MARRIOTT INTERNATIONAL, INC.
Non-GAAP Financial Measures

In our press release and schedules, and on the related conference call, we report certain financial measures that are not prescribed or authorized by United States generally accepted accounting principles ("GAAP"). We discuss management's reasons for reporting these non-GAAP measures below, and the press release schedules reconcile the most directly comparable GAAP measure to each non-GAAP measure that we refer to (identified by a double asterisk on the preceding pages). Although management evaluates and presents these non-GAAP measures for the reasons described below, please be aware that these non-GAAP measures are not alternatives to revenue, operating income, income from continuing operations, net income, earnings per share or any other comparable operating measure prescribed by GAAP. In addition, these non-GAAP financial measures may be calculated and/or presented differently than measures with the same or similar names that are reported by other companies, and as a result, the non-GAAP measures we report may not be comparable to those reported by others.

Measures That Exclude Timeshare Strategy - Impairment Charges, Restructuring Costs and Other Charges, Deferred Compensation Charges (Credits), Litigation Expenses, and Certain Tax Expenses. Management evaluates non-GAAP measures that exclude the impact of Timeshare strategy - impairment charges incurred in the 2009 third quarter, restructuring costs and other charges and certain tax expenses incurred in the 2009 first quarter, 2009 and 2008 second and third quarters, as well as estimated restructuring costs and other charges expected to be incurred in the fourth quarter of 2009 and estimated full year 2009 restructuring costs and other charges, deferred compensation charges (credits) incurred in the 2009 and 2008 third quarters of $8 million and ($7) million, respectively, associated with our deferred compensation plan, and litigation expenses of $5 million because those non-GAAP measures allow for period-over-period comparisons of our on-going core operations before material charges. These non-GAAP measures also facilitate management's comparison of results from our on-going operations before material charges with results from other lodging companies.

In response to the difficult business conditions that the Timeshare segment's timeshare, luxury residential, and luxury fractional real estate development businesses continue to experience, we evaluated the entire Timeshare portfolio in the 2009 third quarter. In order to adjust the business strategy to reflect current market conditions, on September 22, 2009, we approved plans for our Timeshare segment to take the following actions: (1) for our luxury residential projects, reduce prices, convert certain proposed projects to other uses, sell some undeveloped land, and not pursue further Marriott-funded residential development projects; (2) reduce prices for existing luxury fractional units; (3) continue short-term promotions for our U.S. timeshare business and defer the introduction of new projects and development phases; and (4) for our European timeshare and fractional resorts, continue promotional pricing and marketing incentives and not pursue further development. As a result of these decisions, we recorded third quarter 2009 pretax charges totaling $752 million in our Consolidated Statements of Income ($502 million after-tax), including $614 million of pretax charges impacting operating income under the "Timeshare strategy-impairment charges" caption, and $138 million of pretax charges impacting non-operating income under the "Timeshare strategy-impairment charges (non-operating)" caption.

During the latter part of 2008 and particularly the fourth quarter, we experienced a significant decline in demand for hotel rooms both domestically and internationally due, in part, to the failures and near failures of several large financial service companies and the dramatic downturn in the economy. Our capital intensive Timeshare business was also hurt by the downturn in market conditions and particularly, the significant deterioration in the credit markets, which resulted in our decision not to complete a note sale in the fourth quarter of 2008 (although we did complete a note sale in the first quarter of 2009). These declines resulted in reduced management and franchise fees, cancellation of development projects, reduced timeshare contract sales, contract cancellation allowances, and charges and reserves associated with expected fundings, loans, Timeshare inventory, accounts receivable, contract cancellation allowances, valuation of Timeshare residual interests, hedge ineffectiveness, and asset impairments. We responded by implementing various cost saving measures, beginning in the fourth quarter of 2008 and which continued in the first quarter through third quarters of 2009, and resulted in first quarter 2009 restructuring costs of $2 million, second quarter 2009 restructuring costs of $33 million, and third quarter 2009 restructuring costs of $9 million that were directly related to the downturn. We also incurred other first quarter 2009 and second quarter 2009 charges totaling $127 million and $24 million, respectively, as well as $1 million in net other credits in the 2009 third quarter, that were directly related to the downturn, including asset impairment charges, accounts receivable and guarantee charges, reserves associated with loans, reversal of the liability related to expected fundings, Timeshare contract cancellation allowances, and charges related to the valuation of Timeshare residual interests. Currently, we expect to incur $5 million to $6 million in restructuring costs and other charges in the 2009 fourth quarter. For full year 2009, we expect restructuring costs and other charges to total $199 million to $200 million as a result of our restructuring efforts and the economic downturn, which includes $194 million of restructuring costs and other charges already incurred in the first three quarters of 2009. These estimates are subject to change.

