COURTYARD BY MARRIOTT
SEE THE OPPORTUNITY - EUROPE
MORE THAN 3,600 PROPERTIES, OVER 130,000 EMPLOYEES,
ACROSS 70 COUNTRIES AND TERRITORIES
WITH 50 DIFFERENT LANGUAGES ACROSS THE GLOBE.
The Power of Marriott is Undeniable
Global Brands, Local Solutions

WELCOME TO MARRIOTT. We are a global hospitality powerhouse, yet we are grounded in the core values of our founder, J. Willard Marriott, Sr. – quality, integrity and the customer. We believe in the strength of relationships – long-term relationships that are mutually beneficial to our associates, our customers and development partners.

J. Willard Marriott, Sr. believed that success is never final. It’s the maxim that drives us to deliver exceptional quality hotels and service and compels us to continue to expand in rapidly growing markets such as Europe. A presence in Europe since 1975, Marriott now has a large and rapidly growing network of hotels across the continent.

We continue to see tremendous opportunity in Europe for a hotel brand that will meet the needs of the upper-moderate business traveller and will provide a sound investment opportunity for developers interested in growing with us.

We invite you to learn more about Marriott and our Courtyard by Marriott® brand, which we have thoughtfully designed to meet the core needs of the European business traveller.
Courtyard Harnesses the Power of Marriott

MARRIOTT IS THE LEADING HOSPITALITY BRAND IN THE WORLD driven by our exceptional people, our commitment to excellence, our powerful revenue generating engines and an unparalleled knowledge of the customers we serve. When you become part of the Marriott family of brands, you gain access to resources unlike any others...

- The strongest and first globally integrated reservation system, which produced over US$27 billion in gross room revenue in 2010.
- Marriott.com, the world’s largest lodging website, is also the 8th largest online consumer retail site globally.
- World-Class sales and marketing organisation.
- The industry’s most preferred loyalty programme, Marriott Rewards®, which boasts more than 35 million members worldwide.
- Access to a global network of experts in development, operations, revenue management and food & beverage, as well as in-market teams well versed in the European consumer and industry dynamics.
- A disciplined approach to managing brand quality that includes robust guest survey techniques and careful audits of each hotel to ensure a consistent, quality guest experience.
- Dedicated Global Reservation Sales and Customer Care Centre located in Cork, Ireland.
- In-region expertise with offices located in London, Zurich and Frankfurt.
- As Courtyard grows in Europe, it will continue to leverage these powerful global resources to drive a competitive advantage for the brand and its owners.
MARRIOTT IS COMMITTED TO A 25% REDUCTION OF WATER AND ENERGY USE IN OUR HOTELS BY THE YEAR 2017.
Marriott’s Social Responsibility

AS WE TRAVEL THE WORLD, we see how important social responsibility is to our guests, customers, associates and of course to our communities. Working with our associates, owners and franchisees, we extend our ‘spirit to serve,’ practiced in our hotels for decades, to embrace the integration of social responsibility and sustainability into our business strategies.

The Way We Do Business
Marriott’s ‘Spirit to Serve’ our customers, associates the environment and communities is an important part of our company culture and is integrated into how we do business. It is our policy and commitment to strive for the highest ethical and legal standards, and our philosophy of ‘taking care of our associates so they can take care of our guests’ that are foundational to our business.

Marriott and the Community
In October 2011, Marriott announced a new charitable programme for Europe. The aim of Europe’s new ‘World of Opportunity’ programme is to help young people from disadvantaged backgrounds throughout Europe reach their full potential by providing life skills and vocational opportunities. We will achieve the programme’s goals through two charitable partners: SOS Children’s Villages across Continental Europe and The Prince’s Trust-Fairbridge in the United Kingdom.

Marriott and the Environment
Marriott’s global environmental goals are to:

- Further reduce energy and water consumption by 25 per cent by 2017.
- Create green construction standards for hotel developers.
- Green our multi-billion dollar supply chain.
- Educate associates and guests to support the environment.
- Invest in innovative conservation initiatives including rainforest protection and water conservation.
As the largest lodging market in the world – with only 30% branded supply – Europe presents a significant growth opportunity for investors to embrace the benefits of size and scale a global brand.
Courtyard is the Answer
TODAY’S SMART AND TECH SAVVY CONSUMERS ARE HIGHLY BRAND FOCUSED. THIS GIVES AN OPPORTUNITY TO DEVELOP A BRANDED HOTEL WITHIN EUROPE THAT REPRESENTS CONSISTENCY AND QUALITY, GIVING US THE PROSPECT OF DRAMATIC GROWTH WITHIN THIS PRIMARILY UN-BRANDED AND UNDER SERVED SEGMENT.
Refreshing Business

COURTYARD IS DESIGNED FOR THE EUROPEAN BUSINESS TRAVELLER who is driven by achievement and who sees business travel as an opportunity for success and enrichment. Courtyard is the smart, locally-influenced hotel that “...helps me make the most of my time on the move, so I can be successful.”

