.3	3.3
RevPar Chg - Constant FX (%) <sup>3</sup>	2.0	3.5	2.6	1.1	2.3
<b>The Ritz-Carlton - North America</b>					
Occupancy (%)	71.7	74.8	70.5	68.6	71.3
Average Daily Rate (\$)	341.79	322.60	308.96	335.87	323.83
RevPar (\$) <sup>2</sup>	245.10	241.32	217.77	230.45	230.82
RevPar Change (%) <sup>3</sup>	8.9	7.4	8.8	10.4	8.7
<b>Luxury - International<sup>5</sup></b>					
Occupancy (%)	65.4	67.9	61.1	67.0	65.6
Average Daily Rate (\$) <sup>4</sup>	390.45	346.63	339.55	375.43	367.86
RevPar (\$) <sup>2,4</sup>	255.45	235.21	207.36	251.41	241.31
RevPar Chg - Actual FX (%) <sup>3</sup>	9.8	2.9	6.2	1.7	5.2
RevPar Chg - Constant FX (%) <sup>3</sup>	10.7	4.4	7.3	3.9	6.8

<sup>1</sup> Statistics are for managed hotels opened for a full year (called comparable hotels).

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

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

<sup>4</sup> Based on actual foreign exchange rates.

<sup>5</sup> Beginning in Quarter 4, 2006, includes The Ritz-Carlton International and Bulgari Hotels & Resorts. Prior to Quarter 4, 2006, includes The Ritz-Carlton International.

<sup>6</sup> Statistics are for the three months ended March 31, 2013. RevPar Change (%) has been adjusted to compare the three months ended March 31, 2013 to the three months ended March 31, 2012.

<sup>7</sup> Statistics are for the three months ended June 30, 2013. RevPar Change (%) has been adjusted to compare the three months ended June 30, 2013 to the three months ended June 30, 2012.

<sup>8</sup> Statistics are for the three months ended September 30, 2013. RevPar Change (%) has been adjusted to compare the three months ended September 30, 2013 to the three months ended September 30, 2012.

<sup>9</sup> Statistics are for the three months ended December 31, 2013. RevPar Change (%) has been adjusted to compare the three months ended December 31, 2013 to the three months ended December 31, 2012.

<sup>10</sup> Statistics are for the year ended December 31, 2013. RevPar Change (%) has been adjusted to compare the year ended December 31, 2013 to the year ended December 31, 2012.

## XII. FULL-SERVICE AND INTERNATIONAL LODGING KEY OPERATING STATISTICS<sup>1</sup>

	2014 1st Quarter <sup>5</sup>	2014 2nd Quarter	2014 3rd Quarter	2014 4th Quarter	2014 Full Year <sup>7</sup>
<b>Marriott Hotels - North America</b>					
Occupancy (%)	73.1	79.0	77.6	70.0	75.1
Average Daily Rate (\$)	186.20	189.56	183.21	194.07	188.39
RevPar (\$) <sup>2</sup>	136.07	149.83	142.11	135.81	141.42
RevPar Change (%) <sup>3</sup>	5.5	4.3	8.7	4.2	5.7
<b>Marriott Hotels - International<sup>6</sup></b>					
Occupancy (%)	68.6	75.1	76.0	74.5	73.7
Average Daily Rate (\$) <sup>4</sup>	183.11	180.10	175.37	174.77	176.43
RevPar (\$) <sup>2,4</sup>	125.60	135.19	133.19	130.23	130.10
RevPar Chg - Actual FX (%) <sup>3</sup>	4.3	5.8	10.5	2.8	5.8
RevPar Chg - Constant FX (%) <sup>3</sup>	4.2	3.6	7.5	5.4	5.2
<b>Renaissance Hotels - North America</b>					
Occupancy (%)	71.1	78.7	75.7	67.0	73.1
Average Daily Rate (\$)	172.46	182.54	171.99	182.74	177.42
RevPar (\$) <sup>2</sup>	122.63	143.65	130.26	122.50	129.76
RevPar Change (%) <sup>3</sup>	3.8	3.2	9.9	4.4	5.2
<b>Renaissance Hotels - International<sup>6</sup></b>					
Occupancy (%)	65.9	70.1	72.9	72.2	70.2
Average Daily Rate (\$) <sup>4</sup>	161.85	180.25	163.12	163.39	166.63
RevPar (\$) <sup>2,4</sup>	106.70	126.29	118.96	118.04	116.95
RevPar Chg - Actual FX (%) <sup>3</sup>	3.1	5.3	6.7	1.4	4.0
RevPar Chg - Constant FX (%) <sup>3</sup>	3.4	4.6	6.2	5.3	4.7
<b>The Ritz-Carlton - North America</b>					
Occupancy (%)	72.5	75.9	73.5	69.9	72.9
Average Daily Rate (\$)	348.56	337.09	317.67	351.61	338.48
RevPar (\$) <sup>2</sup>	252.58	255.78	233.45	245.95	246.89
RevPar Change (%) <sup>3</sup>	5.2	6.4	7.6	5.7	6.2
<b>The Ritz-Carlton - International</b>					
Occupancy (%)	69.0	71.9	68.5	71.7	70.5
Average Daily Rate (\$) <sup>4</sup>	422.06	363.38	342.21	377.06	373.80
RevPar (\$) <sup>2,4</sup>	291.28	261.33	234.33	270.51	263.54
RevPar Chg - Actual FX (%) <sup>3</sup>	5.4	6.5	5.7	2.2	4.8
RevPar Chg - Constant FX (%) <sup>3</sup>	7.2	7.8	6.8	6.3	7.0

<sup>1</sup> Statistics are for managed hotels opened for a full year (called comparable hotels).

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

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

<sup>4</sup> Based on actual foreign exchange rates.

<sup>5</sup> RevPar Change (%) has been adjusted to compare the three months ended March 31, 2014 to the three months ended March 31, 2013.

<sup>6</sup> Due to significant inflation in Venezuela, the company's three hotels in that country were removed from the comp set. 1st quarter results reflect the most recent month comp set.

<sup>7</sup> RevPar Change (%) has been adjusted to compare the twelve months ended December 31, 2014 to the twelve months ended December 31, 2013.

## XII. FULL-SERVICE AND INTERNATIONAL LODGING KEY OPERATING STATISTICS<sup>1</sup>

	2015 1st Quarter	2015 2nd Quarter	2015 3rd Quarter	2015 4th Quarter	2015 Full Year
Marriott Hotels - North America					
Occupancy (%)	72.8	79.8	77.9	71.7	75.4
Average Daily Rate (\$)	192.88	200.54	190.48	198.43	195.28
RevPar (\$) <sup>2</sup>	140.46	160.00	148.29	142.24	147.33
RevPar Change (%) <sup>3</sup>	4.2	5.1	3.5	4.7	4.7
Marriott Hotels - International					
Occupancy (%)	72.1	76.5	76.4	74.0	74.7
Average Daily Rate (\$) <sup>4</sup>	170.56	162.91	159.05	163.12	163.19
RevPar (\$) <sup>2,4</sup>	122.95	124.61	121.52	120.71	121.95
RevPar Chg - Actual FX (%) <sup>3</sup>	0.8	(3.2)	(2.1)	(3.9)	(2.0)
RevPar Chg - Constant FX (%) <sup>3</sup>	6.3	5.3	6.3	2.6	5.2
Renaissance Hotels - North America					
Occupancy (%)	74.1	79.5	75.3	69.9	75.2
Average Daily Rate (\$)	182.46	187.12	171.23	183.01	182.13
RevPar (\$) <sup>2</sup>	135.23	148.70	129.02	128.00	136.91
RevPar Change (%) <sup>3</sup>	6.4	6.2	2.0	5.2	5.5
Renaissance Hotels - International					
Occupancy (%)	66.4	71.4	72.5	69.6	70.0
Average Daily Rate (\$) <sup>4</sup>	150.06	156.74	147.13	149.01	150.73
RevPar (\$) <sup>2,4</sup>	99.64	111.95	106.64	103.71	105.50
RevPar Chg - Actual FX (%) <sup>3</sup>	(1.1)	(7.1)	(7.4)	(9.4)	(6.5)
RevPar Chg - Constant FX (%) <sup>3</sup>	7.1	4.3	4.5	1.5	4.3
The Ritz-Carlton - North America					
Occupancy (%)	71.4	74.9	73.2	69.0	72.1
Average Daily Rate (\$)	381.04	356.95	334.03	365.97	359.92
RevPar (\$) <sup>2</sup>	272.05	267.47	244.58	252.44	259.41
RevPar Change (%) <sup>3</sup>	2.9	3.2	3.3	1.7	2.7
The Ritz-Carlton - International					
Occupancy (%)	68.0	69.3	64.0	68.1	67.3
Average Daily Rate (\$) <sup>4</sup>	394.92	331.93	312.31	346.18	346.56
RevPar (\$) <sup>2,4</sup>	268.69	230.07	199.73	235.58	233.34
RevPar Chg - Actual FX (%) <sup>3</sup>	4.4	(2.0)	(4.4)	(4.1)	(1.4)
RevPar Chg - Constant FX (%) <sup>3</sup>	9.1	4.5	3.3	0.4	4.4

<sup>1</sup> Statistics are for managed hotels opened for a full year (called comparable hotels).

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

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

<sup>4</sup> Based on actual foreign exchange rates.

## XII. FULL-SERVICE AND INTERNATIONAL LODGING KEY OPERATING STATISTICS<sup>1</sup>

	2016 1st Quarter <sup>1</sup>	2016 2nd Quarter <sup>1</sup>	2016 3rd Quarter <sup>5</sup>	2016 4th Quarter <sup>5,6</sup>	2016 Full Year <sup>5,6</sup>
<b>Marriott Hotels - North America</b>					
Occupancy (%)	72.9	80.8	78.2	70.9	75.6
Average Daily Rate (\$)	197.78	204.79	193.14	200.49	199.86
RevPar (\$) <sup>2</sup>	144.14	165.48	151.00	142.09	151.10
RevPar Change (%) <sup>3</sup>	3.3	3.2	4.1	(0.2)	2.7
<b>Marriott Hotels - International</b>					
Occupancy (%)	70.6	73.2	74.6	72.8	70.9
Average Daily Rate (\$) <sup>4</sup>	161.69	152.39	145.25	147.04	150.07
RevPar (\$) <sup>2,4</sup>	114.20	111.53	108.33	107.01	106.37
RevPar Chg - Actual FX (%) <sup>3</sup>	(2.5)	(3.5)	(1.0)	0.1	(1.1)
RevPar Chg - Constant FX (%) <sup>3</sup>	3.5	(0.1)	3.6	3.3	3.1
<b>Renaissance Hotels - North America</b>					
Occupancy (%)	75.2	82.1	77.5	71.7	76.7
Average Daily Rate (\$)	188.15	194.98	175.42	184.04	185.97
RevPar (\$) <sup>2</sup>	141.45	160.06	135.93	131.94	142.56
RevPar Change (%) <sup>3</sup>	1.8	7.6	6.3	4.2	5.1
<b>Renaissance Hotels - International</b>					
Occupancy (%)	65.3	71.7	73.6	72.2	70.1
Average Daily Rate (\$) <sup>4</sup>	147.08	155.28	155.38	149.48	155.55
RevPar (\$) <sup>2,4</sup>	96.04	111.27	114.36	107.99	108.99
RevPar Chg - Actual FX (%) <sup>3</sup>	(4.9)	(2.0)	(1.1)	0.7	(1.8)
RevPar Chg - Constant FX (%) <sup>3</sup>	3.4	1.9	0.3	1.8	1.0
<b>The Ritz-Carlton - North America</b>					
Occupancy (%)	72.2	74.5	71.9	68.6	71.9
Average Daily Rate (\$)	386.55	345.03	324.94	351.28	350.99
RevPar (\$) <sup>2</sup>	278.93	257.21	233.60	241.05	252.40
RevPar Change (%) <sup>3</sup>	6.2	1.5	1.4	3.2	3.6
<b>The Ritz-Carlton - International</b>					
Occupancy (%)	68.0	68.1	67.7	69.1	68.1
Average Daily Rate (\$) <sup>4</sup>	378.34	329.09	311.18	352.64	343.90
RevPar (\$) <sup>2,4</sup>	257.40	224.10	210.71	243.76	234.34
RevPar Chg - Actual FX (%) <sup>3</sup>	(2.9)	(2.9)	5.1	1.1	0.1
RevPar Chg - Constant FX (%) <sup>3</sup>	(0.1)	(1.6)	5.3	1.3	1.4

<sup>1</sup> Statistics are for managed hotels opened for a full year (called comparable hotels).

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

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

<sup>4</sup> Based on actual foreign exchange rates.

<sup>5</sup> Starting in the 3rd quarter of 2016, International statistics are for system wide hotels opened for a full year (called comparable hotels) while North American statistics are for managed hotels opened for a full year.

<sup>6</sup> Statistics for 4th Quarter and Full Year 2016 reflect only Legacy-Marriott brands.

### XIII. LIMITED-SERVICE LODGING KEY OPERATING STATISTICS<sup>1</sup>

	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989
	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year
<b>Courtyard</b>										
Occupancy (%)	-	-	-	73.4	87.6	86.1	84.6	78.0	76.9	72.9
Average Daily Rate (\$)	-	-	-	43.46	46.02	50.24	53.47	56.61	59.12	60.30
RevPar (\$) <sup>2</sup>	-	-	-	31.90	40.31	43.26	45.24	44.16	45.46	43.96
RevPar Change (%) <sup>3</sup>	-	-	-	-	26.4	7.3	1.5	6.0	9.2	7.2
<b>Residence Inn</b>										
Occupancy (%)	-	-	-	-	-	-	-	73.8	78.4	79.4
Average Daily Rate (\$)	-	-	-	-	-	-	-	69.04	71.01	71.04
RevPar (\$) <sup>2</sup>	-	-	-	-	-	-	-	50.95	55.67	56.41
RevPar Change (%) <sup>3</sup>	-	-	-	-	-	-	-	-	4.6	3.3
<b>Fairfield Inn</b>										
Occupancy (%)	-	-	-	-	-	-	-	54.8	62.1	69.8
Average Daily Rate (\$)	-	-	-	-	-	-	-	30.61	34.78	34.89
RevPar (\$) <sup>2</sup>	-	-	-	-	-	-	-	16.77	21.60	24.35
RevPar Change (%) <sup>3</sup>	-	-	-	-	-	-	-	-	8.8	12.7
	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year
<b>Courtyard</b>										
Occupancy (%)	72.8	72.5	78.4	81.0	81.3	81.1	80.1	80.6	79.7	79.3
Average Daily Rate (\$)	63.13	63.00	61.20	63.25	67.62	72.40	77.67	83.77	89.32	91.48
RevPar (\$) <sup>2</sup>	45.96	45.68	47.98	51.23	54.98	58.72	62.21	67.50	71.22	72.53
RevPar Change (%) <sup>3</sup>	6.1	0.6	8.7	6.8	6.6	7.0	6.3	7.6	6.0	2.7
<b>Residence Inn</b>										
Occupancy (%)	76.3	77.5	80.3	83.3	85.6	86.0	84.9	84.0	83.3	83.0
Average Daily Rate (\$)	74.20	73.02	73.83	75.03	77.46	82.84	88.78	95.24	99.12	99.03
RevPar (\$) <sup>2</sup>	56.61	56.59	59.29	62.50	66.31	71.24	75.37	80.01	82.59	82.23
RevPar Change (%) <sup>3</sup>	0.9	(0.1)	4.2	5.3	5.5	7.2	5.8	6.1	3.7	0.8
<b>Fairfield Inn</b>										
Occupancy (%)	72.7	77.2	78.3	80.1	81.0	80.6	76.6	75.4	73.7	71.8
Average Daily Rate (\$)	37.39	36.17	37.47	39.35	41.18	45.26	49.57	50.65	51.28	52.79
RevPar (\$) <sup>2</sup>	27.18	27.92	29.34	31.52	33.36	36.48	37.97	38.17	37.78	37.91
RevPar Change (%) <sup>3</sup>	4.3	4.1	7.6	6.8	7.3	7.8	4.1	(0.1)	(1.0)	(0.2)
<b>SpringHill Suites</b>										
Occupancy (%)	-	-	-	-	-	-	-	-	-	78.8
Average Daily Rate (\$)	-	-	-	-	-	-	-	-	-	83.46
RevPar (\$) <sup>2</sup>	-	-	-	-	-	-	-	-	-	65.80
RevPar Change (%) <sup>3</sup>	-	-	-	-	-	-	-	-	-	6.6
<b>TownePlace Suites</b>										
Occupancy (%)	-	-	-	-	-	-	-	-	-	77.9
Average Daily Rate (\$)	-	-	-	-	-	-	-	-	-	57.19
RevPar (\$) <sup>2</sup>	-	-	-	-	-	-	-	-	-	44.52
RevPar Change (%) <sup>3</sup>	-	-	-	-	-	-	-	-	-	0.3

<sup>1</sup> Statistics are for managed hotels opened for a full year (called comparable hotels).

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

<sup>3</sup> Year over year change of a consistent group of comparable hotels. Comparable hotel base changes each year based on hotel openings. SpringHill Suites and TownePlace Suites had only 3 and 1 comparable units, respectively, in 1999.

