

2016 SUSTAINABILITY HIGHLIGHTS

Serve Our World represents one of Marriott International's five core values and is the inspiration for our social and environmental efforts, including: operating our hotels more efficiently, assisting local communities, protecting natural resources, providing education and workforce-readiness opportunities and supporting responsible business practices. We are currently updating our social and environmental goals to become even wider-reaching and ambitious. Our 2016 Sustainability Highlights focuses on progress made in 2015.



COMMUNITY ENGAGEMENT



ENVIRONMENT



RESPONSIBLE BUSINESS

COMMUNITY ENGAGEMENT

We are committed to investing in the communities where we do business. Our properties collectively focus on five areas of local giving: Shelter and Food, Environment, Readiness for Careers, Vitality of Children and Empowering Diversity. Our worldwide network of more than 80 Marriott Business Councils empowers hotel leaders to work together to drive large-scale business initiatives, including corporate social responsibility.

CONTRIBUTIONS* (in millions, except for Associate Service Hours)

	2013	2014	2015
CASH CONTRIBUTIONS	\$7.8	\$10.4	\$15.3
IN-KIND CONTRIBUTIONS	\$16.0	\$16.0	\$17.7
TOTAL CASH & IN-KIND CONTRIBUTIONS	\$23.8	\$26.4	\$33.0



ASSOCIATE FUNDRAISING**

\$3.3 \$3.9 \$4.0



ASSOCIATE SERVICE HOURS

508,270 531,963 721,637

* These figures are a combination of Marriott Corporate Headquarters' giving, as well as contributions reported through our properties (managed and franchised), offices and Business Councils.

** Associate fundraising total reflects fundraising for Children's Miracle Network Hospitals exclusively.

REWARDS POINTS DONATIONS



**63 MILLION
POINTS DONATED**

by Marriott Rewards® members in 2015



**MARRIOTT
WORLDWIDE
BUSINESS COUNCILS**

Perpetuate Culture
Strengthen Communities
Advocate for Marriott's Business Interests
Lead Cross-Brand, Market-Driven Initiatives

GLOBAL REACH



43 COUNTRIES REPRESENTED BY 82 BUSINESS COUNCILS

82



BUSINESS COUNCILS ACROSS ALL
CONTINENTS & ALL BRANDS

43



COUNTRIES REPRESENTED

2,447






TOTAL HOTELS REPRESENTED

Unless otherwise noted, the information in these 2016 Sustainability Highlights is based on data from Marriott's 2015 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.

ENVIRONMENT




Our sustainability strategy supports our business and reaches beyond the doors of our hotels to preserve and protect the planet and its resources. We focus on reducing our footprint, constructing more sustainable buildings, making our supply chain more environmentally conscious, supporting innovative conservation initiatives and inspiring our associates and guests to support these efforts.

ENVIRONMENTAL PERFORMANCE INDICATORS*

ENERGY INTENSITY <i>kWh per m² of conditioned space</i>		WATER INTENSITY <i>m³ per occupied room</i>		GHG EMISSIONS INTENSITY <i>kg per m²</i>	
 ↓ 13.2% VS. 2007 BASELINE		 ↓ 10.4% VS. 2007 BASELINE		 ↓ 13.2% VS. 2007 BASELINE	
Global ↓ 3.8% YOY 2015 348.9 2014 362.9 2007 402.2		Global 0% YOY 2015 0.80 2014 0.80 2007 0.89		Global ↓ 1.6% YOY 2015 142.2 2014 144.6 2007 163.9	
Americas ↓ 4.6% YOY 2015 340.4 2014 356.8		Americas 0% YOY 2015 0.70 2014 0.70		Americas ↓ 2.0% YOY 2015 124.9 2014 127.5	
Asia Pacific ↓ 3.0% YOY 2015 353.1 2014 364.1		Asia Pacific ↓ 0.2% YOY 2015 1.32 2014 1.32		Asia Pacific ↓ 1.1% YOY 2015 188.9 2014 191.0	
Europe ↓ 1.2% YOY 2015 390.0 2014 394.8		Europe ↑ 1.7% YOY 2015 0.58 2014 0.57		Europe ↓ 5.1% YOY 2015 117.2 2014 123.5	
Middle East & Africa ↓ 1.0% YOY 2015 371.2 2014 374.8		Middle East & Africa ↓ 5.2% YOY 2015 1.00 2014 1.06		Middle East & Africa ↓ 1.8% YOY 2015 191.9 2014 195.4	

*The YE 2014 environmental indicators have been adjusted since our 2015 Environmental Performance Issue Report to reflect the most accurate figures as Marriott received additional consumption data after the annual reporting. All figures include extrapolations for missing data.

