



## *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](http://www.marriott.com/investor).



*Stephanie*

**LINNARTZ**

Executive Vice President and  
Chief Marketing & Commercial Officer

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**CONSUMER**

**MARRIOTT  
NOW &  
NEXT**

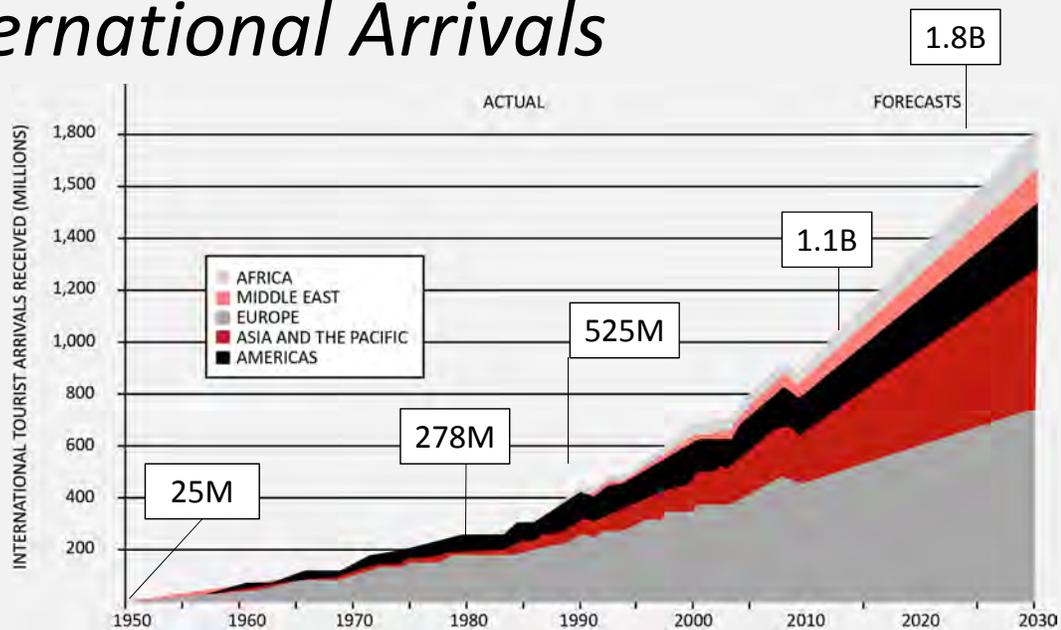
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# Portfolio Power

|                | SIGNATURE   | LIFESTYLE   | EXTENDED STAY                    | ENTERTAINMENT                                |
|----------------|---|---|----------------------------------|--|
| LUXURY         | The Ritz-Carlton®<br>JW MARRIOTT                        | BVLGARI<br>HOTELS & RESORTS<br>EDITION                  |                                  |  |
| UPPER UPSCALE  | MARRIOTT  | AUTOGRAPH COLLECTION<br>HOTELS<br>RENAISSANCE<br>HOTELS | Marriott<br>EXECUTIVE APARTMENTS | GAYLORD HOTELS®<br>MARRIOTT<br>VACATION CLUB |
| UPSCALE        | COURTYARD<br>MARRIOTT<br>SPRINGHILL SUITES®<br>MARRIOTT | AC<br>HOTELS<br>MARRIOTT                                | Residence<br>Inn®<br>MARRIOTT    |  |
| UPPER MODERATE | PROTEA HOTELS<br>FAIRFIELD<br>INN®<br>MARRIOTT          |   | TownePlace<br>SUITES<br>MARRIOTT |  |
| MODERATE       |   |   |                                  |  |
| ECONOMY        |   | moxy  |                                  |  |

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# International Arrivals



18

# Gen X/Y

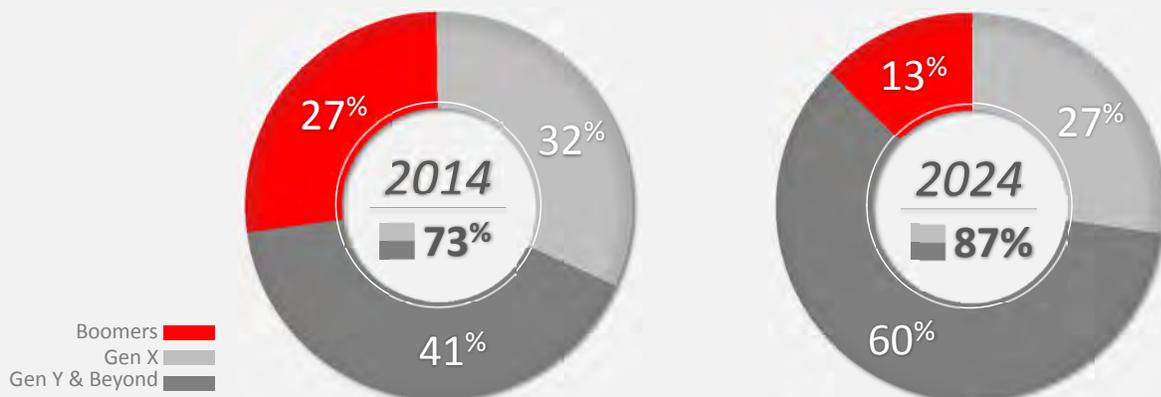
GLOBAL MARKETS—WORKING AGE POPULATION



19

# Gen X/Y

GLOBAL MARKETS—WORKING AGE POPULATION



20

## *Gen Y—Distinctly Different*



Values  
Attitudes  
Behaviors

21

## *Gen Y—Distinctly Different*

CHARACTERISTICS



- Design and Style
- Accustomed to Luxury
- Blend Work and Play
- Tech Dependent
- Sharing Generation

