



4-34-17

Contract DetailsSERVICE Luncheon/Expo/SOY AwardNIFS ID #: COHS17000173NIFS Entry Date: May 5, 2017 Term: May 19, 2017

New <input checked="" type="checkbox"/> Renewal <input type="checkbox"/>	1) Mandated Program:	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Amendment <input type="checkbox"/>	2) Comptroller Approval Form Attached:	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Time Extension <input type="checkbox"/>	3) CSEA Agmt. § 32 Compliance Attached:	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Addl. Funds <input type="checkbox"/>	4) Vendor Ownership & Mgmt. Disclosure Attached:	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Blanket Resolution <input type="checkbox"/>	5) Insurance Required	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
RES#		

Agency Information

Vendor	
Name Long Island Marriott	Vendor ID# 521052660-02
Address 101 James Doolittle Blvd Uniondale, NY 11553	Contact Person Dena Kimmel Catering Sale Executive Phone (516) 794-3800

County Department
Department Contact Kathleen A. Foster
Address Department of Human Services Office for the Aging 60 Charles Lindbergh Blvd. Ste. 260 Uniondale, NY 11553 Phone (516) 227-88915

Routing Slip

DATE	DEPARTMENT	Internal Verification	DATE App'd & Rwd	SIGNATURE	Leg. Approval Required
	Department	NIFS Entry (Dept) NIFS Appvl (Dept. Head) Contractor Registered	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	5/9/17 [Signature]	
	OMB	NIFS Approval (Contractor Registered)	<input checked="" type="checkbox"/>	5/24/17 [Signature]	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Not required if blanket resolution
5/30/17	County Attorney	CA RE & Insurance Verification	<input checked="" type="checkbox"/>	5/30/17 [Signature]	
	County Attorney	CA Approval as to form	<input checked="" type="checkbox"/>	6/2/17 [Signature]	
	Legislative Affairs	Fw'd Original Contract to CA	<input type="checkbox"/>		
	County Attorney	NIFS Approval	<input type="checkbox"/>		
	Comptroller	NIFS Approval	<input type="checkbox"/>		
6/6/17	County Executive	Notarization Filed with Clerk of the Leg.	<input type="checkbox"/> <input type="checkbox"/>	6/6/17 [Signature]	

RECEIVED
MASSACHUSETTS
CLERK OF THE
SUPERIOR COURT
JUN 12 2017



Contract Summary

Description:
Purpose:

To execute a contract in the amount of \$12,600 for a Luncheon/Expo to be held at the Long Island Marriott Hotel on Friday, May 19, 2017 to celebrate May is Older Americans Month. A gala meal and special guest speakers are included. The County Executive recognizes the Senior Citizen of the Year who is chosen for outstanding service to the community.

Method of Procurement:

As required by Executive Order #1-1993 three proposals were solicited to cater the Annual May Luncheon/Expo.

The Carlton \$70.00 per person plus 20% service charge.
 Garden City Hotel \$45.00 per person plus 12% administrative fee and 12% gratuity charge.
 L.I. Marriott Hotel \$42.00 per person inclusive of service charge.

We are recommending that the contract be awarded to the lowest bidder with the best location, the Long Island Marriott Hotel.

Procurement History:

The Long Island Marriott hosted the May Luncheon/Conference in 2016 and 2011. They have provided excellent service, are centrally located, can accommodate 500 people in one room, with Expo area at no additional cost.

Description of General Provisions:

Luncheon to be served in Grand Ballroom to approximately 300 people. In addition, sound system and space for Expo exhibits will be provided.

Impact on Funding / Price Analysis:

Cost is \$42.00 per person and the Department of Human Services, Office for the Aging will recover the major portion of the expenses through the sale of tickets to corporations, banks, local business and organizations.

Change in Contract from Prior Procurement:

Lower contract amount.

Recommendation: (approve as submitted) We recommend that this contract be approved.

Advisement Information

BUDGET CODES	
Fund:	GEN
Control:	10
Resp:	1200
Object:	DE511
Transaction:	CQ

FUNDING SOURCE	AMOUNT
Revenue Contract <input type="checkbox"/>	XXXXXXXX
County	\$12,600
Federal	\$
State	\$
Capital	\$
Other	\$
TOTAL	\$12,600

LINE	INDEX/OBJECT CODE	AMOUNT
1	SCGEN1200 DE511	\$12,600
2		\$
3		\$
4		\$
5		\$
6		\$
TOTAL		\$12,600

PERCENTAGE INCREASE/DECREASE	
% Increase	
% Decrease	

Document Prepared By: Kathleen Foster

Date: 5/8/2017

NIFS Certification	Comptroller Certification	County Executive Approval
I certify that this document was accepted into NIFS.	I certify that an unencumbered balance sufficient to cover this contract is present in the appropriation to be charged.	Name <u>[Signature]</u>
Name	Name	Date <u>6/9/17</u>
Date	Date	(For Office Use Only)
		E #:



Nassau County Interim Finance Authority

Contract Approval Request Form

(As of March 2017)

1. Vendor: Long Island Marriott

2. Dollar amount requiring NIFA approval: \$ 12,600

Amount to be encumbered: \$ 12,600

This is a ☒ New Contract ☐ Advisement ☐ Amendment

If new contract - \$ amount should be full amount of contract

If advisement - NIFA only needs to review if it is increasing funds above the amount previously approved by NIFA

If amendment - \$ amount should be full amount of amendment only

3. Contract Term: May 19, 2017

Has work or services on this contract commenced? ☐ Yes ☒ No

If yes, please explain: _____

4. Funding Source:

☒ General Fund (GEN) ☐ Grant Fund (GRT)
☐ Capital Improvement Fund (CAP) Federal % _____
☐ Other State % _____
County % 100%

Is the cash available for the full amount of the contract? ☐ Yes ☒ No
If not, will it require a future borrowing? ☐ Yes ☒ No

Has the County Legislature approved the borrowing? ☐ Yes ☐ No ☒ N/A

Has NIFA approved the borrowing for this contract? ☐ Yes ☐ No ☒ N/A

5. Provide a brief description (4 to 5 sentences) of the item for which this approval is requested:

Senior Luncheon and Expo, an annual event bringing together seniors, professionals and community members in Recognition of May is Older Americans Month. At this event the County Executive recognizes the designated Senior of the Year and presents award.

6. Has the item requested herein followed all proper procedures and thereby approved by the:

Nassau County Attorney as to form ☐ Yes ☐ No ☐ N/A
Nassau County Committee and/or Legislature ☐ Yes ☐ No ☐ N/A

Date of approval(s) and citation to the resolution where approval for this item was provided:

7. Identify all contracts (with dollar amounts) with this or an affiliated party within the prior 12 months:

AUTHORIZATION

To the best of my knowledge, I hereby certify that the information contained in this Contract Approval Request Form and any additional information submitted in connection with this request is true and accurate and that all expenditures that will be made in reliance on this authorization are in conformance with the Nassau County Approved Budget and not in conflict with the Nassau County Multi-Year Financial Plan. I understand that NIFA will rely upon this information in its official deliberations.

Roseann O'Alle 5/25/17
Signature Title Date

Print Name

COMPTROLLER'S OFFICE

To the best of my knowledge, I hereby certify that the information listed is true and accurate and is in conformance with the Nassau County Approved Budget and not in conflict with the Nassau County Multi-Year Financial Plan.

Regarding funding, please check the correct response:

____ I certify that the funds are available to be encumbered pending NIFA approval of this contract.

If this is a capital project:

____ I certify that the bonding for this contract has been approved by NIFA.

____ Budget is available and funds have been encumbered but the project requires NIFA bonding authorization.

Signature Title Date

Print Name

NIFA

Amount being approved by NIFA: _____

NIFA approves this contract/amendment, but no time charges shall be recognized or paid for services rendered prior to the later of (1) the date of NIFA approval; and (2) the date when the contract/amendment has been fully executed by all parties.

Signature Title Date

Print Name

NOTE: All contract submissions MUST include the County's own routing slip, relevant Nassau County Legislature communication documents and relevant supplemental information as specified in the NIFA Contract Guidelines that pertain to the items requested herein.

NIFA Contract Approval Request Form MUST be filled out in its entirety before being submitted to NIFA for review. NIFA reserves the right to request additional information as needed.

RULES RESOLUTION NO. – 2017

A RESOLUTION AUTHORIZING THE COUNTY EXECUTIVE
TO EXECUTE A PERSONAL SERVICES AGREEMENT BETWEEN
THE COUNTY OF NASSAU, ACTING ON BEHALF OF THE NASSAU
COUNTY DEPARTMENT OF HUMAN SERVICES, OFFICE FOR THE
AGING AND LONG ISLAND MARRIOTT

WHEREAS, the County has negotiated a personal services agreement
with the Long Island Marriott for a luncheon to celebrate May is Older
Americans Month, a copy of which is on file with the Clerk of the
Legislature; now, therefore, be it

RESOLVED, that the Rules Committee of the Nassau County
Legislature authorizes the County Executive to execute the agreement with
Long Island Marriott

George Maragos
Comptroller



OFFICE OF THE COMPTROLLER

240 Old Country Road
Mineola, New York 11501

**COMPTROLLER APPROVAL FORM FOR PERSONAL,
PROFESSIONAL OR HUMAN SERVICES CONTRACTS**

Attach this form along with all personal, professional or human services contracts, contract renewals, extensions and amendments.

CONTRACTOR NAME: Long Island Marriott

CONTRACTOR ADDRESS: 101 James Doolittle Blvd. Uniondale, NY 11553

FEDERAL TAX ID #: 52-1052660

Instructions: Please check the appropriate box ("☑") after one of the following roman numerals, and provide all the requested information.

I. ☐ The contract was awarded to the lowest, responsible bidder after advertisement for sealed bids. The contract was awarded after a request for sealed bids was published in _____ [newspaper] on _____ [date]. The sealed bids were publicly opened on _____ [date]. _____ [#] of sealed bids were received and opened.

II. ☐ The contractor was selected pursuant to a Request for Proposals.

The Contract was entered into after a written request for proposals was issued on _____ [date]. Potential proposers were made aware of the availability of the RFP by advertisement in _____ [newspaper], posting on industry websites, via email to interested parties and by publication on the County procurement website. Proposals were due on _____ [date]. _____ [state #] proposals were received and evaluated. The evaluation committee consisted of: _____

_____ (list # of persons on committee and their respective departments). The proposals were scored and ranked. As a result of the scoring and ranking, the highest-ranking proposer was selected.

III. ☐ This is a renewal, extension or amendment of an existing contract.

The contract was originally executed by Nassau County on _____ [date]. This is a renewal or extension pursuant to the contract, or an amendment within the scope of the contract or RFP (copies of the relevant pages are attached). The original contract was entered into after _____

[describe procurement method, i.e., RFP, three proposals evaluated, etc.] Attach a copy of the most recent evaluation of the contractor's performance for any contract to be renewed or extended. If the contractor has not received a satisfactory evaluation, the department must explain why the contractor should nevertheless be permitted to continue to contract with the county.

IV. ☒ Pursuant to Executive Order No. 1 of 1993, as amended, at least three proposals were solicited and received. The attached memorandum from the department head describes the proposals received, along with the cost of each proposal.

- ☒ A. The contract has been awarded to the proposer offering the lowest cost proposal; **OR:**
- ☐ B. The attached memorandum contains a detailed explanation as to the reason(s) why the contract was awarded to other than the lowest-cost proposer. The attachment includes a specific delineation of the unique skills and experience, the specific reasons why a proposal is deemed superior, and/or why the proposer has been judged to be able to perform more quickly than other proposers.

V. ☐ Pursuant to Executive Order No. 1 of 1993 as amended, the attached memorandum from the department head explains why the department did not obtain at least three proposals.

- ☐ A. There are only one or two providers of the services sought or less than three providers submitted proposals. The memorandum describes how the contractor was determined to be the sole source provider of the personal service needed or explains why only two proposals could be obtained. If two proposals were obtained, the memorandum explains that the contract was awarded to the lowest cost proposer, or why the selected proposer offered the higher quality proposal, the proposer's unique and special experience, skill, or expertise, or its availability to perform in the most immediate and timely manner.
- ☐ B. The memorandum explains that the contractor's selection was dictated by the terms of a federal or New York State grant, by legislation or by a court order. (Copies of the relevant documents are attached).
- ☐ C. Pursuant to General Municipal Law Section 104, the department is purchasing the services required through a New York State Office of General Services contract no. _____, and the attached memorandum explains how the purchase is within the scope of the terms of that contract.

- ☐ **D.** Pursuant to General Municipal Law Section 119-o, the department is purchasing the services required through an inter-municipal agreement.

VI. ☐ This is a human services contract with a not-for-profit agency for which a competitive process has not been initiated. Attached is a memorandum that explains the reasons for entering into this contract without conducting a competitive process, and details when the department intends to initiate a competitive process for the future award of these services. For any such contract, where the vendor has previously provided services to the county, attach a copy of the most recent evaluation of the vendor's performance. If the contractor has not received a satisfactory evaluation, the department must explain why the contractor should nevertheless be permitted to contract with the county.

In certain limited circumstances, conducting a competitive process and/or completing performance evaluations may not be possible because of the nature of the human services program, or because of a compelling need to continue services through the same provider. In those circumstances, attach an explanation of why a competitive process and/or performance evaluation is inapplicable.

VII. ☐ This is a public works contract for the provision of architectural, engineering or surveying services. The attached memorandum provides details of the department's compliance with Board of Supervisors' Resolution No. 928 of 1993, including its receipt and evaluation of annual Statements of Qualifications & Performance Data, and its negotiations with the most highly qualified firms.


Instructions with respect to Sections VIII, IX and X: All Departments must check the box for VIII. Then, check the box for either IX or X, as applicable.

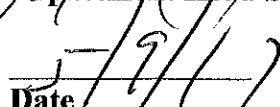
VIII. ☒ Participation of Minority Group Members and Women in Nassau County Contracts. The selected contractor has agreed that it has an obligation to utilize best efforts to hire MWBE sub-contractors. Proof of the contractual utilization of best efforts as outlined in Exhibit "EE" may be requested at any time, from time to time, by the Comptroller's Office prior to the approval of claim vouchers.

IX. ☒ Department MWBE responsibilities. To ensure compliance with MWBE requirements as outlined in Exhibit "EE", Department will require vendor to submit list of sub-contractor requirements prior to submission of the first claim voucher, for services under this contract being submitted to the Comptroller.

X. ☒ Vendor will not require any sub-contractors.

In addition, if this is a contract with an individual or with an entity that has only one or two employees: ☐ a review of the criteria set forth by the Internal Revenue Service, *Revenue Ruling No. 87-41*, 1987-1 C.B. 296, attached as Appendix A to the Comptroller's Memorandum, dated February 13, 2004, concerning independent contractors and employees indicates that the contractor would not be considered an employee for federal tax purposes.



Department Head Signature


Date

NOTE: Any information requested above, or in the exhibit below, may be included in the county's "staff summary" form in lieu of a separate memorandum.

Exhibit A



COUNTY OF NASSAU

POLITICAL CAMPAIGN CONTRIBUTION DISCLOSURE FORM

1. Has the vendor or any corporate officers of the vendor provided campaign contributions pursuant to the New York State Election Law in (a) the period beginning April 1, 2016 and ending on the date of this disclosure, or (b), beginning April 1, 2018, the period beginning two years prior to the date of this disclosure and ending on the date of this disclosure, to the campaign committees of any of the following Nassau County elected officials or to the campaign committees of any candidates for any of the following Nassau County elected offices: the County Executive, the County Clerk, the Comptroller, the District Attorney, or any County Legislator? If yes, to what campaign committee?

None

2. VERIFICATION: This section must be signed by a principal of the consultant, contractor or Vendor authorized as a signatory of the firm for the purpose of executing Contracts.

The undersigned affirms and so swears that he/she has read and understood the foregoing statements and they are, to his/her knowledge, true and accurate.

The undersigned further certifies and affirms that the contribution(s) to the campaign committees identified above were made freely and without duress, threat or any promise of a governmental benefit or in exchange for any benefit or remuneration.

Dated: 4/24/17

Vendor: Long Island Marnett

Signed: Paul Evarick

Print Name: Paul Evarick

Title: General Manager

Exhibit B



COUNTY OF NASSAU

LOBBYIST REGISTRATION AND DISCLOSURE FORM

1. Name, address and telephone number of lobbyist(s)/lobbying organization. The term "lobbyist" means any and every person or organization retained, employed or designated by any client to influence - or promote a matter before - Nassau County, its agencies, boards, commissions, department heads, legislators or committees, including but not limited to the Open Space and Parks Advisory Committee and Planning Commission. Such matters include, but are not limited to, requests for proposals, development or improvement of real property subject to County regulation, procurements. The term "lobbyist" does not include any officer, director, trustee, employee, counsel or agent of the County of Nassau, or State of New York, when discharging his or her official duties.

None

2. List whether and where the person/organization is registered as a lobbyist (e.g., Nassau County, New York State):

None

3. Name, address and telephone number of client(s) by whom, or on whose behalf, the lobbyist is retained, employed or designated:

None

None

4. Describe lobbying activity conducted, or to be conducted, in Nassau County, and identify client(s) for each activity listed. **See page 4 for a complete description of lobbying activities.**

None

5. The name of persons, organizations or governmental entities before whom the lobbyist expects to lobby:

None

6. If such lobbyist is retained or employed pursuant to a written agreement of retainer or employment, you must attach a copy of such document; and if agreement of retainer or employment is oral, attach a written statement of the substance thereof. If the written agreement of retainer or employment does not contain a signed authorization from the client by whom you have been authorized to lobby, separately attach such a written authorization from the client.

7. Has the lobbyist/lobbying organization or any of its corporate officers provided campaign contributions pursuant to the New York State Election Law in (a) the period beginning April 1, 2016 and ending on the date of this disclosure, or (b), beginning April 1, 2018, the period beginning two years prior to the date of this disclosure and ending on the date of this disclosure, to the campaign committees of any of the following Nassau County elected officials or to the campaign committees of any candidates for any of the following Nassau County elected offices: the County Executive, the County Clerk, the Comptroller, the District Attorney, or any County Legislator? If yes, to what campaign committee?

None

I understand that copies of this form will be sent to the Nassau County Department of Information Technology ("IT") to be posted on the County's website.

I also understand that upon termination of retainer, employment or designation I must give written notice to the County Attorney within thirty (30) days of termination.

VERIFICATION: The undersigned affirms and so swears that he/she has read and understood the foregoing statements and they are, to his/her knowledge, true and accurate.

The undersigned further certifies and affirms that the contribution(s) to the campaign committees listed above were made freely and without duress, threat or any promise of a governmental benefit or in exchange for any benefit or remuneration.

Dated: 4/24/17

Signed:

Paul Evasick

Print Name:

Paul Evasick

Title:

General Manager

The term lobbying shall mean any attempt to influence: any determination made by the Nassau County Legislature, or any member thereof, with respect to the introduction, passage, defeat, or substance of any local legislation or resolution; any determination by the County Executive to support, oppose, approve or disapprove any local legislation or resolution, whether or not such legislation has been introduced in the County Legislature; any determination by an elected County official or an officer or employee of the County with respect to the procurement of goods, services or construction, including the preparation of contract specifications, including by not limited to the preparation of requests for proposals, or solicitation, award or administration of a contract or with respect to the solicitation, award or administration of a grant, loan, or agreement involving the disbursement of public monies; any determination made by the County Executive, County Legislature, or by the County of Nassau, its agencies, boards, commissions, department heads or committees, including but not limited to the Open Space and Parks Advisory Committee, the Planning Commission, with respect to the zoning, use, development or improvement of real property subject to County regulation, or any agencies, boards, commissions, department heads or committees with respect to requests for proposals, bidding, procurement or contracting for services for the County; any determination made by an elected county official or an officer or employee of the county with respect to the terms of the acquisition or disposition by the county of any interest in real property, with respect to a license or permit for the use of real property of or by the county, or with respect to a franchise, concession or revocable consent; the proposal, adoption, amendment or rejection by an agency of any rule having the force and effect of law; the decision to hold, timing or outcome of any rate making proceeding before an agency; the agenda or any determination of a board or commission; any determination regarding the calendaring or scope of any legislature oversight hearing; the issuance, repeal, modification or substance of a County Executive Order; or any determination made by an elected county official or an officer or employee of the county to support or oppose any state or federal legislation, rule or regulation, including any determination made to support or oppose that is contingent on any amendment of such legislation, rule or regulation, whether or not such legislation has been formally introduced and whether or not such rule or regulation has been formally proposed.

The term "lobbying" or "lobbying activities" does not include: Persons engaged in drafting legislation, rules, regulations or rates; persons advising clients and rendering opinions on proposed legislation, rules, regulations or rates, where such professional services are not otherwise connected with legislative or executive action on such legislation or administrative action on such rules, regulations or rates; newspapers and other periodicals and radio and television stations and owners and employees thereof, provided that their activities in connection with proposed legislation, rules, regulations or rates are limited to the publication or broadcast of news items, editorials or other comment, or paid advertisements; persons who participate as witnesses, attorneys or other representatives in public rule-making or rate-making proceedings of a County agency, with respect to all participation by such persons which is part of the public record thereof and all preparation by such persons for such participation; persons who attempt to influence a County agency in an adjudicatory proceeding, as defined by § 102 of the New York State Administrative Procedure Act.

PRINCIPAL QUESTIONNAIRE FORM

All questions on these questionnaires must be answered by all officers and any individuals who hold a ten percent (10%) or greater ownership interest in the proposer. Answers typewritten or printed in ink. If you need more space to answer any question, make as many photocopies of the appropriate page(s) as necessary and attach them to the questionnaire.

COMPLETE THIS QUESTIONNAIRE CAREFULLY AND COMPLETELY. FAILURE TO SUBMIT A COMPLETE QUESTIONNAIRE MAY MEAN THAT YOUR BID OR PROPOSAL WILL BE REJECTED AS NON-RESPONSIVE AND IT WILL NOT BE CONSIDERED FOR AWARD

1. Principal Name Paul Evasick
Date of birth 01 / 07 / 59
Home address 303 Main Street
City/state/zip Hempstead NY 11550
Business address 101 James Doolittle Blvd
City/state/zip Uniondale NY 11553
Telephone 516 229-5010
Other present address(es) _____
City/state/zip _____
Telephone _____
List of other addresses and telephone numbers attached _____

2. Positions held in submitting business and starting date of each (check all applicable)

President ____/____/____ Treasurer ____/____/____
Chairman of Board ____/____/____ Shareholder ____/____/____
Chief Exec. Officer ____/____/____ Secretary ____/____/____
Chief Financial Officer ____/____/____ Partner ____/____/____
Vice President ____/____/____
(Other) General Manager June 2014

3. Do you have an equity interest in the business submitting the questionnaire?
YES ____ NO ☒ If Yes, provide details.
4. Are there any outstanding loans, guarantees or any other form of security or lease or any other type of contribution made in whole or in part between you and the business submitting the questionnaire? YES ____ NO ☒ If Yes, provide details.
5. Within the past 3 years, have you been a principal owner or officer of any business or not-for-profit organization other than the one submitting the questionnaire? YES ____ NO ☒ If Yes, provide details.

6. Has any governmental entity awarded any contracts to a business or organization listed in Section 5 in the past 3 years while you were a principal owner or officer? YES ____ NO ☒
 If Yes, provide details.

NOTE: An affirmative answer is required below whether the sanction arose automatically, by operation of law, or as a result of any action taken by a government agency.
 Provide a detailed response to all questions checked "YES". If you need more space, photocopy the appropriate page and attach it to the questionnaire.

7. In the past (5) years, have you and/or any affiliated businesses or not-for-profit organizations listed in Section 5 in which you have been a principal owner or officer:
- a. Been debarred by any government agency from entering into contracts with that agency?
 YES ____ NO ☒ If Yes, provide details for each such instance.
 - b. Been declared in default and/or terminated for cause on any contract, and/or had any contracts cancelled for cause? YES ____ NO ☒ If Yes, provide details for each such instance.
 - c. Been denied the award of a contract and/or the opportunity to bid on a contract, including, but not limited to, failure to meet pre-qualification standards? YES ____ NO ☒ If Yes, provide details for each such instance.
 - d. Been suspended by any government agency from entering into any contract with it; and/or is any action pending that could formally debar or otherwise affect such business's ability to bid or propose on contract? YES ____ NO ☒ If Yes, provide details for each such instance.
8. Have any of the businesses or organizations listed in response to Question 5 filed a bankruptcy petition and/or been the subject of involuntary bankruptcy proceedings during the past 7 years, and/or for any portion of the last 7 year period, been in a state of bankruptcy as a result of bankruptcy proceedings initiated more than 7 years ago and/or is any such business now the subject of any pending bankruptcy proceedings, whenever initiated? If 'Yes', provide details for each such instance. (Provide a detailed response to all questions checked "YES". If you need more space, photocopy the appropriate page and attach it to the questionnaire.)
- a) Is there any felony charge pending against you? YES ____ NO ☒ If Yes, provide details for each such charge.
 - b) Is there any misdemeanor charge pending against you? YES ____ NO ☒ If Yes, provide details for each such charge.
 - c) Is there any administrative charge pending against you? YES ____ NO ☒ If Yes, provide details for each such charge.
 - d) In the past 10 years, have you been convicted, after trial or by plea, of any felony, or of any other crime, an element of which relates to truthfulness or the underlying facts of which related to the conduct of business? YES ____ NO ☒ If Yes, provide details for each such conviction.

- e) In the past 5 years, have you been convicted, after trial or by plea, of a misdemeanor? YES ☐ NO ☒ If Yes, provide details for each such conviction.
- f) In the past 5 years, have you been found in violation of any administrative or statutory charges? YES ☐ NO ☒ If Yes, provide details for each such occurrence.
9. In addition to the information provided in response to the previous questions, in the past 5 years, have you been the subject of a criminal investigation and/or a civil anti-trust investigation by any federal, state or local prosecuting or investigative agency and/or the subject of an investigation where such investigation was related to activities performed at, for, or on behalf of the submitting business entity and/or an affiliated business listed in response to Question 5? YES ☐ NO ☒ If Yes, provide details for each such investigation.
10. In addition to the information provided, in the past 5 years has any business or organization listed in response to Question 5, been the subject of a criminal investigation and/or a civil anti-trust investigation and/or any other type of investigation by any government agency, including but not limited to federal, state, and local regulatory agencies while you were a principal owner or officer? YES ☐ NO ☒ If Yes; provide details for each such investigation.
11. In the past 5 years, have you or this business, or any other affiliated business listed in response to Question 5 had any sanction imposed as a result of judicial or administrative proceedings with respect to any professional license held? YES ☐ NO ☒ If Yes; provide details for each such instance.
12. For the past 5 tax years, have you failed to file any required tax returns or failed to pay any applicable federal, state or local taxes or other assessed charges, including but not limited to water and sewer charges? YES ☐ NO ☒ If Yes, provide details for each such year.

CERTIFICATION

A MATERIALLY FALSE STATEMENT WILLFULLY OR FRAUDULENTLY MADE IN CONNECTION WITH THIS QUESTIONNAIRE MAY RESULT IN RENDERING THE SUBMITTING BUSINESS ENTITY NOT RESPONSIBLE WITH RESPECT TO THE PRESENT BID OR FUTURE BIDS, AND, IN ADDITION, MAY SUBJECT THE PERSON MAKING THE FALSE STATEMENT TO CRIMINAL CHARGES.

I, Paul Evasick, being duly sworn, state that I have read and understand all the items contained in the foregoing pages of this questionnaire and the following pages of attachments; that I supplied full and complete answers to each item therein to the best of my knowledge, information and belief; that I will notify the County in writing of any change in circumstances occurring after the submission of this questionnaire and before the execution of the contract; and that all information supplied by me is true to the best of my knowledge, information and belief. I understand that the County will rely on the information supplied in this questionnaire as additional inducement to enter into a contract with the submitting business entity.

Sworn to before me this 24 day of April 2017


Notary Public

MONICA SOOKDEO
NOTARY PUBLIC, State of New York
No. 30-4879606
Qualified in Nassau County
Commission Expires May 11, 2019

Marrriott Hotel Services Inc DBA Long Island Marriott
Name of submitting business

Paul Evasick
Print name

Paul Evasick
Signature

General Manager
Title

4 / 24 / 17
Date

PRINCIPAL QUESTIONNAIRE FORM

All questions on these questionnaires must be answered by all officers and any individuals who hold a ten percent (10%) or greater ownership interest in the proposer. Answers typewritten or printed in ink. If you need more space to answer any question, make as many photocopies of the appropriate page(s) as necessary and attach them to the questionnaire.

COMPLETE THIS QUESTIONNAIRE CAREFULLY AND COMPLETELY. FAILURE TO SUBMIT A COMPLETE QUESTIONNAIRE MAY MEAN THAT YOUR BID OR PROPOSAL WILL BE REJECTED AS NON-RESPONSIVE AND IT WILL NOT BE CONSIDERED FOR AWARD

1. Principal Name Ana Vignoni
Date of birth 7/24/77
Home address 128 Burrs Lane
City/state/zip Dix Hills NY 11746
Business address 101 James Doolittle Blvd
City/state/zip Hempstead NY 11553
Telephone 516 229-5003
Other present address(es) _____
City/state/zip _____
Telephone _____

List of other addresses and telephone numbers attached

2. Positions held in submitting business and starting date of each (check all applicable)
President / / Treasurer / /
Chairman of Board / / Shareholder / /
Chief Exec. Officer / / Secretary / /
Chief Financial Officer / / Partner / /
Vice President / /
(Other) Director of Finance October 2009
3. Do you have an equity interest in the business submitting the questionnaire? YES NO X If Yes, provide details.
4. Are there any outstanding loans, guarantees or any other form of security or lease or any other type of contribution made in whole or in part between you and the business submitting the questionnaire? YES NO X If Yes, provide details.
5. Within the past 3 years, have you been a principal owner or officer of any business or not-for-profit organization other than the one submitting the questionnaire? YES NO X If Yes, provide details.

6. Has any governmental entity awarded any contracts to a business or organization listed in Section 5 in the past 3 years while you were a principal owner or officer? YES ☐ NO ☒
If Yes, provide details.

NOTE: An affirmative answer is required below whether the sanction arose automatically, by operation of law, or as a result of any action taken by a government agency. Provide a detailed response to all questions checked "YES". If you need more space, photocopy the appropriate page and attach it to the questionnaire.

7. In the past (5) years, have you and/or any affiliated businesses or not-for-profit organizations listed in Section 5 in which you have been a principal owner or officer:
- a. Been debarred by any government agency from entering into contracts with that agency? YES ☐ NO ☒ If Yes, provide details for each such instance.
 - b. Been declared in default and/or terminated for cause on any contract, and/or had any contracts cancelled for cause? YES ☐ NO ☒ If Yes, provide details for each such instance.
 - c. Been denied the award of a contract and/or the opportunity to bid on a contract, including but not limited to, failure to meet pre-qualification standards? YES ☐ NO ☒ If Yes, provide details for each such instance.
 - d. Been suspended by any government agency from entering into any contract with it; and/or is any action pending that could formally debar or otherwise affect such business's ability to bid or propose on contract? YES ☐ NO ☒ If Yes, provide details for each such instance.
8. Have any of the businesses or organizations listed in response to Question 5 filed a bankruptcy petition and/or been the subject of involuntary bankruptcy proceedings during the past 7 years, and/or for any portion of the last 7 year period, been in a state of bankruptcy as a result of bankruptcy proceedings initiated more than 7 years ago and/or is any such business now the subject of any pending bankruptcy proceedings, whenever initiated? If 'Yes', provide details for each such instance. (Provide a detailed response to all questions checked "YES". If you need more space, photocopy the appropriate page and attach it to the questionnaire.)
- a) Is there any felony charge pending against you? YES ☐ NO ☒ If Yes, provide details for each such charge.
 - b) Is there any misdemeanor charge pending against you? YES ☐ NO ☒ If Yes, provide details for each such charge.
 - c) Is there any administrative charge pending against you? YES ☐ NO ☒ If Yes, provide details for each such charge.
 - d) In the past 10 years, have you been convicted, after trial or by plea, of any felony, or of any other crime, an element of which relates to truthfulness or the underlying facts of which related to the conduct of business? YES ☐ NO ☒ If Yes, provide details for each such conviction.