ENVIRONMENTAL DATA*

TOTAL ENERGY USAGE <i>million MWh</i>	TOTAL WATER USAGE <i>million m³</i>	TOTAL GHG EMISSIONS <i>million metric tons CO₂e</i>
 2015 3.60 5.92 9.52 2014 3.60 5.82 9.42 2007 2.92 4.27 7.19 ■ Direct energy ■ Indirect (purchased) energy	 2015 66.2 2014 63.6 2007 55.8	 2015 3.92 2014 3.80 2007 2.93

*The YE 2014 environmental indicators have been adjusted since our 2015 Environmental Performance Issue Report to reflect the most accurate figures as Marriott received additional data after the annual reporting. All figures include extrapolations for missing data.

ENVIRONMENT

CARBON DISCLOSURE PROJECT



2015 CARBON
PERFORMANCE BAND



2015 CARBON
DISCLOSURE SCORE

Marriott reports annually to the CDP (www.cdp.net). Performance is rated from A to E, with A being highest. Disclosure is rated on a 100-point normalized scale.

ENVIRONMENTAL PRACTICES AT OUR HOTELS

By percentage of hotels reporting participation through the [Green Hotels Global™ tool*](#)

75%
USE HIGH-EFFICIENCY
LIGHTING

58%
USE LOW FLOW
SHOWERHEADS

30%
USE RAINWATER FOR
LANDSCAPING

64%
RECYCLE

54%
DONATE UNUSED
SUPPLIES TO CHARITY

Marriott has
**MORE THAN 450
ELECTRIC VEHICLE
CHARGING STATIONS**

*Percentage calculations are based on 4,424 managed and franchised hotels in our portfolio as of YE 2015.



1,800+

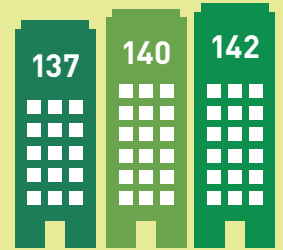
MARRIOTT HOTELS EARNED
TRIPADVISOR'S GREENLEADERS BADGE



LEED® BUILDINGS*

	2013	2014	2015
LEED REGISTERED	106	89	87
LEED CERTIFIED	31	51	55

TOTAL LEED
REGISTERED
+ LEED
CERTIFIED



*As of YE 2015 and includes managed and franchised properties as well as Marriott Corporate Headquarters.



8 YEARS

supporting Amazon
rainforest preservation

96%

of the Juma Rainforest
Reserve remains intact

RESPONSIBLE BUSINESS

Our long-standing commitment to responsible business not only makes sense for our bottom line, but helps create opportunities for our stakeholders, including our associates, guests, hotel owners and local communities. We continue to drive meaningful results benefitting youth, global diversity and inclusion, health and wellness, responsible sourcing and support for human rights.

WORLD OF OPPORTUNITY YOUTH

MARRIOTT HOTEL AND BUSINESS COUNCIL CONTRIBUTIONS TO YOUTH IN 2015*



\$1.98M CASH + IN-KIND



277,000+ VOLUNTEER HOURS

*As of YE 2015 and includes managed and franchised properties.

COMMITMENTS TO YOUTH ACROSS THE GLOBE*

THE RITZ-CARLTON®
skills-based training
has benefitted



20,000 YOUTH
since 2009

COURTYARD BY MARRIOTT
engaged with



2,200+
STUDENTS AND TEACHERS
in 2015

**MARRIOTT'S EUROPEAN
HOTELS** created



6,000+
CAREER OPPORTUNITIES
in 2015

CHEI + MARRIOTT CHINA
HOTELS** have impacted



55,000+ STUDENTS
since 2013

**BRIDGES FROM SCHOOL
TO WORK***** served



1,000+ YOUTH
in 2015

* As of YE 2015 and includes managed and franchised properties.