Certain tax expenses included $26 million in the 2009 first quarter, $17 million in the 2009 second quarter, $13 million in the 2009 third quarter and $24 million in the 2008 second quarter of non-cash charges primarily related to the treatment of funds received from certain foreign subsidiaries, an issue we are contesting with the Internal Revenue Service ("IRS"). Additionally, certain tax expenses in the 2008 second quarter also reflected $12 million of tax expense due primarily to prior years' tax adjustments, including a settlement with the IRS that resulted in a lower than expected refund of taxes associated with a 1995 leasing transaction. Certain tax items in the 2008 third quarter reflected $29 million of tax expense primarily related to an unfavorable court decision involving a tax planning transaction associated with a 1994 sale transaction.

Earnings Before Interest, Taxes, Depreciation and Amortization. Earnings before interest, taxes, depreciation and amortization ("EBITDA") reflects earnings excluding the impact of interest expense, tax expense, depreciation and amortization. Management considers EBITDA to be an indicator of operating performance because it can be used to measure our ability to service debt, fund capital expenditures, and expand our business. EBITDA is used by analysts, lenders, investors and others, as well as by us, to evaluate companies because it excludes certain items that can vary widely across different industries or among companies within the same industry. For example, interest expense can be dependent on a company's capital structure, debt levels and credit ratings. Accordingly, the impact of interest expense on earnings can vary significantly among companies. The tax positions of companies can also vary because of their differing abilities to take advantage of tax benefits and because of the tax policies of the jurisdictions in which they operate. As a result, effective tax rates and tax expense can vary considerably among companies. EBITDA also excludes depreciation and amortization because companies utilize productive assets of different ages and use different methods of both acquiring and depreciating productive assets. These differences can result in considerable variability in the relative costs of productive assets and the depreciation and amortization expense among companies.

Adjusted EBITDA. Management also evaluates adjusted EBITDA which excludes: (1) Timeshare strategy - impairment charges of $752 million incurred in the 2009 third quarter (2) the 2009 third quarter restructuring costs and other charges totaling $8 million; (3) the 2009 second quarter restructuring costs and other charges totaling $57 million; (4) the 2009 first quarter restructuring costs and other charges totaling $129 million; (5) the 2008 fourth quarter restructuring costs and other charges totaling $192 million; and (6) the first through third quarters of 2008 impact of the synthetic fuel business. Management excludes the restructuring costs and other charges incurred in the 2009 first through third quarters and in the 2008 fourth quarter and the timeshare strategy-impairment charges recorded in the 2009 third quarter for the reasons noted abov塅□塅Eer “Measures That Exclude Timeshare - Strategy Impairment Charges, Restructuring Costs and Other Charges, Deferred Compensation Charges (Credits), Litigation Expenses, and Certain Tax Expenses.” Fourth quarter 2008 restructuring costs and other charges included $55 million of restructuring costs and $137 million of other charges, including charges and reserves associated with expected fundings, loans, Timeshare inventory, accounts receivable, contract cancellation allowances, valuation of Timeshare residual interests, hedge ineffectiveness, and asset impairments. Management also excludes the first through third quarters of 2008 impact of the synthetic fuel business, which was discontinued in 2007 and which did not relate to our core lodging business, to allow for period-over-period comparisons of our on-going core lodging operations and facilitate management’s comparison of our results with those of other lodging companies.

Total Debt, Net of Cash (or, "Net Debt"). Total debt net of cash reflects total debt less cash and cash equivalents. Management considers total debt net of cash to be a more accurate indicator of the net debt that must be repaid or refinanced at maturity (as it gives consideration to cash resources available to retire a portion of the debt when due). Additionally, management believes that this financial measure provides a clearer picture of the future demands on cash to repay debt. Management uses this financial measure in making decisions regarding its borrowing capacity and future refinancing needs.