SMART
Courtyard knows business travel and shows it. Comfortably productive rooms, multi-purpose public areas and food & beverage offerings that perfectly match both guest needs and the professionalism of an international hotel.

ENERGIZING
A Courtyard stay that presents guests with opportunities so time is never wasted. Hotel options enable guests to be more productive - in their room or in the public space. Guests are in control so they can take advantage of all of the opportunities that travel presents.

CHOICES
Courtyard helps replenish a guest’s energy and gives them permission to look up from their work. Refreshing, validating public areas, intuitive design, and unexpected quality, along with supportive, attentive service help guests achieve their goals and thrive during their stay.
<table>
<thead>
<tr>
<th></th>
<th>5 Reasons Why Courtyard Is a Smart Choice</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Grounded in research and testing, demonstrating strong appeal amongst European business travellers</td>
</tr>
<tr>
<td>2.</td>
<td>Backed by the strength of the Marriott Brand and its resources – both globally and locally</td>
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<tr>
<td>3.</td>
<td>Flexible purchase-ready prototype that adapts to a range of site needs</td>
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<tr>
<td>4.</td>
<td>Strong return on investment due to efficient cost to build and ongoing operating cost</td>
</tr>
<tr>
<td>5.</td>
<td>Proven track record of delivering a consistent, quality experience</td>
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</table>
Focus on the Customer

DESIGNED FROM THE GROUND UP FOR THE EUROPEAN BUSINESS TRAVELLER. One of the reasons Marriott and the Courtyard brand have been so successful is that we have an unrelenting focus on understanding the customer, their needs, and designing product and service solutions that exceed their expectations.

In designing a product that would be successful in Europe, we started where we should start... with the European Business Traveller. We have carefully invested time assessing the competition; studying guest’s behaviour; and gathering their feedback on our design. We listened and adapted the design to better meet their needs.

The new European Courtyard design is based upon several core needs of the traveller:

- The desire for a quality product that they can count on to deliver consistently
- Stylish and functional room design that helps guests make the most of their time on the road
- Food & beverage outlet adapted to local demand
- Business support systems, including modern technology; ample work space in the room; and a meeting facility that helps them be productive on the road
- Attentive, respectful service that makes them feel welcome and supported

...All delivered at an exceptional value
We have leveraged our expertise in building and operating quality hotels across the globe as well as our in-depth knowledge of Europe and its customers. The result is a refreshing smart and modern hotel.
Courtyard
Design Direction

FLEXIBLE TO SITE

MODERN AND STYLISH DESIGN

ECONOMICALLY SMART

EXTerior
DÉCOR INSPIRATION
PUBLIC SPACE
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23 FLOOR PLAN
24 FOOD & BEVERAGE OVERVIEW
25 ADDITIONAL AMENITIES

GUEST ROOMS
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29 GUEST ROOM
**Exterior**

**FLEXIBLE, ECONOMICAL, YET ICONIC.** With low, medium and high-rise site options, the building has the flexibility to suit many different site conditions. It is designed to reinforce the brand identity through a combination of architectural elements that provide instant recognition and familiarity.

An iconic entrance tower ensures the building is instantly identified from a distance and also creates an inviting sense of arrival. At night the tower can be illuminated from within, further reinforcing the hotel’s presence in the market.

The prototypical model is based on a 170 key, six level, double-loaded hotel situated on a 5,835-square metre site. With a flexible design, the prototype may be scaled up or down to meet market needs or site conditions.

**The prototypical design proposes:**
- Floors 1-5 provide typical guest room floors with 32 keys per floor
- Relaxing terrace space adjacent to bar and restaurant area
- Use of distinctive building materials using a limited palette
- Ground level houses ten guest rooms, all public spaces and staff service support areas
- Large guestroom windows, vertical emphasis with customisable side panel in accent colour
Décor Inspiration

OVERVIEW

A CONTEMPORARY EXPRESSION OF EUROPE. The décor for the new Courtyard is a modern and sophisticated interpretation of the rich cultural tradition and natural beauty of Europe.