22

# New Brands Turning Heads



EDITION<sup>®</sup>

AUTOGRAPH  
COLLECTION<sup>®</sup>  
HOTELS

AC  
HOTELS  
MARRIOTT

moxy  
HOTELS

23

# EDITION<sup>®</sup>

WHERE GOOD THINGS COME TOGETHER



The New York EDITION

**\$8.5B**  
target consumer  
opportunity  
in the U.S.

**2**  
hotels

**9**  
in global  
pipeline

24

EDITION



The Miami Beach EDITION

25

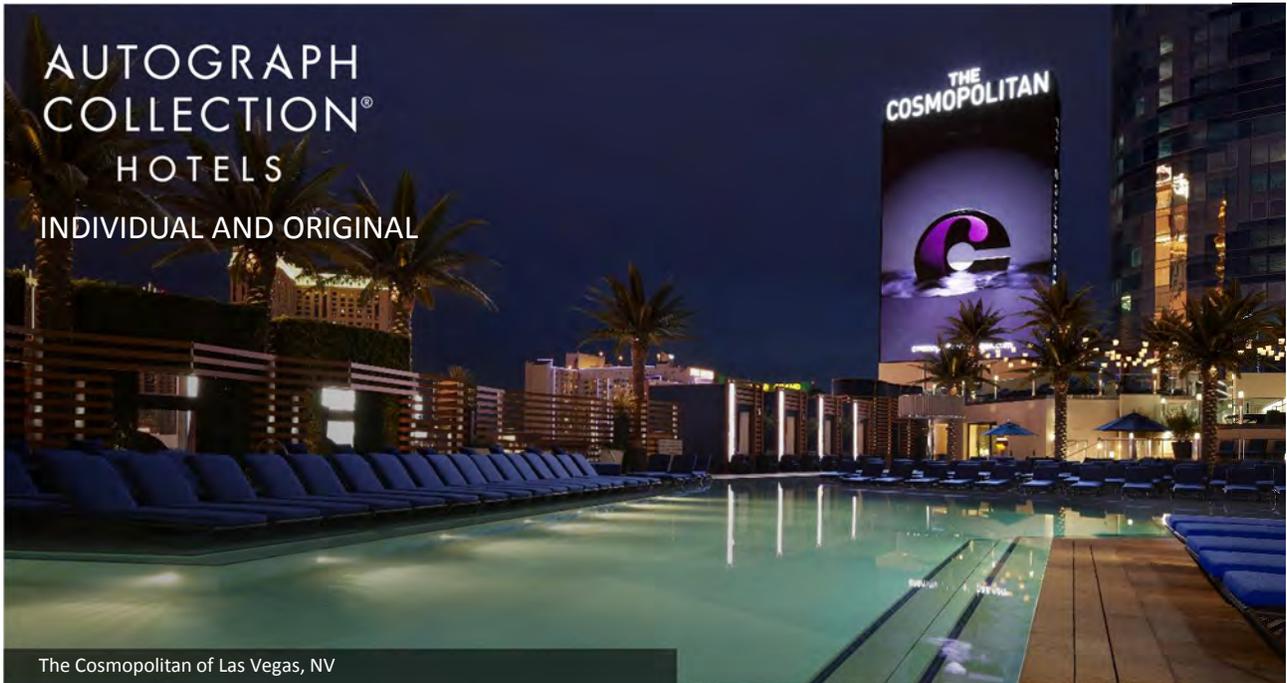
EDITION



The London EDITION

26

AUTOGRAPH  
COLLECTION®  
HOTELS  
INDIVIDUAL AND ORIGINAL



The Cosmopolitan of Las Vegas, NV

27

AUTOGRAPH  
COLLECTION®  
HOTELS



Hotel am Steinplatz, Germany

28

AUTOGRAPH  
COLLECTION®  
HOTELS

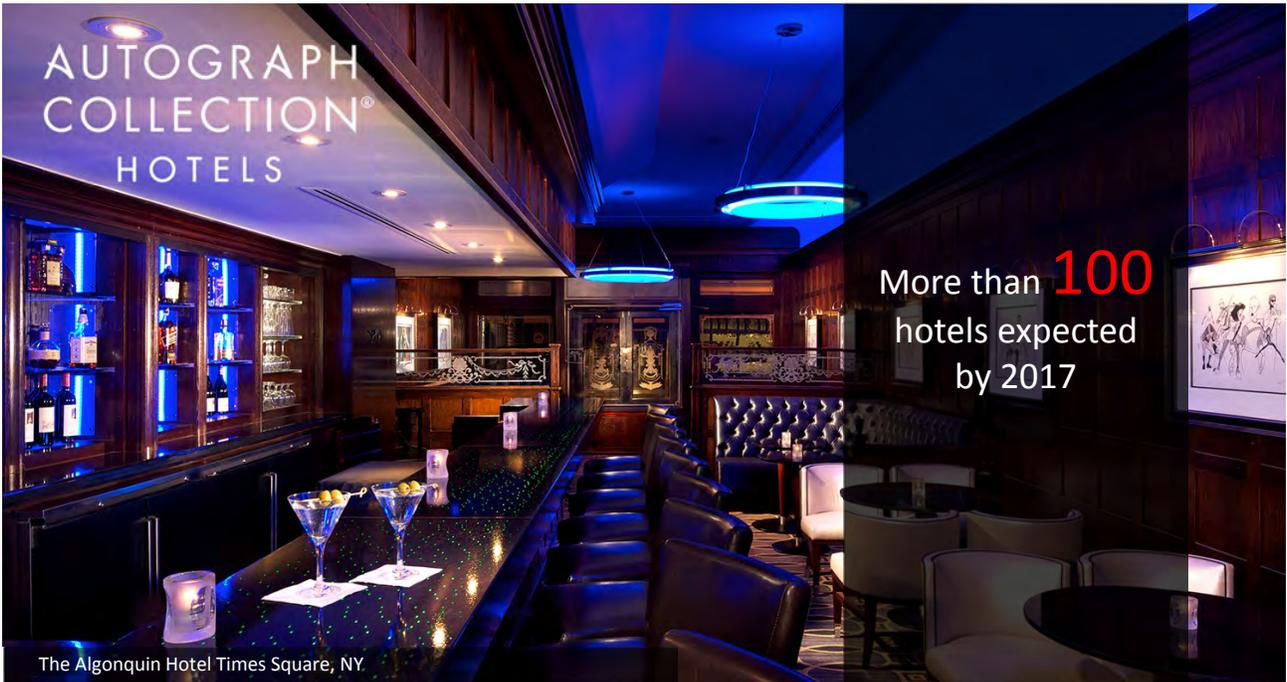


Hotel Adagio, San Francisco, CA

61  
hotels

12,358  
rooms globally

AUTOGRAPH  
COLLECTION®  
HOTELS



The Algonquin Hotel Times Square, NY

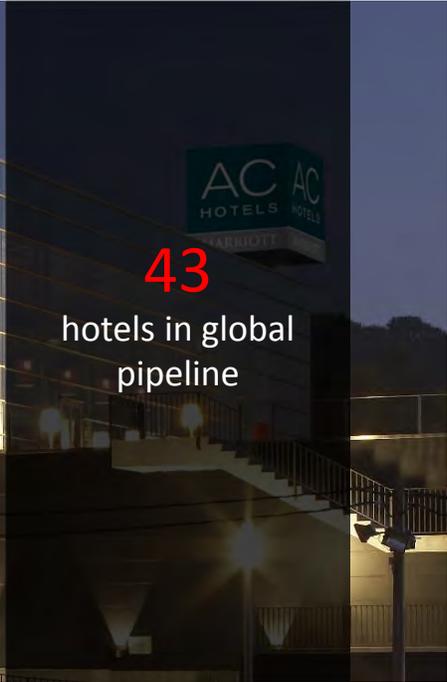
More than 100  
hotels expected  
by 2017



