

0.1

Introduction

Please give a general description and introduction to your organization

Marriott International has been widely acknowledged as taking a leadership role in the hotel and lodging industry when it comes to environmental goals, strategies, initiatives, performance and disclosure. This year represents our sixth response to the Carbon Disclosure Project. We are committed to sharing best practices and look forward to learning more about the environmental and energy approaches of our peers. This year we are responding to the CDP with additional information on the wide range of actions and engagements we have undertaken to meet our commitment to continually improve our environmental practices. We are pleased that we have made significant progress toward our goals to reduce our consumption and our emissions. Our goal is to provide more detailed responses as our environmental efforts progress and as the benefits of disclosure further materialize.

Our environmental vision is to be the global hospitality leader that demonstrates how responsible management can be a positive force for the environment and create economic opportunities around the world, and by example, inspire personal action in the communities where we live and work. Building on our nearly three-decade commitment to environmental conservation, we are focused on integrating greater environmental sustainability throughout our business, including architecture and construction, engineering, hotel operations and procurement and we are working to address environmental issues affecting our global community. Since 2007, our Global Green Council has been guiding our environmental strategy by evaluating our practices, setting long-term goals, developing an environmental strategic plan and catalyzing our progress. Our commitment to sustainability starts at the top; our Global Green Council reports to Arne Sorenson, president and chief operating officer. Ten Marriott global officers and other senior executives serve on the Council.

Marriott's Spirit to Preserve® Goals:

- Further reduce energy and water consumption by 25 percent per available room by 2017 (2007 Baseline);
- Expand our green hotel development ten-fold in five years;
- Green our multi-billion dollar supply chain;
- Educate and inspire associates and guests to support the environment;
- Address pressing environmental challenges like climate change through a portfolio of innovative, large-scale conservation initiatives including rainforest protection and water conservation.

In pursuing our goals, we engage with a wide variety of stakeholders, industry peers and environmental partners. Our most important engagement is with our own associates, who provide the foundation for our environmental and social partnerships and programs. We recognize that associates are the frontline and the public face of our environmental strategy. We provide education, guidance and standards to help our associates implement and execute programs such as Green Meetings which support our Spirit to Preserve® goals and help our corporate customers meet their own sustainability goals.

We have been a key participant in efforts to establish carbon metrics for hospitality services, working with researchers, vendors, industry partners and non-profit associations. In partnership with the Intercontinental Hotels Group and Wyndham Hotels, we supported research at Cornell University on appropriate carbon metrics for the industry. This research supported our joint project with International Tourism Partners (ITP) and several other hotel management companies to establish the first industry-wide methodology for calculating and reporting the carbon impact of guest nights and meetings. .

Marriott International and its properties around the world have received a number of national and local environmental awards and recognitions, enhancing our brand and reputation. Our 2010 awards include:

- Marriott® International scored the highest among hospitality companies on the 2010-11 Climate Counts Scorecard.
- Marriott received the 2010 Corporate Social Responsibility Award which focused on environmental sustainability within and beyond our hotel operations from the National Business Travel Association (since renamed Global Business Travel Association).
- Marriott UK Hotels were ranked #1 “Best for Employee Environmental Engagement” and #7 overall “Best Green Companies” on the Sunday Times’ Lists, March, 2010.

0.2

Reporting Year

Please state the start and end date of the year for which you are reporting data.

The current reporting year is the latest/most recent 12-month period for which data is reported. Enter the dates of this year first.

We request data for more than one reporting period for some emission accounting questions. Please provide data for the three years prior to the current reporting year if you have not provided this information before, or if this is the first time you have answered a CDP information request. (This does not apply if you have been offered and selected the option of answering the shorter questionnaire). If you are going to provide additional years of data, please give the dates of those reporting periods here. Work backwards from the most recent reporting year.

Please enter dates in following format: day(DD)/month(MM)/year(YYYY) (i.e. 31/01/2001).

Enter Periods that will be disclosed

Fri 01 Jan 2010 - Fri 31 Dec 2010

0.3

Country list configuration

Please select the countries for which you will be supplying data. This selection will be carried forward to assist you in completing your response

Select country
Argentina
Armenia
Aruba
Australia
Austria
Bahrain
Belgium
Brazil
Canada
Cayman Islands
Chile
China
Costa Rica
Czech Republic
Denmark
Dominican Republic
Ecuador
Egypt
El Salvador
France
Georgia
Germany
Greece
Guam
Honduras
Hungary
India
Indonesia

Select country
Ireland
Jordan
Kazakhstan
Kuwait
Malaysia
Mexico
Netherlands
Panama
Peru
Philippines
Poland
Portugal
Puerto Rico
Qatar
Romania
Russia
Saudi Arabia
Singapore
Spain
Saint Kitts and Nevis
Switzerland
Thailand
Trinidad and Tobago
Turkey
United Arab Emirates
United Kingdom
United States of America
Venezuela
Virgin Islands
Rest of world

Currency selection

Please select the currency in which you would like to submit your response. All financial information contained in the response should be in this currency.

USD(\$)

0.5

Please select if you wish to complete a shorter information request

0.6

Modules

As part of the Investor CDP information request, electric utilities, companies with electric utility activities or assets, companies in the automobile or auto component manufacture sectors and companies in the oil and gas industry should complete supplementary questions in addition to the main questionnaire.

If you are in these sectors (according to the Global Industry Classification Standard (GICS)), the corresponding sector modules will be marked as default options to your information request. If you want to query your classification, please email respond@cdproject.net.

If you have not been presented with a sector module that you consider would be appropriate for your company to answer, please select the module below. If you wish to view the questions first, please see <https://www.cdproject.net/en-US/Programmes/Pages/More-questionnaires.aspx>.

Module: Management [Investor]

Page: 1. Governance

1.1

Where is the highest level of direct responsibility for climate change within your company?

Individual/Sub-set of the Board or other committee appointed by the Board

1.1a

Please identify the position of the individual or name of the committee with this responsibility

Marriott's Global Green Council, led by ten global officers and other senior executives representing the following departments: Office of the President and COO; Architecture & Construction; Brand Management, Information Resources; Design & Development; Global Communications & Public Affairs; Global Operations Services; Human Resources; Law; Lodging Development; Owner & Franchise Services; Sales & Revenue Management; Social Responsibility and Community Engagement.

Since 2007, our Global Green Council, has been guiding our environmental strategy by evaluating our practices, setting long-term goals, developing an environmental strategic plan and catalyzing our progress. The Council reports to the President and Chief Operating Officer, Arne Sorenson, who provides annual updates to the Board of Directors.

1.2

Do you provide incentives for the management of climate change issues, including the attainment of targets?

Yes

1.2a

Please complete the table

Who is entitled to benefit from these incentives?	The type of incentives	Incentivised performance indicator
Other: Global Green Council	Other non-monetary reward	MBO

Who is entitled to benefit from these incentives?	The type of incentives	Incentivised performance indicator
Energy managers	Monetary reward	MBOs –Compensation is linked to results in meeting objectives.
Facility managers	Monetary reward	MBOs – same as above
Public affairs managers	Monetary reward	MBOs – same as above
Other: Business Councils	Recognition (non-monetary)	Quarterly and annual awards recognize performance. Marriott has more than 70 Business Councils in key markets around the world focused on driving community and government relations, customer relationships and culture.
Other: Hotels	Recognition (non-monetary)	Hotels receive internal and external recognition.

2.1

Please select the option that best describes your risk management procedures with regard to climate change risks and opportunities

Integrated into multi-disciplinary company wide risk management processes

2.1a

Please provide further details (see guidance)

With an increase in global travel and development comes responsibility for mitigating our business impact on the natural environment, as well as responding to forces of nature, such as hurricanes, earthquakes, floods and droughts. The reliance of our properties on their surroundings in a resource-challenged world cannot be taken for granted. Corporate responsibility has evolved to address the direct and indirect environmental impacts of business operations. Our compelling need to operate our hotels efficiently derives not only from optimizing financial performance, but also from our commitment to work with our stakeholders to understand and act on our environmental impact and sustainability. Identifying significant risks and/or opportunities from climate change and assessing the degree to which they could affect Marriott International's business is the focus of the executive level Global Green Council, a cross-functional team responsible for developing, catalysing and driving accountability for the company's environmental strategy. The Global Green Council meets several times per year, and our president and COO reports from these meetings to our board of directors. Within the corporation, numerous functional areas keep abreast of the risks and opportunities

associated with climate change, including Legal, Operations, Engineering, Architecture and Construction, Procurement, Social Responsibility and Law.

In addition to the Global Green Council, we have organizational structures and programs in place which identify risks and opportunities at the division, brand and property level, including:

- **Marriott Business Councils:** Marriott Business Councils operate in more than 70 markets ranging from cities, states and countries—and represent all Marriott business units in those areas. They leverage resources across business lines to drive guest, associate, and overall stakeholder loyalty and add value to the marketplace by focusing on common objectives in the areas of community engagement, government affairs, customer events and perpetuating the Marriott culture. Business Councils and units report their results in these areas using an intranet-based system. The efforts of Business Councils across our key markets give us a competitive advantage, helping us reinforce our operational excellence around the world while serving our communities.
- **Global Operations Services:** a Marriott corporate team responsible for developing, executing and tracking initiatives company-wide.
- **Energy & Environmental Action Plans:** this tool guides engineering and other property leaders through an energy audit process to help them accomplish energy and water reduction goals. Plan metrics are incorporated into performance evaluations for engineering and business leadership and are reviewed quarterly.
- **Database systems that track utility consumption** across our managed portfolio, allowing data to be analysed and benchmarked with greater transparency, and knowledge to be leveraged for other projects/priorities. The data is reviewed monthly at the property level and reported quarterly at the corporate level.
- **Marriott's Retro-Commissioning (MRCx) Program:** comprehensive evaluation and planning process involving our engineering department that helps properties in the Americas become as energy-efficient as possible.