### XIII. LIMITED-SERVICE LODGING KEY OPERATING STATISTICS<sup>1</sup>

	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>
	<b>Full Year</b>	<b>Full Year</b>	<b>Full Year</b>	<b>Full Year</b>	<b>Full Year</b>
<b>Courtyard</b>					
Occupancy (%)	78.9	71.6	69.1	67.6	70.3
Average Daily Rate (\$)	97.68	99.45	94.47	93.16	96.30
RevPar (\$) <sup>2</sup>	77.05	71.24	65.26	63.01	67.66
RevPar Change (%) <sup>3</sup>	5.7	(7.0)	(7.9)	(2.7)	9.6
<b>Residence Inn</b>					
Occupancy (%)	83.5	77.8	76.9	77.0	79.0
Average Daily Rate (\$)	104.88	105.46	97.36	94.94	99.49
RevPar (\$) <sup>2</sup>	87.61	82.05	74.87	73.09	78.59
RevPar Change (%) <sup>3</sup>	6.1	(7.5)	(7.9)	(2.3)	7.4
<b>Fairfield Inn<sup>4</sup></b>					
Occupancy (%)	69.7	66.3	66.0	64.1	66.6
Average Daily Rate (\$)	61.32	64.70	64.48	64.28	67.97
RevPar (\$) <sup>2</sup>	42.75	42.91	42.59	41.22	45.29
RevPar Change (%) <sup>3</sup>	2.4	(2.6)	(1.3)	(0.4)	6.2
<b>SpringHill Suites</b>					
Occupancy (%)	72.0	70.8	67.4	66.4	69.8
Average Daily Rate (\$)	73.42	86.50	78.24	82.66	88.53
RevPar (\$) <sup>2</sup>	52.88	61.28	52.77	54.89	61.82
RevPar Change (%) <sup>3</sup>	25.7	(0.9)	(1.1)	6.0	13.2
<b>TownePlace Suites</b>					
Occupancy (%)	71.8	74.6	73.4	70.3	74.1
Average Daily Rate (\$)	58.86	67.36	62.78	63.24	65.77
RevPar (\$) <sup>2</sup>	42.23	50.28	46.08	44.48	48.71
RevPar Change (%) <sup>3</sup>	18.9	(4.2)	(6.5)	(1.0)	9.5

	<b>2005</b>	<b>2005</b>	<b>2005</b>	<b>2005</b>	<b>2005</b>
	<b>1st Quarter</b>	<b>2nd Quarter</b>	<b>3rd Quarter</b>	<b>4th Quarter</b>	<b>Full Year</b>
<b>Courtyard</b>					
Occupancy (%)	67.9	74.1	73.5	68.2	70.7
Average Daily Rate (\$)	106.57	106.85	103.94	108.67	106.50
RevPar (\$) <sup>2</sup>	72.37	79.14	76.38	74.16	75.32
RevPar Change (%) <sup>3</sup>	8.7	9.4	7.8	10.2	9.1
<b>Residence Inn</b>					
Occupancy (%)	76.7	81.7	83.4	78.5	80.0
Average Daily Rate (\$)	105.63	108.45	108.13	108.87	108.09
RevPar (\$) <sup>2</sup>	80.96	88.56	90.15	85.47	86.46
RevPar Change (%) <sup>3</sup>	10.0	7.6	6.8	9.7	8.6
<b>Fairfield Inn<sup>4</sup></b>					
Occupancy (%)	63.4	72.3	75.2	67.4	69.5
Average Daily Rate (\$)	71.87	74.26	76.15	74.94	74.47
RevPar (\$) <sup>2</sup>	45.53	53.72	57.25	50.48	51.76
RevPar Change (%) <sup>3</sup>	10.9	11.8	10.0	13.5	11.7
<b>SpringHill Suites</b>					
Occupancy (%)	69.0	77.9	78.7	72.3	74.9
Average Daily Rate (\$)	93.86	95.54	95.17	95.13	93.89
RevPar (\$) <sup>2</sup>	64.74	74.38	74.94	68.79	70.36
RevPar Change (%) <sup>3</sup>	20.8	17.3	13.0	14.0	16.3
<b>TownePlace Suites</b>					
Occupancy (%)	70.4	77.8	80.9	73.3	75.4
Average Daily Rate (\$)	68.48	69.93	71.43	71.70	70.52
RevPar (\$) <sup>2</sup>	48.21	54.51	57.77	52.54	53.18
RevPar Change (%) <sup>3</sup>	6.6	7.1	9.6	11.6	9.1

<sup>1</sup> Statistics are for managed hotels opened for a full year (called comparable hotels).

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

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

<sup>4</sup> Beginning in 2000, represents Systemwide stats.

### XIII. LIMITED-SERVICE LODGING KEY OPERATING STATISTICS<sup>1</sup>

	2006	2006	2006	2006	2006
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Full Year
<b>Courtyard</b>					
Occupancy (%)	68.3	75.2	73.0	67.9	70.9
Average Daily Rate (\$)	118.82	119.35	115.87	121.15	119.30
RevPar (\$) <sup>2</sup>	81.20	89.71	84.60	82.23	84.62
RevPar Change (%) <sup>3</sup>	11.5	12.3	9.4	8.4	10.3
<b>Residence Inn</b>					
Occupancy (%)	76.6	82.0	81.7	74.0	78.3
Average Daily Rate (\$)	116.26	118.38	117.21	119.33	117.99
RevPar (\$) <sup>2</sup>	89.02	97.12	95.75	88.36	92.35
RevPar Change (%) <sup>3</sup>	10.1	9.3	5.9	2.9	6.8
<b>Fairfield Inn<sup>4</sup></b>					
Occupancy (%)	65.9	74.5	76.4	67.0	70.7
Average Daily Rate (\$)	79.73	81.72	84.14	82.46	82.05
RevPar (\$) <sup>2</sup>	52.57	60.85	64.28	55.23	58.01
RevPar Change (%) <sup>3</sup>	14.3	12.4	9.5	8.1	10.6
<b>SpringHill Suites</b>					
Occupancy (%)	68.0	78.5	76.1	68.2	72.3
Average Daily Rate (\$)	101.13	103.79	102.83	103.39	102.86
RevPar (\$) <sup>2</sup>	68.75	81.47	78.27	70.49	74.42
RevPar Change (%) <sup>3</sup>	6.9	12.9	8.7	3.5	7.8
<b>TownePlace Suites</b>					
Occupancy (%)	72.2	79.4	81.3	70.2	75.3
Average Daily Rate (\$)	77.28	78.00	78.99	80.08	78.68
RevPar (\$) <sup>2</sup>	55.81	61.95	64.21	56.19	59.28
RevPar Change (%) <sup>3</sup>	13.1	13.3	11.1	5.6	10.4
	2007	2007	2007	2007	2007
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Full Year
<b>Courtyard</b>					
Occupancy (%)	66.0	74.3	74.2	68.0	70.4
Average Daily Rate (\$)	128.72	128.24	122.39	129.65	127.34
RevPar (\$) <sup>2</sup>	84.96	95.28	90.82	88.19	89.69
RevPar Change (%) <sup>3</sup>	3.9	4.5	5.7	5.4	4.9
<b>Residence Inn</b>					
Occupancy (%)	73.0	80.9	82.3	75.0	77.7
Average Daily Rate (\$)	124.22	123.93	121.78	124.83	124.24
RevPar (\$) <sup>2</sup>	90.70	100.22	100.23	93.60	96.53
RevPar Change (%) <sup>3</sup>	1.4	3.4	5.0	5.1	3.9
<b>Fairfield Inn<sup>4</sup></b>					
Occupancy (%)	64.4	74.7	76.9	67.0	70.5
Average Daily Rate (\$)	85.59	87.74	90.06	88.50	88.19
RevPar (\$) <sup>2</sup>	55.13	65.54	69.25	59.30	62.17
RevPar Change (%) <sup>3</sup>	5.5	6.9	7.2	6.8	6.7
<b>SpringHill Suites</b>					
Occupancy (%)	65.6	77.6	77.8	70.0	72.6
Average Daily Rate (\$)	109.56	108.22	106.33	107.65	107.86
RevPar (\$) <sup>2</sup>	71.88	84.02	82.73	75.40	78.27
RevPar Change (%) <sup>3</sup>	3.5	3.1	6.1	6.8	5.0
<b>TownePlace Suites</b>					
Occupancy (%)	68.8	78.3	79.2	71.5	74.2
Average Daily Rate (\$)	86.02	85.20	86.21	85.30	85.65
RevPar (\$) <sup>2</sup>	59.19	66.67	68.28	60.95	63.56
RevPar Change (%) <sup>3</sup>	6.1	7.6	6.3	8.5	7.2

<sup>1</sup> Statistics are for managed hotels opened for a full year (called comparable hotels).

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

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

<sup>4</sup> Beginning in 2000, represents Systemwide stats.



### XIII. LIMITED-SERVICE LODGING KEY OPERATING STATISTICS<sup>1</sup>

	2010	2010	2010	2010	2010
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Full Year
<b>Courtyard</b>					
Occupancy (%)	60.3	67.7	67.5	62.3	64.3
Average Daily Rate (\$)	107.29	108.98	105.77	108.75	107.69
RevPar (\$) <sup>2</sup>	64.74	73.82	71.37	67.72	69.26
RevPar Change (%) <sup>3</sup>	(4.1)	4.0	5.8	6.0	3.1
<b>Residence Inn</b>					
Occupancy (%)	69.4	76.7	78.9	71.9	74.0
Average Daily Rate (\$)	113.69	115.87	113.40	111.92	113.52
RevPar (\$) <sup>2</sup>	78.90	88.88	89.50	80.49	84.06
RevPar Change (%) <sup>3</sup>	(0.9)	4.9	6.2	6.7	4.4
<b>Fairfield Inn &amp; Suites<sup>4</sup></b>					
Occupancy (%)	56.4	66.4	70.5	60.0	63.1
Average Daily Rate (\$)	82.66	84.67	86.76	84.25	84.54
RevPar (\$) <sup>2</sup>	46.59	56.25	61.20	50.54	53.33
RevPar Change (%) <sup>3</sup>	(3.9)	3.1	8.4	9.4	4.6
<b>SpringHill Suites</b>					
Occupancy (%)	59.8	69.5	68.5	62.0	64.7
Average Daily Rate (\$)	97.22	96.85	94.32	95.94	96.04
RevPar (\$) <sup>2</sup>	58.16	67.26	64.65	59.47	62.16
RevPar Change (%) <sup>3</sup>	(2.3)	3.2	8.0	7.5	4.3
<b>TownePlace Suites</b>					
Occupancy (%)	58.0	68.8	72.8	63.3	65.5
Average Daily Rate (\$)	74.67	73.30	75.06	73.00	73.94
RevPar (\$) <sup>2</sup>	43.32	50.47	54.67	46.18	48.47
RevPar Change (%) <sup>3</sup>	(11.2)	2.1	5.2	11.0	2.1

<sup>1</sup> Statistics are for managed hotels opened for a full year (called comparable hotels).

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

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

<sup>4</sup> Beginning in 2000, represents Systemwide stats.

### XIII. LIMITED-SERVICE LODGING KEY OPERATING STATISTICS<sup>1</sup>

	2011	2011	2011	2011	2011
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Full Year
<b>Courtyard</b>					
Occupancy (%)	62.3	71.0	71.6	64.8	67.2
Average Daily Rate (\$)	110.57	112.61	109.06	112.85	111.42
RevPar (\$) <sup>2</sup>	68.92	79.92	78.07	73.08	74.90
RevPar Change (%) <sup>3</sup>	5.5	7.9	9.5	7.5	7.7
<b>Residence Inn</b>					
Occupancy (%)	70.8	78.6	79.7	72.3	75.1
Average Daily Rate (\$)	116.89	117.77	117.03	117.02	117.25
RevPar (\$) <sup>2</sup>	82.71	92.55	93.26	84.60	88.09
RevPar Change (%) <sup>3</sup>	3.5	4.1	3.8	4.6	4.0
<b>Fairfield Inn &amp; Suites<sup>4</sup></b>					
Occupancy (%)	58.6	69.2	73.1	63.0	65.8
Average Daily Rate (\$)	86.46	89.20	91.55	89.91	89.57
RevPar (\$) <sup>2</sup>	50.69	61.75	66.91	56.65	58.92
RevPar Change (%) <sup>3</sup>	8.9	9.4	8.7	9.5	9.1
<b>SpringHill Suites</b>					
Occupancy (%)	62.2	71.3	70.0	64.7	66.9
Average Daily Rate (\$)	105.09	100.61	95.76	98.29	99.71
RevPar (\$) <sup>2</sup>	65.41	71.75	67.05	63.60	66.69
RevPar Change (%) <sup>3</sup>	11.1	9.3	8.1	5.5	8.3
<b>TownePlace Suites</b>					
Occupancy (%)	62.4	74.8	77.8	70.4	71.9
Average Daily Rate (\$)	75.02	75.02	78.33	76.10	75.52
RevPar (\$) <sup>2</sup>	46.84	56.15	60.96	53.59	54.32
RevPar Change (%) <sup>3</sup>	8.1	11.3	11.5	14.3	10.7

<sup>1</sup> Statistics are for managed hotels opened for a full year (called comparable hotels).

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

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

<sup>4</sup> Beginning in 2000, represents Systemwide stats.

### XIII. LIMITED-SERVICE LODGING KEY OPERATING STATISTICS<sup>1</sup>

	<u>2012</u> 1st Quarter	<u>2012</u> 2nd Quarter	<u>2012</u> 3rd Quarter	<u>2012</u> 4th Quarter	<u>2012</u> Full Year
<b>Courtyard</b>					
Occupancy (%)	63.5	71.8	71.3	65.2	67.7
Average Daily Rate (\$)	115.11	118.05	115.70	118.88	117.11
RevPar (\$) <sup>2</sup>	73.05	84.82	82.46	77.52	79.32
RevPar Change (%) <sup>3</sup>	5.4	6.0	5.2	5.8	5.6
<b>Residence Inn</b>					
Occupancy (%)	70.3	78.2	80.4	73.1	75.4
Average Daily Rate (\$)	120.39	124.85	124.37	122.63	123.55
RevPar (\$) <sup>2</sup>	84.67	97.62	100.05	89.66	93.14
RevPar Change (%) <sup>3</sup>	1.9	4.9	6.8	4.9	4.7
<b>Fairfield Inn &amp; Suites<sup>4</sup></b>					
Occupancy (%)	61.3	71.3	73.7	63.9	67.3
Average Daily Rate (\$)	90.94	94.35	96.97	94.92	94.49
RevPar (\$) <sup>2</sup>	55.71	67.24	71.51	60.62	63.56
RevPar Change (%) <sup>3</sup>	10.0	8.4	6.3	6.0	7.5
<b>SpringHill Suites</b>					
Occupancy (%)	62.5	74.8	75.8	68.5	70.5
Average Daily Rate (\$)	106.52	104.21	99.38	100.89	103.04
RevPar (\$) <sup>2</sup>	66.54	77.89	75.31	69.06	72.63
RevPar Change (%) <sup>3</sup>	2.9	8.5	12.1	7.2	7.0
<b>TownePlace Suites</b>					
Occupancy (%)	65.7	73.9	79.1	65.9	70.8
Average Daily Rate (\$)	79.27	81.62	84.30	83.35	83.04
RevPar (\$) <sup>2</sup>	52.05	60.32	66.65	54.90	58.76
RevPar Change (%) <sup>3</sup>	12.5	6.8	4.0	-0.1	5.1

<sup>1</sup> Statistics are for managed hotels opened for a full year (called comparable hotels).

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

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

<sup>4</sup> Beginning in 2000, represents Systemwide stats.

### XIII. LIMITED-SERVICE LODGING KEY OPERATING STATISTICS<sup>1</sup>

	2013 1st Quarter <sup>5</sup>	2013 2nd Quarter <sup>6</sup>	2013 3rd Quarter <sup>7</sup>	2013 4th Quarter <sup>8</sup>	2013 Full Year <sup>9</sup>
<b>Courtyard</b>					
Occupancy (%)	63.3	73.8	72.0	65.2	68.6
Average Daily Rate (\$)	121.41	123.26	121.93	120.87	122.07
RevPar (\$) <sup>2</sup>	76.82	90.95	87.74	78.76	83.75
RevPar Change (%) <sup>3</sup>	3.5	5.7	6.2	5.6	5.3
<b>Residence Inn</b>					
Occupancy (%)	72.3	80.5	80.0	71.6	76.2
Average Daily Rate (\$)	126.59	129.03	127.88	123.98	127.35
RevPar (\$) <sup>2</sup>	91.58	103.82	102.29	88.74	97.09
RevPar Change (%) <sup>3</sup>	5.7	3.1	2.5	1.3	3.2
<b>Fairfield Inn &amp; Suites<sup>4</sup></b>					
Occupancy (%)	62.3	72.9	73.0	63.0	67.9
Average Daily Rate (\$)	95.22	99.31	101.02	97.09	98.58
RevPar (\$) <sup>2</sup>	59.29	72.40	73.72	61.20	66.95
RevPar Change (%) <sup>3</sup>	4.3	4.3	5.0	3.2	4.3
<b>SpringHill Suites</b>					
Occupancy (%)	67.8	77.4	74.5	67.4	71.9
Average Daily Rate (\$)	111.37	108.69	102.04	104.64	106.75
RevPar (\$) <sup>2</sup>	75.55	84.09	76.00	70.51	76.73
RevPar Change (%) <sup>3</sup>	10.1	2.7	1.3	2.9	4.1
<b>TownePlace Suites</b>					
Occupancy (%)	62.9	70.8	76.6	64.5	68.7
Average Daily Rate (\$)	89.63	86.83	90.17	86.70	88.37
RevPar (\$) <sup>2</sup>	56.38	61.46	69.10	55.92	60.74
RevPar Change (%) <sup>3</sup>	2.5	(0.2)	5.9	6.3	3.6

<sup>1</sup> Statistics are for managed hotels opened for a full year (called comparable hotels).