- e) In the past 5 years, have you been convicted, after trial or by plea, of a misdemeanor? YES ____ NO ☒ If Yes, provide details for each such conviction.
- f) In the past 5 years, have you been found in violation of any administrative or statutory charges? YES ____ NO ☒ If Yes, provide details for each such occurrence.
9. In addition to the information provided in response to the previous questions, in the past 5 years, have you been the subject of a criminal investigation and/or a civil anti-trust investigation by any federal, state or local prosecuting or investigative agency and/or the subject of an investigation where such investigation was related to activities performed at, for, or on behalf of the submitting business entity and/or an affiliated business listed in response to Question 5? YES ____ NO ☒ If Yes, provide details for each such investigation.
10. In addition to the information provided, in the past 5 years has any business or organization listed in response to Question 5, been the subject of a criminal investigation and/or a civil anti-trust investigation and/or any other type of investigation by any government agency, including but not limited to federal, state, and local regulatory agencies while you were a principal owner or officer? YES ____ NO ☒ If Yes; provide details for each such investigation.
11. In the past 5 years, have you or this business, or any other affiliated business listed in response to Question 5 had any sanction imposed as a result of judicial or administrative proceedings with respect to any professional license held? YES ____ NO ☒ If Yes; provide details for each such instance.
12. For the past 5 tax years, have you failed to file any required tax returns or failed to pay any applicable federal, state or local taxes or other assessed charges, including but not limited to water and sewer charges? YES ____ NO ☒ If Yes, provide details for each such year.

CERTIFICATION

A MATERIALLY FALSE STATEMENT WILLFULLY OR FRAUDULENTLY MADE IN CONNECTION WITH THIS QUESTIONNAIRE MAY RESULT IN RENDERING THE SUBMITTING BUSINESS ENTITY NOT RESPONSIBLE WITH RESPECT TO THE PRESENT BID OR FUTURE BIDS, AND, IN ADDITION, MAY SUBJECT THE PERSON MAKING THE FALSE STATEMENT TO CRIMINAL CHARGES.

I, Ana Vigorini, being duly sworn, state that I have read and understand all the items contained in the foregoing pages of this questionnaire and the following pages of attachments; that I supplied full and complete answers to each item therein to the best of my knowledge, information and belief; that I will notify the County in writing of any change in circumstances occurring after the submission of this questionnaire and before the execution of the contract; and that all information supplied by me is true to the best of my knowledge, information and belief. I understand that the County will rely on the information supplied in this questionnaire as additional inducement to enter into a contract with the submitting business entity.

Sworn to before me this 16 day of May 2017

Susan Mullin

Notary Public

SUSAN MULLIN

NOTARY PUBLIC, State of New York

No. 01MU6122333

Qualified in Nassau County

Commission Expires February 7, 2021

Marriott Hotel Services Inc. DBA Long Island Marriott
Name of submitting business

Ana Vigorini
Print name

[Signature]
Signature

Director of Finance
Title

5 / 16 / 2017
Date

Business History Form

The contract shall be awarded to the responsible proposer who, at the discretion of the County, taking into consideration the reliability of the proposer and the capacity of the proposer to perform the services required by the County, offers the best value to the County and who will best promote the public interest.

In addition to the submission of proposals, each proposer shall complete and submit this questionnaire. The questionnaire shall be filled out by the owner of a sole proprietorship or by an authorized representative of the firm, corporation or partnership submitting the Proposal.

NOTE: All questions require a response, even if response is "none" or "not-applicable." No blanks.

(USE ADDITIONAL SHEETS IF NECESSARY TO FULLY ANSWER THE FOLLOWING QUESTIONS).

Date: 4/24/17

- 1) Proposer's Legal Name: Marriott Hotels Svs Inc DBA Long Island Marriott
2) Address of Place of Business: 101 Jame Doolittle Blvd, Unadula NY 11553

List all other business addresses used within last five years:

None

3) Mailing Address (if different): None

Phone: 516 794-3800

Does the business own or rent its facilities? Manage the Facility

4) Dun and Bradstreet number: 101203396

5) Federal I.D. Number: 52 - 1052660

6) The proposer is a (check one): ☐ Sole Proprietorship ☐ Partnership ☒ Corporation ☒ Other (Describe) _____

7) Does this business share office space, staff, or equipment expenses with any other business?

Yes ☐ No ☒ If Yes, please provide details: _____

8) Does this business control one or more other businesses? Yes ☐ No ☒ If Yes, please provide details: _____

9) Does this business have one or more affiliates, and/or is it a subsidiary of, or controlled by, any other business? Yes ___ No ☒ If Yes, provide details. _____

10) Has the proposer ever had a bond or surety cancelled or forfeited, or a contract with Nassau County or any other government entity terminated? Yes ___ No ☒ If Yes, state the name of bonding agency, (if a bond), date, amount of bond and reason for such cancellation or forfeiture: or details regarding the termination (if a contract). _____

11) Has the proposer, during the past seven years, been declared bankrupt? Yes ___ No ☒ If Yes, state date, court jurisdiction, amount of liabilities and amount of assets _____

12) In the past five years, has this business and/or any of its owners and/or officers and/or any affiliated business, been the subject of a criminal investigation and/or a civil anti-trust investigation by any federal, state or local prosecuting or investigative agency? And/or, in the past 5 years, have any owner and/or officer of any affiliated business been the subject of a criminal investigation and/or a civil anti-trust investigation by any federal, state or local prosecuting or investigative agency, where such investigation was related to activities performed at, for, or on behalf of an affiliated business. Yes ___ No ☒ If Yes, provide details for each such investigation. _____

13) In the past 5 years, has this business and/or any of its owners and/or officers and/or any affiliated business been the subject of an investigation by any government agency, including but not limited to federal, state and local regulatory agencies? And/or, in the past 5 years, has any owner and/or officer of an affiliated business been the subject of an investigation by any government agency, including but not limited to federal, state and local regulatory agencies, for matters pertaining to that individual's position at or relationship to an affiliated business. Yes ___ No ☒ If Yes, provide details for each such investigation. _____

14) Has any current or former director, owner or officer or managerial employee of this business had, either before or during such person's employment, or since such employment if the charges pertained to events that allegedly occurred during the time of employment by the submitting business, and allegedly related to the conduct of that business:

a) Any felony charge pending? Yes ___ No ☒ If Yes, provide details for each such charge. _____

b) Any misdemeanor charge pending? Yes ___ No ☒ If Yes, provide details for each such charge. _____

c) In the past 10 years, you been convicted, after trial or by plea, of any felony and/or any other crime, an element of which relates to truthfulness or the underlying facts of which related to the conduct of business? Yes ___ No ☒

If Yes, provide details for each such conviction _____

d) In the past 5 years, been convicted, after trial or by plea, of a misdemeanor?
Yes ____ No ☒ If Yes, provide details for each such conviction. _____

e) In the past 5 years, been found in violation of any administrative, statutory, or regulatory provisions? Yes ____ No ☒ If Yes, provide details for each such occurrence. _____

15) In the past (5) years, has this business or any of its owners or officers, or any other affiliated business had any sanction imposed as a result of judicial or administrative proceedings with respect to any professional license held? Yes ____ No ☒ If Yes provide details for each such instance _____

16) For the past (5) tax years, has this business failed to file any required tax returns or failed to pay any applicable federal, state or local taxes or other assessed charges, including but not limited to water and sewer charges? Yes ____ No ☒ If Yes, provide details for each such year. Provide a detailed response to all questions checked 'YES'. If you need more space, photocopy the appropriate page and attach it to the questionnaire. _____

Provide a detailed response to all questions checked "YES". If you need more space, photocopy the appropriate page and attach it to the questionnaire.

17) Conflict of Interest:

a) Please disclose any conflicts of interest as outlined below NOTE: If no conflicts exist, please expressly state "No conflict exists."

(i) Any material financial relationships that your firm or any firm employee has that may create a conflict of interest or the appearance of a conflict of interest in acting on behalf of Nassau County

"NO Conflict Exists"

(ii) Any family relationship that any employee of your firm has with any County public servant that may create a conflict of interest or the appearance of a conflict of interest in acting on behalf of Nassau County.

"NO Conflict Exists"

(iii) Any other matter that your firm believes may create a conflict of interest or the appearance of a conflict of interest in acting on behalf of Nassau County

"NO Conflict Exists"

b) Please describe any procedures your firm has, or would adopt, to assure the County that a conflict of interest would not exist for your firm in the future

We will contact the County should a potential conflict arise, and be guided accordingly

- A. Include a resume or detailed description of the Proposer's professional qualifications, demonstrating extensive experience in your profession. Any prior similar experiences, and the results of these experiences, must be identified.

Should the proposer be other than an individual, the Proposal **MUST** include:

- i) Date of formation;
- ii) Name, addresses, and position of all persons having a financial interest in the company, including shareholders, members, general or limited partner;
- iii) Name, address and position of all officers and directors of the company;
- iv) State of incorporation (if applicable);
- v) The number of employees in the firm;
- vi) Annual revenue of firm;
- vii) Summary of relevant accomplishments
- viii) Copies of all state and local licenses and permits.

- B. Indicate number of years in business.

- C. Provide any other information which would be appropriate and helpful in determining the Proposer's capacity and reliability to perform these services.

- D. Provide names and addresses for no fewer than three references for whom the Proposer has provided similar services or who are qualified to evaluate the Proposer's capability to perform this work.

Company Big Geyser

Contact Person Jenny Turcios

Address 5765 48th Street

City/State Maspeth NY 11378

Telephone 718 663-2601

Fax # 718 821-7727

E-Mail Address Jenny.Turcios@biggeyser.com

Company Interfaith Nutrition Network
Contact Person Robert Kammerer
Address 211 Fulton Avenue
City/State Hempstead NY 11550-
Telephone 516 486 8506 x 190
Fax # 516 486-8105
E-Mail Address robajean@aol.com

Company Nassau County Dept Social Services
Contact Person Lynne Campbell
Address 60 Charles Lindbergh Blvd
City/State Unwade NY 11553
Telephone 516 227 - 7415
Fax # 516 227 - 8567
E-Mail Address Lynne.Campbell@hhsnassaucountyny.us

CERTIFICATION

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I, Paul Evasick, being duly sworn, state that I have read and understand all the items contained in the foregoing pages of this questionnaire and the following pages of attachments; that I supplied full and complete answers to each item therein to the best of my knowledge, information and belief; that I will notify the County in writing of any change in circumstances occurring after the submission of this questionnaire and before the execution of the contract; and that all information supplied by me is true to the best of my knowledge, information and belief. I understand that the County will rely on the information supplied in this questionnaire as additional inducement to enter into a contract with the submitting business entity.

Sworn to before me this 24 day of April 2017

Monica Sookdeo
Notary Public

MONICA SOOKDEO
NOTARY PUBLIC, State of New York
No. 30-4879606
Qualified in Nassau County 19
Commission Expires May 11, 20

Name of submitting business: Marriott Hotel Services DBA Long Island Marriott

By: Paul Evasick
Print name

Signature

General Manager
Title

4 / 24 / 17
Date



Long Island Marriott Hotel & Conference Center
101 James Doolittle Boulevard
Uniondale, NY 11553
t: 516.794.3800 f: 516.794.5936
Marriott.com/NYCLI

**MARRIOTT HOTEL SERVICES INC. DBA LONG ISLAND MARRIOTT
BUSINESS RESUME**

Date of Incorporation	March 23, 1976
State of Incorporation	Delaware
General Manager	Paul Evasick
Hotel Owner:	101 Uniondale LP
Asset Manager:	Adam Kloppe
Number of Employees	238
Annual Revenue	\$40M
Accomplishments	2016 Long Island Weddings Best Vendors 2015 Guest Review Award from Booking.com 2016 and 2015 Healthy Hotel Certification - Marriott Gold Status
Licenses and Permits	NYS Certificate of Authority Multi Residential Permit Nassau County Alarm Permit NYS Liquor Permits Nassau County Dept.of Health Permit Public Assembly Permit Nassau County Certificate of Authority Multiple Signs Permits



STATE OF NEW YORK
WORKERS' COMPENSATION BOARD
SELF-INSURANCE OFFICE
20 PARK STREET - ROOM 206
ALBANY, NY 12207



(518) 402-0247
FAX (518) 402-6199

COMPLIANCE WITH DISABILITY BENEFITS LAW
(Pursuant To Section 220, subd. 8 of the Disability Benefits Law)

EMPLOYER Marriott Hotel Services, Inc.	FEDERAL EMPLOYER IDENTIFICATION NUMBER 52-1052660
ADDRESS (HOME OR MAIN OFFICE) 10400 Fernwood Road Dept. 52/924.36 Bethesda, MD 20817	LOCATION OF OPERATIONS New York State
	OPERATIONS TO BEGIN ON OR ABOUT: Self-Insured Status Effective: January 1, 2004 Carrier ID No.: B661387

There are on file with the Workers' Compensation Board, documents indicating that the above-named employer has complied with the Disability Benefits Law with respect to all of his or her employees in the following manner:

- ☒ By approved self-insurance pursuant to Section 211, subdivision 3 of the Disability Benefits Law.
- ☐ By a combination of approved self-insurance pursuant to Section 211, subdivision 3 of the Disability Benefits Law and insurance with authorized insurance carrier(s).

Date: January 11, 2010

By: Nicole Snyder
Nicole Snyder
Calculation Clerk 2



STATE OF NEW YORK
WORKERS' COMPENSATION BOARD
SELF-INSURANCE OFFICE
20 PARK STREET - ROOM 206
ALBANY, NY 12207



Office of the Secretary

I, **Sandra M. Olson**, Secretary to the Workers' Compensation Board of the State of New York, **DO HEREBY CERTIFY**, that

Marriott Hotel Services, Inc.

FEIN 52-1052660

has secured compensation to its employees as a self-insurer in the following manner:

- ☒ Pursuant to Section 50, subdivision 3 of the Workers' Compensation Law.
- ☐ Pursuant to Section 50, subdivisions 3 and 4 of the Workers' Compensation Law (County, city, village, town, school district, fire district or other political subdivision).
- ☐ Pursuant to Article 5 of the Workers' Compensation Law (County Self-Insurance Plan).

The status of self-insurer was effective as of **October 1, 1993** and such status still remains in full force.

IN WITNESS WHEREOF, I have hereunto
set my hand and affixed the seal of the Workers'
Compensation Board this 8th day of
January 2010.

STATUS CONFIRMED

By Nicole Snyder
Nicole Snyder
Self-Insurance Office

Sandra M. Olson

Secretary to the Board

STATE OF NEW YORK
WORKERS' COMPENSATION BOARD
NOTICE OF COMPLIANCE
DISABILITY BENEFITS LAW
TO EMPLOYEES

1. If you are unable to work because of an illness or injury not work-related, you may be entitled to receive weekly benefits from your employer, or his or her insurance company, or from the Special Fund for Disability Benefits.
2. To claim benefits you must file a claim form within 30 days from the first date of your disability, but in no event more than 26 weeks from such date.
3. Use one of the following claim forms:
 - If, when your disability begins, you are employed or are unemployed for four weeks or less, use claim Form DB-450, which you may obtain from your employer, his or her insurance carrier, your health provider, the Workers' Compensation Board's website (www.wcb.ny.gov) or any office of the Board, and send it to your employer or the insurance carrier named below.
 - If, when your disability begins, you have been unemployed more than four weeks, use claim Form DB-300, which you may obtain from any Unemployment Insurance Office, your health provider, the Workers' Compensation Board's website (www.wcb.ny.gov) or any office of the Board. Send completed claim form to the Workers' Compensation Board, Disability Benefits Bureau, Albany, New York 12241. **IMPORTANT:** Before filing your claim, your health provider must complete the "Health Care Provider's Statement" on the claim form, showing your period of disability.
4. You are entitled to be treated by any physician, chiropractor, dentist, nurse-midwife, podiatrist or psychologist of your choice. However, unlike workers' compensation, your medical bills will not be paid unless your employer and/or union provide for the payment of such bills under a Disability Benefits Plan or Agreement.
5. If you are ill or injured during the time you are receiving Unemployment Insurance Benefits, file a claim for Disability Benefits as soon as you sustain the injury or illness, by following the instructions outlined above.
6. If you are out of work in excess of seven days, your employer is required to send you a Disability Benefits Statement of Rights (Form DB-271S).
7. Other information about Disability Benefits may be obtained by writing or calling the Workers' Compensation Board Office.

NYS Workers' Compensation Board
Centralized Mailing
PO Box 5205
Binghamton, NY 13902-5202

Customer Service: 877-632-4996

Employers must post DB-120s so that all classes of their employees know who will pay their Disability Benefits.

Disability Benefits, when due, will be paid by (Los Beneficios por Incapacidad, cuando debidos, seran pagados por):

Insert name, address and telephone number of carrier or main office of authorized New York self-insurer.

Marriott International, Inc. (Attn: Dept. 52-924.37)
9737 Washington Blvd. Suite 201
Gaithersburg, MD 20878 1-866-627-0111

Effective: From 1998 To
(En Vigor Desde) (Hasta)

Policy No. B661387
(Poliza No.)

THE WORKERS' COMPENSATION BOARD EMPLOYS AND SERVES
PEOPLE WITH DISABILITIES WITHOUT DISCRIMINATION.

LA JUNTA DE COMPENSACION OBRERA EMPLEA Y
SERVE A PERSONAS INCAPACITADAS SIN DISCRIMINAR.

Prescribed by Chair
Workers' Compensation Board
State of New York

DB-120 (1-11)

ESTADO DE NUEVA YORK
JUNTA DE COMPENSACION OBRERA
AVISO DE CUMPLIMIENTO
LEY DE BENEFICIOS POR INCAPACIDAD
A LOS EMPLEADOS

1. Si usted no puede trabajar debido a enfermedad o lesión no relacionada con el trabajo, podría tener derecho a recibir beneficios semanales de su patrón o de la compañía de seguros de él/ella o del Fondo Especial para Beneficios por Incapacidad.
2. Para reclamar beneficios usted debe presentar una forma de reclamación dentro de 30 días a partir de la primera fecha de su incapacidad, pero en ningún caso más de 26 semanas de dicha fecha.
3. Use una de las siguientes formas de reclamación:
 - Si, cuando comience su incapacidad usted está empleado o ha estado desempleado por cuatro semanas o menos, use la forma de reclamación (Form DB-450), la cual puede obtener de su patrón o de la compañía de seguros de él/ella, o de su proveedor de cuidados de salud, o bien de cualquier oficina de la Junta de Compensación Obrera, y envíela a su patrón o a la compañía de seguros nombrada abajo.
 - Si cuando comience su incapacidad, usted ha estado desempleado más de cuatro semanas, use la forma de reclamación (Form DB-300), la cual puede obtener en cualquier Oficina de Seguro de Desempleo, de su proveedor de salud, o bien de cualquier oficina de la Junta de Compensación Obrera. Envíe la forma de reclamación, debidamente terminada, a Workers' Compensation Board, Disability Benefits Bureau, Albany, New York 12241. **IMPORTANTE:** Antes de presentar usted su reclamación, es necesario que su proveedor de salud complete la declaración del médico ("Health Care Provider's Statement") en la forma de reclamación, indicando el periodo de su incapacidad.
4. Usted tiene derecho a ser tratado por cualquier médico, quiropráctico, dentista, enfermera-partera, podiatra o psicólogo que usted elija. Pero, contrario a la compensación obrera, sus cuentas médicas no serán pagadas a menos que su patrón y/o Unión haga el pago de tales cuentas médicas bajo un Plan o Convenio de Beneficios por Incapacidad.
5. Si estuviera usted enfermo o lesionado durante el tiempo que esté recibiendo beneficios del Seguro de Desempleo, presente una reclamación para Beneficios por Incapacidad, siguiendo las instrucciones arriba descritas, tan pronto como sufra la lesión o la enfermedad.
6. Si usted está desempleado por mas de siete días, su patrón está obligado a enviarle la Declaración de Derechos de Beneficios por Incapacidad (Form DB-271S).
7. Otras informaciones relativas a Beneficios por Incapacidad pueden obtenerse escribiendo o llamando ala oficina más cercana de la Junta de Compensación Obrera.

Robert E. Beloten

ROBERT E. BELOTEN
CHAIR/PRESIDENTE

www.wcb.ny.gov

The benefits provided are (Los beneficios provistos son)

☒ Statutory ☐ Under a Plan or Agreement

Class(es) of employees covered (Clase(s) de empleados amparados)

All classes of employees.

Marriott International, Inc.

Name of employer (Nombre del Patron)

THIS NOTICE MUST BE POSTED CONSPICUOUSLY IN AND
ABOUT THE EMPLOYER'S PLACE OR PLACES OF BUSINESS.



NASSAU COUNTY REQUEST FOR TAXPAYER IDENTIFICATION NUMBER AND CERTIFICATION

Authorization is:
(CHECK ONE)

☒ New
☐ Change

INSTRUCTIONS: Please complete Section I. If you would like to be paid electronically please complete both sections of this form.

Mail to: Nassau County Comptroller's Office, Vendor Claims Department, 240 Old County Road, Mineola, New York 11501
Or Fax to: (516) 571-2533.

Section I - Vendor Information

1. Federal ID No or Social Security No.

5 2 - 1 0 5 2 6 6 0

2. Vendor Name: Long Island Marriott

3. Vendor Remittance Address:

Marriott International -
P.O. Box 402642

Atlanta, GA 30384-2642

4. Vendor Contact Person:

DENA KIMMEL

5. Vendor Contact Telephone No.:

516 229-5084

6. Vendor E-Mail Address:

DENA.KIMMEL@marriott

7. Please answer the four questions below. Unanswered questions will delay payment.

A. The vendor/payee ID number provided above is:

Federal ID# ☒ Social Security # ☐

B. Is vendor/payee incorporated:

Yes ☒ No ☐

C. Is a medical or legal service ever provided by vendor:

Yes ☐ No ☒

D. Is vendor/payee an employee of Nassau County:

Yes ☐ No ☒

Section II - Financial Institution Information-Complete this section only if you would like to be paid electronically.

8. Routing Transit Number:

(Located at the bottom of your check)

0 2 6 0 0 9 5 9 3

9. Bank Account Number:

3751575043

10. Account Name (Your name on the account):

Marriott International

11. Bank Name:

Bank of America

Check here ☐ if you wish to be removed from electronic payments and would like to receive paper checks.

12. Vendor Certification: Certification-Under penalties of perjury, I certify that: (1) The number shown on this form is my correct identification number (or I am waiting for a number to be issued to me), and (2) I am not subject to backup withholding because: (a) I am exempt from backup withholding or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends or (c) the IRS has notified me that I am no longer subject to backup withholding. (3) The information provided on this form is correct to the best of my knowledge. **Certification Instructions-**You must cross out item (2) above if you have been notified by the IRS that you are currently subject to backup withholding because of under reporting interest or dividends on your tax return. For real estate transactions, item (2) does not apply. The IRS does not require your consent to any provision of this document other than the certification required to avoid backup withholding.

I understand that if I have completed Section II that I authorize payments to be received by electronic funds transfer into the bank account designated in Section II. I further understand that in the event that an erroneous electronic payment is sent, Nassau County reserves the right to reverse the electronic payment. In the event that a reversal cannot be implemented, Nassau County will utilize any other lawful means to retrieve payments to which the payee was not entitled.

Authorized Signature

Print Name/Title

Date

Ana Vignar, Director of Finance

4/7/16



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

5/4/2017

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Beecher Carlson Insurance Services 6 Concourse Parkway, Suite 2300 Atlanta, GA 30328 www.beechercarlson.com	CONTACT NAME: Beecher Carlson Insurance Services	
	PHONE (A/C, No, Ext): 6785394800 FAX (A/C, No): 7708703031	
INSURED Marriott International, Inc. & Subsidiaries Attn: Risk Management Dept. 52/924.36 (Insurance) 301-380-5685 10400 Fernwood Road Bethesda MD 20817	E-MAIL ADDRESS:	
	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A: AIG Specialty Insurance Company	26883
	INSURER B: National Union Fire Ins Co of Pittsburgh, PA	19445
	INSURER C: New Hampshire Insurance Co.	23841
	INSURER D: Ace Property & Casualty Insurance Co.	20699
INSURER E:		
INSURER F:		

COVERAGES**CERTIFICATE NUMBER:** 35449158**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Liquor Liability <input checked="" type="checkbox"/> \$500,000 SIR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:			GL 5152469	10/1/2016	10/1/2017	EACH OCCURRENCE \$ 4,500,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 4,500,000 MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ 4,500,000 GENERAL AGGREGATE \$ 7,500,000 PRODUCTS - COMP/OP AGG \$ 4,500,000 \$
B	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY			CA 2935974 - AOS (Excluding MA, VA) CA 2935975 - VA CA 2935976 - MA	10/1/2016	10/1/2017	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
D	<input checked="" type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB DED <input type="checkbox"/> RETENTION \$ N/A			XOO G2790564A 002 Prod-Comp Ops Agg \$15M	10/1/2016	10/1/2017	EACH OCCURRENCE \$ 15,000,000 AGGREGATE \$ 120,000,000 Per Loc Aggregate \$ 15,000,000
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input checked="" type="checkbox"/> N	N/A	WC 014112125 (AOS Excluding Attached)	10/1/2016	10/1/2017	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 3,000,000 E.L. DISEASE - EA EMPLOYEE \$ 3,000,000 E.L. DISEASE - POLICY LIMIT \$ 3,000,000
C	Workers Compensation			See Attachment for Additional Policies	10/1/2016	10/1/2017	See Attachment Details

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

LONG ISLAND MARRIOTT 101 JAMES DOOLITTLE BLVD UNIONDALE NY 11553 ID:33788
Evidence of Insurance**CERTIFICATE HOLDER****CANCELLATION**County of Nassau Dept of Human Services Office for Aging
60 Charles Lindbergh Blvd #260
Uniondale NY 11553

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Sharon D. Brainard

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ACORD 25 (2016/03)

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TYPE/STATES COVERED	CARRIER	POLICY NO.	COVERAGES
WORKERS COMPENSATION			
SELF-INSURED SPECIFIC EXCESS POLICY AL, AR, AZ, CA, CT, DC, DE, GA, HI, IA, IL, IN, KY, LA, MD, MI, MO, NH, NJ, NM, NV, NY, OH, OK, OR, PA, RI, SC, TN, WA, WV	National Union Fire Insurance Company of Pittsburgh, PA	WC 6583104	W.C. Statutory each EE for Disease W.C. Statutory each Accident Employers Liability: \$2,500,000 - Each Accident \$2,500,000 - Each Employee/Disease \$2,500,000 - Aggregate/Disease \$ 500,000 - Self Insured Retention
SELF-INSURED SPECIFIC EXCESS POLICY FL	National Union Fire Insurance Company of Pittsburgh, PA	WC 6583105	W.C. Statutory each EE for Disease W.C. Statutory each Accident Employers Liability: \$2,000,000 - Each Accident \$2,000,000 - Each Employee/Disease \$2,000,000 - Aggregate/Disease \$1,000,000 - Self Insured Retention
NORTH CAROLINA Self-Insured Specific/Agg Excess Policy - Workers' Compensation and Employer's Liability	National Union Fire Insurance of Pittsburgh, PA	WC 6583106	Statutory - Workers' Comp/Employers Liability: \$ 2,500,000 - Each Accident \$ 2,500,000 - Each Employee/Disease \$ 2,500,000 - Aggregate/Disease \$10,000,000 - Aggregate Excess \$ 5,000,000 - Aggregate Retention \$ 500,000 - Self Insured Retention
INSURED STATES AL, AR, CO, CT, ID, IN, KS, MD, MN, MO, MT, NE, NY, RI, TN, VA, WV, and AOS if any	New Hampshire Insurance Company	WC 014112125	Statutory Workers' Comp/Employers' Liability: \$3,000,000 - Each Accident \$3,000,000 - Each Employee/Disease \$3,000,000 - Aggregate/Disease
INSURED STATES IL, NC, UT, NH	New Hampshire Insurance Co.	WC 014112126	Statutory Workers' Comp/Employers Liability \$3,000,000 - Each Accident \$3,000,000 - Each Employee/Disease \$3,000,000 - Aggregate/Disease
INSURED STATES OH, WI, WY	New Hampshire Insurance Co.	WC 014112130	Statutory Workers' Comp/Employers Liability \$3,000,000 - Each Accident \$3,000,000 - Each Employee/Disease \$3,000,000 - Aggregate/Disease
INSURED STATE ME	New Hampshire Insurance Co.	WC 014112128	Statutory Workers' Comp/Employers Liability \$3,000,000 - Each Accident \$3,000,000 - Each Employee/Disease \$3,000,000 - Aggregate/Disease

TYPE/STATES COVERED	CARRIER	POLICY NO.	COVERAGES
INSURED STATE FL	New Hampshire Insurance Co.	WC 014112131	Statutory Workers' Comp/Employers Liability \$3,000,000 - Each Accident \$3,000,000 - Each Employee/Disease \$3,000,000 - Aggregate/Disease
INSURED STATE NJ, PA	New Hampshire Insurance Co.	WC 014112129	Statutory Workers' Comp/Employers Liability \$3,000,000 - Each Accident \$3,000,000 - Each Employee/Disease \$3,000,000 - Aggregate/Disease
INSURED STATE MA	Insurance Company of the State of PA	WC 014112127	Statutory Workers' Comp/Employers Liability \$3,000,000 - Each Accident \$3,000,000 - Each Employee/Disease \$3,000,000 - Aggregate/Disease
GENERAL LIABILITY			
Texas Non-Subscriber	Illinois National Insurance Co.	GL 5152458	(a) Associate Injury Benefit Plan per Plan Benefit (b) Employers' Liability: \$2,000,000 - Each Accident \$2,000,000 - Each Employee/Disease \$2,000,000 - Aggregate/Disease \$1,000,000 - Retention
USVI	AIG Insurance Company of Puerto Rico	GL 005-1002250	(a) Associate Injury Benefit Plan per Plan Benefit (b) Employers' Liability: \$2,000,000 - Each Accident \$2,000,000 - Each Employee/Disease \$2,000,000 - Aggregate/Disease \$1,000,000 - Retention
AUTO LIABILITY/GKLL			
USVI	AIG Insurance Company of Puerto Rico	201-1002201	Automobile Liability: \$2,000,000 Limit & GKLL \$3,000,000 Limit

N^o 9,257

DEPARTMENT OF BUILDINGS - TOWN OF HEMPSTEAD, NEW YORK

Public Assembly License

The issuance and retention of this License is contingent upon the Licensee's compliance with the laws of the State of New York and the Town of Hempstead, and the rules and regulations of the Department of Buildings.

MARRIOTT CORP/TA D/B/A LONG ISLAND
MARRIOTT

Name of Establishment

EXPIRATION DATE

Address 101 JAMES DOOLITTLE BLVD

NOVEMBER 30, 2017

UNIONDALE, NY 11553

John E. Rottkamp

Commissioner

This License is not Transferable
LICENSE MUST BE CONSPICUOUSLY DISPLAYED

Use: RESTAURANT/HOTEL

App. # 2964

Occ. 2489

PERMIT

To Operate a Temporary Residence

This is to certify that
101 UNIONDALE LP

the operator of
LONG ISLAND MARRIOTT HOTEL
at
101 JAMES DOOLITTLE BOULEVARD
UNIONDALE, NY 11553

Located in the **TOWN of HEMPSTEAD** in **NASSAU** County
is granted permission to operate said establishment in compliance with the provisions
of **Subpart 7-1 of the State Sanitary Code** and
under the following conditions:

(1) This permit is granted subject to any and all applicable State, Local and Municipal Laws, Ordinances, Codes, Rules and Regulations.

