

0.1

Introduction

Please give a general description and introduction to your organization

Marriott International is a leading lodging company with more than 3,700 properties and 18 brands in 73 countries and territories worldwide. As we expand our portfolio and create economic opportunities around the world, we remain grounded in a set of core values: put people first, pursue excellence, embrace change, act with integrity and serve our world. Our relentless focus on innovation and action fuel the way we do business and the way we approach our responsibility to the planet. Both in our hotels and beyond, we seek to understand and act on the direct and indirect environmental impacts of our business operations. We aspire to be the global hospitality leader that demonstrates how responsible hotel management can be a positive force for the environment.

Pursuit of our environmental strategy begins with our Global Green Council, which sets our goals, establishes policies, spurs efforts and reviews our progress. The Council is co-chaired by the Executive Vice President & Chief Global Communications & Public Affairs Officer and the Global Officer, Global Operations Services who report on sustainability to Marriott's President and CEO. In addition to the co-chairs, the Council is comprised of global officers responsible for Architecture & Construction, Brand Management, Development, Finance, Human Resources, Information Resources, Owner & Franchise Services, Sales & Revenue Management and senior leaders from law, operations, sustainability and corporate social responsibility.

Marriott's original energy and water reduction goals were revised in 2012 after significant organizational changes occurred. These changes include the spin-off of our timeshare business, the recent global reorganization of business units and implementation of a global data tracking systems with more precise metrics for our portfolio. We also refined our focus on encouraging energy and water efficiency in the built environment through development of green hotels. Our goals include:

- Further reduce energy and water consumption 20% by 2020. (Energy 20 percent per kWh/conditioned m²; Water 20 percent per occupied room (POR). Baseline: 2007)
- Empower our hotel development partners to build green hotels
- Green our multi-billion dollar supply chain.
- Educate and inspire associates and guests to conserve and preserve
- Address environmental challenges through innovative conservation initiatives including rainforest protection and water conservation

Marriott's strategy is not static. We are continually reviewing our business goals through the lens of sustainability and working with a variety of partners to move the "environment needle" in our industry. Not only do we focus on these goals enterprise-wide through our various operating structures and councils, but we also seek external partners to help catalyze collaborative efforts. Marriott played a key role in developing industry standards for carbon measurement through supporting the creation of and participating in the Hotel Carbon Measurement Initiative. We have adopted this standard, and by the end of 2012, we will roll out the Green Hotels Global™ dashboard that reports each hotel's environmental impact.

We are also working to establish criteria to facilitate greening the furniture, fixture and equipment (FF&E) supply chain for hotels through the Hospitality Sustainable Purchasing Consortium. Marriott was the first company in the hospitality industry to develop a LEED® (Leadership in Energy and Environmental Design) hotel prototype pre-approved by US Green Building Council (USGBC). Marriott worked with USGBC to develop prototypes for our select-service and extended stay brands as part of its LEED® Volume program. The prototypes have been certified for the Courtyard, Fairfield Inn & Suites, Residence Inn, SpringHill Suites and TownePlace Suites by Marriott brands. We have developed key partnerships with local governments, communities and NGOs for our signature conservation initiatives, the Juma REDD+ project in Brazil and the Nobility of Nature fresh water initiative in China. We work with seafood suppliers and fisheries across the globe through our FutureFish program, which is designed to help the company's hotels around the world source, prepare and serve sustainable seafood.

Marriott has been recognized for its environmental leadership role in the hotel and lodging industry – for our decades-long commitment to conservation, our innovative portfolio of initiatives, our active employee and stakeholder engagement, significant reductions in energy and water use and reducing carbon emissions. For the fourth year, Marriott scored the highest among hospitality companies on the Climate Counts scorecard. In 2011 as in 2010, The Sunday Times named Marriott the "Greenest" Hotel Company in the United Kingdom. We see value in disclosure and strive each year to add depth and context to our reporting. Marriott was the first major U.S.-based hospitality company to report under the GRI framework. We will publish our second Sustainability Report in 2012. This document is our seventh Investor Response to the Carbon Disclosure Project. We will provide our second Supply Chain Response and our first Water Response in 2012 as well. We are pleased to report progress toward our goals to reduce resource consumption and carbon emissions.

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

Sat 01 Jan 2011 - Sat 31 Dec 2011

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
Armenia
Aruba
Australia
Austria
Bahrain
Belgium
Brazil
Canada
Cayman Islands
Chile
China
Costa Rica
Czech Republic
Denmark
Dominican Republic
Ecuador
Egypt
El Salvador
France
Germany
Greece
Honduras

Select country
Hungary
India
Indonesia
Ireland
Jordan
Kazakhstan
Kuwait
Malaysia
Mexico
Netherlands
Peru
Philippines
Poland
Portugal
Puerto Rico
Romania
Russia
Saudi Arabia
Spain
Switzerland
Thailand
Trinidad and Tobago
Turkey
United Arab Emirates
United Kingdom
United States of America
Venezuela
Hong Kong
South Korea
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 disciplines: Architecture & Construction; Brand Management, Communications & Public Affairs, Development, Finance, Global Operations Services; Human Resources; Law; Lodging Development; Owner & Franchise Services; Sales & Revenue Management; Corporate Social Responsibility.

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 Executive 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	Monetary reward	MBOs –Compensation is linked to results in meeting objectives. The Global Green Council MBOs relate to hotel development, our energy and water use targets, sustainability reporting and stakeholder engagement, supply chain issues and conservation initiatives.
Energy managers	Monetary reward	MBOs – same as above. Our Director of Engineering and Global Facilities Management and our Directors of Energy and Environment at the Continent level have specific MBOs related to energy, water and waste, including annual targets and long-term goals.
Environment/sustainability	Monetary	MBOs – same as above. Our Corporate Senior Director of Sustainability has MBOs related

Who is entitled to benefit from these incentives?	The type of incentives	Incentivised performance indicator
managers	reward	to our overall environmental strategy, stakeholder engagement and supply chain issues.
Public affairs managers	Monetary reward	MBOs – same as above. Our Vice President and Senior Directors of Corporate Social Responsibility have MBOs related to two conservation projects, stakeholder engagement and sustainability reporting.
Other: VPs Continent Engineering	Monetary reward	MBOs – same as above. Each continent's engineering leader has energy and water reduction goals, both annual and long-term targets.
Facility managers	Monetary reward	MBOs – same as above. Our General Managers and property Directors of Engineering have MBOs related to property performance against goals.
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/environment, government relations and culture.
Other: Hotel	Recognition (non-monetary)	Hotels receive internal and external recognition for performance against sustainability goals and for innovative projects which help meet our sustainability targets.