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

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

<sup>4</sup> Beginning in 2000, represents Systemwide stats.

<sup>5</sup> Statistics are for the three months ended March 31, 2013. RevPar Change (%) has been adjusted to compare the three months ended March 31, 2013 to the three months ended March 31, 2012.

<sup>6</sup> Statistics are for the three months ended June 30, 2013. RevPar Change (%) has been adjusted to compare the three months ended June 30, 2013 to the three months ended June 30, 2012.

<sup>7</sup> Statistics are for the three months ended September 30, 2013. RevPar Change (%) has been adjusted to compare the three months ended September 30, 2013 to the three months ended September 30, 2012.

<sup>8</sup> Statistics are for the three months ended December 31, 2013. RevPar Change (%) has been adjusted to compare the three months ended December 31, 2013 to the three months ended December 31, 2012.

<sup>9</sup> Statistics are for the year ended December 31, 2013. RevPar Change (%) has been adjusted to compare the year ended December 31, 2013 to the year ended December 31, 2012.

### XIII. LIMITED-SERVICE LODGING KEY OPERATING STATISTICS<sup>1</sup>

	2014 1st Quarter <sup>5</sup>	2014 2nd Quarter	2014 3rd Quarter	2014 4th Quarter	2014 Full Year <sup>6</sup>
Courtyard					
Occupancy (%)	66.5	76.4	75.9	68.2	71.8
Average Daily Rate (\$)	127.44	130.37	130.78	128.83	129.72
RevPar (\$) <sup>2</sup>	84.77	99.66	99.24	87.89	93.18
RevPar Change (%) <sup>3</sup>	8.6	8.2	11.7	9.6	9.6
Residence Inn					
Occupancy (%)	75.3	81.7	82.2	74.1	78.4
Average Daily Rate (\$)	129.90	135.18	137.96	134.60	135.58
RevPar (\$) <sup>2</sup>	97.75	110.48	113.37	99.79	106.24
RevPar Change (%) <sup>3</sup>	6.2	5.0	8.6	10.5	7.4
Fairfield Inn & Suites <sup>4</sup>					
Occupancy (%)	63.7	75.1	75.9	65.6	70.1
Average Daily Rate (\$)	98.56	104.38	106.04	101.46	102.80
RevPar (\$) <sup>2</sup>	62.82	78.38	80.46	66.55	72.11
RevPar Change (%) <sup>3</sup>	5.2	7.3	7.9	8.1	7.3
SpringHill Suites					
Occupancy (%)	69.6	79.7	76.5	69.1	73.8
Average Daily Rate (\$)	113.49	112.00	109.51	112.38	112.14
RevPar (\$) <sup>2</sup>	79.03	89.27	83.82	77.65	82.78
RevPar Change (%) <sup>3</sup>	3.4	6.2	10.3	9.4	7.5
TownePlace Suites					
Occupancy (%)	68.9	78.9	80.9	65.2	72.6
Average Daily Rate (\$)	94.64	95.01	97.87	93.63	95.23
RevPar (\$) <sup>2</sup>	65.23	74.95	79.19	61.05	69.09
RevPar Change (%) <sup>3</sup>	15.8	24.1	17.1	15.3	19.0

<sup>1</sup> Statistics are for managed hotels opened for a full year (called comparable hotels).

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

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

<sup>4</sup> Beginning in 2000, represents Systemwide stats.

<sup>5</sup> RevPar Change (%) has been adjusted to compare the three months ended March 31, 2014 to the three months ended March 31, 2013.

<sup>6</sup> RevPar Change (%) has been adjusted to compare the twelve months ended December 31, 2014 to the twelve months ended December 31, 2013.

### XIII. LIMITED-SERVICE LODGING KEY OPERATING STATISTICS<sup>1</sup>

	2015	2015	2015	2015	2015
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Full Year
<b>Courtyard</b>					
Occupancy (%)	68.8	77.1	75.9	69.1	72.8
Average Daily Rate (\$)	137.07	142.49	140.10	136.09	139.08
RevPar (\$) <sup>2</sup>	94.26	109.92	106.31	94.01	101.18
RevPar Change (%) <sup>3</sup>	9.9	7.1	4.3	4.2	6.3
<b>Residence Inn</b>					
Occupancy (%)	75.1	81.9	81.8	75.0	78.5
Average Daily Rate (\$)	141.14	147.15	145.06	138.68	143.14
RevPar (\$) <sup>2</sup>	106.00	120.56	118.63	104.08	112.33
RevPar Change (%) <sup>3</sup>	7.0	8.5	5.2	5.2	6.5
<b>Fairfield Inn &amp; Suites<sup>4</sup></b>					
Occupancy (%)	65.5	75.0	75.9	65.5	70.6
Average Daily Rate (\$)	103.86	110.49	112.16	106.58	108.71
RevPar (\$) <sup>2</sup>	67.98	82.83	85.17	69.76	76.70
RevPar Change (%) <sup>3</sup>	8.2	4.4	3.8	2.9	4.7
<b>SpringHill Suites</b>					
Occupancy (%)	70.7	80.9	79.1	73.2	76.0
Average Daily Rate (\$)	126.04	129.27	122.15	123.41	125.24
RevPar (\$) <sup>2</sup>	89.15	104.62	96.68	90.38	95.21
RevPar Change (%) <sup>3</sup>	6.6	8.9	7.0	7.3	7.5
<b>TownePlace Suites</b>					
Occupancy (%)	66.3	80.8	78.0	65.5	72.7
Average Daily Rate (\$)	100.56	102.81	107.96	99.71	102.99
RevPar (\$) <sup>2</sup>	66.66	83.02	84.24	65.29	74.83
RevPar Change (%) <sup>3</sup>	9.5	11.4	5.6	6.9	8.3

<sup>1</sup> Statistics are for managed hotels opened for a full year (called comparable hotels).

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

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

<sup>4</sup> Beginning in 2000, represents Systemwide stats.

### XIII. LIMITED-SERVICE LODGING KEY OPERATING STATISTICS<sup>1</sup>

	<b>2016</b>	<b>2016</b>	<b>2016</b>	<b>2016</b>	<b>2016</b>
	<u>1st Quarter</u>	<u>2nd Quarter</u>	<u>3rd Quarter</u>	<u>4th Quarter<sup>5</sup></u>	<u>Full Year<sup>5</sup></u>
<b>Courtyard</b>					
Occupancy (%)	69.5	78.6	76.0	64.8	73.1
Average Daily Rate (\$)	140.88	144.88	142.70	138.35	141.83
RevPar (\$) <sup>2</sup>	97.88	113.81	108.40	94.56	103.65
RevPar Change (%) <sup>3</sup>	3.3	3.4	1.8	0.2	2.2
<b>Residence Inn</b>					
Occupancy (%)	75.0	82.5	83.4	75.2	79.0
Average Daily Rate (\$)	147.30	152.21	153.61	144.56	149.56
RevPar (\$) <sup>2</sup>	110.48	125.64	128.13	108.67	118.14
RevPar Change (%) <sup>3</sup>	3.1	3.0	5.8	3.0	3.8
<b>Fairfield Inn &amp; Suites<sup>4</sup></b>					
Occupancy (%)	64.4	74.7	75.6	65.4	70.1
Average Daily Rate (\$)	106.62	113.62	115.04	108.68	111.2
RevPar (\$) <sup>2</sup>	68.70	84.92	86.98	71.11	77.96
RevPar Change (%) <sup>3</sup>	0.5	1.4	1.2	1.4	1.2
<b>SpringHill Suites</b>					
Occupancy (%)	73.1	82.2	79.7	71.3	76.4
Average Daily Rate (\$)	127.49	131.25	125.63	127.38	128.58
RevPar (\$) <sup>2</sup>	93.18	107.94	100.12	90.87	98.29
RevPar Change (%) <sup>3</sup>	4.5	3.2	3.6	0.2	2.8
<b>TownePlace Suites</b>					
Occupancy (%)	66.3	81.0	81.1	68.9	74.3
Average Daily Rate (\$)	102.87	106.92	113.72	104.97	107.43
RevPar (\$) <sup>2</sup>	68.25	86.56	92.21	72.27	79.83
RevPar Change (%) <sup>3</sup>	2.4	4.3	9.5	10.7	6.7

<sup>1</sup> Statistics are for managed hotels opened for a full year (called comparable hotels).

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

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

<sup>4</sup> Beginning in 2000, represents Systemwide stats.

<sup>5</sup> Statistics for 4th Quarter and Full Year 2016 reflect only Legacy-Marriott brands.

#### XIV. NORTH AMERICA LODGING KEY OPERATING STATISTICS<sup>1</sup>

	Combined <sup>4</sup> 2016 1st Quarter	Combined <sup>4</sup> 2016 2nd Quarter	Combined <sup>4</sup> 2016 3rd Quarter	2016 4th Quarter <sup>5</sup>	Combined <sup>4</sup> 2016 Full Year
<b>JW Marriott Hotels</b>					
Occupancy (%)	77.3	78.4	78.4	73.0	76.8
Average Daily Rate (\$)	249.69	254.77	224.60	245.66	243.57
RevPar (\$) <sup>2</sup>	193.02	199.70	176.12	179.45	187.02
RevPar Change (%) <sup>3</sup>	5.3	2.5	5.3	3.2	4.0
<b>The Ritz-Carlton</b>					
Occupancy (%)	72.0	74.3	72.8	68.6	71.9
Average Daily Rate (\$)	387.94	341.57	324.05	351.28	350.99
RevPar (\$) <sup>2</sup>	279.29	253.82	235.75	241.05	252.40
RevPar Change (%) <sup>3</sup>	6.1	2.0	2.8	3.2	3.6
<b>W Hotels</b>					
Occupancy (%)	77.2	85.2	84.1	80.2	81.7
Average Daily Rate (\$)	282.64	299.44	285.11	307.71	293.82
RevPar (\$) <sup>2</sup>	218.19	255.22	239.64	246.64	239.94
RevPar Change (%) <sup>3</sup>	(2.8)	(2.8)	(2.1)	(1.1)	(2.2)
<b>Composite North American Luxury</b>					
Occupancy (%)	75.6	78.3	78.2	73.3	76.3
Average Daily Rate (\$)	330.27	315.41	298.76	325.13	317.13
RevPar (\$) <sup>2</sup>	249.61	246.93	233.64	238.36	242.10
RevPar Change (%) <sup>3</sup>	4.2	1.9	2.9	2.3	2.8
<b>Marriott Hotels</b>					
Occupancy (%)	71.9	81.0	78.2	70.5	75.4
Average Daily Rate (\$)	190.37	197.76	188.05	192.74	192.23
RevPar (\$) <sup>2</sup>	136.94	160.25	146.97	135.69	144.94
RevPar Change (%) <sup>3</sup>	3.1	3.4	3.9	(0.9)	2.4
<b>Sheraton Hotels</b>					
Occupancy (%)	73.6	80.6	79.8	72.1	76.5
Average Daily Rate (\$)	184.10	198.06	198.26	200.70	195.40
RevPar (\$) <sup>2</sup>	135.48	159.66	158.23	144.61	149.49
RevPar Change (%) <sup>3</sup>	1.1	2.3	4.5	0.2	2.1
<b>Westin Hotels</b>					
Occupancy (%)	73.7	81.6	80.9	73.3	77.4
Average Daily Rate (\$)	205.53	221.25	218.67	217.97	216.07
RevPar (\$) <sup>2</sup>	151.54	180.64	176.99	159.66	167.21
RevPar Change (%) <sup>3</sup>	1.4	1.9	1.3	(1.1)	0.9
<b>Composite North American Upper Upscale</b>					
Occupancy (%)	72.8	81.0	78.7	71.9	76.1
Average Daily Rate (\$)	191.68	202.25	194.75	198.87	196.98
RevPar (\$) <sup>2</sup>	139.61	163.75	153.36	143.03	149.92
RevPar Change (%) <sup>3</sup>	2.0	3.4	3.8	(0.3)	2.3

#### XIV. NORTH AMERICA LODGING KEY OPERATING STATISTICS<sup>1</sup>

	Combined <sup>4</sup> 2016 1st Quarter	Combined <sup>4</sup> 2016 2nd Quarter	Combined <sup>4</sup> 2016 3rd Quarter	2016 4th Quarter <sup>5</sup>	Combined <sup>4</sup> 2016 Full Year
Composite North American Full-Service					
Occupancy (%)	73.3	80.5	78.6	72.2	76.2
Average Daily Rate (\$)	218.09	222.63	213.87	222.57	219.25
RevPar (\$) <sup>2</sup>	159.95	179.14	168.20	160.65	166.97
RevPar Change (%) <sup>3</sup>	2.6	3.0	3.6	0.4	2.4
Composite North American Full-Service - Systemwide <sup>6</sup>					
Occupancy (%)	70.8	78.6	77.4	69.7	74.1
Average Daily Rate (\$)	190.96	192.92	186.80	191.06	190.41
RevPar (\$) <sup>2</sup>	135.25	151.56	144.61	133.08	141.11
RevPar Change (%) <sup>3</sup>	2.6	3.4	3.4	0.9	2.6
Courtyard					
Occupancy (%)	69.5	78.6	76.0	64.8	73.1
Average Daily Rate (\$)	140.88	144.88	142.70	138.35	141.83
RevPar (\$) <sup>2</sup>	97.88	113.81	108.40	94.56	103.65
RevPar Change (%) <sup>3</sup>	3.3	3.4	1.8	0.2	2.2
Residence Inn					
Occupancy (%)	74.9	82.4	83.4	75.2	79.0
Average Daily Rate (\$)	147.36	152.04	153.61	144.56	149.56
RevPar (\$) <sup>2</sup>	110.42	125.33	128.13	108.67	118.14
RevPar Change (%) <sup>3</sup>	3.1	3.0	5.8	3.0	3.8
Fairfield Inn & Suites <sup>7</sup>					
Occupancy (%)	64.5	74.8	75.6	65.4	70.1
Average Daily Rate (\$)	106.50	113.52	115.08	108.68	111.20
RevPar (\$) <sup>2</sup>	68.72	84.97	87.01	71.11	77.96
RevPar Change (%) <sup>3</sup>	0.5	1.6	1.2	1.4	1.2
Composite North American Limited-Service					
Occupancy (%)	71.2	79.9	78.3	70.5	75.0
Average Daily Rate (\$)	140.53	144.37	143.24	138.10	141.68
RevPar (\$) <sup>2</sup>	100.02	115.33	112.12	97.36	106.20
RevPar Change (%) <sup>3</sup>	3.4	3.3	3.2	1.2	2.8
Composite North American Limited-Service - Systemwide <sup>6</sup>					
Occupancy (%)	69.8	79.1	78.7	69.5	74.2
Average Daily Rate (\$)	127.10	132.66	133.11	127.01	130.15
RevPar (\$) <sup>2</sup>	88.67	104.87	104.74	88.22	96.62
RevPar Change (%) <sup>3</sup>	1.9	2.9	1.7	1.3	2.0
Composite North American Company-Operated					
Occupancy (%)	72.6	80.3	78.5	71.6	75.8
Average Daily Rate (\$)	193.72	197.64	191.29	195.91	194.64
RevPar (\$) <sup>2</sup>	140.73	158.66	150.21	140.35	147.48
RevPar Change (%) <sup>3</sup>	2.8	3.1	3.5	0.5	2.5
Composite North American Systemwide <sup>6</sup>					
Occupancy (%)	70.2	78.8	78.1	69.5	74.2
Average Daily Rate (\$)	155.82	159.44	156.84	155.62	157.00
RevPar (\$) <sup>2</sup>	109.44	125.69	122.52	108.23	116.47
RevPar Change (%) <sup>3</sup>	2.3	3.2	2.6	1.1	2.3

<sup>1</sup> Statistics are for managed hotels opened for a full year (called comparable hotels).

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

#### XIV. NORTH AMERICA LODGING KEY OPERATING STATISTICS<sup>1</sup>

<b>Combined<sup>4</sup> 2016</b>	<b>Combined<sup>4</sup> 2016</b>	<b>Combined<sup>4</sup> 2016</b>	<b>2016</b>	<b>Combined<sup>4</sup> 2016</b>
<b>1st Quarter</b>	<b>2nd Quarter</b>	<b>3rd Quarter</b>	<b>4th Quarter<sup>5</sup></b>	<b>Full Year</b>

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

<sup>4</sup> Combined Company statistics assume Marriott's acquisition of Starwood had been completed on January 1, 2015.

<sup>5</sup> Beginning with the 4th Quarter 2016, all composite statistics reflect the combine Legacy-Marriott and Legacy-Starwood portfolios.

<sup>6</sup> Statistics are for managed and franchised hotels opened for a full year (called comparable hotels).

<sup>7</sup> Beginning in 2000, represents Systemwide stats.