Interior Corridor - Four or More Story Building
Food Service Establishment - (Main Kitchen)
Food Service Establishment - (Banquet Kitchen)
Food Service Establishment - (Employee Cafeteria)
Food Service Establishment - (Champions)
Food Service Establishment - (Skylight Cafe)
Frozen Dessert Machine
Swimming Pool (Spa pool)
Swimming Pool (Indoor main pool)

INCLUDES FROZEN DESSERT OPERATION

Effective Date September 30, 2016
Permit is NON-TRANSFERABLE



Donald Irwin

Permit Issuing Official

This permit expires on **September 30, 2017** and may be revoked or suspended for cause.

THIS PERMIT SHOULD BE POSTED CONSPICUOUSLY

Facility Code **TR07147-06**

Permit Number **TR0714706**

Operation ID **888171**

NASSAU COUNTY DEPARTMENT OF HEALTH APPLICATION FOR RENEWAL OF PERMIT

For Temporary Residences, Day Camps, Swimming Pools and Bathing Beaches

INSTRUCTIONS

Check all pre-printed data; cross out errors and enter correct information in the empty boxes above the incorrect item.

Complete the back of this form.

Sign the back of the form to certify that the information is true; failure to sign will delay the permit issuance.

See covering letter for additional forms that must be submitted with this application.

Mail completed forms together with your check or money order to:

Mail completed forms to:
NASSAU COUNTY HEALTH DEPARTMENT
OFFICE OF RECREATIONAL FACILITIES
200 COUNTY SEAT DRIVE
MINEOLA, NY 11501

APPLICATION FOR (Check all that apply)

1. ☒ Temporary Residence
2. ☐ Day Camp
3. ☒ Swimming Pool
4. ☐ Bathing Beach
5. ☒ Food Establishment

TOTAL FEES DUE
\$7620.00

YOUR FEES ARE

1. 2300.00
- 2.
3. 970.00
4. 4350.00
5. 1025.00

FOR OFFICE USE ONLY

Fac. No. 01-29	07147	Fee Type A
2 <input checked="" type="checkbox"/> Re-new	3 <input type="checkbox"/> In-active	4 <input type="checkbox"/> Re-activate
5 <input type="checkbox"/> Change of owner		
CR Date:	Fee	
Facility	Appvd. by:	Effective Date
TR		10/01/16
Camp		10/01/17
Pool 1		
2		
3		
4		
5		
Forms Received		Fac. Type
<input type="checkbox"/> DOH 367	<input type="checkbox"/> EH 19	
<input type="checkbox"/> DSS 3370	<input type="checkbox"/> Disclosure	511 44

1. Facility Street Address

2. LONG ISLAND MARRIOTT HOTEL

3. City or Village

4. 101 JAMES DOOLITTLE BLVD

5. State

6. Zip

7. Township in Which Facility is Located

8. UNIONDALE NY 11553

9. Name of Legal Operator or Operating Corp. (Sign on Back)

10. HEMPSTEAD

11. EMPL. SSN OR EIN

12. 6A 521052660

13. If Operating Corp., Name of Person in Charge

14. MARRIOTT HOTEL SERVICES INC

15. Street Address of Legal Operator

16. PAUL EVASICK

17. City or Village

18. 1 MARRIOTT DR

19. State

20. Zip

21. Name of Owner or Corporation (List Corporation Officers on Back)

22. WASHINGTON DC 20058

23. Street Address of Owner or Corporation

24. 101 UNIONDALE LP

25. City or Village

26. 40 WEST 57TH STREET

27. State

28. Zip

29. 130 EAST 59TH ST 15TH FL

30. NEW YORK NY 10022

3. Today's Date

5. Facility Phone

7. Date Open

8. Date Close

10. Capacity

11. Occupied Bldgs/Sites

13. Type of Ownership

15. Phone of Legal Operator

16A. Date of Ownership

18. Phone of Owner or Corp.

20. WATER SUPPLY

22. SEWAGE SYSTEM

24. Recreational Facilities/Services Available Under This Registration

Indoor Pool(s)

Outdoor Pool(s)

Bathing Beaches

Food Service(s)

Whirl-Pool(s)

23. Mail Applications, Permits and Other Correspondence To:

(1) ☒ Facility (2) ☐ Legal Operator (3) ☐ Owner or Corporation

COMPLETE AND SIGN BACK OF THIS SHEET



Town of Hempstead
Department of Buildings

One Washington Street, Hempstead, N.Y. 11550-4923
Office: (516) 812-3120 Fax: (516) 483-1573

JOHN E. ROTTKAMP
COMMISSIONER

RITA A. FISHER
DEPUTY COMMISSIONER

JOHN G. NOVELLO
DEPUTY COMMISSIONER

06/07/2016

MULTIPLE RESIDENT FEE RENEWAL

101 UNIONDALE LP ERIC PORETSKY
101 JAMES DOOLITTLE BLVD
UNIONDALE, NY 11553-3637

Application No.: 0343
Annual Fee: \$6,400.00

1. Owner: 101 UNIONDALE LP ERIC PORETSKY

2. Home Phone: NA

3. Business: 212 672 4779

4. Cell: 917 856 5694

Property: 101 JAMES DOOLITTLE BLVD, UNIONDALE NY 11553-3637

No. of Units: 620

Description of Building: MULTIPLE DWELLING

Registry Period: 08/01/2016 to 07/31/2017

Registry Fee: \$6,400.00

Please review the information above and make any necessary changes below.

CHANGE TO

1. Owner:

5. Owner Rep:

2. Home Phone:

6. Rep Home Phone:

3. Business Phone:

7. Rep Bus. Phone:

4. Cell Phone:

8. Rep Cell Phone:

DATE: _____

SIGNATURE: _____

OWNER/OPERATOR

YOUR MULTIPLE RESIDENCE RENEWAL WILL REQUIRE THE FOLLOWING AFFIDAVITS:

☒ Smoke Detector

☒ Carbon Monoxide Detector

☒ Fire Sprinkler

☒ Emergency Lights

☐ Required Fire Extinguishers

☒ Fire Alarm

☒ Elevator/Escalator

☒ Generators

***** THESE REQUIRED AFFIDAVITS MUST BE ATTACHED TO YOUR RENEWAL APPLICATION, ALONG WITH THE REQUIRED RENEWAL FEE PAYABLE TO THE "TOWN OF HEMPSTEAD".**

*** To arrange for your yearly inspection please call (516) 812-3120 or 3023 - Hours are Mon-Fri 9-10:30 am.**

DO NOT WRITE BELOW THIS LINE

Check No.: _____

Date Filed: _____

Approved by: _____

Date Approved: _____



New York State Department of
Taxation and Finance

Sales Tax Registration
W.A. Harman Campus
Albany, NY 12227-0865

RECEIVED DEC 01 2014

14116414629800-4P00



MARRIOTT HOTEL SERVICES INC
PO BOX 699
LOUISVILLE TN 37777-0699

New York State Department of Taxation and Finance

Certificate of Authority

Identification number

52-1052660 07

(Use this number on all returns and correspondence)



VALIDATED

11/21/2014

Dept of Tax
and Finance

MARRIOTT HOTEL SERVICES INC
101 JAMES DOOLITTLE BLVD
UNIONDALE NY 11553-3637

is authorized to collect sales and use taxes under Articles 28 and 29 of the New York State Tax Law

Nontransferable

This certificate must be prominently displayed at your place of business.
Fraudulent or other improper use of this certificate will cause it to be revoked.
The certificate may not be photocopied or reproduced.

4020109100098

1DB3 13262200 P0000300 01

DTF-17-A (11/14)



Town of Hempstead
Department of Buildings
1 Washington Street, Hempstead, N.Y. 11550-4923
(516) 538-8500

John E. Rottkamp
Commissioner
Rita A. Fisher
Second Deputy Commissioner

SIGN PERMIT RENEWAL

MARRIOTT HOTEL
101 DOOLTLE BLVD.
UNIONDALE NY 11553

THE PERMIT FOR THE SIGN BELOW WILL EXPIRE AS INDICATED.
PLEASE REVIEW THIS RENEWAL APPLICATION AND NOTE ANY CHANGES.

RETURN FORM ALONG WITH REQUIRED FEE TO THIS OFFICE SO THAT
WE MAY PROCESS THE NECESSARY RENEWAL PERMIT.

ORIG. APPLICATION # 003793

SIGN PERMIT NUMBER 3677-82
EXPIRATION DATE 10/8/2015

LESEE: MARRIOTT HOTEL
101 DOOLTLE BLVD.
UNIONDALE NY 11553

OWNER 101 Uniondale LP
130 East 59th St 10th floor
New York, NY 10022

LOCATION: W/JAMES DOOLTLE BLVD. & 643' N/HEMPSTEAD TPKE.
PROPERTY: 101 JAMES DOOLITTLE BLVD. UNIONDALE NY 11553

TYPE OF SIGN DETACHED

SIZE OF SIGN: 10.5X3'D/F SQUARE FEET 63

ILLUMINATED AREA: 1

HAS THERE BEEN ANY CHANGE IN SIZE OR WORDING OF SIGN? () YES ☒ NO

IF "YES", EXPLAIN:

REQUIRED FEE \$94.50 3 YEAR RENEWAL

\$94.50

(MAKE CHECK PAYABLE TO "TOWN OF HEMPSTEAD")

Applicant's Signature



Town of Hempstead
Department of Buildings
1 Washington Street, Hempstead, N.Y. 11550-4923
(516) 538-8500

John E. Rottkamp
Commissioner
Rita A. Fisher
Second Deputy Commissioner

SIGN PERMIT RENEWAL

MARRIOTT HOTEL
101 DOOLITTLE BLVD.
UNIONDALE NY 11553

THE PERMIT FOR THE SIGN BELOW WILL EXPIRE AS INDICATED.
PLEASE REVIEW THIS RENEWAL APPLICATION AND NOTE ANY CHANGES.

RETURN FORM ALONG WITH REQUIRED FEE TO THIS OFFICE SO THAT
WE MAY PROCESS THE NECESSARY RENEWAL PERMIT.

ORIG. APPLICATION # 003792

SIGN PERMIT NUMBER 3676-82

EXPIRATION DATE 10/8/2015

LESEE: MARRIOTT HOTEL
101 DOOLITTLE BLVD.
UNIONDALE NY 11553

OWNER 101 Uniondale LP
130 East 59th St 15th floor
New York, NY 10022

LOCATION: W/DOOLITTLE BLVD. & 643' N/HEMPSTEAD TPKE.
PROPERTY: 101 JAMES DOOLITTLE BLVD. UNIONDALE NY 11553

ap 10/08/18

TYPE OF SIGN DETACHED
SIZE OF SIGN: 5'X3' D/F

SQUARE FEET 30

paid
12/1/15

ILLUMINATED AREA: 1

HAS THERE BEEN ANY CHANGE IN SIZE OR WORDING OF SIGN? () YES (X) NO
IF "YES", EXPLAIN:

REQUIRED FEE \$45.00 3 YEAR RENEWAL
(MAKE CHECK PAYABLE TO "TOWN OF HEMPSTEAD")

\$45.00

Applicant's Signature



Town of Hempstead
Department of Buildings
1 Washington Street, Hempstead, N.Y. 11550-4923
(516) 538-8500

John E. Rottkamp
Commissioner
Rita A. Fisher
Second Deputy Commissioner

SIGN PERMIT RENEWAL

MARRIOTT HOTEL
101 DOOLITTLE BLVD.
UNIONDALE NY 11553

THE PERMIT FOR THE SIGN BELOW WILL EXPIRE AS INDICATED.
PLEASE REVIEW THIS RENEWAL APPLICATION AND NOTE ANY CHANGES.

RETURN FORM ALONG WITH REQUIRED FEE TO THIS OFFICE SO THAT
WE MAY PROCESS THE NECESSARY RENEWAL PERMIT.

ORIG. APPLICATION # 3791

SIGN PERMIT NUMBER 3675-82

EXPIRATION DATE 10/8/2015

LESEE: MARRIOTT HOTEL
101 DOOLITTLE BLVD.
UNIONDALE NY 11553

OWNER 101 Uniondale LP
130 EAST 59TH ST 15th floor
New York, NY 10022

LOCATION: W/DOOLITTLE BLVD. & HEMPSTEAD TPKE.
PROPERTY: NASSAU COLISEUM GROUNDS UNIONDALE NY 11553

TYPE OF SIGN DETACHED

SIZE OF SIGN: 5'X3' D/F SQUARE FEET 30

ILLUMINATED AREA: 1

HAS THERE BEEN ANY CHANGE IN SIZE OR WORDING OF SIGN? () YES (X) NO
IF "YES", EXPLAIN:

REQUIRED FEE \$45.00 3 YEAR RENEWAL ☒
(MAKE CHECK PAYABLE TO "TOWN OF HEMPSTEAD")

\$45.00


Applicant's Signature



Town of Hempstead
Department of Buildings
1 Washington Street, Hempstead, N.Y. 11550-4923
(516) 538-8500

John E. Rottkamp
Commissioner
Rita A. Fisher
Second Deputy Commissioner

SIGN PERMIT RENEWAL

MARRIOTT HOTEL
101 JAMES DOOLITTLE BLVD.
UNIONDALE NY 11553

THE PERMIT FOR THE SIGN BELOW WILL EXPIRE AS INDICATED.
PLEASE REVIEW THIS RENEWAL APPLICATION AND NOTE ANY CHANGES.

RETURN FORM ALONG WITH REQUIRED FEE TO THIS OFFICE SO THAT
WE MAY PROCESS THE NECESSARY RENEWAL PERMIT.

ORIG. APPLICATION # 003704

SIGN PERMIT NUMBER 3585-82 ✓

EXPIRATION DATE 5/24/2015

LESEE: MARRIOTT HOTEL
101 JAMES DOOLITTLE BLVD.
UNIONDALE NY 11553

OWNER NASSAU COLISEUM ASSOC.
896 N. BROADWAY
NO. MASSAPEQUA NY 11758

LOCATION: W/JAMES DOOLITTLE BLVD. & 643' N/HEMPSTEAD TPKE.
PROPERTY: 101 JAMES DOLITTLE BLVD. UNIONDALE NY 11553

TYPE OF SIGN WALL

SIZE OF SIGN: 39'X7.5'

SQUARE FEET 293

ILLUMINATED AREA: 1

HAS THERE BEEN ANY CHANGE IN SIZE OR WORDING OF SIGN? () YES () NO

IF "YES", EXPLAIN:

REQUIRED FEE \$439.50 3 YEAR RENEWAL
(MAKE CHECK PAYABLE TO "TOWN OF HEMPSTEAD")

\$439.50

Applicant's Signature

25/12/15



Town of Hempstead
Department of Buildings
1 Washington Street, Hempstead, N.Y. 11550-4923
(516) 538-8500

John E. Rottkamp
Commissioner
Rita A. Fisher
Second Deputy Commissioner

SIGN PERMIT RENEWAL

MARRIOTT HOTEL
101 JAMES DOOLITTLE BLVD.
UNIONDALE NY 11553

THE PERMIT FOR THE SIGN BELOW WILL EXPIRE AS INDICATED.
PLEASE REVIEW THIS RENEWAL APPLICATION AND NOTE ANY CHANGES.

RETURN FORM ALONG WITH REQUIRED FEE TO THIS OFFICE SO THAT
WE MAY PROCESS THE NECESSARY RENEWAL PERMIT.

ORIG. APPLICATION # 003705

SIGN PERMIT NUMBER 3586-82 ✓
EXPIRATION DATE 5/24/2015

LESEE: MARRIOTT HOTEL
101 JAMES DOOLITTLE BLVD.
UNIONDALE NY 11553

OWNER NASSAU COLISEUM ASSOC.
896 NO. BROADWAY
NO. MASSAPEQUA NY 11758

248
5/24/18

LOCATION: W/JAMES DOOLITTLE BLVD. & 643' N/HEMPSTEAD TPKE.
PROPERTY: 101 JAMES DOOLITTLE BLVD. UNIONDALE NY 11553

TYPE OF SIGN WALL
SIZE OF SIGN: 39'X7.5' SQUARE FEET 293

ILLUMINATED AREA: 1

HAS THERE BEEN ANY CHANGE IN SIZE OR WORDING OF SIGN? () YES () NO
IF "YES", EXPLAIN:

REQUIRED FEE \$439.50 3 YEAR RENEWAL
(MAKE CHECK PAYABLE TO "TOWN OF HEMPSTEAD")

\$439.50

Applicant's Signature

0492-691005
25/12/15



Town of Hempstead
Department of Buildings
1 Washington Street, Hempstead, N.Y. 11550-4923
(516) 538-8500

John E. Rottkamp
Commissioner
Rita A. Fisher
Second Deputy Commissioner

SIGN PERMIT RENEWAL

MARRIOTT HOTEL
101 JAMES DOOLITTLE BLVD.
UNIONDALE NY 11553

THE PERMIT FOR THE SIGN BELOW WILL EXPIRE AS INDICATED.
PLEASE REVIEW THIS RENEWAL APPLICATION AND NOTE ANY CHANGES.

RETURN FORM ALONG WITH REQUIRED FEE TO THIS OFFICE SO THAT
WE MAY PROCESS THE NECESSARY RENEWAL PERMIT.

ORIG. APPLICATION # 13139

SIGN PERMIT NUMBER 13010-97

EXPIRATION DATE 11/12/2015

LESEE: MARRIOTT HOTEL
101 JAMES DOOLITTLE BLVD.
UNIONDALE NY 11553

OWNER ~~URGO & BUTTS~~ 101 Uniondale L.P.
~~101 JAMES DOOLITTLE BLVD.~~ 130 East 59th Street
~~UNIONDALE NY 11553~~ 15th Floor
New York, NY 10022

LOCATION: N/S HEMPSTEAD TPKE. W/O MEADOWBROOK PKWY.
PROPERTY: 101 JAMES DOOLITTLE BLVD. UNIONDALE NY 11553

TYPE OF SIGN WALL

SIZE OF SIGN: SQUARE FEET 95

ILLUMINATED AREA: 1

HAS THERE BEEN ANY CHANGE IN SIZE OR WORDING OF SIGN? () YES (X) NO
IF "YES", EXPLAIN:

REQUIRED FEE \$142.50 3 YEAR RENEWAL ✓
(MAKE CHECK PAYABLE TO "TOWN OF HEMPSTEAD")

\$142.50


Applicant's Signature

Nassau County Police Department

Communications Bureau, Alarm Permit Section
1490 Franklin Avenue, Mineola, New York 11501

Permit for Alarm System

LONG ISLAND MARRIOTT HOT
101 JAMES DOOLITTLE BLVD
UNIONDALE NY 11553

LOCATION OF ALARM

LONG ISLAND MARRIOTT HOTEL
101 JAMES DOOLITTLE BLVD
UNIONDALE NY 11553

Your alarm permit number and expiration date are noted below.
Your alarm company needs to be immediately notified of this permit number.
If you should have any questions or need additional information,
please call 516-573-7297

PERMIT NUMBER: N123126

Expires Last Day Of April, 2017

This permit should be posted on or near the Alarm System Panel.
This permit is non-transferable for neither location nor ownership.

Alarm Company Copy

Nassau County Police Department

Communications Bureau, Alarm Permit Section
1490 Franklin Avenue, Mineola, New York 11501

Permit for Alarm System

LONG ISLAND MARRIOTT HOT
101 JAMES DOOLITTLE BLVD
UNIONDALE NY 11553

LOCATION OF ALARM

LONG ISLAND MARRIOTT HOTEL
101 JAMES DOOLITTLE BLVD
UNIONDALE NY 11553

PERMIT NUMBER: N123126

Expires Last Day Of April, 2017

This permit is non-transferable for neither location nor ownership.

ADDITIONAL BAR LICENSE

2017 1 NASS HL 466 903

LICENSE EFFECTIVE DATE 5/1/2017

LICENSE EXPIRES 4/30/2017

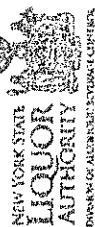
NEW YORK STATE LIQUOR AUTHORITY

THE LICENSEE DESIGNATED BELOW IS HEREBY GRANTED PERMISSION, UNDER THE ALCOHOLIC BEVERAGE CONTROL LAW TO TRAFFIC IN ALCOHOLIC BEVERAGE PURSUANT TO THE TYPE OF LICENSE INDICATED IN THE UPPER LEFT HAND CORNER OF THIS CERTIFICATE AND ACCORDING TO THE STATUTES AND REGULATIONS PERTAINING THERETO.

THIS LICENSE SHALL NOT BE TRANSFERABLE TO ANY OTHER PERSON OR TO ANY OTHER PREMISES OR TO ANY OTHER PART OF THE BUILDING CONTAINING SUCH LICENSED PREMISES; IT SHALL NOT BE DEEMED A PROPERTY OR VESTED RIGHT AND MAY BE REVOKED AT ANY TIME PURSUANT TO LAW.

SERIAL 1015747
COUNTY NASSAU
BASE LICENSE NUMBER 1015746
CERTIFICATE NUMBER 848149

FILING FEE \$30.00
LICENSE FEE \$1,792.00



MARRIOTT HOTEL SERVICES INC
ADDL BAR PITCHERS/CHARDONAY RM
101 JAMES DOOLITTLE BLVD
UNIONDALE NY 11553

Dennis Rosen

Dennis Rosen
Chairman

BEFORE COMMENCING OR DOING ANY BUSINESS FOR THE TIME FOR WHICH THIS LICENSE HAS BEEN ISSUED, THE SAID LICENSEE SHALL BE ENCLOSED IN A SUITABLE WOOD OR METAL FRAME, HAVING A CLEAR GLASS SPACE AND A SUBSTANTIAL WOOD OR METAL BACK SO THAT THE WHOLE OF SAID LICENSE MAY BE SEEN THEREIN, AND SHALL BE POSTED UP AND AT ALL TIMES DISPLAYED IN A CONSPICUOUS PLACE IN THE ROOM WHERE SUCH BUSINESS IS CARRIED ON, SO THAT ALL PERSONS VISITING SUCH PLACE MAY READILY SEE THE SAME.

SLA FORM 180-003 (1/009)

Certificate No. B848149

FOLD AND TEAR HERE

FOLD AND TEAR HERE

HOTEL LIQUOR LICENSE
SERIAL #: 1015746
COUNTY: NASSAU

EFFECTIVE DATE: 03/20/2015
EXPIRATION DATE: 4/30/2017
CERTIFICATE #: 848148

NEW YORK STATE LIQUOR AUTHORITY

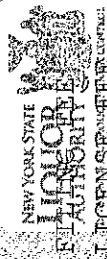
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METHOD OF OPERATION

TAVERN RESTAURANT SERVING LIQUOR WINE AND BEER

MARRIOTT HOTEL SERVICES INC
LONG ISLAND MARRIOTT HOTEL
101 JAMES DOOLITTLE BLVD
UNIONDALE NY 11553



\$90.00

\$1,792.00

LICENSE FEE

Dennis Rosen

Dennis Rosen
Chairman

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SLA FORM 180-033 (10/09)

Certificate No.

B848148

FOLD AND TEAR HERE

FOLD AND TEAR HERE

ADDITIONAL BAR LICENSE

2017 1 NASS HL 466 904

LICENSE EFFECTIVE DATE 5/1/2015

LICENSE EXPIRES 4/30/2017

NEW YORK STATE LIQUOR AUTHORITY

THE LICENSEE DESIGNATED BELOW IS HEREBY GRANTED PERMISSION UNDER THE ALCOHOLIC BEVERAGE CONTROL LAW TO TRAFFIC IN ALCOHOLIC BEVERAGE PURSUANT TO THE TYPE OF LICENSE INDICATED IN THE UPPER LEFT HAND CORNER OF THIS CERTIFICATE AND ACCORDING TO THE STATUTES AND REGULATIONS PERTAINING THERETO.

THIS LICENSE SHALL NOT BE TRANSFERABLE TO ANY OTHER PERSON OR TO ANY OTHER PREMISES OR TO ANY OTHER PART OF THE BUILDING CONTAINING SUCH LICENSED PREMISES; IT SHALL NOT BE DEEMED A PROPERTY OR VESTED RIGHT AND MAY BE REVOKED AT ANY TIME PURSUANT TO LAW.

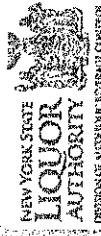
SERIAL 1015748
COUNTY NASSAU
BASE LICENSE NUMBER 1015746
CERTIFICATE NUMBER 848150

FILING FEE

930.00

LICENSE FEE

\$1,792.00



MARRIOTT HOTEL SERVICES INC

ADDL BAR

101 JAMES DOOLITTLE BLVD

UNIONDALE NY 11553

Dennis Rosen

Dennis Rosen
Chairman

BEFORE COMMENCING OR DOING ANY BUSINESS FOR THE TIME FOR WHICH THIS LICENSE HAS BEEN ISSUED, THE SAID LICENSE SHALL BE ENCLOSED IN A SUITABLE WOOD OR METAL FRAME, HAVING A CLEAR GLASS SPACE AND A SUBSTANTIAL WOOD OR METAL BACK SO THAT THE WHOLE OF SAID LICENSE MAY BE SEEN THEREIN AND SHALL BE POSTED UP AND AT ALL TIMES DISPLAYED IN A CONSPICUOUS PLACE IN THE ROOM WHERE SUCH BUSINESS IS CARRIED ON, SO THAT ALL PERSONS VISITING SUCH PLACE MAY READILY SEE THE SAME.

SLA FORM 180-033 (10/06)

Certificate No.

B848150

FOLD AND TEAR HERE

FOLD AND TEAR HERE

CERTIFICATE OF AUTHORITY

COUNTY OF NASSAU – TREASURER’S OFFICE

BUSINESS NAME: Long Island Marriott Hotel

ADDRESS: 101 James Doolittle Blvd, Uniondale, NY 11553

is authorized to collect Hotel Occupancy Tax pursuant to Chapter Number 511 of the Laws of 1994 of the State of New York. This certificate must be prominently displayed in your place of business.

**IDENTIFICATION
NUMBER**

H-20-8184712

(USE THIS NUMBER ON ALL RETURNS
AND CORRESPONDENCE)

VALIDATION

NASSAU COUNTY TREASURER

Registration Date: March, 2006

**UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549**

FORM 10-K

☒ **ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**

For the Fiscal Year Ended December 31, 2014

or

☐ **TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**

For the transition period from _____ to _____

Commission File No. 1-13881

MARRIOTT INTERNATIONAL, INC.

(Exact name of registrant as specified in its charter)

Delaware

(State or other jurisdiction of
incorporation or organization)

10400 Fernwood Road, Bethesda, Maryland

(Address of Principal Executive Offices)

52-2055918

(IRS Employer
Identification No.)

20817

(Zip Code)

Registrant's Telephone Number, Including Area Code (301) 380-3000

Securities registered pursuant to Section 12(b) of the Act:

Title of Each Class	Name of Each Exchange on Which Registered
Class A Common Stock, \$0.01 par value (276,542,350 shares outstanding as of February 6, 2015)	Nasdaq Global Select Market Chicago Stock Exchange

Securities registered pursuant to Section 12(g) of the Act: NONE

Indicate by check mark if the registrant is a well-known seasoned issuer, as defined in rule 405 of the Securities Act. Yes ☒ No ☐

Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or Section 15(d) of the Act. Yes ☐ No ☒

Indicate by check mark whether the registrant: (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes ☒ No ☐

Indicate by check mark whether the registrant has submitted electronically and posted on its corporate Web site, if any, every Interactive Data File required to be submitted and posted pursuant to Rule 405 of Regulation S-T during the preceding 12 months (or for such shorter period that the registrant was required to submit and post such files). Yes ☒ No ☐

Indicate by check mark if disclosure of delinquent filers pursuant to Item 405 of Regulation S-K is not contained herein, and will not be contained, to the best of the registrant's knowledge, in definitive proxy or information statements incorporated by reference in Part III of this Form 10-K or any amendment to this Form 10-K. ☐

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, or a small reporting company. See definitions of "large accelerated filer," "accelerated filer" and "smaller reporting company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer ☒

Accelerated filer ☐

Non-accelerated filer ☐

Smaller reporting company ☐

(Do not check if a smaller reporting company)

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes ☐ No ☒

Throughout this report, we refer to Marriott International, Inc., together with its consolidated subsidiaries, as “we,” “us,” or “the Company.”

Beginning in 2013, we changed our financial reporting cycle to a calendar year-end reporting cycle and an end-of-month quarterly reporting cycle. Historically, our fiscal year was a 52-53 week fiscal year that ended on the Friday nearest to December 31. Unless otherwise specified, each reference to a particular year means the fiscal year ended on the date and containing the specified number of days that we show in the table under the caption “Fiscal Year” in Footnote No. 1, “Basis of Presentation,” to the Notes to our Consolidated Financial Statements.

In order to make this report easier to read, we also refer throughout to (i) our Consolidated Financial Statements as our “Financial Statements,” (ii) our Consolidated Statements of Income as our “Income Statements,” (iii) our Consolidated Balance Sheets as our “Balance Sheets,” (iv) our properties, brands or markets in the United States (“U.S.”) and Canada as “North America” or “North American,” and (v) our properties, brands or markets outside of the United States and Canada as “International.” References throughout to numbered “Footnotes” refer to the numbered Notes to our Financial Statements that we include in the Financial Statements section of this report.

PART I

Item 1. Business.

We are a worldwide operator, franchisor, and licensor of hotels and timeshare properties under numerous brand names at different price and service points. Consistent with our focus on management, franchising, and licensing, we own very few of our lodging properties. We also operate, market, and develop residential properties and provide services to home/condominium owner associations.

We were organized as a corporation in Delaware in 1997 and became a public company in 1998 when we were “spun off” as a separate entity by the company formerly named “Marriott International, Inc.” We operate, franchise, or license 4,175 properties worldwide, with 714,765 rooms as of year-end 2014 inclusive of 41 home and condominium products (4,203 units) for which we manage the related owners’ associations. We believe that our portfolio of brands is the broadest of any lodging company in the world. Our principal brands are listed in the following table:

- | | |
|----------------------------------|---|
| • The Ritz-Carlton® | • Gaylord Hotels® |
| • BVLGARI® Hotels & Resorts | • AC Hotels by Marriott® |
| • EDITION® | • Courtyard by Marriott® (“Courtyard®”) |
| • JW Marriott® | • Residence Inn by Marriott® (“Residence Inn®”) |
| • Autograph Collection® Hotels | • SpringHill Suites by Marriott® (“SpringHill Suites®”) |
| • Renaissance® Hotels | • Fairfield Inn & Suites® |
| • Marriott Hotels® | • TownePlace Suites by Marriott® (“TownePlace Suites®”) |
| • Marriott Executive Apartments® | • Protea Hotels® |
| • Marriott Vacation Club® | • Moxy Hotels® |

As of year-end 2014, we group operations into three business segments: North American Full-Service, North American Limited-Service, and International, and provide financial information by segment for 2014, 2013, and 2012 in Footnote No. 16, “Business Segments” and Footnote No. 12, “Property and Equipment.”

Company-Operated Properties

At year-end 2014, we operated 1,102 properties (291,840 rooms) under long-term management agreements with property owners, 42 properties (9,419 rooms) under long-term lease agreements with property owners (management and lease agreements together, “the Operating Agreements”), and nine properties (2,082 rooms) that we own. The figures for properties we operated under long-term management agreements include 41 home and condominium products (4,203 units) for which we manage the related owners’ associations.

