Security Analyst Meeting

MARRIOTT INTERNATIONAL

September 8, 2014

Forward-Looking Statements and Non-GAAP Financial Measures

This material contains "forward-looking statements" within the meaning of federal securities laws, including RevPAR, profit margin and earnings trends; the number of lodging properties we may add in future years; our potential investment spending and share repurchases; and similar statements concerning possible future events or expectations that are not historical facts. We caution you that these statements are not guarantees of future performance and are subject to a number of risks and uncertainties, including changes in market conditions; the continuation and pace of the economic recovery; supply and demand changes for hotel rooms; competitive conditions in the lodging industry; relationships with clients and property owners; the availability of capital to finance hotel growth and refurbishment; and other risk factors that we identify in our most recent quarterly report on Form 10-Q; any of which could cause actual results to differ materially from the expectations we express or imply here. We make these statements as of September 8, 2014 and we assume no obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future events or otherwise.

Throughout the Security Analyst Meeting presentations we report certain financial measures, each identified with the symbol "†," that are not required by, or presented in accordance with United States generally accepted accounting principles ("GAAP"). We discuss our reasons for reporting these non-GAAP measures and reconcile each to the most directly comparable GAAP measures at www.marriott.com/investor.

Peggy

FANG ROE

Chief Sales & Marketing Officer
Asia Pacific

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Asia Pacific Outbound

61% of the world's population with rising aspirations for travel

+5% outbound travel worldwide

+9% outbound travel Asia Pacific

+26% outbound travel China

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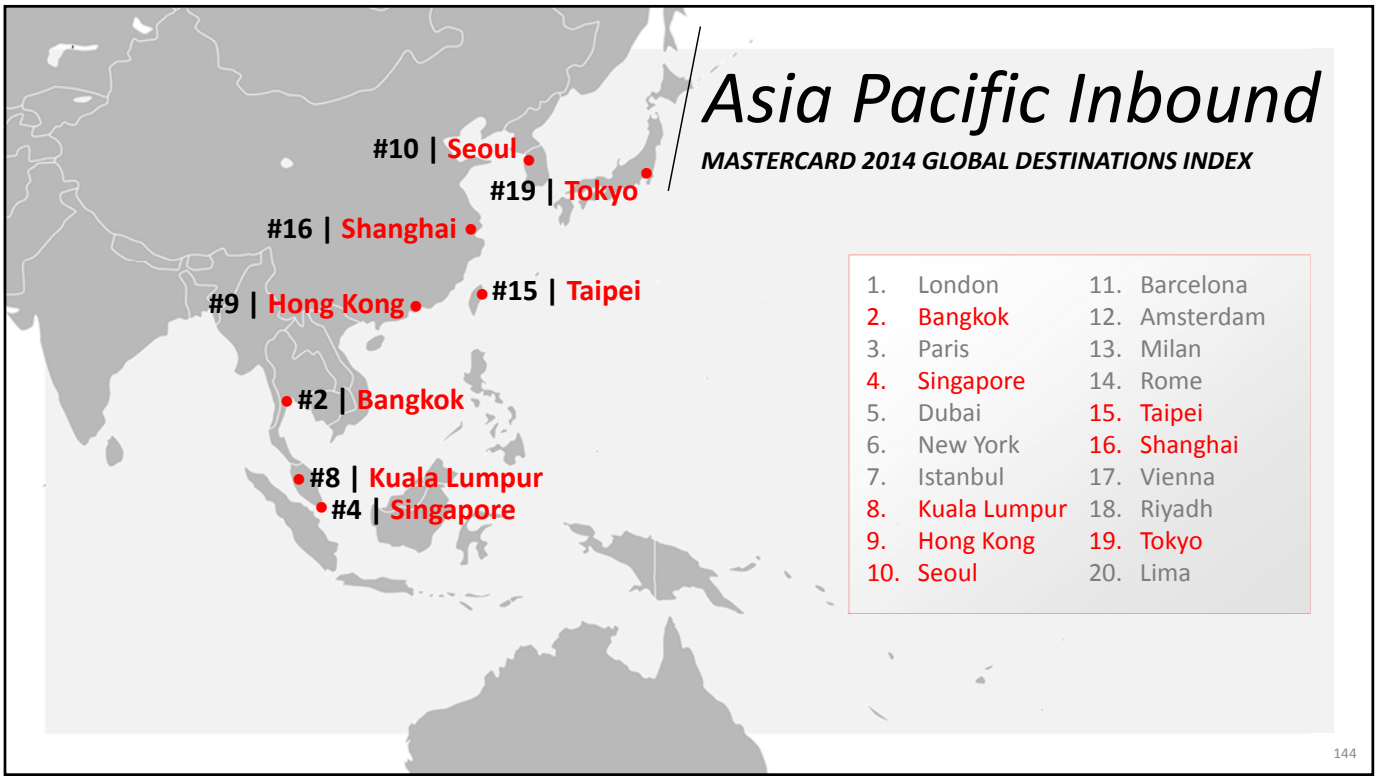
Asia Pacific Inbound
MASTERCARD 2014 GLOBAL DESTINATIONS INDEX
#10 | Seoul
#19 | Tokyo
#16 | Shanghai
#9 | Hong Kong
#15 | Taipei
#2 | Bangkok
#8 | Kuala Lumpur
#4 | Singapore
1. London
2. Bangkok
3. Paris
4. Singapore
5. Dubai
6. New York
7. Istanbul
8. Kuala Lumpur
9. Hong Kong
10. Seoul
11. Barcelona
12. Amsterdam
13. Milan
14. Rome
15. Taipei
16. Shanghai
17. Vienna
18. Riyadh
19. Tokyo
20. Lima
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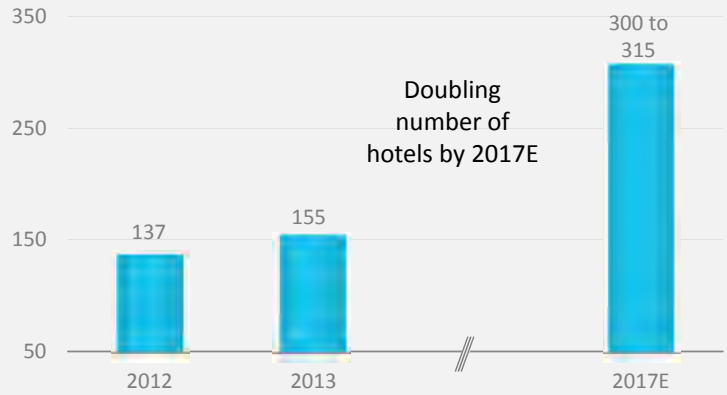
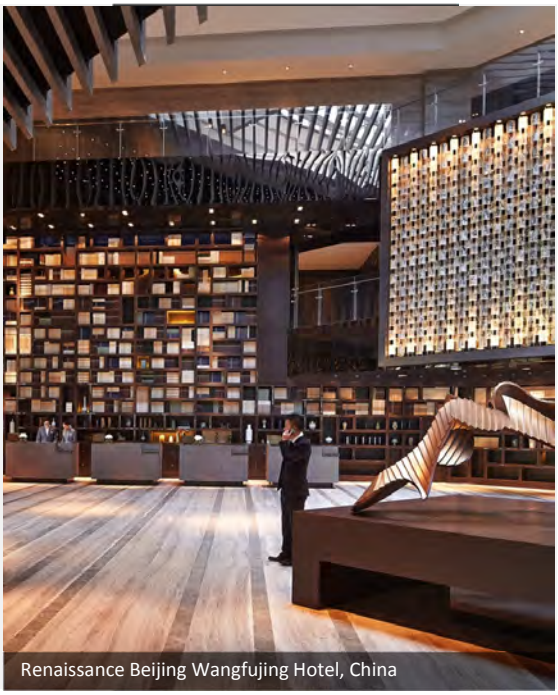
Asia Pacific
OUR PRESENCE
160+ HOTELS
9 BRANDS
12 COUNTRIES
+40,000 ASSOCIATES
5M+ MARRIOTT REWARDS MEMBERS
$136M IN FEES (2013)
145