** China Hospitality Education Initiative is a program of The J. Willard and Alice S. Marriott Foundation.

***Bridges from School to Work is a 501 (c)3 non-profit organization that Marriott International helped to establish in 1989 and currently supports.

PROVIDING EMPLOYMENT AND LIFE SKILLS FOR AT-RISK YOUTH AT OUR HOTELS*



872
STUDENTS TRAINED
since 1997



12
HUMAN TRAFFICKING
survivors trained since 2011



117
STUDENTS GRADUATED
in 2015



85%
JOINED THE WORKFORCE
or sought further education

MARRIOTT SUPPORTS YCI IN 8 COUNTRIES

BRAZIL | COSTA RICA | HUNGARY | INDIA
JORDAN | MEXICO | POLAND | VIETNAM

*At Marriott hotels as of YE 2015 unless otherwise noted.

RESPONSIBLE BUSINESS

GLOBAL DIVERSITY AND INCLUSION



25+ Years of Global Diversity & Inclusion

A HISTORY OF PUTTING PEOPLE FIRST

Launched Formal Diversity Programs.
Launched Bridges From School to Work, a Signature Program of The Marriott Foundation for People With Disabilities (501c3).

Established Board of Directors Committee for Excellence.

Established CEO Global Diversity & Inclusion Council.
Named Company of the Year by *LATINAStyle*.

Launched Veteran's Strategy.
Joined Operation Enduring Opportunity.

Named Company of the Year by *LATINAStyle* (for 2nd time).

1989



2002

Received Catalyst Award for Advancing Women in the Workplace.



2005

Established J.W. Marriott, Jr. Diversity Excellence Award.

2010

2013

2014

Launched Alice S. Marriott Leadership Series.
Enhanced Disability Awareness with Ability to Succeed Campaign.

2016

Empowering Women and Diverse Leadership



DiversityInc Top 10 Companies for Diversity

Eight Women Lead Divisions with Revenue Greater than **\$100 Million.**

36% of Board of Directors Positions Held by Women.



Women's Leadership Development Initiative Launched in 1999

Regional Diversity & Inclusion Councils in Place for Two Decades

Emerging Leader Program Established in 2013

Hosted Women and Diverse Leadership Conferences

Working Mother 100 Best Companies Hall of Fame

NAFE Top 10 Companies for Executive Women

Executive Leadership Council 2013 Corporate Award

Supplier Diversity

\$5B+ Spend with Diverse Suppliers From 2003–2015

2014 Corporation of the Year – National Gay & Lesbian Chamber of Commerce (NGLCC)

Youth Engagement



Engaging Customers



Marriott is consistently recognized for its diversity and inclusion efforts. Organizations such as Asia Society, Fortune, Human Rights Campaign, and NAACP have given Marriott top marks.

#LoveTravels

Launched #LoveTravels in 2014 - an award-winning, inclusive marketing campaign reaching LGBT, African American and Hispanic consumers.