Marriott also gathers information on significant risks and opportunities of climate change from a broad array of external sources, such as NGOs, governments, industry organizations, legislators, consultants, and others. We have been working with industry organizations and other hospitality companies to develop useful metrics for sustainability for both our corporate customers and guests, and for our own supply chain. Through this engagement, we have advanced knowledge of appropriate carbon metrics for the hospitality industry and initiated action on developing an industry carbon calculator for hotel guests and meeting planners.

Marriott continues partnerships with selected organizations to support our efforts to identify significant risk areas and develop responses to environmental goals and issues. Our partners include:

- **U.S. Green Building Council (USGBC),** a Washington, DC-based organization committed to a sustainable future in the United States through cost-efficient and energy-saving green buildings.
- **Conservation International,** whose scientists, field staff, and policy experts measure the health of ecosystems, assess the implications of development decisions, provide cutting-edge information, and demonstrate through field models how to leverage change on an international scale.
- **U.S. Environmental Protection Agency (EPA),** the U.S. government agency whose mission is to protect human health and safeguard the natural environment.
- **Avoided Deforestation Partners,** an international network of rainforest preservation/climate change strategists and practitioners that promotes international efforts to reduce tropical deforestation and degradation.
- **Audubon International,** a U.S. organization that provides education and assistance for responsible management of land, water, wildlife, and natural resources.

- The Amazonas Sustainable Foundation (FAS), a private non-profit organization whose mission is the sustainable development of government-protected areas within the state of Amazonas in Brazil.
- The Carbon Trust, a non-profit company in the United Kingdom that provides support to help businesses cut carbon emissions, save energy, and commercialize low carbon technologies.
- The International Tourism Partnership, an organization of leading companies in travel and tourism that works to promote high standards of environmental and social management and responsible business practices.
- World Travel & Tourism Council (WTTC), a global business forum of leading executives from the travel and tourism industry.
- World Environment Center, a global non-profit, non-advocacy organization that advances sustainable development through the business practices of member companies and in partnership with governments, multi-lateral organizations, non-governmental organizations, and other stakeholders.
- American Hotel & Lodging Association (AH&LA), the sole national association representing all sectors and stakeholders in the lodging industry. AH&LA represents member interests to the U.S. Congress and convenes various working groups, including the Green Task Force, which is developing guidelines for creating environmental-friendly and sustainable hotels.
- Marriott worked with the Prince's Rainforest Trust while it was active; this organization established by HRH The Prince of Wales worked with governments, international businesses and non-profit organizations to find a solution to rainforest destruction.

2.2

Is climate change integrated into your business strategy?

Yes

2.2a

Please describe the process and outcomes (see guidance)

I. Business Strategy

Sustainable hotel operations are a business priority. From our senior executives and our global family of associates to an array of valuable external partners, we have engaged the resources needed to establish a robust strategy, and created the organizational structures and programs needed to drive our sustainability goals. Our efforts have already delivered reductions in energy and water use, greenhouse gas emissions and waste. We also realize costs savings and brand recognition in delivering sustainable lodging facilities and event services. Our strategy also looks beyond cost reduction and the doors of our hotels, to meaningful impacts on preserving our natural resources and mitigating the effects of climate change. In 2007, Marriott began a partnership with Conservation International to map the company's carbon footprint and develop a five-point environmental strategy which was presented to the Board of Directors. Marriott's Global Green Council, a cross-functional team of senior executives, advances our

sustainability initiatives across the company. Arne Sorenson, president and COO, is the lead executive of the Green Council, which meets several times per year.

Our most important asset is our global workforce. The philosophy of “taking care of our associates so they can take care of our guests” is a pillar of our business culture. We recognize that our associates form the foundation of our environmental and social partnerships. Sustainability objectives are included in the performance reviews of Marriott’s senior executives. Messages regarding the company’s green ethos are included in internal and external communication. Marriott’s intranet delivers the corporate green message to our individual properties across the globe. Property managers share information with their employees through staff bulletin boards, daily briefings and departmental meetings.

II. Climate Change Influences

Marriott’s Spirit To Preserve® environmental strategy includes ambitious and comprehensive goals designed to increase sustainability in hotel operations, help preserve natural resources and reduce the impact of climate change. This strategy was informed not only by our engagement with Conservation International, but also by aspects of climate change material to our business. We face risks related to global temperature increases and extremes which drive our energy efficiency efforts. We also face both challenges and opportunities relating to regulation, consumer preferences and our reputation for environmental leadership.

III. Short-term strategy

We established Energy Action Plans, with metrics incorporated into performance evaluations for engineering and business leadership. We pursue a policy of selecting equipment replacement and system upgrades which reduce energy use, such as more efficient air conditioning equipment and occupancy-sensing thermostats.

In 2010, we issued our first Sustainability Report based on the Global Reporting Initiative guidelines, covering the 2008-2009 timeframe. We also use electronic communication and social media to share our sustainability strategy and related news, including Bill Marriott’s weekly blog (blogs.marriott.com/environment), and YouTube (YouTube.com/marriottgreen).

IV. Long-term strategy

Building on our nearly three decades of commitment to environmental conservation, Marriott’s Spirit To Preserve® environmental strategy calls for:

- Further reducing energy and water consumption by 25 percent per available room by 2017 (2007 Baseline)
- Expanding our green hotel development ten-fold in five years
- Greening our multi-billion dollar supply chain
- Educating and inspiring associates and guests to support the environment
- Addressing pressing environmental challenges like climate change through a portfolio of innovative, large-scale conservation initiatives, including rainforest protection and water conservation.

We have established a variety of programs and tools to help us meet our goals. We are already recording substantial success towards our 2017 targets. We have been able to reduce our energy consumption approximately 15 percent per available room (PAR) since 2007, resulting in an overall reduction in GHG emissions of approximately 10 percent. Our success in meeting these and other goals of our environmental strategy is the result of deliberate actions such as:

- Implementing Marriott’s Retro-Commissioning (MRCx) Program, a comprehensive evaluation and planning process that helps properties become as energy efficient as possible.
- Adopting a climate-specific approach to landscaping, using native plants to reduce irrigation demands and cut the amount of fertilizer required to keep plants healthy (in U.S.)
- Working collaboratively with our business partners to expand LEED® -certified hotels across the entire Marriott portfolio.
- Engaging our top vendors to supply price-neutral greener products across of our multi-billion dollar supply chain.

- Collaborating with partners to develop a travel industry carbon calculator for guests and meeting planners.
- Establishing a sustainable seafood policy for our food service operations

V. Strategic Advantage

Our leadership in conservation has been recognized worldwide. Such recognition helps to enhance our brand and to attract and retain customers who share our values. Our lengthy, visible and successful commitment to sustainability in and beyond our hotels has led to numerous awards. For example, Climate Counts, creator of a climate change corporate scoreboard, gave Marriott the highest ranking within the hotel sector for 2010-2011.

VI. 2010 Business Decisions

We partnered with PDG Realty for the development of 50 Fairfield by Marriott hotels in Brazil. The hotels in this partnership will be constructed with environmentally-friendly design for greater energy efficiency. Additionally, Marriott and PDG Realty have agreed to make financial contributions for each hotel constructed to support Amazon Rainforest preservation through the Amazonas Sustainable Foundation (FAS).

In May 2010, Marriott announced that we will invest \$500,000 over two years to support a vital water conservation program that helps protect the largest source of fresh water on the planet, located in the mountains of Southwest China. The "Nobility of Nature" program incorporates water, forest preservation and support for the local communities.

We integrated our various environmental initiatives into a combined Sustainability Platform to drive success towards achieving our 2017 sustainability goals. Marriott completed the Carbon Disclosure Project Supply Chain Response for the first time.

2.2b

Please explain why not

2.3

Do you engage with policy makers to encourage further action on mitigation and/or adaptation?

Yes

2.3a

Please explain (i) the engagement process and (ii) actions you are advocating

Marriott gathers information on climate change risks and opportunities from a broad array of external sources, such as NGOs, governments, industry organizations, legislators, consultants, and others. Marriott partners with select organizations to identify risks and develop strategies around environmental goals and issues. Our partners include (with year partnership began):

- Conservation International (2007), whose scientists, field staff, and policy experts measure the health of ecosystems, assess the implications of development decisions, and demonstrate through field models how to leverage change on an international scale.
- U.S. Green Building Council (2007), a Washington, DC-based organization committed to a sustainable future in the United States through cost-efficient and energy-saving green buildings.
- U.S. Environmental Protection Agency (2001), the U.S. government agency whose mission is to protect human health and safeguard the natural environment.
- Avoided Deforestation Partners (2009), an international network of rainforest preservation/climate change strategists and practitioners that promotes international efforts to reduce tropical deforestation and degradation.
- Audubon International (2008), a U.S. organization that provides education and assistance for responsible management of land, water, wildlife, and natural resources.
- The Amazonas Sustainable Foundation (2007), a non-profit organization whose mission is the sustainable development of government-protected areas within the state of Amazonas in Brazil.
- The Carbon Trust (2009), a non-profit company in the United Kingdom that provides support to help businesses cut carbon emissions, save energy, and commercialize low carbon technologies.
- The International Tourism Partnership (1993), an organization of leading companies in travel and tourism working to promote high standards of environmental and social management and responsible business practices.
- World Travel and Tourism Council (1990), an association of the world's foremost travel and tourism leaders.
- American Hotel & Lodging Association, the sole national association representing all sectors and stakeholders in the lodging industry.