The primary décor scheme for both public areas and the guest rooms is called Mediterranean and is based on the deep blues and greens reminiscent of the rich colours found in Europe’s magnificent seas.

As an alternative, we’ve developed a second scheme, Alpine, that pays homage to the rich gold, violet and pewter tones found in Europe’s majestic mountains.

Throughout the hotel, we’ve utilised indigenous materials such as European stones and woods. Select fabrics are sourced from European mills and carry a distinctive, yet modern motif.
Because the public space plays such a critical role in supporting the travellers’ needs from dining, to meeting, to socialising, we put extraordinary thought into creating spaces that would exceed their expectations yet also be economical and efficient to build and operate.

- The design sets Courtyard apart from other upper-moderate European hotels.
- Upon entry, guests will see and experience quality design and thoughtful planning, making them feel confident they’ve made the right choice.
Public Space FLOOR PLAN

PUBLIC SPACE SNAPSHOT
KEY ZONES
1. HOTEL ENTRANCE
2. GOBOARD™
3. BAR/LOUNGE
4. KITCHEN
5. ‘THE MARKET’
6. MEETING ROOM
7. FITNESS CENTRE
8. OUTDOOR TERRACE

- Food & beverage outlet that can be adapted to site needs and local demand
- 24 hour / 7 day per week Market for drinks and snacks to take away
- Optional outdoor terrace for additional seating and access to the outdoors
- Modern Fitness facilities
- Proprietary GoBoard™ for weather, news, or local restaurants and attractions
With Marriott’s experience in Europe, we understand the importance of a quality food & beverage offering. Thus, we’ve created a solution specifically for the European Courtyard that is a focal point to the lobby space. It is cost effective to build, efficient to operate and generates strong returns.

The programme is easy to execute and includes everything from a concept name, graphics package and marketing materials to menu development.

The plan itself includes multiple revenue generating options. The space acts as a restaurant, a bar, or a lounge and is flexibly designed to adapt to guest needs while keeping service and operations efficient for associates.
Public Space  ADDITIONAL AMENITIES

THE MARKET
Adjacent to the front desk, this retail nook offers guest drinks and tasty snacks to take away as well as an assortment of small travel necessities.

FITNESS ROOM
The fitness room contains modern cardiovascular equipment and weights. It is thoughtfully designed with abundant use of natural light, mirrors and vibrant music.

MEETING SPACE
The 41 m² meeting room, adjacent to the food & beverage outlet, is designed with modern technology to provide the comfort, privacy and flexibility needed for important meetings.
DESIGNED WITH MODERN DÉCOR ELEMENTS, LARGE SHOWERS AND A SPACIOUS FEEL, THE COURTYARD ROOM WILL REFRESH THE HOTEL GUEST AS SOON AS THEY WALK THROUGH THE DOOR.
Guest Room Overview

GUEST-CENTRED, EUROPEAN DESIGN, HIGH QUALITY. Smart value does not mean compromise. This space-efficient, 22-square metre room is not only modern and stylish, it also contains all the essential features business travellers need to create a haven where they can be productive and restore their energy during their time on the road.

With clean lines, creative space planning and thoughtful use of durable, easy-to-maintain materials, it’s a room that will maintain guest appeal and stay looking fresh over time.

Practical, comfortable with a flexible furniture layout, where the guests can exercise a degree of autonomy over how they interact with the room and create ‘exactly the room they need.’

Beyond the architectural choices, two décor palettes, Mediterranean and Alpine, can be applied to reflect local preferences.

Spa like bathroom with a frosted glass door and a wall that maximises light and space.
Guest Room FLOOR PLAN

GUEST ROOM AMENITIES
- 42” LCD HD TV
- Wireless high-speed Internet
- One phone by bed
- Desk with ergonomic chair
- In-room safe
- Refrigerator
- Full-length mirror
- Iron/Ironing board
- Hair dryer
Guest Room KING

“What a difference, in terms of the way they are embracing my comfort and coming up with new ideas. It’s really nice to see.”
Carole C., female, 30s, Office Manager, frequent traveller in UK and Europe.

“Gives the impression of a sauna, clean and fresh”
Thomas H., male, 50s, consultant, heavy UK and European traveller.

“It’s more modern, more spacious, it feels like an oasis. The décor is brighter, it’s not chintzy. It’s a step forward”
Amy W., female, 40s, Re-insurance Manager, frequent UK traveller.