LIFESTYLE EXPERIENCE IN THE UPPER MODERATE TIER



Palau de Bellavista, Girona, Spain



**43**  
hotels in global pipeline



New Orleans Bourbon/French Quarter Area, LA



**73**  
hotels in Europe

Openings in North America begin in October

AC  
HOTELS  
MARRIOTT



Cuzco, Madrid, Spain

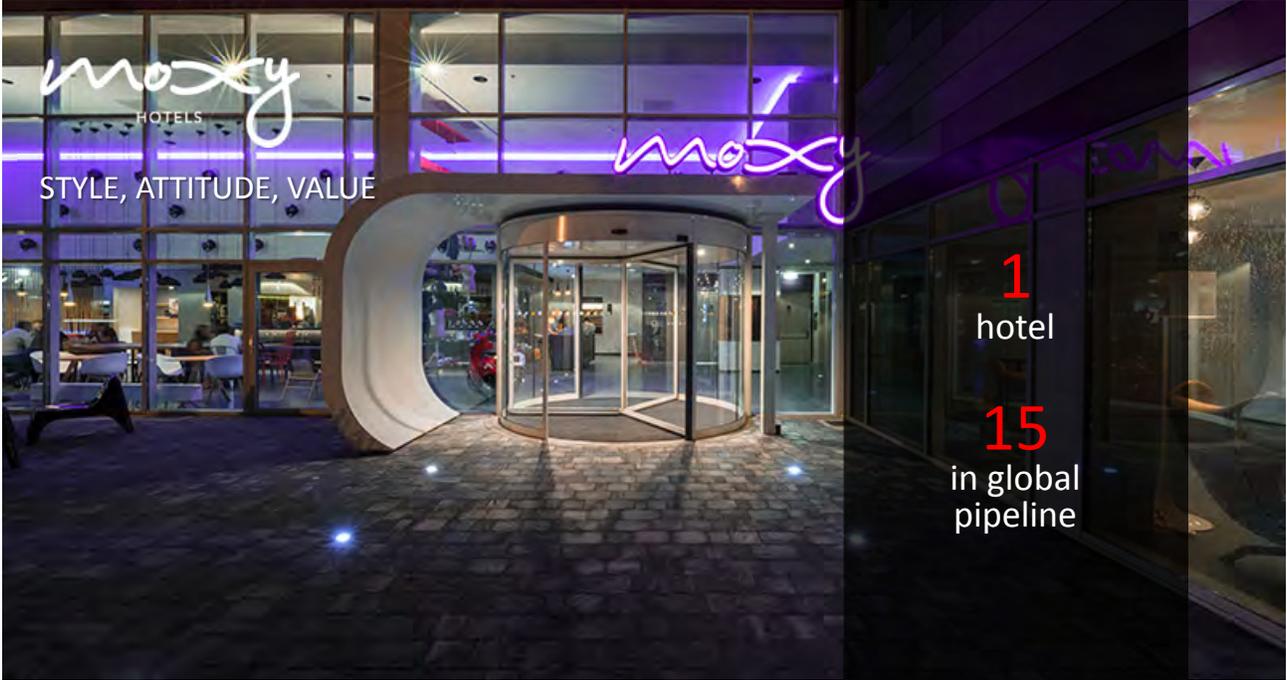
33

AC  
HOTELS  
MARRIOTT



Ambassadeur Antibes-Juan les Pins, France

34



**1**  
hotel  
**15**  
in global  
pipeline



Opportunity exists  
in Europe  
**Only 28%**  
of economy supply  
is branded



37



38



39

## *Broad Brand Appeal*



View from The Ritz-Carlton, Tokyo, Japan

40



41



42



JW MARRIOTT.

OFFERING APPROACHABLE LUXURY



JW Marriott Hotel Pune, India

**65**  
hotels

**48**  
in global  
pipeline

**doubled**  
customer awareness



43



JW MARRIOTT.



JW Marriott Hotel Mumbai, India

World's  
**Top 5**  
Luxury Hotel  
Brands



44



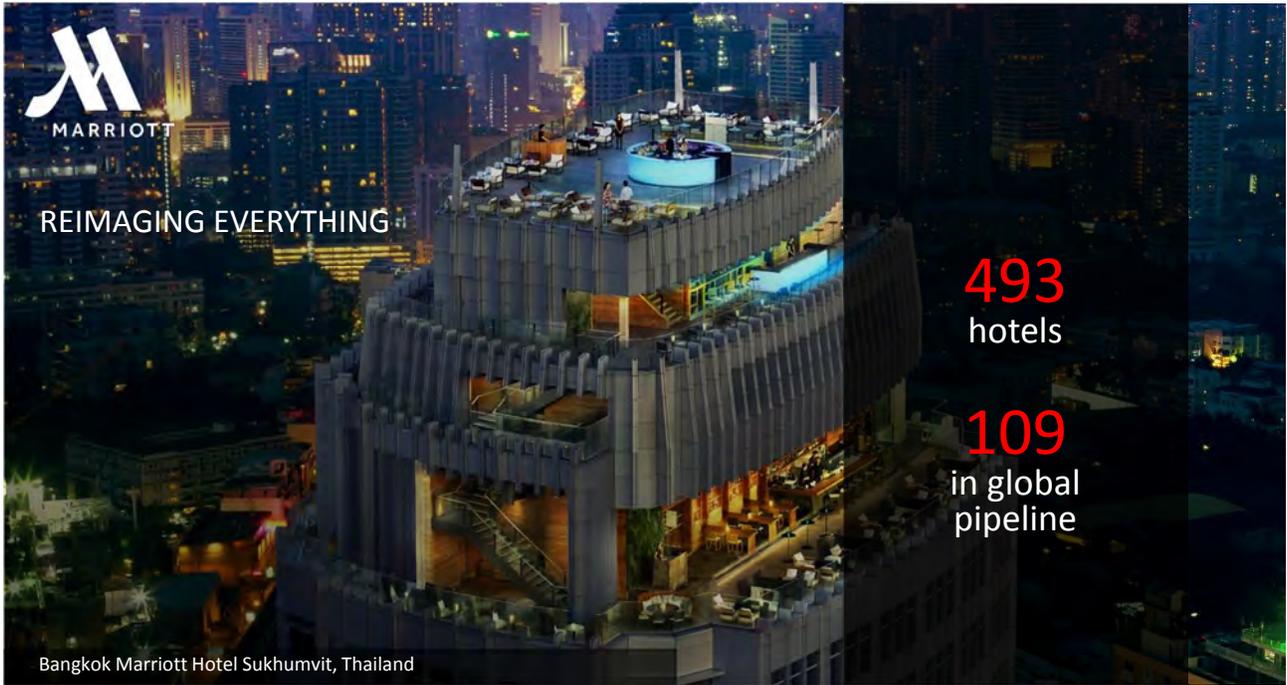
**R**  
RENAISSANCE<sup>®</sup>  
HOTELS

REINVENTING LIFESTYLE ON A GLOBAL SCALE

**159**  
hotels

**44**  
in global  
pipeline

Renaissance Providence Downtown Hotel, RI



**M**  
MARRIOTT

REIMAGING EVERYTHING

**493**  
hotels

**109**  
in global  
pipeline

Bangkok Marriott Hotel Sukhumvit, Thailand



WE PARTNERED WITH FELLOW TRAVEL  
INNOVATOR VIRGIN AMERICA TO ASK:

HOW CAN WE MAKE THE  
JOURNEY AS BRILLIANT AS THE  
DESTINATION?