Terms of our management agreements vary, but we earn a management fee that is typically composed of a base management fee, which is a percentage of the revenues of the hotel, and an incentive management fee, which is based on the profits of the hotel. Our management agreements also typically include reimbursement of costs of operations (both direct and indirect). Such agreements are generally for initial periods of 20 to 30

Properties by Brand

At year-end 2014, we operated, franchised, or licensed the following properties by brand:

Brand	Company-Operated		Franchised / Licensed		Other ⁽³⁾	
	Properties	Rooms	Properties	Rooms	Properties	Rooms
U.S. Locations						
Marriott Hotels	128	68,140	186	56,546	—	—
Marriott Conference Centers	10	2,915	—	—	—	—
JW Marriott	15	9,735	8	3,239	—	—
Renaissance Hotels	33	14,881	43	12,358	—	—
Renaissance ClubSport	—	—	2	349	—	—
Gaylord Hotels	5	8,098	—	—	—	—
Autograph Collection Hotels	1	181	43	9,901	—	—
The Ritz-Carlton	39	11,424	—	—	—	—
The Ritz-Carlton Residences ⁽¹⁾	30	3,598	—	—	—	—
EDITION	1	295	—	—	—	—
EDITION Residences ⁽¹⁾	1	25	—	—	—	—
AC Hotels by Marriott	—	—	—	—	1	220
Courtyard	274	43,138	587	77,756	—	—
Fairfield Inn & Suites	4	1,200	700	63,162	—	—
SpringHill Suites	28	4,450	286	32,518	—	—
Residence Inn	106	15,828	542	62,690	—	—
TownePlace Suites	15	1,743	225	22,230	—	—
Timeshare ⁽²⁾	—	—	45	10,605	—	—
Total U.S. Locations	690	185,651	2,667	351,354	1	220
Non-U.S. Locations						
Marriott Hotels	144	42,452	41	12,083	—	—
JW Marriott	42	15,877	4	1,016	—	—
Renaissance Hotels	53	17,437	28	7,931	—	—
Autograph Collection Hotels	3	584	23	6,496	5	348
Moxie Hotels	—	—	1	162	—	—
Protea Hotels	53	6,141	59	3,966	—	—
The Ritz-Carlton	48	14,090	—	—	—	—
The Ritz-Carlton Residences ⁽¹⁾	9	575	1	55	—	—
The Ritz-Carlton Serviced Apartments	4	579	—	—	—	—
EDITION	1	173	1	78	—	—
Bulgari Hotels & Resorts	2	117	1	85	—	—
Bulgari Residences ⁽¹⁾	1	5	—	—	—	—
Marriott Executive Apartments	27	4,261	—	—	—	—
AC Hotels by Marriott	—	—	—	—	76	9,311
Courtyard	66	14,153	61	10,753	—	—
Fairfield Inn & Suites	2	276	15	1,813	—	—
SpringHill Suites	—	—	2	299	—	—
Residence Inn	8	970	19	2,675	—	—
TownePlace Suites	—	—	4	518	—	—
Timeshare ⁽²⁾	—	—	13	2,261	—	—

Algeria	1	204
Bahrain	3	537
Egypt	6	3,062
Jordan	3	644
Kuwait	3	720
Malawi	1	117
Namibia	10	373
Nigeria	11	760
Oman	2	495
Pakistan	2	508
Qatar	4	1,487
Saudi Arabia	8	1,878
South Africa	76	8,029
Tanzania	5	153
Uganda	2	143
United Arab Emirates	13	4,534

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Zambia	7	532
Total Middle East and Africa	157	24,176
Asia		
China	76	28,256
India	26	6,250
Indonesia	13	2,869
Japan	15	4,328
Malaysia	7	3,070
Philippines	2	657
Singapore	3	1,059
South Korea	7	2,203
Thailand	19	3,946
Vietnam	2	786
Total Asia	170	53,424
Australia	6	1,716
Continental Europe		
Armenia	2	359
Austria	7	1,808
Azerbaijan	3	574
Belarus	1	267
Belgium	5	881
Bosnia and Herzegovina	1	75
Czech Republic	6	1,088
Denmark	2	1,214
France	24	4,658
Georgia	2	245
Germany	29	6,717
Hungary	4	891

The London EDITION to a third party and simultaneously entered into agreements to sell The Miami Beach and The New York (Madison Square Park) EDITION hotels to the same party once construction was complete. Under those agreements we sold The Miami Beach EDITION during the first quarter of 2015, and expect to sell The New York (Madison Square Park) EDITION in the first half of 2015. We will retain long-term management agreements for each of these three EDITION hotels. See Footnote No. 3, "Acquisitions and Dispositions" for additional information on this transaction.

JW Marriott is a global luxury brand made up of a collection of beautiful properties and resorts that cater to accomplished, discerning travelers seeking an elegant environment with discreet personal service. JW Marriott's elegant yet approachable positioning provides a differentiated offering in the luxury hotel market, bridging the gap between full service hotel brands and the super luxury brands at the top of the tier. At year-end 2014, there were 69 properties (29,867 rooms) primarily located in gateway cities and upscale locations throughout the world. JW Marriott offers anticipatory service and exceptional amenities, many with world-class golf and spa facilities. Facilities and amenities at JW Marriott properties normally include larger guest rooms, high-end décor and furnishings, upgraded in-room amenities, upgraded executive lounges, business centers and fitness centers, and 24-hour room service.

Marriott Hotels is our global flagship premium brand, primarily serving business and leisure upper-upscale travelers and meeting groups. Marriott Hotels properties are "Advancing the Art of Hosting" to deliver premium choices, sophisticated style, and well-crafted details. Properties are located in downtown, urban, and suburban areas, near airports, and at resort locations. Typically, properties offer well-appointed guest rooms, convention and banquet facilities, destination-driven restaurants and lounges, room service, concierge lounges, fitness centers, swimming pools, and wireless Internet access. Seventeen properties

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have over 1,000 rooms. Many resort properties have additional recreational facilities, such as tennis courts, golf courses, additional restaurants and lounges, and spa facilities. At year-end 2014, there were 499 Marriott Hotels properties (179,221 rooms), excluding JW Marriott and Marriott Conference Centers.

At year-end 2014, there were 10 **Marriott Conference Centers** (2,915 rooms) throughout the United States. Some of the centers are used exclusively by employees of sponsoring organizations, while others are marketed to outside meeting groups and individuals. In addition to the features found in a typical Marriott Hotels property, conference centers include expanded meeting room space, banquet and dining facilities, and recreational facilities.

JW Marriott, Marriott Hotels, and Marriott Conference Centers Geographic Distribution at Year-End 2014

	Properties	
United States (43 states and the District of Columbia)	347	(140,575 rooms)
Non-U.S. (58 countries and territories)		
Americas	52	
Continental Europe	44	
United Kingdom and Ireland	51	
Asia	60	
Middle East and Africa	20	
Australia	4	
Total Non-U.S.	231	(71,428 rooms)

Autograph Collection Hotels celebrate individuality by curating one-of-a kind travel experiences found in the world's most desirable destinations. Each hotel is hand selected for its distinction as an iconic landmark, remarkable design, or for its best-in-class resort amenities. Autograph Collection is designed to attract guests who prefer original, locally authentic, and unique hotel experiences that other conventional brands do not offer. The Collection provides owners of high-quality independent hotels with access to our leading reservations and marketing platforms including Marriott Rewards®, our award-winning loyalty program. At year-end 2014, there were 75 Autograph Collection properties (17,510 rooms) operating in 21 countries and territories.

Autograph Collection Hotels Geographic Distribution at Year-End 2014

	Properties	
United States (22 states)	44	(10,082 rooms)
Non-U.S. (20 countries and territories)		
Americas	6	
Continental Europe	18	
United Kingdom and Ireland	4	
Asia	2	

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Courtyard**Geographic Distribution at Year-End 2014**

	Properties	
United States (50 states and the District of Columbia)	861	(120,894 rooms)
Non-U.S. (37 countries and territories)		
Americas	47	
Continental Europe	41	
United Kingdom and Ireland	2	
Asia	31	
Middle East and Africa	5	
Australia	1	
Total Non-U.S.	127	(24,906 rooms)

Residence Inn is the leading upscale extended-stay hotel brand designed for frequent and extended stay business and leisure travelers staying five or more nights. Residence Inn provides upscale design and style with spacious suites that feature separate living, sleeping, and working areas, as well as kitchens with full-size appliances. Guests can maintain their own pace and routines through free Wi-Fi, on-site exercise options, and comfortable places to work and relax. Additional amenities include free hot breakfast and evening social events, free grocery shopping services, 24-hour friendly and knowledgeable staffing, and laundry facilities. At year-end 2014, there were 675 Residence Inn properties (82,163 rooms) operating in 9 countries and territories.

Residence Inn**Geographic Distribution at Year-End 2014**

	Properties	
United States (48 states and the District of Columbia)	648	(78,518 rooms)
Non-U.S. (8 countries and territories)		
Americas	21	
Continental Europe	2	
United Kingdom and Ireland	1	
Middle East and Africa	3	
Total Non-U.S.	27	(3,645 rooms)

SpringHill Suites is our all-suite brand in the upper-moderate price tier primarily targeting business travelers. These properties typically have suites with approximately 25 percent more space than a traditional hotel guest room with separate areas for sleeping, working, and relaxing. The brand offers a broad range of amenities, including free Wi-Fi, *The Market* (a self-serve food/beverage store open 24 hours a day), complimentary hot breakfast buffet, lobby computer and on-site business services (copying, faxing, and printing), exercise facilities, and a swimming pool. At year-end 2014, there were 314 properties (36,968 rooms) operating in the United States and two properties (299 rooms) in Canada.

Fairfield Inn & Suites (which includes Fairfield Inn, Fairfield Inn & Suites and Fairfield by MarriottSM) is an established leader in the moderate-price tier and is targeted primarily at value-conscious business travelers looking to maintain their balance and momentum while traveling. Fairfield Inn & Suites typically offer a wide range of amenities, including free Wi-Fi, a business center/lobby computer with Internet access and print capability, free hot breakfast, *The Market* (a self-serve food store open 24 hours a day), exercise facilities, a swimming pool, and guest laundry. Additionally, suite rooms (approximately 25 percent of the rooms at a typical Fairfield Inn & Suites) provide guests with separate areas for sleeping, working, and relaxing. At year-end 2014, there were 553 Fairfield Inn & Suites properties and 168 Fairfield Inn properties (66,451 rooms combined total) operating in the United States, Canada, Mexico and India.

Fairfield Inn & Suites**Geographic Distribution at Year-End 2014**

	Properties	
United States (48 states and the District of Columbia)	704	(64,362 rooms)
Non-U.S. Americas (3 countries and territories)		
Americas	16	
Asia	1	
Total Non-U.S.	17	(2,089 rooms)

TownePlace Suites is our moderately priced extended-stay hotel brand designed to appeal to business and leisure travelers who stay for five nights or more. Each suite provides functional spaces for living and working, including a full kitchen

include both Marriott Rewards and The Ritz-Carlton Rewards credit cards. We earn licensing fees based on card usage, and the cards are designed to encourage loyalty to our brands.

Sales and Marketing, Loyalty Programs, and Reservation Systems. We focus on increasing value for the consumer and “selling the way the customer wants to buy.” Our Look No Further[®] Best Rate Guarantee gives customers access to the same rates whether they book through our telephone reservation system, our website, or any other Marriott reservation channel. Marriott’s Look No Further Guarantee ensures best rate integrity, strengthening consumer confidence in our brand. Our strong Marriott Rewards and The Ritz-Carlton Rewards guest recognition programs and our information-rich and easy-to-use Marriott.com website and mobile app are also integral to our success.

With over 50 million visitors each month, Marriott.com remains one of the largest online retail sites in the world, and continues to experience unprecedented growth. In 2014, we successfully expanded the deployment of Mobile Check-In and Check-Out to our portfolio of over 4,000 hotels globally. Design and usability improvements to Marriott.com made it easier for our guests to discover our properties on every device available. We continue to explore and implement more personalized elements to enhance the experience for our online guests.

At year-end 2014, we operated 15 systemwide hotel reservation centers, six in the United States and Canada and nine in other countries and territories, which handle reservation requests for our lodging brands worldwide, including franchised properties. We own one of the U.S. facilities and either lease the others or share space with an existing Marriott property. While pricing is set by our hotels, our reservation system manages and controls inventory and allows us to utilize third party agents where cost effective. With 4,175 properties in our system, economies of scale enable us to minimize costs per occupied room, drive profits for our owners and franchisees, and enhance our fee revenue.

We believe our global sales and revenue management organization is a key competitive advantage due to our unrelenting focus on optimizing our investment in people, processes, and systems. Our above-property sales deployment strategy aligns our sales efforts around the customer, reducing duplication of sales efforts by individual hotels and allowing us to cover a larger number of accounts. We also utilize innovative sophisticated revenue management systems, many of which are proprietary, which we believe provide a competitive advantage in pricing decisions, increase efficiency in analysis and decision making, and produce increased property-level revenue for the hotels in our system. Most of the hotels in our system utilize web-based programs to effectively manage the rate set up and modification processes which provides for greater pricing flexibility, reduces time spent on rate program creation and maintenance, and increases the speed to market of new products and services.

Our customer loyalty programs, Marriott Rewards and The Ritz-Carlton Rewards, have over 49 million members and 15 participating brands. MVW and other program partners also participate in our rewards programs. The rewards programs yield repeat guest business by rewarding frequent stays with points toward free hotel stays and other rewards, or airline miles with any of 39 participating airline programs. We believe that our rewards programs generate substantial repeat business that might otherwise go to competing hotels. In 2014, rewards program members purchased over 50 percent of our room nights. We continue to enhance our rewards program offerings and strategically market to this large and growing customer base. Our loyal rewards member base provides a low cost and high impact vehicle for our revenue generation efforts. See the “Rewards Programs” caption in Footnote No. 2, “Summary of Significant Accounting Policies” for more information.

As we further discuss in Part I, Item 1A “Risk Factors” later in this report, we utilize sophisticated technology and systems in our reservation, revenue management, and property management systems, in our Marriott Rewards and The Ritz-Carlton Rewards programs, and in other aspects of our business. We also make certain technologies available to our guests. Keeping pace with developments in technology is important for our operations and our competitive position. Furthermore, the integrity and protection of customer, employee, and company data is critical to us as we use such data for business decisions and to maintain operational efficiency.

Environmental Responsibility and “Green” Hotels. Our sustainability strategy supports business growth and reaches beyond our hotels to preserve and protect our planet’s natural resources. Marriott’s environmental goals are to: (1) further reduce energy and water consumption by 20 percent by 2020; (2) empower our hotel development partners to build green hotels; (3) green our multi-billion dollar supply chain; (4) educate and inspire associates and guests to conserve and preserve; and (5) address environmental challenges through innovative conservation initiatives including rainforest protection and water conservation.

We recognize our responsibility to reduce consumption of water, waste and energy in our hotels and corporate offices and are focused on integrating greater environmental sustainability throughout our business. We were the first major hotel chain to calculate our carbon footprint and launch a plan to improve energy efficiency, conserve water and support projects that

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reduce deforestation. We use Energy and Environmental Action (EEAP) plans, our best-practice auditing tool, to help our properties achieve energy and water reduction goals. Working in partnership with the U.S. Green Building Council (USGBC) for Leadership in Energy and Environmental Design (LEED[®]) and the Green Building Certification Institute (GBCI), Marriott is empowering our hotel development partners to build green hotels. In 2011, we developed the first LEED Volume Program (LVP) to provide a streamlined path to certification for the hospitality industry through a green hotel prototype. The LEED Volume Program that Marriott offers can save our owners 25 percent in energy and water consumption for the life of their buildings and should recover their initial investment in two to six years. Marriott has more than 110 LEED-certified buildings, with more in the development pipeline.

Global Design Division. Our Global Design (formerly known as Architecture and Construction) division provides design, development,

electronic filings with the U.S. Securities and Exchange Commission (the “SEC”), including our annual report on Form 10-K, our quarterly reports on Form 10-Q, our current reports on Form 8-K and any amendments to these reports. We make all such filings available free of charge as soon as reasonably practicable after filing. The information found on our website is not part of this or any other report we file with or furnish to the SEC.

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Item 1A. Risk Factors.

Forward-Looking Statements

We make forward-looking statements in Management’s Discussion and Analysis of Financial Condition and Results of Operations and elsewhere in this report based on the beliefs and assumptions of our management and on information currently available to us. Forward-looking statements include information about our possible or assumed future results of operations, which follow under the headings “Business and Overview,” “Liquidity and Capital Resources,” and other statements throughout this report preceded by, followed by or that include the words “believes,” “expects,” “anticipates,” “intends,” “plans,” “estimates” or similar expressions.

Any number of risks and uncertainties could cause actual results to differ materially from those we express in our forward-looking statements, including the risks and uncertainties we describe below and other factors we describe from time to time in our periodic filings with the U.S. Securities and Exchange Commission (the “SEC”). We therefore caution you not to rely unduly on any forward-looking statement. The forward-looking statements in this report speak only as of the date of this report, and we undertake no obligation to update or revise any forward-looking statement, whether as a result of new information, future developments, or otherwise.

Risks and Uncertainties

We are subject to various risks that could have a negative effect on us or on our financial condition. You should understand that these risks could cause results to differ materially from those we express in forward-looking statements contained in this report or in other Company communications. Because there is no way to determine in advance whether, or to what extent, any present uncertainty will ultimately impact our business, you should give equal weight to each of the following:

Our industry is highly competitive, which may impact our ability to compete successfully with other hotel properties for customers. We operate in markets that contain many competitors. Each of our hotel brands competes with major hotel chains in national and international venues and with independent companies in regional markets. Our ability to remain competitive and to attract and retain business and leisure travelers depends on our success in distinguishing the quality, value, and efficiency of our lodging products and services, including our loyalty programs and consumer-facing technology platforms and services, from those offered by others. If we cannot compete successfully in these areas, our operating margins could contract, our market share could decrease, and our earnings could decline. Further, new lodging supply in individual markets could have a negative impact on the hotel industry and hamper our ability to increase room rates or occupancy in those markets.

Economic uncertainty could continue to impact our financial results and growth. Weak economic conditions in Europe and other parts of the world, the strength or continuation of recovery in countries that have experienced improved economic conditions, changes in oil prices and currency values, potential disruptions in the U.S. economy as a result of governmental action or inaction on the federal deficit, budget, and related issues, including for example the 2013 U.S. federal government shutdown, political instability in some areas, and the uncertainty over how long any of these conditions will continue, could continue to have a negative impact on the lodging industry. U.S. government travel is also a significant part of our business, and this aspect of our business may continue to suffer due to U.S. federal spending cuts and any further limitations that may result from congressional action or inaction. As a result of such current economic conditions and uncertainty, we continue to experience weakened demand for our hotel rooms in some markets. Recent improvements in demand trends in other markets may not continue, and our future financial results and growth could be further harmed or constrained if the recovery stalls or conditions worsen.

Operational Risks

Premature termination of our management or franchise agreements could hurt our financial performance. Our hotel management and franchise agreements may be subject to premature termination in certain circumstances, such as the bankruptcy of a hotel owner or franchisee, or a failure under some agreements to meet specified financial or performance criteria that are subject to the risks described in this section, which we fail or elect not to cure. In addition, some courts have applied principles of agency law and related fiduciary standards to managers of third-party hotel properties, including us (or have interpreted hotel management agreements as “personal services contracts”). This means, among other things, that property owners may assert the right to terminate management agreements even where the agreements provide otherwise, and some courts have upheld such assertions about our management agreements and may do so in the future. If such terminations occur, we may need to enforce our right to damages for breach of contract and related claims, which may cause us to incur significant legal fees and expenses. Any damages we ultimately collect could be less than the projected future value of the fees and other amounts we would have otherwise collected under the management agreement. A significant loss of agreements due to premature terminations could hurt our financial performance or our ability to grow our business.

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some shared control over product design and development, sales and marketing, and brand standards. Disagreements with these third parties could slow the development of these new brands and/or impair our ability to take actions we believe to be advisable for the success and profitability of such brands.

Risks relating to natural or man-made disasters, contagious disease, terrorist activity, and war could reduce the demand for lodging, which may adversely affect our revenues. So called “Acts of God,” such as hurricanes, earthquakes, tsunamis, and other natural disasters, such as Hurricane Sandy in the Northeastern United States, the earthquake and tsunami in Japan, and man-made disasters in recent years and the potential spread of contagious diseases such as Ebola in locations where we own, manage, or franchise significant properties and areas of the world from which we draw a large number of customers, could cause a decline in business or leisure travel and reduce demand for lodging. Actual or threatened war, terrorist activity, political unrest, or civil strife, such as recent events in Ukraine and Russia, the Middle East, and other geopolitical uncertainty could have a similar effect. Any one or more of these events may reduce the overall demand for hotel rooms and corporate apartments or limit the prices that we can obtain for them, both of which could adversely affect our profits.

Disagreements with owners of hotels that we manage or franchise may result in litigation or may delay implementation of product or service initiatives. Consistent with our focus on management and franchising, we own very few of our lodging properties. The nature of our responsibilities under our management agreements to manage each hotel and enforce the standards required for our brands under both management and franchise agreements may be subject to interpretation and will from time to time give rise to disagreements, which may include disagreements over the need for or payment for new product or service initiatives and the timing and amount of capital investments. Such disagreements may be more likely when hotel returns are weaker. We seek to resolve any disagreements in order to develop and maintain positive relations with current and potential hotel owners and joint venture partners, but we are not always able to do so. Failure to resolve such disagreements has resulted in litigation, and could do so in the future. If any such litigation results in a significant adverse judgment, settlement, or court order, we could suffer significant losses, our profits could be reduced, or our future ability to operate our business could be constrained.

Our business depends on the quality and reputation of our brands, and any deterioration in the quality or reputation of these brands could have an adverse impact on our market share, reputation, business, financial condition, or results of operations. Events that may be beyond our control could affect the reputation of one or more of our properties or more generally impact the reputation of our brands. If the reputation or perceived quality of our brands declines, our market share, reputation, business, financial condition, or results of operations could be affected.

Actions by our franchisees and licensees could adversely affect our image and reputation. We franchise and license many of our brand names and trademarks to third parties in connection with lodging, timeshare, residential services, and our credit card programs. Under the terms of their agreements with us, our franchisees and licensees interact directly with customers and other third parties under our brand and trade names. If these franchisees or licensees fail to maintain or act in accordance with applicable brand standards; experience operational problems, including any data breach involving customer information; or project a brand image inconsistent with ours, our image and reputation could suffer. Although our franchise and license agreements provide us with recourse and remedies in the event of a breach by the franchisee or licensee, including termination of the agreements under certain circumstances, pursuing any such recourse, remedy, or termination could be expensive and time consuming. In addition, we cannot assure you that a court would ultimately enforce our contractual termination rights in every instance.

Damage to, or losses involving, properties that we own, manage, or franchise may not be covered by insurance. We have comprehensive property and liability insurance policies for our managed, leased, and owned properties with coverage features and insured limits that we believe are customary, and require our franchisees to maintain similar levels of insurance. Market forces beyond our control may nonetheless limit the scope of the insurance coverage we or our franchisees can obtain, or our or their ability to obtain coverage at reasonable rates. Certain types of losses, generally of a catastrophic nature, such as earthquakes, hurricanes and floods, or terrorist acts, or liabilities that result from breaches in the security of our information systems, may be uninsurable or too expensive to justify obtaining insurance. As a result, we and our franchisees may not be successful in obtaining insurance without increases in cost or decreases in coverage levels. In addition, in the event of a substantial loss, the insurance coverage we or our franchisees carry may not be sufficient to pay the full market value or replacement cost of any lost investment or in some cases could result in certain losses being totally uninsured. As a result, we could lose some or all of any capital that we have invested in a property, as well as the anticipated future revenue from the property, and we could remain obligated for guarantees, debt, or other financial obligations for the property.

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Development and Financing Risks

While we are predominantly a manager and franchisor of hotel properties, our hotel owners depend on capital to buy, develop, and improve hotels, and our hotel owners may be unable to access capital when necessary. In order to fund new hotel investments, as well as refurbish and improve existing hotels, both we and current and potential hotel owners must periodically spend money. The availability of funds for new investments and improvement of existing hotels by our current and potential hotel owners depends in large measure on capital markets and liquidity factors, over which we can exert little control. The difficulty of obtaining financing on attractive terms may be constrained by the capital markets for hotel and real estate investments. In addition, owners of existing hotels that we franchise or manage may have difficulty meeting required debt service payments or refinancing loans at maturity.

Our growth strategy depends upon third-party owners/operators, and future arrangements with these third parties may be less favorable. Our growth strategy for development of additional lodging facilities entails entering into and maintaining various arrangements with property owners.

Planned transactions that we announce may be delayed, not occur at all, or involve unanticipated costs. From time to time we announce transactions that we expect will close at a future date, such as the disposition of The New York (Madison Square Park) EDITION hotel upon completion of construction or the acquisition of Delta Hotels. If the conditions to consummating these transactions are neither satisfied nor waived by the time we expect, the closings could be delayed or not occur at all. In addition, the EDITION contract is for a fixed purchase price based upon the estimated total development costs for the hotel and we will not recover any development costs in excess of the agreed purchase price, so we will bear those development costs to the extent that they are higher than we anticipated when we agreed to the transaction.

Technology, Information Protection, and Privacy Risks

A failure to keep pace with developments in technology could impair our operations or competitive position. The lodging industry continues to demand the use of sophisticated technology and systems, including those used for our reservation, revenue management, and property management systems, our Marriott Rewards and The Ritz-Carlton Rewards programs, and technologies we make available to our guests. These technologies and systems must be refined, updated, and/or replaced with more advanced systems on a regular basis, and if we cannot do so as quickly as our competitors or within budgeted costs and time frames, our business could suffer. We also may not achieve the benefits that we anticipate from any new technology or system, and a failure to do so could result in higher than anticipated costs or could impair our operating results.

An increase in the use of third-party Internet services to book online hotel reservations could adversely impact our business. Some of our hotel rooms are booked through Internet travel intermediaries such as Expedia.com®, Priceline.com®, Booking.com™, Travelocity.com®, and Orbitz.com®, as well as lesser-known online travel service providers. These intermediaries initially focused on leisure travel, but now also provide offerings for corporate travel and group meetings. Although Marriott's Look No Further® Best Rate Guarantee has helped prevent customer preference shift to the intermediaries and greatly reduced the ability of intermediaries to undercut the published rates at our hotels, intermediaries continue to use a variety of aggressive online marketing methods to attract customers, including the purchase, by certain companies, of trademarked online keywords such as "Marriott" from Internet search engines such as Google®, Bing®, Yahoo®, and Baidu® to steer customers toward their websites (a practice that has been challenged by various trademark owners in federal court). Although Marriott has successfully limited these practices through contracts with key online intermediaries, the number of intermediaries and related companies that drive traffic to intermediaries' websites is too large to permit us to eliminate this risk entirely. In addition, recent regulatory investigations outside of the U.S. challenge the legality under antitrust law of contract provisions that support programs such as Marriott's Look No Further® Best Rate Guarantee, and we cannot assure you that the courts will ultimately uphold such provisions. Our business and profitability could be harmed if online intermediaries succeed in significantly shifting loyalties from our lodging brands to their travel services, diverting bookings away from Marriott.com, or through their fees increasing the overall cost of Internet bookings for our hotels.

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Failure to maintain the integrity of and protect internal or customer data could result in faulty business decisions, operational inefficiencies, damage to our reputation and/or subject us to costs, fines, or lawsuits. Our businesses require collection and retention of large volumes of internal and customer data, including credit card numbers and other personally identifiable information of our customers in various information systems that we maintain and in those maintained by third parties with whom we contract to provide services, including in areas such as human resources outsourcing, website hosting, and various forms of electronic communications. We and third parties who provide services to us also maintain personally identifiable information about our employees. The integrity and protection of that customer, employee, and company data is critical to us. If that data is inaccurate or incomplete, we could make faulty decisions. Our customers and employees also have a high expectation that we and our service providers will adequately protect their personal information. The information, security, and privacy requirements imposed by governmental regulation and the requirements of the payment card industry are also increasingly demanding, in both the United States and other jurisdictions where we operate. Our systems or our franchisees' systems may not be able to satisfy these changing requirements and employee and customer expectations, or may require significant additional investments or time in order to do so. Efforts to hack or breach security measures, failures of systems or software to operate as designed or intended, viruses, operator error, or inadvertent releases of data may materially impact our and our service providers' information systems and records. Our reliance on computer, Internet-based and mobile systems and communications and the frequency and sophistication of efforts by hackers to gain unauthorized access to such systems have increased significantly in recent years. A significant theft, loss, or fraudulent use of customer, employee, or company data could adversely impact our reputation and could result in remedial and other expenses, fines, or litigation. Breaches in the security of our information systems or those of our franchisees or service providers or other disruptions in data services could lead to an interruption in the operation of our systems, resulting in operational inefficiencies and a loss of profits.

Changes in privacy law could adversely affect our ability to market our products effectively. We rely on a variety of direct marketing techniques, including email marketing, online advertising, and postal mailings. Any further restrictions in laws such as the CANSPAM Act, and various U.S. state laws, or new federal laws on marketing and solicitation or international data protection laws that govern these activities could adversely affect the continuing effectiveness of email, online advertising, and postal mailing techniques and could force further changes in our marketing strategy. If this occurs, we may not be able to develop adequate alternative marketing strategies, which could impact the amount and timing of our sales of certain products. We also obtain access to potential customers from travel service providers or other companies with whom we have substantial relationships and market to some individuals on these lists directly or by including our marketing message in the other company's marketing materials. If access to these lists was prohibited or otherwise restricted, our ability to develop new customers and introduce them to our products could be impaired.

See the information under “Executive Officers of the Registrant” in Part III, Item 10 of this report for information about our executive officers, which we incorporate here by reference.

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PART II

Item 5. Market for Registrant’s Common Equity, Related Stockholder Matters and Issuer Purchases of Equity Securities.

Market Information and Dividends

The table below presents the price range of our Class A Common Stock (our “common stock”) and the per share cash dividends we declared for each fiscal quarter during the last two years.

	Stock Price		Dividends Declared per Share
	High	Low	
2014 First Quarter	\$ 56.20	\$ 47.21	\$ 0.1700
Second Quarter	64.31	55.00	0.2000
Third Quarter	73.28	63.37	0.2000
Fourth Quarter	79.25	59.61	0.2000

	Stock Price		Dividends Declared per Share
	High	Low	
2013 First Quarter	\$ 42.27	\$ 36.24	\$ 0.1300
Second Quarter	44.45	38.17	0.1700
Third Quarter	43.99	39.58	0.1700
Fourth Quarter	49.84	41.26	0.1700

At February 6, 2015, 276,542,350 shares of our common stock were outstanding and were held by 34,458 shareholders of record. Since October 21, 2013, our common stock has traded on the NASDAQ Global Select Market (“NASDAQ”) and the Chicago Stock Exchange. Before October 21, 2013, our common stock traded on the New York Stock Exchange and the Chicago Stock Exchange. The fiscal year-end closing price for our stock was \$78.03 on December 31, 2014, and \$49.35 on December 31, 2013. All prices are reported on the consolidated transaction reporting system.

Fourth Quarter 2014 Issuer Purchases of Equity Securities

(in millions, except per share amounts)

Period	Total Number of Shares Purchased	Average Price per Share	Total Number of Shares Purchased as Part of Publicly Announced Plans or Programs ⁽¹⁾	Maximum Number of Shares That May Yet Be Purchased Under the Plans or Programs ⁽¹⁾
October 1, 2014-October 31, 2014	3.9	65.23	3.9	18.9
November 1, 2014-November 30, 2014	2.0	76.13	2.0	16.9
December 1, 2014-December 31, 2014	1.8	77.56	1.8	15.1

- ⁽¹⁾ On February 14, 2014, we announced that our Board of Directors had increased the authorization to repurchase our common stock by 25 million shares as part of an ongoing share repurchase program. At year-end 2014, 15.1 million shares remained available for repurchase under previous authorizations. In addition, on February 12, 2015, we announced that our Board of Directors further increased our common stock repurchase authorization by 25 million shares. We repurchase shares in the open market and in privately negotiated transactions.

