

# BUSINESS MODEL AND SUSTAINABILITY STRATEGY



We are focused on our journey to become the world's favorite travel company for everyone we interact with, from our guests, to our owners and franchisees, to our shareholders and associates. At the same time, we remain true to our core values which have stood the test of time: put people first, pursue excellence, embrace change, act with integrity and serve our world.

The Marriott name is on more than 4,100 managed and franchised properties in 79 countries and territories around the world, and innovation and growth remain key drivers to our success. But along the way, we have also been steadfast in our commitment to people and the planet. Through the "power of travel," we create jobs, support local business and grow the local socioeconomic and tourism infrastructure.

Our sustainability strategy is driven by a wide range of initiatives that have been fostered throughout our history of giving back to communities and evolving our operations to be more sustainable. This includes efforts like creating resource-efficient hotels, providing job readiness training to underserved youth, empowering diverse business owners through our supply chain, advocating for visa and entry policies that facilitate travel, training our associates on human rights and the protection of children, and supporting innovative conservation initiatives.

## GOALS/TARGETS

To grow and manage our business in a sustainable way, our goals include:

- Hiring, retaining and motivating associates through innovative approaches to recruiting, training and development, and performance management.
- Creating programs and opportunities that not only benefit our communities, but also help strengthen our business.
- Demonstrating how responsible hotel management can create economic opportunity and be a positive force for the environment.

2014 TOP MARKETS <sup>1</sup>		
	TOTAL PROPERTIES	TOTAL ROOMS
United States	3,358	537,225
China	76	28,256
Canada	86	16,741
United Kingdom	64	12,203
Spain	74	9,391
South Africa	76	8,029
Germany	29	6,717
India	26	6,250
Mexico	25	5,984
France	24	4,658

2014 REGIONAL PRESENCE				
AMERICAS	EUROPE	ASIA PACIFIC	MIDDLE EAST AND AFRICA	TOTAL
3,539 Total Properties	303 Total Properties	176 Total Properties	157 Total Properties	4,175 Total Properties
758 Company-Operated Properties <sup>2</sup>	138 Company-Operated Properties <sup>2</sup>	161 Company-Operated Properties <sup>2</sup>	96 Company-Operated Properties <sup>2</sup>	1,153 Company-Operated Properties <sup>2</sup>
2,730 Franchised Hotels	79 Franchised Hotels	12 Franchised Hotels	61 Franchised Hotels	2,882 Franchised Hotels
1 Unconsolidated JV Hotels	81 Unconsolidated JV Hotels	0 Unconsolidated JV Hotels	0 Unconsolidated JV Hotels	82 Unconsolidated JV Hotels
50 Timeshare	5 Timeshare	3 Timeshare	0 Timeshare	58 Timeshare
578,263 Total Rooms	57,186 Total Rooms	55,140 Total Rooms	24,176 Total Rooms	714,765 Total Rooms

<sup>1</sup> Top markets are determined using total room counts.

<sup>2</sup> Company-operated properties include managed, owned and leased hotels.

## WHAT'S TRENDING @MARRIOTTINTL

### MARRIOTT'S GLOBAL REACH BY YEAR-END 2015\*†



**1 MILLION**  
rooms



**\$50 BILLION**  
in real estate investment by  
owners and franchisees



**150,000**  
new hotel jobs

\*Rooms target includes hotels open and under development. Real estate investment and new job targets are based on projections once hotels under development are open.



We use social media channels like Twitter to tell our story. Web links not functional in Chrome browser.

### THE POWER OF TRAVEL

CEO Arne Sorenson blogs from World Economic Forum @Davos 2015: Global **#travel** needs to be part of the **#solution** to our global challenges <http://linkd.in/1FOLwVR>



At the 2014 World Economic Forum, CEO Arne Sorenson says smart **#travel** policies will boost the world's economies with stronger exports + inclusive **#JobCreation** <http://shar.es/1fHvdF>



CEO Arne Sorenson joins President Clinton & senior leaders for executive roundtable discussion re: measuring social & **#environmental** value @ClintonGlobal Initiative annual meeting.

CEO Arne Sorenson via @LinkedIn says let's work on **#ImmigrationReform**. "Our sector is 1 of the bright spots in the **#economy**... w/ 14 consecutive quarters of job growth" <http://linkd.in/1wS3s3r>



**#TransformtheWorld**: CEO Arne Sorenson posts @Davos: "... most powerful agent of **#ConstructiveChange** is the opportunity to have a **#job**" <http://linkd.in/19gA64v>



### GLOBAL GROWTH

CEO Arne Sorenson @Davos tells @CNBC he expects Marriott to reach 1 million rooms before end of 2015 <http://cnb.cx/1BIMz6w>

**#Milestone**: A nod to the past, a vision for the future – @MHMarquisWDC marks Marriott's 4,000th hotel opening and is just blocks from where it all started **#HotShoppes** <http://bit.ly/1ej1q3l>

Marriott's interactive 2014 **#AnnualReport** highlights ongoing **#GlobalExpansion** + support for **#CompanyCulture** & **#communities** <http://bit.ly/1ETj1vf> | <http://bit.ly/1dIVgKm>