SUBMIT IDEA

47



MARKETING

**doubled**  
ad exposure

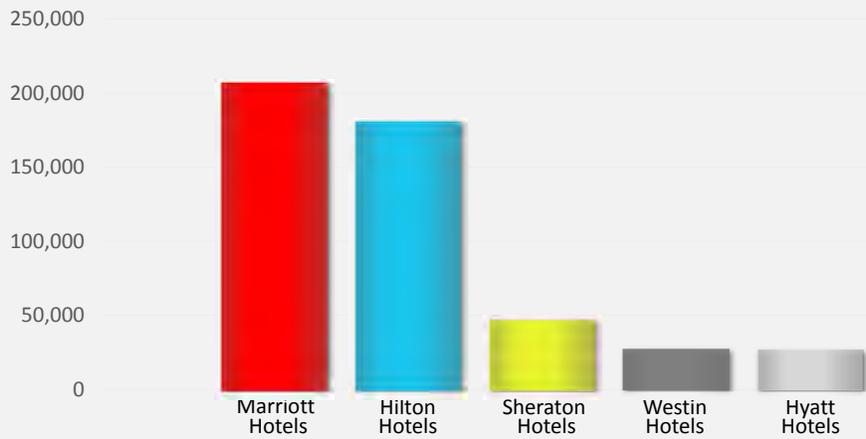
**increased**  
brand consideration

Baltimore Marriott Waterfront, MD

48

# Social Media

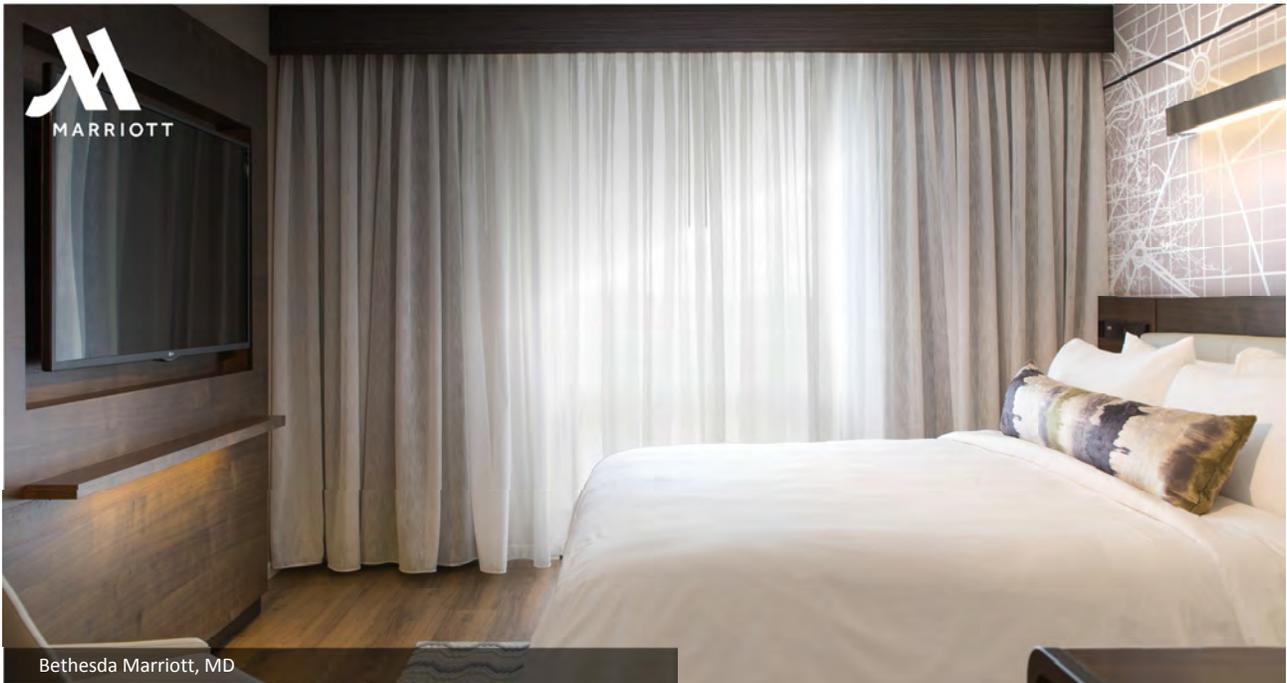
## ACTIONS



49



50



51

MARRIOTT

*M CLUB LOUNGE*

**73%**  
choose  
Marriott Hotels  
for next stay



San Francisco Airport Marriott Waterfront, CA

52



Amsterdam Marriott Hotel, Netherlands



*GROUP BUSINESS*

**33%**  
of room revenue in  
North America

**30%**  
globally



*MEETING SERVICES  
APP*

“A key reason  
why I would plan  
a meeting  
at Marriott”

MARRIOTT  
NOW &  
NEXT

GLOBALIZATION

55

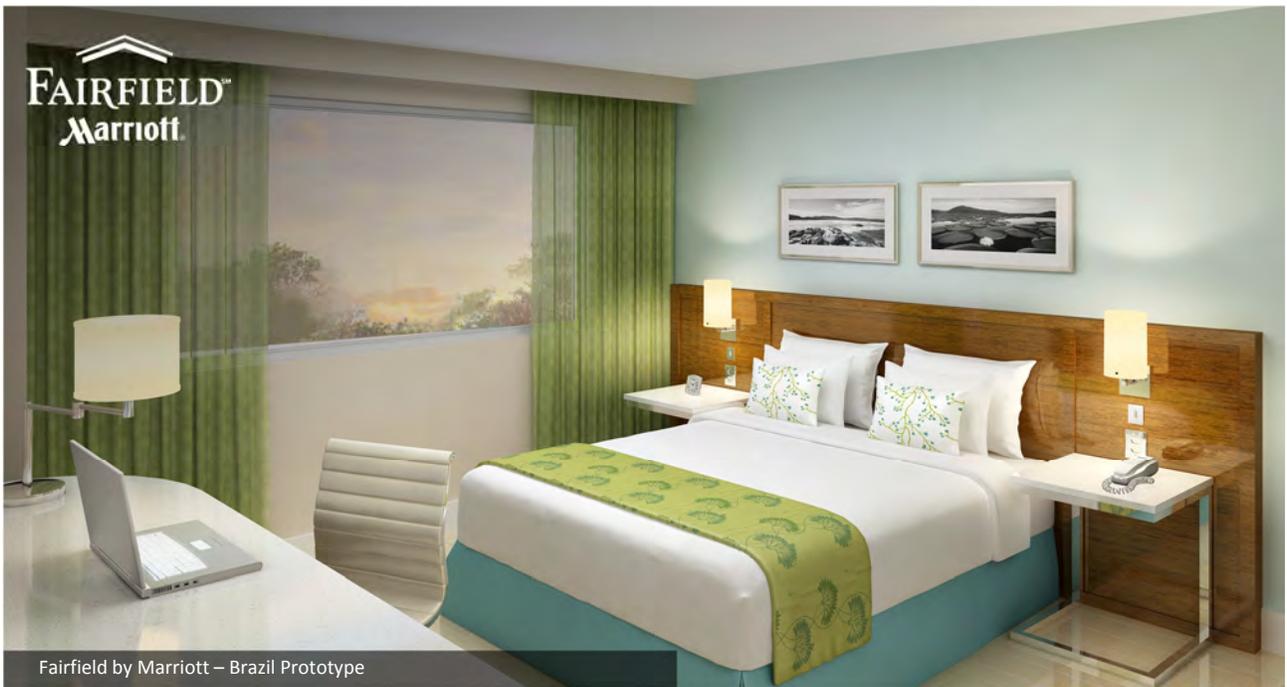
FAIRFIELD™  
Marriott

customized  
brands  
localization

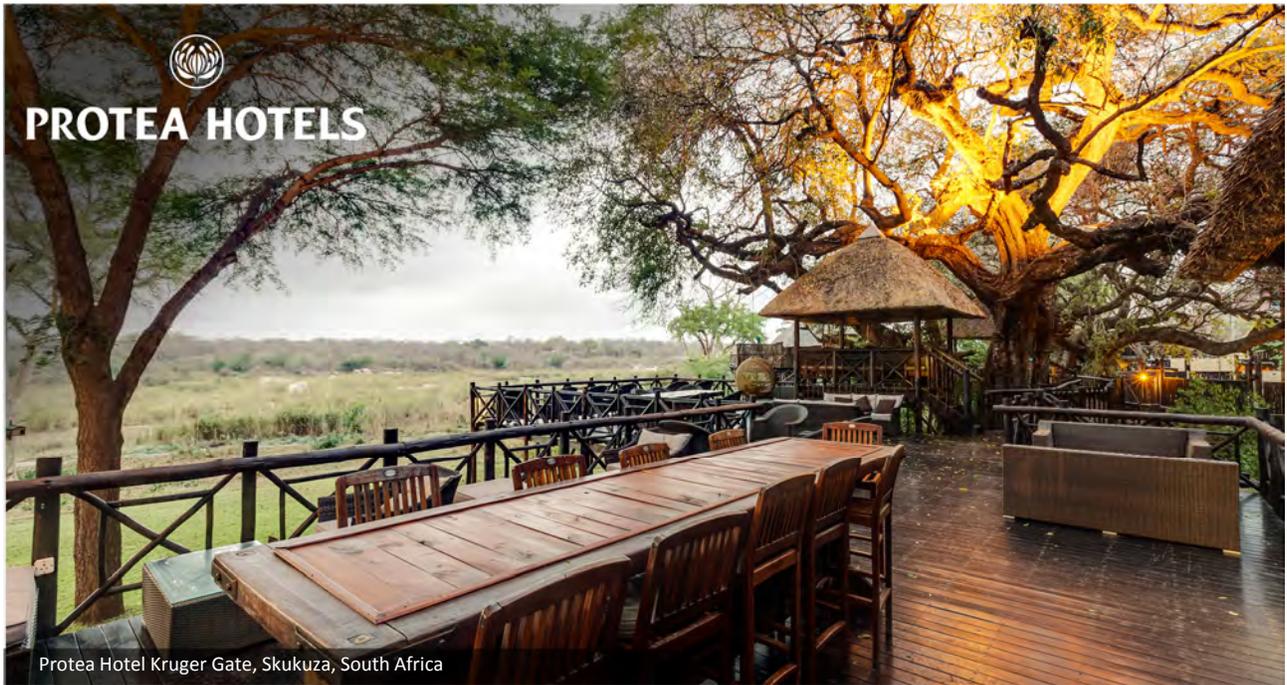
Fairfield by Marriott Bengaluru Rajajinagar, India