#### XIV. NORTH AMERICA LODGING KEY OPERATING STATISTICS<sup>1</sup>

	<u>2017</u> <u>1st Quarter</u>	<u>2017</u> <u>2nd Quarter</u>	<u>2017</u> <u>3rd Quarter</u>	<u>2017</u> <u>4th Quarter</u>	<u>2017</u> <u>Full Year</u>
JW Marriott Hotels					
Occupancy (%)	77.7	79.6	76.8	73.2	76.9
Average Daily Rate (\$)	248.00	233.81	204.83	219.89	225.32
RevPar (\$) <sup>2</sup>	192.58	186.05	157.22	160.87	173.27
RevPar Change (%) <sup>3</sup>	4.7	2.8	(0.7)	4.1	3.1
The Ritz-Carlton					
Occupancy (%)	75.3	74.9	73.4	72.9	74.4
Average Daily Rate (\$)	394.67	357.45	330.37	355.70	355.44
RevPar (\$) <sup>2</sup>	297.26	267.75	242.43	259.41	264.45
RevPar Change (%) <sup>3</sup>	3.0	4.0	1.8	7.3	4.9
W Hotels					
Occupancy (%)	76.6	85.5	84.6	81.1	82.2
Average Daily Rate (\$)	279.56	305.49	284.93	312.50	297.52
RevPar (\$) <sup>2</sup>	214.14	261.04	241.20	253.42	244.44
RevPar Change (%) <sup>3</sup>	0.1	0.1	(3.3)	0.4	-0.7
Composite North American Luxury					
Occupancy (%)	76.4	78.8	78.2	75.1	77.3
Average Daily Rate (\$)	319.63	302.92	282.23	307.63	300.34
RevPar (\$) <sup>2</sup>	244.32	238.62	220.67	231.12	232.19
RevPar Change (%) <sup>3</sup>	3.6	2.3	(0.2)	4.7	2.8
Marriott Hotels					
Occupancy (%)	69.9	77.0	75.1	68.7	72.6
Average Daily Rate (\$)	175.01	176.09	170.87	173.21	173.49
RevPar (\$) <sup>2</sup>	122.25	135.66	128.24	119.02	126.00
RevPar Change (%) <sup>3</sup>	2.5	0.3	(0.3)	4.5	1.8
Sheraton Hotels					
Occupancy (%)	68.7	77.1	77.4	69.1	73.2
Average Daily Rate (\$)	150.79	160.95	159.29	160.49	158.50
RevPar (\$) <sup>2</sup>	103.66	124.11	123.23	110.95	115.99
RevPar Change (%) <sup>3</sup>	3.5	0.4	(0.9)	3.4	1.5
Westin Hotels					
Occupancy (%)	74.0	79.8	80.0	72.2	76.5
Average Daily Rate (\$)	207.21	209.87	203.02	208.71	207.74
RevPar (\$) <sup>2</sup>	153.44	167.56	162.47	150.66	159.00
RevPar Change (%) <sup>3</sup>	4.6	1.2	(0.4)	2.2	1.8
Composite North American Upper Upscale					
Occupancy (%)	70.7	77.5	76.7	70.0	73.7
Average Daily Rate (\$)	177.79	181.19	175.53	179.04	177.87
RevPar (\$) <sup>2</sup>	125.61	140.41	134.65	125.32	131.11
RevPar Change (%) <sup>3</sup>	3.9	0.7	(0.3)	3.7	2.0

#### XIV. NORTH AMERICA LODGING KEY OPERATING STATISTICS<sup>1</sup>

	<u>2017</u> 1st Quarter	<u>2017</u> 2nd Quarter	<u>2017</u> 3rd Quarter	<u>2017</u> 4th Quarter	<u>2017</u> Full Year
Composite North American Full-Service					
Occupancy (%)	71.3	77.6	76.9	70.5	74.1
Average Daily Rate (\$)	194.02	194.58	186.88	193.38	191.25
RevPar (\$) <sup>2</sup>	138.28	151.06	143.65	136.39	141.70
RevPar Change (%) <sup>3</sup>	3.9	1.0	(0.3)	3.9	2.1
Courtyard					
Occupancy (%)	68.9	77.4	76.9	69.6	73.3
Average Daily Rate (\$)	137.45	142.42	140.53	136.59	139.45
RevPar (\$) <sup>2</sup>	94.72	110.27	108.12	95.09	102.15
RevPar Change (%) <sup>3</sup>	1.2	(0.1)	0.8	4.1	1.4
Residence Inn					
Occupancy (%)	75.0	82.3	83.6	76.0	79.3
Average Daily Rate (\$)	142.18	148.64	150.14	142.78	146.47
RevPar (\$) <sup>2</sup>	106.61	122.31	125.47	108.52	116.11
RevPar Change (%) <sup>3</sup>	2.6	1.2	0.4	2.9	1.7
Fairfield Inn & Suites					
Occupancy (%)	65.3	75.7	77.2	67.5	71.5
Average Daily Rate (\$)	108.64	115.49	116.37	110.81	113.15
RevPar (\$) <sup>2</sup>	70.99	87.41	89.87	74.75	80.86
RevPar Change (%) <sup>3</sup>	3.1	2.7	2.5	4.1	3.1
Composite North American Limited-Service					
Occupancy (%)	69.8	78.4	79.0	71.1	74.6
Average Daily Rate (\$)	128.86	134.23	134.10	129.02	131.74
RevPar (\$) <sup>2</sup>	89.96	105.28	105.89	91.73	98.29
RevPar Change (%) <sup>3</sup>	2.2	0.9	1.2	4.0	2.0
Composite North America					
Occupancy (%)	70.5	78.1	78.0	70.8	74.4
Average Daily Rate (\$)	158.40	161.01	157.23	157.46	158.05
RevPar (\$) <sup>2</sup>	111.62	125.71	122.69	111.55	117.56
RevPar Change (%) <sup>3</sup>	3.1	0.9	0.4	3.9	2.1

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

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

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

#### XIV. NORTH AMERICA LODGING KEY OPERATING STATISTICS<sup>1</sup>

	<u>2018</u> <u>1st Quarter</u>	<u>2018</u> <u>2nd Quarter</u>	<u>2018</u> <u>3rd Quarter</u>	<u>2018</u> <u>4th Quarter</u>	<u>2018</u> <u>Full Year</u>
<b>JW Marriott Hotels</b>					
Occupancy (%)	77.4	81.6	78.1	72.4	77.4
Average Daily Rate (\$)	245.60	239.37	213.75	228.91	231.92
RevPar (\$) <sup>2</sup>	190.01	195.37	166.92	165.73	179.40
RevPar Change (%) <sup>3</sup>	0.6	2.7	1.4	2.0	1.7
<b>The Ritz-Carlton</b>					
Occupancy (%)	75.7	76.4	72.1	71.8	74.0
Average Daily Rate (\$)	402.34	367.77	349.31	373.05	373.25
RevPar (\$) <sup>2</sup>	304.39	281.05	251.88	267.85	276.13
RevPar Change (%) <sup>3</sup>	4.8	4.9	4.6	3.4	4.4
<b>W Hotels</b>					
Occupancy (%)	80.1	83.2	82.7	77.7	81.0
Average Daily Rate (\$)	295.61	313.73	291.38	325.92	307.77
RevPar (\$) <sup>2</sup>	236.66	261.02	240.85	253.18	249.18
RevPar Change (%) <sup>3</sup>	5.3	0.9	0.2	1.2	1.8
<b>Composite North American Luxury</b>					
Occupancy (%)	77.7	79.9	77.3	73.2	77.0
Average Daily Rate (\$)	331.95	315.16	298.81	328.30	318.54
RevPar (\$) <sup>2</sup>	257.96	251.71	231.02	240.27	245.35
RevPar Change (%) <sup>3</sup>	4.3	3.9	3.1	2.3	3.5
<b>Marriott Hotels</b>					
Occupancy (%)	69.6	77.6	75.2	68.3	72.8
Average Daily Rate (\$)	179.69	183.70	174.47	179.13	178.97
RevPar (\$) <sup>2</sup>	125.14	142.53	131.23	122.36	130.21
RevPar Change (%) <sup>3</sup>	0.6	3.7	1.2	1.3	2.0
<b>Sheraton Hotels</b>					
Occupancy (%)	67.8	77.3	76.3	67.0	72.5
Average Daily Rate (\$)	150.91	161.48	159.19	160.09	158.74
RevPar (\$) <sup>2</sup>	102.37	124.85	121.44	107.34	115.07
RevPar Change (%) <sup>3</sup>	1.5	3.1	2.1	(0.7)	1.3
<b>Westin Hotels</b>					
Occupancy (%)	72.0	80.2	78.4	70.4	75.3
Average Daily Rate (\$)	203.06	208.67	199.81	204.07	203.66
RevPar (\$) <sup>2</sup>	146.22	167.33	156.70	143.66	153.29
RevPar Change (%) <sup>3</sup>	0.6	2.5	1.2	(0.4)	1.1
<b>Composite North American Upper Upscale</b>					
Occupancy (%)	70.0	78.1	76.2	69.1	73.5
Average Daily Rate (\$)	179.11	184.83	176.70	181.40	180.54
RevPar (\$) <sup>2</sup>	125.37	144.26	134.66	125.43	132.64
RevPar Change (%) <sup>3</sup>	1.0	3.6	1.3	0.7	1.8
<b>Composite North American Full-Service</b>					
Occupancy (%)	70.8	78.2	76.3	69.5	73.8
Average Daily Rate (\$)	195.55	197.80	188.75	196.48	194.59
RevPar (\$) <sup>2</sup>	138.35	154.74	144.05	136.64	143.64
RevPar Change (%) <sup>3</sup>	1.6	3.7	1.6	1.0	2.1

#### XIV. NORTH AMERICA LODGING KEY OPERATING STATISTICS<sup>1</sup>

	<u>2018</u> <u>1st Quarter</u>	<u>2018</u> <u>2nd Quarter</u>	<u>2018</u> <u>3rd Quarter</u>	<u>2018</u> <u>4th Quarter</u>	<u>2018</u> <u>Full Year</u>
Courtyard					
Occupancy (%)	68.9	78.0	76.1	68.4	72.9
Average Daily Rate (\$)	136.68	144.10	142.09	138.37	140.48
RevPar (\$) <sup>2</sup>	94.12	112.47	108.07	94.70	102.38
RevPar Change (%) <sup>3</sup>	0.9	2.2	(0.6)	(0.2)	0.6
Residence Inn					
Occupancy (%)	76.0	82.8	83.1	75.1	79.3
Average Daily Rate (\$)	144.72	151.47	151.29	144.85	148.27
RevPar (\$) <sup>2</sup>	109.92	125.45	125.72	108.80	117.52
RevPar Change (%) <sup>3</sup>	2.0	1.7	0.1	(0.3)	0.9
Fairfield by Marriott					
Occupancy (%)	66.3	76.9	76.0	66.6	71.6
Average Daily Rate (\$)	110.19	117.71	118.05	112.50	114.98
RevPar (\$) <sup>2</sup>	73.10	90.48	89.70	74.92	82.32
RevPar Change (%) <sup>3</sup>	4.2	2.9	(1.3)	(1.2)	1.1
Composite North American Limited-Service					
Occupancy (%)	70.4	79.1	77.9	69.7	74.3
Average Daily Rate (\$)	129.90	136.64	135.79	131.13	133.61
RevPar (\$) <sup>2</sup>	91.42	108.11	105.81	91.37	99.29
RevPar Change (%) <sup>3</sup>	2.5	2.5	(0.5)	(0.8)	0.9
Composite North America					
Occupancy (%)	70.5	78.7	77.2	69.6	74.1
Average Daily Rate (\$)	158.52	163.05	158.49	159.43	159.94
RevPar (\$) <sup>2</sup>	111.82	128.38	122.40	111.00	118.51
RevPar Change (%) <sup>3</sup>	2.0	3.1	0.6	0.2	1.5

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

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

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

#### XIV. NORTH AMERICA LODGING KEY OPERATING STATISTICS<sup>1</sup>

	2019 1st Quarter	2019 2nd Quarter	2019 3rd Quarter	2019 4th Quarter	2019 Full Year
JW Marriott Hotels					
Occupancy (%)	75.2	81.2	81.0	72.8	77.6
Average Daily Rate (\$)	273.58	266.93	244.18	261.73	261.30
RevPar (\$) <sup>2</sup>	205.86	216.78	197.91	190.67	202.75
RevPar Change (%) <sup>3</sup>	1.7	1.2	3.9	(0.1)	1.7
The Ritz-Carlton					
Occupancy (%)	75.9	77.2	74.7	73.0	75.2
Average Daily Rate (\$)	410.13	383.02	369.85	393.59	390.24
RevPar (\$) <sup>2</sup>	311.16	295.50	276.42	287.32	293.35
RevPar Change (%) <sup>3</sup>	5.0	2.5	3.1	5.3	4.1
W Hotels					
Occupancy (%)	74.3	82.4	81.0	78.3	79.0
Average Daily Rate (\$)	307.92	311.12	288.79	328.62	308.98
RevPar (\$) <sup>2</sup>	228.84	256.29	233.79	257.32	244.11
RevPar Change (%) <sup>3</sup>	(5.2)	(1.6)	(2.9)	1.9	(1.9)
Composite North American Luxury					
Occupancy (%)	75.2	79.7	79.3	74.7	77.2
Average Daily Rate (\$)	352.26	329.31	312.51	342.64	333.61
RevPar (\$) <sup>2</sup>	265.03	262.53	247.88	255.86	257.63
RevPar Change (%) <sup>3</sup>	2.4	1.0	2.3	2.2	1.8
Marriott Hotels					
Occupancy (%)	69.3	77.1	75.5	69.2	73.1
Average Daily Rate (\$)	182.51	185.49	178.43	180.06	181.92
RevPar (\$) <sup>2</sup>	126.53	142.95	134.75	124.63	133.08
RevPar Change (%) <sup>3</sup>	2.4	1.3	2.9	1.9	2.4
Sheraton Hotels					
Occupancy (%)	66.9	77.3	77.0	68.8	72.3
Average Daily Rate (\$)	153.19	163.83	160.50	158.00	157.76
RevPar (\$) <sup>2</sup>	102.47	126.69	123.61	108.68	114.11
RevPar Change (%) <sup>3</sup>	(1.8)	(0.8)	0.2	1.5	(0.2)
Westin Hotels					
Occupancy (%)	70.5	79.4	78.5	72.4	75.5
Average Daily Rate (\$)	196.82	203.04	195.79	196.91	198.44
RevPar (\$) <sup>2</sup>	138.75	161.18	153.65	142.54	149.74
RevPar Change (%) <sup>3</sup>	(0.6)	0.7	0.9	2.5	1.1
Composite North American Upper Upscale					
Occupancy (%)	69.4	77.7	76.7	70.5	73.8
Average Daily Rate (\$)	181.24	186.70	180.31	182.53	182.97
RevPar (\$) <sup>2</sup>	125.83	145.11	138.32	128.70	135.10
RevPar Change (%) <sup>3</sup>	1.7	1.2	2.4	2.4	2.1

#### XIV. NORTH AMERICA LODGING KEY OPERATING STATISTICS<sup>1</sup>

	<u>2019</u> <u>1st Quarter</u>	<u>2019</u> <u>2nd Quarter</u>	<u>2019</u> <u>3rd Quarter</u>	<u>2019</u> <u>4th Quarter</u>	<u>2019</u> <u>Full Year</u>
Composite North American Full-Service					
Occupancy (%)	70.0	77.9	77.0	70.9	74.2
Average Daily Rate (\$)	199.27	200.90	193.77	199.63	198.88
RevPar (\$) <sup>2</sup>	139.49	156.53	149.14	141.60	147.53
RevPar Change (%) <sup>3</sup>	1.8	1.2	2.4	2.4	2.0
Courtyard					
Occupancy (%)	67.3	76.8	75.7	67.9	72.0
Average Daily Rate (\$)	138.21	145.35	142.43	137.83	141.20
RevPar (\$) <sup>2</sup>	92.96	111.57	107.79	93.61	101.62
RevPar Change (%) <sup>3</sup>	(0.4)	(0.3)	0.1	(1.1)	(0.3)
Residence Inn					
Occupancy (%)	74.5	82.3	82.6	74.7	78.6
Average Daily Rate (\$)	145.80	153.08	152.69	145.07	149.45
RevPar (\$) <sup>2</sup>	108.60	126.03	126.18	108.30	117.47
RevPar Change (%) <sup>3</sup>	(0.8)	0.3	0.4	(0.9)	(0.2)
Fairfield by Marriott					
Occupancy (%)	64.9	75.9	76.1	66.5	71.0
Average Daily Rate (\$)	111.42	118.66	118.37	112.41	115.59
RevPar (\$) <sup>2</sup>	72.35	90.08	90.14	74.76	82.09
RevPar Change (%) <sup>3</sup>	(1.0)	(0.5)	(0.1)	(1.0)	(0.5)
Composite North American Limited-Service					
Occupancy (%)	68.9	78.2	77.8	69.7	73.8
Average Daily Rate (\$)	131.87	138.59	137.02	131.50	135.14
RevPar (\$) <sup>2</sup>	90.87	108.32	106.57	91.64	99.67
RevPar Change (%) <sup>3</sup>	(0.3)	0.1	0.3	(0.7)	(0.0)
Composite North America					
Occupancy (%)	69.4	78.1	77.4	70.2	73.9
Average Daily Rate (\$)	161.00	165.01	160.85	160.19	161.79
RevPar (\$) <sup>2</sup>	111.69	128.80	124.55	112.46	119.61
RevPar Change (%) <sup>3</sup>	0.8	0.7	1.3	0.9	1.0