Asia Pacific




Renaissance Beijing Wangfujing Hotel, China

HOTEL GROWTH

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Asia Pacific

LEADING WITH LUXURY

APPROACHABLE LUXURY

AUTHENTIC • CRAFTED • INTUITIVE

JW MARRIOTT

23 existing | 28 pipeline

CREATING INDELIBLE MARKS

LEGENDARY • GRACIOUS • INSPIRING

THE RITZ-CARLTON®

25 existing | 21 pipeline

ITALIAN CONTEMPORARY LUXURY

TIMELESS • RARE • INFORMAL YET IMPECCABLE

BVLGARI HOTELS & RESORTS

1 existing | 2 pipeline

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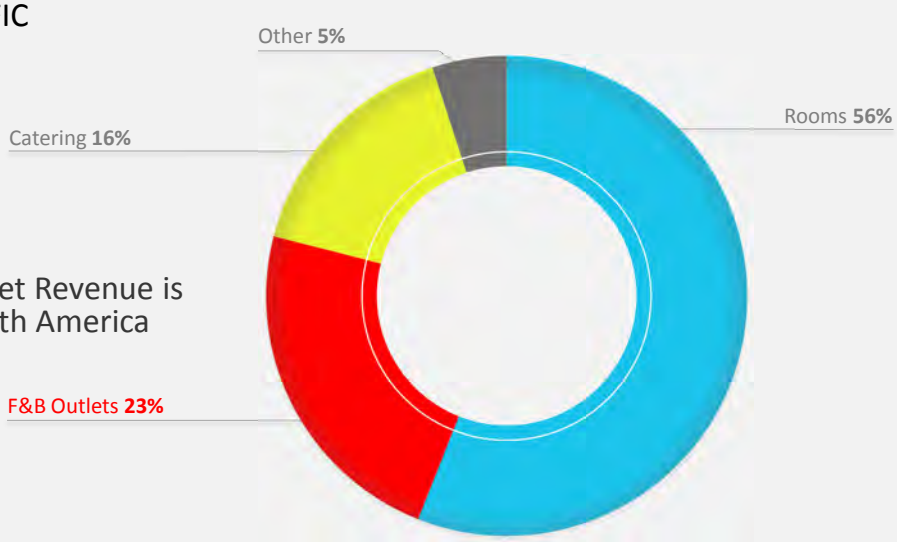
Revenue Drivers

ASIA PACIFIC



F&B Outlet Revenue is 2x North America

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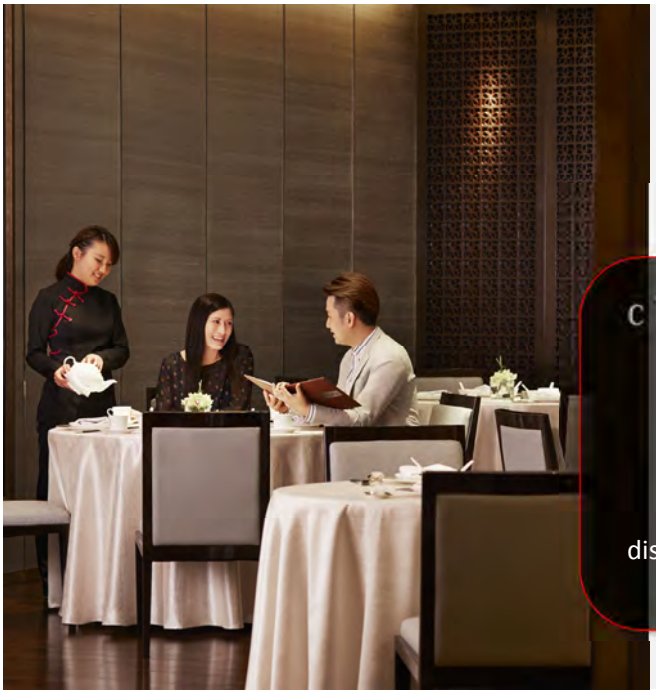

F&B Revenue

Celebrity weddings and popular restaurants can significantly improve the reputation of a hotel.

clubmarriott万誉会

70,000+ members
$200-$250 USD

discounts on dining, spa, rooms, retail

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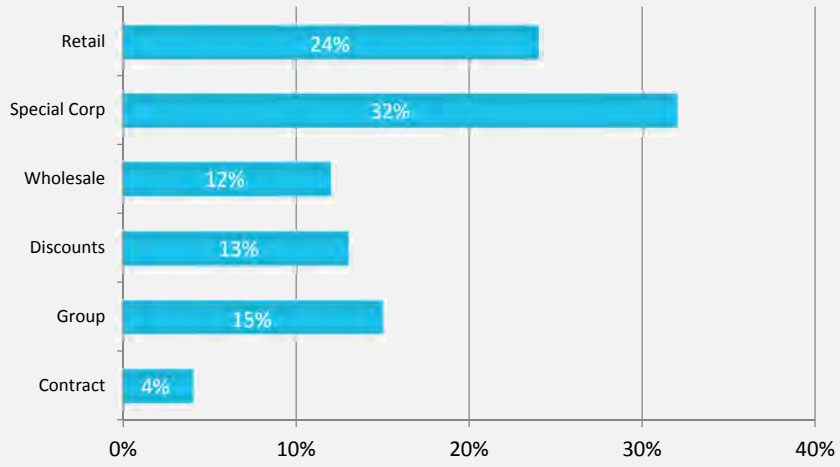
Rooms Segment Mix