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Item 6. Selected Financial Data.

Fee Revenue-Source:

North America ⁽⁶⁾	\$ 1,319	\$ 1,186	\$ 1,074	\$ 970	\$ 878	\$ 806	\$ 1,038	\$ 1,115	\$ 955	\$ 809
Total Outside North America ⁽⁷⁾	400	357	346	333	307	278	359	313	269	218
Total fees	<u>\$ 1,719</u>	<u>\$ 1,543</u>	<u>\$ 1,420</u>	<u>\$ 1,303</u>	<u>\$ 1,185</u>	<u>\$ 1,084</u>	<u>\$ 1,397</u>	<u>\$ 1,428</u>	<u>\$ 1,224</u>	<u>\$ 1,027</u>

- (1) In 2013, we changed to a calendar year-end reporting cycle. All fiscal years presented before 2013 included 52 weeks, except for 2008 which included 53 weeks.
- (2) Balances do not reflect the impact of discontinued operations. Also, for periods prior to 2009, we reclassified our provision for loan losses associated with our lodging operations to the "General, administrative, and other" caption of our Income Statements to conform to our presentation for periods beginning in 2009. This reclassification only affected operating income.
- (3) We adopted certain provisions of Accounting Standards Certification Topic 978 (previously Statement of Position 04-2, "Accounting for Real Estate Time Sharing Transactions"), in 2006, which we reported in our Income Statements as a cumulative effect of change in accounting principle.
- (4) The following businesses became discontinued operations in the year we announced that we would sell or exit them: senior living services (2002), distribution services (2002), and synthetic fuel (2007).
- (5) We issued stock dividends in the third and fourth quarters of 2009, and a stock split in the form of a stock dividend on June 9, 2006. We have adjusted all per share data retroactively to reflect those stock dividends.
- (6) Represents fee revenue from the United States (but not Hawaii before 2011) and Canada.
- (7) Represents fee revenue outside of North America, as defined in footnote (6) above.

Table of Contents**Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations.****BUSINESS AND OVERVIEW***Overview*

We are a worldwide operator, franchisor, and licensor of hotels and timeshare properties in 79 countries and territories under numerous brand names. We also develop, operate, and market residential properties and provide services to home/condominium owner associations. Under our business model, we typically manage or franchise hotels, rather than own them. At year-end 2014, of the total population of hotel rooms in our system worldwide, we operated 41 percent under management agreements; our franchisees operated 56 percent under franchise agreements; and we owned or leased only two percent. The remainder represented our interest in unconsolidated joint ventures that manage hotels and provide services to franchised properties. We group our operations into three business segments: North American Full-Service, North American Limited-Service, and International.

We earn base management fees and in many cases incentive management fees from the properties that we manage, and we earn franchise fees on the properties that others operate under franchise agreements with us. Base fees typically consist of a percentage of property-level revenue while incentive fees typically consist of a percentage of net house profit adjusted for a specified owner return. Net house profit is calculated as gross operating profit (house profit) less non-controllable expenses such as insurance, real estate taxes, capital spending reserves, and the like.

Our emphasis on long-term management contracts and franchising tends to provide more stable earnings in periods of economic softness, while adding new hotels to our system generates growth, typically with little or no investment by the Company. This strategy has driven substantial growth while minimizing financial leverage and risk in a cyclical industry. In addition, we believe minimizing our capital investments and adopting a strategy of recycling the investments that we do make maximizes and maintains our financial flexibility.

We remain focused on doing the things that we do well; that is, selling rooms, taking care of our guests, and making sure we control costs both at company-operated properties and at the corporate level ("above-property"). Our brands remain strong as a result of skilled management teams, dedicated associates, superior customer service with an emphasis on guest and associate satisfaction, significant distribution, our Marriott Rewards and The Ritz-Carlton Rewards loyalty programs, a multichannel reservations system, and desirable property amenities. We strive to effectively leverage our size and broad distribution.

We, along with owners and franchisees, continue to invest in our brands by means of new, refreshed, and reinvented properties, new room and public space designs, and enhanced amenities and technology offerings. We address, through various means, hotels in the system that do not meet standards. We continue to enhance the appeal of our proprietary, information-rich, and easy-to-use website, Marriott.com, and of our associated mobile smartphone applications and mobile website that connect to Marriott.com, through functionality and service improvements, and we expect to continue capturing an increasing proportion of property-level reservations via this cost-efficient channel.

Our profitability, as well as that of owners and franchisees, has benefited from our approach to property-level and above-property productivity. Properties in our system continue to maintain very tight cost controls. We also control above-property costs, some of which we allocate to hotels, by remaining focused on systems, processing, and support areas.

Performance Measures

We believe Revenue per Available Room ("RevPAR"), which we calculate by dividing room sales for comparable properties by room nights

We monitor market conditions and carefully price our rooms daily in accordance with individual property demand levels, generally adjusting room rates as demand changes. We also modify the mix of our business to increase revenue as demand changes. Demand for higher rated rooms improved in most markets in 2014, which allowed us to reduce discounting and special offers for transient business in many markets. This mix improvement benefited average daily rates. For our company-

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operated properties, we continue to focus on enhancing property-level house profit margins and making productivity improvements.

CONSOLIDATED RESULTS

The following discussion presents an analysis of results of our operations for 2014, 2013, and 2012.

Revenues

2014 Compared to 2013

Revenues increased by \$1,012 million (8 percent) to \$13,796 million in 2014 from \$12,784 million in 2013 as a result of higher cost reimbursements revenue (\$764 million), higher franchise fees (\$79 million), higher owned, leased, and other revenue (\$72 million), higher base management fees (\$51 million), and higher incentive management fees (\$46 million). We estimate that the three fewer days of activity in 2014 compared to 2013 reduced fee revenues by approximately \$5 million.

Cost reimbursements revenue represents reimbursements of costs incurred on behalf of managed and franchised properties and relates, predominantly, to payroll costs at managed properties where we are the employer. As we record cost reimbursements based upon costs incurred with no added markup, this revenue and related expense has no impact on either our operating or net income. The \$764 million increase in total cost reimbursements revenue, to \$11,055 million in 2014 from \$10,291 million in 2013, reflected the impact of higher occupancies at our properties and growth across the system.

The \$51 million increase in total base management fees, to \$672 million in 2014 from \$621 million in 2013, largely reflected stronger RevPAR due to increased demand (\$34 million), the impact of unit growth across the system (\$21 million), and increased recognition of previously deferred fees (\$16 million), partially offset by a decrease in fees from terminated units (\$8 million), decreased fees due to properties that converted from managed to franchised (\$8 million), unfavorable foreign exchange rates (\$6 million), and three fewer days of activity (\$2 million). The \$79 million increase in total franchise fees, to \$745 million in 2014 from \$666 million in 2013, reflected stronger RevPAR due to increased demand (\$35 million), new unit growth across the system (\$35 million), increased relicensing fees (\$10 million), and fees from properties that converted to franchised from managed (\$7 million), partially offset by a decrease in fees from terminated units (\$4 million) and three fewer days of activity (\$3 million). The \$46 million increase in incentive management fees to \$302 million in 2014 from \$256 million in 2013 largely reflected higher net house profit at our North American and International managed hotels in addition to unit growth in International markets, partially offset by the impact of unfavorable foreign exchange rates (\$5 million) and higher North American Full-Service deferred fees recognized in 2013 (\$5 million).

The \$72 million increase in owned, leased, and other revenue, to \$1,022 million in 2014 from \$950 million in 2013 predominantly reflected \$56 million of higher owned and leased revenue, \$17 million in revenue from various Protea Hotels programs, \$9 million in higher branding fees, and \$2 million in other program revenue, partially offset by \$14 million lower termination fee revenue in 2014. Higher owned and leased revenue reflected \$43 million from Protea Hotel leases associated with the acquisition, \$30 million in revenue from a North American Full-Service managed property that we acquired in the 2013 fourth quarter, and stronger performance across our new and existing owned and leased properties primarily from the International segment, partially offset by \$37 million attributable to five International segment properties that converted to managed or franchised properties. Combined branding fees for credit card endorsements and the sale of branded residential real estate by others totaled \$127 million in 2014 and \$118 million in 2013.

2013 Compared to 2012

Revenues increased by \$970 million (8 percent) to \$12,784 million in 2013 from \$11,814 million in 2012 as a result of: higher cost reimbursements revenue (\$886 million), higher franchise fees (\$59 million), higher base management fees (\$40 million), and higher incentive management fees (\$24 million, comprised of a \$27 million increase for North America and a \$3 million decrease outside of North America), partially offset by lower owned, leased, and other revenue (\$39 million). We estimate that the \$970 million increase in revenues included \$8 million of combined base management fee, franchise fee, and incentive management fee revenues due to the additional four days of activity in 2013 compared to 2012.

Cost reimbursements revenue represents reimbursements of costs incurred on behalf of managed and franchised properties and relates, predominantly, to payroll costs at managed properties where we are the employer. As we record cost reimbursements based upon costs incurred

2013 Compared to 2012

Operating income increased by \$48 million to \$988 million in 2013 from \$940 million in 2012. The \$48 million increase in operating income reflected a \$59 million increase in franchise fees, a \$40 million increase in base management fees, a \$24 million increase in incentive management fees, and \$17 million of higher owned, leased, and other revenue, net of direct expenses, partially offset by a \$67 million increase in general, administrative and other expenses and a \$25 million increase in depreciation, amortization, and other expenses. Approximately \$7 million of the net increase in operating income was due to the additional four days of activity in 2013. We discuss the reasons for the increases in base management fees, franchise fees, and incentive management fees compared to 2012 in the preceding "Revenues" section.

The \$17 million (8 percent) increase in owned, leased, and other revenue, net of direct expenses was largely attributable to \$12 million of higher branding fees, \$8 million of higher hotel agreement termination fees, and \$2 million of higher other revenue, partially offset by \$6 million of lower owned and leased revenue, net of direct expenses. Lower owned and leased revenue, net of direct expenses was due to \$7 million in costs related to three International segment leases we terminated, \$5 million in lower results at one leased property in London, \$7 million in pre-opening expenses for the London and Miami Beach EDITION hotels, and a \$2 million business interruption payment received in the 2012 second quarter from a utility company for our leased property in Japan, partially offset by \$16 million in net favorable results at several leased properties.

Depreciation, amortization, and other expenses increased by \$25 million (25 percent) to \$127 million in 2013 from \$102 million in 2012. The \$25 million increase largely reflected \$18 million of impairment and accelerated amortization expense for deferred contract acquisition costs primarily for properties that left our system or which had cash flow shortfalls, \$5 million in higher depreciation at two leased International properties due to an asset write-off and the impact of renovations, \$4 million of higher amortization expense year over year for deferred contract acquisition costs related to our 2012 acquisition of the Gaylord brand and hotel management company, \$2 million in higher depreciation for two newly acquired properties, and \$2 million in higher depreciation for an International property following a conversion to franchised. These increases were partially offset by a favorable variance from the accelerated amortization of \$8 million of deferred contract acquisition costs in 2012 for a property that exited our system.

General, administrative, and other expenses increased by \$67 million (12 percent) to \$649 million in 2013 from \$582 million in 2012. The \$67 million increase reflected \$32 million in higher other expenses primarily associated with higher costs in international markets, higher costs for hotel development, and higher costs for branding and service initiatives to enhance and grow our brands globally, \$26 million of higher compensation and other overhead expenses including increases in hotel development staffing and bonus compensation, \$5 million performance cure payment for an International segment property, and a \$4 million increase in legal expenses, primarily due to favorable litigation settlements in 2012.

Gains and Other Income

We present our gains and other income for 2014, 2013, and 2012 in the following table:

<i>(\$ in millions)</i>	2014	2013	2012
Gains on sales of real estate and other	\$ 4	\$ 2	\$ 27
Gain on sale of joint venture and other investments	—	9	21
Income from cost method investments	4	—	2
Impairment of cost method investments and equity securities	—	—	(8)
	<u>\$ 8</u>	<u>\$ 11</u>	<u>\$ 42</u>

2014 Compared to 2013

Gains and other income decreased by \$3 million (27 percent) to \$8 million in 2014 compared to \$11 million in 2013. This decrease in gains and other income reflected a gain of \$8 million on the sale of a portion of our shares of a publicly traded company in the 2013 second quarter, partially offset by \$4 million in net distribution from cost method investments (not allocated to any of our segments) in 2014. See Footnote No. 14, "Fair Value of Financial Instruments" for additional information on the 2013 sale.

2013 Compared to 2012

Gains and other income decreased by \$31 million (74 percent) to \$11 million in 2013 compared to \$42 million in 2012. This decrease in gains and other income principally reflected an unfavorable variance from the \$41 million gain we recognized in 2012 on the sale of the equity interest in a North American Limited-Service joint venture, and a \$2 million impairment loss

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we recognized in 2013 as a result of measuring certain assets at fair value less the costs we incurred to sell those assets. See Footnote No. 3, "Acquisitions and Dispositions" for more information on the reclassification of these assets to held for sale. The decrease in gains and other income was partially offset by a gain of \$8 million we recognized in 2013 on the sale of a portion of our shares of a publicly traded company and a

Our tax provision increased by \$64 million (24 percent) to \$335 million in 2014 from \$271 million in 2013. The increase was primarily due to higher pre-tax earnings, unrealized foreign exchange gains that were taxed within a foreign jurisdiction, and non-recurring favorable foreign true-ups in 2013. The increase was partially offset by the favorable resolution of a U.S. federal tax issue relating to a guest marketing program (\$21 million), the release of an international valuation allowance (\$7 million), and the resolution of an international financing activity tax issue (\$5 million).

2013 Compared to 2012

Our tax provision decreased by \$7 million (3 percent) to \$271 million in 2013 from \$278 million in 2012. The decrease resulted from a lower effective tax rate (30.2 percent in 2013 compared to 32.7 percent in 2012), favorable tax provision to tax return adjustments in 2013, favorable variance from a reserve recorded for an international tax issue in 2012, a favorable state tax adjustment in 2013, and higher income before income taxes in jurisdictions outside of the U.S. with lower tax rates, partially offset by higher income tax expense in the U.S.

Net Income

2014 Compared to 2013

Net income increased by \$127 million to \$753 million in 2014 from \$626 million in 2013, and diluted earnings per share increased by \$0.54 per share (27 percent) to \$2.54 per share from \$2.00 per share in 2013. As discussed in more detail in the preceding sections beginning with "Revenues," or as shown in the Income Statement, the \$127 million increase in net income was due to higher franchise fees (\$79 million), higher base management fees (\$51 million), higher incentive management fees (\$46 million), higher owned, leased, and other revenue, net of direct expenses (\$26 million), higher equity in earnings (\$11 million), higher interest income (\$7 million), and lower interest expense (\$5 million). These increases were partially offset by higher income taxes (\$64 million), higher depreciation, amortization, and other expense (\$21 million), higher general, administrative, and other expenses (\$10 million) and lower gains and other income (\$3 million).

2013 Compared to 2012

Net income increased by \$55 million to \$626 million in 2013 from \$571 million in 2012, and diluted earnings per share increased by \$0.28 per share (16 percent) to \$2.00 per share from \$1.72 per share in 2012. As discussed in more detail in the preceding sections beginning with "Revenues," or as shown in the Income Statement, the \$55 million increase in net income was due to higher franchise fees (\$59 million), higher base management fees (\$40 million), higher incentive management fees (\$24 million), lower interest expense (\$17 million), lower equity in losses (\$8 million), lower income taxes (\$7 million), higher owned, leased, and other revenue, net of direct expenses (\$6 million), and higher interest income (\$6 million). These increases were partially offset by higher general, administrative, and other expenses (\$81 million) and lower gains and other income (\$31 million).

Earnings Before Interest Expense, Taxes, Depreciation and Amortization ("EBITDA") and Adjusted EBITDA

EBITDA, a financial measure not required by, or presented in accordance with U.S. generally accepted accounting principles ("GAAP"), reflects net income excluding the impact of interest expense, provision for income taxes, and depreciation and amortization. We believe that EBITDA is a meaningful indicator of operating performance because we use it to measure our ability to service debt, fund capital expenditures, and expand our business. We also use EBITDA, as do analysts, lenders, investors, and others, to evaluate companies because it excludes certain items that can vary widely across different industries or among companies within the same industry. For example, interest expense can be dependent on a company's capital structure, debt levels, and credit ratings. Accordingly, the impact of interest expense on earnings can vary significantly among companies. The tax positions of companies can also vary because of their differing abilities to take advantage of tax benefits and because of the tax policies of the jurisdictions in which they operate. As a result, effective tax rates and provision for income taxes can vary considerably among companies. EBITDA also excludes depreciation and amortization expense which we report under "Depreciation, amortization, and other," as well as depreciation included under "Reimbursed costs" in our Income Statements, because companies utilize productive assets of different ages and use different methods of both acquiring and depreciating productive assets. These differences can result in considerable variability in the relative costs of productive assets and the depreciation and amortization expense among companies.

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We also believe that Adjusted EBITDA, another non-GAAP financial measure, is a meaningful indicator of operating performance. Our Adjusted EBITDA reflects adjustments to exclude (1) pre-tax impairment charges of \$25 million in 2014 which we recorded in the "Depreciation, amortization, and other" caption of our Income Statements following an evaluation of our EDITION hotels and residences for recovery and determination that our cost estimates exceeded our total fixed sales price, and (2) share-based compensation expense for all periods presented. We excluded share-based compensation expense to address considerable variability among companies in recording compensation expense because companies use share-based payment awards differently, both in the type and quantity of awards granted. We believe that Adjusted EBITDA that excludes these items is a meaningful measure of our operating performance because it permits period-over-period comparisons of our ongoing core operations before these items and facilitates our comparison of results before these items with results from other lodging companies.

Gaylord Hotels	5	—	5	8,098	—	8,098
Autograph Collection Hotels	44	1	45	10,082	233	10,315
The Ritz-Carlton	39	1	40	11,424	267	11,691
The Ritz-Carlton Residences ⁽²⁾	30	2	32	3,598	214	3,812
EDITION	1	—	1	295	—	295
EDITION Residences ⁽²⁾	1	—	1	25	—	25
	<u>545</u>	<u>23</u>	<u>568</u>	<u>201,685</u>	<u>7,293</u>	<u>208,978</u>
North American Limited-Service Segment ⁽¹⁾						
Courtyard	861	23	884	120,894	4,096	124,990
Fairfield Inn & Suites	704	14	718	64,362	1,607	65,969
SpringHill Suites	314	2	316	36,968	299	37,267
AC Hotels by Marriott ⁽³⁾	1	—	1	220	—	220
Residence Inn	648	20	668	78,518	2,928	81,446
TownePlace Suites	240	4	244	23,973	518	24,491
	<u>2,768</u>	<u>63</u>	<u>2,831</u>	<u>324,935</u>	<u>9,448</u>	<u>334,383</u>
International Segment ⁽¹⁾						
Marriott Hotels	—	170	170	—	49,180	49,180
JW Marriott	—	45	45	—	16,672	16,672
Renaissance Hotels	—	78	78	—	24,365	24,365
Autograph Collection Hotels ⁽³⁾	—	30	30	—	7,195	7,195
Protea Hotels	—	112	112	—	10,107	10,107
Courtyard	—	104	104	—	20,810	20,810
Fairfield Inn & Suites	—	3	3	—	482	482
Residence Inn	—	7	7	—	717	717
AC Hotels by Marriott ⁽³⁾	—	76	76	—	9,311	9,311
Moxie Hotels	—	1	1	—	162	162
Marriott Executive Apartments	—	27	27	—	4,261	4,261
The Ritz-Carlton	—	47	47	—	13,823	13,823
Bulgari Hotels & Resorts	—	3	3	—	202	202
Bulgari Residences ⁽²⁾	—	1	1	—	5	5
EDITION	—	2	2	—	251	251
The Ritz-Carlton Residences ⁽²⁾	—	8	8	—	416	416
The Ritz-Carlton Serviced Apartments	—	4	4	—	579	579
	<u>—</u>	<u>718</u>	<u>718</u>	<u>—</u>	<u>158,538</u>	<u>158,538</u>
Timeshare ⁽⁴⁾	45	13	58	10,605	2,261	12,866
Total	<u>3,358</u>	<u>817</u>	<u>4,175</u>	<u>537,225</u>	<u>177,540</u>	<u>714,765</u>

⁽¹⁾ North American includes properties located in the United States and Canada. International includes properties located outside the United States and Canada.

⁽²⁾ Represents projects where we manage the related owners' association. We include residential products once they possess a certificate of occupancy.

⁽³⁾ Results for all AC Hotels by Marriott properties and five Autograph Collection properties are presented in the "Equity in earnings (losses)" caption of our Income Statements.

⁽⁴⁾ Timeshare properties licensed by MVW under the Marriott Vacation Club, The Ritz-Carlton Destination Club, The Ritz-Carlton Residences, and Grand Residences by Marriott brand names. Includes products that are in active sales as well as those that are sold out. MVW reports its property and room counts to us on a fiscal year basis for the MVW fiscal year ended January 2, 2015.

See “Statistics” below for detailed information on Systemwide RevPAR and Company-operated RevPAR by segment, region, and brand.

Development

We added 311 properties, totaling 46,050 rooms, across our brands in 2014, and 52 properties (6,418 rooms) left the system, not including residential products. We also added two residential properties (30 units) and no residential properties left the system. Highlights of the year included:

- Converting 32 properties (8,885 rooms), or 19 percent of our gross room additions for the year, to our brands;
- Adding approximately 60 percent of all the new rooms outside the United States; and
- Adding 120 properties (13,928 rooms) to our North American Limited-Service brands.

We have nearly 240,000 hotel rooms in our development pipeline as of year-end 2014, which includes hotel rooms under construction and under signed contracts, as well as nearly 30,000 hotel rooms approved for development but not yet under signed contracts. We expect the number of our hotel rooms (gross) to increase approximately 7 percent in 2015.

We believe that we have access to sufficient financial resources to finance our growth, as well as to support our ongoing operations and meet debt service and other cash requirements. Nonetheless, our ability to develop and update our brands and the ability of hotel developers to build or acquire new Marriott-branded properties, both of which are important parts of our growth plan, depend in part on capital access, availability and cost for other hotel developers and third-party owners. These growth plans are subject to numerous risks and uncertainties, many of which are outside of our control. See the “Forward-Looking Statements” and “Risks and Uncertainties” captions earlier in this report and the “Liquidity and Capital Resources” caption later in this report.

Statistics

The following tables show occupancy, average daily rate, and RevPAR for comparable properties, for each of the brands in our North American Full-Service and North American Limited-Service segments, and for our International segment by region. Systemwide statistics include data from our franchised properties, in addition to our owned, leased, and managed properties.

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	Comparable Company-Operated North American Properties ⁽¹⁾		Comparable Systemwide North American Properties ⁽¹⁾	
	2014	Change vs. 2013	2014	Change vs. 2013
Marriott Hotels				
Occupancy	75.1%	1.6% pts.	72.6%	1.5 % pts.
Average Daily Rate	\$ 188.39	3.5%	\$ 171.43	4.0 %
RevPAR	\$ 141.42	5.7%	\$ 124.49	6.2 %
Renaissance Hotels				
Occupancy	73.1%	1.1% pts.	72.6%	1.9 % pts.
Average Daily Rate	\$ 177.42	3.7%	\$ 160.77	3.9 %
RevPAR	\$ 129.76	5.2%	\$ 116.69	6.7 %
Autograph Collection Hotels				
Occupancy	*	* pts.	75.4%	(1)% pts.
Average Daily Rate	*	*	\$ 229.58	8.9 %
RevPAR	*	*	\$ 173.04	7.5 %
The Ritz-Carlton North America				
Occupancy	72.9%	1.5% pts.	72.9%	1.5 % pts.
Average Daily Rate	\$ 338.48	4.0%	\$ 338.48	4.0 %

Occupancy		74.9%	1.4 % pts.		73.1%	1.3 % pts.
Average Daily Rate	\$	193.20	1.3 %	\$	185.06	0.9 %
RevPAR	\$	144.61	3.2 %	\$	135.28	2.7 %
Middle East and Africa						
Occupancy		60.1%	5.8 % pts.		60.3%	5.4 % pts.
Average Daily Rate	\$	190.60	(2.5)%	\$	186.19	(1.6)%
RevPAR	\$	114.47	7.9 %	\$	112.26	8.1 %
Asia Pacific						
Occupancy		73.7%	1.9 % pts.		74.1%	1.8 % pts.
Average Daily Rate	\$	176.48	2.1 %	\$	176.43	2.4 %
RevPAR	\$	130.04	4.8 %	\$	130.71	5.0 %
Total International ⁽²⁾						
Occupancy		72.6%	2.2 % pts.		71.9%	2.0 % pts.
Average Daily Rate	\$	192.04	2.2 %	\$	185.39	2.1 %
RevPAR	\$	139.35	5.4 %	\$	133.37	5.1 %
Total Worldwide ⁽³⁾						
Occupancy		73.7%	2.1 % pts.		73.3%	2.0 % pts.
Average Daily Rate	\$	178.96	3.3 %	\$	150.23	3.7 %
RevPAR	\$	131.83	6.3 %	\$	110.09	6.6 %

⁽¹⁾ Statistics are in constant dollars. International includes properties located outside the United States and Canada, except for worldwide, which includes the United States.

⁽²⁾ Company-operated statistics include the Marriott Hotels, Renaissance Hotels, Autograph Collection, The Ritz-Carlton, Bulgari Hotels & Resorts, Courtyard, and Residence Inn brands. In addition to the foregoing brands, systemwide statistics also include the Fairfield Inn & Suites brand.

⁽³⁾ Company-operated and systemwide statistics include properties worldwide for the Marriott Hotels, Renaissance Hotels, Autograph Collection, Gaylord Hotels, The Ritz-Carlton, Bulgari Hotels & Resorts, Courtyard, Residence Inn, Fairfield Inn & Suites, TownePlace Suites, and SpringHill Suites brands.

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	Comparable Company-Operated North American Properties ⁽¹⁾			Comparable Systemwide North American Properties ⁽¹⁾		
	2013	Change vs. 2012		2013	Change vs. 2012	
Marriott Hotels						
Occupancy	73.6%	0.8 % pts.		71.3%	1.0 % pts.	
Average Daily Rate	\$ 179.44	4.3 %	\$	164.37	4.0 %	
RevPAR	\$ 132.03	5.4 %	\$	117.20	5.4 %	
Renaissance Hotels						
Occupancy	73.4%	0.4 % pts.		71.3%	0.7 % pts.	
Average Daily Rate	\$ 170.98	3.1 %	\$	153.33	3.2 %	
RevPAR	\$ 125.55	3.6 %	\$	109.30	4.2 %	
Autograph Collection Hotels						
Occupancy	*	* pts.		76.6%	1.7 % pts.	
Average Daily Rate	*	*	\$	207.34	6.4 %	
RevPAR	*	*	\$	158.87	8.8 %	
The Ritz-Carlton North America						
Occupancy	71.3%	1.4 % pts.		71.3%	1.4 % pts.	
Average Daily Rate	\$ 323.83	6.6 %	\$	323.83	6.6 %	

Occupancy		73.5%	1.7 % pts.	72.5%	1.7 % pts.
Average Daily Rate	\$	172.01	(1.5)%	\$ 167.33	(1.0)%
RevPAR	\$	126.47	0.8 %	\$ 121.34	1.5 %
Middle East and Africa ⁽¹⁾					
Occupancy		55.7%	(2.5)% pts.	56.3%	(2.1)% pts.
Average Daily Rate	\$	147.63	2.0 %	\$ 144.18	2.2 %
RevPAR	\$	82.22	(2.4)%	\$ 81.20	(1.5)%
Asia Pacific ⁽¹⁾					
Occupancy		73.0%	1.5 % pts.	73.4%	1.6 % pts.
Average Daily Rate	\$	142.76	0.9 %	\$ 146.49	1.1 %
RevPAR	\$	104.27	3.0 %	\$ 107.59	3.4 %
Total International ⁽²⁾					
Occupancy		70.7%	1.1 % pts.	70.7%	1.3 % pts.
Average Daily Rate	\$	185.74	1.5 %	\$ 179.28	1.4 %
RevPAR	\$	131.27	3.2 %	\$ 126.72	3.4 %
Total Worldwide ⁽³⁾					
Occupancy		71.8%	0.9 % pts.	71.5%	0.9 % pts.
Average Daily Rate	\$	170.35	3.3 %	\$ 143.33	3.4 %
RevPAR	\$	122.32	4.6 %	\$ 102.46	4.6 %

⁽¹⁾ Company-operated and systemwide statistics for the continental regions noted do not include properties located outside of the United States and Canada for The Ritz-Carlton, Bulgari Hotels & Resorts, and EDITION brands.

⁽²⁾ Company-operated statistics include properties located outside of the United States and Canada for the Marriott Hotels, Renaissance Hotels, The Ritz-Carlton, Bulgari Hotels & Resorts, EDITION, Courtyard, and Residence Inn brands. In addition to the foregoing brands, systemwide statistics also include properties located outside of the United States and Canada for Autograph Collection and Fairfield Inn & Suites brands.

⁽³⁾ Company-operated statistics include properties worldwide for Marriott Hotels, Renaissance Hotels, The Ritz-Carlton, Bulgari Hotels & Resorts, EDITION, Residence Inn, Courtyard, Fairfield Inn & Suites, TownePlace Suites, and SpringHill Suites brands. In addition to the foregoing brands, systemwide statistics also include properties worldwide for the Autograph Collection brand.

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North American Full-Service includes The Ritz-Carlton, EDITION, JW Marriott, Autograph Collection Hotels, Renaissance Hotels, Marriott Hotels, and Gaylord Hotels located in the United States and Canada.

(\$ in millions)

	Annual Change				
	2014	2013	2012	Change 2014/2013	Change 2013/2012
Segment revenues	\$ 3,323	\$ 7,978	\$ 7,276	4%	10%
Segment profits	\$ 524	\$ 490	\$ 442	7%	11%

2014 Compared to 2013

In 2014, across our North American Full-Service segment we added 23 properties (5,093 rooms) and no properties (zero rooms) left the system.

For the twelve months ended December 31, 2014, compared to the twelve months ended December 31, 2013, RevPAR for comparable systemwide North American Full-Service properties increased by 6.4% to \$132.44, occupancy for these properties increased by 1.5% percentage points to 72.8%, and average daily rates increased by 4.1% to \$182.00.

The \$34 million increase in segment profits, compared to 2013, was driven by \$30 million of higher base management and franchise fees, \$17 million of higher incentive management fees, and \$5 million of lower depreciation, amortization, and other expense, partially offset by \$11 million of lower owned, leased, and other revenue, net of direct expenses, and \$8 million of higher general, administrative, and other expenses.

Higher base management and franchise fees were due to stronger RevPAR as a result of increased demand and unit growth, partially offset by \$7 million from terminated units. The increase in incentive management fees were primarily driven by higher net house profit at managed hotels,

	2014	2013	2012	Change 2014/2013	Change 2013/2012
Segment revenues	\$ 2,962	\$ 2,583	\$ 2,456	15%	5%
Segment profits	\$ 574	\$ 479	\$ 472	20%	1%

2014 Compared to 2013

In 2014, across our North American Limited-Service segment we added 120 properties (13,928 rooms) and 32 properties (3,030 rooms) left the system. The majority of the properties that left the system were Fairfield Inn & Suites and Residence Inn properties.

For the twelve months ended December 31, 2014, compared to the twelve months ended December 31, 2013, RevPAR for comparable systemwide North American Limited-Service properties increased by 7.5 percent to \$89.11, occupancy for these properties increased by 2.3 percentage points to 74.0 percent, and average daily rates increased by 4.2 percent to \$120.36.