MARRIOTT INTERNATIONAL, INC.
CONSOLIDATED STATEMENTS OF INCOME
(in millions, except per share amounts)

	As Reported 12 Weeks Ended September 11, 2009	Adjustments: Restructuring Costs & Other Charges[6]	Adjustments: Timeshare Strategy - Impairment Charges[5,10]	Adjustments: Certain Tax Items	As Adjusted 12 Weeks Ended September 11, 2009**	As Reported 12 Weeks Ended September 5, 2008	Adjustments: Certain Tax Items	As Adjusted 12 Weeks Ended September 5, 2008**	Percent Better/(Worse) Adjusted 2009 vs. Adjusted 2008
REVENUES									
Base management fees	$ 116	$ -	$ -	$ -	$ 116	$ 143	$ -	$ 143	(19)
Franchise fees	100	-	-	-	100	108	-	108	(7)
Incentive management fees	17	-	-	-	17	52	-	52	(67)
Owned, leased, corporate housing and other revenue [1]	226	-	-	-	226	260	-	260	(13)
Timeshare sales and services [2]	254	(3)	-	-	251	384	-	384	(35)
Cost reimbursements [3]	1,758	-	-	-	1,758	2,016	-	2,016	(13)
Total Revenues	2,471	(3)	-	-	2,468	2,963	-	2,963	(17)
OPERATING COSTS AND EXPENSES									
Owned, leased and corporate housing - direct [4]	214	-	-	-	214	240	-	240	11
Timeshare - direct	238	-	-	-	238	337	-	337	29
Timeshare strategy - impairment charges [5]	614	-	(614)	-	-	-	-	-	-
Reimbursed costs	1,758	-	-	-	1,758	2,016	-	2,016	13
Restructuring costs	9	(9)	-	-	-	-	-	-	-
General, administrative and other [7]	144	(1)	-	-	143	167	-	167	14
Total Expenses	2,977	(10)	(614)	-	2,353	2,760	-	2,760	15
OPERATING (LOSS) / INCOME	(506)	7	614	-	115	203	-	203	(43)
(Losses) / gains and other income [8]	(1)	-	-	-	(1)	7	-	7	(114)
Interest expense	(27)	-	-	-	(27)	(33)	-	(33)	18
Interest income	5	-	-	-	5	8	-	8	(38)
(Provision for) reversal of loan losses	-	-	-	-	-	-	-	-	-
Equity in (losses) earnings [9]	(12)	1	-	-	(11)	2	-	2	(650)
Timeshare strategy - impairment charges (non-operating)[10]	(138)	-	138	-	-	-	-	-	-
(LOSS) / INCOME FROM CONTINUING OPERATIONS BEFORE INCOME TAXES	(679)	8	752	-	81	187	-	187	(57)
Benefit / (Provision) for income taxes	210	(4)	(250)	13	(31)	(103)	29	(74)	58
(LOSS) / INCOME FROM CONTINUING OPERATIONS	(469)	4	502	13	50	84	29	113	(56)
Discontinued operations - Synthetic Fuel, net of tax [11]	-	-	-	-	-	-	-	-	-
NET (LOSS) / INCOME	(469)	4	502	13	50	84	29	113	(56)
Add: Net losses attributable to noncontrolling interests, net of tax	3	-	-	-	3	10	-	10	(70)
NET (LOSS) / INCOME ATTRIBUTABLE TO MARRIOTT	$ (466)	$ 4	$ 502	$ 13	$ 53	$ 94	$ 29	$ 123	(57)
(LOSSES) / EARNINGS PER SHARE - Basic									
(Losses) / earnings from continuing operations attributable to Marriott shareholders [12]	$ (1.31)	$ 0.01	$ 1.41	$ 0.03	$ 0.15	$ 0.27	$ 0.08	$ 0.35	(57)
Earnings from discontinued operations [11]	-	-	-	-	-	-	-	-	-
(Losses) / earnings per share attributable to Marriott shareholders [12]	$ (1.31)	$ 0.01	$ 1.41	$ 0.03	$ 0.15	$ 0.27	$ 0.08	$ 0.35	(57)
(LOSSES) / EARNINGS PER SHARE - Diluted									
(Losses) / earnings from continuing operations attributable to Marriott shareholders [12]	$ (1.31)	$ 0.01	$ 1.41	$ 0.03	$ 0.15	$ 0.25	$ 0.08	$ 0.33	(55)
Earnings from discontinued operations [11]	-	-	-	-	-	-	-	-	-
(Losses) / earnings per share attributable to Marriott shareholders [12]	$ (1.31)	$ 0.01	$ 1.41	$ 0.03	$ 0.15	$ 0.25	$ 0.08	$ 0.33	(55)
Basic Shares [13]	355.5	355.5	355.5	355.5	355.5	353.8	353.8	353.8	
Diluted Shares [13,14]	355.5	355.5	355.5	355.5	366.3	368.0	368.0	368.0	

See page A-3 for footnote references.

