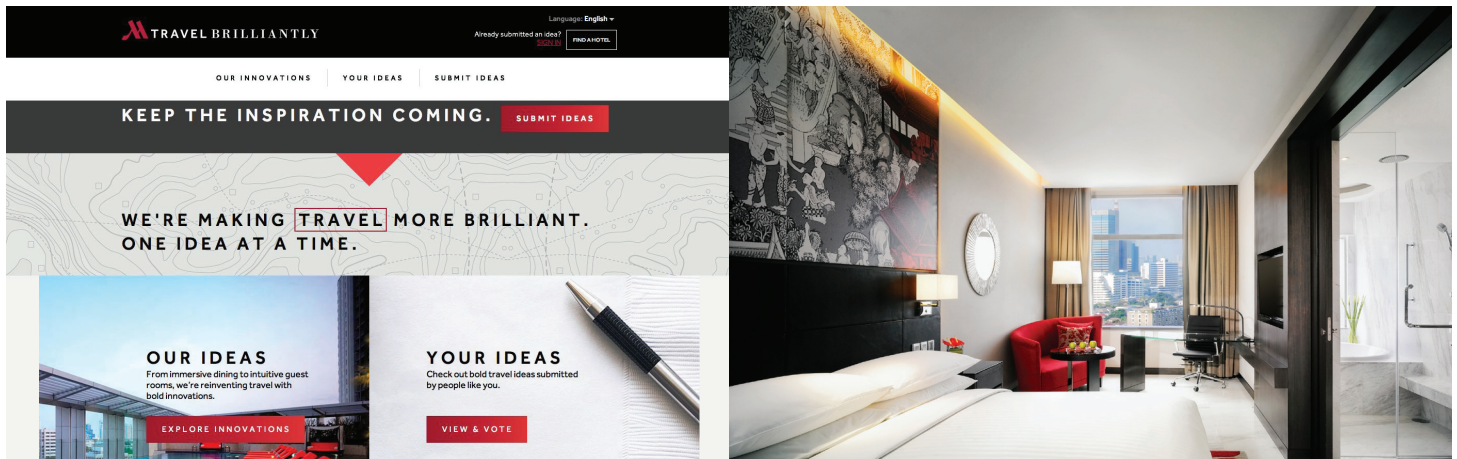




Find Your World



Travel Brilliantly changed ideas about what we expect when we travel and altered perceptions of how we think about “Marriott Hotels.”



Travel Brilliantly. This year, these two words burst into the vocabulary. They changed ideas about what we expect when we travel and altered perceptions of how we think about “Marriott Hotels.” All-encompassing in its redesign of the company’s signature brand, the Travel Brilliantly campaign launched with captivating advertising spots and with industry-leading concepts such as the Greatroom Lobby design and technology conveniences that guests hadn’t yet realized they’d been craving. In 2013, Marriott Hotels successfully launched mobile check-in, Workspace on Demand, Meetings Imagined, Workspring at Marriott, and the Red Coat Direct app. At the same time, the brand unveiled its innovation lab “The Underground,” in the company’s headquarters in Bethesda, MD, where ideas for the future of travel are created and tested.

One of the most popular elements of the campaign has been its interactive piece, where guests have been asked to share ideas about how to make travel more brilliant. We awarded great ideas and singled out one winner who was flown to London to develop her idea, a nutritious vending machine for travelers, with our chefs and executives. Innovative, interactive, comfortable, modern, stylish, personal, and, above all, transformational. That’s how Marriott Hotels became even more brilliant in 2013.





Find Your World



2013 was defined by an unrelenting drive to fold innovation into the fabric of our day-to-day duties.

INNOVATION

Strategic creativity takes passion, insight and energy.

From the extension of our global footprint, to embracing the local, real-time moments that matter to next generation travelers, we have placed a high value on innovation leadership in 2013.

Progress was evidenced by partnerships with academic institutions like Rhode Island School of Design, new tools and capabilities built into our business culture, design collaborations with trend-setters like David Rockwell and Ian Schrager, guest personalization, an evolving array of apps, and new emphasis on social listening. 2013 was defined by an unrelenting drive to fold innovation into the fabric of our day-to-day duties.

Additionally, we launched programs such as the Innovation Series, featuring ongoing events and activities to encourage associates to think broadly about their personal roles and the company's mission, underpinned with tools and skills that could be put into immediate use. We built an Innovation Lab where we experiment, collaborate and co-create with cross-functional teams, customers and partners. And we challenged our teams to look for emerging obstacles, propose imaginative solutions and deploy collaborative platforms to support those discussions.

Looking forward, we will further engage our global guests and associates to develop meaningful products and impactful brands to create value for the next generation traveler. We will build upon our culture of innovation to develop new capabilities and spur agile, thoughtful approaches to tackle next-generation business challenges.





Find Your World



Marriott Rewards celebrated its 30th anniversary in 2013 and is the longest continuous hotel loyalty program in the world.