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)

I. Scope of Risk Management

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 is derived 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. Various business units address the risks and opportunities that arise from regulation, including building codes and carbon taxes. We also recognize the increasing salience of climate change to our current customers and the importance of conservation issues in many of the emerging markets.

II. Company-Level Assessment of Risks and Opportunities

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, catalyzing and driving accountability for the company's environmental strategy. At quarterly meetings, the Council integrates a sustainability lens in how we think about, design and deliver programs and services enterprise-wide. The council hosts external speakers bi-annually, who share insights on such topics as sustainability trends impacting global enterprises and policy and regulatory environment. The co-Chairs report on strategy development and progress toward goals to the President and CEO, who presents to our board of directors. Within the corporation, numerous functional areas keep abreast of the risks and opportunities associated with climate change, including Corporate Social Responsibility, Law, Operations, Engineering, Architecture and Construction, Procurement and Sales. Key executives within these departments regularly evaluate risks and opportunities relating to environmental sustainability, including: Global Operations Officer, Global Officer for Sales and Revenue Management, Chief Public Affairs Officer, VP Social Responsibility & Community Engagement, and Corporate Senior Director, Sustainability. To identify important risks and opportunities from our valued customers across the globe, we have commissioned research on the views of frequent travelers that includes questions on corporate reputation and environmental action.

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 these engagements, we have helped advance a unique understanding of 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; U.S. Environmental Protection Agency; The International Tourism Partnership; World Travel & Tourism Council; World Environment Center; American Hotel & Lodging Association; Corporate Eco Forum; Avoided Deforestation Partners; The Amazonas Sustainable Foundation; Conservation International; Audubon International; and The Carbon Trust.

III. Asset-Level Assessment of Risks and Opportunities

Additionally, we have organizational structures and programs which identify risks and opportunities at the division, brand and property level, including:

- Global Operations Services: Marriott corporate team responsible for developing, executing and tracking initiatives company-wide.
- 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, including risk management and environmental goals.

- Energy & Environmental Action Plans: this tool guides engineering and other property leaders through an energy and water 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 at the property, region, continent and global levels.
- 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.
- Database systems that track utility consumption across our managed portfolio, allowing data to be analyzed 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.

IV. Frequency of Monitoring

As described above, monitoring of risks and opportunities related to climate change occurs at regular intervals and levels dependent upon the nature of the risk. Property performance data related to energy and water consumption is monitored monthly and reported quarterly and annually. Risks and opportunities related to regulation, customer preference, and corporate reputation are evaluated regularly by relevant departments and reviewed by the Global Green Council quarterly.

V. Criteria for Determining Materiality

Materiality and priorities are determined within the context of corporate business strategy and the impact of our operations on the environment, both locally and globally. We strive to refine our understanding of the direct and indirect impact of our hotels and work with our stakeholders and external partners to mitigate our risks and seek opportunities to develop innovative solutions to manage our business sustainably.

VI. Internal Reporting of Risks and Opportunities

As described above, the responsibility for assessing climate change risks and opportunities rests with Marriott's Global Green Council. With representation from all major business functions, the Council is structured to collect input from across the company. The Council's co-Chairs report to Marriott's President and CEO.

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 senior executives and our global family of associates to an array of external partners, we have engaged the resources needed to address this priority. We developed a robust environmental strategy that supports business growth and created the organizational structures and programs needed to drive our sustainability goals. We 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 natural resources and mitigating the effects of climate change.

Marriott's Global Green Council, a cross-functional team of senior executives, meets quarterly to advance sustainability initiatives across the company. The co-Chairs of the Council give regular reports to Arne Sorenson, President and CEO, who provides annual updates to the Board of Directors. Sustainability objectives are included in the performance reviews of Marriott's senior executives. Global Energy Reports, including Best Practices projects designed to conserve energy and avoid carbon emissions, are updated by continent engineering vice presidents and distributed quarterly. Global Operations Services conducts a Sustainability Platform Business Review quarterly. In 2011, a corporate Environmental Policy was finalized and communicated internally and externally.

Our most important asset is our global workforce. We recognize that our associates also form the foundation of our environmental strategy. We provide standards and training on practices such as green meetings, recycling and linen/terry re-use to associates worldwide. We distribute our Sustainability Reports each year, and communicate regularly on environmental and conservation topics through our internal news service, Marriott World Express. Property managers share information on Marriott environmental policies, best practices and initiatives with their employees through 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 is linked to aspects of climate change material to our business. We face risks related to global temperature increases and extremes which drive our energy efficiency efforts. Given the potential for extreme weather to disrupt travel and damage property, measures taken to stabilize the climate have demonstrable business value. We also face both challenges and opportunities relating to regulation, consumer preferences and our reputation for environmental leadership.

As we increase our expansion in markets outside the United States, we seek to develop understanding of and address risks and opportunities related to different locales and cultures. For example, our expansion plans in Brazil include a large group of new hotels to be built sustainably, particularly with a focus on saving energy and sourcing local materials. Marriott and its development partner in Brazil have agreed to make financial contributions for each of 10 hotels constructed to support rain forest preservation through the Amazonas Sustainable Foundation.

III. Short-term Strategy

Marriott continually improves our operational practices to achieve our environmental goals. For example, to reduce energy and water consumption and consequently realize greater cost savings, we have revised our linen and terry re-use policy to include an enhanced global standard, brand-specific guest communications and focused associate training at all managed and franchised properties.

IV. Long-term Strategy

Marriott's Spirit To Preserve® environmental strategy goals:

- Further reduce energy and water consumption 20% by 2020. (Energy 20 percent per kWh/conditioned m2; Water 20 percent per occupied room (POR). Baseline: 2007)
- Empower our hotel development partners to build green hotels
- Green our multi-billion dollar supply chain
- Educate and inspire associates and guests to conserve and preserve
- Address environmental challenges through innovative conservation initiatives including rainforest protection and water conservation.