MARRIOTT INTERNATIONAL, INC.
CONSOLIDATED STATEMENTS OF INCOME
(in millions, except per share amounts)

		Adjustments					Adjustments		
	As Reported 36 Weeks Ended September 11, 2009	Restructuring Costs & Other Charges[6]	Timeshare Strategy - Impairment Charges[5,10]	Certain Tax Items	As Adjusted 36 Weeks Ended September 11, 2009**	As Reported 36 Weeks Ended September 5, 2008	Certain Tax Items	As Adjusted 36 Weeks Ended September 5, 2008**	Percent Better/(Worse) Adjusted 2009 vs. Adjusted 2008
REVENUES									
Base management fees	$ 367	$ -	$ -	$ -	$ 367	$ 452	$ -	$ 452	(19)
Franchise fees	281	-	-	-	281	314	-	314	(11)
Incentive management fees	95	-	-	-	95	229	-	229	(59)
Owned, leased, corporate housing and other revenue [1]	684	-	-	-	684	849	-	849	(19)
Timeshare sales and services [2]	746	26	-	-	772	1,098	-	1,098	(30)
Cost reimbursements [3]	5,355	-	-	-	5,355	6,153	-	6,153	(13)
Total Revenues	7,528	26	-	-	7,554	9,095	-	9,095	(17)
OPERATING COSTS AND EXPENSES									
Owned, leased and corporate housing - direct[4]	638	-	-	-	638	757	-	757	16
Timeshare - direct	737	1	-	-	738	961	-	961	23
Timeshare strategy - impairment charges[5]	614	-	(614)	-	-	-	-	-	-
Reimbursed costs	5,355	-	-	-	5,355	6,153	-	6,153	13
Restructuring costs	44	(44)	-	-	-	-	-	-	-
General, administrative and other[7]	464	(49)	-	-	415	513	-	513	19
Total Expenses	7,852	(92)	(614)	-	7,146	8,384	-	8,384	15
OPERATING (LOSS) / INCOME	(324)	118	614	-	408	711	-	711	(43)
Gains and other income [8]	27	-	-	-	27	19	-	19	42
Interest expense	(84)	-	-	-	(84)	(113)	-	(113)	26
Interest income	20	-	-	-	20	28	-	28	(29)
(Provision for) reversal of loan losses	(43)	43	-	-	-	2	-	2	(100)
Equity in (losses) earnings [9]	(50)	33	-	-	(17)	26	-	26	(165)
Timeshare strategy - impairment charges (non-operating)[10]	(138)	-	138	-	-	-	-	-	-
(LOSS) / INCOME FROM CONTINUING OPERATIONS BEFORE INCOME TAXES	(592)	194	752	-	354	673	-	673	(47)
Benefit / (Provision) for income taxes	133	(76)	(250)	56	(137)	(317)	65	(252)	46
(LOSS) / INCOME FROM CONTINUING OPERATIONS	(459)	118	502	56	217	356	65	421	(48)
Discontinued operations - Synthetic Fuel, net of tax [11]	-	-	-	-	-	3	-	3	(100)
NET (LOSS) / INCOME	(459)	118	502	56	217	359	65	424	(49)
Add: Net losses attributable to noncontrolling interests, net of tax	7	-	-	-	7	13	-	13	(46)
NET (LOSS) / INCOME ATTRIBUTABLE TO MARRIOTT	$ (452)	$ 118	$ 502	$ 56	$ 224	$ 372	$ 65	$ 437	(49)
(LOSSES) / EARNINGS PER SHARE - Basic									
(Losses) / earnings from continuing operations attributable to Marriott shareholders [12]	$ (1.27)	$ 0.33	$ 1.42	$ 0.16	$ 0.63	$ 1.04	$ 0.18	$ 1.22	(48)
Earnings from discontinued operations [11]	-	-	-	-	-	0.01	-	0.01	(100)
(Losses) / earnings per share attributable to Marriott shareholders [12]	$ (1.27)	$ 0.33	$ 1.42	$ 0.16	$ 0.63	$ 1.05	$ 0.18	$ 1.23	(49)
(LOSSES) / EARNINGS PER SHARE - Diluted									
(Losses) / earnings from continuing operations attributable to Marriott shareholders [12]	$ (1.27)	$ 0.33	$ 1.42	$ 0.16	$ 0.62	$ 0.99	$ 0.17	$ 1.16	(47)
Earnings from discontinued operations [11]	-	-	-	-	-	0.01	-	0.01	(100)
(Losses) / earnings per share attributable to Marriott shareholders [12]	$ (1.27)	$ 0.33	$ 1.42	$ 0.16	$ 0.62	$ 1.00	$ 0.17	$ 1.17	(47)
Basic Shares [13]	354.5	354.5	354.5	354.5	354.5	355.6	355.6	355.6	
Diluted Shares [13,14]	354.5	354.5	354.5	354.5	364.2	372.0	372.0	372.0	

See page A-3 for footnote references.