..... **MARRIOTT REWARDS**

Marriott Rewards marked its 30th anniversary in 2013. It's the longest continuous hotel loyalty program in the world with more than 45 million members who have joined across 14 participating brands. The program itself has won too many "bests" to list — from Global Traveler to U.S. News & World Report — and has more Freddie Awards than any other travel loyalty program.

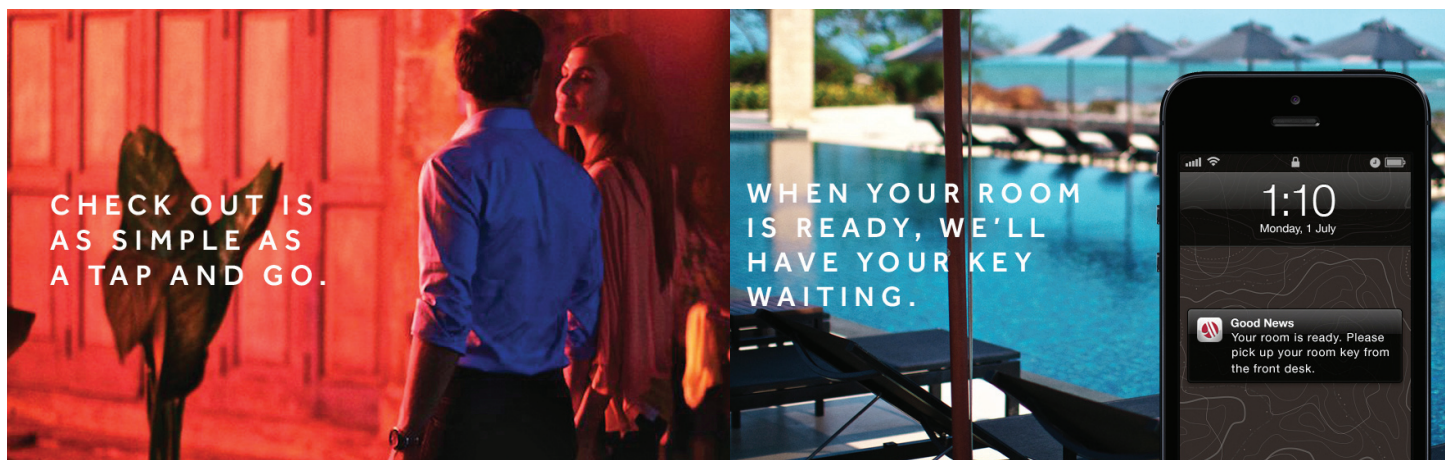
Perhaps of more significance are the member themselves, whose loyalty and dedication to Marriott brands is renowned.

This year, the Members' community took their commitment a step further, by personally reviewing company properties worldwide and sharing their reviews on their own "Rewards Insiders" website. Those reviews benefit both their fellow members and our company, as they give us a direct link to the thinking of our most trusted guests. They let our associates know where practices are working best and where we can improve. It's an honor to call these loyal guests our members.





Find Your World



From mobile check-in and checkout to applying for jobs from mobile devices, we are working to cater to the next generation.

MOBILE

The word “**mobile**” has different meanings and at Marriott we embrace them all. Many of our guests can now check-in and checkout using their mobile phone or tablet. They can plan meetings and order changes in real time on their mobile devices, too. Loyalty members and guests can interact with each other across dozens of different social media platforms on their mobiles. For potential associates, Marriott developed a mobile apply feature that allows candidates to use their devices to search and apply for jobs. We know that mobile technology has evolved from convenience to necessity.

Marriott also embraced geographic mobility this year by pushing forward globally like never before. We’re expecting to become the largest hotel company in Africa with the Protea acquisition, we’re opening a hotel every week in Asia, we’re expanding our lifestyle brands into new markets and enhancing global brands to reach new customers locally, working with governments, we’re advocating for the world’s 1 billion global tourists for greater travel mobility, including smart visa policies and more efficient customs and entry processes. Today’s traveler has fewer and fewer boundaries and, now, too, so does Marriott. We are as mobile as today’s travelers, and as we work to stay one step ahead, we are keeping time with the traveler of tomorrow.





Find Your World



Ingrained within our company is a culture that puts people first.



CULTURE

It's been a year where Marriott's strong roots and enduring legacy have nourished opportunity and success for our associates. Ingrained within our company is a culture that puts people first. As we expand, our enduring core values will continue to support our associates around the globe.

This year we again topped best places to work surveys around the world, from FORTUNE Magazine "Best Places to Work" to

the Multinational Great Place to Work Institute. We know that when we treat associates well, they treat our customers well. As our company continues to grow globally, the Marriott culture is both enriched and informed by our expanding family of diverse associates. They are the faces and the hearts who fortify our Marriott values while helping the company evolve and succeed. They are the reason our guests keep coming back.