We have established a variety of programs and tools to help us meet our goals and we are pursuing multiple initiatives and collaborative efforts with property owners and industry peers/groups.

V. Strategic Advantage

Marriott's leadership in conservation has been recognized worldwide. Such recognition helps to enhance our brand and to attract and retain customers and business partners who share our values. Our LEED® Volume build program with the USGBC provides incentives for owners and developers to build sustainable hotels under Marriott's select service and extended stay brands. Marriott's environmental strategy to green our supply chain has led to numerous product innovations. For example, Ecolab has piloted laundry systems with Marriott that have helped us realize significant water and energy savings. These systems have now been implemented in dozens of Marriott properties. Our lengthy, visible and successful commitment to sustainability in and beyond our hotels has led to numerous awards. For example, Climate Counts gave Marriott the highest ranking within the hotel sector for the years 2008 to 2012.

VI. 2011 Business Decisions

Marriott worked as a key participant in the Hotel Carbon Measurement Initiative to reach an industry-wide agreement on a single consistent method to provide the carbon footprints of room nights and meetings to our customers. This method was adopted and piloted at a group of Marriott hotels in 2011 and will be deployed in 2012 through a centralized reporting tool to manage carbon, water, waste and environmental practices at the individual hotel level. Utilization of this tool will address our customers' needs for business travel and meeting-related carbon and water footprints, improve operations, reduce costs and carbon emissions, and support our CSR department in sustainability reporting.

In 2011, Marriott signed an agreement with Constellation Energy to develop a program to reduce energy usage during peak demand periods at more than 250 Marriott-managed hotel properties in the U.S. Marriott will leverage the utility's energy management system with existing and new building automation to track electricity usage, bid directly into demand response markets and automate load curtailment strategies. This program will deliver substantial energy savings towards our 2020 goal.

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 partners with government agencies, NGOs, industry associations, academic centers and peers to address various aspects of climate change, sustainable hotel operations and conservation.

Marriott supports U.S. Congressional action to address climate and energy challenges, including reductions in greenhouse gas emissions through energy conservation, promoting cleaner energy alternatives and protecting the world's rainforests. At present, the effort to enact comprehensive climate change legislation has stalled in the U.S., our largest market. Smaller initiatives, largely focused on energy conservation and efficiency, have emerged instead. For example, the U.S. Department of Energy (DOE) asked Marriott to participate in its Global Superior Energy Performance (GSEP) pilot, a study of the new ISO 50001 energy management standard. Marriott's project documentation was found so exemplary that the DOE asked to share it with other commercial participants.

To address the need for industry-wide standards in carbon calculation, Marriott has actively engaged in research and collaboration to establish and refine methodology and metrics for use by the hotel industry, including:

- In partnership with the Intercontinental Hotels Group and Wyndham Hotels, we provided guidance, data and support to Cornell University for a research project on appropriate carbon metrics for the industry. Marriott continues to support additional research by Cornell to identify material sources of emissions from hotel operations.
- Marriott developed an initial proposal for measurement in consultation with Fairmont and Hyatt. We brought this proposal to the International Tourism Partners (ITP), and with that organization and the WTTC, helped launch a joint effort that has also included The World Resources Institute, Greenview Consulting and KPMG. By 2011, this Hotel Carbon Measurement Initiative, which has grown to include over 20 hospitality companies as part of the working group, had developed a unified methodology for carbon measurement of hotels and set of metrics based on available data.

Other sample engagements:

- Marriott supports and endorses the World Travel & Tourism Council's (WTTC) Action Agenda, comprised of ten action items which will advance efforts to address climate change.
- Marriott is a founding member of the Hospitality Sustainable Purchasing Index, (HSPI) established in May 2011. Facilitated by MindClick SGM, the consortium of hospitality management companies, suppliers, architecture firms, sustainability experts is also working in collaboration with the U.S. Green Building Council to provide the industry with a unified approach and metrics for greening our global furniture, fixtures and equipment (FF&E) supply chain.
- Marriott participates in the U.S. DOE's Commercial Real Estate Energy Alliance and the GSEP pilot program
- We are active members in the American Hotel & Lodging Association's Green Task Force
- We have been participating in the Sustainability Roundtable at Cornell's Center for Hospitality Research since its inception.
- Marriott worked with Conservation International to develop the company's environmental strategy in 2007, and subsequently on two innovative conservation initiatives. Marriott donated \$2 million USD in corporate funding to help protect 1.4 million acres of Amazon rainforest in the Juma Reserve in the State of Amazonas, Brazil. Marriott has raised an additional US\$ 250K for the Juma Reserve through its partners, guests, green meetings promotion and employees. 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 local officials of Pingwu and Yingjing communities in Sichuan Province, 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. The program assists rural communities in Sichuan Province with sustainable businesses. Marriott has invested \$500,000 USD in seed money.

Marriott engages with numerous partners at the property and corporate level. In addition to those mentioned above, examples of our key partners include (with year partnership began): Corporate Eco Forum (2011-2012), U.S. Environmental Protection Agency (2001), Audubon International (2008), and The Carbon Trust (2009).

3.1

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

Intensity target

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
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3.1b

Please provide details of your intensity target

ID	Scope	% of emissions in scope	% reduction from base year	Metric	Base year	Normalized base year emissions	Target year	Comment
MAR	Scope 1+2	100%	20%	Other: kWh per conditioned square meter	2007	0.13	2020	Marriott's original reduction target, set in 2007, was revised in 2012 after significant organizational changes occurred. This includes the spinning off Marriott Vacation Club as a separate entity, global reorganization of business units and consequently environmental performance accounting by continent, and implementation of a global data tracking systems with more precise metrics for our portfolio. This new goal is better aligned with the methodology and metrics agreed upon by the ITP/WTTC Hotel Carbon Measurement Initiative, of which Marriott is a participant. Marriott's goal is expressed in energy reduction, as that is the metric that drives operational practices and ultimately generates the largest reductions in emissions.