MARRIOTT INTERNATIONAL, INC.

CONSOLIDATED STATEMENTS OF INCOME

(in millions, except per share amounts)

Reconciliations of Consolidated (Loss) / Income from Continuing Operations to (Loss) / Income from Continuing Operations Attributable to Marriott

	As Reported 12 Weeks Ended September 11, 2009	Adjustments: Restructuring Costs & Other Charges[6]	Adjustments: Timeshare Strategy - Impairment Charges[5,10]	Adjustments: Certain Tax Items	As Adjusted 12 Weeks Ended September 11, 2009**	As Reported 12 Weeks Ended September 5, 2008	Adjustments: Certain Tax Items	As Adjusted 12 Weeks Ended September 5, 2008**	Percent Better/(Worse) Adjusted 2009 vs. Adjusted 2008
CONSOLIDATED (LOSS) / INCOME FROM CONTINUING OPERATIONS	$ (469)	$ 4	$ 502	$ 13	$ 50	$ 84	$ 29	$ 113	(56)
Add: Losses attributable to noncontrolling interests, net of tax	3	-	-	-	3	10	-	10	(70)
(LOSS) / INCOME FROM CONTINUING OPERATIONS ATTRIBUTABLE TO MARRIOTT	$ (466)	$ 4	$ 502	$ 13	$ 53	$ 94	$ 29	$ 123	(57)

	As Reported 36 Weeks Ended September 11, 2009	Adjustments: Restructuring Costs & Other Charges[6]	Adjustments: Timeshare Strategy - Impairment Charges[5,10]	Adjustments: Certain Tax Items	As Adjusted 36 Weeks Ended September 11, 2009**	As Reported 36 Weeks Ended September 5, 2008	Adjustments: Certain Tax Items	As Adjusted 36 Weeks Ended September 5, 2008**	Percent Better/(Worse) Adjusted 2009 vs. Adjusted 2008
CONSOLIDATED (LOSS) / INCOME FROM CONTINUING OPERATIONS	$ (459)	$ 118	$ 502	$ 56	$ 217	$ 356	$ 65	$ 421	(48)
Add: Losses attributable to noncontrolling interests, net of tax	7	-	-	-	7	13	-	13	(46)
(LOSS) / INCOME FROM CONTINUING OPERATIONS ATTRIBUTABLE TO MARRIOTT	$ (452)	$ 118	$ 502	$ 56	$ 224	$ 369	$ 65	$ 434	(48)

** Denotes non-GAAP financial measures. Please see pages A-20 and A-21 for additional information about our reasons for providing these alternative financial measures and the limitations on their use.

[1] – *Owned, leased, corporate housing and other revenue* includes revenue from the properties we own or lease, revenue from our corporate housing business, termination fees and other revenue.

[2] – *Timeshare sales and services* includes total timeshare revenue except for base management fees, cost reimbursements, real estate gains and joint venture earnings. Timeshare sales and services also includes gains / (losses) on the sale of timeshare note receivable securitizations.

[3] – *Cost reimbursements* include reimbursements from lodging properties for Marriott-funded operating expenses.

[4] – *Owned, leased and corporate housing - direct* expenses include operating expenses related to our owned or leased hotels, including lease payments, pre-opening expenses and depreciation, plus expenses related to our corporate housing business.

[5] – Reflects the following impairments; inventory $529 million, property and equipment $64 million; and other impairments $21 million, all of which are allocated to the Timeshare segment. See page A-14 for information regarding Timeshare Strategy - Impairment Charges.

[6] – See page A-13 for information regarding Restructuring Costs and Other Charges.

[7] – *General, administrative and other* expenses include the overhead costs allocated to our segments, and our corporate overhead costs and general expenses.

[8] – *Gains and other income* includes gains and losses on: the sale of real estate, note sales or repayments (except timeshare note securitizations), the sale of joint ventures and investments; and debt extinguishments, as well as income from cost method joint ventures.