The \$95 million increase in segment profits, compared to 2013, primarily reflected \$80 million of higher base management and franchise fees, \$11 million of higher owned, leased, and other revenue, net of direct expenses, and \$7 million of higher incentive management fees.

Higher base management and franchise fees were primarily driven by higher RevPAR for comparable properties and unit growth, and included \$15 million of higher deferred management fees and \$10 million of higher relicensing fees. Increased incentive management fees resulted from net house profit growth at managed hotels.

The increase in owned, leased, and other revenue, net of direct expenses, primarily reflected \$5 million of higher net earnings at several leased properties and \$4 million of higher termination fees.

Cost reimbursements revenue and expenses for our North American Limited-Service segment properties totaled \$2,217 million in 2014, compared to \$1,939 million in 2013.

2013 Compared to 2012

In 2013, across our North American Limited-Service segment we added 108 properties (12,927 rooms) and 22 properties (2,427 rooms) left the system. The majority of the properties that left the system were Courtyard and Fairfield Inn & Suites properties. In the 2012 second quarter, we completed the sale of our ExecuStay corporate housing business. The revenues,

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results of operations, assets, and liabilities of our ExecuStay business were not material to the Company's financial position, results of operations or cash flows for any of the periods presented.

For the twelve months ended December 31, 2013, compared to the twelve months ended December 31, 2012, RevPAR for comparable systemwide North American Limited-Service properties increased by 4.4 percent to \$82.52, occupancy for these properties increased by 0.7 percentage points to 71.8 percent, and average daily rates increased by 3.4 percent to \$115.00.

The \$7 million increase in segment profits, compared to 2012, primarily reflected \$45 million of higher base management and franchise fees and \$4 million of higher incentive management fees, partially offset by \$43 million of lower gains and other income.

Higher base management and franchise fees were primarily driven by higher RevPAR due to increased demand, some of which was attributable to the favorable effect of property renovations, and higher relicensing fees, as well as the additional four days of activity, partially offset by an unfavorable variance from the 2012 recognition of \$7 million of deferred base management fees in conjunction with the sale of our equity interest in a joint venture. The increase in incentive management fees primarily reflected higher property-level revenue which resulted in higher property-level income and margins. Lower gains and other income primarily reflected an unfavorable variance from a \$41 million gain on the sale of our equity interest in a joint venture in 2012. See the "Gains and Other Income" caption earlier in this report for more information on the sale of this equity interest.

Cost reimbursements revenue and expenses for our North American Limited-Service segment properties totaled \$1,939 million in 2013, compared to \$1,832 million in 2012.

International includes properties, regardless of brand, that are located outside the United States and Canada.

(\$ in millions)

	2014	2013	2012	Annual Change	
				Change 2014/2013	Change 2013/2012
Segment revenues	\$ 2,255	\$ 1,957	\$ 1,794	15%	9 %

cure payment for one property, partially offset by a favorable variance from a \$5 million guarantee accrual for one property in 2012.

Higher joint venture equity losses were primarily driven by a renovation at a hotel in one joint venture and lower earnings at two other joint ventures.

Cost reimbursements revenue and expenses for our International segment properties totaled \$1,071 million in 2013, compared to \$882 million in 2012.

SHARE-BASED COMPENSATION

Under our Stock and Cash Incentive Plan, we award: (1) stock options to purchase our common stock; (2) stock appreciation rights ("SARs") for our common stock; (3) restricted stock units ("RSUs") of our common stock; and (4) deferred stock units.

During 2014, we granted 1.9 million RSUs, 0.3 million service and performance RSUs, 0.3 million Employee SARs, and 0.1 million stock options. See Footnote No. 5, "Share-Based Compensation," for more information.

NEW ACCOUNTING STANDARDS

See Footnote No. 2 "Summary of Significant Accounting Policies," to our Financial Statements for information on our anticipated adoption of recently issued accounting standards.

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LIQUIDITY AND CAPITAL RESOURCES

Cash Requirements and Our Credit Facilities

On July 18, 2013, we amended and restated our multicurrency revolving credit agreement (the "Credit Facility") to extend the facility's expiration to July 18, 2018 and increase the facility size to \$2,000 million of aggregate effective borrowings. The material terms of the amended and restated Credit Facility otherwise did not change. The facility supports general corporate needs, including working capital, capital expenditures, and letters of credit. The availability of the Credit Facility also supports our commercial paper program. Borrowings under the Credit Facility bear interest at LIBOR (the London Interbank Offered Rate), plus a spread based on our public debt rating. We also pay quarterly fees on the Credit Facility at a rate based on our public debt rating. For more information on our Credit Facility, see Exhibit 10, "Third Amended and Restated Credit Agreement," to our Current Report on Form 8-K that we filed with the SEC on July 19, 2013.

The Credit Facility contains certain covenants, including a single financial covenant that limits our maximum leverage (consisting of the ratio of Adjusted Total Debt to Consolidated EBITDA, each as defined in the Credit Facility) to not more than 4 to 1. Our outstanding public debt does not contain a corresponding financial covenant or a requirement that we maintain certain financial ratios. We currently satisfy the covenants in our Credit Facility and public debt instruments, including the leverage covenant under the Credit Facility, and do not expect that the covenants will restrict our ability to meet our anticipated borrowing and guarantee levels, or increase those levels should we decide to do so in the future.

We believe the Credit Facility and our access to capital markets, together with cash we expect to generate from operations, will remain adequate to meet our short-term and long-term liquidity requirements, finance our long-term growth plans, meet debt service, and fulfill our other cash requirements.

We issue commercial paper in the United States. We do not have purchase commitments from buyers for our commercial paper; therefore, our ability to issue commercial paper is subject to market demand. We classify any outstanding commercial paper and Credit Facility borrowings as long-term debt based on our ability and intent to refinance them on a long-term basis. We reserve unused capacity under our Credit Facility to repay outstanding commercial paper borrowings in the event that the commercial paper market is not available to us for any reason when outstanding borrowings mature. We do not expect that fluctuations in the demand for commercial paper will affect our liquidity, given our borrowing capacity under the Credit Facility.

At year-end 2014, our available borrowing capacity amounted to \$1,032 million and reflected borrowing capacity of \$928 million under our Credit Facility and our cash balance of \$104 million. We calculated that borrowing capacity by taking \$2,000 million of effective aggregate bank commitments under our Credit Facility and subtracting \$1,072 million of outstanding commercial paper (there being no outstanding letters of credit under our Credit Facility).

We monitor the status of the capital markets and regularly evaluate the effect that changes in capital market conditions may have on our ability to execute our announced growth plans. We expect to continue meeting part of our financing and liquidity needs primarily through commercial paper borrowings, issuances of senior notes, and access to long-term committed credit facilities. If conditions in the lodging industry deteriorate, or if disruptions in the capital markets take place as they did in the immediate aftermath of both the 2008 worldwide financial crisis and the events of September 11, 2001, we may be unable to place some or all of our commercial paper on a temporary or extended basis and may have to rely more on borrowings under the Credit Facility, which we believe will be adequate to fund our liquidity needs, including repayment of debt obligations, but which may or may not carry a higher cost than commercial paper. Since we continue to have ample flexibility under the Credit

Loan Activity. From time to time we make loans to owners of hotels that we operate or franchise. Loan advances, net of loan collections, amounted to \$69 million in 2014 compared to net collections of \$70 million in 2013. At year-end 2014, we had a \$3 million senior loan and \$239 million of mezzanine and other loans (\$215 million noncurrent and \$24 million current) outstanding, compared with a \$3 million senior loan and \$175 million of mezzanine and other loans (\$142 million noncurrent and \$36 million current) outstanding at year-end 2013. In 2014, our notes receivable balance for senior, mezzanine, and other loans increased by \$64 million, primarily reflecting the issuance of the \$85 million mezzanine loan (net of a \$15 million discount) described in Footnote No. 13, "Notes Receivable," partially offset by \$31 million of collections on MVW notes receivable issued to us in 2011 in conjunction with our Timeshare spin-off.

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Equity and Cost Method Investments. Cash outflows of \$6 million in 2014, \$16 million in 2013, and \$15 million in 2012 for equity and cost method investments primarily reflects our investments in a number of joint ventures.

Cash from Financing Activities

Debt. Debt increased by \$582 million in 2014, to \$3,781 million at year-end 2014 from \$3,199 million at year-end 2013, and reflected our 2014 fourth quarter issuance of \$394 million (book value) of Series N Notes and a \$238 million increase in commercial paper borrowings, partially offset by a \$53 million reduction in other debt. Debt increased by \$264 million in 2013, to \$3,199 million at year-end 2013 from \$2,935 million at year-end 2012, and reflected our 2013 third quarter issuance of \$348 million (book value) of Series M Notes and a \$333 million increase in commercial paper borrowings, partially offset by the \$400 million (book value) retirement, at maturity, of our Series J Notes, \$15 million in decreased borrowings under our Credit Facility, and a \$2 million reduction in other debt. See Footnote No. 10, "Long-Term Debt" for additional information on the debt issuances.

Our financial objectives include diversifying our financing sources, optimizing the mix and maturity of our long-term debt, and reducing our working capital. At year-end 2014, our long-term debt had an average interest rate of 3.0 percent and an average maturity of approximately 4.6 years. The ratio of our fixed-rate long-term debt to our total long-term debt was 0.7 to 1.0 at year-end 2014.

See the "Cash Requirements and Our Credit Facilities," caption in this "Liquidity and Capital Resources" section for more information on our Credit Facility.

Share Repurchases. We purchased 24.2 million shares of our common stock in 2014 at an average price of \$62.09 per share, 20.0 million shares in 2013 at an average price of \$41.46 per share, and 31.2 million shares in 2012 at an average price of \$37.15 per share. At year-end 2014, 15.1 million shares remained available for repurchase under authorizations from our Board of Directors. On February 12, 2015, we announced that our Board of Directors increased, by 25 million shares, the authorization to repurchase our common stock. We purchase shares in the open market and in privately negotiated transactions.

Dividends. Our Board of Directors declared and paid the following quarterly cash dividends in 2014: (1) \$0.17 per share declared February 14 and paid March 28 to shareholders of record as of February 28; (2) \$0.20 per share declared May 9 and paid June 27 to shareholders of record as of May 23; (3) \$0.20 per share declared August 7 and paid September 26 to shareholders of record as of August 21; and (4) \$0.20 per share declared November 7 and paid December 26 to shareholders of record on November 20. Our Board of Directors declared a cash dividend of \$0.20 per share on February 12, 2015, payable on March 27, 2015 to shareholders of record on February 27, 2015.

Contractual Obligations and Off Balance Sheet Arrangements

Contractual Obligations

The following table summarizes our contractual obligations at year-end 2014:

(\$ in millions)	Payments Due by Period				
	Total	Less Than 1 Year	1-3 Years	3-5 Years	After 5 Years
Debt ⁽¹⁾	\$ 4,248	\$ 442	\$ 755	\$ 1,796	\$ 1,255
Capital lease obligations ⁽¹⁾	8	1	2	2	3
Operating leases where we are the primary obligor:					
Recourse	844	115	206	157	366
Nonrecourse	233	14	29	28	162
Operating leases where we are secondarily liable	2	2	—	—	—

We have equity method investments in entities that own properties for which we provide management and/or franchise services and receive fees. We also have equity method investments in entities that provide management and/or franchise services to hotels and receive fees. In addition, in some cases we provide loans, preferred equity, or guarantees to these entities. Undistributed earnings attributable to our equity method investments represented approximately \$3 million of our consolidated retained earnings at year-end 2014. For other information on these equity method investments, including the impact to our financial statements of transactions with these related parties, see Footnote No. 17, "Related Party Transactions."

CRITICAL ACCOUNTING POLICIES AND ESTIMATES

Our preparation of financial statements in accordance with GAAP requires management to make estimates and assumptions that affect reported amounts and related disclosures. Management considers an accounting estimate to be critical if: (1) we must make assumptions that were uncertain at the time the estimate was made; and (2) changes in the estimate, or selection of a different estimate methodology could have a material effect on our consolidated results of operations or financial condition.

While we believe that our estimates, assumptions, and judgments are reasonable, they are based on information available at the time the estimate or assumption was made. Actual results may differ significantly. Additionally, changes in our

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assumptions, estimates or assessments as a result of unforeseen events or otherwise could have a material impact on our financial position or results of operations.

Management has discussed the development and selection of its critical accounting policies with the Audit Committee of the Board of Directors, and the Audit Committee has reviewed the disclosure presented below relating to them.

See Footnote No. 2, "Summary of Significant Accounting Policies," for further information on our critical accounting policies and estimates, which are as follows:

Rewards Programs, including how members earn points, how we estimate the value of future redemption obligation, and how we recognize revenue for these programs;

Goodwill, including how we evaluate the fair value of reporting units and when we record an impairment loss on goodwill;

Intangibles and Long-Lived Assets, including how we evaluate the fair value of intangibles and long-lived assets and when we record impairment losses on intangibles and long-lived assets;

Investments, including information on how we evaluate the fair value of investments and when we record impairment losses on investments;

Loan Loss Reserves, including information on how we measure impairment on senior, mezzanine, and other loans of these types; and

Income Taxes, including information on how we determine our current year amounts payable or refundable, as well as our estimate of deferred tax assets and liabilities.

Item 7A. Quantitative and Qualitative Disclosures About Market Risk.

We are exposed to market risk from changes in interest rates, stock prices, currency exchange rates, and debt prices. We manage our exposure to these risks by monitoring available financing alternatives, through development and application of credit granting policies and by entering into derivative arrangements. We do not foresee any significant changes in either our exposure to fluctuations in interest rates or currency rates or how we manage such exposure in the future.

We are exposed to interest rate risk on our floating-rate notes receivable and floating-rate debt. Changes in interest rates also impact the fair value of our fixed-rate notes receivable and the fair value of our fixed-rate long-term debt.

We are also subject to risk from changes in debt prices from our investments in debt securities and fluctuations in stock price from our investment in a publicly traded company. Changes in the price of the underlying stock can impact the fair value of our investment. We account for our investments as available-for-sale securities under the guidance for accounting for certain investments in debt and equity securities. At year-end 2014, our investments had a fair value of \$121 million.

We use derivative instruments, including cash flow hedges, net investment in non-U.S. operations hedges, and other derivative instruments, as part of our overall strategy to manage our exposure to market risks associated with fluctuations in interest rates and currency exchange rates. As a matter of policy, we only enter into transactions that we believe will be highly effective at offsetting the underlying risk, and we do not use

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MANAGEMENT'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING

Management of Marriott International, Inc. (the "Company") is responsible for establishing and maintaining adequate internal control over financial reporting and for assessing the effectiveness of internal control over financial reporting. The Company has designed its internal control over financial reporting to provide reasonable assurance on the reliability of financial reporting and the preparation of the consolidated financial statements in accordance with U.S. generally accepted accounting principles.

The Company's internal control over financial reporting includes those policies and procedures that: (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the Company's transactions and dispositions of the Company's assets; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of the consolidated financial statements in accordance with U.S. generally accepted accounting principles, and that receipts and expenditures of the Company are being made only in accordance with authorizations of the Company's management and directors; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the Company's assets that could have a material effect on the consolidated financial statements.

Because of inherent limitations in internal control over financial reporting, such controls may not prevent or detect misstatements. Also, projections of any evaluation of the effectiveness of internal controls to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

In connection with the preparation of the Company's annual consolidated financial statements, management assessed the effectiveness of the Company's internal control over financial reporting as of December 31, 2014, based on criteria established in the Internal Control-Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 Framework) (the "COSO criteria").

Based on this assessment, management has concluded that, applying the COSO criteria, as of December 31, 2014, the Company's internal control over financial reporting was effective to provide reasonable assurance of the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with U.S. generally accepted accounting principles.

Ernst & Young LLP, the independent registered public accounting firm that audited the Company's consolidated financial statements included in this report, has issued an attestation report on the effectiveness of the Company's internal control over financial reporting, a copy of which appears on the following page.

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presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the consolidated financial position of Marriott International, Inc. at December 31, 2014 and 2013, and the consolidated results of its operations and its cash flows for each of the three fiscal years in the period ended December 31, 2014, in conformity with U.S. generally accepted accounting principles.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), Marriott International, Inc.'s internal control over financial reporting as of December 31, 2014, based on criteria established in Internal Control-Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 Framework) and our report dated February 19, 2015 expressed an unqualified opinion thereon.

/s/ Ernst & Young LLP

McLean, Virginia
February 19, 2015

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MARRIOTT INTERNATIONAL, INC.
CONSOLIDATED STATEMENTS OF INCOME
Fiscal Years 2014, 2013, and 2012
(\$ in millions, except per share amounts)

	December 31, 2014	December 31, 2013	December 28, 2012
REVENUES			
Base management fees ⁽¹⁾	\$ 672	\$ 621	\$ 581
Franchise fees	745	666	607
Incentive management fees ⁽¹⁾	302	256	232
Owned, leased, and other revenue ⁽¹⁾	1,022	950	989
Cost reimbursements ⁽¹⁾	11,055	10,291	9,405
	<u>13,796</u>	<u>12,784</u>	<u>11,814</u>
OPERATING COSTS AND EXPENSES			
Owned, leased, and other-direct	775	729	785
Reimbursed costs ⁽¹⁾	11,055	10,291	9,405
Depreciation, amortization, and other ⁽¹⁾	148	127	102
General, administrative, and other ⁽¹⁾	659	649	582
	<u>12,637</u>	<u>11,796</u>	<u>10,874</u>
OPERATING INCOME	1,159	988	940
Gains and other income ⁽¹⁾	8	11	42
Interest expense ⁽¹⁾	(115)	(120)	(137)
Interest income ⁽¹⁾	30	23	17
Equity in earnings (losses) ⁽¹⁾	6	(5)	(13)
INCOME BEFORE INCOME TAXES	1,088	897	849
Provision for income taxes	(335)	(271)	(278)
NET INCOME	<u>\$ 753</u>	<u>\$ 626</u>	<u>\$ 571</u>
EARNINGS PER SHARE-Basic			
Earnings per share	<u>\$ 2.60</u>	<u>\$ 2.05</u>	<u>\$ 1.77</u>
EARNINGS PER SHARE-Diluted			
Earnings per share	<u>\$ 2.54</u>	<u>\$ 2.00</u>	<u>\$ 1.72</u>

Deferred taxes, net ⁽¹⁾	530	647
Other noncurrent assets ⁽¹⁾	270	332
	<u>\$ 6,865</u>	<u>\$ 6,794</u>
LIABILITIES AND SHAREHOLDERS' DEFICIT		
Current liabilities		
Current portion of long-term debt	\$ 324	\$ 6
Accounts payable ⁽¹⁾	605	557
Accrued payroll and benefits	799	817
Liability for guest loyalty programs	677	666
Accrued expenses and other ⁽¹⁾	655	629
	<u>3,060</u>	<u>2,675</u>
Long-term debt	3,457	3,147
Liability for guest loyalty programs	1,657	1,475
Other noncurrent liabilities ⁽¹⁾	891	912
Shareholders' deficit		
Class A Common Stock	5	5
Additional paid-in-capital	2,802	2,716
Retained earnings	4,286	3,837
Treasury stock, at cost	(9,223)	(7,929)
Accumulated other comprehensive loss	(70)	(44)
	<u>(2,200)</u>	<u>(1,415)</u>
	<u>\$ 6,865</u>	<u>\$ 6,794</u>

⁽¹⁾ See Footnote No. 17, "Related Party Transactions," to our Consolidated Financial Statements for disclosure of related party amounts.

See Notes to Consolidated Financial Statements.

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MARRIOTT INTERNATIONAL, INC.
CONSOLIDATED STATEMENTS OF CASH FLOWS
Fiscal Years 2014, 2013, and 2012
(\$ in millions)

	December 31, 2014	December 31, 2013	December 28, 2012
OPERATING ACTIVITIES			
Net income	\$ 753	\$ 626	\$ 571
Adjustments to reconcile to cash provided by operating activities:			
Depreciation, amortization, and other	148	127	102
Share-based compensation	109	116	94
Income taxes	71	73	224
Liability for guest loyalty program	175	99	60
Working capital changes	(120)	50	(137)
Other	88	49	75
Net cash provided by operating activities	<u>1,224</u>	<u>1,140</u>	<u>989</u>
INVESTING ACTIVITIES			
Capital expenditures	(411)	(296)	(437)
Dispositions	435	—	65

—	Other comprehensive loss	(26)	—	—	—	—	(26)
—	Dividends	(223)	—	—	(223)	—	—
6.1	Employee stock plan issuance	211	—	86	(81)	206	—
(24.2)	Purchase of treasury stock	(1,500)	—	—	—	(1,500)	—
279.9	Balance at December 31, 2014	\$ (2,200)	\$ 5	\$ 2,802	\$ 4,286	\$ (9,223)	\$ (70)

(1) The abbreviation MVW means Marriott Vacations Worldwide Corporation.

See Notes to Consolidated Financial Statements.

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MARRIOTT INTERNATIONAL, INC. NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

1. BASIS OF PRESENTATION

The consolidated financial statements present the results of operations, financial position, and cash flows of Marriott International, Inc. ("Marriott," and together with its subsidiaries "we," "us," or the "Company"). In order to make this report easier to read, we refer throughout to (i) our Consolidated Financial Statements as our "Financial Statements," (ii) our Consolidated Statements of Income as our "Income Statements," (iii) our Consolidated Balance Sheets as our "Balance Sheets," (iv) our properties, brands, or markets in the United States and Canada as "North America" or "North American," and (v) our properties, brands, or markets outside of the United States and Canada as "international." In addition, references throughout to numbered "Footnotes" refer to the numbered Notes in these Notes to Consolidated Financial Statements, unless otherwise noted.

During the 2014 first quarter, we modified the information that our President and Chief Executive Officer, who is our "chief operating decision maker" ("CODM"), reviews to be consistent with our continent structure. This structure aligns our business around geographic regions and is designed to enable us to operate more efficiently and to accelerate our worldwide growth. We changed our operating segments to reflect this continent structure and have revised our business segment information for earlier periods to conform to our new business segment presentation. See Footnote No. 16, "Business Segments."

Preparation of financial statements that conform with U.S. generally accepted accounting principles ("GAAP") requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities as of the date of the financial statements, the reported amounts of revenues and expenses during the reporting periods, and the disclosures of contingent liabilities. Accordingly, ultimate results could differ from those estimates.

The accompanying Financial Statements reflect all normal and recurring adjustments necessary to present fairly our financial position at fiscal year-end 2014 and fiscal year-end 2013 and the results of our operations and cash flows for fiscal years 2014, 2013, and 2012. We have eliminated all material intercompany transactions and balances between entities consolidated in these Financial Statements.

We have made certain reclassifications to our prior year amounts to conform to our 2014 presentation. During 2014, we reclassified amounts attributable to depreciation and amortization that we previously reported under the "General, administrative, and other" and "Owned, leased, and other-direct" captions of our Income Statement to a separate "Depreciation, amortization, and other" caption. We continue to report depreciation amounts that third party owners reimburse to us under "Reimbursed costs" in our Income Statement. In the operating activities section of our Statement of Cash Flows, we reclassified depreciation that third-party owners reimburse to us from the "Depreciation, amortization, and other" caption to the "Other" caption. We also reclassified amounts from the previously presented "Working capital changes and other" caption to "Share-based compensation," "Working capital changes," and "Other" captions.

Fiscal Year

Beginning with our 2013 fiscal year, we changed our financial reporting cycle to a calendar year-end reporting cycle and an end-of-month quarterly reporting cycle. Accordingly, our 2013 fiscal year began on December 29, 2012 (the day after the end of the 2012 fiscal year) and ended on December 31, 2013. Historically, our fiscal year was a 52-53 week fiscal year that ended on the Friday nearest to December 31. As a result, our 2014 fiscal year had three fewer days than the 2013 fiscal year. We have not restated and do not plan to restate historical results.

The table below presents each completed fiscal year we refer to in this report, the date the fiscal year ended, and the number of days in that fiscal year, and unless otherwise specified, each reference to a particular year means the fiscal year ended on the date shown below:

Fiscal Year	Fiscal Year-End Date	Number of Days	Fiscal Year	Fiscal Year-End Date	Number of Days
2014	December 31, 2014	365	2009	January 1, 2010	364

services when we incur and expense such costs. When points are redeemed we recognize the amounts we previously deferred as revenue and the corresponding expense relating to the costs of the awards redeemed.

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The recorded liability related to these programs totaled \$2,334 million at year-end 2014 and \$2,141 million at year-end 2013. We estimate the reasonableness and the value of the future redemption obligations using statistical formulas that project timing of future point redemptions based on historical levels, including an estimate of the “breakage” for points that members will never redeem, and an estimate of the points that members will eventually redeem. A ten percent reduction in the estimate of “breakage” would have increased the estimated year-end 2014 liability by \$142 million.

Profit Sharing Plan

We contribute to a profit sharing plan for the benefit of employees meeting certain eligibility requirements who elect to participate in the plan. Participating employees specify the percentage of salary deferred. We recognized compensation costs from profit sharing of \$76 million in 2014, \$75 million in 2013, and \$69 million in 2012.

Non-U.S. Operations

The U.S. dollar is the functional currency of our consolidated and unconsolidated entities operating in the United States. The functional currency of our consolidated and unconsolidated entities operating outside of the United States is generally the principal currency of the economic environment in which the entity primarily generates and expends cash. We translate the financial statements of consolidated entities whose functional currency is not the U.S. dollar into U.S. dollars, and we do the same, as needed, for unconsolidated entities whose functional currency is not the U.S. dollar. We translate assets and liabilities at the exchange rate in effect as of the financial statement date, and translate income statement accounts using the weighted average exchange rate for the period. We include translation adjustments from currency exchange and the effect of exchange rate changes on intercompany transactions of a long-term investment nature as a separate component of shareholders’ equity. We report gains and losses from currency exchange rate changes for intercompany receivables and payables that are not of a long-term investment nature, as well as gains and losses from non-U.S. currency transactions, currently in operating costs and expenses, and those amounted to losses of \$16 million in 2014, \$5 million in 2013, and \$3 million in 2012. Gains and other income attributable to currency translation adjustment losses, net of gains, from the sale or complete or substantially complete liquidation of investments was zero for both 2014 and 2013 and \$1 million for 2012.

Share-Based Compensation

We grant share-based compensation awards at exercise prices or strike prices that equal the market price of our common stock on the date of grant. For all share-based awards, we measure compensation costs for our share-based payment transactions at fair value on the grant date, and we recognize those costs in our Financial Statements over the vesting period during which the employee provides service (“the service period”) in exchange for the award.

On the grant date, we use a binomial lattice-based valuation model to estimate the fair value of each stock appreciation right and stock option granted. This valuation model uses a range of possible stock price outcomes over the term of the award, discounted back to a present value using a risk-free rate. Because of the limitations with closed-form valuation models, such as the Black-Scholes model, we have determined that this more flexible binomial model provides a better estimate of the fair value of our stock appreciation rights and stock options because it takes into account employee and non-employee director exercise behavior based on changes in the price of our stock and also allows us to use other dynamic assumptions. See Footnote No. 5, “Share-Based Compensation” for further information.

Income Taxes

We record the amounts of taxes payable or refundable for the current year, as well as deferred tax liabilities and assets for the future tax consequences of events we have recognized in our Financial Statements or tax returns, using judgment in assessing future profitability and the likely future tax consequences of those events. We base our estimates of deferred tax assets and liabilities on current tax laws, rates and interpretations, and, in certain cases, business plans and other expectations about future outcomes. We develop our estimates of future profitability based on our historical data and experience, industry projections, micro and macro general economic condition projections, and our expectations.

Changes in existing tax laws and rates, their related interpretations, and the uncertainty generated by the current economic environment may affect the amounts of our deferred tax liabilities or the valuations of our deferred tax assets over time. Our accounting for deferred tax consequences represents management’s best estimate of future events that can be appropriately reflected in the accounting estimates.

For tax positions we have taken or expect to take in a tax return, we apply a more likely than not threshold, under which we must conclude a tax position is more likely than not to be sustained, assuming that the position will be examined by the appropriate taxing authority that has full knowledge of all relevant information, in order to continue to recognize the benefit. In determining our provision for income taxes, we use judgment, reflecting our estimates and assumptions, in applying the more

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able to recover the carrying value; for example, when there are material adverse changes in projected revenues or expenses, significant under performance relative to historical or projected operating results, or significant negative industry or economic trends. We also test recoverability when management has committed to a plan to sell or otherwise dispose of an asset group and we expect to complete the plan within a year. We evaluate recoverability of an asset group by comparing its carrying value to the future net undiscounted cash flows that we expect the asset group will generate. If the comparison indicates that we will not be able to recover the carrying value of an asset group, we recognize an impairment loss for the amount by which the carrying value exceeds the estimated fair value. When we recognize an impairment loss for assets to be held and used, we depreciate the adjusted carrying amount of those assets over their remaining useful life.

We calculate the estimated fair value of an intangible asset or asset group using the income approach or the market approach. We utilize the same assumptions and methodology for the income approach that we describe in the “Goodwill” caption. For the market approach, we use internal analyses based primarily on market comparables and assumptions about market capitalization rates, growth rates, and inflation.

Investments

We may hold an equity interest in ventures established to develop or acquire and own hotel properties. These ventures are generally limited liability companies or limited partnerships. We account for investments in such entities using the cost method of accounting when we own a minimal investment and the equity method of accounting when we own more than a minimal investment. We account for investments in other ventures using the equity method of accounting when we exercise significant influence over the entities. If we do not exercise significant influence, we account for the investment using the cost method of accounting. We consolidate entities that we control.

Under the accounting guidance for the consolidation of variable interest entities, we analyze our variable interests, including equity investments, loans, and guarantees, to determine if an entity in which we have a variable interest is a variable interest entity. Our analysis includes both quantitative and qualitative reviews. We base our quantitative analysis on the forecasted cash flows of the entity, and our qualitative analysis on our review of the design of the entity, its organizational structure including decision-making ability, and relevant financial agreements. We also use our qualitative analysis to determine if we must consolidate a variable interest entity as its primary beneficiary.

We evaluate an investment for impairment when circumstances indicate that we may not be able to recover the carrying value. For example, when evaluating our ventures, we consider loan defaults, significant under-performance relative to historical or projected operating performance, or significant negative industry or economic trends.

We impair investments we account for using the equity and cost methods of accounting when we determine that there has been an “other-than-temporary” decline in the venture’s estimated fair value compared to its carrying value. Additionally, a venture’s commitment to a plan to sell some or all of its assets could cause us to evaluate the recoverability of the venture’s individual long-lived assets and possibly the venture itself.

We calculate the estimated fair value of an investment using either a market approach or an income approach. We utilize the same assumptions and methodology for the income approach that we describe in the “Goodwill” caption. For the market approach, we use internal analyses based primarily on market comparables and assumptions about market capitalization rates, growth rates, and inflation.

For investments in securities classified as available-for-sale, we determine the cost basis of the securities sold using specific identification, meaning that we track our securities individually.

Fair Value Measurements

We have various financial instruments we must measure at fair value on a recurring basis, including certain marketable securities and derivatives. See Footnote No. 14, “Fair Value of Financial Instruments” for further information. We also apply the provisions of fair value measurement to various nonrecurring measurements for our financial and nonfinancial assets and liabilities.

Accounting standards define fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date (an exit price). We measure our assets and liabilities using inputs from the following three levels of the fair value hierarchy:

Level 1 inputs are unadjusted quoted prices in active markets for identical assets or liabilities that we have the ability to access at the measurement date.

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Level 2 inputs include quoted prices for similar assets and liabilities in active markets, quoted prices for identical or similar assets or liabilities in markets that are not active, inputs other than quoted prices that are observable for the asset or liability (i.e., interest rates, yield curves, etc.), and inputs that are derived principally from or corroborated by observable market data by correlation or other means (market corroborated inputs).