ASIA PACIFIC



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Global, Team-Based Selling

- 1,200+ Sales Associates
- Global Sales
- National Sales
- Local Sales

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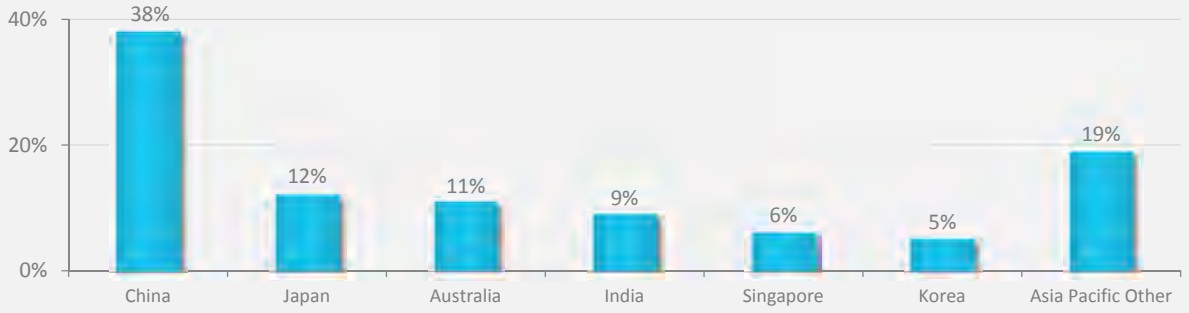
Customer Base

5M+ MARRIOTT REWARDS MEMBERS AND GROWING

Where they live…



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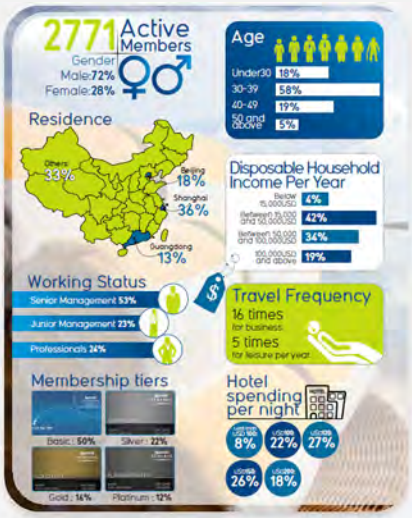
iJiang iJiang

OUR CHINA COMMUNITY PANEL



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Next Gen China

POST 90s

While the path was blazed by the *ba ling hou* (those born in the 80s) the younger *jiu ling hou* (those born in the 90s) have embraced the ideals of individualism and are daring to express themselves in unconventional ways.

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Next Gen China

HUNGRY TO EXPLORE

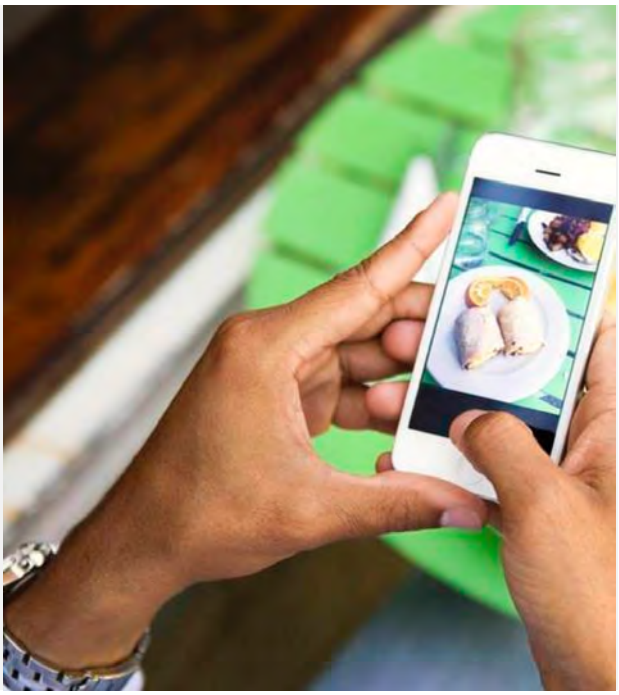
Chinese travelers have grown from 10M in 2000 to 100M in 2014, spending $100B+

155

Next Gen China

HYPER CONNECTED

Chinese Gen Y are more than twice as likely as U.S. Gen Y to spend time with their online friends over meeting in person.



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Next Gen China

SOCIAL CURRENCY

46% of Chinese Gen Ys stay in 4 star+ hotels, often stating they like to do so because it is a powerful show of status.