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
MAR	Increase				We forecast substantial business growth, especially in emerging markets across the globe. By increasing the number of hotels we manage, we will increase our absolute Scope 1 & 2 emissions. Our efforts to reduce energy (kWh per square meter of conditioned space) and water use (per occupied room) by 20% over 2007 levels by 2020 will deliver significant reductions in CO2e emissions per these metrics. In addition, Marriott's substantial commitment to conservation will encourage sustainability in the built environment through both efficient management of existing properties and development of new Marriott properties built to "green" codes such as LEED®.

3.1d

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

ID	% complete (time)	% complete (emissions)	Comment
MAR	31		At the end of 2011, Marriott could demonstrate a 4% reduction in kWh per square meter of conditioned space at its managed properties. Our energy and emissions reporting this year evolved to reflect the adoption of the common metric developed by the Hotel Carbon Measurement Initiative. Under this new standard, we track our energy and carbon goals per square meter of conditioned space. This year, we also have the benefit of increased participation of our properties in a centralized utility database through Entech. With additional visibility into our utility usage, we can now project our energy, water and carbon to our entire set of managed properties.

ID	% complete (time)	% complete (emissions)	Comment
			The data projections currently involved in reporting against our target don't include our newest, most efficient hotels as our comp set is the basis of the projections.

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)

Companies may choose to report the emissions associated with business travel and more specifically with hotel stays under their Scope 3 inventory. 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 and continuously drives activity throughout our portfolio and across our supply chain to reduce the carbon footprint of guest stays and corporate customer activities at our hotels. We have participated in the Hotel Carbon Measurement Initiative to develop the first-ever carbon calculation 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. This methodology was pilot tested in 2011, and is being refined and rolled out globally to our managed and franchised hotels starting in 2012. With this new tool, we will be able to provide a CO2e emissions metric by property, allowing customers to footprint their room stays and events, as well as providing data on our emissions reductions across the portfolio.

While we strive to do all that we can to provide a wonderful guest experience in an energy-efficient hotel, our guests play a significant role in our carbon footprint through their in-room use of linens and towels. Given the potential for substantial water and energy resource and cost savings, we have developed a new linen and terry re-use policy which includes an enhanced global standard, brand-specific guest communications and associate training at all managed and franchised properties.

Marriott is a founding partner of the Hospitality Sustainable Purchasing Consortium, led by MindClick SGM™, which will work collaboratively to facilitate greening the furniture, fixture and equipment (FF&E) supply chain for hotels by: Developing of an industry-wide Hospitality Sustainable Purchasing Index (HSPI) to comprehensively measure the sustainability of FF&E suppliers and the products they sell; collaborating to establish consistent measures of sustainable purchasing performance for brands, owners and FF&E manufacturers; and establishing key performance indicators that enhance the environmental and social impact of the hotel industry while continuing to provide the highest levels of quality and service for hotel guests.

In developing our Green Meeting program, we leveraged our relationship with various vendors to develop more sustainable products, including Bic Ecolutions® biodegradable pens made from recycled content, 100% post-consumer fiber writing pads and tables suitable for linen-less use. We provide a selection of cost-neutral standards to help meeting planners reduce the environmental impact of their event. Optional standards include box lunches, locally sourced menus and fair-trade teas and candies.

Marriott's own sustainability practices also impact others in our supply chain. From 2009 to 2011, Marriott's pounds of landfill waste per occupied room decreased 10% in the Americas, with a 4.7% reduction from 2010 to 2011. We work collaboratively with our national waste and recycling partners to audit our waste stream and reduce the tonnage that must be transported to landfill. In 2011, Marriott initiated 38 third-party waste audits and waste characterization analyses to better understand our waste streams. As a result, Marriott-managed properties in the Americas diverted over 12,000 tons of waste from the landfill through recycling and food waste composting.

The majority of our full-service properties in the Americas are providing their used kitchen oil to recycling companies, many of which utilize the oil as a feedstock for biodiesel production. In the United Kingdom, Marriott has partnered with Convert2Green and 3663 to collect and turn waste cooking oil from its hotels into carbon savings. The waste is collected by Convert2Green and refined into bio-diesel at its plant in Cheshire. The fuel is then used to power 3663's trucks, a Marriott supply chain partner, to deliver goods back to its properties. Convert2Green issued a certificate to Marriott which assigned a validated savings of 20.4 tonnes CO₂ through this program in 2011.

One of Marriott's environmental strategies is to fully participate in utility-sponsored load shed events. Shedding load when the utility grids are at capacity keeps them from utilizing additional older and less efficient generation capabilities and helps them to reduce overall emissions. In 2011, Marriott and Constellation Energy announced an agreement to develop over 23 megawatts of load response capability across more than 250 Marriott-managed hotel properties in the mid-Atlantic, New England, New York, Texas and California.

We will be completing a CDP Supply Chain Response for the second year in 2012.

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 identify the total number of projects at each stage of development, and for those in the implementation stages, estimated CO2e savings

Stage of development	Number of projects	Total estimated annual CO2e savings (only for rows marked *)
Under investigation		
To be implemented*		
Implementation commenced*		
Implemented*		
Not to be implemented		

3.3b

For those initiatives implemented in the reporting year, please provide details in the table below

Activity type	Description of activity	Estimated annual CO2e savings	Annual monetary savings (unit currency)	Investment required (unit currency)	Payback period
Energy efficiency: building services	Through a major partnership agreement with Constellation Energy, Marriott expanded/leveraged building automation in all brands and developed a load response program across the United States. Property managers at 264 U.S. hotels in the Northeast, Mid-Atlantic, Texas and California can track electricity usage, participate in demand response markets and use automated systems to customize energy load curtailment strategies. The VirtuWatt platform	2225	433000		1-3 years