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

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

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

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

	<u>2020</u> 1st Quarter	<u>2020</u> 2nd Quarter	<u>2020</u> 3rd Quarter	<u>2020</u> 4th Quarter	<u>2020</u> Full Year
<b>JW Marriott Hotels</b>					
Occupancy (%)	58.6	4.7	22.3	23.0	27.1
Average Daily Rate (\$)	286.73	268.00	219.09	220.30	257.79
RevPar (\$) <sup>2</sup>	167.91	12.68	48.78	50.74	69.92
RevPar Change (%) <sup>3</sup>	(20.7)	(94.2)	(74.6)	(74.0)	(65.8)
<b>The Ritz-Carlton</b>					
Occupancy (%)	58.4	7.9	26.8	28.2	30.3
Average Daily Rate (\$)	446.80	373.53	369.90	410.74	417.81
RevPar (\$) <sup>2</sup>	260.87	29.49	98.97	115.85	126.72
RevPar Change (%) <sup>3</sup>	(22.6)	(90.3)	(64.2)	(62.6)	(58.8)
<b>W Hotels</b>					
Occupancy (%)	56.2	5.8	20.1	23.6	26.4
Average Daily Rate (\$)	257.34	194.62	198.47	201.02	232.58
RevPar (\$) <sup>2</sup>	144.69	11.23	39.79	47.52	61.39
RevPar Change (%) <sup>3</sup>	(19.7)	(95.1)	(81.5)	(78.1)	(71.0)
<b>Composite US&amp;C Luxury</b>					
Occupancy (%)	58.8	5.9	22.9	25.1	28.2
Average Daily Rate (\$)	355.13	293.47	281.82	309.24	327.83
RevPar (\$) <sup>2</sup>	208.71	17.36	64.56	77.53	92.40
RevPar Change (%) <sup>3</sup>	(20.6)	(93.3)	(72.7)	(69.3)	(63.5)
<b>Marriott Hotels</b>					
Occupancy (%)	55.2	9.4	22.7	22.4	27.5
Average Daily Rate (\$)	177.89	134.56	130.01	123.23	153.17
RevPar (\$) <sup>2</sup>	98.28	12.68	29.56	27.60	42.11
RevPar Change (%) <sup>3</sup>	(21.6)	(91.1)	(77.8)	(77.2)	(67.7)
<b>Sheraton Hotels</b>					
Occupancy (%)	53.3	12.6	23.2	22.5	28.0
Average Daily Rate (\$)	152.10	102.08	109.64	108.57	128.83
RevPar (\$) <sup>2</sup>	81.02	12.87	25.44	24.47	36.08
RevPar Change (%) <sup>3</sup>	(20.2)	(89.8)	(79.2)	(77.9)	(68.8)
<b>Westin Hotels</b>					
Occupancy (%)	57.3	9.2	23.4	24.0	28.5
Average Daily Rate (\$)	198.73	138.86	140.77	137.61	167.35
RevPar (\$) <sup>2</sup>	113.95	12.80	32.88	33.05	47.64
RevPar Change (%) <sup>3</sup>	(20.3)	(92.2)	(78.9)	(77.1)	(68.3)
<b>Composite US&amp;C Premium</b>					
Occupancy (%)	55.5	9.9	23.5	23.3	28.1
Average Daily Rate (\$)	180.88	129.19	134.44	132.98	156.38
RevPar (\$) <sup>2</sup>	100.38	12.75	31.61	30.92	43.89
RevPar Change (%) <sup>3</sup>	(20.3)	(91.2)	(77.0)	(75.7)	(67.2)
<b>Composite US&amp;C Full-Service</b>					
Occupancy (%)	55.9	9.4	23.4	23.5	28.1
Average Daily Rate (\$)	201.32	140.76	150.54	153.91	175.49
RevPar (\$) <sup>2</sup>	112.46	13.27	35.29	36.10	49.28
RevPar Change (%) <sup>3</sup>	(20.4)	(91.6)	(76.3)	(74.4)	(66.5)

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

	<u>2020</u> 1st Quarter	<u>2020</u> 2nd Quarter	<u>2020</u> 3rd Quarter	<u>2020</u> 4th Quarter	<u>2020</u> Full Year
Courtyard					
Occupancy (%)	54.3	18.2	37.3	35.9	36.5
Average Daily Rate (\$)	135.00	98.27	102.99	95.62	112.51
RevPar (\$) <sup>2</sup>	73.30	17.88	38.42	34.31	41.05
RevPar Change (%) <sup>3</sup>	(21.0)	(83.9)	(64.2)	(63.3)	(59.5)
Residence Inn					
Occupancy (%)	64.4	40.2	58.9	55.0	54.7
Average Daily Rate (\$)	143.04	112.25	117.62	111.10	122.33
RevPar (\$) <sup>2</sup>	92.16	45.18	69.28	61.11	66.92
RevPar Change (%) <sup>3</sup>	(15.1)	(64.0)	(45.0)	(43.7)	(42.9)
Fairfield by Marriott					
Occupancy (%)	53.7	25.3	46.8	41.7	41.9
Average Daily Rate (\$)	108.73	87.95	93.22	86.76	95.78
RevPar (\$) <sup>2</sup>	58.40	22.27	43.63	36.22	40.15
RevPar Change (%) <sup>3</sup>	(19.1)	(75.3)	(51.5)	(51.5)	(50.9)
Composite US&C Limited-Service					
Occupancy (%)	57.2	26.6	46.3	43.1	43.4
Average Daily Rate (\$)	129.00	99.63	103.80	97.30	109.80
RevPar (\$) <sup>2</sup>	73.85	26.46	48.02	41.96	47.60
RevPar Change (%) <sup>3</sup>	(18.5)	(75.6)	(55.0)	(54.3)	(52.1)
Composite US&C					
Occupancy (%)	56.7	19.6	37.0	35.1	37.2
Average Daily Rate (\$)	158.14	107.70	115.82	112.64	129.96
RevPar (\$) <sup>2</sup>	89.64	21.08	42.85	39.58	48.28
RevPar Change (%) <sup>3</sup>	(19.5)	(83.6)	(65.4)	(64.6)	(59.4)

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

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

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

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

	<u>2021</u> <u>1st Quarter</u>	<u>2021</u> <u>2nd Quarter</u>	<u>2021</u> <u>3rd Quarter</u>	<u>2021</u> <u>4th Quarter</u>	<u>2021</u> <u>Full Year</u>
JW Marriott Hotels					
Occupancy (%)	34.2	49.9	56.6	61.1	50.6
Average Daily Rate (\$)	249.16	257.72	248.47	272.75	258.25
RevPar (\$) <sup>2</sup>	85.33	128.54	140.74	166.70	130.58
RevPar Change (%) <sup>3</sup>	(47.6)	987.7	209.3	242.5	94.6
The Ritz-Carlton					
Occupancy (%)	34.2	49.1	56.1	58.6	49.5
Average Daily Rate (\$)	516.07	471.31	452.14	512.88	492.52
RevPar (\$) <sup>2</sup>	176.39	231.29	253.78	300.43	243.98
RevPar Change (%) <sup>3</sup>	(27.7)	595.1	149.0	163.9	98.2
W Hotels					
Occupancy (%)	28.0	42.9	53.0	56.7	45.2
Average Daily Rate (\$)	325.20	297.92	286.81	351.67	319.46
RevPar (\$) <sup>2</sup>	91.01	127.76	152.07	199.25	144.52
RevPar Change (%) <sup>3</sup>	(49.6)	910.8	297.4	255.4	97.6
Composite US&C Luxury					
Occupancy (%)	32.4	47.6	56.2	60.1	49.2
Average Daily Rate (\$)	371.32	344.32	335.54	389.06	363.48
RevPar (\$) <sup>2</sup>	120.22	163.97	188.74	233.97	178.93
RevPar Change (%) <sup>3</sup>	(41.2)	823.0	206.6	214.6	98.9
Marriott Hotels					
Occupancy (%)	27.4	44.1	54.6	53.2	45.0
Average Daily Rate (\$)	133.80	154.02	171.74	172.08	161.95
RevPar (\$) <sup>2</sup>	36.60	67.99	93.79	91.50	72.81
RevPar Change (%) <sup>3</sup>	(63.4)	425.5	222.7	232.3	71.3
Sheraton Hotels					
Occupancy (%)	26.0	40.7	52.7	50.3	42.5
Average Daily Rate (\$)	114.33	137.95	157.53	158.28	146.41
RevPar (\$) <sup>2</sup>	29.76	56.11	82.99	79.57	62.27
RevPar Change (%) <sup>3</sup>	(65.3)	338.4	241.3	235.9	70.3
Westin Hotels					
Occupancy (%)	26.7	43.0	56.4	55.7	45.7
Average Daily Rate (\$)	153.08	176.13	195.85	202.09	186.94
RevPar (\$) <sup>2</sup>	40.89	75.82	110.44	112.62	85.34
RevPar Change (%) <sup>3</sup>	(63.9)	493.1	248.2	253.7	79.8
Composite US&C Premium					
Occupancy (%)	27.3	43.3	55.1	53.7	45.0
Average Daily Rate (\$)	139.39	161.89	179.55	183.11	170.58
RevPar (\$) <sup>2</sup>	38.01	70.08	99.00	98.31	76.82
RevPar Change (%) <sup>3</sup>	(62.4)	446.4	220.6	223.4	74.9

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

	<u>2021</u> <u>1st Quarter</u>	<u>2021</u> <u>2nd Quarter</u>	<u>2021</u> <u>3rd Quarter</u>	<u>2021</u> <u>4th Quarter</u>	<u>2021</u> <u>Full Year</u>
Composite US&C Full-Service					
Occupancy (%)	27.9	43.8	55.3	54.4	45.5
Average Daily Rate (\$)	170.52	185.07	197.90	209.89	195.14
RevPar (\$) <sup>2</sup>	47.50	81.05	109.37	114.28	88.85
RevPar Change (%) <sup>3</sup>	(58.0)	504.7	217.7	221.2	80.1
Courtyard					
Occupancy (%)	43.4	60.3	65.8	60.4	57.7
Average Daily Rate (\$)	98.76	121.12	137.50	134.06	125.10
RevPar (\$) <sup>2</sup>	42.87	72.99	90.46	80.95	72.19
RevPar Change (%) <sup>3</sup>	(41.8)	288.8	127.7	130.2	72.4
Residence Inn					
Occupancy (%)	62.1	73.8	76.5	71.4	71.0
Average Daily Rate (\$)	113.76	129.40	145.74	141.12	133.47
RevPar (\$) <sup>2</sup>	70.61	95.46	111.49	100.78	94.83
RevPar Change (%) <sup>3</sup>	(23.5)	110.2	58.6	63.1	40.4
Fairfield by Marriott					
Occupancy (%)	46.9	65.0	69.8	62.6	61.3
Average Daily Rate (\$)	88.33	106.78	121.51	114.63	109.53
RevPar (\$) <sup>2</sup>	41.41	69.43	84.81	71.73	67.17
RevPar Change (%) <sup>3</sup>	(28.6)	209.7	93.0	95.8	66.6
Composite US&C Limited-Service					
Occupancy (%)	49.7	65.3	69.7	64.1	62.4
Average Daily Rate (\$)	99.65	118.10	133.81	129.50	121.89
RevPar (\$) <sup>2</sup>	49.52	77.16	93.28	83.05	76.07
RevPar Change (%) <sup>3</sup>	(32.8)	187.7	90.7	94.9	58.2
Composite US&C					
Occupancy (%)	40.3	56.1	63.5	60.0	55.2
Average Daily Rate (\$)	120.79	140.63	157.78	160.83	147.84
RevPar (\$) <sup>2</sup>	48.65	78.83	100.19	96.45	81.55
RevPar Change (%) <sup>3</sup>	(46.3)	274.6	134.7	143.6	67.7

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

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

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

## XV. INTERNATIONAL LODGING KEY OPERATING STATISTICS BY REGION

International Comparable Company- Operated Properties <sup>1</sup>	2003 Full Year	2004 Full Year	2005 1st Quarter	2005 2nd Quarter	2005 3rd Quarter	2005 4th Quarter	2005 Full Year
<b>Caribbean &amp; Latin America</b>							
Occupancy (%)	67.5	71.2	76.7	74.5	74.5	72.1	73.6
Average Daily Rate (\$)	126.45	138.98	163.09	155.67	135.15	141.62	145.78
RevPar (\$) <sup>2</sup>	85.32	98.91	125.16	115.98	100.71	102.05	107.24
RevPar Change (%) <sup>3</sup>	9.5	14.9	20.1	14.9	10.3	10.2	12.1
<b>Continental Europe</b>							
Occupancy (%)	67.9	70.8	58.9	70.2	74.9	72.9	70.5
Average Daily Rate (\$)	117.79	130.49	139.67	144.10	128.51	137.07	137.09
RevPar (\$) <sup>2</sup>	79.92	92.38	82.30	101.18	96.26	99.87	96.69
RevPar Change (%) <sup>3</sup>	(4.9)	6.8	7.0	0.2	4.3	3.2	3.1
<b>United Kingdom</b>							
Occupancy (%)	76.6	76.9	70.0	76.6	80.6	77.8	76.9
Average Daily Rate (\$)	148.14	173.48	183.83	189.64	175.45	182.44	182.61
RevPar (\$) <sup>2</sup>	113.48	133.37	128.72	145.21	141.41	141.92	140.49
RevPar Change (%) <sup>3</sup>	(2.4)	10.7	3.3	5.6	5.2	4.5	4.8
<b>Middle East &amp; Africa</b>							
Occupancy (%)	66.5	73.2	75.4	80.2	70.9	69.6	73.2
Average Daily Rate (\$)	71.39	83.44	110.70	105.17	95.28	127.84	116.07
RevPar (\$) <sup>2</sup>	47.49	61.10	83.50	84.37	67.51	88.93	84.96
RevPar Change (%) <sup>3</sup>	15.7	28.1	28.8	32.3	20.3	28.6	29.5
<b>Asia Pacific<sup>4</sup></b>							
Occupancy (%)	65.5	75.5	71.7	76.7	76.3	76.7	75.8
Average Daily Rate (\$)	85.25	96.67	105.67	117.59	104.98	122.79	114.34
RevPar (\$) <sup>2</sup>	55.86	72.98	75.73	90.14	80.14	94.14	86.63
RevPar Change (%) <sup>3</sup>	(10.5)	27.0	16.2	17.7	10.2	10.8	13.1
<b>International Luxury<sup>5</sup></b>							
Occupancy (%)	60.8	71.0	71.2	75.6	67.7	72.3	71.6
Average Daily Rate (\$)	188.91	205.06	225.15	217.09	194.14	207.67	200.08
RevPar (\$) <sup>2</sup>	114.88	145.68	160.30	164.08	131.43	150.08	143.30
RevPar Change (%) <sup>3</sup>	(9.0)	21.3	26.9	22.6	14.2	12.0	18.3
<b>Total International<sup>6</sup></b>							
Occupancy (%)	N/A	73.3	69.5	74.9	75.6	74.5	74.0
Average Daily Rate (\$)	N/A	129.35	139.96	142.50	129.35	141.39	137.62
RevPar (\$) <sup>2</sup>	N/A	94.75	97.21	106.78	97.73	105.37	101.84
RevPar Change (%) <sup>3</sup>	N/A	16.6	14.9	12.2	9.9	9.7	11.0

<sup>1</sup> International financial results are reported on a period basis, while international statistics are reported on a monthly basis. Statistics are in constant dollars. Excludes North

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

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

<sup>4</sup> Excludes Hawaii.

<sup>5</sup> Beginning in Quarter 4, 2006, includes The Ritz-Carlton International and Bulgari Hotels & Resorts. Prior to Quarter 4, 2006, includes The Ritz-Carlton International.

<sup>6</sup> Includes Hawaii.

## XV. INTERNATIONAL LODGING KEY OPERATING STATISTICS BY REGION

International Comparable Company- Operated Properties <sup>1</sup>	2006 1st Quarter	2006 2nd Quarter	2006 3rd Quarter	2006 4th Quarter	2006 Full Year
Caribbean & Latin America					
Occupancy (%)	79.0	77.7	74.2	71.4	74.9
Average Daily Rate (\$)	178.40	167.65	142.25	157.41	159.93
RevPar (\$) <sup>2</sup>	140.88	130.27	105.48	112.38	119.81
RevPar Change (%) <sup>3</sup>	10.7	16.0	9.5	11.2	12.0
Continental Europe					
Occupancy (%)	60.5	73.8	75.3	75.3	72.6
Average Daily Rate (\$)	129.40	143.45	151.02	153.93	147.28
RevPar (\$) <sup>2</sup>	78.30	105.81	113.77	115.86	106.95
RevPar Change (%) <sup>3</sup>	4.7	10.3	13.2	8.4	9.6
United Kingdom					
Occupancy (%)	71.0	78.7	84.4	80.9	79.6
Average Daily Rate (\$)	206.16	212.32	228.26	240.89	225.38
RevPar (\$) <sup>2</sup>	146.40	167.12	192.62	194.78	179.44
RevPar Change (%) <sup>3</sup>	14.6	13.7	17.6	13.1	14.6
Middle East & Africa					
Occupancy (%)	64.6	74.1	69.1	66.8	68.9
Average Daily Rate (\$)	149.86	146.13	119.90	155.71	143.12
RevPar (\$) <sup>2</sup>	96.83	108.24	82.80	103.95	98.58
RevPar Change (%) <sup>3</sup>	7.1	13.5	9.0	10.6	10.5
Asia Pacific <sup>4</sup>					
Occupancy (%)	73.3	76.2	76.0	76.1	75.8
Average Daily Rate (\$)	118.42	127.60	115.90	139.90	127.09
RevPar (\$) <sup>2</sup>	86.77	97.21	88.08	106.40	96.28
RevPar Change (%) <sup>3</sup>	15.5	10.8	12.7	13.0	12.7
International Luxury <sup>5</sup>					
Occupancy (%)	65.9	71.9	68.3	74.8	71.7
Average Daily Rate (\$)	214.74	227.60	208.74	256.05	241.90
RevPar (\$) <sup>2</sup>	141.52	163.71	142.50	191.52	173.35
RevPar Change (%) <sup>3</sup>	2.6	7.1	2.2	16.8	9.1
Total International <sup>6</sup>					
Occupancy (%)	69.3	75.5	75.5	74.9	74.4
Average Daily Rate (\$)	146.60	152.37	146.06	163.04	153.99
RevPar (\$) <sup>2</sup>	101.53	115.01	110.22	122.16	114.61
RevPar Change (%) <sup>3</sup>	9.9	11.1	11.3	11.4	11.1

<sup>1</sup> International financial results are reported on a period basis, while international statistics are reported on a monthly basis.