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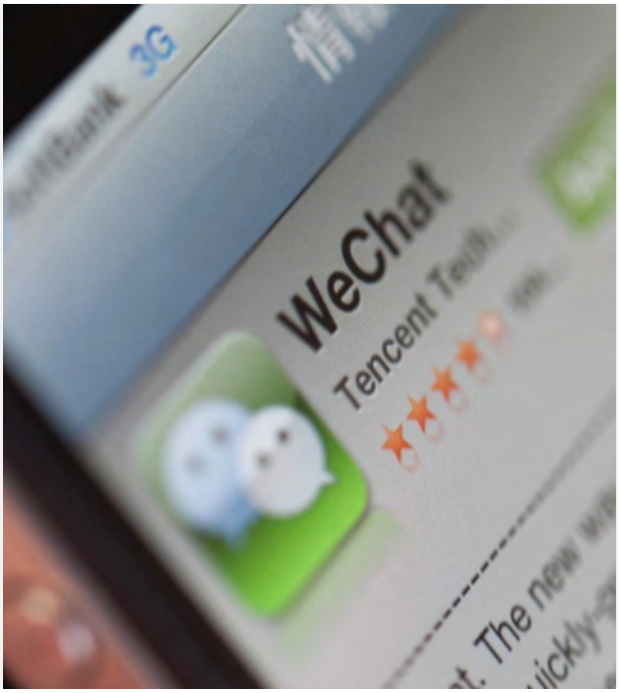
Next Gen China

OPINIONS MATTER

97% of Chinese Gen Ys share their travel and dining experiences online, while 50% blogged about their trips.



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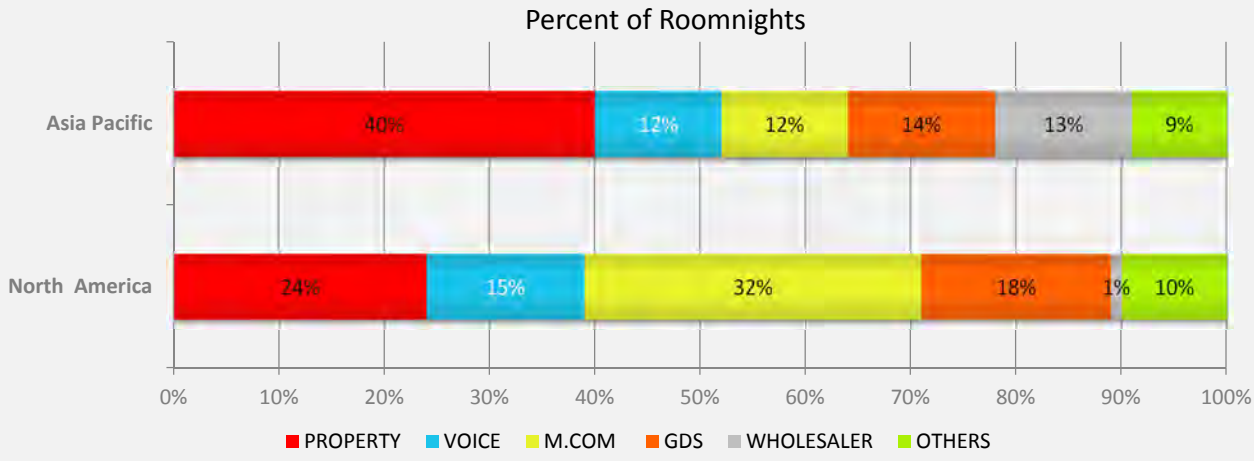
How They Buy

2013 TRANSIENT CHANNEL MIX



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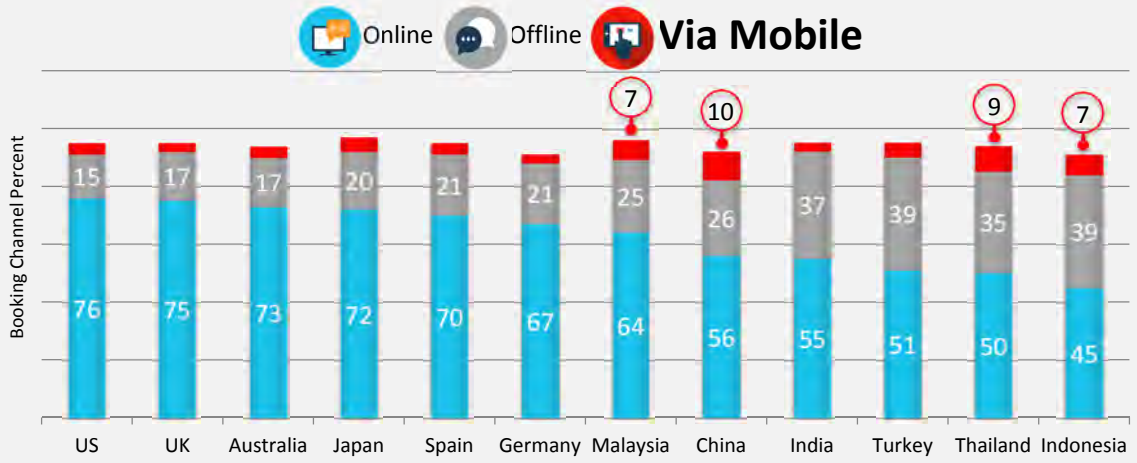
Mobile Rising