56





Fairfield by Marriott – Brazil Prototype



Protea Hotel Kruger Gate, Skukuza, South Africa



## MARRIOTT PORTFOLIO

- Relating to Gen Y
- Reinventing
- Tailoring global brands to local sensibilities

61

**MARRIOTT  
NOW &  
NEXT**

**SALES & MARKETING  
ENGINES**

62



*CHANGES NOW*

**7x**  
greater account  
coverage

**7-point**  
increase in  
group RevPAR Index  
(5 years)

63



**Marriott**  
REWARDS.  
.....

64

Marriott  
REWARDS.  
.....



47M  
members

50%  
paid/stayed  
room nights

65

Marriott  
REWARDS.  
.....



Best Hotel  
Loyalty Program

freddie  
awards  
7 years

Turnberry Isle Miami, Aventura, Autograph Collection, FL

66



#1 Best  
Hotels Rewards  
Program



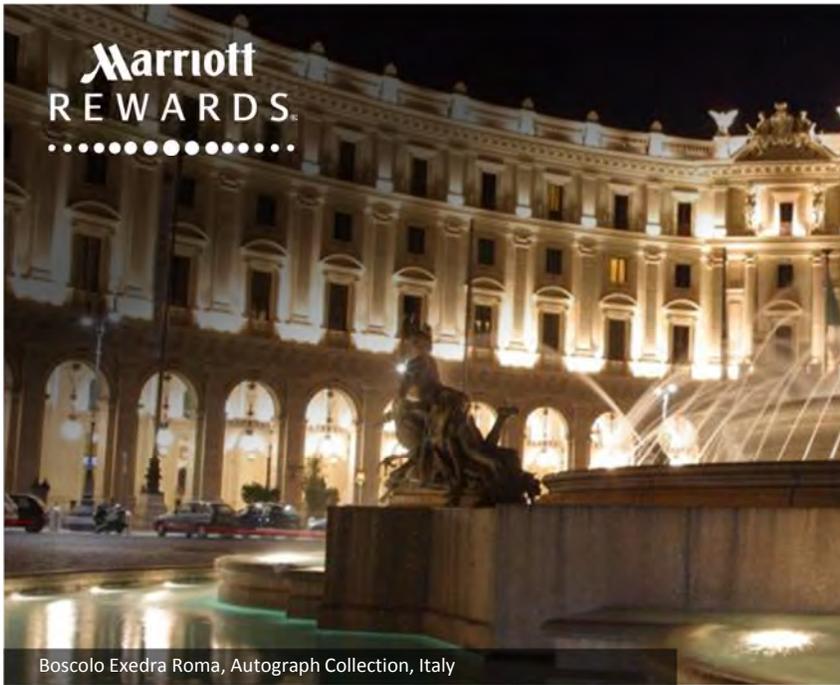
Highest Overall  
Satisfaction Among  
Travel-Hospitality  
Programs



*GEN Y CONSUMERS*

Instant  
Easy  
Shareable  
Meaningful  
Surprising

Marriott  
REWARDS.



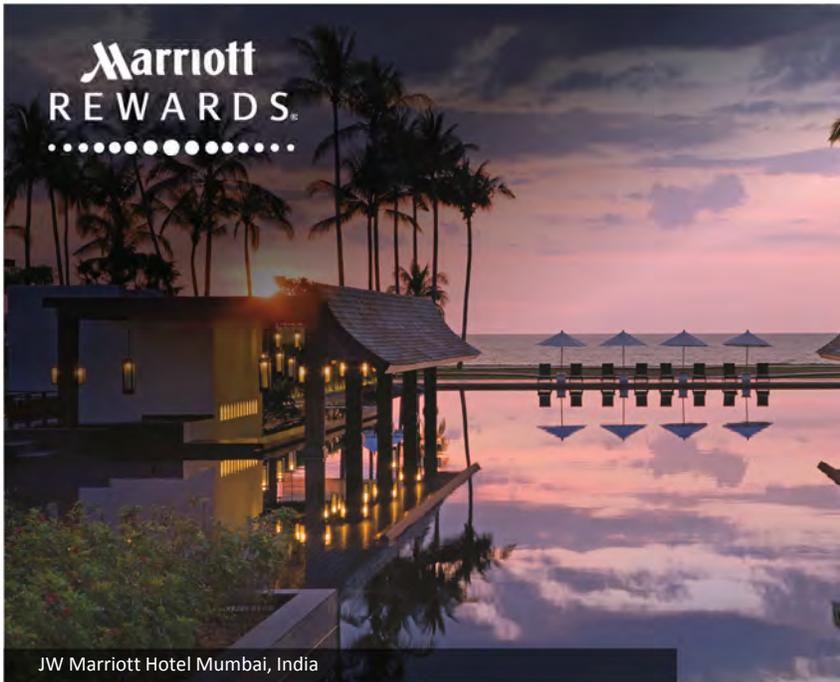
Boscolo Exedra Roma, Autograph Collection, Italy

  
PLUSPOINTS

- Earn points for sharing Marriott experiences
- Low-point redemption options



Marriott  
REWARDS.



JW Marriott Hotel Mumbai, India

  
PLUSPOINTS

**60%**  
Gen X and Y  
accessed in over  
**80**  
countries



Marriott  
REWARDS.  
.....