Level 3 includes unobservable inputs that reflect our assumptions about what factors market participants would use in pricing the asset or liability. We develop these inputs based on the best information available, including our own data.

Derivative Instruments

We record derivatives at fair value. The designation of a derivative instrument as a hedge and its ability to meet the hedge accounting criteria determine how we reflect the change in fair value of the derivative instrument in our Financial Statements. A derivative qualifies for hedge

million liability for assessments by the end of 2015.

Legal Contingencies

We are subject to various legal proceedings and claims, the outcomes of which are uncertain. We record an accrual for legal contingencies when we determine that it is probable that we have incurred a liability and we can reasonably estimate the amount of the loss. In making such determinations we evaluate, among other things, the probability of an unfavorable outcome and, when we believe it probable that a liability has been incurred, our ability to make a reasonable estimate of the loss. We review these accruals each reporting period and make revisions based on changes in facts and circumstances.

Business Combinations

We allocate the purchase price of an acquisition to the tangible and intangible assets acquired and liabilities assumed based on their estimated fair values at the acquisition date. We recognize as goodwill the amount by which the purchase price of an acquired entity exceeds the net of the amounts assigned to the assets acquired and liabilities assumed. In determining the fair values of assets acquired and liabilities assumed, we use various recognized valuation methods including the income and market approaches. Further, we make assumptions within certain valuation techniques, including discount rates, royalty rates, and timing of future cash flows. We record the net assets and results of operations of an acquired entity in our Financial Statements from the acquisition date. We initially perform these valuations based upon preliminary estimates and assumptions by management or independent valuation specialists under our supervision, where appropriate, and make revisions as estimates and assumptions are finalized. We expense acquisition-related costs as incurred.

New Accounting Standards

Accounting Standards Update No. 2014-09 - "Revenue from Contracts with Customers" ("ASU No. 2014-09")

ASU No. 2014-09 supersedes the revenue recognition requirements in Topic 605, *Revenue Recognition*, as well as most industry-specific guidance, and significantly enhances comparability of revenue recognition practices across entities and industries by providing a principles-based, comprehensive framework for addressing revenue recognition issues. In order for a provider of promised goods or services to recognize as revenue the consideration that it expects to receive in exchange for the promised goods or services, the provider should apply the following five steps: (1) identify the contract with a customer or customers; (2) identify the performance obligations in the contract; (3) determine the transaction price; (4) allocate the transaction price to the performance obligations in the contract; and (5) recognize revenue when (or as) the entity satisfies a performance obligation. ASU No. 2014-09 also specifies the accounting for some costs to obtain or fulfill a contract with a customer and provides enhanced disclosure requirements. ASU No. 2014-09 is effective for annual reporting periods beginning after December 15, 2016, including interim periods within that reporting period, which for us will be our 2017 first quarter. We are permitted to use the retrospective or modified retrospective method when adopting ASU No. 2014-09. We are still assessing the potential impact that ASU No. 2014-09 will have on our financial statements and disclosures.

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3. ACQUISITIONS AND DISPOSITIONS

2015 Planned Acquisition

On January 27, 2015, we entered into definitive agreements to acquire the Delta Hotels and Resorts brand, management and franchise business, together with related intellectual property, from Delta Hotels Limited Partnership, a subsidiary of British Columbia Investment Management Corporation ("bcIMC") for C\$168 million (approximately \$135 million at signing). We expect that the transaction, which remains subject to regulatory approval and other customary closing conditions, will close in the second quarter of 2015. At closing we expect to add 38 open hotels and resorts with over 10,000 rooms across Canada, 28 of which are managed (including 13 under new 30-year management agreements with bcIMC-affiliated entities) and 10 of which are franchised, plus five hotels under development (including one under a new 30-year management agreement with a bcIMC-affiliated entity).

2014 Acquisitions

In the 2014 second quarter, we acquired the Protea Hotel Group's brands and hotel management business ("Protea Hotels") for \$193 million (ZAR 2.046 billion) in cash and provisionally recognized approximately: \$184 million (ZAR 1.943 billion) in intangible assets, consisting of deferred contract acquisition costs of \$91 million (ZAR 960 million), a brand intangible of \$73 million (ZAR 772 million), and goodwill of \$20 million (ZAR 211 million); and \$9 million (ZAR 103 million) of tangible assets consisting of property and equipment, equity method investments, and other current assets at the acquisition date. Our accounting for the acquisition has not been finalized as we continue to evaluate the assumptions used in determining the fair value of the intangible assets. As part of the transaction, Protea Hospitality Holdings created an independent property ownership company that retained ownership of the hotels Protea Hospitality Holdings formerly owned, and entered into long-term management and lease agreements with us for these hotels. The property ownership company also retained a number of minority interests in other Protea-managed hotels. As a result of the transaction, we added 113 hotels (10,016 rooms) across three brands in South Africa and six other Sub-Saharan African countries to our International segment portfolio and currently manage 45 percent, franchise 39 percent, and lease 16 percent of those rooms.

this transaction, we received cash proceeds of \$96 million, including \$30 million of proceeds which is refundable by us over the term of the management agreements if the hotel portfolio does not meet certain quarterly hotel performance thresholds. To the extent the hotel portfolio meets the quarterly hotel performance thresholds, we will recognize the \$30 million of proceeds over the remaining term of the management agreements as base fee revenue. In 2012, we recognized a gain of \$41 million, which consisted of: (1) \$20 million of gain that we deferred in 2005 because we retained the equity interest following the original sale of land to one of the joint ventures and because there were contingencies for the 2005 transaction that expired with this sale; and (2) \$21 million of gain on the sale of the equity interest. We also recognized base management fee revenue totaling \$7 million, most of which we had deferred in earlier periods, but which we earned in conjunction with the sale.

We also sold our ExecuStay corporate housing business in 2012. Neither the sales price nor the gain we recognized was material to our results of operations and cash flows. The revenues, results of operations, assets, and liabilities of our ExecuStay business also were not material to our financial position, results of operations or cash flows for any of the periods presented, and accordingly we did not reflect ExecuStay as a discontinued operation.

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4. EARNINGS PER SHARE

The table below illustrates the reconciliation of the earnings and number of shares used in our calculations of basic and diluted earnings per share:

	2014	2013	2012
<i>(in millions, except per share amounts)</i>			
<i>Computation of Basic Earnings Per Share</i>			
Net income	\$ 753	\$ 626	\$ 571
Weighted average shares outstanding	289.9	305.0	322.6
Basic earnings per share	<u>\$ 2.60</u>	<u>\$ 2.05</u>	<u>\$ 1.77</u>
<i>Computation of Diluted Earnings Per Share</i>			
Net income	\$ 753	\$ 626	\$ 571
Weighted average shares outstanding	289.9	305.0	322.6
Effect of dilutive securities			
Stock option and appreciation right plans	3.1	4.0	6.1
Deferred stock incentive plans	0.7	0.8	0.9
Restricted stock units	3.1	3.2	3.3
Shares for diluted earnings per share	<u>296.8</u>	<u>313.0</u>	<u>332.9</u>
Diluted earnings per share	<u>\$ 2.54</u>	<u>\$ 2.00</u>	<u>\$ 1.72</u>

We compute the effect of dilutive securities using the treasury stock method and average market prices during the period. We have excluded the following antidilutive stock options and stock appreciation rights in our calculation of diluted earnings per share because their exercise prices were greater than the average market prices for the applicable periods:

- (a) for 2014, zero options and stock appreciation rights;
- (b) for 2013, 0.4 million options and stock appreciation rights; and
- (c) for 2012, 1.0 million options and stock appreciation rights.

5. SHARE-BASED COMPENSATION

Under our Stock and Cash Incentive Plan (the "Stock Plan"), we award: (1) stock options (our "Stock Option Program") to purchase our Class A Common Stock (our "common stock"); (2) stock appreciation rights ("SARs") for our common stock (our "SAR Program"); (3) restricted stock units ("RSUs") of our common stock; and (4) deferred stock units. We also issue performance-based RSUs ("PSUs") to named executive officers and some of their direct reports under the Stock Plan. We grant awards at exercise prices or strike prices that equal the market price of our common stock on the date of grant.

During 2014, we granted 1.9 million RSUs, 0.3 million PSUs, 0.3 million SARs, and 0.1 million stock options.

We recorded share-based compensation expense for award grants of \$109 million in 2014, \$116 million in 2013, and \$94 million in 2012. Deferred compensation costs for unvested awards totaled \$114 million at year-end 2014 and \$108 million at year-end 2013. As of year-end 2014,

Granted during 2014	0.1	53
Exercised during 2014	(4.0)	20
Forfeited during 2014	—	—
Outstanding at year-end 2014	<u>0.7</u>	<u>\$ 36</u>

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The following table presents the stock options issued under the Stock Option Program awards outstanding and exercisable at year-end 2014:

				Outstanding			Exercisable		
Range of Exercise Prices				Number of Stock Options (in millions)	Weighted Average Exercise Price (per Option)	Weighted Average Remaining Life (in years)	Number of Stock Options (in millions)	Weighted Average Exercise Price (per Option)	Weighted Average Remaining Life (in years)
\$	13	to	\$ 22	—	\$ 17	1	—	\$ 17	1
	23	to	35	0.5	32	5	0.3	30	4
	36	to	53	0.2	45	8	—	41	6
\$	13	to	\$ 53	<u>0.7</u>	<u>\$ 36</u>	<u>6</u>	<u>0.3</u>	<u>\$ 32</u>	<u>4</u>

The following table presents the number of stock options we granted in the last three fiscal years and the associated weighted average grant-date fair values and weighted average exercise prices:

	2014	2013	2012
Options granted	75,861	96,960	255,761
Weighted average grant-date fair value (per option)	\$ 17	\$ 13	\$ 12
Weighted average exercise price (per option)	\$ 53	\$ 39	\$ 35

The following table presents the intrinsic value (the amount by which the market price of the underlying common stock exceeded the aggregate exercise price of the stock option) of all outstanding stock options and of exercisable stock options at year-end 2014 and 2013:

(\$ in millions)	2014	2013
Outstanding stock options	\$ 28	\$ 126
Exercisable stock options	\$ 14	\$ 121

Stock options exercised during the last three years had total intrinsic values of approximately \$160 million in 2014, \$131 million in 2013, and \$158 million in 2012.

We may grant SARs to officers and key employees ("Employee SARs") at exercise prices or strike prices equal to the market price of our common stock on the grant date. Employee SARs expire ten years after the grant date and both vest and may be exercised in cumulative installments of one quarter at the end of each of the first four years following the grant date. We may grant SARs to directors ("Director SARs") at exercise prices or strike prices equal to the market price of our common stock on the grant date. Director SARs generally expire ten years after the date of grant and vest upon grant; however, they are generally not exercisable until one year after grant. On exercise of SARs, holders receive the number of shares of our common stock equal to the number of SARs that are being exercised multiplied by the quotient of (a) the stock price on the date of exercise minus the exercise price, divided by (b) the stock price on the date of exercise.

We recognized compensation expense for Employee SARs and Director SARs of \$8 million in 2014, \$12 million in 2013, and \$9 million in 2012. We had deferred compensation costs related to SARs of approximately \$3 million in 2014 and \$4 million in 2013. Upon the exercise of SARs, we issue shares from treasury shares.

The following table presents the 2014 changes in our outstanding SARs and the associated weighted average exercise prices:

	Number of SARs (in millions)	Weighted Average Exercise Price
Outstanding at year-end 2013	6.4	\$ 32
Granted during 2014	0.3	53
Exercised during 2014	(0.9)	31

Weighted average grant-date fair value (per share)	\$	59	\$	44	\$	39
Aggregate intrinsic value of shares distributed (in millions)	\$	0.8	\$	0.7	\$	1.0

We had 268,000 outstanding non-employee deferred stock units at year-end 2014, and 261,000 outstanding at year-end 2013. The weighted average grant-date fair value of those outstanding deferred stock units was \$30 for 2014 and \$22 for 2013.

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Other Information

At year-end 2014, we had authorized 27 million shares under the Stock Plan, including 6 million shares under the Stock Option Program and the SAR Program.

6. INCOME TAXES

The components of our earnings before income taxes for the last three fiscal years consisted of:

(\$ in millions)	2014	2013	2012
U.S.	\$ 808	\$ 630	\$ 631
Non-U.S.	280	267	218
	<u>\$ 1,088</u>	<u>\$ 897</u>	<u>\$ 849</u>

Our provision for income taxes for the last three fiscal years consists of:

(\$ in millions)	2014	2013	2012
Current			
-U.S. Federal	\$ (224)	\$ (139)	\$ 6
-U.S. State	(43)	(17)	(8)
-Non-U.S.	(47)	(44)	(34)
	<u>(314)</u>	<u>(200)</u>	<u>(36)</u>
Deferred			
-U.S. Federal	(21)	(68)	(211)
-U.S. State	(5)	(10)	(30)
-Non-U.S.	5	7	(1)
	<u>(21)</u>	<u>(71)</u>	<u>(242)</u>
	<u>\$ (335)</u>	<u>\$ (271)</u>	<u>\$ (278)</u>

Our current tax provision does not reflect the following benefits attributable to us for the vesting or exercise of employee share-based awards: \$89 million in 2014, \$66 million in 2013, and \$76 million in 2012. The preceding table includes tax credits of \$4 million in 2014, \$3 million in 2013, and \$3 million in 2012. We had a tax provision applicable to other comprehensive income of \$5 million in 2014, \$2 million in 2013, and \$5 million in 2012.

We have made no provision for U.S. income taxes or additional non-U.S. taxes on the cumulative unremitted earnings of non-U.S. subsidiaries (\$894 million as of year-end 2014). We consider the earnings for substantially all non-U.S. subsidiaries to be indefinitely reinvested. These earnings could become subject to additional taxes if the non-U.S. subsidiaries dividend or loan those earnings to us or to a U.S. affiliate or if we sell our interests in the non-U.S. subsidiaries. We cannot practically estimate the amount of additional taxes that might be payable on the unremitted earnings.

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Unrecognized Tax Benefits

The following table reconciles our unrecognized tax benefit balance for each year from the beginning of 2012 to the end of 2014:

(\$ in millions)	Amount
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Net deferred taxes

\$	803	\$	866
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The following table presents the tax effect of each type of temporary difference and carry-forward that gave rise to a significant portion of our deferred tax assets and liabilities as of year-end 2014 and year-end 2013:

(\$ in millions)	At Year-End 2014	At Year-End 2013
Employee benefits	\$ 347	\$ 340
Net operating loss carry-forwards	257	293
Tax credits	182	273
Reserves	55	61
Frequent guest program	47	30
Self-insurance	24	23
Deferred income	20	23
Other, net	16	(12)
Deferred taxes	948	1,031
Less: valuation allowance	(145)	(165)
Net deferred taxes	\$ 803	\$ 866

At year-end 2014, we had approximately \$28 million of tax credits that expire through 2024 and \$153 million of tax credits that do not expire. We recorded \$10 million of net operating loss benefits in 2014 and \$14 million in 2013. At year-end 2014, we had approximately \$1.2 billion of primarily state and foreign net operating losses, of which \$561 million expire through 2034.

Reconciliation of U.S. Federal Statutory Income Tax Rate to Actual Income Tax Rate

The following table reconciles the U.S. statutory tax rate to our effective income tax rate for the last three fiscal years:

	2014	2013	2012
U.S. statutory tax rate	35.0 %	35.0 %	35.0 %
U.S. state income taxes, net of U.S. federal tax benefit	2.7	2.6	2.6
Nondeductible expenses	0.2	0.5	0.3
Non-U.S. income	(4.8)	(5.7)	(3.9)
Change in valuation allowance	(0.4)	0.3	(0.2)
Tax credits	(0.3)	(0.4)	(0.4)
Other, net	(1.6)	(2.1)	(0.7)
Effective rate	30.8 %	30.2 %	32.7 %

We paid cash for income taxes, net of refunds of \$172 million in 2014 and \$77 million in 2013, and we received \$17 million of cash for income tax refunds, net of payments in 2012.

7. COMMITMENTS AND CONTINGENCIES

Guarantees

We issue guarantees to certain lenders and hotel owners, chiefly to obtain long-term management contracts. The guarantees generally have a stated maximum funding amount and a term of four to ten years. The terms of guarantees to lenders generally require us to fund if cash flows from hotel operations are inadequate to cover annual debt service or to repay the loan.

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at the end of the term. The terms of the guarantees to hotel owners generally require us to fund if the hotels do not attain specified levels of operating profit. Guarantee fundings to lenders and hotel owners are generally recoverable as loans repayable to us out of future hotel cash flows and/or proceeds from the sale of hotels. We also enter into project completion guarantees with certain lenders in conjunction with hotels that we or our joint venture partners are building.

We show the maximum potential amount of our future guarantee fundings and the carrying amount of our liability for guarantees for which

this guarantee had a carrying value of \$1 million at year-end 2014.

In addition to the guarantees described in the preceding paragraphs, in conjunction with financing obtained for specific projects or properties owned by joint ventures in which we are a party, we may provide industry standard indemnifications to the lender for loss, liability, or damage occurring as a result of the actions of the other joint venture owner or our own actions.

Commitments

In addition to the guarantees we note in the preceding paragraphs, at year-end 2014, we had the following commitments outstanding, which are not recorded on our Balance Sheet:

- A commitment to invest up to \$8 million of equity for a non-controlling interest in a partnership that plans to purchase North American full-service and limited-service properties, or purchase or develop hotel-anchored mixed-use real estate projects. We expect to fund \$1 million of this commitment in 2015. We do not expect to fund the remaining \$7 million of this commitment, which expires in 2016.
- A commitment to invest up to \$23 million of equity for non-controlling interests in a partnership that plans to purchase or develop limited-service properties in Asia. We expect to fund this commitment as follows: \$3 million in 2015 and \$6 million in 2016. We do not expect to fund the remaining \$14 million of this commitment prior to the end of the commitment period in 2016.
- A commitment, with no expiration date, to invest up to \$11 million in a joint venture for development of a new property. We expect to fund this commitment in 2015.
- A commitment to invest \$2 million in the renovation of a leased hotel. We expect to fund this commitment by the end of 2015.
- A commitment to invest \$26 million (R\$69 million) for the development of a property. We expect to fund this commitment as follows: \$25 million (R\$66 million) in 2015 and \$1 million (R\$3 million) in 2016.
- We have a right and under certain circumstances an obligation to acquire our joint venture partner's remaining interests in two joint ventures over the next six years at a price based on the performance of the ventures. In conjunction with this contingent obligation, we advanced \$18 million (€15 million) in deposits, \$13 million (€11 million) of which is remaining. The amounts on deposit are refundable to the extent we do not acquire our joint venture partner's remaining interests.
- Various commitments to purchase information technology hardware, software, and accounting, finance, and maintenance services in the normal course of business totaling \$186 million. We expect to fund these commitments as follows: \$66 million in 2015, \$41 million in 2016, \$39 million in 2017, and \$40 million thereafter. The majority of these commitments will be recovered through cost reimbursement charges to properties in our system.
- Several commitments aggregating \$32 million with no expiration date and which we do not expect to fund.
- A commitment to invest up to \$10 million under certain circumstances for additional mandatorily redeemable preferred equity ownership interest in an entity that owns three hotels. We have not yet determined the amount or timing of any potential funding of this commitment, which expires in 2015, subject to annual extensions through 2018.
- A \$9 million loan commitment that we extended to the owner of a property to cover the cost of renovation shortfalls which we expect to fund in the 2015 first quarter. The commitment will expire at the end of the 2016 second quarter.

Letters of Credit

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At year-end 2014, we had \$87 million of letters of credit outstanding (all outside the Credit Facility), the majority of which were for our self-insurance programs. Surety bonds issued as of year-end 2014, totaled \$153 million, the majority of which federal, state and local governments requested in connection with our self-insurance programs.

Legal Proceedings

On January 19, 2010, several former Marriott employees (the "plaintiffs") filed a putative class action complaint against us and the Stock Plan (the "defendants"), alleging that certain equity awards of deferred bonus stock granted to the plaintiffs and other current and former employees for fiscal years 1963 through 1989 are subject to vesting requirements under the Employee Retirement Income Security Act of 1974, as amended ("ERISA"), that are in certain circumstances more rapid than those set forth in the awards. The action was brought in the United States District Court for the District of Maryland (Greenbelt Division), and Dennis Walter Bond Sr. and Michael P. Steigman were the remaining named plaintiffs. Class certification was denied, and on January 16, 2015, the court granted Marriott's motion for summary judgment and dismissed the case. Plaintiffs have filed a notice of appeal with the U.S. Court of Appeals for the Fourth Circuit.

Current year	(24)	(25)
Prior years	(77)	(79)
Total paid	(101)	(104)
Net balance at end of year	380	357
Add: reinsurance recoverable	4	5
Balance at end of year	\$ 384	\$ 362

Our provision for incurred losses relating to the current year increased by \$10 million over 2013 primarily due to an increase in medical benefit costs and growth in business activity. Our provision for incurred losses relating to prior years decreased by \$2 million in 2014 and increased by \$8 million in 2013 as a result of changes in estimates from insured events from prior years due to changes in underwriting experience and frequency and severity trends. Our year-end 2014 self-insurance reserve of \$384 million consisted of a current portion of \$120 million and noncurrent portion of \$264 million. Our year-end 2013 self-insurance reserve of \$362 million consisted of a current portion of \$120 million and noncurrent portion of \$242 million.

10. LONG-TERM DEBT

We provide detail on our long-term debt balances at year-end 2014 and 2013 in the following table:

<i>(\$ in millions)</i>	At Year-End 2014	At Year-End 2013
Senior Notes:		
Series G Notes, interest rate of 5.8%, face amount of \$316, maturing November 10, 2015 (effective interest rate of 6.6%) ⁽¹⁾	\$ 314	\$ 312
Series H Notes, interest rate of 6.2%, face amount of \$289, maturing June 15, 2016 (effective interest rate of 6.3%) ⁽¹⁾	289	289
Series I Notes, interest rate of 6.4%, face amount of \$293, maturing June 15, 2017 (effective interest rate of 6.5%) ⁽¹⁾	293	292
Series K Notes, interest rate of 3.0%, face amount of \$600, maturing March 1, 2019 (effective interest rate of 4.4%) ⁽¹⁾	596	595
Series L Notes, interest rate of 3.3%, face amount of \$350, maturing September 15, 2022 (effective interest rate of 3.4%) ⁽¹⁾	349	349
Series M Notes, interest rate of 3.4%, face amount of \$350, maturing October 15, 2020 (effective interest rate of 3.6%) ⁽¹⁾	348	348
Series N Notes, interest rate of 3.1%, face amount of \$400, maturing October 15, 2021 (effective interest rate of 3.4%) ⁽¹⁾	397	—
Commercial paper, average interest rate of 0.4% at December 31, 2014	1,072	834
\$2,000 Credit Facility	—	—
Other	123	180
	3,781	3,199
Less current portion classified in:		
Accrued expenses and other (liabilities held for sale)	—	(46)
Current portion of long-term debt	(324)	(6)
	\$ 3,457	\$ 3,147

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⁽¹⁾ Face amount and effective interest rate are as of year-end 2014.

All of our long-term debt is recourse to us but unsecured. We paid cash for interest, net of amounts capitalized, of \$79 million in 2014, \$83 million in 2013, and \$83 million in 2012.

In the 2014 fourth quarter, we issued \$400 million aggregate principal amount of 3.1 percent Series N Notes due 2021 (the “Series N Notes”). We received net proceeds of approximately \$394 million from the offering, after deducting the underwriting discount and estimated expenses. We will pay interest on the Series N Notes on April 15 and October 15 of each year, commencing on April 15, 2015.

In the 2013 third quarter, we issued \$350 million aggregate principal amount of 3.4 percent Series M Notes due 2020 (the “Series M Notes”). We received net proceeds of approximately \$345 million from the offering, after deducting the underwriting discount and estimated expenses. We

12. PROPERTY AND EQUIPMENT

The following table presents the composition of our property and equipment balances at year-end 2014 and 2013:

<i>(\$ in millions)</i>	At Year-End 2014	At Year-End 2013
Land	\$ 457	\$ 535
Buildings and leasehold improvements	781	786
Furniture and equipment	775	789
Construction in progress	365	338
	2,378	2,448
Accumulated depreciation	(918)	(905)
	<u>\$ 1,460</u>	<u>\$ 1,543</u>

We record property and equipment at cost, including interest and real estate taxes we incur during development and construction. Interest we capitalized as a cost of property and equipment totaled \$33 million in 2014, \$31 million in 2013, and \$27 million in 2012. We capitalize the cost of improvements that extend the useful life of property and equipment when we incur them. These capitalized costs may include structural costs, equipment, fixtures, floor, and wall coverings. We expense all repair and maintenance costs when we incur them. We compute depreciation using the straight-line method over the estimated useful lives of the assets (three to 40 years), and we amortize leasehold improvements over the shorter of the asset life or lease term. Our gross depreciation expense totaled \$135 million in 2014, \$107 million in 2013, and \$93 million in 2012 (of which \$51 million in 2014, \$48 million in 2013, and \$45 million in 2012 we included in reimbursed costs). Fixed assets attributed to operations located outside the United States were \$291 million in 2014 and \$238 million in 2013.

See Footnote No. 3, "Acquisitions and Dispositions" for information on a \$25 million impairment charge we recorded in 2014 on three EDITION hotels in the "Depreciation, amortization, and other" caption of our Income Statements.

13. NOTES RECEIVABLE

The following table presents the composition of our notes receivable balances (net of reserves and unamortized discounts) at year-end 2014 and 2013:

<i>(\$ in millions)</i>	At Year-End 2014	At Year-End 2013
Senior, mezzanine, and other loans	\$ 242	\$ 178
Less current portion	(27)	(36)
	<u>\$ 215</u>	<u>\$ 142</u>

We classify notes receivable due within one year as current assets in the caption "Accounts and notes receivable, net" in our Balance Sheets. We did not have any past due notes receivable amounts at the end of either 2014 or 2013. In 2014, we provided an \$85 million mezzanine loan (net of a \$15 million discount) to an owner in conjunction with entering into a franchise agreement for an International property. The unamortized discounts for our notes receivable were \$25 million at year-end 2014 and \$12 million at year-end 2013.

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The following table presents the expected future principal payments (net of reserves and unamortized discounts) as well as interest rates and unamortized discounts for our notes receivable as of year-end 2014:

Notes Receivable Principal Payments (net of reserves and unamortized discounts) and Interest Rates <i>(\$ in millions)</i>	Amount
2015	\$ 27
2016	72
2017	2
2018	3
2019	1

We estimate the fair value of our senior, mezzanine, and other loans, including the current portion, by discounting cash flows using risk-adjusted rates, both of which are Level 3 inputs.

We carry our marketable securities at fair value. Our marketable securities include debt securities of the U.S. Government, its sponsored agencies and other U.S. corporations invested for our self-insurance programs, as well as shares of a publicly traded company, which we value using directly observable Level 1 inputs. The carrying value of these marketable securities at year-end 2014 was \$44 million.

In the 2013 second quarter, we received \$22 million in net cash proceeds for the sale of a portion of our shares of a publicly traded company (with a cost basis of \$14 million at the date of sale) and recognized an \$8 million gain in the "Gains and other income" caption of our Income Statements. This gain included recognition of unrealized gains that we previously recorded in other comprehensive income. See Footnote No. 15, "Comprehensive Income and Shareholders' (Deficit) Equity" for additional information on our reclassification of these unrealized gains from accumulated other comprehensive income.

In the 2013 second quarter, we acquired a \$65 million mandatorily redeemable preferred equity ownership interest in an entity that owns three hotels that we manage. We account for this investment as a debt security (with a cost of \$77 million at year-end 2014, including accrued interest income), and have classified it as a current asset as of year-end 2014. Based on qualitative and quantitative analyses, we concluded that the entity in which we invested is a variable interest entity because it is capitalized primarily with debt. We did not consolidate the entity because we do not have the power to direct the activities that most significantly impact the entity's economic performance. Inclusive of our contingent future funding commitment, our maximum exposure to loss at year-end 2014 is \$87 million. This security matures in 2015. We do not intend to sell this security and it is not more likely than not that we will be required to sell the investment before recovery of the amortized cost basis, which may be at maturity.

We estimate the fair value of our other long-term debt, including the current portion and excluding leases, using expected future payments discounted at risk-adjusted rates, both of which are Level 3 inputs. We determine the fair value of our senior notes using quoted market prices, which are directly observable Level 1 inputs. As we note in Footnote No. 10, "Long-Term Debt," even though our commercial paper borrowings generally have short-term maturities of 30 days or less, we classify outstanding commercial paper borrowings as noncurrent based on our ability and intent to refinance them on a long-term basis. As we are a frequent issuer of commercial paper, we use pricing from recent transactions as Level 2 inputs in estimating fair value. At year-end 2014 and year-end 2013, we determined that the carrying value of our commercial paper approximated its fair value due to the short maturity. Our other noncurrent liabilities largely consist of guarantees. As we note in the "Guarantees" caption of Footnote No. 2, "Summary of Significant Accounting Policies," we measure our liability for guarantees at fair value on a nonrecurring basis that is when we issue or modify a guarantee, using Level 3 internally developed inputs. At year-end 2014 and year-end 2013, we determined that the carrying values of our guarantee liabilities approximated their fair values based on Level 3 inputs.

See the "Fair Value Measurements" caption of Footnote No. 2, "Summary of Significant Accounting Policies" for more information on the input levels we use in determining fair value.

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15. COMPREHENSIVE INCOME AND SHAREHOLDERS' (DEFICIT) EQUITY

The following table details our accumulated other comprehensive (loss) income activity for 2014, 2013, and 2012:

(\$ in millions)	Foreign Currency Translation Adjustments	Other Derivative Instrument Adjustments ⁽¹⁾	Unrealized Gains (Losses) on Available- For-Sale Securities ⁽²⁾	Accumulated Other Comprehensive Loss
Balance at year-end 2011	\$ (37)	\$ (18)	\$ 7	\$ (48)
Other comprehensive income (loss) before reclassifications	4	(2)	—	2
Amounts reclassified from accumulated other comprehensive loss	1	1	—	2
Net other comprehensive income (loss)	5	(1)	—	4
Balance at year-end 2012	\$ (32)	\$ (19)	\$ 7	\$ (44)
Other comprehensive income (loss) before reclassifications	1	—	5	6
Amounts reclassified from accumulated other comprehensive loss	—	—	(6)	(6)
Net other comprehensive income (loss)	1	—	(1)	—
Balance at year-end 2013	\$ (31)	\$ (19)	\$ 6	\$ (44)
Other comprehensive (loss) income before reclassifications	(41)	8	5	(28)

allocating corporate expenses, income taxes, or indirect general, administrative, and other expenses. We allocate gains and losses, equity in earnings or losses from our joint ventures, and direct general, administrative, and other expenses to each of our segments. "Other unallocated corporate" represents a portion of our revenues, general, administrative, and other expenses, equity in earnings or losses, and other gains or losses that we do not allocate to our segments. It also includes license fees we receive from our credit card programs and license fees from MVW. Our CODM monitors assets for the consolidated company but does not use assets by business segment when assessing performance or making business segment resource allocations.

Revenues

(\$ in millions)	2014	2013	2012
North American Full-Service Segment	\$ 8,323	\$ 7,978	\$ 7,276
North American Limited-Service Segment	2,962	2,583	2,456
International Segment	2,255	1,957	1,794
Total segment revenues ⁽¹⁾	13,540	12,518	11,526
Other unallocated corporate	256	266	288
	<u>\$ 13,796</u>	<u>\$ 12,784</u>	<u>\$ 11,814</u>

⁽¹⁾ Revenues attributed to operations located outside the United States were \$2,518 million in 2014, \$2,149 million in 2013, and \$1,912 million in 2012.