Statistics are in constant dollars. Excludes North America.

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

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

<sup>4</sup> Excludes Hawaii.

<sup>5</sup> Beginning in Quarter 4, 2006, includes The Ritz-Carlton International and Bulgari Hotels & Resorts. Prior to Quarter 4, 2006, includes The Ritz-Carlton International.

<sup>6</sup> Includes Hawaii.

## XV. INTERNATIONAL LODGING KEY OPERATING STATISTICS BY REGION

International Comparable Company- Operated Properties <sup>1</sup>	2007 1st Quarter	2007 2nd Quarter	2007 3rd Quarter	2007 4th Quarter	2007 Full Year
Caribbean & Latin America					
Occupancy (%)	76.8	78.4	76.8	74.8	76.5
Average Daily Rate (\$)	182.53	174.44	151.88	166.81	167.56
RevPar (\$) <sup>2</sup>	140.20	136.75	116.66	124.79	128.25
RevPar Change (%) <sup>3</sup>	11.7	11.2	13.2	14.2	12.7
Continental Europe					
Occupancy (%)	62.5	75.8	76.9	76.9	74.4
Average Daily Rate (\$)	153.57	171.08	165.16	189.57	173.92
RevPar (\$) <sup>2</sup>	95.96	129.68	127.08	145.74	129.34
RevPar Change (%) <sup>3</sup>	10.4	9.0	2.0	10.1	7.7
United Kingdom					
Occupancy (%)	71.2	76.7	81.4	78.1	77.8
Average Daily Rate (\$)	186.95	191.32	197.83	214.00	203.27
RevPar (\$) <sup>2</sup>	133.06	146.83	160.99	167.23	158.08
RevPar Change (%) <sup>3</sup>	6.2	5.2	5.4	5.2	5.2
Middle East & Africa					
Occupancy (%)	69.8	76.8	70.5	72.2	73.3
Average Daily Rate (\$)	144.09	143.60	118.92	144.39	135.74
RevPar (\$) <sup>2</sup>	100.54	110.31	83.81	104.19	99.57
RevPar Change (%) <sup>3</sup>	21.3	16.5	14.5	15.1	16.8
Asia Pacific <sup>4</sup>					
Occupancy (%)	71.5	75.3	76.0	76.2	75.2
Average Daily Rate (\$)	146.35	155.79	135.68	159.51	147.79
RevPar (\$) <sup>2</sup>	104.66	117.31	103.09	121.60	111.15
RevPar Change (%) <sup>3</sup>	10.7	8.6	7.0	6.1	7.8
International Luxury <sup>5</sup>					
Occupancy (%)	68.9	76.0	72.9	72.0	72.7
Average Daily Rate (\$)	290.95	311.43	271.09	293.69	292.24
RevPar (\$) <sup>2</sup>	200.44	236.74	197.49	211.48	212.54
RevPar Change (%) <sup>3</sup>	11.7	12.2	17.0	9.3	12.2
Total International <sup>6</sup>					
Occupancy (%)	69.5	76.5	76.8	76.0	75.4
Average Daily Rate (\$)	175.38	183.03	170.12	190.18	180.73
RevPar (\$) <sup>2</sup>	121.89	139.99	130.70	144.54	136.29
RevPar Change (%) <sup>3</sup>	10.5	9.6	7.5	8.5	8.9

<sup>1</sup> International financial results are reported on a period basis, while international statistics are reported on a monthly basis.

Statistics are in constant dollars. Excludes North America.

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

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

<sup>4</sup> Excludes Hawaii.

<sup>5</sup> Beginning in Quarter 4, 2006, includes The Ritz-Carlton International and Bulgari Hotels & Resorts. Prior to Quarter 4, 2006, includes The Ritz-Carlton International.

<sup>6</sup> Includes Hawaii.

## XV. INTERNATIONAL LODGING KEY OPERATING STATISTICS BY REGION

International Comparable Company- Operated Properties <sup>1</sup>	2008 1st Quarter	2008 2nd Quarter	2008 3rd Quarter	2008 4th Quarter	2008 Full Year
Caribbean & Latin America					
Occupancy (%)	77.4	78.1	74.6	69.1	74.1
Average Daily Rate (\$)	211.49	203.49	183.61	189.98	195.63
RevPar (\$) <sup>2</sup>	163.74	159.01	137.04	131.36	145.05
RevPar Change (%) <sup>3</sup>	14.0	8.0	10.0	10.2	10.2
Continental Europe					
Occupancy (%)	64.1	73.2	73.8	70.8	71.0
Average Daily Rate (\$)	191.13	214.52	211.57	192.23	203.88
RevPar (\$) <sup>2</sup>	122.42	157.12	156.17	136.17	144.82
RevPar Change (%) <sup>3</sup>	11.5	4.6	4.9	(7.8)	1.2
United Kingdom					
Occupancy (%)	68.3	76.1	79.0	74.1	74.8
Average Daily Rate (\$)	185.23	185.57	182.42	156.94	175.32
RevPar (\$) <sup>2</sup>	126.56	141.23	144.05	116.32	131.15
RevPar Change (%) <sup>3</sup>	1.5	2.9	(0.4)	(7.3)	(1.4)
Middle East & Africa					
Occupancy (%)	75.2	83.1	73.4	71.3	75.4
Average Daily Rate (\$)	173.22	174.69	143.48	171.22	165.72
RevPar (\$) <sup>2</sup>	130.20	145.16	105.38	122.07	125.01
RevPar Change (%) <sup>3</sup>	13.9	22.2	17.9	6.6	14.4
Asia Pacific <sup>4</sup>					
Occupancy (%)	72.6	74.5	71.3	66.0	70.6
Average Daily Rate (\$)	163.29	160.89	154.45	146.31	155.27
RevPar (\$) <sup>2</sup>	118.47	119.87	110.07	96.63	109.65
RevPar Change (%) <sup>3</sup>	9.6	5.4	4.0	(12.5)	(0.2)
International Luxury <sup>5</sup>					
Occupancy (%)	72.0	75.3	71.2	63.5	69.8
Average Daily Rate (\$)	325.62	343.05	294.99	305.89	315.83
RevPar (\$) <sup>2</sup>	234.48	258.37	210.17	194.15	220.60
RevPar Change (%) <sup>3</sup>	18.2	10.2	8.8	(3.8)	6.6
Total International <sup>6</sup>					
Occupancy (%)	70.5	75.7	73.8	69.1	72.2
Average Daily Rate (\$)	200.14	206.33	193.48	185.58	195.65
RevPar (\$) <sup>2</sup>	141.08	156.22	142.71	128.17	141.18
RevPar Change (%) <sup>3</sup>	11.5	7.2	5.7	(5.3)	3.3

<sup>1</sup> International financial results are reported on a period basis, while international statistics are reported on a monthly basis.

Statistics are in constant dollars. Excludes North America.

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

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

<sup>4</sup> Excludes Hawaii.

<sup>5</sup> Beginning in Quarter 4, 2006, includes The Ritz-Carlton International and Bulgari Hotels & Resorts. Prior to Quarter 4, 2006, includes The Ritz-Carlton International.

<sup>6</sup> Includes Hawaii.

## XV. INTERNATIONAL LODGING KEY OPERATING STATISTICS BY REGION

International Comparable Company- Operated Properties <sup>1</sup>	2009 1st Quarter	2009 2nd Quarter	2009 3rd Quarter	2009 4th Quarter	2009 Full Year
Caribbean & Latin America					
Occupancy (%)	69.2	67.9	66.3	65.9	67.0
Average Daily Rate (\$)	207.66	183.40	158.84	165.45	175.43
RevPar (\$) <sup>2</sup>	143.65	124.51	105.28	109.05	117.59
RevPar Change (%) <sup>3</sup>	(14.4)	(23.5)	(23.9)	(16.4)	(19.8)
Continental Europe					
Occupancy (%)	53.2	66.6	71.0	70.6	66.9
Average Daily Rate (\$)	161.33	154.59	153.72	171.44	161.17
RevPar (\$) <sup>2</sup>	85.87	102.98	109.13	121.11	107.83
RevPar Change (%) <sup>3</sup>	(19.6)	(18.6)	(18.4)	(11.1)	(16.0)
United Kingdom					
Occupancy (%)	62.9	72.1	77.3	74.5	72.5
Average Daily Rate (\$)	129.53	128.51	144.66	148.16	139.81
RevPar (\$) <sup>2</sup>	81.45	92.61	111.78	110.38	101.41
RevPar Change (%) <sup>3</sup>	(14.8)	(15.2)	(12.3)	(5.7)	(11.1)
Middle East & Africa					
Occupancy (%)	66.5	72.8	61.6	71.9	68.6
Average Daily Rate (\$)	155.41	138.09	121.06	136.59	137.31
RevPar (\$) <sup>2</sup>	103.42	100.59	74.52	98.17	94.21
RevPar Change (%) <sup>3</sup>	(10.5)	(22.2)	(27.8)	(13.9)	(18.9)
Asia Pacific <sup>4</sup>					
Occupancy (%)	58.5	59.6	62.6	69.4	63.6
Average Daily Rate (\$)	132.72	123.43	119.16	131.86	127.12
RevPar (\$) <sup>2</sup>	77.66	73.57	74.55	91.49	80.80
RevPar Change (%) <sup>3</sup>	(21.5)	(28.9)	(29.6)	(8.1)	(21.1)
International Luxury <sup>5</sup>					
Occupancy (%)	56.1	57.5	55.0	57.2	56.8
Average Daily Rate (\$)	341.39	327.22	282.69	303.07	317.16
RevPar (\$) <sup>2</sup>	191.56	188.29	155.56	173.30	179.99
RevPar Change (%) <sup>3</sup>	(17.0)	(26.1)	(26.7)	(17.1)	(22.1)
Total International <sup>6</sup>					
Occupancy (%)	60.0	65.8	66.9	69.0	66.3
Average Daily Rate (\$)	174.87	162.31	154.40	165.41	163.64
RevPar (\$) <sup>2</sup>	104.85	106.80	103.26	114.21	108.45
RevPar Change (%) <sup>3</sup>	(17.0)	(22.1)	(22.3)	(11.7)	(18.0)

<sup>1</sup> International financial results are reported on a period basis, while international statistics are reported on a monthly basis.

Statistics are in constant dollars. Excludes North America.

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

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

<sup>4</sup> Excludes Hawaii.

<sup>5</sup> Beginning in Quarter 4, 2006, includes The Ritz-Carlton International and Bulgari Hotels & Resorts. Prior to Quarter 4, 2006, includes The Ritz-Carlton International.

<sup>6</sup> Includes Hawaii.

## XV. INTERNATIONAL LODGING KEY OPERATING STATISTICS BY REGION

International Comparable Company- Operated Properties <sup>1</sup>	2010 1st Quarter	2010 2nd Quarter	2010 3rd Quarter	2010 4th Quarter	2010 Full Year
Caribbean & Latin America					
Occupancy (%)	73.4	72.7	71.5	67.1	70.7
Average Daily Rate (\$)	197.68	190.08	158.53	175.22	178.59
RevPar (\$) <sup>2</sup>	145.17	138.23	113.33	117.64	126.19
RevPar Change (%) <sup>3</sup>	(3.0)	9.5	7.6	6.2	5.5
Continental Europe					
Occupancy (%)	57.2	70.6	75.5	74.1	71.1
Average Daily Rate (\$)	158.20	163.77	149.09	170.57	161.63
RevPar (\$) <sup>2</sup>	90.47	115.68	112.54	126.41	114.92
RevPar Change (%) <sup>3</sup>	1.5	5.6	8.6	10.3	7.6
United Kingdom					
Occupancy (%)	66.4	76.3	81.6	77.1	76.4
Average Daily Rate (\$)	155.19	150.98	158.45	167.72	159.27
RevPar (\$) <sup>2</sup>	103.06	115.15	129.35	129.39	121.68
RevPar Change (%) <sup>3</sup>	6.0	5.8	9.7	8.3	7.8
Middle East & Africa					
Occupancy (%)	67.6	76.7	62.4	73.3	70.5
Average Daily Rate (\$)	136.58	135.92	119.06	136.21	133.18
RevPar (\$) <sup>2</sup>	92.29	104.18	74.25	99.88	93.86
RevPar Change (%) <sup>3</sup>	(11.6)	(2.0)	(2.2)	0.8	(2.6)
Asia Pacific <sup>4</sup>					
Occupancy (%)	60.2	68.2	68.1	68.6	66.7
Average Daily Rate (\$)	120.42	122.94	118.54	133.30	125.88
RevPar (\$) <sup>2</sup>	72.52	83.87	80.76	91.43	83.96
RevPar Change (%) <sup>3</sup>	15.8	27.7	29.9	18.3	23.3
International Luxury <sup>5</sup>					
Occupancy (%)	58.5	67.3	62.8	64.5	64.0
Average Daily Rate (\$)	322.47	317.09	289.92	313.56	310.46
RevPar (\$) <sup>2</sup>	188.74	213.49	182.05	202.34	198.82
RevPar Change (%) <sup>3</sup>	(0.7)	14.0	12.4	13.7	10.7
Total International <sup>6</sup>					
Occupancy (%)	63.1	71.6	71.9	71.5	70.3
Average Daily Rate (\$)	169.23	167.72	156.39	172.37	166.93
RevPar (\$) <sup>2</sup>	106.72	120.13	112.42	123.28	117.38
RevPar Change (%) <sup>3</sup>	1.5	9.8	12.2	10.5	9.4

<sup>1</sup> International financial results are reported on a period basis, while international statistics are reported on a monthly

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

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

<sup>4</sup> Excludes Hawaii.

<sup>5</sup> Beginning in Quarter 4, 2006, includes The Ritz-Carlton International and Bulgari Hotels & Resorts. Prior to Quarter

<sup>6</sup> Includes Hawaii.

<sup>1</sup> International financial results are reported on a period basis, while international statistics are reported on a monthly basis. Statistics are in constant dollars. Excludes North America.

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

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

<sup>4</sup> Excludes Hawaii.

<sup>5</sup> Beginning in Quarter 4, 2006, includes The Ritz-Carlton International and Bulgari Hotels & Resorts. Prior to Quarter 4, 2006, includes The Ritz-Carlton International.

<sup>6</sup> Includes Hawaii.

## XV. INTERNATIONAL LODGING KEY OPERATING STATISTICS BY REGION

International Comparable Company- Operated Properties <sup>1</sup>	2011 1st Quarter	2011 2nd Quarter	2011 3rd Quarter	2011 4th Quarter	2011 Full Year
Caribbean & Latin America					
Occupancy (%)	74.8	74.0	73.5	69.8	72.6
Average Daily Rate (\$)	195.87	190.44	167.78	184.44	183.64
RevPar (\$) <sup>2</sup>	146.49	140.95	123.32	128.66	133.29
RevPar Change (%) <sup>3</sup>	9.7	9.1	12.8	10.9	10.6
Europe <sup>4</sup>					
Occupancy (%)	61.9	74.9	78.1	73.7	73.2
Average Daily Rate (\$)	159.47	176.92	177.15	178.72	175.20
RevPar (\$) <sup>2</sup>	98.73	132.47	138.28	131.66	128.21
RevPar Change (%) <sup>3</sup>	7.1	8.9	5.3	1.3	5.0
Middle East & Africa					
Occupancy (%)	58.0	56.9	56.5	62.5	58.8
Average Daily Rate (\$)	159.60	148.70	118.83	143.11	141.22
RevPar (\$) <sup>2</sup>	92.52	84.59	67.12	89.50	83.11
RevPar Change (%) <sup>3</sup>	3.5	(17.0)	(10.1)	(8.4)	(9.3)
Asia Pacific <sup>5</sup>					
Occupancy (%)	63.6	72.2	73.5	75.2	73.1
Average Daily Rate (\$)	132.06	139.56	130.27	143.78	137.80
RevPar (\$) <sup>2</sup>	83.96	100.79	95.77	108.11	100.69
RevPar Change (%) <sup>3</sup>	22.2	17.7	13.9	11.1	14.8
International Luxury <sup>6</sup>					
Occupancy (%)	63.0	65.2	63.3	63.7	63.8
Average Daily Rate (\$)	325.87	312.48	292.33	321.28	312.52
RevPar (\$) <sup>2</sup>	205.42	203.60	185.06	204.50	199.53
RevPar Change (%) <sup>3</sup>	12.3	1.4	8.5	5.5	6.2
Total International					
Occupancy (%)	63.6	71.5	72.8	71.5	70.8
Average Daily Rate (\$)	177.29	181.90	172.54	183.16	179.38
RevPar (\$) <sup>2</sup>	112.79	129.98	125.64	130.93	126.96
RevPar Change (%) <sup>3</sup>	11.1	7.3	7.5	4.5	6.9

<sup>1</sup> International financial results are reported on a period basis, while international statistics are reported on a monthly basis.