[9] – *Equity in (losses) earnings* includes our equity in (losses) / earnings of unconsolidated equity method joint ventures

[10] – Reflects a $71 million joint venture impairment charge which is allocated to the Timeshare segment and $67 million loan impairment and funding liability charge which is unallocated. See page A-14 for informati regarding Timeshare Strategy - Impairment Charges.

[11] – *Discontinued operations* relates to our Synthetic Fuel business which was shut down and substantially all the assets liquidated at December 28, 200

[12] – (Losses) / earnings per share attributable to Marriott shareholders plus adjustment items may not equal earnings per share attributable to Marriott shareholders as adjusted due to rounding.

[13] – All share numbers and per share amounts have been retroactively adjusted to reflect the stock dividends with distribution dates of July 30, 2009 and September 3, 2009.

[14] – Basic and fully diluted weighted average common shares outstanding used to calculate earnings per share from continuing operations for the periods in which we ha a loss are the same because inclusion of additional equivalents would be anti-dilutive.

MARRIOTT INTERNATIONAL, INC.
TIMESHARE SEGMENT
($ in millions)

	As Reported 12 Weeks Ended September 11, 2009	Adjustments: Restructuring Costs & Other Charges	Adjustments: Timeshare Strategy - Impairment Charges	As Adjusted 12 Weeks Ended September 11, 2009**	As Reported 12 Weeks Ended September 5, 2008	Percent Better / (Worse) As Adjusted 2009 vs. 2008 As Reported
Segment Revenues						
Segment revenues	$ 330	$ (3)	$ -	$ 327	$ 463	(29)
Segment Results						
Base fees revenue	$ 11	$ -	$ -	$ 11	$ 12	(8)
Timeshare sales and services, net	16	(3)	-	13	47	(72)
Timeshare strategy - impairment charges	(614)	-	614	-	-	-
Restructuring costs	(7)	7	-	-	-	-
General, administrative and other expense	(17)	-	-	(17)	(27)	37
Gains and other income	1	-	-	1	-	*
Joint venture equity earnings	(4)	1	-	(3)	2	(250)
Timeshare strategy - impairment charges (non-operating)	(71)	-	71	-	-	-
Noncontrolling interest	4	-	-	4	15	(73)
Segment results	$ (681)	$ 5	$ 685	$ 9	$ 49	(82)
Sales and Services Revenue						
Development	$ 138	$ -	$ -	$ 138	$ 265	(48)
Services	82	-	-	82	81	1
Financing	27	(3)	-	24	31	(23)
Other revenue	7	-	-	7	7	*
Sales and services revenue	$ 254	$ (3)	$ -	$ 251	$ 384	(35)
Contract Sales						
Company:						
Timeshare	$ 164	$ -	$ -	$ 164	$ 283	(42)
Fractional	7	-	-	7	18	(61)
Residential	2	-	-	2	(6)	133
Total company	173	-	-	173	295	(41)
Joint ventures:						
Timeshare	-	-	-	-	-	-
Fractional	(4)	7	-	3	6	(50)
Residential	(17)	17	-	-	5	(100)
Total joint ventures	(21)	24	-	3	11	(73)
Total contract sales, including joint ventures	$ 152	$ 24	$ -	$ 176	$ 306	(42)
(Loss) / Gain on Notes Sold						
(Loss) / gain on notes sold	$ -	$ -	$ -	$ -	$ (1)	100

*Percent cannot be calculated.
**Denotes non-GAAP financial measures. Please see pages A-20 and A-21 for additional information about our reasons for providing these alternative financial measures and the limitations on their use.

MARRIOTT INTERNATIONAL, INC.
TIMESHARE SEGMENT
($ in millions)