Activity type	Description of activity	Estimated annual CO2e savings	Annual monetary savings (unit currency)	Investment required (unit currency)	Payback period
	<p>provides Marriott with a centralized system that enables load control at multiple sites and gives an enterprise view of electricity usage. The projected, annualized Scope 1 energy savings estimate is 268,000 therms of natural gas. The projected, annualized Scope 2 energy savings are estimated at 1.2 million kWh of electricity per year. This voluntary initiative represents a multi-year effort to capitalize on enterprise and public utility energy savings. Shedding electrical load during peak periods is a strategy that serves utility needs, the hotel bottom line and Marriott's energy reduction target.</p>				
Energy efficiency: processes	<p>Marriott implemented new laundry formulations and management systems designed to reduce demand for water and energy at properties in the Americas and Asia. Through a partnership with Ecolab, Marriott piloted Aquanomic in 2010, and subsequently deployed the system to 37 additional hotels in 2011. A similar strategy, called Ensure in Asia, was installed in 30 hotels in China. These voluntary programs are designed to reduce the environmental impact and cost of our laundry wash operations by reducing the amount and temperature of water required to wash linens. Using baseline comparisons at specific property locations, the combined water savings in 2011 were estimated to be 100 million gallons and reductions in Scope 1 energy use for natural gas boilers were achieved by reducing the energy requirement for laundry by 20%. These savings help properties meet sustainable operations goals, including Marriott's energy reduction target. The initiative will continue at sites until such point as equipment is replaced or new technology provides increased efficiency.</p>	1915			<1 year
Energy efficiency: building services	<p>As part of its proactive efforts to reduce the environmental impact of hotel operations, Marriott continued to roll-out Nalco monitoring equipment and innovative water treatment chemistry to optimize performance of chillers and cooling towers at full-service hotels worldwide. The state-of-the-art control technology and chemical additives improve cooling system performance, significantly reduce fresh water use and conserve Scope 2 energy consumption. Since cooling towers are not metered separately, energy reductions are difficult to quantify. Engineering studies at individual properties have indicated that increased efficiency of heat transfer with the improved</p>				1-3 years

Activity type	Description of activity	Estimated annual CO2e savings	Annual monetary savings (unit currency)	Investment required (unit currency)	Payback period
	<p>systems lowers property energy use. One hotel study in Hawaii indicated an annual decrease of 182,000 kilowatt hours. A large convention center property in India reduced fresh water use by 16 million gallons and conserved 600,000 kWh of energy per year. This multi-year, voluntary initiative will continue at sites until such point as equipment is replaced or new technology provides increased efficiency.</p>				
Energy efficiency: processes	<p>In 2011, Marriott implemented improved dishwashing systems and supplies at 54 properties in the U.S. and Europe, bringing the total number of full-service properties using the system to 153. Ecolab's APEX monitoring systems and concentrated detergent formulations cut energy and water use and reduce waste by reducing the number of wash cycles or "racks." Estimates of environmental benefits of this voluntary project include: 4,200 fewer pounds of plastic waste, 4.25 million gallons of water conserved, 2.2 million kWh of energy conserved, and 135 K therms of natural gas conserved.</p>	2054			<1 year
Energy efficiency: processes	<p>LED lighting retrofit projects in dozens of hotels across Europe and Asia in 2011 reduced electricity demand and costs. This voluntary initiative helps Marriott make progress towards our energy reduction targets, as well as reducing our Scope 2 emissions. Lighting retrofits have been part of our environmental efforts for years; as newer technology makes lighting more energy efficient, systems are upgraded.</p>		640000		<1 year
Behavioral change	<p>In 2011, Marriott Energy and Environmental Action Plans (EEAP) were deployed at full-service 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. The audit covers everything from linen/terry re-use policies to best practice behaviors for lighting, appliance, HVAC and central plant conservation and efficiency. Calculators are linked to each audit point to assist the properties with assigning an energy unit and dollar value to each behavior change or project. This voluntary best practices audit is available to the property teams for annual evaluations of their current state and their opportunities for resource conservation and Scope 1 and 2 emissions reductions. The EEAPs are an</p>				

Activity type	Description of activity	Estimated annual CO2e savings	Annual monetary savings (unit currency)	Investment required (unit currency)	Payback period
	important tool to drive Marriott's energy reduction targets. Following the successful roll-out to the Americas in 2011, EEAPs are schedule for deployment to the remaining 3 continental divisions in 2012				
Low carbon energy installation	By the end of 2011, Marriott was halfway to our goal of 40 renewable energy sites by 2017. Twenty sites are currently installed or are being deployed around the globe, harnessing solar or wind energy for hotel operations.				1-3 years

3.3c

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

Method	Comment
Financial optimization calculations	Our Energy and Environmental Action Plans evaluate return on investment projects and help prioritize owner investments. Marriott Retro-commissioning (MRCx) will continue to drive 3rd party studies of our more complex facilities in order to identify the efficiency opportunities.
Employee engagement	We engage our employees through various training opportunities and communicate through our Sustainability Report, various intranet channels, including Marriott World Express and Bill Marriott's blog, company-wide Environmental Awareness Month activities and internal recognition of hotel performance. Property managers share information on Marriott environmental policies, best practices and initiatives with their employees through bulletin boards, daily briefings and departmental meetings.
Compliance with regulatory requirements/standards	At the end of 2011, 65 cities across the United States required LEED® certification for new commercial construction. Marriott's LEED® Volume build program with the USGBC provides incentives for owners and developers to build sustainable hotels under Marriott's select service and extended stay brands. By constructing projects through this program, owners can build more environmentally-sensitive buildings and expect to reduce their total energy and water consumption by 20% to 30%. Marriott complies with all relevant local, regional and national regulations, including those relating specifically to climate change, such as the UK CRC Energy Efficiency Scheme. Under that mandatory program, Marriott's UK properties report and pay taxes

Method	Comment
	on annual carbon emissions.
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 2011, 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 in 2011, individual guests were also invited to contribute to this innovative carbon offset program, Spirit to Preserve the Rainforest. To date, these and other contributions have generated US\$ 250K, which supplements the \$2 million USD in corporate funding Marriott has donated.

3.3d

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 2010 Update
In annual reports (complete)	p.5	Marriott 2011 Annual Report
In other regulatory filings (complete)	p.13	Form 10K, 2011

Further Information

In 2011, Marriott provided information to several surveys and rankings of environmental performance, including Climate Counts, Newsweek Green Rankings and Fortune 100 Best Places to Work.
For more information on Marriott's Spirit to Preserve® environmental strategy and progress, including our endorsement of the World Travel & Tourism Council's Action Agenda, please visit the Environment page on our website, www.marriott.com/environment.