ASIA TRAVEL: OFFLINE AND STRAIGHT TO MOBILE



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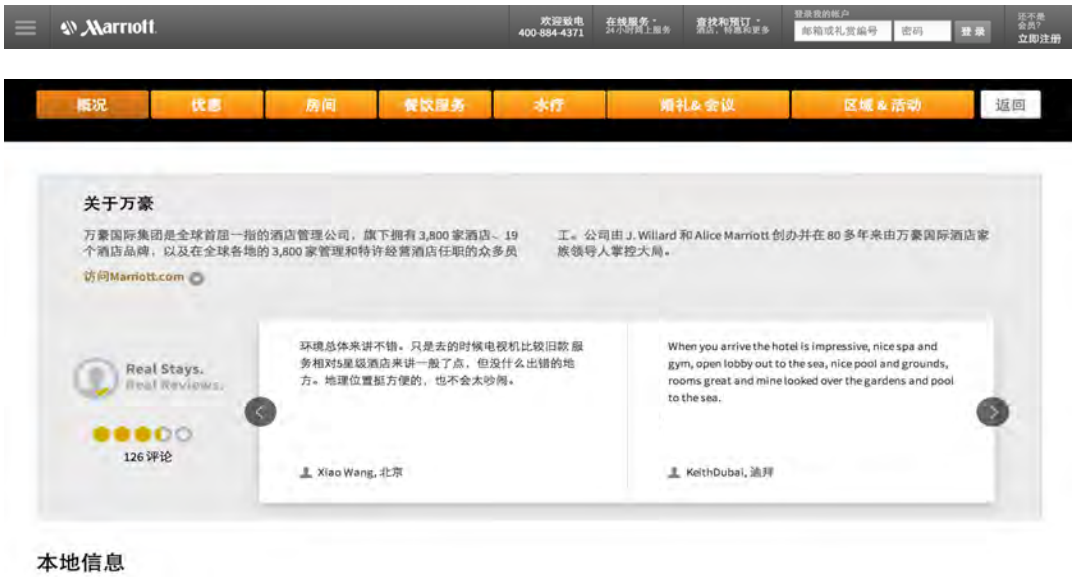
Multi-Language Reviews



本地信息

Mobile Mapping, Special Offers and Social

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Marketing

IN AN EMERGING MARKET

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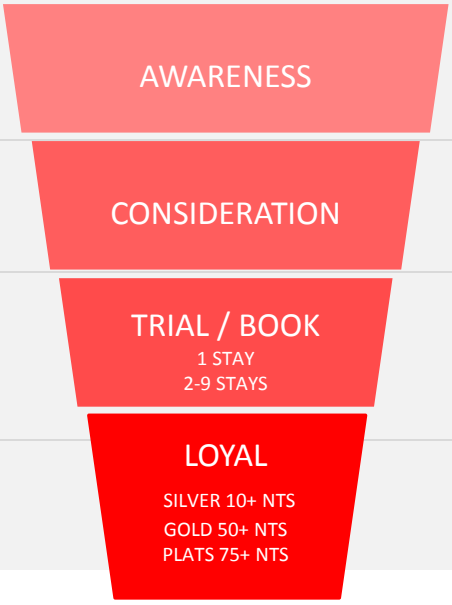
Marketing Strategy



OBJECTIVES

Drive impression with Gen Y in **5** key source markets

Be where customers want to buy (dial-up digital) and buy direct

Grow Marriott Rewards members
Grow active base
Increase **2**+ stayers

Grow stays and spend from loyalists

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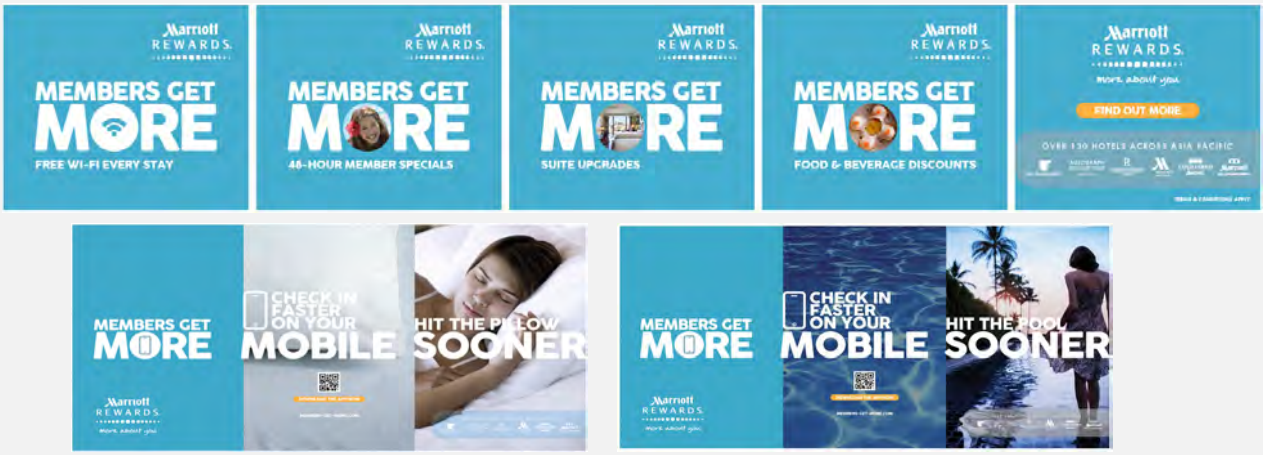
Portfolio Marketing