Diverse Ownership Initiative

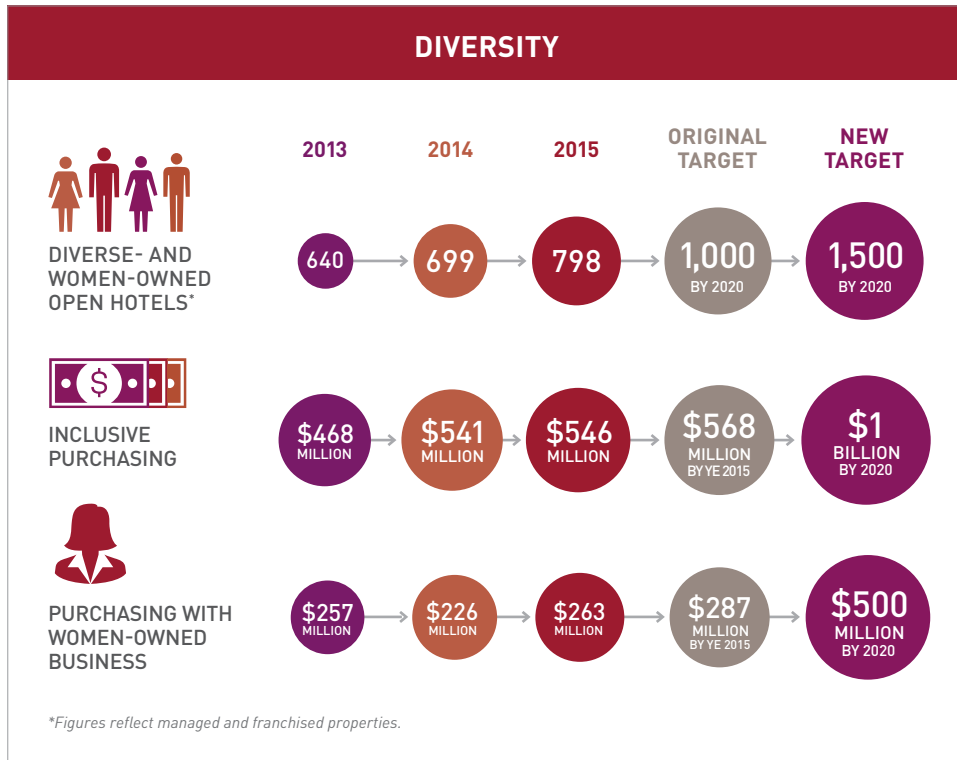
Hotels

798 2015 **1,500** target by 2020

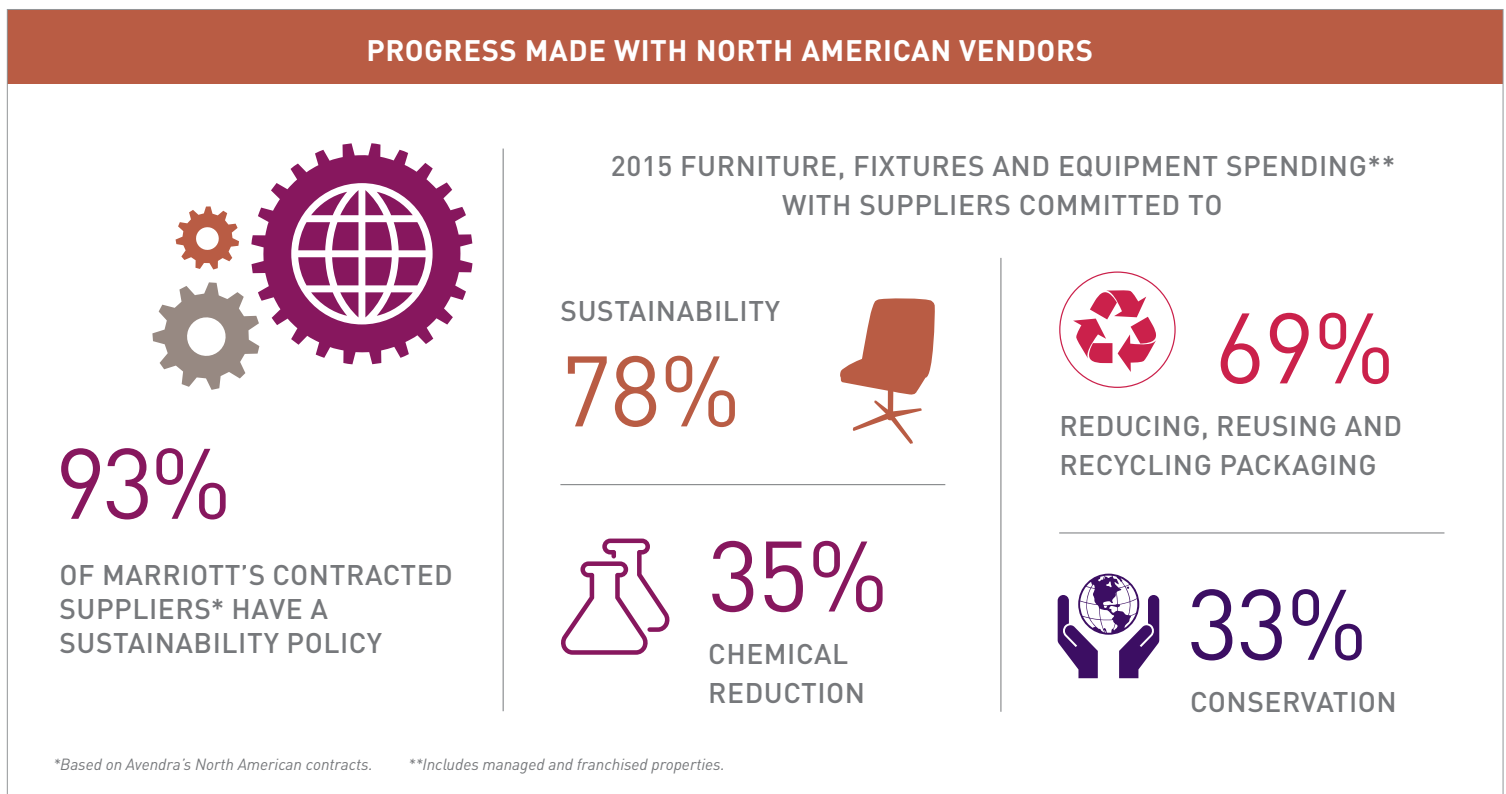


RESPONSIBLE BUSINESS

GLOBAL DIVERSITY & INCLUSION



RESPONSIBLE SOURCING



RESPONSIBLE BUSINESS

OUR BUSINESS

2015 TOP MARKETS*			2015 REGIONAL PRESENCE				
	TOTAL ROOMS	TOTAL PROPERTIES	AMERICAS	EUROPE	ASIA PACIFIC	MIDDLE EAST & AFRICA	TOTAL
United States	557,479	3,511	3,752 Total Properties	325 Total Properties	195 Total Properties	152 Total Properties	4,424 Total Properties
China	31,460	86	791 Company-Operated Properties**	141 Company-Operated Properties**	178 Company-Operated Properties**	94 Company-Operated Properties**	1,204 Company-Operated Properties**
Canada	27,078	132	2,906 Franchised Hotels	96 Franchised Hotels	14 Franchised Hotels	58 Franchised Hotels	3,074 Franchised Hotels
United Kingdom	12,205	64	5 Unconsolidated JV Hotels	83 Unconsolidated JV Hotels	0 Unconsolidated JV Hotels	0 Unconsolidated JV Hotels	88 Unconsolidated JV Hotels
Spain	10,869	78	50 Timeshare	5 Timeshare	3 Timeshare	0 Timeshare	58 Timeshare
South Africa	7,897	74	611,580 Total Rooms	62,108 Total Rooms	60,485 Total Rooms	25,157 Total Rooms	759,330 Total Rooms
India	7,447	31					
Mexico	7,364	32					
Germany	6,599	29					
France	5,111	27					

* Top markets are determined using total room counts.
 ** Company-operated properties include managed, owned and leased hotels.

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



9.8% OF GDP
2015 GROSS DOMESTIC PRODUCT



284 MILLION JOBS
2015 EMPLOYMENT



IN TOTAL, TRAVEL & TOURISM GENERATED
\$7.2 TRILLION

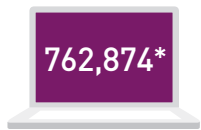
*Travel and Tourism Economic Impact 2016. World Travel and Tourism Council.