Marriott's rapid **#GlobalGrowth** continued in 2014 w/ acquisition of @ProteaHotels in **#Africa**, our first Moxy Hotel in **#Milan**, & first AC Hotel in US <http://bit.ly/1DNN4Cc>

### COURTYARD® Marriott

Courtyard® marks 1,000th hotel milestone w/ global celebrations & 50 million @MarriottRewards points <http://bit.ly/1CRhAwI>

Our North American pipeline of new **#SelectService** hotels has nearly doubled in the past 4 years to more than 900 hotels under development <http://bit.ly/1DNN4Cc>

**#Milestone**: 5K hotels expected worldwide by 2017† – @MarriottIntl is leading the conversation on **#growth** in **#LatinAmerica**, at @WTTC in **#Peru** <http://bit.ly/1GzrS1g>

By 2019, Marriott expects its Asia Pacific portfolio of **#hotels** will double, w/ 340+ hotels in 19 countries† <http://bit.ly/1DNN4Cc>

**#BigPlans**: Marriott plans to more than double its presence in **#Europe** by 2020† <http://bit.ly/1C4Px95>

**#Growth**: Marriott expands presence in **#Canada** exponentially by completing acquisition of @Delta Hotels and Resorts® in early 2015 <http://bit.ly/1Obw63W>



**2015 DELTA HOTELS AND RESORTS BRAND ACQUISITION** makes Marriott the largest full-service hotelier in Canada



**123** hotels

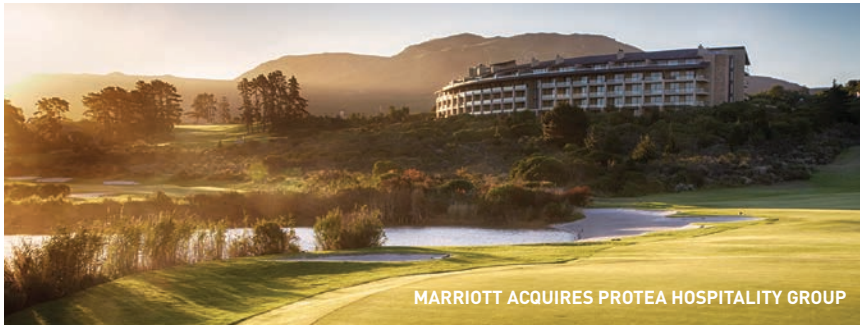


**27,000** rooms



**7,300** rooms in development

## WHAT'S TRENDING @MARRIOTTINTL



### SOCIOECONOMIC HOTEL DEVELOPMENT

Marriott CEO Arne Sorenson @usafricasummit: "It's a great time to do business in #Africa; @MarriottIntl plans 150 hotels in 16 countries, 25K jobs by 2020"† <http://bit.ly/1Mvq3oa>

#Haiti: Global Culture Officer Debbie Marriott Harrison shares how the Marriott culture is taking root @ the new @MarriottHaiti <http://bit.ly/1Hu7McH>



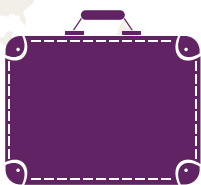
Marriott becomes largest hotel company in #Africa w/ acquisition of @ProteaHotels + expects to open in new markets in 2015†, such as #Ethiopia, #Morocco & #Rwanda <http://bit.ly/1qYmtbx>

#Haiti checks in... new @MarriottHaiti opens in partnership with @digicelgroup boosting #HaitiEconomy, hiring 200 Haitians <http://bit.ly/1BBSBJH>



### TRAVEL AND TOURISM'S CONTRIBUTION TO GLOBAL GDP AND EMPLOYMENT

9.8% of GDP



2014 GROSS DOMESTIC PRODUCT

277,000,000 Jobs



2014 EMPLOYMENT

*Travel and Tourism Economic Impact 2015. World Travel and Tourism Council.*



2014

MARRIOTT BECOMES THE LARGEST HOTELIER IN AFRICA WITH ACQUISITION OF PROTEA HOTELS®

4 BRANDS

JW MARRIOTT® HOTELS, MARRIOTT HOTELS®, RENAISSANCE® HOTELS, PROTEA HOTELS

9 COUNTRIES

Algeria, Egypt, Malawi, Namibia, Nigeria, South Africa, Tanzania, Uganda, Zambia

110+ PROPERTIES

### RELATED LINKS

[Marriott 2015 Sustainability Issue Reports](#)

[Marriott International 2014 Annual Report](#)

[Marriott Point of View on Twitter @MarriottPOV](#)

[WTTC Travel and Tourism Economic](#)

[Impact 2015 Report](#)

†Past performance does not guarantee future results. This report contains forward-looking statements, including those we identify with a † symbol, and our actual future results could be very different. We discuss risk factors that could affect these results in Marriott's filings with the U.S. Securities and Exchange Commission, including our most recent reports on Form 10-Q and Form 10-K.

Unless otherwise noted, this report is based on data from Marriott's 2014 fiscal year and reflects the operational performance of our company-operated properties, which include owned, leased and managed properties, and exclude rooms from franchised, franchised unconsolidated joint ventures and timeshare properties.