Sample engagements:

We are a key participant in efforts to establish carbon metrics for the hospitality industry. In partnership with the Intercontinental Hotels Group and Wyndham Hotels, we funded research at Cornell University on appropriate carbon metrics for the industry. This research supported our joint project with the International Tourism Partnership and several other hotel management companies to establish the first industry-wide methodology for calculating and reporting the carbon impact of guest nights and meetings.

We have been participating in the Sustainability Roundtable at Cornell's Center for Hospitality Research since its inception.

Marriott worked with Conservation International on developing its environmental strategy in 2007, and subsequently on a portfolio of innovative conservation initiatives. Marriott pledged \$2 million USD in corporate funding to help protect 1.4 million acres of rainforest in the Juma Reserve in the State of Amazonas, Brazil. This project represents a ground breaking public-private partnership between Marriott, the State of Amazonas and the Amazonas Sustainable Foundation (FAS), which designed and administers the Reducing Emissions from Deforestation and Forest Degradation (REDD) program.

In 2010, Marriott partnered with Conservation International and the Government of Pingwu County, China to launch "Nobility of Nature," a vital water conservation program that helps protect the source of fresh water for more than 2 billion people in Southwest China. The program assists rural communities in Sichuan Province with sustainable businesses. Marriott will invest \$500,000 USD in seed money over two years.

In 2010, Marriott joined Avoided Deforestation Partners and others to petition the U.S. Congress for help in protecting tropical rainforest through offset credit program and other support. At the 16th Conference of Parties held in Cancun, Mexico in late 2010, FAS, the Centre for International

Forestry Research (CIFOR) and Marriott organized a side-event on the “Current Status and Prospects for REDD-plus in the Amazon” attended by over 150 participants including research institutes, governments, NGOs and business representatives. Virgilio Viana, chief executive officer of FAS and Mari Snyder, vice president of social responsibility for Marriott, discussed the Juma REDD Project and how NGO-private sector partnerships can help halt deforestation and alleviate poverty in the Amazon. Marriott’s global FutureFish program is designed to help the company’s hotels around the world source, cook and serve sustainable fish wherever seafood is offered. Working with vendors, global/local fisheries, our hotels are sourcing an increasing amount of seafood caught in a sustainable manner.

Page: 3. Targets and Initiatives

3.1

Did you have an emissions reduction target that was active (ongoing or reached completion) in the reporting year?

Absolute and intensity targets

3.1a

Please provide details of your absolute target

ID	Scope	% of emissions in scope	% reduction from base year	Base year	Base year emissions (metric tonnes CO2e)	Target year	Comment
WTTC	Scope 1+2	100%	25%	2005		2020	Marriott has endorsed the World Travel and Tourism Council's interim target of reducing CO2 emissions by 25% by 2020 over 2005 levels.

3.1b

Please provide details of your intensity target

ID	Scope	% of emissions in scope	% reduction from base year	Metric	Base year	Base year emissions (metric tonnes CO2e)	Target year	Comment
PAR	Scope 1+2	100%	25%	Other: energy use per available room	2007	2465394	2017	Marriott's goal is expressed in energy reduction.
CL	Scope 1+2	100%	6%	Other: CO2e per available room	2004		2010	Marriott was the first lodging company to become a partner with the U.S. Environmental Protection Agency's Climate Leaders program. As part of that program, we set a target to reduce GHG emissions per available room 6% by 2010. This target was achieved in 2007, and surpassed in the subsequent years.

3.1c

Please also indicate what change in absolute emissions this intensity target reflects

ID	Direction of change anticipated in absolute Scope 1+2 emissions at target completion?	% change anticipated in absolute Scope 1+2 emissions	Direction of change anticipated in absolute Scope 3 emissions at target completion?	% change anticipated in absolute Scope 3 emissions	Comments
PAR	Decrease				Our efforts to reduce our energy and water use by 25% over 2010 levels by 2017 will deliver significant reductions in CO2e emissions, which will be reported. At the end of 2010, our emissions per available room had decreased by about 15% over our 2007 baseline.

3.1d

Please provide details on your progress against this target made in the reporting year

ID	% complete (time)	% complete (emissions)	Comment
PAR	30%	60%	At the end of 2010, our various global business groups were able to report energy and emissions reductions averaging approximately 15%.
CL	100%	100%	The Climate Leaders target year was 2010, but the 6% reduction in emissions per available room was achieved in 2007.

3.1e

Please explain (i) why not; and (ii) forecast how your emissions will change over the next five years

3.2

Does the use of your goods and/or services directly enable GHG emissions to be avoided by a third party?

Yes

3.2a

Please provide details (see guidance)

In working to reduce energy and water use, reduce waste and increase recycling in our hotels, we help our customers address their own goals for sustainable travel and meeting services. Marriott has developed initiatives across its supply chain to reduce the carbon footprint of guest stays and corporate customer activities at our hotels. In developing our Green Meeting program, we leveraged our relationship with various vendors to develop more sustainable products. For example, our hotels now use Bic Ecolutions® biodegradable pens made from recycled content and 100% post-consumer fiber writing pads. In addition, we are currently participating in a working group symposium of hospitality management companies, manufacturers and other industry suppliers to facilitate greening the furniture, fixture and equipment (FF&E) supply chain for hotels. We are working with industry partners to develop the first-ever carbon calculator for guest stays and meetings, which will provide our customers with a tool to help them quantify and report on their own Scope 3 emissions. We will be completing a CDP Supply Chain Response for the second year.

3.3

Did you have emissions reduction initiatives that were active within the reporting year (this can include those in the planning and/or implementation phases)

Yes

3.3a

Please provide details in the table below

Activity type	Description of activity	Annual monetary savings (unit currency)	Investment required (unit currency)	Payback period
Energy efficiency: processes	Marriott partnered with EcoLab to develop a new laundry formulation and management system, which was piloted in 2010. The system demonstrated significant savings in energy and water use during the laundry process. The pilot project deployed in 31 hotels in 2010 saved an annualized, projected total of 18 million gallons of water and observed declines in energy use from 15-25% (amount varies by load and equipment).			1-3 years
Other	In late 2009, Marriott announced plans to develop a green hotel prototype for its Courtyard brand that will save roughly \$100,000, six months in design time, and up to 25 percent energy and water savings for its owners. A similar LEED® Volume pre-certification program was developed for TownePlaceSuites in 2010. Programs for Residence Inn, Springhill Suites, and Fairfield Inns & Suites will be finalized by end of 2011.			1-3 years
Product design	Marriott developed a Green Meetings product that was launched 2008, and expanded to additional brands in 2010. This service responds to the needs of corporate customers and event planners seeking sustainable meeting operations. We educate and train our associates in the product standards so that they can provide a range of environmentally friendly amenities and practices. These include: meeting room notepads made from 100% PC Fiber, Ecolutions Pens, Recycling			<1 year

Activity type	Description of activity	Annual monetary savings (unit currency)	Investment required (unit currency)	Payback period
	container and boxed lunch program, and linenless tables constructed from recycled materials and eco-friendly menu and beverage selection options.			
Behavioral change	We established Energy and Environmental Action Plans that are used in all properties in the Americas. This tool guides engineering and other property leaders through an energy audit process to help them accomplish energy and water reduction goals. This best practices audit is fully developed and available to the property teams for evaluating their current state and their opportunities. This resource helps property teams identify the correct behaviors and then to assign a value to them. In 2011, these plans are being deployed worldwide.			
Energy efficiency: processes	Marriott's Retro-commissioning program (MRCx) continues to drive third party studies of our more complex facilities in order to identify the efficiency opportunities. Wherever possible, projects will take advantage of utility incentives to offset the costs. All MRCx study recommendations are being tracked in our maintenance and asset management system for follow-up.			1-3 years

3.3b

What methods do you use to drive investment in emissions reduction activities?

Method	Comment
Employee engagement	We engage our employees through various training opportunities and communicate through our intranet, company-wide Environmental Awareness Month activities and internal recognition of hotel performance.
Financial optimization calculations	Our Energy Action Plans evaluate return on investment projects and help prioritize owner investments
Compliance with regulatory requirements/standards	
Other	Guest/Corporate Customer engagement in the Juma REDD project in Brazil and the Nobility of Nature fresh water project in China. For meetings or stays of 10 rooms or more booked during select dates, participating Marriott hotels around the world contribute a percentage of the group's guest room costs to protect the critically endangered Brazilian Amazon Rainforest. When making reservations, individual guests are also invited to contribute to this innovative carbon offset program, Spirit to Preserve the Rainforest. Marriott has pledged \$2 million USD in corporate funding.

3.3c

If you do not have any emissions reduction initiatives, please explain why not

Page: 4. Communication

4.1

Have you published information about your company's response to climate change and GHG emissions performance for this reporting year in other places than in your CDP response? If so, please attach the publication(s)

Publication	Page/Section Reference	Identify the attachment
In voluntary communications (complete)	Marriott and the Environment	Marriott Sustainability Report 2008-2009
In annual reports (complete)	p. 15	Marriott Annual Report 2010

Further Information

For more information on Marriott's Spirit to Preserve® environmental vision, please see the Environment page on our website, <http://www.marriott.com/corporate-social-responsibility/corporate-environmental-responsibility.mi>.