DRIVE MEMBERSHIP AND LOYALTY THROUGH TANGIBLE BENEFITS



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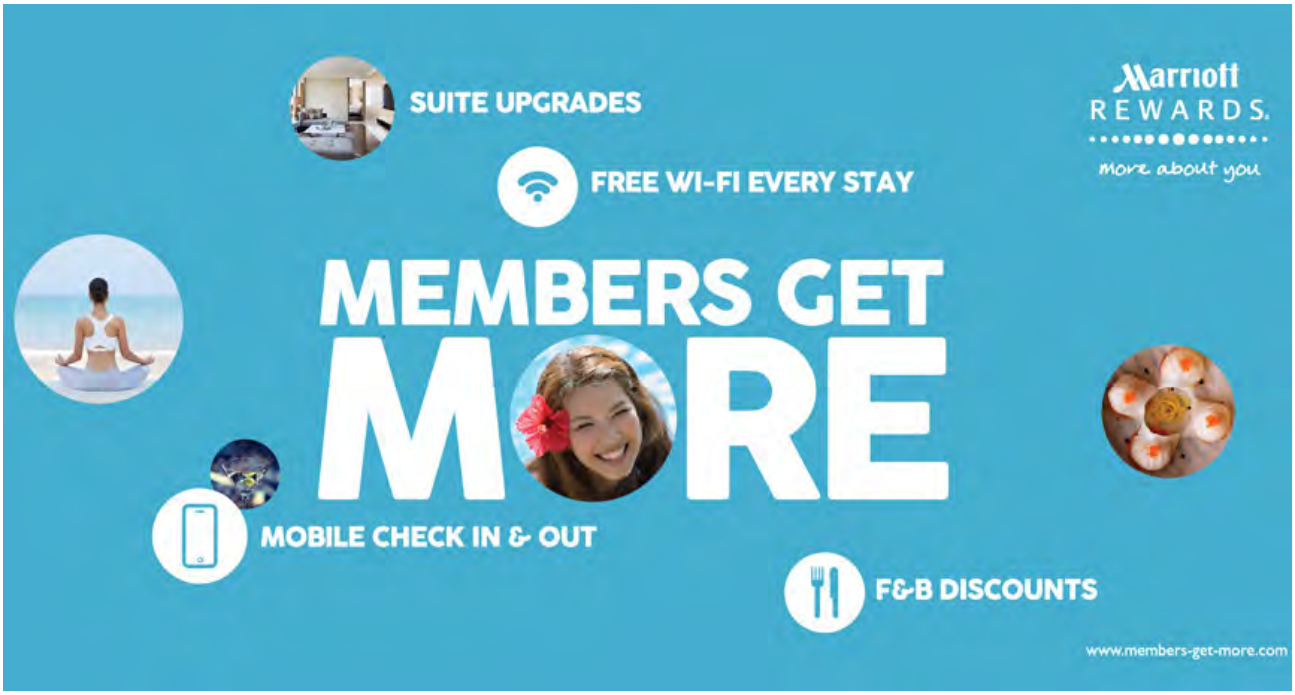

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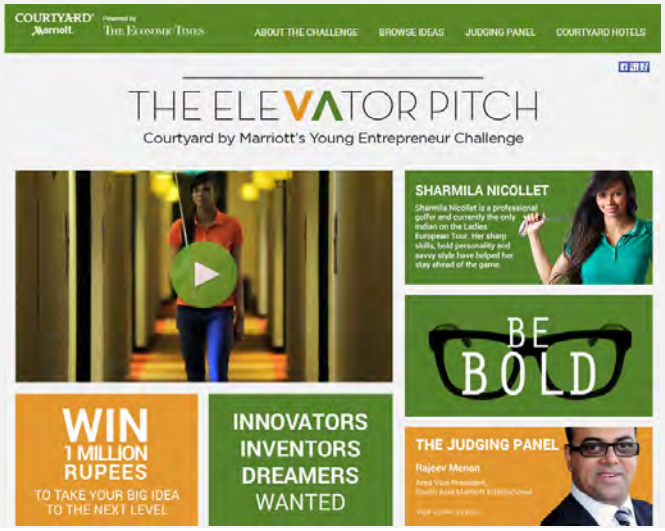
Courtyard India – Targeting Entrepreneurs