- Spacious feeling with large windows and natural light
- Offers ample work space and a comfortable ergonomic chair
- Task lighting helps guest focus
- The light, open, spa-like bath feels spacious
- Two room layouts, King and Double Twin
- Multiple, accessible outlets make plugging in easy
- A wall-mounted 42” LCD HD TV can easily be viewed throughout the room
THE ENTIRE BUILDING IS DELIBERATELY AND CAREFULLY DESIGNED TO MAKE THE MOST EFFICIENT USE OF SPACE IN ORDER TO MAXIMISE RETURNS. YET, THE GUEST EXPERIENCE REMAINS EXCEPTIONAL.
Area Programme,
Site and Floor Plans

Area Programme,
Site and Floor Plans

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35 GROUND FLOOR
36 TYPICAL GUEST FLOOR
## Area Programme Detail

### Site Details

<table>
<thead>
<tr>
<th>Site Area</th>
<th>5,835m² (1.44 acres)</th>
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</thead>
<tbody>
<tr>
<td># Guestroom Floor</td>
<td>5</td>
</tr>
<tr>
<td>Total # Floors</td>
<td>6</td>
</tr>
<tr>
<td>Parking Spaces</td>
<td>0.71 stalls/room</td>
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<tr>
<td>Total Parking Spaces</td>
<td>120 spaces</td>
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### Guest Rooms

<table>
<thead>
<tr>
<th>Room Mix</th>
<th>Percentage</th>
<th>Units</th>
<th>Unit Area</th>
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</thead>
<tbody>
<tr>
<td>King</td>
<td>74%</td>
<td>126</td>
<td>22 m²</td>
</tr>
<tr>
<td>Double Twin</td>
<td>20%</td>
<td>34</td>
<td>22 m²</td>
</tr>
<tr>
<td>Accessible</td>
<td>6%</td>
<td>10</td>
<td>27 m²</td>
</tr>
<tr>
<td>Total Units</td>
<td></td>
<td>170</td>
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### Guest Room Areas

<table>
<thead>
<tr>
<th>Area</th>
<th>Area m²</th>
<th>%</th>
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<tbody>
<tr>
<td>Guest Rooms</td>
<td>4,063 m²</td>
<td></td>
</tr>
<tr>
<td>Guest Room Public Support</td>
<td>642 m²</td>
<td></td>
</tr>
<tr>
<td>Guest Room Service Support</td>
<td>377 m²</td>
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</table>

### Public Areas

<table>
<thead>
<tr>
<th>Area</th>
<th>Area m²</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Entry</td>
<td>62 m²</td>
<td></td>
</tr>
<tr>
<td>Business Library</td>
<td>8 m²</td>
<td></td>
</tr>
<tr>
<td>Food &amp; Beverage</td>
<td>160 m²</td>
<td></td>
</tr>
<tr>
<td>Recreation</td>
<td>34 m²</td>
<td></td>
</tr>
<tr>
<td>The Market</td>
<td>7 m²</td>
<td></td>
</tr>
<tr>
<td>Meeting Room</td>
<td>41 m²</td>
<td></td>
</tr>
</tbody>
</table>

### Support Areas

<table>
<thead>
<tr>
<th>Area</th>
<th>Area m²</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Entry Support</td>
<td>9 m²</td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td>40 m²</td>
<td></td>
</tr>
<tr>
<td>Employee Facilities</td>
<td>62 m²</td>
<td></td>
</tr>
<tr>
<td>Engineering / Maintenance</td>
<td>6 m²</td>
<td></td>
</tr>
<tr>
<td>Food Production</td>
<td>83 m²</td>
<td></td>
</tr>
<tr>
<td>Housekeeping</td>
<td>24 m²</td>
<td></td>
</tr>
<tr>
<td>Elevators</td>
<td>27 m²</td>
<td></td>
</tr>
<tr>
<td>MEP</td>
<td>71 m²</td>
<td></td>
</tr>
<tr>
<td>Circulation</td>
<td>29 m²</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5,745 m²</strong></td>
<td><strong>100%</strong></td>
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Prototype Site Plan
Prototype Elevation
Ground Floor
Typical Guest Floor
GETTING STARTED...

We hope you now see why Courtyard is the answer to capitalise on the growing, upper-moderate tier European market.

The brand is built to meet the needs of the business traveller and deliver a sound return on investment to owners.

The Power of Marriott combined with our local support team makes getting off the ground and sustaining a profitable venture for the long term relatively easy.

The brand has a proven track record of success with both customers and investors. Marriott has demonstrated its ability to develop and operate high-performing hotels in Europe.

Contact our Europe-based development team at MarriottDevelopment.com