Attachments

[https://www.cdproject.net/Sites/2011/29/11329/Investor CDP 2011/Shared Documents/Attachments/InvestorCDP2011/4.Communication/marriott2010annualreport.pdf](https://www.cdproject.net/Sites/2011/29/11329/Investor%20CDP%202011/Shared%20Documents/Attachments/InvestorCDP2011/4.Communication/marriott2010annualreport.pdf)
[https://www.cdproject.net/Sites/2011/29/11329/Investor CDP 2011/Shared Documents/Attachments/InvestorCDP2011/4.Communication/Marriott_Sustainability_Report.pdf](https://www.cdproject.net/Sites/2011/29/11329/Investor%20CDP%202011/Shared%20Documents/Attachments/InvestorCDP2011/4.Communication/Marriott_Sustainability_Report.pdf)

Module: Risks and Opportunities [Investor]

5.1

Have you identified any climate change risks (current or future) that have potential to generate a substantive change in your business operations, revenue or expenditure? Tick all that apply

- Risks driven by changes in regulation
- Risks driven by changes in physical climate parameters
- Risks driven by changes in other climate-related developments

5.1a

Please describe your risks driven by changes in regulation

ID	Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact
01	Product efficiency regulations and standards	Green building standards, such as the U.S. Green Building Council's (USBC) Leadership in Energy and Environmental Design (LEED®) standards, which have been adopted as either a mandatory compliance regulation or encouraged through incentives throughout the U.S., as well as other national and international standards impact project costs related to compliance and certification.	Increased operational cost	Current	Direct	Virtually certain	Low
02	Carbon taxes	Taxes designed to encourage companies to reduce energy consumption.	Increased operational cost	Unknown	Direct	Virtually certain	Low
03	Voluntary agreements	Agreements between companies and state authorities on targets are negotiated.	Increased operational cost	Unknown	Direct	Unknown	Unknown
04	Uncertainty surrounding	The diverse, complex and fluid nature of climate change regulation is challenging for global corporations.	Increased operational	Current	Direct	Very likely	Unknown

ID	Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact
	new regulation		cost				

5.1b

Please describe (i) the potential financial implications of the risk before taking action; (ii) the methods you are using to manage this risk; and (iii) the costs associated with these actions

Risk #s 1-2:

i. Marriott International is subject to the range of operating risks common to the hotel, timeshare, and corporate apartment industries. The profitability of the hotels, vacation resorts and corporate apartments that we operate or franchise may be adversely affected by a number of factors, including the costs and administrative burdens associated with compliance with applicable environmental laws and regulations.

ii. Marriott International has taken a highly proactive approach to complying with environmental laws and regulations by consulting with expert organizations and agencies and taking steps to mitigate and manage our environmental impacts and policies.

(The information above applies to more than one risk, more specific information is added below)

Risk #01:

i. (see Risk #s 1-2: i, above) Green building standards, such as the U.S. Green Building Council's (USBC) Leadership in Energy and Environmental Design (LEED®) standards, which have been adopted as either a mandatory compliance regulation or encouraged through incentives throughout the U.S, as well as other national and international standards pose a risk in terms of project costs related to compliance and certification. New and existing building codes represent a risk to Marriott as we develop new properties and work with owners to remodel existing buildings. Incorporating green building standards may increase the costs of project-related design and construction, as well as impact the permit process.

ii.(see Risk #s 1-2: ii, above) Marriott is working collaboratively with our business partners to expand LEED® -certified hotels across the entire Marriott portfolio. LEED® is an internationally-recognized certification system developed by the U.S. Green Building Council. By the end of 2010, we had 91 new properties either LEED® -certified or registered, including our headquarters in Bethesda.

Marriott employs 32 LEED® -accredited associates. LEED® certification provides independent, third-party verification that a building project meets the highest green construction and operations performance measures. LEED® -certified buildings reduce waste sent to landfills, conserve energy and water, are healthier and safer for occupants, and reduce harmful greenhouse gas emissions.

We have similar projects planned or ongoing in countries outside the U.S., including the development of 50 Fairfield by Marriott hotels throughout Brazil. The hotels in this partnership will be constructed with environmentally-friendly design for greater energy efficiency.

iii. While there may be small administrative and scope cost increases related to green building standards, these costs are usually offset in an ever-shortening payback timeframe by more significant ROI generated by lower operational costs.

Risk #2:

i. (see Risk #s 1-2: i, above) Increases in fuel costs related to carbon taxes will raise operational costs for Marriott. In addition, rising fuel costs can also depress the volume of business and leisure travel. The dual impact of rising costs and reduced demand could potentially have a substantive impact.

- ii. (see Risk #s 1-2: ii, above) Marriott has developed several initiatives to reduce energy consumption, which is one of the key goals of our Marriott's Spirit to Preserve® environmental strategy. A new Energy Conservation Action Plan was introduced, with metrics incorporated into performance evaluations for engineering and business leadership. Marriott's Retro-Commissioning (MRCx) program, a comprehensive evaluation and planning process that helps properties become as energy efficient as possible, has been conducted at more than 30 of our largest properties. We conducted a comprehensive, systemic evaluation of all operating systems at individual hotels. These evaluations of our lighting, hot water and HVAC (heating, ventilation and air conditioning systems) determine strategic plans for bringing a property to peak operational performance.
- iii. The energy savings expected through MRCx can be substantial. Through projects completed over the last few years and those currently under way, we anticipate saving 12 million kilowatts of power. In general, properties find that after they implement all the recommendations that evolved from an MRCx assessment, their energy costs decrease 5 to 25 % and they achieve, on average, a payback on their investment in just 1.4 years.

Risk #03:

- i. Participation in voluntary state programs such as the recently retired U.S. Environmental Protection Agency's Climate Leaders program (of which Marriott was a participant) represent both a risk and opportunity for Marriott. Company-wide greenhouse gas emissions accounting, target-setting and reporting require an investment in resources. But such programs also help a company focus on climate change enterprise-wide, as opposed to specific regulations which may affect only specific equipment and/or locations, and thus are managed at individual sites. Voluntary agreements also provide leadership and information sharing opportunities.

Also, as part of its environmental leadership strategy to prepare to operate in an increasingly resource-constrained world, Marriott is working to address pressing environmental challenges like climate change through a portfolio of innovative, large-scale conservation initiatives including rainforest protection in Brazil and water conservation in China. In May 2010, Marriott announced that we will invest \$500,000 over two years to support a vital water conservation program that helps protect the largest source of fresh water on the planet, located in the mountains of Southwest China. The "Nobility of Nature" program incorporates water, forest preservation and support for the local communities.

- ii. Marriott will continue participation in the Carbon Disclosure Project (CDP).
- iii. Several staff members support the preparation of Marriott's response to the CDP.

Risk #04:

- i. Uncertainty surrounding new climate change regulation is a challenge for international corporations such as Marriott. Public policy debates and the uncertain status of legislative action in the U.S. make it more difficult to assess risks in this area. Adapting to multiple, changing and potentially conflicting standards is also a management challenge. For example, some municipalities in California are reassessing the use of LEED® standards after the adoption of the California Green Building Code (CALGreen) which became active on January 1, 2011.
- ii. Marriott International has taken a highly proactive approach to complying with environmental laws and regulations by consulting with expert organizations and agencies and taking steps to mitigate and manage our environmental impacts and policies. We report regularly to our owners and franchisees our latest achievements in energy conservation, the latest technologies, and recent developments in energy management. We work with them closely on the purchase of new equipment, helping to ensure that they are buying the most energy-efficient equipment available.
- iii. The specific costs associated of dealing with uncertainty surrounding new regulation are not measurable.

5.1c

Please describe your risks that are driven by change in physical climate parameters

ID	Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact
05	Change in temperature extremes	Greater extremes in temperature would impact energy consumption and could result in decreased desirability of certain destinations and changes to travel patterns.	Increased operational cost	Unknown	Direct	Very likely	Low
06	Tropical cyclones	More frequent and more severe storms would increase the risk of property damage and related insurance costs for what has generally been very short-term business disruption.	Increased operational cost	Unknown	Direct	More likely than not	Unknown
07	Change in precipitation extremes and droughts	Severe changes in weather patterns would impact the desirability of destinations where our operations are located. Prolonged periods of rain and/or drought could also disrupt the food supply chain, impacting our ability to serve our guests.	Reduced demand for goods/services	Unknown	Direct	Unknown	Unknown
08	Change in mean (average) temperature	Increasing global temperatures would drive up the energy consumption at our properties, thus reducing profits from operations.	Increased operational cost	Current	Direct	Virtually certain	Low

5.1d

Please describe (i) the potential financial implications of the risk before taking action; (ii) the methods you are using to manage this risk; and (iii) the costs associated with these actions

As more travelers do business globally and explore new destinations and cultures, Marriott International wants to be there to welcome them. Our 3,545 lodging properties are located in 70 countries and territories throughout North America, Europe, the Middle East, Africa, the Caribbean, Latin America, Asia and the Pacific. A high percentage of Marriott's growth continues to be fueled by global development and, in alignment with our disciplined focus on worldwide growth, we have embraced a global mindset. Creating more sustainable hotel operations in the context of a healthy planet is a business priority, not just a social responsibility strategy. We are aware that any factor, including those related to climate change, which could limit or reduce the demand or the pricing our hotels are able to obtain for hotel rooms or which could increase costs would reduce profits.