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Net Income

(\$ in millions)	2014	2013	2012
North American Full-Service Segment	\$ 524	\$ 490	\$ 442
North American Limited-Service Segment	574	479	472
International Segment	295	228	251
Total segment profits ⁽¹⁾	1,393	1,197	1,165
Other unallocated corporate	(220)	(203)	(196)
Interest expense and interest income	(85)	(97)	(120)
Income taxes	(335)	(271)	(278)
	<u>\$ 753</u>	<u>\$ 626</u>	<u>\$ 571</u>

⁽¹⁾ Segment profits attributed to operations located outside the United States were \$327 million in 2014, \$269 million in 2013, and \$283 million in 2012. The 2014 segment profits consisted of segment profits of \$99 million from Asia Pacific, \$95 million from Europe, \$74 million from the Caribbean and Latin America, \$32 million from Canada, and \$27 million from the Middle East and Africa.

Depreciation and Amortization

(\$ in millions)	2014	2013	2012
North American Full-Service Segment	\$ 52	\$ 57	\$ 46
North American Limited-Service Segment	22	21	16
International Segment	42	42	33
Total segment depreciation and amortization	116	120	95
Other unallocated corporate ⁽¹⁾	32	7	7
	<u>\$ 148</u>	<u>\$ 127</u>	<u>\$ 102</u>

⁽¹⁾ Includes a \$25 million net impairment charge we recorded in 2014 on three EDITION hotels. See Footnote No. 3, "Acquisitions and Dispositions" for more information.

As a result of the changes to our operating segments discussed above, in the 2014 first quarter we reallocated goodwill among our affected reporting units based on the relative fair value of each remaining or newly identified reporting unit. We also determined that the estimated fair

	\$	250	\$	255	\$	349
Reimbursed costs	\$	(226)	\$	(236)	\$	(315)
Depreciation, amortization, and other		(2)		(2)		(2)
General, administrative, and other		(2)		(3)		2
Gains and other income		—		—		43
Interest expense		—		—		1
Interest income		5		4		3
Equity in earnings (losses)		6		(5)		(13)

Balance Sheet Data

(\$ in millions)

	At Year-End 2014	At Year-End 2013
Current assets		
Accounts and notes receivable, net	\$ 26	\$ 22
Other	1	—
Intangible assets		
Contract acquisition costs and other	20	20
Equity and cost method investments	210	207
Deferred taxes, net	13	16
Other noncurrent assets	19	16
Current liabilities		
Accounts payable	(10)	(4)
Accrued expenses and other	(20)	(9)
Other noncurrent liabilities	(3)	(2)

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Summarized information for the entities in which we have equity method investments is as follows:

Income Statement Data

(\$ in millions)

	2014	2013	2012
Sales	\$ 752	\$ 727	\$ 902
Net income (loss)	\$ 38	\$ 11	\$ (4)

Balance Sheet Summary

(\$ in millions)

	At Year-End 2014	At Year-End 2013
Assets (primarily comprised of hotel real estate managed by us)	\$ 1,499	\$ 1,832
Liabilities	\$ 1,287	\$ 1,482

18. RELATIONSHIP WITH MAJOR CUSTOMER

Host Hotels & Resorts, Inc., formerly known as Host Marriott Corporation, and its affiliates (“Host”) owned or leased 61 lodging properties at year-end 2014, 66 lodging properties at year-end 2013, and 124 lodging properties at year-end 2012 that we operated under long-term agreements. Over the last three years, we recognized revenues, including cost reimbursements revenue, of \$1,927 million in 2014, \$2,016 million in 2013, and \$2,246 million in 2012 from those lodging properties, and included those revenues in our North American Full-Service, North American Limited-Service, and International segments.

Host is also a partner in certain unconsolidated partnerships that own lodging properties that we operate under long-term agreements. Host was affiliated with nine such properties at year-end 2014, ten such properties at year-end 2013, and ten such properties at year-end 2012. We recognized revenues, including cost reimbursements revenue, of \$106 million in 2014, \$87 million in 2013, and \$75 million in 2012 from those

Table of Contents**Item 9B. Other Information.**

None.

Table of Contents**PART III****Items 10, 11, 12, 13, 14.**

As described below, we incorporate by reference in this Annual Report on Form 10-K certain information appearing in the Proxy Statement that we will furnish to our shareholders in connection with our 2015 Annual Meeting of Shareholders.

Item 10. Directors, Executive Officers and Corporate Governance.

We incorporate this information by reference to “Our Board of Directors,” “Section 16(a) Beneficial Ownership Reporting Compliance,” “Audit Committee,” “Transactions with Related Persons,” and “Selection of Director Nominees” sections of our Proxy Statement. We have included information regarding our executive officers and our Code of Ethics below.

Item 11. Executive Compensation.

We incorporate this information by reference to the “Executive and Director Compensation” and “Compensation Committee Interlocks and Insider Participation” sections of our Proxy Statement.

Item 12. Security Ownership of Certain Beneficial Owners and Management and Related Stockholder Matters.

We incorporate this information by reference to the “Securities Authorized for Issuance Under Equity Compensation Plans” and the “Stock Ownership” sections of our Proxy Statement.

Item 13. Certain Relationships and Related Transactions, and Director Independence.

We incorporate this information by reference to the “Transactions with Related Persons,” and “Director Independence” sections of our Proxy Statement.

Item 14. Principal Accounting Fees and Services.

We incorporate this information by reference to the “Independent Registered Public Accounting Firm Fee Disclosure” and the “Pre-Approval of Independent Auditor Fees and Services Policy” sections of our Proxy Statement.

Table of Contents**EXECUTIVE OFFICERS OF THE REGISTRANT**

Set forth below is certain information with respect to our executive officers. The information set forth below is as of February 1, 2015, except where indicated.

Name and Title	Age	Business Experience
J.W. Marriott, Jr. Executive Chairman and	82	J.W. Marriott, Jr. was elected Executive Chairman effective March 31, 2012, having decided to relinquish his position as Chief Executive Officer. He served as Chief

his responsibilities expanded to include North America, the Caribbean and Latin America. Mr. Capuano began his professional career in Laventhol and Horwath's Boston-based Leisure Time Advisory Group. He then joined Kenneth Leventhal and Company's hospitality consulting group in Los Angeles, CA. Mr. Capuano earned his bachelor's degree in Hotel Administration from Cornell University. He is an active member of the Cornell Society of Hotelmen and a member of The Cornell School of Hotel Administration Dean's Advisory Board. Mr. Capuano is also a member of the American Hotel and Lodging Association's Industry Real Estate Financial Advisory Council.

Simon F. Cooper
President & Managing Director
Asia Pacific

69 Simon F. Cooper became President and Managing Director, Asia Pacific in September 2010. He oversees the operation, development and strategic positioning of the brands and luxury groups in Asia Pacific. Mr. Cooper served as President and Chief Operating Officer of Ritz-Carlton from February 2001 until he assumed his current position, after a distinguished career with Marriott Lodging, including serving three years as President of Marriott Lodging Canada. His first hospitality job was with Canadian Pacific Hotels & Resorts. Among his many professional honors, Mr. Cooper has served on the Woodrow Wilson International Centre for Scholars, Canada Institute Advisory Board and as Chairman of the Board of Governors for Canada's University of Guelph. While he was President and COO of Ritz-Carlton, Mr. Cooper presided over a major expansion of the brand. In 2008 Mr. Cooper was named "Corporate Hotelier of the World" by HOTELS Magazine. In June of 2010, he received an Honorary Degree of Doctor of Laws from the University of Guelph. Born and educated in England, he earned an MBA from the University of Toronto.

David Grissen
Group President

56 David Grissen became Group President effective February 2014, assuming additional responsibility for The Ritz-Carlton and Global Operations Services. He became the Group President for The Americas in 2012, with responsibility for all business activities including operations, sales and marketing, revenue management, human resources, engineering, rooms operations, food and beverage, retail, spa, information technology and development. Prior to this, he served as President, Americas from 2010; Executive Vice President of the Eastern Region from 2005; Senior Vice President of the Mid-Atlantic Region and Senior Vice President of Finance and Business Development from 2000. Mr. Grissen is chair of the Americas' Hotel Development Committee and a member of the Lodging Strategy Group and Corporate Growth Committee. He is a member of the Board of Directors of Regis Corporation and also Vice Chairman of the Board of Directors for Back on My Feet, an organization that helps individuals experiencing homelessness. Mr. Grissen holds a bachelor's degree from Michigan State University and a master's degree from Loyola University in Chicago.

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Name and Title	Age	Business Experience
Alex Kyriakidis President & Managing Director Middle East & Africa	62	Alex Kyriakidis joined Marriott in January 2012 as President and Managing Director, Middle East and Africa with responsibility for all business activities for the Middle East and Africa Region (MEA), including operations, sales and marketing, finance and hotel development. Before joining Marriott, Mr. Kyriakidis served for 10 years as Global Managing Director - Travel, Hospitality and Leisure for Deloitte LLP. In this role, Mr. Kyriakidis led the Global Travel, Hospitality and Leisure Industry team, where he was responsible for a team of 4,500 professionals that generated \$700 million in revenues. Mr. Kyriakidis has 38 years of experience providing strategic, financial, M&A, operational, asset management and integration services to the travel, hospitality and leisure sectors. He has served clients in 25 countries, predominantly in the Europe, MEA and Asia Pacific regions. He is a fellow of the Arab Society of Certified Accountants, the British Association of Hotel Accountants and the Institute of Chartered Accountants in England and Wales. Mr. Kyriakidis holds a bachelor of science degree in computer science and

Item 15. Exhibits and Financial Statement Schedules.**LIST OF DOCUMENTS FILED AS PART OF THIS REPORT****(1) FINANCIAL STATEMENTS**

We include this portion of Item 15 under Item 8 of this Report on Form 10-K.

(2) FINANCIAL STATEMENT SCHEDULES

We include the financial statement schedules required by the applicable accounting regulations of the SEC in the notes to our financial statements and incorporate that information in this Item 15 by reference.

(3) EXHIBITS

Any shareholder who wants a copy of the following Exhibits may obtain one from us upon request at a charge that reflects the reproduction cost of such Exhibits. Requests should be made to the Secretary, Marriott International, Inc., 10400 Fernwood Road, Department 52/862, Bethesda, MD 20817.

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Exhibit No.	Description	Incorporation by Reference (where a report is indicated below, that document has been previously filed with the SEC and the applicable exhibit is incorporated by reference thereto)
3.1	Restated Certificate of Incorporation.	Exhibit No. 3(i) to our Form 8-K filed August 22, 2006 (File No. 001-13881).
3.2	Amended and Restated Bylaws.	Exhibit No. 3(ii) to our Form 8-K filed June 18, 2014 (File No. 001-13881).
4.1	Form of Common Stock Certificate.	Exhibit No. 4.5 to our Form S-3ASR filed December 8, 2005 (File No. 333-130212).
4.2	Indenture dated as of November 16, 1998, between the Company and The Bank of New York Mellon, as successor to JPMorgan Chase Bank, N.A., formerly known as The Chase Manhattan Bank.	Exhibit No. 4.1 to our Form 10-K for the fiscal year ended January 1, 1999 (File No. 001-13881).
4.3	Form of 5.810% Series G Note due 2015.	Exhibit No. 4.1 to our Form 10-Q for the fiscal quarter ended June 16, 2006 (File No. 001-13881).
4.4	Form of 6.200% Series H Note due 2016.	Exhibit No. 4.2 to our Form 8-K filed June 14, 2006 (File No. 001-13881).
4.5	Form of 6.375% Series I Note due 2017.	Exhibit No. 4.2 to our Form 8-K filed June 25, 2007 (File No. 001-13881).
4.6	Form of 3.000% Series K Note No. R-1 due 2019.	Exhibit No. 4.1 to our Form 8-K filed February 27, 2012 (File No. 001-13881).
4.7	Form of 3.000% Series K Note No. R-2 due 2019.	Exhibit No. 4 to our Form 8-K filed March 14, 2012 (File No. 001-13881).
4.8	Form of 3.250% Series L Note due 2022.	Exhibit No. 4.1 to our Form 8-K filed September 10, 2012 (File No. 001-13881).
4.9	Form of 3.375% Series M Note due 2020.	Exhibit No. 4.1 to our Form 8-K filed September 27, 2013 (File No. 001-13881).
4.10	Form of 3.125% Series N Note due 2021.	Exhibit No. 4.1 to our Form 8-K filed October 9, 2014 (File No. 001-13881).

	International, Inc. Stock and Cash Incentive Plan (Off-Cycle Grants).	(File No. 001-13881).
*10.15	Form of Stock Appreciation Right Agreement for the Marriott International, Inc. Stock and Cash Incentive Plan (Annual Grants).	Exhibit No. 10.13 to our Form 10-K filed February 12, 2009 (File No. 001-13881).
*10.16	Form of Stock Appreciation Right Agreement for the Marriott International, Inc. Stock and Cash Incentive Plan (For Non-Employee Directors).	Exhibit No. 10.8 to our Form 10-K filed February 15, 2008 (File No. 001-13881).
*10.17	Form of Performance Share Award Agreement for the Marriott International, Inc. Stock and Cash Incentive Plan.	<i>Filed with this report.</i>
*10.18	Summary of Marriott International, Inc. Director Compensation.	<i>Filed with this report.</i>
*10.19	Marriott International, Inc. Executive Officer Incentive Plan and Executive Officer Individual Performance Plan.	Exhibit No. 10.10 to our Form 10-K filed February 15, 2008 (File No. 001-13881).
10.20	License, Services and Development Agreement entered into on November 17, 2011, among Marriott International, Inc., Marriott Worldwide Corporation, Marriott Vacations Worldwide Corporation and the other signatories thereto.	Exhibit No. 10.1 to our Form 8-K filed November 21, 2011 (File No. 001-13881).
10.21	License, Services and Development Agreement entered into on November 17, 2011, among The Ritz-Carlton Hotel Company, L.L.C., Marriott Vacations Worldwide Corporation and the other signatories thereto.	Exhibit No. 10.2 to our Form 8-K filed November 21, 2011 (File No. 001-13881).

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Incorporation by Reference (where a report is indicated below, that document has been previously filed with the SEC and the applicable exhibit is incorporated by reference thereto)		
Exhibit No.	Description	
10.22	Marriott Rewards Affiliation Agreement entered into on November 17, 2011, among Marriott International, Inc., Marriott Rewards, L.L.C., Marriott Vacations Worldwide Corporation and certain of its subsidiaries, Marriott Ownership Resorts, Inc. and the other signatories thereto.	Exhibit No. 10.5 to our Form 8-K filed November 21, 2011 (File No. 001-13881).
10.23	Non-Competition Agreement entered into on November 17, 2011, with Marriott Vacations Worldwide Corporation.	Exhibit No. 10.6 to our Form 8-K filed November 21, 2011 (File No. 001-13881).
10.24	Asset Purchase and Sale Agreement for The New York EDITION between MI NY Clock Tower, LLC (a wholly-owned subsidiary of Marriott International, Inc.) and Black Slate B 2013, LLC, dated January 7, 2014.	Exhibit No. 10.1 to our Form 8-K filed January 8, 2014 (File No. 001-13881).
12	Statement of Computation of Ratio of Earnings to Fixed Charges.	<i>Filed with this report.</i>
21	Subsidiaries of Marriott International, Inc.	<i>Filed with this report.</i>
23	Consent of Ernst & Young LLP.	<i>Filed with this report.</i>
31.1	Certification of Chief Executive Officer Pursuant to Rule 13a-14(a).	<i>Filed with this report.</i>
31.2	Certification of Chief Financial Officer Pursuant to Rule 13a-	<i>Filed with this report.</i>

/s/ Bao Giang Val Bauduin

Bao Giang Val Bauduin

Controller and Chief Accounting Officer

DIRECTORS:

/s/ J.W. Marriott, Jr.

J.W. Marriott, Jr., Chairman of the Board

/s/ Debra L. Lee

Debra L. Lee, Director

/s/ Mary K. Bush

Mary K. Bush, Director

/s/ George Muñoz

George Muñoz, Director

/s/ Deborah Marriott Harrison

Deborah Marriott Harrison, Director

/s/ Harry J. Pearce

Harry J. Pearce, Director

/s/ Frederick A. Henderson

Frederick A. Henderson, Director

/s/ Steven S Reinemund

Steven S Reinemund, Director

/s/ Lawrence W. Kellner

Lawrence W. Kellner, Director

/s/ W. Mitt Romney

W. Mitt Romney, Director

COUNTY OF NASSAU

CONSULTANT'S, CONTRACTOR'S AND VENDOR'S DISCLOSURE FORM

1. Name of the Entity: Long Island Marriott

Address: 101 James Doolittle Blvd

City, State and Zip Code: Uniondale NY 11553

2. Entity's Vendor Identification Number: _____

3. Type of Business: ☒ Public Corp ☐ Partnership ☐ Joint Venture

☐ Ltd. Liability Co ☐ Closely Held Corp ☐ Other (specify) _____

4. List names and addresses of all principals; that is, all individuals serving on the Board of Directors or comparable body, all partners and limited partners, all corporate officers, all parties of Joint Ventures, and all members and officers of limited liability companies (attach additional sheets if necessary):

Paul Erasick, General Manager

Ana Vignoni, Director of Finance

5. List names and addresses of all shareholders, members, or partners of the firm. If the shareholder is not an individual, list the individual shareholders/partners/members. If a Publicly held Corporation, include a copy of the 10K in lieu of completing this section.

Included 10K

6. List all affiliated and related companies and their relationship to the firm entered on line 1. above (if none, enter "None"). Attach a separate disclosure form for each affiliated or subsidiary company that may take part in the performance of this contract. Such disclosure shall be updated to include affiliated or subsidiary companies not previously disclosed that participate in the performance of the contract.

None

7. List all lobbyists whose services were utilized at any stage in this matter (i.e., pre-bid, bid, post-bid, etc.). If none, enter "None." The term "lobbyist" means any and every person or organization retained, employed or designated by any client to influence - or promote a matter before - Nassau County, its agencies, boards, commissions, department heads, legislators or committees, including but not limited to the Open Space and Parks Advisory Committee and Planning Commission. Such matters include, but are not limited to, requests for proposals, development or improvement of real property subject to County regulation, procurements. The term "lobbyist" does not include any officer, director, trustee, employee, counsel or agent of the County of Nassau, or State of New York, when discharging his or her official duties.

(a) Name, title, business address and telephone number of lobbyist(s):

None

(b) Describe lobbying activity of each lobbyist. See below for a complete description of lobbying activities.

None

(c) List whether and where the person/organization is registered as a lobbyist (e.g., Nassau County, New York State):

None

8. VERIFICATION: This section must be signed by a principal of the consultant, contractor or Vendor authorized as a signatory of the firm for the purpose of executing Contracts.

The undersigned affirms and so swears that he/she has read and understood the foregoing statements and they are, to his/her knowledge, true and accurate.

Dated: 4/24/17

Signed: Paul Evasick

Print Name: Paul Evasick

Title: General Manager

The term lobbying shall mean any attempt to influence: any determination made by the Nassau County Legislature, or any member thereof, with respect to the introduction, passage, defeat, or substance of any local legislation or resolution; any determination by the County Executive to support, oppose, approve or disapprove any local legislation or resolution, whether or not such legislation has been introduced in the County Legislature; any determination by an elected County official or an officer or employee of the County with respect to the procurement of goods, services or construction, including the preparation of contract specifications, including by not limited to the preparation of requests for proposals, or solicitation, award or administration of a contract or with respect to the solicitation, award or administration of a grant, loan, or agreement involving the disbursement of public monies; any determination made by the County Executive, County Legislature, or by the County of Nassau, its agencies, boards, commissions, department heads or committees, including but not limited to the Open Space and Parks Advisory Committee, the Planning Commission, with respect to the zoning, use, development or improvement of real property subject to County regulation, or any agencies, boards, commissions, department heads or committees with respect to requests for proposals, bidding, procurement or contracting for services for the County; any determination made by an elected county official or an officer or employee of the county with respect to the terms of the acquisition or disposition by the county of any interest in real property, with respect to a license or permit for the use of real property of or by the county, or with respect to a franchise, concession or revocable consent; the proposal, adoption, amendment or rejection by an agency of any rule having the force and effect of law; the decision to hold, timing or outcome of any rate making proceeding before an agency; the agenda or any determination of a board or commission; any determination regarding the calendaring or scope of any legislature oversight hearing; the issuance, repeal, modification or substance of a County Executive Order; or any determination made by an elected county official or an officer or employee of the county to support or oppose any state or federal legislation, rule or regulation, including any determination made to support or oppose that is contingent on any amendment of such legislation, rule or regulation, whether or not such legislation has been formally introduced and whether or not such rule or regulation has been formally proposed.

This Agreement, dated as of the date executed by the County Executive or his duly designated deputy, below, is and by and between Long Island Marriott Hotel, having its principal office at 101 James Doolittle Boulevard, Uniondale, New York 11553 (the "Contractor") and the County of Nassau, having its principal place of business at 1550 Franklin Avenue, Mineola, New York 11501 (the "County"), acting on the behalf of the Nassau County Department of Senior Citizen Affairs, having its principal office at 60 Charles Lindbergh Boulevard, Uniondale, New York 11553 (the "Department")

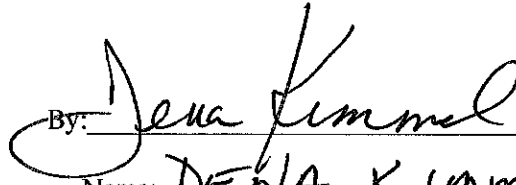
1. **Term.** This Agreement shall commence Friday, May 19, 2017 and terminate upon completion of the Services, subject to sooner termination as provided in this Agreement.
2. **Services.** The services ("Services") which the Contractor shall perform for the County are as follows: catering services and the use of Contractor's facilities at the above address on May 19, 2017 between the hours of 8:00 am to 4:00 pm. Contractor shall provide lunch in the Grand Ballroom for approximately **300 persons** and specific services as described in "Exhibit A" attached hereto and incorporated herein by reference.
3. **Payment.** The maximum amount ("Maximum Amount") County shall pay the Contractor as full consideration for the Services, shall not exceed **Twelve Thousand Six Hundred Dollars (\$12,600.00)** to the Contractor upon completion of the Services pursuant to the Contractor's rates ("Exhibit A"). Payments shall be made to the Contractor within 30 (thirty) days of receipt of the claim pursuant to the Nassau County bill payment procedures and shall be contingent upon (i) the Contractor submitting a claim voucher/invoice that (a) states with reasonable specificity the services provided and the payment requested as consideration for such services, (b) certifies that the services rendered and the payment requested are in accordance with this Agreement, and (c) is accompanied by documentation supporting the amount claimed, and (ii) review, approval and audit of the Voucher by the Nassau County Comptroller or his or her duly designated representative (the "Comptroller"). The provisions of this Section shall control over any inconsistent provisions in any appendix or exhibit to this Agreement.
4. **Independent Contractor.** The Contractor is an independent contractor of the County. The Contractor shall not be (i) deemed a County employee, (ii) commit the County to any obligation, or (iii) hold itself, himself, or herself out as a County employee or as having the authority to commit the County to any obligation.
5. **No Arrears or Default.** The Contractor is not in arrears to the County upon any debt or contract and is not in default as surety, contractor, or otherwise upon any obligation to the County, including any obligation to pay taxes to, or perform services for or on behalf of, the County.
6. **Excused Non-Performances.** If for any reason beyond its control, including, but not limited to, strikes, labor disputes, accidents, government requisitions, restrictions or regulations on travel operation, commodities or supplies, acts of war or acts of God, either party is unable to perform its obligations under this Agreement, such non-performance is excused and either party may terminate this Agreement without further liability of any nature. In the event of such termination by either party, Contractor shall return all funds paid by the County.
7. **Assignment; Amendment; Subcontracting; Waiver.** This Agreement and the rights and obligations hereunder may not be in whole or part (i) assigned, transferred or disposed of, (ii) amended, (iii) waived, or (iv) subcontracted, without the prior written consent of the County Executive or his or her duly designated deputy. Any

purported assignment, other disposal or modification without such prior written consent shall be null and void.

8. **Termination.** This Agreement may be terminated (i) for any or no reason by the County upon thirty (30) days' written notice to the Contractor, (ii) for breach of this Agreement on the part of the Contractor immediately upon the receipt by the Contractor of written notice of termination, (iii) upon mutual written Agreement of the County and the Contractor.
9. **Insurance.** The Contractor and its Agents shall obtain and maintain throughout the term of this Agreement, in a form acceptable to the County and at the Contractor's own expense: (i) one or more policies for commercial general liability insurance, which policy (ies) shall name "Nassau County" as additional insured and have a minimum single combined limit of liability of not less than one million dollars (\$1,000,000) per occurrence and two million dollars (\$2,000,000) aggregate, (ii) compensation insurance for the benefit of the Contractor's employees, which insurance is in compliance with the New York State Workers' Compensation Law. The Contractor shall cause all insurance to remain in full force and effect throughout the term of this Agreement and shall not take or omit to take any action that would suspend or invalidate any of the required coverages. The failure of the Contractor to maintain the other required coverages shall be deemed a material breach of this Agreement upon which the County reserves the right to consider this Agreement terminated as of the date of such failure.
10. **Indemnification.** The Contractor shall be solely responsible for and shall indemnify, defend and hold harmless the County, its officers, employees, and agents (the "Indemnified Parties") from and against any and all liabilities, losses, costs, expenses (including, without limitation, reasonable attorneys' fees and disbursements) and damages ("Losses"), arising out of or in connection with any acts or omissions of the Contractor or a Contractor Agent, including Losses in connection with any threatened investigation, litigation or other proceeding or preparing a defense to or prosecuting the same; provided, however, that the Contractor shall not be responsible for that portion, if any, of a Loss that is caused by the negligence of the County., The provisions of this Section shall survive the termination of this Agreement.
11. **Accounting Procedures; Records.** The Contractor shall maintain and retain, for a period of six (6) years, complete and accurate records, documents, accounts and other evidence ("Records") pertinent to performance under this Agreement. Records shall be maintained in accordance with Generally Accepted Accounting Principles. Such Records shall at all times be available for audit and inspection by the County and any other governmental authority with jurisdiction over this Agreement, and any of their duly designated representatives. The provisions of this Section shall survive the termination of this Agreement.
12. **Entire Agreement.** This Agreement represents the full and entire understanding and agreement between the parties with regard to the Services specified above and supersedes all prior agreements (whether written or oral) of the parties relating to the Services specified above.
13. **Executory Clause.** The County shall have no liability under this Agreement (including any extension or other modification of this Agreement) to the Contractor or any other individual or entity unless (i) all County approvals have been obtained, and (ii) this Agreement has been executed by the County Executive or his duly designated deputy. The County shall also have no liability under this Agreement to the Contractor or any individual or entity beyond funds appropriated or otherwise lawfully available for this Agreement.

IN WITNESS WHEREOF, the Contractor and the County have executed this Agreement as of the date first above written.

LONG ISLAND MARRIOTT HOTEL

By: 
Name: DENA KIMMEL
Title: Catering Sales Executive
Date: 4/24/17

NASSAU COUNTY

By: _____
Name: _____
Title: County Executive
☐ Title: Chief Deputy County Executive
☐ Title: Deputy County Executive
Date: _____

PLEASE EXECUTE IN BLUE INK

STATE OF NEW YORK)

)ss.:

COUNTY OF NASSAU)

On the 24 day of April in the year 2017 before me personally came DENA KIMMEL to me personally known, who, being by me duly sworn, did depose and say that he or she resides in the County of NASSAU; that he or she is the Catering Sales Exec of LI MARRIOTT Hotel, the corporation described herein and which executed the above instrument; and that he or she signed his or her name thereto by authority of the board of directors of said corporation.

NOTARY PUBLIC



MONICA SOOKDEO
NOTARY PUBLIC, State of New York
No. 30-4679806
Qualified in Nassau County
Commission Expires May 11, 2019

STATE OF NEW YORK)

)ss.:

COUNTY OF NASSAU)

On the ____ day of ____ in the year 20__, before me personally came _____ to me personally known, who, being by me duly sworn, did depose and say that he or she resides in the County of ____; that he or she is a Deputy County Executive of the County of Nassau, the municipal corporation described herein and which executed the above instrument; and that he or she signed his or her name thereto pursuant to Section 205 of the County Government Law of Nassau County.

NOTARY PUBLIC

"Exhibit A"

This Agreement, dated as of the date executed by the County Executive or his duly designated deputy below, is by and between Long Island Marriott Hotel, having its principal office at 101 James Doolittle Boulevard, Uniondale, New York 11553 (the "Contractor") and the County of Nassau, having its principal place of business at 1550 Franklin Avenue, Mineola, New York 11501 (the "County"), acting on the behalf of the Nassau County Department of Senior Citizen Affairs, having its principal office at 60 Charles Lindbergh Boulevard, Uniondale, New York 11553 (the "Department")

Event: Annual May Conference and Luncheon
Location: Grand Ballroom, Long Island Marriott Hotel
Time: 8:00 a.m. – 4:00 p.m., **Friday, May 19, 2017**
Guarantee Number: 300 (minimum)
Cost per meal: \$42.00/person (inclusive of service charge)
Total: **Up to \$12,600**

Menu:

Plated Luncheon

Salad: Caesar Salad, Baby Hearts of Romaine Lettuce, Parmesan Cheese and Herbed Croutons with Caesar Vinaigrette
Entrée: Lemon Roasted Chicken with Roasted Peppers, Capers and Tomato Confit in a White Wine Butter Sauce, Seasonal Fresh Vegetables & Appropriate Starch
Soft Rolls with Butter
Dessert: New York Style Cheese Cake with Fresh Whipped Cream
Freshly Brewed Coffee, Assorted Teas, Brewed Decaffeinated Coffee, Sodas

Additional Services to be provided are as follows:

Grand Ballroom:

Meeting room space for general session & breakout rooms (fee waived)

Audio Visual: (reflects 10% discount)

1 podium and microphone \$49.50 each plus 24% service charge
3 Easels (complimentary)

DOCUMENT CATEGORY : RC CASH RECEIPTS (RIMS)
ENTERED BY : HALL, BRIAN, 15835
DOCUMENT NUMBER : RCHS17000055
INITIATING DEPT : HS
INPUT PERIOD (MM YYYY) : 05 2017 MAY
RIMS CODE : 708
VENDOR NUMBER / SUFFIX :
APPROVAL TYPE : 01
VENDOR NAME :
VENDOR ADDRESS :

COUNTRY :
ALPHA VENDOR :
BANK NUMBER :
DUE DATE :
DOCUMENT AMOUNT : 160.00
NUMBER OF LINES : 1
TRANSACTION CODE HASH :
TERMS :
POSTING/EDIT ERRORS :
NOTEPAD (Y OR N) : N
F1-HELP
F7-VIEW DOC
GO14 - RECORD FOUND
F10-SAVE
F6-DTL ENTRY
F12-ADL FCTNS

HS 1200

DOCUMENT : RCHS17000055 - 01 INPUT PER : 05 2017 AMT : 160.00

TRANS CODE	:	708	CASH RECEIPT DISTRIBUTION TO A REVENUE ACCOUNT
DOCUMENT REF	:		INVDT:
TRANS DESC.	:	ATTORNEY FEE 2017 MARRIOT MAY CONFERENCE	
TRANS AMOUNT	:	160.00	TRANS NET AMT :
INDEX	:	ATGEN1000	COUNTY ATTORNEY
SUBJECT	:	R0801	MISC RECEIPTS
UCODE/ORD#/DRC	:		
GRANT	:		
GRANT DETAIL	:		
PROJECT	:		
PROJECT DETAIL	:		
GL ACCOUNT	:		
SUBSIDIARY	:		
VENDOR	:		
BANK NUMBER	:	1XA	TREAS NO: START/END:
FINANCIAL ERRORS	:		
F1-HELP		F4-PRIOR	F5-NEXT
F7-VIEW DOC		F10-SAVE	
G008 - NEXT RECORD DISPLAYED			