JW Marriott Marquis Hotel Dubai, UAE

 FLASHPERKS

- 12-week offering starting July
- High-value, limited availability
- Purchase with cash/points

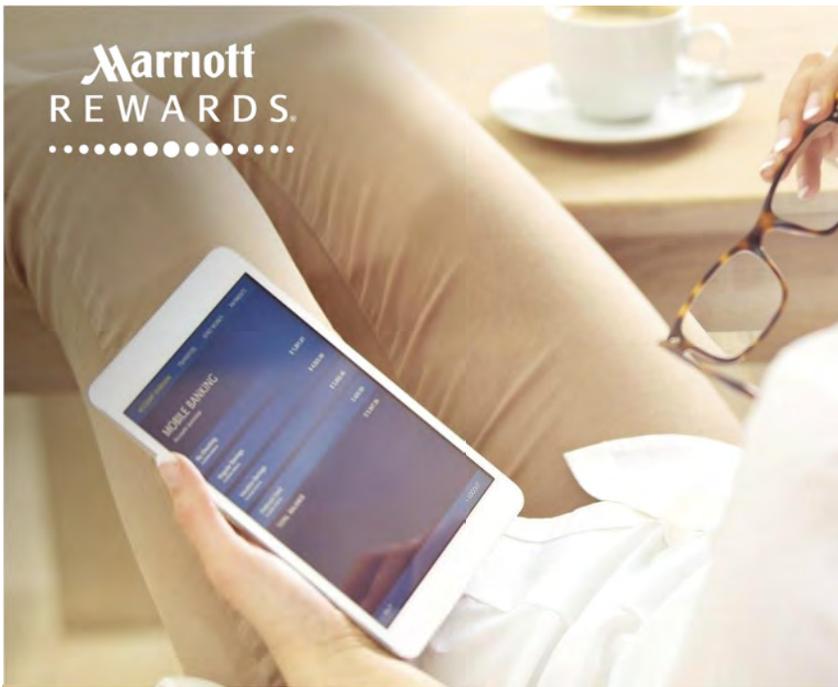
Marriott  
REWARDS.  
.....



 FLASHPERKS

- Announce in e-blast
- Available for 24 hours

Marriott  
REWARDS.  
.....



FLASHPERKS

73

Marriott  
REWARDS.  
.....



Thomask  
Silver Member

"I was able to book the  
JW Marriott Hotel in  
Hong Kong for 20000  
points per night!"

milepoint

FLASHPERKS

Jack  
@jackclark

Check out FlashPerks from Marriott  
Rewards for huge deals deals on hotels,  
experiences and merchandise!  
[marriottrewardsflashperks.com](http://marriottrewardsflashperks.com)

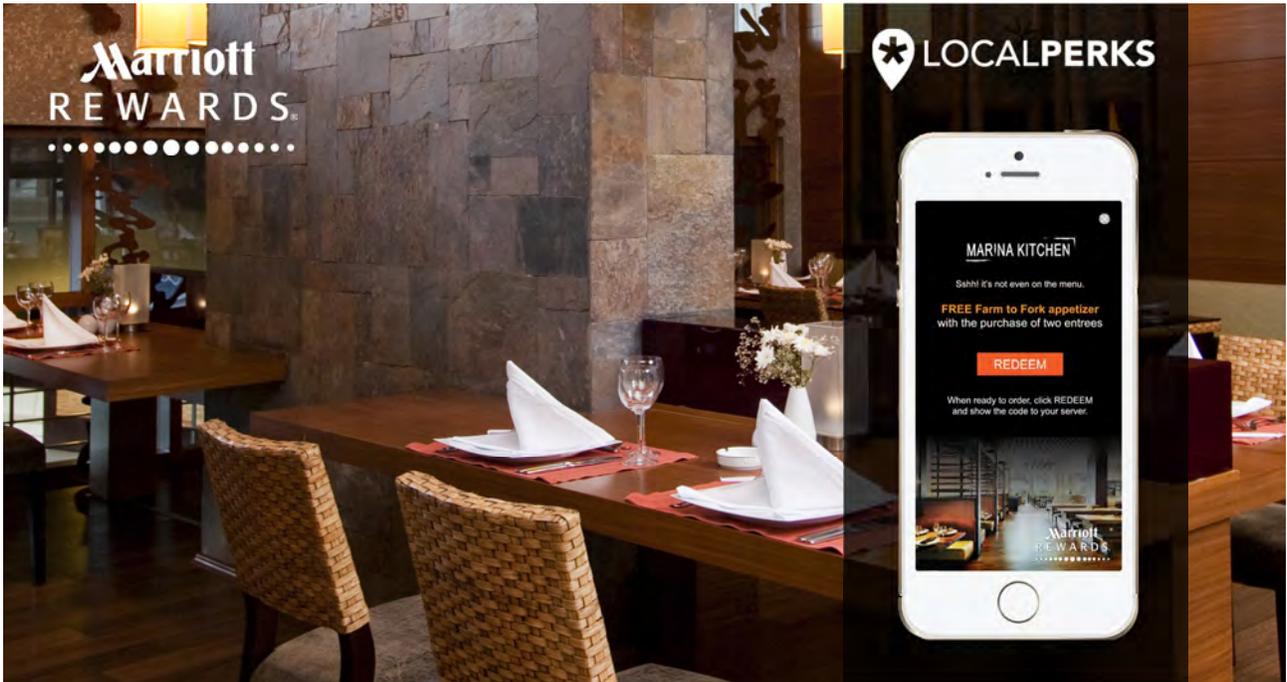
Reply Retweet Favorite More  
1:54 PM - 17 Jul 2014