Costs specifically related to the physical risks of climate change have not been discretely quantified. Each property's capital expenditure planning process conducted by the hotel management team with building owners includes consideration of property enhancements that could increase the ability of the hotel to address the effects of climate. Issues such as plant capacity to handle increased peak energy/cooling loads are also addressed as part of the ongoing equipment maintenance and planned replacement process. (The information above applies to more than one risk, more specific information is added below)

Risk #05:

- i. Were seasonal temperature variations to become more extreme, some of the lodging properties managed by Marriott would be more costly to operate. Possible increases in temperature extremes could increase the severity and duration of seasonal dips in demand. More extreme seasonality could adversely affect the desirability of certain destinations. Hotels in destinations most affected by the climate extremes might experience decreasing occupancy rates at the same time that expenses increase.
- ii. Marriott has developed several initiatives to reduce energy consumption, which is one of the key goals of our Marriott's Spirit to Preserve® environmental strategy. A new Energy Action Plan was introduced, with metrics incorporated into performance evaluations for engineering and business leadership. Marriott's Retro-Commissioning (MRCx) program, a comprehensive evaluation and planning process that helps properties become as energy efficient as possible, has been conducted at more than 30 of our largest properties. We conducted a comprehensive, systemic evaluation of all operating systems at individual hotels. These evaluations of our lighting, hot water and HVAC (heating, ventilation and air conditioning systems) determine strategic plans for bringing a property to peak operational performance.
- iii. The energy savings expected through MRCx can be substantial. Through projects completed over the last few years and those currently under way, we anticipate saving 12 million kilowatts of power. In general, properties find that after they implement all the recommendations that evolved from an MRCx assessment, their energy costs decrease 5 to 25% and they achieve an average payback on their investment in 1.4 years.

Risk #06:

- i. Weather events such as hurricanes can endanger our customers, our associates and their families and communities, as well as adversely impact our facilities and properties. Increased frequency of tropical cyclones could cause a decline in the level of business and leisure travel and thus reduce the demand for lodging. Increased climatic risks may generally impact the costs of insurance. Widespread property destruction would impact the availability of construction materials and resources, and so impact the cost and timeframes for repairs and resumption of full operations at our affected hotels.
- ii. Marriott has developed procedures and protocols at both the corporate and operational level to prepare for, mitigate, manage and respond as expeditiously as possible to physical risks such as severe weather and environmental disasters. Marriott has focused on environmental and climate issues identified as risks at the board level as one of five global issues—poverty, environment, community workforce development, well-being of children, and diversity and inclusion—that comprise our global citizenship strategy. Marriott continues to work toward environmental sustainability and a healthier planet.
- iii. Operational cost increases due to higher insurance costs might occur.

Risk #07:

- i. Longer dry or wet periods would make some destinations less desirable. Such climate conditions could also disrupt the global and local food supply chains, which could affect restaurant and other food service operations at our hotels. The potential for increasing periods of drought highlights the importance of preserving the supply of fresh water around the world.
- ii. In addition to strategies to mitigate risks in local destination areas by having a diverse and global business, Marriott has been a leader in addressing climate change "beyond our hotels." The destruction of tropical rainforests contributes an estimated 20% of the world's greenhouse gas emissions and accelerates climate change. Often described as the "lungs of the planet", the Amazon Rainforest and other forests absorb vast quantities of carbon dioxide and through photosynthesis, convert it into clean, breathable air. When rainforests are logged or burned, carbon is released into the atmosphere.
In 2007, Marriott started a portfolio of innovative conservation initiatives with the pledged \$2 million corporate grant to protect 1.4 million acres of rainforest in the Juma Sustainable Development Reserve in Amazonas, Brazil. Since then, we have raised an additional \$200,000 through partners such as the Tauck-Romano Foundation, the "Spirit To Preserve" meetings promotion and guests' voluntary carbon offset program. In 2010, Marriott partnered with Conservation International and the Government of Pingwu County, China to launch "Nobility of Nature," a vital water conservation

program that helps protect the source of fresh water for more than 2 billion people in Southwest China. The program is designed to assist rural communities in Sichuan Province with sustainable businesses, such as mushroom farming and honey production, which will place less stress on the environment. By avoiding deforestation, erosion and sedimentation are reduced and thereby improve water quality/quantity downstream in both rural and urban areas.

iii. Marriott has pledged/donated \$2 million in corporate grants to the Juma project; \$500,000 of seed money will be invested in the “Nobility of Nature” project.

Risk #08:

i. Considering the number of properties managed by Marriott, the impact of an increase in average global temperatures could be considerable. Increases in the costs of energy, fuel and other expenses central to the conduct of our business could pose a financial risk.

ii.. (see Risk #05)

iii. (see Risk #05)

5.1e

Please describe your risks that are driven by changes in other climate-related developments

ID	Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact
9	Changing consumer behaviour	With growing environmental awareness on the part of many travelers, as well as pressure on many other businesses to reduce their carbon footprint, hotels need to provide products and services that respond to changing consumer demand. The success of growing our brand through development of new properties and franchises is also linked to our ability to adapt to new market priorities.	Reduced demand for goods/services	6-10 years	Direct	Unlikely	Medium

5.1f

Please describe (i) the potential financial implications of the risk before taking action; (ii) the methods you are using to manage this risk; (iii) the costs associated with these actions

Risk #9:

i. Awareness and knowledge of environmental issues and climate change have grown among a variety of important stakeholders, such as Marriott's guests, corporate customers, associates, investors, suppliers, business partners and the communities in which we operate around the world. Amidst rising expectations regarding business action and accountability, failure to maintain our leadership position in addressing the issues of climate change and environmental sustainability could negatively impact Marriott's reputation, brand and competitive advantage in the hotel and lodging industry.

ii. Since 2007, Marriott has been working with Conservation International to implement an environmental leadership strategy covering all facets of the company's business. As a key result of the initiative, Marriott was a first in global hotel companies to calculate its carbon footprint and develop an integrated strategy to minimize that footprint by improving energy efficiency, conserving water, building more sustainable hotels, and supporting high-quality projects that reduce greenhouse gas emissions from deforestation.

Marriott set an aggressive goal in 2007 to reduce energy and water consumption by 25% per available room from 2007 levels by 2017 (2007 baseline). Marriott and its owners have seen the cumulative benefits of having:

- Implemented linen and towel reuse practices
- Replaced more than 28,000 PTAC guestroom air conditioning units for a 20 percent reduction in energy use
- Replaced more than 1,700 heat pumps with units that are 16 percent more energy efficient
- Installed over 18,000 electronic digital thermostats with motion detection, yielding another 15 percent in energy use improvement
- Adopted new standards for roof replacements in our full-service hotels that call for extra insulation, thus reducing roof thermal load by at least 25% when a new roof is installed
- Upgraded laundry systems to more efficient technologies, including 350 Formula One systems, which cut laundry energy consumption 25% by reducing the number of cycles and the amount of hot water required.
- Replaced 450,000 light bulbs with fluorescent lighting
- Installed 400,000 low-flow shower heads and toilets

In addition to the efforts outlined above, Marriott has key product and service initiatives in place which demonstrate our environmental leadership in the hospitality sector.

• Green Meetings -- Marriott has developed a set of baseline and optional (higher price point) Green Meeting standard offerings, an online Green Meeting function and menu planner, and training and certification of associates. Marriott's Strategy:

- o Provide standards, direction and guidance to hotels to execute green meetings
- o Meet customer demand for those seeking a green meeting experience
- o Minimize harm to the environment

• LEED® prototypes for our hotel brands.

In November 2009, Marriott announced a green hotel prototype, referred to by the USGBC as "volume build certification," for the Courtyard by Marriott brand. The pre-certified prototype was awarded LEED® Silver status and will save owners approximately \$100,000 and six months in design time, and reduce a hotel's energy and water consumption by up to 25%, based on national averages. These savings, combined with incentives offered in many jurisdictions, could provide a payback for the LEED® building investment in about two years. Benefits for owners or franchisees include:

- Provides a clearly defined road map to achieve LEED® certification at a competitive cost
- Offers owners and franchisees a single point of contact throughout the LEED® certification process
- Significantly reduces risks by providing a predetermined LEED® design applicable to all U.S.

geographies

- Provides documentation of LEED® intent when promoting development and / or pursuing permitting

Other brands for which we are developing LEED® prototypes are TownePlace Suites, Residence Inn, Springhill Suites, and Fairfield Inns & Suites: Marriott is working collaboratively with our business partners to expand LEED® -certified hotels across the entire Marriott portfolio. In 2005, Marriott had the first hotel & conference center--The Inn and Conference Center by Marriott at the University of Maryland in College Park--to attain LEED® certification in North America. By the end of 2010, Marriott had 91 properties either LEED® -certified or registered, including our headquarters in Bethesda, MD. Marriott employs 32 LEED® -accredited associates.

In 2008, Marriott invited meeting planners and their guests to add to the company's \$2 million commitment to help save the rainforest in Brazil.

Meeting planners can also arrange to have a contribution made to the rainforest, in the name of their company, as part of Marriott's "green meetings" offering. To make a donation or learn more information, visit www.marriott.com/SaveTheRainforest.

In May 2010, Marriott launched "Nobility of Nature," a \$500,000 commitment to help protect the source of fresh water in Asia for more than 2 billion people. Located in the mountains of Southwest China, the program helps rural communities develop sustainable businesses, such as mushroom farming and honey production, which reduce erosion and sedimentation and improve water quality and availability downstream.

iii. Our energy-efficiency, waste-reduction and LEED® project efforts typically have payback time frames of 2 years or less. The payback timeframe for the LEED® prototypes is less than three years. For Green Meetings, we have leveraged our relationship with vendors to provide us cost-neutral, environmentally-sustainable products and services. Our Juma REDD and Nobility of Nature water projects represent multi-year corporate grant commitments of \$2.5 million.