Attachments

[https://www.cdproject.net/Sites/2012/29/11329/Investor CDP 2012/Shared Documents/Attachments/InvestorCDP2012/4.Communication/Marriott 10K 2011.pdf](https://www.cdproject.net/Sites/2012/29/11329/Investor%20CDP%202012/Shared%20Documents/Attachments/InvestorCDP2012/4.Communication/Marriott%2010K%202011.pdf)
[https://www.cdproject.net/Sites/2012/29/11329/Investor CDP 2012/Shared Documents/Attachments/InvestorCDP2012/4.Communication/Marriott_Sustainability_Report_Update_2010.pdf](https://www.cdproject.net/Sites/2012/29/11329/Investor%20CDP%202012/Shared%20Documents/Attachments/InvestorCDP2012/4.Communication/Marriott_Sustainability_Report_Update_2010.pdf)
[https://www.cdproject.net/Sites/2012/29/11329/Investor CDP 2012/Shared Documents/Attachments/InvestorCDP2012/4.Communication/marriott11ar.pdf](https://www.cdproject.net/Sites/2012/29/11329/Investor%20CDP%202012/Shared%20Documents/Attachments/InvestorCDP2012/4.Communication/marriott11ar.pdf)

Module: Risks and Opportunities [Investor]

Page: 2012-Investor-Risks&Opps-ClimateChangeRisks

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
1	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
2	Carbon taxes	Taxes designed to encourage companies to reduce energy consumption, including the UK CRC Energy Efficiency Scheme and Australia's Carbon Tax.	Increased operational cost	Current	Direct	Virtually certain	Low
3	Uncertainty surrounding new regulation	The diverse, complex and fluid nature of climate change regulation is challenging for global corporations.	Increased operational cost	Current	Direct	Very likely	Unknown

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 industry. The profitability of the hotels and vacation resorts 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 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 #1:

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. At the end of 2011, 65 cities across the United States required LEED® certification for new commercial construction. 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 and other 3rd party certified (e.g., Green Key) hotels across the entire Marriott portfolio. LEED® is an internationally-recognized certification system developed by the U.S. Green Building Council. 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. For the past several years, we have worked with the USGBC to certify prototypes for all of our select service and extended stay brands as part of their volume build program. Use of the prototypes saves owners time and money. By the end of 2011, we had 85 properties either LEED® -certified or registered, including our headquarters in Bethesda. Marriott employs 33 LEED® -accredited profession associates to provide expert assistance in these projects. We have similar projects planned or ongoing in countries outside the U.S., including the planned development of 50 Fairfield by Marriott hotels throughout Brazil. The hotels in this partnership will be designed and constructed for greater energy efficiency.

iii. While there may be small administrative and scope cost increases to owners 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. Marriott has invested significant resources in the volume build program over the past several years, including development fees and salaries for three dedicated associates.

Risk #2:

i. (see Risk #s 1-2: i, above) Carbon taxes represent a significant operational expense in the regions where they have been enacted, such as the U.K. Increases in fuel costs related to carbon taxes will also raise operational costs for Marriott. In addition, rising fuel costs can also depress the volume of business and leisure travel. Business may suffer from the dual impact of rising costs and reduced demand.

ii. (see Risk #s 1-2: ii, above) Marriott remains focused on reducing energy consumption, which is one of the key goals of our environmental strategy. Current, large-scale initiatives to reduce energy use include a building automation and demand-load response program in the U.S., upgraded laundry and dishwashing systems in the Americas, Europe and Asia and new technology/chemistry for HVAC central plant water towers and chillers at full-service hotels worldwide. These types of energy ROI projects are the result of continuous collaboration between Marriott and its ownership groups to maximize facility efficiency and reduce environmental impact. Marriott also engages managers at the property level through annual audits which establish Energy and Environment Action Plans. This easy to use, self-service audit covers everything from linen/terry re-use policies to simple best practice behaviors for lighting, appliance, HVAC and central plant conservation and efficiency. In our most recent submittal process, over 3,200 energy & environmental action items, worth 505 million kWh, 4 million therms and 281 million gallons (water) in reductions were loaded into the database by the property teams. While we do not expect all of these plans to actualize, we believe that institutional focus on efficiency and conservation does reduce our environmental impact and improve profits. In the U.K., Marriott has earned Carbon Trust Standard certification, a program that helps companies to benchmark against the Carbon Reduction Commitment energy efficiency scheme.

iii. Financial investments in energy efficient technology and equipment vary by installation type and other factors such as government incentives, but these projects have a typical payback period of one to three years. The combination of incentives and savings realized through the demand response program often reduces the payback timeframe for building automation to less than two years.

Risk #3:

i. Uncertainty surrounding new climate change regulation is a challenge for global corporations such as Marriott, as laws vary by municipality, state

and country. 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.

ii. Marriott 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, newest technologies, and 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 with uncertainty surrounding new regulation vary and are not discreet, but include staff time spent engaging with various stakeholders.

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
4	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
5	Tropical cyclones (hurricanes and typhoons)	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
6	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 and potentially increasing resource costs.	Reduced demand for goods/services	Unknown	Direct	Unknown	Unknown
7	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 wants to be there to welcome them. Our 3,700 plus lodging properties are located in 73 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. 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 specifically 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)

Risk #4:

- 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 continues to pursue a sustainability platform of initiatives designed to reduce energy consumption, which is one of the key goals of our Marriott's Spirit to Preserve® environmental strategy. In 2011, Marriott entered into a five-year agreement with Constellation Energy in the U.S. to leverage building automation with participation in a load response program. Several initiatives are being rolled out on a global level, including laundry, dishwashing and HVAC projects. Energy and Environment Action Plans have been implemented in the Americas and are being rolled out globally. Marriott's Retro-Commissioning (MRCx) program, a comprehensive evaluation and planning process that helps properties become as energy efficient as possible, continue to be conducted at our largest properties. This programs drives third-party studies of our more complex facilities in order to identify efficiency opportunities and utility incentives.
- 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 #5:

- 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 #6:

- 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 15% 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, a REDD+ project in Amazonas, Brazil. Since then, we have raised an additional \$250,000 through associate support, the "Spirit To Preserve" meetings promotion and guests' voluntary carbon offset program. Marriott's "Nobility of Nature" initiative is 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, such as honey production, which 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 donated \$2 million in corporate grants to the Juma project; \$500,000 of seed money has been invested in the "Nobility of Nature" project.