Follow

74



75



76

**Marriott**  
REWARDS.  
.....

TRANSFORMING THE LOYALTY LANDSCAPE



77

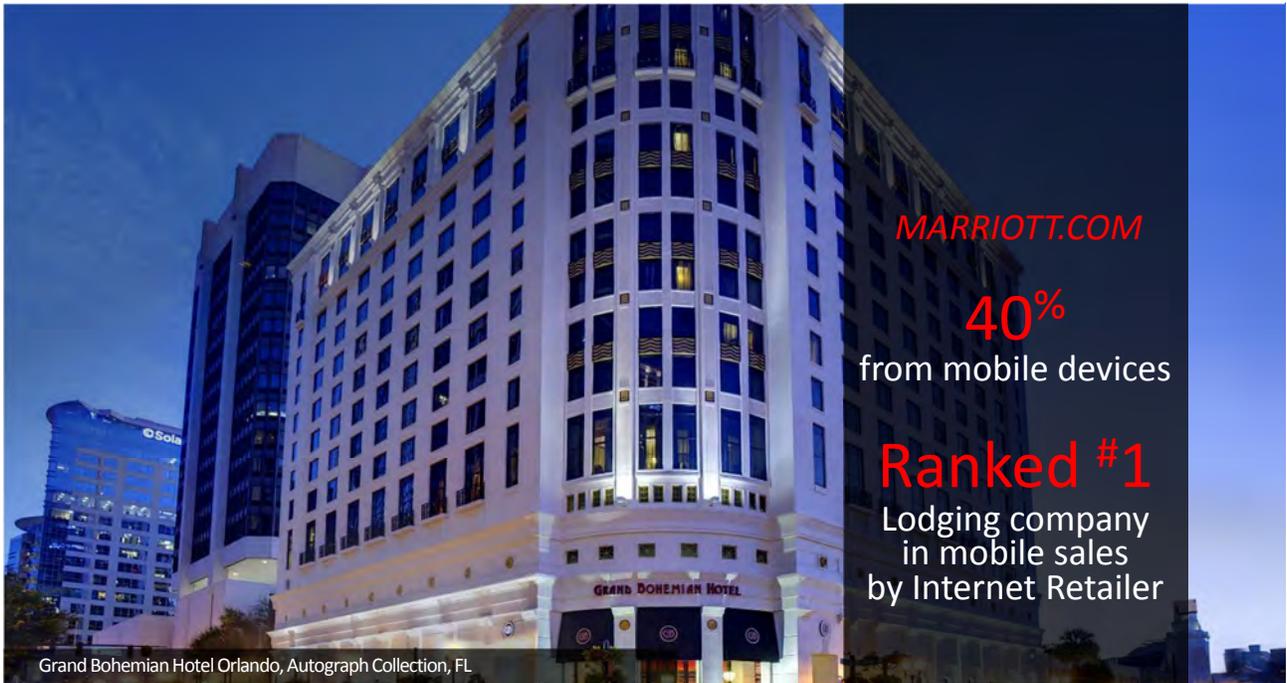


*MARRIOTT.COM*

**35M+**  
visits a month

nearly  
**\$10B**  
gross room  
bookings in 2013

78

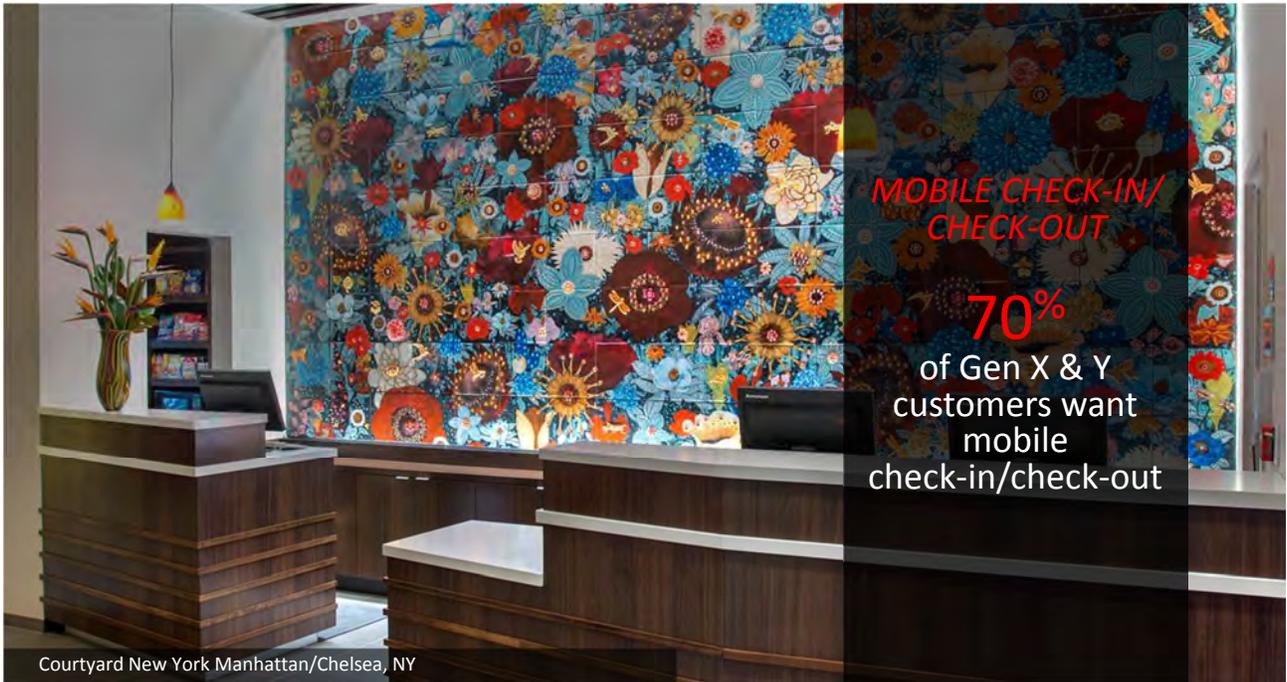


Grand Bohemian Hotel Orlando, Autograph Collection, FL

**MARRIOTT.COM**

**40%**  
from mobile devices

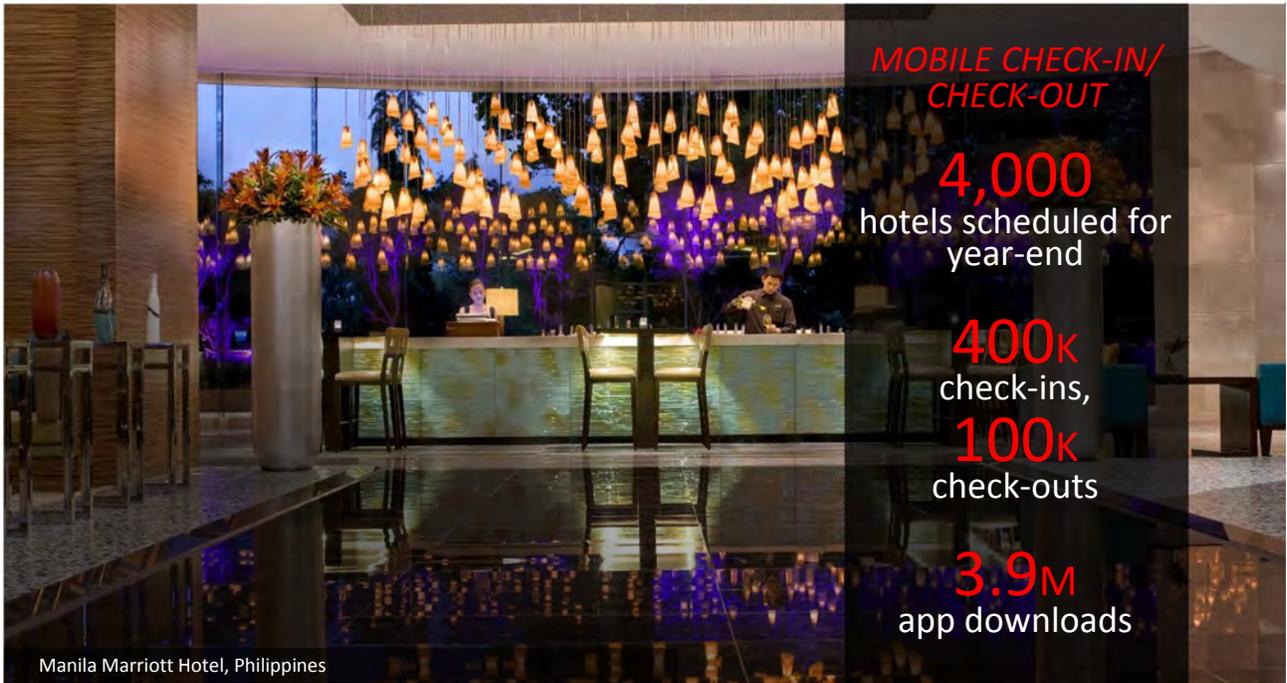
**Ranked #1**  
Lodging company  
in mobile sales  
by Internet Retailer