5.1g

Please explain why you do not consider your company to be exposed to risks driven by changes in regulation that have the potential to generate a substantive change in your business operations, revenue or expenditure

5.1h

Please explain why you do not consider your company to be exposed to risks driven by physical climate parameters that have the potential to generate a substantive change in your business operations, revenue or expenditure

5.1i

Please explain why you do not consider your company to be exposed to risks driven by changes in other climate-related developments that have the potential to generate a substantive change in your business operations, revenue or expenditure

Page: 6. Climate Change Opportunities

6.1

Have you identified any climate change opportunities (current or future) that have the potential to generate a substantive change in your business operations, revenue or expenditure? Tick all that apply

- Opportunities driven by changes in regulation
- Opportunities driven by changes in physical climate parameters
- Opportunities driven by changes in other climate-related developments

6.1a

Please describe your opportunities that are driven by changes in regulation

ID	Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact
01	Product efficiency regulations and standards	The development and adoption of green building standards creates an opportunity for Marriott to lead the hospitality industry.	Reduced operational costs	Current	Direct	Virtually certain	Low-medium

6.1b

Please describe (i) the potential financial implications of the opportunity; (ii) the methods you are using to manage this opportunity; (iii) the costs associated with these actions

Opportunity #01 :

i. Green building standards, such as the U.S. Green Building Council's (USGBC) LEED® standards, which have been adopted as either a mandatory compliance regulation or encouraged through incentives throughout the U.S, as well as other national and international standards create opportunities for Marriott to demonstrate leadership in green hotel development. As we develop new properties and work with owners to remodel existing buildings, we can call on our experience in LEED® standards and certification. Marriott's leadership in sustainable hotel design and operation will allow the company to respond to increased market demand for "green buildings."

ii. Marriott is working collaboratively with our business partners to expand LEED® -certified hotels across the entire Marriott portfolio. LEED® is an internationally-recognized certification system developed by the USGBC. LEED® certification provides independent, third-party verification that a building project meets the highest green construction and operations performance measures. LEED®-certified buildings reduce waste sent to landfills, conserve energy and water, are healthier and safer for occupants, and reduce harmful greenhouse gas emissions. Marriott employs 32 LEED® -accredited associates.

After a three-year effort to become more sustainable and environmentally-friendly, the 30-year old building was awarded LEED® Existing Building Gold status in April 2010 by the USGBC. By the end of 2010, we had 91 properties either LEED® -certified or registered, including our headquarters in Bethesda.

In November 2009, Marriott announced a green hotel prototype, referred to by the USGBC as "volume build certification," for the Courtyard by Marriott brand. The pre-certified prototype was awarded LEED® Silver status and will save owners approximately \$100,000 and six months in design time, and reduce a hotel's energy and water consumption by up to 25%, based on national averages. These savings, combined with incentives offered in many jurisdictions, could provide a payback for the LEED® building investment in about two years. Benefits for owners or franchisees include:

- Provides a clearly defined road map to achieve LEED® certification at a competitive cost
- Offers owners and franchisees a single point of contact throughout the LEED® certification process
- Significantly reduces risks by providing a predetermined LEED® design applicable to all U.S. geographies
- Provides documentation of LEED® intent when promoting development and / or pursuing permitting

Other brands for which we are developing LEED® prototypes are: TownePlace Suites, Residence Inn, Springhill Suites, and Fairfield Inns & Suites. We have similar projects planned or ongoing in countries outside the U.S., including the development of 50 Fairfield by Marriott hotels throughout Brazil. The hotels in this partnership will be constructed with environmentally friendly design for greater energy efficiency.

iii. Incorporating green building standards may increase the costs of project-related design and construction, as well as impact the permit process. While there may be administrative cost increases related to green building standards, these costs are usually offset by more significant ROI generated by lower operational costs. Transforming the Marriott International headquarters into a sustainable and environmentally-friendly building (receiving the LEED®-EB gold status in 2010) is predicted to save the company \$700,000 annually, and we expect to receive up to \$1.3 million in tax credits over three years. The pre-certified Courtyard LEED® Silver status prototype will save owners approximately \$100,000 and six months in design time, and reduce a hotel's energy and water consumption by up to 25%, based on national averages. These savings, combined with

incentives offered in many jurisdictions, could provide a payback for the LEED® building investment in about two years.

6.1c

Please describe the opportunities that are driven by changes in physical climate parameters

ID	Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact
02	Change in mean (average) temperature	Increases in average temperatures would present an opportunity for Marriott to outperform peers in managing increasing energy demand at its hotels.	Reduced operational costs	Current	Direct	Very likely	Low
03	Change in temperature extremes	Marriott's ability to run more energy efficient hotels offers the opportunity to outperform competitors in regulating the temperature at its hotels.	Reduced operational costs	Unknown	Direct	Unknown	Low

6.1d

Please describe (i) the potential financial implications of the opportunity; (ii) the methods you are using to manage this opportunity; (iii) the costs associated with these actions

Marriott's opportunities regarding changes in physical climate parameters are defined by the ability to perform comparatively in regard to minimizing the risks associated with changes in temperature and weather patterns. Creating more sustainable hotel operations in the context of a healthy planet is a business priority for Marriott International, not just a social responsibility strategy. By taking advantage of opportunities to undertake "green" operations and initiatives, Marriott has already garnered a number of business benefits.

Opportunity #02:

i. Increases in average global temperatures would mean that our hotels would have more demand for cooling. More efficient air conditioning systems allow Marriott to meet that energy demand in a more cost-effective way.

ii. Marriott's Retro-Commissioning Program (MRCx) has already achieved substantial energy savings related to cooling degree days. We have replaced more than 28,000 PTAC guestroom air conditioning units for a 20% reduction in energy use.

iii. Replacing guestroom air conditioning units with more efficient systems is part of our replacement/upgrade practice.

Opportunity #03:

- i. Possible increases in temperature extremes could increase the severity and duration of seasonal dips in demand. Increases in demand for energy to regulate the building environment (number of heating degree days and cooling degree days) will increase energy costs. Marriott's ability to run more energy-efficient hotels offers the opportunity to outperform competitors.
- ii. Our efforts to increase the energy efficiency of the properties we manage will create an opportunity for our hotel operations to remain profitable in the event of increased temperature extremes. Our program to reduce energy use at our hotels will give us a comparative advantage over other hotel managers.
- iii. Most of the energy saving policies and equipment replacement efforts conducted with our property owners are either cost neutral, or offer a short payback time.

6.1e

Please describe the opportunities that are driven by changes in other climate-related developments

ID	Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact
04	Reputation	Growing awareness and knowledge of environmental issues and climate change among important stakeholders around the world, as well as rising expectations for business accountability offer opportunities to highlight Marriott's environmental leadership position in the hospitality industry.	Other: Reputational Advantage	Current	Direct	Very likely	Low
05	Changing consumer behaviour	With growing environmental awareness on the part of many travelers, as well as pressure on many other businesses to reduce their carbon footprint, hotels providing products and services that respond to changing consumer demand are better positioned to achieve business goals. The success of growing our brand through development of new properties and franchises is also linked to our ability to adapt to new market priorities.	Increased demand for existing products/services	Current	Direct	Very likely	Low-medium

6.1f

Please describe (i) the potential financial implications of the opportunity; (ii) the methods you are using to manage this opportunity; (iii) the costs associated with these actions

Opportunity #04:

i. Awareness of climate change has grown among a variety of important stakeholders, including Marriott's guests, customers, associates, investors, suppliers, business partners and the communities in which we operate around the world. Amidst rising expectations regarding business action and accountability, Marriott has established a leadership position in addressing the issues of climate change and environmental sustainability in the context of the lodging sector.

ii. Since 2007, Marriott has been working with Conservation International to implement an environmental leadership strategy covering all facets of the company's business. As a key result of the initiative, Marriott became the first major global hotel company to calculate its carbon footprint and develop an integrated strategy to minimize that footprint by improving energy efficiency, conserving water, building more sustainable hotels, and supporting high-quality projects that reduce greenhouse gas emissions from deforestation.

Marriott set an aggressive goal in 2007 to reduce energy and water consumption by 25% per available room from 2007 levels by 2017. Marriott and its owners have seen the cumulative benefits of having:

- Implemented linen and towel reuse practices
- Replaced more than 28,000 PTAC guestroom air conditioning units for a 20% reduction in energy use
- Replaced more than 1,700 heat pumps with units that are 16% more energy efficient
- Installed over 18,000 electronic digital thermostats with motion detection, yielding another 15% in energy use improvement
- Adopted new standards for roof replacements in our full-service hotels that call for extra insulation, thus reducing roof thermal load by at least 25% when a new roof is installed
- Installed more than 200 Ozone Activated Air Laundry systems, which reduce energy use by injecting ozone into the water, and 350 Formula One systems, which cut laundry energy consumption 25% by reducing the number of cycles and the amount of hot water required.
- Replaced 450,000 light bulbs with fluorescent lighting
- Installed 400,000 low-flow shower heads and toilets

Marriott is working collaboratively with our business partners to expand LEED® -certified hotels across the entire Marriott portfolio. (See Opportunity #1)

Beginning in 2008, Marriott invited guests to add to the company's \$2 million commitment to help save the rainforest in Brazil. Meeting planners can also arrange to have a contribution made to the rainforest, in the name of their company, as part of Marriott's "green meetings" offering.

In May 2010, Marriott launched "Nobility of Nature," a \$500,000 commitment to help protect the source of fresh water in Asia for more than 2 billion people. Located in the mountains of Southwest China, the program helps rural communities develop sustainable businesses, such as mushroom farming and honey production, which reduce erosion and sedimentation and improve water quality downstream.

iii. Our energy-efficiency, waste-reduction and LEED® project efforts typically have payback timeframes of 2 years or less. Our Juma REDD and Nobility of Nature water projects represent multi-year corporate grant commitments of \$2.5 million.