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Social Media:

QUNAR + WEIBO

Dani Zhu: famous TV show host and actress in China

Marriott Bangkok
Renaissance Phuket
JW Dongdaemon Seoul
Renaissance Sanya

4 Destinations | **4** Hotels | **4** Travel itineraries

Photo essays of elite–stay experiences + destination adventures

6.8M Fans on Weibo | **120,000** Itinerary views | **110,000**+ Likes

170

JW Private Events

JW MARRIOTT

REWARDS MEMBERS ONLY

Feel so good! Events like this one will make me feel more **loyal to Marriott Rewards!**

Good quality ingredients, tasty dishes, I am glad I came to this party!

World-class dishes with live music. The best tartare I've ever had!

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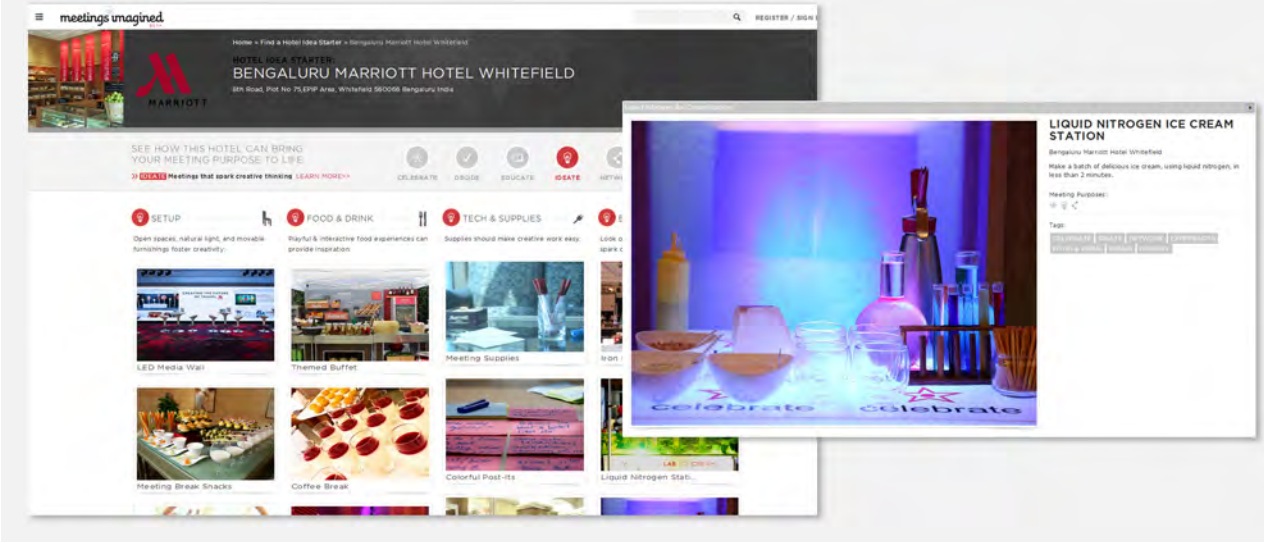
Meetings Imagined



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Asia Pacific

- Travel is booming
- The Chinese are coming….(and the Indians, too)
- Mobile will trump everything
- Be Local and Social or get left out

We are ready!

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Fang Roe Endnotes

Slide 143 – Asia Pacific Outbound
Statistical Yearbook Asia and the Pacific 2011;
ITB World Travel Trends Report, 2013/2014

Slide 144 – Asia Pacific Inbound
MasterCard Top, 2014 Global Destinations Cities Index

Slide 147 – Leading with Luxury
As of June 30, 2014

Slide 148 – Revenue Drivers
FY2013 managed comp property-level revenue
in constant US$, segment revenue only and does
not include miscellaneous revenue

Slide 150 – Rooms Segment Mix
FY2013 managed comp property-level revenue
in constant US$, segment revenue only and does
not include miscellaneous revenue

Slides 154 - 158 – Next Gen China
Source: Fahrenheit 212 and Marriott International

Slide 159 – How They Buy, 2013
Transient Channel Mix
FY2013 Reservations Data

Slide 160 – Mobile Rising
IPSOS Trip Barometer 2014 study
Base: All consumer respondents (50,637)