	As Reported 36 Weeks Ended September 11, 2009	Adjustments: Restructuring Costs & Other Charges	Adjustments: Timeshare Strategy - Impairment Charges	As Adjusted 36 Weeks Ended September 11, 2009**	As Reported 36 Weeks Ended September 5, 2008	Percent Better / (Worse) As Adjusted 2009 vs. 2008 As Reported
Segment Revenues						
Segment revenues	$ 962	$ 26	$ -	$ 988	$ 1,326	(25)
Segment Results						
Base fees revenue	$ 32	$ -	$ -	$ 32	$ 35	(9)
Timeshare sales and services, net	9	25	-	34	137	(75)
Timeshare strategy - impairment charges	(614)	-	614	-	-	-
Restructuring costs	(38)	38	-	-	-	-
General, administrative and other expense	(57)	7	-	(50)	(79)	37
Gains and other income	1	-	-	1	-	*
Joint venture equity earnings	(6)	3	-	(3)	9	(133)
Timeshare strategy - impairment charges (non-operating)	(71)	-	71	-	-	-
Noncontrolling interest	11	-	-	11	21	(48)
Segment results	$ (733)	$ 73	$ 685	$ 25	$ 123	(80)
Sales and Services Revenue						
Development	$ 441	$ 4	$ -	$ 445	$ 722	(38)
Services	232	-	-	232	244	(5)
Financing	54	22	-	76	107	(29)
Other revenue	19	-	-	19	25	(24)
Sales and services revenue	$ 746	$ 26	$ -	$ 772	$ 1,098	(30)
Contract Sales						
Company:						
Timeshare	$ 502	$ -	$ -	$ 502	$ 859	(42)
Fractional	25	1	-	26	34	(24)
Residential	(1)	4	-	3	33	(91)
Total company	526	5	-	531	926	(43)
Joint ventures:						
Timeshare	-	-	-	-	-	-
Fractional	(9)	23	-	14	17	(18)
Residential	(27)	27	-	-	30	(100)
Total joint ventures	(36)	50	-	14	47	(70)
Total contract sales, including joint ventures	$ 490	$ 55	$ -	$ 545	$ 973	(44)
(Loss) / Gain on Notes Sold						
(Loss) / gain on notes sold	$ (1)	$ -	$ -	$ (1)	$ 28	(104)

*Percent cannot be calculated.
**Denotes non-GAAP financial measures. Please see pages A-20 and A-21 for additional information about our reasons for providing these alternative financial measures and the limitations on their use.

MARRIOTT INTERNATIONAL, INC.
Non-GAAP Financial Measure
EBITDA and Adjusted EBITDA
($ in millions)

	Fiscal Year 2009 First Quarter	Fiscal Year 2009 Second Quarter	Fiscal Year 2009 Third Quarter	Fiscal Year 2009 Total Year to Date
Net (Loss) / Income attributable to Marriott	$ (23)	$ 37	$ (466)	$ (452)
Interest expense	29	28	27	84
Tax provision, continuing operations	33	44	(210)	(133)
Tax provision, noncontrolling interest	1	2	1	4
Depreciation and amortization	39	42	43	124
Less: Depreciation reimbursed by third-party owners	(2)	(2)	(2)	(6)
Interest expense from unconsolidated joint ventures	3	6	4	13
Depreciation and amortization from unconsolidated joint ventures	6	6	6	18
EBITDA **	**86**	**163**	**(597)**	**(348)**
Restructuring costs and other charges				
Severance	2	10	4	16
Facilities exit costs	-	22	5	27
Development cancellations	-	1	-	1
Total restructuring costs	2	33	9	44
Impairment of investments and other, net of prior year reserves	68	3	1	72
Reserves for loan losses	42	1	-	43
Contract cancellation allowances	4	1	1	6
Residual interests valuation	13	12	(3)	22
System development write-off	-	7	-	7
Total other charges	127	24	(1)	150
Total restructuring costs and other charges	129	57	8	194
Timeshare strategy - impairment charges				
Operating impairments	-	-	614	614
Non-operating impairments	-	-	138	138
Total timeshare strategy - impairment charges	-	-	752	752
Adjusted EBITDA **	**$ 215**	**$ 220**	**$ 163**	**$ 598**
Decrease over 2008 Adjusted EBITDA	**-25%**	**-43%**	**-43%**	**-38%**