Courtyard New York Manhattan/Chelsea, NY

**MOBILE CHECK-IN/  
CHECK-OUT**

**70%**  
of Gen X & Y  
customers want  
mobile  
check-in/check-out



Manila Marriott Hotel, Philippines

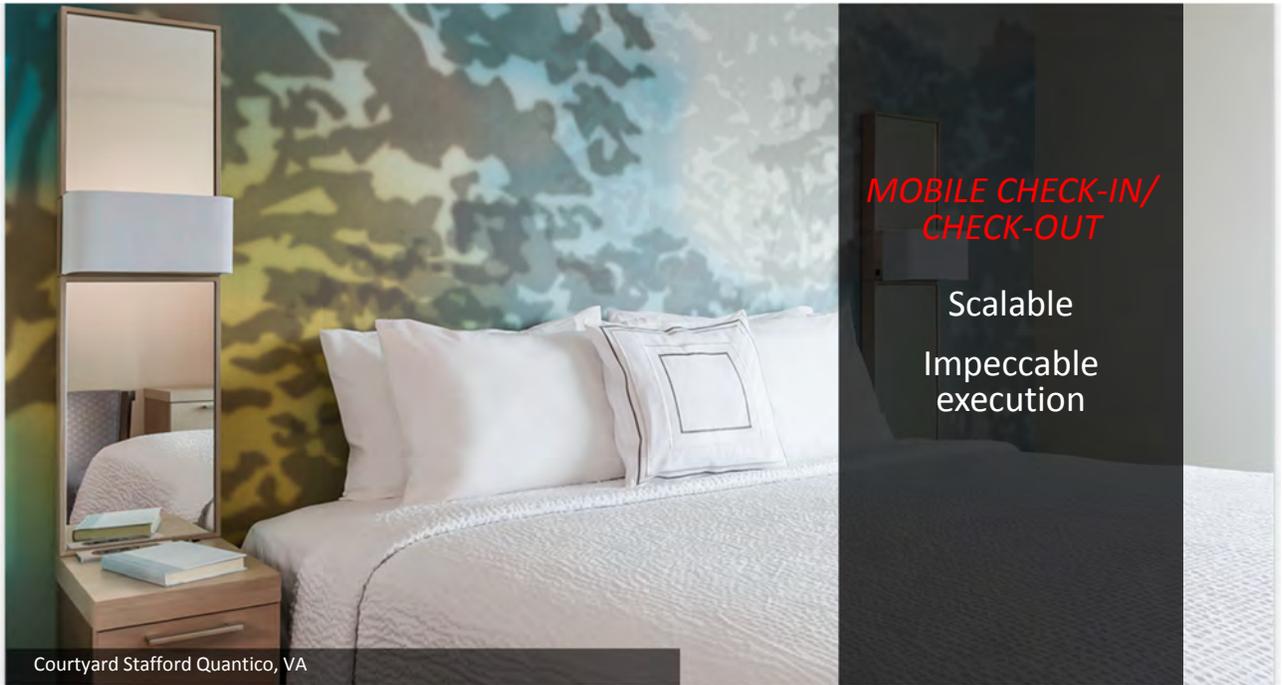
**MOBILE CHECK-IN/  
CHECK-OUT**

**4,000**  
hotels scheduled for  
year-end

**400K**  
check-ins,

**100K**  
check-outs

**3.9M**  
app downloads



Courtyard Stafford Quantico, VA

**MOBILE CHECK-IN/  
CHECK-OUT**

Scalable  
Impeccable  
execution

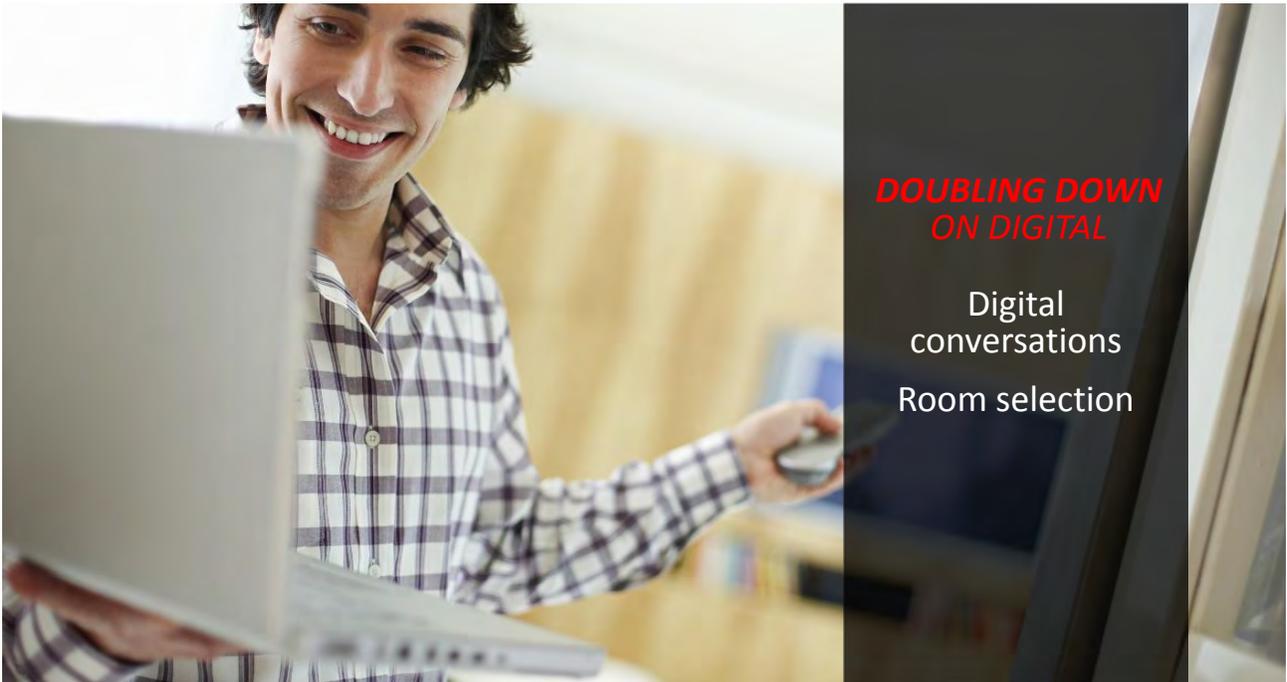


AC Santo Mauro, Autograph Collection, Madrid, Spain

**MOBILE**

**78%**  
stronger impression  
of Marriott  
vs. competition

**81%**  
of Gen Ys would  
recommend



**DOUBLING DOWN  
ON DIGITAL**

Digital  
conversations  
Room selection



## Linnartz Endnotes

**Slide 18** – International Arrivals  
UNWTO Tourism Highlights 2014 Edition

**Slides 19 & 20** – Gen X/Y  
U.S. Census Bureau, International Database

**Slide 24** – EDITION  
STR Luxury Industry Revenue, December 2013

**Slide 29** – Autograph Collection  
As of June 30, 2014

**Slide 31 & 32** – AC Hotels  
As of June 30, 2014

**Slide 35** – Moxy  
As of June 30, 2014

**Slide 36** – Moxy  
STR Existing Supply Report, December 2011

**Slide 41** – Ritz-Carlton  
As of June 30, 2014

**Slide 42** – Ritz-Carlton  
STR Index Data, Last 12 months as of June 2014

**Slide 43** – JW Marriott  
Open and pipeline hotels as of June 30, 2014  
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Luxury Brand Tracking Survey, December 2013

**Slide 44** – JW Marriott  
J.D. Power & Associates 2012 and 2013

**Slide 45** – Renaissance  
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**Slide 46** – Marriott  
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**Slide 48** – Marriott  
Millward Brown, LRW, Hall & Partners (2013-2014)

**Slide 49** – Social Media  
Track Monitoring, January – June 2014

**Slide 53** – Marriott Group Business  
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**Slide 63** – Changes Now  
STR Index Data for FY 2007 and FY2013

**Slide 65** – Marriott Rewards  
Number of Marriott Rewards members as of June 2014  
Percent of stayed and paid room nights for June  
2014YTD

**Slide 66** – Marriott Rewards  
J.D. Power 2014 Hotel Loyalty/Rewards Program  
Satisfaction Report  
Freddie Awards 2014 Hotel Program of the Year; also in  
2013, 2012, 2011, 2010, 2009 and 2008

**Slide 67** – Marriott Rewards  
U.S. News and World Report 2014-2015 Best Rewards  
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Bond Brand Loyalty, The Loyalty Report 2014

**Slide 78** – Marriott.com  
Visits per month YTD through 8/16/14  
Gross room bookings represent reservations made.

**Slide 79** – Marriott.com  
FY2013 percent of visits to marriott.com via mobile  
devices  
Internet Retailer, November 2013

**Slide 81** – Mobile  
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Check-out statistics since launch in February 2014  
App downloads from August 2011 through August  
2014, Distimo