Opportunity #05:

i. (see Opportunity #04: i, above)

ii. (See Opportunity #04: ii, above) In addition to the efforts outlined above, Marriott has key product and service initiatives in place which demonstrate our environmental leadership in the hospitality sector.

Green Meetings -- Marriott has developed a set of baseline (cost neutral) and optional (higher price point) Green Meeting standard offerings, an online Green Meeting function and menu planner, and training and certification of associates.

Marriott's Strategy:

- Provide standards, direction and guidance to hotels to execute green meetings
- Meet customer demand for those seeking a green meeting experience

- Minimize harm to the environment
- LEED® prototypes for our hotel brands.

In November 2009, Marriott announced a green hotel prototype, referred to by the USGBC as “volume build certification,” for the Courtyard by Marriott brand. The pre-certified prototype was awarded LEED® Silver status and will save owners approximately \$100,000 and six months in design time, and reduce a hotel’s energy and water consumption by up to 25%, based on national averages. These savings, combined with incentives offered in many jurisdictions, could provide a payback for the LEED® building investment in about two years. Benefits for owners or franchisees include:

- Provides a clearly defined road map to achieve LEED® certification at a competitive cost
- Offers owners and franchisees a single point of contact throughout the LEED® certification process
- Significantly reduces risks by providing a predetermined LEED® design applicable to all U.S. geographies
- Provides documentation of LEED® intent when promoting development and / or pursuing permitting

Other brands for which we are developing LEED® prototypes are: TownePlace Suites, Residence Inn, Springhill Suites, and Fairfield Inns & Suites. In 2010, Marriott responded to advancements in green travel options and extended its environmental strategy to support guests who are making electric vehicle choices. Marriott began installation of electric vehicle (EV) charging stations in several hotels, with more stations to be operational in 2011. Guests at these hotels can now charge their EVs using the “level 1” charging stations.

iii. (See Opportunity 4: iii., above) The payback timeframe for LEED® prototypes is less than three years. For Green Meetings, we have leveraged our relationship with vendors to provide us cost-neutral, environmentally sustainable products and services.

6.1g

Please explain why you do not consider your company to be exposed to opportunities driven by changes in regulation that have the potential to generate a substantive change in your business operations, revenue or expenditure

6.1h

Please explain why you do not consider your company to be exposed to opportunities driven by physical climate parameters that have the potential to generate a substantive change in your business operations, revenue or expenditure

6.1i

Please explain why you do not consider your company to be exposed to opportunities driven by changes in other climate-related developments that have the potential to generate a substantive change in your business operations, revenue or expenditure

Module: GHG Emissions Accounting, Energy and Fuel Use, and Trading [Investor]

Page: 7. Emissions Methodology

7.1

Please provide your base year and base year emissions (Scopes 1 and 2)

Base year	Scope 1 Base year emissions (metric tonnes CO2e)	Scope 2 Base year emissions (metric tonnes CO2e)
Mon 01 Jan 2007 - Mon 31 Dec 2007	457874	2007520

7.2

Please give the name of the standard, protocol or methodology you have used to collect activity data and calculate Scope 1 and Scope 2 emissions

Please select the published methodologies that you use

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

7.2a

If you have selected "Other", please provide details below

7.3

Please give the source for the global warming potentials you have used

Gas	Reference
CO2	IPCC Fourth Assessment Report (AR4 - 100 year)
CH4	IPCC Fourth Assessment Report (AR4 - 100 year)
N2O	IPCC Fourth Assessment Report (AR4 - 100 year)

7.4

Please give the emissions factors you have applied and their origin; alternatively, please attach an Excel spreadsheet with this data

Fuel/Material/Energy	Emission Factor	Unit	Reference
Natural gas	5.33	Other: kg CO2e/therm natural	2006IPCC, GHG protocol v.4.0 2008
Natural gas	0.20	Other: kg CO2e/kWh	2006IPCC, GHG protocol v.4.0 2008 - LHV
Propane	5.75	Other: kg CO2e/gallons	GHG Protocol - June 2006
Propane	0.21	Other: kg CO2e/kWh	US EPA
Diesel/Gas oil	7.47	Other: kg CO2e/therm	2006IPCC, GHG protocol v.4.0 2008- HHV
Distillate fuel oil No 4	11.18	Other: kg CO2e/gallons	2006IPCC, GHG protocol v.4.0 2008- LHV
Distillate fuel oil No 4	82.08	Other: kg CO2e/MMBTU	2006IPCC, GHG protocol v.4.0 2008- LHV

Further Information

Electricity Emissions Factors are taken from the *World Resources Institute (2009). GHG Protocol tool for purchased electricity. Version 4.0*, attached.

Attachments

[https://www.cdproject.net/Sites/2011/29/11329/Investor CDP 2011/Shared Documents/Attachments/InvestorCDP2011/7.EmissionsMethodology/ghg-emissions-from-purchased-electricity-version-21.xls](https://www.cdproject.net/Sites/2011/29/11329/Investor%20CDP%202011/Shared%20Documents/Attachments/InvestorCDP2011/7.EmissionsMethodology/ghg-emissions-from-purchased-electricity-version-21.xls)

Page: 8. Emissions Data - (1 Jan 2010 - 31 Dec 2010)

8.1

Please select the boundary you are using for your Scope 1 and 2 greenhouse gas inventory

Operational control

8.2a

Please provide your gross global Scope 1 emissions figure in metric tonnes CO₂e

395391

8.2b

Please provide your gross global Scope 1 emissions figures in metric tonnes CO₂e - Part 1 breakdown

Boundary	Gross global Scope 1 emissions (metric tonnes CO ₂ e)	Comment
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8.2c

Please provide your gross global Scope 1 emissions figures in metric tonnes CO2e - Part 1 Total

Gross global Scope 1 emissions (metric tonnes CO2e) - Total Part 1	Comment
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8.2d

Please provide your gross global Scope 1 emissions figures in metric tonnes CO2e - Part 2

Gross global Scope 1 emissions (metric tonnes CO2e) - Other operationally controlled entities, activities or facilities	Comment
---	---------

8.3a

Please provide your gross global Scope 2 emissions figure in metric tonnes CO2e

1812024

8.3b

Please provide your gross global Scope 2 emissions figures in metric tonnes CO2e - Part 1 breakdown

Boundary	Gross global Scope 2 emissions (metric tonnes CO2e)	Comment
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8.3c

Please provide your gross global Scope 2 emissions figures in metric tonnes CO2e - Part 1 Total

Gross global Scope 2 emissions (metric tonnes CO2e) - Total Part 1	Comment
--	---------

8.3d

Please provide your gross global Scope 2 emissions figures in metric tonnes CO2e - Part 2

Gross global Scope 2 emissions (metric tonnes CO2e) - Other operationally controlled entities, activities or facilities	Comment
---	---------

8.4

Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions which are not included in your disclosure?

8.4a

Please complete the table

Reporting Entity	Source	Scope	Explain why the source is excluded
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8.4

Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions which are not included in your disclosure?

Yes

8.4a

Please complete the table

Source	Scope	Explain why the source is excluded
Non-comp properties	Scope 1 and 2	Marriott calculates revenue per available room by dividing room sales for comparable properties by room nights available to guests for that period. Accordingly, carbon is calculated by the same standard (per available room), and engineering and finance use the same set of comparable properties in calculations. Non-comparable properties-- as an example, properties that may be closed partially or entirely for renovations--represent less than 10% of our total properties. Calculating in this way provides a more meaningful indicator of our environmental performance, as it measures the period-over-period changes for comparable properties.
Facilities separate from hotel properties including corporate headquarters	Scope 1 and 2	An additional 1.5% is added to Marriott's disclosed emission numbers to account for facilities separate from hotel properties, including Marriott's global headquarters. In some markets, Marriott has offices outside of our hotel properties. Such additional facilities are estimated to represent approximately 1.5% of our total properties.
Subset of Properties	Scope 1 and 2	An additional 2.5% is added to Marriott's disclosed numbers to account for a subset of properties. We are continuing to pursue integration into our global system of these smaller hotel groups.

8.5

Please estimate the level of uncertainty of the total gross global Scope 1 and Scope 2 figures that you have supplied and specify the sources of uncertainty in your data gathering, handling, and calculations

Scope	Uncertainty Range	Main sources of uncertainty	Please expand on the uncertainty in your data
Scope 1	More than 10% but less than or equal to 20%	Data Gaps Assumptions Extrapolation	Marriott uses a set of comparable properties for our reporting purposes, including engineering and financial reporting. Non-comparable properties-- as an example, properties that may be closed partially or entirely for renovations--represent less than 10% of our total properties. Calculating in this way provides a more

Scope	Uncertainty Range	Main sources of uncertainty	Please expand on the uncertainty in your data
		Data Management	meaningful indicator of our environmental performance, as it measures the period-over-period changes for comparable properties. An additional 1.5% is added to Marriott's disclosed emission numbers to account for facilities separate from hotel properties, including Marriott's global headquarters. In some markets, Marriott has offices outside of our hotel properties. Such additional facilities are estimated to represent approximately 1.5% of our total properties. An additional 2.5% is added to Marriott's disclosed numbers for a subset of properties. Their emissions data is being revisited this year.
Scope 2	More than 10% but less than or equal to 20%	Data Gaps Assumptions Extrapolation Data Management	Marriott calculates revenue per available room by dividing room sales for comparable properties by room nights available to guests for that period. Accordingly, carbon is calculated by the same standard (per available room), and engineering and finance use the same set of comparable properties in calculations. Non-comparable properties-- as an example, properties that may be closed partially or entirely for renovations--represent less than 10% of our total properties. Calculating in this way provides a more meaningful indicator of our environmental performance, as it measures the period-over-period changes for comparable properties. An additional 1.5% is added to Marriott's disclosed emission numbers to account for facilities separate from hotel properties, including Marriott's global headquarters. In some markets, Marriott has offices outside of our hotel properties. Such additional facilities are estimated to represent approximately 1.5% of our total properties. An additional 2.5% is added to Marriott's disclosed numbers for a subset of properties. Their emissions data is being revisited this year.