Statistics are in constant dollars. Excludes North America.

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

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

<sup>4</sup> Beginning in Q1 2011 Continental Europe and the United Kingdom were combined.

<sup>5</sup> Excludes Hawaii.

<sup>6</sup> Beginning in Quarter 4, 2006, includes The Ritz-Carlton International and Bulgari Hotels & Resorts. Prior to Quarter 4, 2006, includes The Ritz-Carlton International.

## XV. INTERNATIONAL LODGING KEY OPERATING STATISTICS BY REGION

International Comparable Company- Operated Properties <sup>1</sup>	2012 1st Quarter	2012 2nd Quarter	2012 3rd Quarter	2012 4th Quarter	2012 Full Year
Caribbean & Latin America					
Occupancy (%)	75.9	74.3	72.8	68.6	72.3
Average Daily Rate (\$)	207.03	201.25	174.36	186.44	190.75
RevPar (\$) <sup>2</sup>	157.17	149.58	126.98	127.93	137.93
RevPar Change (%) <sup>3</sup>	9.4	9.3	6.7	3.5	6.9
Europe <sup>4</sup>					
Occupancy (%)	60.8	74.0	77.4	74.1	72.7
Average Daily Rate (\$)	161.31	174.68	169.46	172.20	170.72
RevPar (\$) <sup>2</sup>	98.07	129.34	131.22	127.65	124.20
RevPar Change (%) <sup>3</sup>	2.9	2.6	4.9	2.0	3.0
Middle East & Africa					
Occupancy (%)	57.5	62.5	58.8	66.4	61.8
Average Daily Rate (\$)	145.75	143.89	121.19	135.28	133.14
RevPar (\$) <sup>2</sup>	83.76	89.89	71.30	89.77	82.25
RevPar Change (%) <sup>3</sup>	(6.1)	10.7	12.2	8.7	8.3
Asia Pacific <sup>5</sup>					
Occupancy (%)	67.8	74.7	71.8	75.0	73.0
Average Daily Rate (\$)	131.58	136.69	126.19	135.82	133.01
RevPar (\$) <sup>2</sup>	89.27	102.16	90.61	101.86	97.04
RevPar Change (%) <sup>3</sup>	16.1	10.9	7.8	4.2	8.4
International Luxury <sup>6</sup>					
Occupancy (%)	59.9	68.4	63.2	64.3	63.4
Average Daily Rate (\$)	351.58	334.07	309.85	339.54	341.32
RevPar (\$) <sup>2</sup>	210.51	228.65	195.74	218.15	216.34
RevPar Change (%) <sup>3</sup>	2.2	11.3	5.5	4.2	5.9
Total International					
Occupancy (%)	64.4	72.8	72.1	72.1	70.9
Average Daily Rate (\$)	177.39	181.08	166.93	175.64	175.14
RevPar (\$) <sup>2</sup>	114.28	131.74	120.41	126.65	124.22
RevPar Change (%) <sup>3</sup>	6.2	7.6	6.2	3.5	5.6

<sup>1</sup> International financial results are reported on a period basis, while international statistics are reported on a monthly basis.

Statistics are in constant dollars. Excludes North America.

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

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

<sup>4</sup> Beginning in Q1 2011 Continental Europe and the United Kingdom were combined.

<sup>5</sup> Excludes Hawaii.

<sup>6</sup> Beginning in Quarter 4, 2006, includes The Ritz-Carlton International and Bulgari Hotels & Resorts. Prior to Quarter 4, 2006, includes The Ritz-Carlton International.

## XV. INTERNATIONAL LODGING KEY OPERATING STATISTICS BY REGION

International Comparable Company- Operated Properties <sup>1</sup>	2013 1st Quarter	2013 2nd Quarter	2013 3rd Quarter	2013 4th Quarter	2013 Full Year
<b>Caribbean &amp; Latin America</b>					
Occupancy (%)	78.0	73.5	71.6	71.1	73.5
Average Daily Rate (\$)	230.21	200.47	192.09	215.27	209.79
RevPar (\$) <sup>2</sup>	179.53	147.42	137.62	153.03	154.28
RevPar Change (%) <sup>3</sup>	5.7	4.0	8.9	9.9	7.0
<b>Europe<sup>4</sup></b>					
Occupancy (%)	62.8	78.3	80.4	72.4	73.5
Average Daily Rate (\$)	162.45	177.73	169.52	176.76	172.01
RevPar (\$) <sup>2</sup>	102.00	139.15	136.27	128.06	126.47
RevPar Change (%) <sup>3</sup>	(2.7)	1.1	0.5	3.7	0.8
<b>Middle East &amp; Africa</b>					
Occupancy (%)	59.1	62.4	46.3	55.1	55.7
Average Daily Rate (\$)	154.00	140.27	142.57	153.43	147.63
RevPar (\$) <sup>2</sup>	91.05	87.54	66.03	84.50	82.22
RevPar Change (%) <sup>3</sup>	10.7	5.4	(12.7)	(11.8)	(2.4)
<b>Asia Pacific<sup>5</sup></b>					
Occupancy (%)	70.1	72.3	73.5	76.1	73.0
Average Daily Rate (\$)	147.61	142.62	133.20	147.76	142.76
RevPar (\$) <sup>2</sup>	103.51	103.13	97.97	112.44	104.27
RevPar Change (%) <sup>3</sup>	3.1	2.2	2.8	3.8	3.0
<b>International Luxury<sup>6</sup></b>					
Occupancy (%)	65.4	67.9	61.1	67.0	65.6
Average Daily Rate (\$)	390.45	346.63	339.55	375.43	367.86
RevPar (\$) <sup>2</sup>	255.45	235.21	207.36	251.41	241.31
RevPar Change (%) <sup>3</sup>	10.7	4.4	7.3	3.9	6.8
<b>Total International</b>					
Occupancy (%)	66.7	73.0	71.6	71.2	70.7
Average Daily Rate (\$)	193.67	185.07	174.97	190.89	185.74
RevPar (\$) <sup>2</sup>	129.23	135.06	125.23	135.84	131.27
RevPar Change (%) <sup>3</sup>	4.1	2.7	2.5	3.3	3.2

<sup>1</sup> Statistics are in constant dollars. Excludes North America.

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

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

<sup>4</sup> Beginning in Q1 2011 Continental Europe and the United Kingdom were combined.

<sup>5</sup> Excludes Hawaii.

<sup>6</sup> Beginning in Quarter 4, 2006, includes The Ritz-Carlton International, Bulgari Hotels & Resorts, and EDITION. Prior to Quarter 4, 2006, includes The

<sup>7</sup> Statistics are for the three months ended March 31, 2013. RevPar Change (%) has been adjusted to compare the three months ended March 31, 2013 to the three months ended March 31, 2012.

<sup>8</sup> Statistics are for the three months ended June 30, 2013. RevPar Change (%) has been adjusted to compare the three months ended June 30, 2013 to the three months ended June 30, 2012.

<sup>9</sup> Statistics are for the three months ended September 30, 2013. RevPar Change (%) has been adjusted to compare the three months ended September 30, 2013 to the three months ended September 30, 2012.

<sup>10</sup> Statistics are for the three months ended December 31, 2013. RevPar Change (%) has been adjusted to compare the three months ended December 31, 2013 to the three months ended December 31, 2012.

<sup>11</sup> Statistics are for the year ended December 31, 2013. RevPar Change (%) has been adjusted to compare the year ended December 31, 2013 to the year ended December 31, 2012.

## XV. INTERNATIONAL LODGING KEY OPERATING STATISTICS BY REGION

International Comparable Company- Operated Properties <sup>1</sup>	2014 1st Quarter	2014 2nd Quarter	2014 3rd Quarter	2014 4th Quarter	2014 Full Year
Caribbean & Latin America <sup>2</sup>					
Occupancy (%)	78.4	73.5	71.0	71.6	73.6
Average Daily Rate (\$)	283.35	232.45	201.84	238.87	239.95
RevPar (\$) <sup>3</sup>	222.26	170.88	143.40	171.01	176.66
RevPar Change (%) <sup>4</sup>	9.4	12.7	13.6	9.5	11.0
Europe					
Occupancy (%)	63.4	77.9	81.0	74.5	74.9
Average Daily Rate (\$)	181.47	205.60	199.06	183.81	193.20
RevPar (\$) <sup>3</sup>	115.08	160.25	161.27	136.86	144.61
RevPar Change (%) <sup>4</sup>	2.6	1.3	4.7	4.2	3.2
Middle East & Africa					
Occupancy (%)	59.6	62.8	54.2	64.9	60.1
Average Daily Rate (\$)	202.06	187.10	166.85	199.27	190.60
RevPar (\$) <sup>3</sup>	120.44	117.57	90.47	129.24	114.47
RevPar Change (%) <sup>4</sup>	(0.6)	3.9	16.1	15.7	7.9
Asia Pacific					
Occupancy (%)	70.8	72.8	74.8	76.1	73.7
Average Daily Rate (\$)	182.05	173.24	168.18	180.66	176.48
RevPar (\$) <sup>3</sup>	128.90	126.19	125.85	137.46	130.04
RevPar Change (%) <sup>4</sup>	6.3	5.5	5.0	2.4	4.8
Total International					
Occupancy (%)	67.7	73.6	74.3	73.7	72.6
Average Daily Rate (\$)	198.30	194.31	184.29	190.74	192.04
RevPar (\$) <sup>3</sup>	134.25	143.03	136.98	140.54	139.35
RevPar Change (%) <sup>4</sup>	4.9	4.5	6.6	5.3	5.4

<sup>1</sup> Statistics are in constant dollars. Excludes North America.

<sup>2</sup> Due to significant inflation in Venezuela, the company's three hotels in that country were removed from the comp set.

<sup>3</sup> Revenue per Available Room.

<sup>4</sup> Year over year change of a consistent group of comparable hotels. Comparable hotel base changes each year based on hotel openings.

## XV. INTERNATIONAL LODGING KEY OPERATING STATISTICS BY REGION

International Comparable Company- Operated Properties <sup>1</sup>	2015 1st Quarter	2015 2nd Quarter	2015 3rd Quarter	2015 4th Quarter	2015 Full Year
Caribbean & Latin America					
Occupancy (%)	77.4	73.3	68.5	70.4	72.4
Average Daily Rate (\$)	300.53	235.10	205.63	246.24	248.05
RevPar (\$) <sup>2</sup>	232.56	172.37	140.95	173.48	179.58
RevPar Change (%) <sup>3</sup>	7.1	6.7	2.4	3.6	5.2
Europe					
Occupancy (%)	67.7	80.0	82.9	73.0	75.9
Average Daily Rate (\$)	163.44	177.18	178.39	171.05	173.07
RevPar (\$) <sup>2</sup>	110.63	141.67	147.82	124.79	131.43
RevPar Change (%) <sup>3</sup>	8.5	5.7	8.8	3.1	6.5
Middle East & Africa					
Occupancy (%)	64.9	62.2	55.6	62.1	61.2
Average Daily Rate (\$)	197.74	177.70	161.10	185.59	181.16
RevPar (\$) <sup>2</sup>	128.36	110.57	89.54	115.31	110.85
RevPar Change (%) <sup>3</sup>	9.5	0.1	2.7	(7.5)	0.9
Asia Pacific					
Occupancy (%)	71.8	74.0	74.4	76.3	74.1
Average Daily Rate (\$)	165.32	153.53	144.95	155.73	153.83
RevPar (\$) <sup>2</sup>	118.65	113.67	107.89	118.87	114.00
RevPar Change (%) <sup>3</sup>	5.7	5.3	3.7	3.6	4.7
Total International					
Occupancy (%)	70.3	74.5	74.2	72.6	72.9
Average Daily Rate (\$)	188.38	175.53	166.91	176.08	176.24
RevPar (\$) <sup>2</sup>	132.39	130.83	123.87	127.87	128.50
RevPar Change (%) <sup>3</sup>	7.3	5.1	5.5	2.0	5.0

<sup>1</sup> Statistics are in constant dollars. Excludes North America.

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

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

## XV. INTERNATIONAL LODGING KEY OPERATING STATISTICS BY REGION

International Comparable Company- Operated Properties <sup>1</sup>	2016 1st Quarter	2016 2nd Quarter	2016 3rd Quarter	2016 4th Quarter <sup>4</sup>	2016 Full Year <sup>4</sup>
Caribbean & Latin America					
Occupancy (%)	75.6	70.2	70.4	69.1	71.3
Average Daily Rate (\$)	286.12	218.68	207.25	232.91	237.57
RevPar (\$) <sup>2</sup>	216.34	153.47	145.82	160.92	169.28
RevPar Change (%) <sup>3</sup>	5.1	(2.6)	10.3	0.7	3.6
Europe					
Occupancy (%)	63.9	76.7	77.1	71.4	72.4
Average Daily Rate (\$)	141.50	158.42	150.47	144.10	148.76
RevPar (\$) <sup>2</sup>	90.45	121.50	116.07	102.92	107.71
RevPar Change (%) <sup>3</sup>	2.0	2.5	(0.1)	2.3	1.9
Middle East & Africa					
Occupancy (%)	69.8	61.0	64.5	68.8	66.0
Average Daily Rate (\$)	158.90	142.68	126.34	154.18	146.15
RevPar (\$) <sup>2</sup>	110.96	87.07	81.48	106.03	96.52
RevPar Change (%) <sup>3</sup>	(3.4)	(7.1)	4.8	0.2	(1.5)
Asia Pacific					
Occupancy (%)	71.1	74.8	76.0	77.3	74.8
Average Daily Rate (\$)	151.05	142.97	137.23	147.15	144.62
RevPar (\$) <sup>2</sup>	107.37	106.95	104.27	113.71	108.15
RevPar Change (%) <sup>3</sup>	6.8	5.2	5.7	3.4	5.2
Total International					
Occupancy (%)	68.9	72.3	73.5	72.8	71.9
Average Daily Rate (\$)	166.43	156.25	146.90	155.88	155.81
RevPar (\$) <sup>2</sup>	114.75	112.91	108.00	113.47	112.02
RevPar Change (%) <sup>3</sup>	3.1	1.1	4.0	2.0	2.7

<sup>1</sup> Statistics are in constant dollars. Excludes North America.

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

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

<sup>4</sup> Statistics for 4th Quarter and Full Year 2016 reflect only Legacy-Marriott brands.

## XV. INTERNATIONAL LODGING KEY OPERATING STATISTICS BY REGION

International Comparable Company- Operated Properties <sup>1</sup>	Combined <sup>4</sup> 2016 1st Quarter	Combined <sup>4</sup> 2016 2nd Quarter	Combined <sup>4</sup> 2016 3rd Quarter	2016 4th Quarter <sup>5</sup>	Combined <sup>4</sup> 2016 Full Year
Caribbean & Latin America					
Occupancy (%)	69.0	63.9	63.9	64.3	65.3
Average Daily Rate (\$)	250.97	199.52	188.82	213.96	213.99
RevPar (\$) <sup>2</sup>	173.25	127.57	120.65	137.49	139.69
RevPar Change (%) <sup>3</sup>	2.4	(4.2)	6.9	(3.1)	0.4
Europe					
Occupancy (%)	62.8	76.9	77.5	70.1	71.8
Average Daily Rate (\$)	159.32	185.61	182.68	164.15	173.84
RevPar (\$) <sup>2</sup>	100.10	142.65	141.58	115.09	124.87
RevPar Change (%) <sup>3</sup>	1.7	1.6	(0.6)	1.3	0.8
Middle East & Africa					
Occupancy (%)	67.9	60.3	62.2	67.8	64.6
Average Daily Rate (\$)	183.32	158.73	139.03	175.77	164.90
RevPar (\$) <sup>2</sup>	124.40	95.78	86.54	119.24	106.49
RevPar Change (%) <sup>3</sup>	(5.4)	(9.6)	1.4	(1.1)	(3.8)
Greater China					
Occupancy (%)	61.5	67.0	70.6	70.7	67.5
Average Daily Rate (\$)	142.77	131.96	124.75	130.60	132.16
RevPar (\$) <sup>2</sup>	87.83	88.42	88.01	92.39	89.17
RevPar Change (%) <sup>3</sup>	1.7	(0.5)	(0.5)	0.8	0.4
Rest of Asia Pacific					
Occupancy (%)	75.7	72.7	76.8	75.8	75.2
Average Daily Rate (\$)	152.60	144.39	147.15	154.83	149.80
RevPar (\$) <sup>2</sup>	115.45	104.99	112.94	117.34	112.69
RevPar Change (%) <sup>3</sup>	6.6	3.6	3.7	1.1	3.7
Asia Pacific					
Occupancy (%)	66.3	68.9	72.6	72.4	70.1
Average Daily Rate (\$)	146.54	136.37	132.70	139.12	138.52
RevPar (\$) <sup>2</sup>	97.12	93.99	96.39	100.78	97.08
RevPar Change (%) <sup>3</sup>	3.6	1.0	1.1	0.9	1.6
Total International					
Occupancy (%)	65.9	68.9	71.3	70.4	69.2
Average Daily Rate (\$)	165.28	158.01	151.09	157.04	157.69
RevPar (\$) <sup>2</sup>	108.99	108.95	107.72	110.54	109.05
RevPar Change (%) <sup>3</sup>	1.1	(1.1)	1.1	0.2	0.3

<sup>1</sup> Statistics are in constant dollars. Excludes North America.

