INTRODUCTION
Investing in the communities where we do business is at the core of Marriott International’s “Spirit To Serve Our Communities®” social responsibility and community engagement strategy. Our company’s core value—to Serve our World—is intrinsic to our business and makes our culture more vibrant and our business and communities stronger.

GOALS/TARGETS
Marriott’s corporate social responsibility (CSR) strategy and community investments focus on global issues of both business and social importance, and unite our associates through our “Spirit To Serve Our Communities.” We work through nonprofit and nongovernmental organizations (NGOs), and give first preference to current partners before sourcing new ones. We seek to make a “balanced portfolio” of investments of cash, in-kind contributions and volunteerism for each of our five SERVE issues:

- **S**helter and Food... addressing housing and hunger needs including in times of disaster
- **E**nvironment... progressing toward a healthier planet and more sustainable future
- **R**eadiness for Hotel Careers... educating and training the next generation for a “World of Opportunity”
- **V**itality of Children... aiding sick and impoverished children
- **E**mbracing Global Diversity and Inclusion... providing opportunity, inclusiveness and a warm welcome to all people

MANAGEMENT APPROACH
Marriott® has a rich legacy of CSR that began with our founders hiring a doctor, then a surgeon for our associates’ healthcare needs in the years following the Great Depression. Since then, our social responsibility has grown and evolved; it includes decades-long nonprofit partnerships like Children’s Miracle Network Hospitals, the National Academy Foundation and The Marriott Foundation for People with Disabilities as well as more recent collaborations including the Youth Career Initiative, the Amazonas Sustainable Foundation and commitments we made through the Clinton Global Initiative.

CHALLENGES, OPPORTUNITIES AND PATH FORWARD
The importance of CSR initiatives has grown significantly in the last decade. Important stakeholders—including customers, guests, investors and business partners—assess the companies they do business with to ensure they are good corporate citizens who are becoming more sustainable, uphold ethical standards and values, and operate with transparency.

This has driven Marriott to enhance its CSR strategy, such as the creation of several enterprise-wide groups, including the company’s Global Green Council, the Human Rights Task Force and the Marriott & Ritz-Carlton Disaster Relief Fund Committee.

As we progress, our focus is on better measurement tools and systems, participating in more customer-, guest-, industry- and cross-sector-level engagement, communicating more frequently using social media and increasing integration of our efforts throughout the enterprise.

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<table>
<thead>
<tr>
<th><strong>CONTRIBUTIONS</strong> ($M)</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash Contributions</td>
<td>$7.5</td>
<td>$7.2</td>
<td>$7.8</td>
</tr>
<tr>
<td>In-Kind Contributions</td>
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<td>$16.0</td>
<td>$16.0</td>
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<tr>
<td><strong>Total Cash/In-Kind Contributions</strong></td>
<td><strong>$23.1</strong></td>
<td><strong>$23.2</strong></td>
<td><strong>$23.8</strong></td>
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<tr>
<td>Associate Fundraising</td>
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<td>$4.3</td>
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<td>Associate Service Hours</td>
<td>429,412</td>
<td>459,483</td>
<td>508,270</td>
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*In addition to Marriott Corporate Headquarters’ giving, we rely on voluntary reporting from our managed (and some franchised) properties to capture our overall contributions. We encourage our hotels to share these numbers, as we believe they are currently underreported.

NOTE: As of 2013, we no longer estimate or track a monetary equivalent of our associate volunteer hours.

**2013 ACCOMPLISHMENTS**

**Global/Continent**
- At the 2013 Clinton Global Initiative annual meeting, Marriott joined more than two dozen global corporations and organizations in a five-year commitment to expand engagement with women-owned businesses outside the United States, particularly in emerging economies. Working with two existing multinational partners that support and promote the economic potential of women, WEConnect International and Vital Voices Global Partnership, Marriott is part of the pledge to collectively develop at least 15,000 women business owners and spend $1.5 billion globally with women-owned businesses by 2018.
- When Typhoon Haiyan hit the central Philippines in November 2013, an estimated 10 million people were affected by the strongest typhoon to make landfall in recorded history. Marriott contributed $50,000 (more than 2 million Philippine Pesos) to the Red Cross Typhoon Haiyan Appeal and our hotels and 11 Marriott Business Councils throughout the Asia Pacific region helped the Philippine Red Cross address the most critical needs for food, water, clothing and medicine.
- Marriott-branded hotels across Europe continued their support of World of Opportunity Europe by unifying Marriott-branded properties across Europe with one social cause: Youth Employment. In Continental Europe, funds raised benefit the SOS Children’s Villages Youth Programme and in the United Kingdom funds raised benefit The Prince’s Trust Fairbridge Employ Me courses and Get into Hospitality programs. Since the program started in 2012, we have contributed nearly $1.4 million in cash and in-kind donations, including funds raised during the 2014 You Eat, We Give restaurant promotion. We enabled our partner charities to offer training and development opportunities to 550 youth in our hotels, with 62 finding employment after finishing the training—34 of whom were employed at a Marriott hotel.