Risk #7:

- 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/iii. (see Risk #4)

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
8	Changing consumer behaviour	With growing environmental awareness on the part of many travelers, as well as the focus and stakeholder pressure on 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 #8:

- 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. Marriott is managing risks relating to changing consumer behavior through continual pursuit and refinement of our environmental strategy, stakeholder engagement and comprehensive reporting on sustainability efforts and results. Marriott was one of the first 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. Our strategy addresses potential changes in consumer behavior and related impact on our business.

The most important way to respond to changing market forces influenced by climate change is to deliver on our vision of being a hospitality leader that demonstrates how responsible hotel management can be a positive force for the environment. We recognize the need for our corporate customers to reduce their Scope 3 emissions from business travel, and we work to make our hotels a sustainable choice through energy-efficient hotel operations and green meetings. By the end of 2011, 85 hotels were LEED® certified/registered and over 40 hotels had also received Green Key certification. Marriott has certified over 1000 associates in its green meetings program standard.

Marriott helped to form and actively participated in the Hotel Carbon Measurement Initiative which has developed a unified methodology and set of metrics for calculating and reporting emissions at hotels. Marriott continues to fund research to inform and refine the methodology. This collaborative effort was in direct response to the customers' requests for a common carbon calculator for hotel stays and meetings. Marriott has recently tested and is currently rolling out the Green Hotels Global™ online dashboard to collect and report information from its hotels based upon the new set of metrics.

Our environmental strategy seeks to address the needs of owners/developers seeking to build sustainable hotels, with LEED® or other certification. Marriott has worked with the USGBC to develop LEED®-certified prototypes for select service and extended stay brands through the volume build program. A series of 50 energy-efficient Fairfield by Marriott hotels is planned for Brazil; as each hotel is built, a donation will be made to support the Juma REDD+ project.

Local environmental interests are also served by our "Nobility of Nature" initiative in China, a \$500,000 commitment to help protect the source of fresh water 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. Sustainability efforts at Marriott properties in China have focused on reducing water consumption.

Marriott has developed a set of cost-neutral and optional (higher price point) "Green Meetings" 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

Meetings booked in 2011 (and held before the end of 2012) at participating hotels with groups of ten rooms or more will have 5% of their guest room costs donated in the group's name by the hotel to the Amazonas Sustainable Foundation to protect the rainforest in Brazil. Ritz-Carlton Hotels offer "Meaningful Meetings", an opportunity for groups booking ten or more room nights at any Ritz-Carlton hotel or resort in the United States, Canada and the Caribbean to have ten percent of the total room revenue donated equally to a charity of their choice, and to causes supported by Community Footprints, the social and environmental responsibility program sponsored by The Ritz-Carlton.

iii. Our energy-efficiency and water reduction efforts typically have payback time frames of 2 years or less. The anticipated payback period 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: 2012-Investor-Risks&Opps-ClimateChangeOpp

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
1	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 #1 :

i. Green building standards, such as the U.S. Green Building Council's (USBC) 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 have a positive impact on communities, reduce waste sent to landfills, conserve energy and water, are healthier and safer for occupants, and reduce harmful greenhouse gas emissions. Marriott employs 33 LEED® -accredited associates. By the end of 2011, we had 85 properties either LEED® -certified or registered, including our headquarters in Bethesda.

Marriott has worked with the US Green Building Council to create a pre-certified LEED® Volume Program and prototype documents, which enables our owners to deliver LEED® certified projects without going through the one-off building standard LEED® process which can be costly and time consuming. Streamlining and standardizing the process through Marriott's extensive research removes the guesswork so that owners can now save time and money (about six months of development time and up to \$100,000 in expenses). By constructing projects using Marriott's LEED® Volume Program owners can build more environmentally-sensitive buildings and expect to reduce their total energy and water consumption by 20% to 30%, reducing the net buildings operating expenses for the life of their building. 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

We have developed LEED® prototypes for the following brands: Courtyard, TownePlace Suites, Residence Inn, Springhill Suites, and Fairfield Inns & Suites by Marriott brands. We have similar projects planned or ongoing in countries outside the U.S., including the planned development of 50 Fairfield by Marriott hotels throughout Brazil. The hotels in this partnership will be constructed with environmentally responsible 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. The pre-certified Courtyard LEED® Silver status prototype will save owners approximately \$100,000 and six months in design time over a one-off LEED® project, 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. Marriott has invested significant resources in the volume build program over the past several years, including development fees and salaries for three dedicated associates.

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
2	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
3	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. By taking advantage of opportunities to undertake "green" operations and initiatives, Marriott has already garnered a number of business benefits.

Opportunity #2:

- 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 40,540 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 #3:

- 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. In 2011, Marriott entered into a five-year agreement with Constellation Energy to leverage building automation systems at properties in the U.S. through participation in demand response markets. This program will significantly improve the energy efficiency of our hotels, saving an estimated 1.2 million kilowatt-hours of electricity annually.
- 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. With utility incentives and cost savings through energy load curtailment, the anticipated payback time for new building automation systems associated with the Constellation Energy deal are under one year.

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
4	Reputation	Growing awareness and knowledge of environmental	Other: Reputational	Current	Direct	Very	Low

ID	Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact
		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.	Advantage			likely	
5	Changing consumer behaviour	With growing environmental awareness on the part of many travelers, as well as sustainability goals, business focus and stakeholder expectations 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 #s 4 & 5:

i. Awareness and knowledge of environmental issues and climate change continues to grow 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, our leadership position in addressing the issues of climate change and environmental sustainability helps to maintain our reputation and provides a competitive advantage in the hotel and lodging industry.