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

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

<sup>4</sup> Combined Company statistics assume Marriott's acquisition of Starwood had been completed on January 1, 2015.

<sup>5</sup> Beginning with 4th Quarter 2016, all statistics reflect the combined Legacy-Marriott and Legacy-Starwood portfolios.

## XV. INTERNATIONAL LODGING KEY OPERATING STATISTICS BY REGION

International Comparable Company- Operated Properties <sup>1</sup>	2017 1st Quarter	2017 2nd Quarter	2017 3rd Quarter	2017 4th Quarter	2017 Full Year	2017 Full Year Systemwide
Caribbean & Latin America						
Occupancy (%)	69.0	66.1	63.8	67.6	66.5	64.3
Average Daily Rate (\$)	234.75	199.54	172.08	203.87	196.31	161.91
RevPar (\$) <sup>2</sup>	161.96	131.89	109.80	137.91	130.48	104.10
RevPar Change (%) <sup>3</sup>	0.2	7.6	0.0	6.7	3.9	4.0
Europe						
Occupancy (%)	64.4	77.5	79.9	71.5	73.5	71.9
Average Daily Rate (\$)	156.59	189.00	216.16	183.55	188.69	171.72
RevPar (\$) <sup>2</sup>	100.86	146.45	172.62	131.30	138.70	123.44
RevPar Change (%) <sup>3</sup>	6.3	6.5	8.0	5.9	6.9	7.2
Middle East & Africa						
Occupancy (%)	68.9	61.9	62.9	69.4	65.7	65.4
Average Daily Rate (\$)	175.12	156.66	135.13	177.09	161.95	155.90
RevPar (\$) <sup>2</sup>	120.69	96.96	84.98	122.91	106.33	101.98
RevPar Change (%) <sup>3</sup>	(0.7)	2.4	(0.7)	6.0	1.9	2.0
Greater China						
Occupancy (%)	65.7	71.2	75.1	73.8	71.5	70.9
Average Daily Rate (\$)	126.24	123.39	123.30	133.54	126.33	127.47
RevPar (\$) <sup>2</sup>	82.91	87.83	92.60	98.59	90.26	90.37
RevPar Change (%) <sup>3</sup>	5.0	8.1	10.6	9.0	8.4	8.5
Rest of Asia Pacific						
Occupancy (%)	76.2	71.9	77.0	75.2	75.4	74.8
Average Daily Rate (\$)	155.94	151.34	154.99	165.27	158.02	158.21
RevPar (\$) <sup>2</sup>	118.88	108.86	119.30	124.36	119.10	118.36
RevPar Change (%) <sup>3</sup>	5.6	6.5	6.2	5.4	6.1	5.1
Asia Pacific						
Occupancy (%)	69.4	71.4	75.8	74.3	72.8	72.6
Average Daily Rate (\$)	137.62	133.18	134.67	144.80	137.85	140.94
RevPar (\$) <sup>2</sup>	95.44	95.14	102.03	107.63	100.39	102.27
RevPar Change (%) <sup>3</sup>	5.3	7.5	8.7	7.5	7.4	6.8
Total International						
Occupancy (%)	68.1	70.7	73.5	72.2	71.2	70.3
Average Daily Rate (\$)	157.80	157.16	158.85	164.25	159.14	154.71
RevPar (\$) <sup>2</sup>	107.42	111.14	116.77	118.62	113.32	108.78
RevPar Change (%) <sup>3</sup>	3.6	6.4	6.5	6.7	6.0	5.9
Worldwide <sup>4</sup>						
Occupancy (%)						73.2
Average Daily Rate (\$)						157.12
RevPar (\$) <sup>2</sup>						115.02
RevPar Change (%) <sup>3</sup>						3.1

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

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

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

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

## XV. INTERNATIONAL LODGING KEY OPERATING STATISTICS BY REGION

International Comparable Company- Operated Properties <sup>1</sup>	2018 1st Quarter	2018 2nd Quarter	2018 3rd Quarter	2018 4th Quarter	2018 Full Year	2018 Full Year Systemwide
Caribbean & Latin America						
Occupancy (%)	68.4	64.2	61.6	64.6	64.8	63.2
Average Daily Rate (\$)	233.91	198.35	172.20	203.56	202.84	165.71
RevPar (\$) <sup>2</sup>	160.09	127.25	106.04	131.49	131.52	104.77
RevPar Change (%) <sup>3</sup>	10.6	8.8	6.4	8.6	8.6	7.4
Europe						
Occupancy (%)	65.8	78.1	79.7	72.3	74.0	73.0
Average Daily Rate (\$)	185.03	215.95	225.65	187.95	205.15	183.74
RevPar (\$) <sup>2</sup>	121.72	168.59	179.84	135.89	151.86	134.10
RevPar Change (%) <sup>3</sup>	4.1	4.2	4.3	5.5	4.8	5.8
Middle East & Africa						
Occupancy (%)	69.8	61.1	64.2	70.2	66.4	66.1
Average Daily Rate (\$)	170.91	148.75	128.85	162.01	154.17	148.87
RevPar (\$) <sup>2</sup>	119.38	90.93	82.66	113.81	102.39	98.38
RevPar Change (%) <sup>3</sup>	3.4	(4.2)	0.0	(5.9)	(1.8)	(1.6)
Greater China						
Occupancy (%)	68.7	72.7	74.4	73.1	72.3	71.7
Average Daily Rate (\$)	134.82	131.97	125.29	130.84	130.77	131.07
RevPar (\$) <sup>2</sup>	92.66	95.94	93.17	95.61	94.54	93.96
RevPar Change (%) <sup>3</sup>	11.9	10.0	5.4	3.5	7.6	7.5
Rest of Asia Pacific						
Occupancy (%)	76.5	72.2	76.4	76.8	75.6	75.3
Average Daily Rate (\$)	179.25	164.70	161.73	173.73	170.99	170.43
RevPar (\$) <sup>2</sup>	137.07	118.98	123.55	133.38	129.25	128.40
RevPar Change (%) <sup>3</sup>	7.8	6.5	5.8	8.6	7.3	7.0
Asia Pacific						
Occupancy (%)	71.6	72.5	75.1	74.5	73.5	73.3
Average Daily Rate (\$)	152.49	144.11	139.00	147.26	146.14	148.90
RevPar (\$) <sup>2</sup>	109.20	104.51	104.41	109.64	107.43	109.14
RevPar Change (%) <sup>3</sup>	10.0	8.5	5.6	5.8	7.5	7.2
Total International						
Occupancy (%)	69.7	71.0	73.1	72.4	71.6	70.9
Average Daily Rate (\$)	169.69	167.20	161.71	163.41	165.91	161.48
RevPar (\$) <sup>2</sup>	118.21	118.79	118.26	118.27	118.86	114.56
RevPar Change (%) <sup>3</sup>	7.3	5.2	4.5	3.8	5.2	5.5
Worldwide <sup>4</sup>						
Occupancy (%)						73.2
Average Daily Rate (\$)						160.37
RevPar (\$) <sup>2</sup>						117.37
RevPar Change (%) <sup>3</sup>						2.6

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

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

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

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

## XV. INTERNATIONAL LODGING KEY OPERATING STATISTICS BY REGION

International Comparable Company- Operated Properties <sup>1</sup>	2019 1st Quarter	2019 2nd Quarter	2019 3rd Quarter	2019 4th Quarter	2019 Full Year	2019 Full Year Systemwide
Caribbean & Latin America						
Occupancy (%)	66.9	65.0	63.5	64.3	65.1	62.7
Average Daily Rate (\$)	239.19	192.59	174.43	202.27	203.23	163.57
RevPar (\$) <sup>2</sup>	160.09	125.25	110.70	130.13	132.25	102.62
RevPar Change (%) <sup>3</sup>	3.2	0.6	4.9	0.4	2.3	2.1
Europe						
Occupancy (%)	64.9	78.7	80.7	73.2	74.7	73.3
Average Daily Rate (\$)	175.28	209.25	220.87	187.20	200.21	178.26
RevPar (\$) <sup>2</sup>	113.76	164.67	178.25	137.12	149.51	130.75
RevPar Change (%) <sup>3</sup>	1.2	4.3	2.2	3.0	2.8	2.7
Middle East & Africa						
Occupancy (%)	70.3	64.0	66.4	73.3	68.5	67.9
Average Daily Rate (\$)	167.16	152.51	139.65	164.97	156.43	149.88
RevPar (\$) <sup>2</sup>	117.53	97.58	92.73	120.93	107.20	101.79
RevPar Change (%) <sup>3</sup>	(4.1)	(0.7)	1.5	2.9	0.0	0.1
Greater China						
Occupancy (%)	64.8	69.7	72.0	71.0	69.6	69.1
Average Daily Rate (\$)	128.45	123.48	116.20	116.81	121.01	120.94
RevPar (\$) <sup>2</sup>	83.19	86.00	83.66	82.89	84.19	83.53
RevPar Change (%) <sup>3</sup>	2.7	2.5	(0.4)	(5.4)	(0.2)	(0.1)
Rest of Asia Pacific						
Occupancy (%)	75.9	73.3	77.6	78.5	76.2	75.6
Average Daily Rate (\$)	172.08	158.35	158.76	171.24	166.02	165.72
RevPar (\$) <sup>2</sup>	130.59	116.01	123.15	134.46	126.49	125.26
RevPar Change (%) <sup>3</sup>	4.2	5.5	3.0	3.9	4.3	4.1
Asia Pacific						
Occupancy (%)	69.5	71.2	74.4	74.2	72.4	72.3
Average Daily Rate (\$)	148.77	138.68	135.13	141.58	141.38	143.90
RevPar (\$) <sup>2</sup>	103.41	98.71	100.50	105.07	102.39	103.98
RevPar Change (%) <sup>3</sup>	3.5	3.9	1.4	(0.5)	2.2	2.4
Total International						
Occupancy (%)	68.4	71.2	73.6	73.1	71.7	70.9
Average Daily Rate (\$)	164.67	162.54	159.91	159.92	161.91	157.31
RevPar (\$) <sup>2</sup>	112.69	115.69	117.74	116.88	116.10	111.51
RevPar Change (%) <sup>3</sup>	1.4	3.1	1.9	1.1	2.0	2.2
Worldwide <sup>4</sup>						
Occupancy (%)						73.1
Average Daily Rate (\$)						160.55
RevPar (\$) <sup>2</sup>						117.30
RevPar Change (%) <sup>3</sup>						1.3

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

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

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

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

## XV. INTERNATIONAL LODGING KEY OPERATING STATISTICS BY REGION

International Comparable Company- Operated Properties <sup>1</sup>	2020 1st Quarter	2020 2nd Quarter	2020 3rd Quarter	2020 4th Quarter	2020 Full Year	2020 Full Year Systemwide
Caribbean & Latin America						
Occupancy (%)	54.3	5.7	16.7	28.4	26.7	24.4
Average Daily Rate (\$)	239.59	95.39	132.54	157.44	196.51	159.12
RevPar (\$) <sup>2</sup>	130.13	5.47	22.15	44.76	52.55	38.81
RevPar Change (%) <sup>3</sup>	(19.2)	(95.1)	(78.2)	(66.4)	(60.0)	(63.4)
Europe						
Occupancy (%)	48.4	2.8	18.0	14.5	20.8	21.7
Average Daily Rate (\$)	173.56	114.41	185.36	137.50	167.70	149.58
RevPar (\$) <sup>2</sup>	84.07	3.23	33.34	19.91	34.88	32.53
RevPar Change (%) <sup>3</sup>	(25.0)	(98.0)	(81.9)	(86.1)	(76.8)	(75.1)
Middle East & Africa						
Occupancy (%)	58.6	17.8	25.8	36.8	34.9	34.3
Average Daily Rate (\$)	151.37	117.11	132.30	137.58	140.34	134.87
RevPar (\$) <sup>2</sup>	88.71	20.85	34.17	50.61	48.97	46.27
RevPar Change (%) <sup>3</sup>	(19.6)	(77.3)	(61.6)	(56.1)	(52.1)	(52.5)
Greater China						
Occupancy (%)	24.5	36.5	62.6	63.0	46.7	45.9
Average Daily Rate (\$)	118.23	93.13	103.05	113.42	106.60	106.19
RevPar (\$) <sup>2</sup>	29.02	33.97	64.48	71.41	49.77	48.72
RevPar Change (%) <sup>3</sup>	(63.6)	(59.2)	(24.5)	(19.6)	(41.4)	(42.4)
Rest of Asia Pacific						
Occupancy (%)	53.9	13.1	24.3	33.2	31.3	32.1
Average Daily Rate (\$)	162.18	89.77	110.24	128.71	135.09	138.45
RevPar (\$) <sup>2</sup>	87.39	11.72	26.73	42.74	42.23	44.41
RevPar Change (%) <sup>3</sup>	(28.1)	(89.0)	(76.9)	(66.5)	(64.2)	(62.3)
Asia Pacific						
Occupancy (%)	38.2	25.5	45.0	49.3	39.6	38.8
Average Daily Rate (\$)	147.12	92.33	104.83	118.13	116.90	119.89
RevPar (\$) <sup>2</sup>	56.24	23.54	47.18	58.29	46.32	46.51
RevPar Change (%) <sup>3</sup>	(43.3)	(75.0)	(52.4)	(45.3)	(53.7)	(54.2)
Total International						
Occupancy (%)	45.4	17.5	33.6	38.1	33.8	31.5
Average Daily Rate (\$)	163.28	97.62	118.96	125.15	132.56	131.63
RevPar (\$) <sup>2</sup>	74.16	17.10	39.97	47.69	44.77	41.51
RevPar Change (%) <sup>3</sup>	(32.0)	(84.5)	(65.7)	(59.6)	(60.6)	(62.2)
Worldwide <sup>4</sup>						
Occupancy (%)						35.5
Average Daily Rate (\$)						130.40
RevPar (\$) <sup>2</sup>						46.28
RevPar Change (%) <sup>3</sup>						(60.2)

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

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

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

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

## XV. INTERNATIONAL LODGING KEY OPERATING STATISTICS BY REGION

International Comparable Company- Operated Properties <sup>1</sup>	2021 1st Quarter	2021 2nd Quarter	2021 3rd Quarter	2021 4th Quarter	2021 Full Year	2021 Full Year Systemwide
Caribbean & Latin America						
Occupancy (%)	31.2	41.7	46.4	54.4	43.6	41.8
Average Daily Rate (\$)	179.84	177.58	175.95	195.57	179.04	152.94
RevPar (\$) <sup>2</sup>	56.16	74.09	81.73	106.33	78.07	63.98
RevPar Change (%) <sup>3</sup>	(49.5)	1,105.4	257.1	140.5	63.3	74.3
Europe						
Occupancy (%)	13.3	23.8	47.1	48.9	33.4	32.6
Average Daily Rate (\$)	129.87	165.29	222.03	195.04	193.55	172.71
RevPar (\$) <sup>2</sup>	17.24	39.27	104.65	95.40	64.63	56.23
RevPar Change (%) <sup>3</sup>	(80.4)	1,030.5	215.8	391.3	81.5	71.3
Middle East & Africa						
Occupancy (%)	41.6	45.1	50.8	66.0	51.5	50.6
Average Daily Rate (\$)	154.22	146.92	142.46	196.71	163.51	153.52
RevPar (\$) <sup>2</sup>	64.08	66.28	72.42	129.78	84.18	77.69
RevPar Change (%) <sup>3</sup>	(30.6)	211.1	90.7	123.5	59.6	60.3
Greater China						
Occupancy (%)	47.9	63.9	54.6	54.8	55.5	54.2
Average Daily Rate (\$)	115.50	123.20	122.94	120.50	120.67	118.09
RevPar (\$) <sup>2</sup>	55.37	78.73	67.15	66.06	67.01	64.06
RevPar Change (%) <sup>3</sup>	80.4	117.0	(1.8)	(10.3)	28.5	26.9
Rest of Asia Pacific						
Occupancy (%)	33.6	29.6	33.2	48.7	36.4	37.8
Average Daily Rate (\$)	111.02	110.13	104.22	119.58	111.05	114.50
RevPar (\$) <sup>2</sup>	37.34	32.64	34.57	58.18	40.45	43.23
RevPar Change (%) <sup>3</sup>	(56.4)	164.1	37.1	47.4	0.7	2.2
Asia Pacific						
Occupancy (%)	41.2	47.7	44.6	51.9	46.6	45.8
Average Daily Rate (\$)	113.78	119.35	116.41	120.10	117.15	116.57
RevPar (\$) <sup>2</sup>	46.87	56.87	51.88	62.37	54.56	53.37
RevPar Change (%) <sup>3</sup>	(17.2)	128.1	7.7	8.2	17.2	15.3
Total International						
Occupancy (%)	34.8	41.8	46.3	53.8	44.5	42.4
Average Daily Rate (\$)	127.65	134.07	147.63	154.91	142.01	138.71
RevPar (\$) <sup>2</sup>	44.46	56.09	68.32	83.38	63.17	58.75
RevPar Change (%) <sup>3</sup>	(39.3)	203.1	64.2	70.3	39.1	40.6
Worldwide <sup>4</sup>						
Occupancy (%)						51.3
Average Daily Rate (\$)						145.56
RevPar (\$) <sup>2</sup>						74.66
RevPar Change (%) <sup>3</sup>						60.4

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

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

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

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