	Fiscal Year 2008 First Quarter	Fiscal Year 2008 Second Quarter	Fiscal Year 2008 Third Quarter	Fiscal Year 2008 Fourth Quarter	Fiscal Year 2008 Total
Net Income/ (Loss) attributable to Marriott	$ 121	$ 157	$ 94	$ (10)	$ 362
Interest expense	42	38	33	50	163
Tax provision, continuing operations	75	139	103	33	350
Tax provision, minority interest	1	1	5	2	9
Tax benefit, synthetic fuel	-	(6)	(1)	-	(7)
Depreciation and amortization	41	47	42	60	190
Less: Depreciation reimbursed by third-party owners	(3)	(3)	(2)	(2)	(10)
Interest expense from unconsolidated joint ventures	4	4	5	5	18
Depreciation and amortization from unconsolidated joint ventures	5	6	6	10	27
EBITDA **	**286**	**383**	**285**	**148**	**1,102**
Discontinued operations adjustment (synthetic fuel)	1	2	1	-	4
Restructuring costs and other charges					
Severance	-	-	-	19	19
Facilities exit costs	-	-	-	5	5
Development cancellations	-	-	-	31	31
Total restructuring costs	-	-	-	55	55
Reserves for expected fundings	-	-	-	16	16
Inventory write-downs	-	-	-	9	9
Contract cancellation allowances	-	-	-	12	12
Accounts receivable-bad debts	-	-	-	4	4
Residual interests valuation	-	-	-	32	32
Hedge ineffectiveness	-	-	-	12	12
Impairment of investments and other	-	-	-	30	30
Reserves for loan losses	-	-	-	22	22
Total other charges	-	-	-	137	137
Total restructuring costs and other charges	-	-	-	192	192
Adjusted EBITDA **	**$ 287**	**$ 385**	**$ 286**	**$ 340**	**$ 1,298**
The following items make up the discontinued operations adjustment (synthetic fuel)					
Pre-tax Synthetic Fuel losses	$ 1	$ 2	$ 1	$ -	$ 4
EBITDA adjustment for discontinued operations (synthetic fuel)	**$ 1**	**$ 2**	**$ 1**	**$ -**	**$ 4**

** Denotes non-GAAP financial measures. Please see pages A-20 and A-21 for additional information about our reasons for providing these alternative financial measures and the limitations on their use.

MARRIOTT INTERNATIONAL, INC.
Non-GAAP Financial Measure
Total Debt Net of Cash
($ in millions)

	Balance at End of 2009 Third Quarter	Balance at Year-End 2008	Better/ (Worse) Change
Total debt	$ 2,660	$ 3,095	$ 435
Cash and cash equivalents	(130)	(134)	(4)
Total debt net of cash**	$ 2,530	$ 2,961	$ 431

	Range		Range As Compared to Balance at Year-End 2008	
	Estimated Balance Year-End 2009 [(a)]	Estimated Balance Year-End 2009 [(b)]	Better/(Worse) Change [(a)]	Better/(Worse) Change [(b)]
Total debt	$ 2,476	$ 2,426	$ 619	$ 669
Cash and cash equivalents	(115)	(115)	(19)	(19)
Total debt net of cash**	$ 2,361	$ 2,311	$ 600	$ 650

[(a)] Assumes $619 debt repayment in 2009 and $19 reduction in cash
[(b)] Assumes $669 debt repayment in 2009 and $19 reduction in cash

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MARRIOTT INTERNATIONAL, INC.
Non-GAAP Financial Measure Reconciliation
Adjusted Third Quarter 2008 and 2009 General, Administrative and Other Expenses Excluding Restructuring Costs and Other Charges, Deferred Compensation Charges and Certain Litigation Expenses

($ in millions)

	Third Quarter 2008		Third Quarter 2009	
General, administrative and other expenses	$	167	$	144
Less: Restructuring costs and other charges		-		(1)
Deferred Compensation charges		7		(8)
Certain Litigation Expenses		-		(5)
Adjusted General, administrative and other expenses**	$	174	$	130

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MARRIOTT INTERNATIONAL, INC.
Non-GAAP Financial Measure Reconciliation
Adjusted Fourth Quarter 2008 General, Administrative and Other Expenses
Excluding Restructuring Costs and Other Charges
($ in millions)

	Fourth Quarter 2008
General, administrative and other expenses	$ 270
Less: Restructuring costs and other charges	(32)
General, administrative and other expenses excluding restructuring costs and other charges**	$ 238

** Denotes non-GAAP financial measures. Please see pages A-20 and A-21 for additional information about our reasons for providing these alternative financial measures and the limitations on their use.

MARRIOTT INTERNATIONAL, INC.
Non-GAAP Financial Measure Reconciliation
Internal Planning Assumptions and Related Estimates of Earnings per Share Attributable to Marriott Shareholders that Exclude Restructuring Costs and Other Charges, Timeshare Strategy - Impairment Charges and Certain Tax Items in 2009

	Range	
	Assumed/Estimated Fourth Quarter 2009	Assumed/Estimated Fourth Quarter 2009
Earnings per share attributable to Marriott shareholders	$ 0.19	$ 0.22
Add back: Restructuring costs and other charges, timeshare strategy - impairment charges and certain tax items	0.01	0.01
Earnings per share attributable to Marriott shareholders excluding restructuring costs and other charges, timeshare strategy - impairment charges and certain tax items**	$ 0.20	$ 0.23

** Denotes non-GAAP financial measures. Please see pages A-20 and A-21 for additional information about our reasons for providing these alternative financial measures and the limitations on their use.