RESPONSIBLE BUSINESS

STAKEHOLDER ENGAGEMENT

MARRIOTT VERIFIED REVIEWS*

Online Travel Reviews by Our Hotel Guests



Reviews submitted since the launch in July 2014

Reviews can be submitted in
8 LANGUAGES

CHINESE

SUBMIT

ENGLISH
FRENCH
GERMAN
JAPANESE
PORTUGUESE
SPANISH



Hotels display reviews on **Marriott.com** as well as our language sites

**MORE THAN
1,000** Reviews daily



85% of reviews are **4-STAR AND HIGHER**

91% of reviewers

WOULD RECOMMEND MARRIOTT PROPERTIES TO A FRIEND



*As of June 2016

2015 GUEST SATISFACTION SURVEY RESULTS*

Management Tool to Help Drive Continuous Improvement

1 IN 5

GUESTS RESPOND



— AND OF THOSE GUESTS —

61%

RATE THEIR OVERALL HOTEL EXPERIENCE AT LEAST

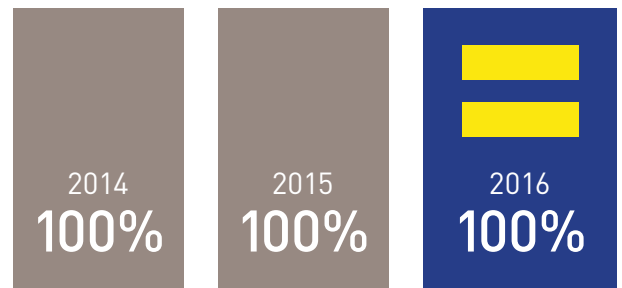
9 OUT OF 10

*In 2015, our guest satisfaction response rate was 20.2 percent, including both managed and franchised U.S. and Canadian hotels branded as JW Marriott® Hotels, Renaissance® Hotels, Marriott Hotels®, Courtyard®, SpringHill Suites®, Fairfield Inn & Suites®, Residence Inn®, and TownePlace Suites®. We have not included The Ritz-Carlton® Customer Engagement program as it uses a different scale than our other brands, which makes the scores noncomparable.

BUSINESS ETHICS AND HUMAN RIGHTS



HUMAN RIGHTS CAMPAIGN® CORPORATE EQUALITY INDEX SCORE*



*Human Rights Campaign Foundation's Corporate Equality Index rates U.S. workplaces on LGBT equality and inclusive practices.

RESPONSIBLE BUSINESS

WORKFORCE DEVELOPMENT

2015 TOTAL GLOBAL WORKFORCE*



218,116
ASSOCIATES



HOURLY-PAID	86%	MALE**	47%
SALARIED	14%	FEMALE**	53%
FULL-TIME**	90%	VOLUNTARY TURNOVER (includes retirements)	18%
PART-TIME**	10%	NEW HIRES	61,980

* Includes hourly paid and salaried associates at headquarters, corporate offices and managed properties.

**Due to tracking processes, excludes non-U.S. hourly population.

2015 TOTAL U.S. WORKFORCE*



100,553 U.S. ASSOCIATES

HOURLY-PAID	84%	MALE	45%
SALARIED	16%	FEMALE	55%
FULL-TIME	88%	VOLUNTARY TURNOVER (includes retirements)	14%
PART-TIME	12%	NEW HIRES	25,133

2015 US WORKFORCE BY GENDER

	MALES	FEMALES
HOURLY-PAID	45%	55%
SALARIED	45%	55%
FULL-TIME	46%	54%
PART-TIME	42%	58%

*Includes hourly paid and salaried associates at headquarters, corporate offices and managed properties.

ASSOCIATE WELLBEING

2015 TAKECARE HEALTHY CERTIFIED HOTEL PRACTICES* AND RESULTS**

WELLNESS CHALLENGES

80%

Rolled out at least two TakeCare-sponsored wellness challenges.

83%

Rolled out at least one additional local-level challenge.

HEALTHY NUTRITION

31%

Eliminated use of deep fryer in associate cafeteria.

PHYSICAL ACTIVITY

70%

On-site gym or fitness center is available to associates.

STRESS MANAGEMENT AND SLEEP

41%

Designated meditation/relaxation room is available to associates.

* About 50% of our full-service hotels applied for the TakeCare Healthy Hotel Certification (a 31% YOY increase from 2014). Eighty percent of these applicants received their certification.

**Percentage results indicate participation of our U.S. and Canada full-service hotels.