In 2014, the Marriott Foundation for People with Disabilities and its Bridges from School to Work program will celebrate serving 20,000 youth since the launch of the nonprofit 25 years ago.

In 1989, the Marriott family provided funding and Marriott associates developed the model that has supported, coached and placed youth in competitive positions with employers in 10 markets in the U.S.
In June, Marriott’s Asia-Pacific team announced a three-year agreement with The Yao Ming Foundation to support educational programs for children in rural areas of China. The Foundation, founded by former professional basketball star Yao Ming, promotes the all-around development of Chinese youth by providing opportunities to improve their education, sports skills, health and self-esteem. Marriott will donate $800,000 over three years to establish three Project Hope schools in the southwestern region of China.

The J. Willard and Alice S. Marriott Foundation, a private family foundation, announced a commitment of $6.5 million (40.5 million RMB) over five years to support China’s youth through the Marriott China Hospitality Education Initiative (CHEI). The Initiative’s vision is to create world-class hospitality education that leads to life-changing careers for youth in China’s booming travel and tourism industry. Developed in partnership with global academic and industry experts, CHEI enables Chinese educators and students from vocational schools and universities to gain knowledge and real-world experiences in hotel operations. CHEI’s portfolio of programs, piloted in 2013 and 2014, includes hospitality curricula, faculty internships at local hotels, guest lectures, hotel field trips, international fellowships and a teaching conference. Marriott will support the initiative by providing mentoring and externships for leaders at our hotel properties.

Marriott Rewards

In early 2014, we expanded our online donation options to allow Marriott Rewards members to easily convert their points into dollars and donate to our “featured causes” and other nonprofit organizations with U.S. and international reach. In 2013, Marriott Rewards members donated approximately 17.5 million points, which were converted to cash donations and hotel stays to help others.

Through our “featured cause” portal, Marriott Rewards members have donated a total of 43.7 million points since 2012 to Fisher House Foundation’s Hotels for Heroes program. In 2013, Fisher House used Marriott Rewards points to help lodge 322 families of U.S. military veterans receiving medical treatment for more than 1,300 room nights, saving military families nearly $240,000.

Above: Marriott Rewards’ website portal allows members to donate points to the charity of their choice or one of Marriott’s five “featured causes.”
Brands
- The Ritz-Carlton® employees around the world engaged in 118,887 hours of volunteer service to help address the Community Footprints’ program’s three areas of focus: child wellbeing; hunger and poverty relief; and environmental responsibility. One of many examples of the brand’s social impact is the pro-bono, skills-based Succeed Through Service youth engagement program that partners employees with children facing economic, social or personal challenges and provides career exploration, life skills training and service-learning modules. Over 15,000 students have benefited from the program to date. To expand the scope and scale of the program’s impact, the curriculum and resources were made available on a nonproprietary, open source basis to be a catalyst for others to support at-risk youth.

- More than 3,000 general managers (GMs) representing our select-service and extended-stay brands convened at the Orlando World Center Marriott in May 2013 for training, teambuilding and supporting their communities through brand-specific service projects:
  - Residence Inn® GMs received emergency preparedness training as part of the brand’s new alliance with the American Red Cross.
  - Fairfield Inn & Suites® GMs painted homes as part of the brand’s long-standing partnership with Habitat for Humanity®.
  - GMs from the TownePlace Suites® brand made blankets for each child being cared for at the Arnold Palmer Hospital for Children in Orlando.
  - Courtyard® GMs assembled nearly 200 bicycles for the Orlando Boys & Girls Club.
  - SpringHill Suites® GMs assembled art horses (sturdy seats for art students) for a local elementary school.

To celebrate the brand’s 18-year relationship with Habitat for Humanity, Fairfield Inn & Suites launched its Design for Habitat Facebook application, allowing people to creatively build virtual homes and customize them with elements such as landscaping and house colors. Fairfield Inn & Suites donated $10 for each virtual house built, with a total donation of $50,000.