8.6

Please indicate the verification/assurance status that applies to your Scope 1 emissions

Not verified or assured

8.6a

Please indicate the proportion of your Scope 1 emissions that are verified/assured

8.6b

Please provide further details of the verification/assurance undertaken, and attach the relevant statements

Type of verification or assurance	Relevant standard	Relevant statement attached
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8.7

Please indicate the verification/assurance status that applies to your Scope 2 emissions

Not verified or assured

8.7a

Please indicate the proportion of your Scope 2 emissions that are verified/assured

8.7b

Please provide further details of the verification/assurance undertaken, and attach the relevant statements

Type of verification or assurance	Relevant standard	Relevant statement attached
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8.8

Are carbon dioxide emissions from the combustion of biologically sequestered carbon (i.e. carbon dioxide emissions from burning biomass/biofuels) relevant to your company?

No

8.8a

Please provide the emissions in metric tonnes CO₂e

Further Information

We are working to leverage our experience, relationships with NGO partners and experts across the globe, and new technology to continually evolve our data collection and reporting. We have been continually evaluating and refining the process for measuring and benchmarking our energy consumption and the variable factors that influence our greenhouse gas emissions. We have recently implemented a new global utility data management tool.

Page: 9. Scope 1 Emissions Breakdown - (1 Jan 2010 - 31 Dec 2010)

9.1

Do you have Scope 1 emissions sources in more than one country or region (if covered by emissions regulation at a regional level)?

Yes

9.1a

Please complete the table below

Country	Scope 1 metric tonnes CO ₂ e
United Kingdom	54825

9.2

Please indicate which other Scope 1 emissions breakdowns you are able to provide (tick all that apply)

9.2a

Please break down your total gross global Scope 1 emissions by business division

Business Division	Scope 1 metric tonnes CO2e
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9.2b

Please break down your total gross global Scope 1 emissions by facility

Facility	Scope 1 metric tonnes CO2e
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9.2c

Please break down your total gross global Scope 1 emissions by GHG type

GHG type	Scope 1 metric tonnes CO2e
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9.2d

Please break down your total gross global Scope 1 emissions by activity

Activity	Scope 1 metric tonnes CO2e
----------	----------------------------

10.1

Do you have Scope 2 emissions sources in more than one country or region (if covered by emissions regulation at a regional level)?

Yes

10.1a

Please complete the table below

Country	Scope 2 metric tonnes CO2e
Other: United Kingdom	48124

10.2

Please indicate which other Scope 2 emissions breakdowns you are able to provide (tick all that apply)

10.2a

Please break down your total gross global Scope 2 emissions by business division

Business division	Scope 2 metric tonnes CO2e
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10.2b

Please break down your total gross global Scope 2 emissions by facility

Facility	Scope 2 metric tonnes CO2e
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10.2c

Please break down your total gross global Scope 2 emissions by activity

Activity	Scope 2 metric tonnes CO2e
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Page: 11. Emissions Scope 2 Contractual

11.1

Do you consider that the grid average factors used to report Scope 2 emissions in Question 8.3 reflect the contractual arrangements you have with electricity suppliers?

Yes

11.1a

You may report a total contractual Scope 2 figure in response to this question. Please provide your total global contractual Scope 2 GHG emissions figure in metric tonnes CO2e

11.1b

Explain the basis of the alternative figure (see guidance)

11.2

Has your organization retired any certificates, e.g. Renewable Energy Certificates, associated with zero or low carbon electricity within the reporting year or has this been done on your behalf?

No

11.2a

Please provide details including the number and type of certificates

Type of certificate	Number of certificates	Comments
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Page: 12. Energy

12.1

What percentage of your total operational spend in the reporting year was on energy?

12.2

Please state how much fuel, electricity, heat, steam, and cooling in MWh your organization has consumed during the reporting year

Energy type	MWh
Fuel	3166086
Electricity	2027673
Heat	
Steam	
Cooling	

12.3

Please complete the table by breaking down the total "Fuel" figure entered above by fuel type

Fuels	MWh

Further Information

The electricity consumption figure above includes purchased steam.

Page: 13. Emissions Performance

13.1

How do your absolute emissions (Scope 1 and 2 combined) for the reporting year compare to the previous year?

Decreased

13.1a

Please complete the table

Reason	Emissions value (percentage)	Direction of change	Comment
Emissions reduction activities	9.9	Decrease	

13.2

Please describe your gross combined Scope 1 and 2 emissions for the reporting year in metric tonnes CO2e per unit currency total revenue

Intensity figure	Metric numerator	Metric denominator	% change from previous year	Direction of change from previous year	Explanation
	metric tonnes CO2e	unit total revenue			

13.3

Please describe your gross combined Scope 1 and 2 emissions for the reporting year in metric tonnes CO2e per full time equivalent (FTE) employee

Intensity figure	Metric numerator	Metric denominator	% change from previous year	Direction of change from previous year	Explanation
	metric tonnes CO2e	FTE Employee			This measure is not a useful metric for Marriott due to the seasonal shifts in employment that is typical of the hospitality industry.

13.4

Please provide an additional intensity (normalized) metric that is appropriate to your business operations

Intensity figure	Metric numerator	Metric denominator	% change from previous year	Direction of change from previous year	Explanation
0.027	metric tonnes CO2e	Other: Per Available Room	9.7	Decrease	Marriott believes that a “per available room” metric for activity intensity provides the most comprehensive representation of our energy usage and GHG emissions. This metric takes into consideration the impact of non-occupied rooms. “Available rooms” is a more consistent measure than “occupied rooms” in a given hotel. Finally, this is the metric used by financial professionals at Marriott, so it serves us to utilize the same method of capturing data throughout the company

Page: 14. Emissions Trading

14.1

Do you participate in any emission trading schemes?

No, and we do not currently anticipate doing so in the next two years

14.1a

Please complete the following table for each of the emission trading schemes in which you participate

Scheme name	Period for which data is supplied	Allowances allocated	Allowances purchased	Verified emissions in metric tonnes CO2e	Details of ownership
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14.1b

What is your strategy for complying with the schemes in which you participate or anticipate participating?

14.2

Has your company originated any project-based carbon credits or purchased any within the reporting period?

Yes

14.2a

Please complete the following table

Credit origination or credit purchase	Project type	Project identification	Verified to which standard	Number of credits (metric tonnes of CO2e)	Number of credits (metric tonnes CO2e): Risk adjusted volume	Credits retired	Purpose e.g. compliance
Credit Purchase	Other: REDD Initiative	In 2007, we started a portfolio of innovative conservation initiatives with a \$2 million corporate grant to protect 1.4 million acres of rainforest in the Juma Reserve in Brazil. Juma is the first REDD initiative validated to the standards of the Climate, Community, and Biodiversity Alliance (CCBA) that secured Gold Status, the highest level of certification. The CCB Standards ensure credible carbon offsets while protecting biodiversity and supporting the local community. Juma is currently pursuing the Voluntary Carbon Standard certification for carbon offsets. VCS certification is expected by second half of 2011. Surrounding area (10 km buffer) will be monitored as part of the project's monitoring plan. Based on experience in Brazil, no significant leakage is expected. Migrations and immigration will be monitored by the Bolsa Floresta program. As part of our efforts	CCBS - Climate, Community & Biodiversity Standards				

Credit origination or credit purchase	Project type	Project identification	Verified to which standard	Number of credits (metric tonnes of CO2e)	Number of credits (metric tonnes CO2e): Risk adjusted volume	Credits retired	Purpose e.g. compliance
		to preserve the Juma Sustainable Development Reserve in Amazonas, Brazil, Marriott is providing voluntary carbon offset opportunities to our customers (meeting planners) and guests.					

Page: 15. Scope 3 Emissions

15.1

Please provide data on sources of Scope 3 emissions that are relevant to your organization

Sources of Scope 3 emissions	metric tonnes CO2e	Methodology	If you cannot provide a figure for emissions, please describe them
Business travel	54723	This number represents an average of emissions from business travel. Total business travel miles were computed with emissions factors for both low and high emissions flights and the totals were averaged.	This represents 2.3% of our total emissions.
Waste generated in operations			Marriott's properties in the Americas have diverted over 6,000 tons of waste from the landfill.

15.2

Please indicate the verification/assurance status that applies to your Scope 3 emissions

Not verified or assured

15.2a

Please indicate the proportion of your Scope 3 emissions that are verified/assured

15.2b

Please provide further details of the verification/assurance undertaken, and attach the relevant statements

Type of verification or assurance	Relevant standard	Relevant statement attached
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15.3

How do your absolute Scope 3 emissions for the reporting year compare to the previous year?

15.3a

Please complete the table

Reason	Emissions value (percentage)	Direction of Change	Comment
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Module: Sign Off

Page: Sign Off

Please enter the name of the individual that has signed off (approved) the response and their job title

Mari Snyder
Vice President, Social Responsibility