Opportunity #4:

ii. We recognize our obligation to mitigate the impact of our business on the natural environment. We have been focused on energy conservation for decades and since 2007, we have been pursuing a comprehensive set of environmental goals. Marriott continues to proactively address the challenges presented by climate change through our business strategy, internal policies and practices. We carefully guard our reputation for environmental leadership by focusing on innovation, collaboration, constructive engagement with key stakeholders, delivering results and reporting

our progress. We recognize the importance of disclosure to our investors and other key stakeholders. We were the first U.S. hospitality company to disclose to the CDP in 2006, and the first to prepare a sustainability report using the GRI framework. This document represents our seventh response to the Carbon Disclosure Project. This year, we will publish the second full edition of our Sustainability Report. Our efforts and reputation have been recognized through numerous awards – including: Highest hospitality company score by Climate Counts; Sunday Times -“Greenest” Hotel Company in UK; Ethisphere Institute’s ‘World’s Most Ethical Companies’; and membership in the FTSE 4Good Index.

iii. Specific associated costs include those related to stakeholder engagement and strategy development, such as funding research and associate time dedicated to participation in various industry roundtables and working groups, collaborating with NGOs, preparing reports and responding to various surveys.

Opportunity #5:

ii. Marriott capitalizes on opportunities related to changing consumer behavior through continual pursuit and refinement of our environmental strategy, stakeholder engagement, inspiring guests and associates and comprehensive reporting on sustainability efforts and results. Marriott was the first 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. The most important way to respond to changing market forces influenced by climate change is to deliver on our goal of being a hospitality leader that demonstrates how responsible hotel management can be a positive force for the environment. We recognize the need for our corporate customers to reduce their Scope 3 emissions from business travel, and we work to make our hotels a sustainable choice through energy efficient hotel operations and green meetings.

Marriott was a key participant in the Hotel Carbon Measurement Initiative, a project to develop a single industry standard for calculating and reporting emissions. This collaborative effort was in direct response to the customers’ requests for a common carbon calculator for hotel stays and meetings. Marriott has recently piloted and is deploying the Green Hotels Global™ dashboard to collect and report information from its hotels based upon the new set of metrics.

Our environmental strategy seeks to address the needs of owners/developers seeking to build sustainable hotels, with LEED® or other certification. Marriott has worked with the USGBC to develop LEED®-certified prototypes for select service and extended stay brands through the volume build program. We have also developed a Model Green Courtyard hotel to serve as an example of how existing properties can become more green without having to meet all the requirements for LEED®-certification. Marriott also looks beyond the USGBC standard to other certification programs or unique opportunities to leverage sustainable development. For example, a series of 50 energy efficient Fairfield by Marriott hotels is planned for Brazil; a donation will be made to the continual support the Juma REDD+ project as this development gets underway.

Local environmental priorities are also served by our “Nobility of Nature” initiative in China, a \$500,000 commitment to help protect the source of fresh water 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. Sustainability efforts at Marriott properties in China have focused on reducing water consumption.

Marriott has developed a set of price-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

Meetings booked in 2011 (and held before the end of 2012) at participating hotels with groups of ten rooms or more will have 5% of their guest room costs donated in the group's name by the hotel to the Amazonas Sustainable Foundation to protect the rainforest in Brazil.

We also seek to inspire our guests and associates through our priorities and practices. Our guests are informed and encouraged to participate in our recycling and linen/terry re-use programs. Marriott has responded to advancements in green travel options and extended its environmental strategy to support guests who are making electric vehicle choices by offering "Level 1" charging at all properties. By the end of 2011, 45 electric vehicle (EV) charging stations were installed at 22 properties. Guests at these hotels can now charge their EVs using the "Level 2" charging stations.

iii. The anticipated 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. The investment in EV charging stations varies according to type of installation and the government incentives offered.

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

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	375209	1630635

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)
Other: 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	0.28	Other: kg CO2e/kWh	2006IPCC, GHG protocol v.4.0 2008- LHV

Further Information

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

Attachments

[https://www.cdproject.net/Sites/2012/29/11329/Investor CDP 2012/Shared Documents/Attachments/InvestorCDP2012/7.EmissionsMethodology/Copy of Emission factors for electricity 2009 WRI V4 from 2007 IPCC.xlsx](https://www.cdproject.net/Sites/2012/29/11329/Investor%20CDP%202012/Shared%20Documents/Attachments/InvestorCDP2012/7.EmissionsMethodology/Copy%20of%20Emission%20factors%20for%20electricity%202009%20WRI%20V4%20from%202007%20IPCC.xlsx)

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

478755

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 CO2e)	Comment
----------	---	---------

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) – Part 1 Total	Comment
--	---------

8.2d

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

Boundary	Gross global Scope 1 emissions (metric tonnes CO2e)	Comment
----------	---	---------

8.3a

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

2070157

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
----------	---	---------

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

Boundary	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
------------------	--------	-------	------------------------------------

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 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 and are excluded from emissions calculations. 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 1 emissions: Uncertainty range	Scope 1 emissions: Main sources of uncertainty	Scope 1 emissions: Please expand on the uncertainty in your data	Scope 2 emissions: Uncertainty range	Scope 2 emissions: Main sources of uncertainty	Scope 2 emissions: Please expand on the uncertainty in your data
More than 10% but less than or equal to 20%	Data Gaps Assumptions Extrapolation Sampling	This year, increased participation of our properties in a centralized utility database through Entech gave us more and better data. With additional visibility into our utility usage, we can now project our energy, water and carbon to our entire set of managed properties. The projections are made from weighted averages of available data by continent. We estimate an uncertainty figure of not more than 15% for this extrapolation. An additional 1.5% is added to Marriott's disclosed emission numbers to account for	More than 10% but less than or equal to 20%	Data Gaps Assumptions Extrapolation Data Management	This year, increased participation of our properties in a centralized utility database through Entech gave us more and better data. With additional visibility into our utility usage, we can now project our energy, water and carbon to our entire set of managed properties. The projections are made from weighted averages of available data by continent. We estimate an uncertainty figure of not more than 15% for this extrapolation. An additional 1.5% is added to Marriott's disclosed emission numbers to account for

Scope 1 emissions: Uncertainty range	Scope 1 emissions: Main sources of uncertainty	Scope 1 emissions: Please expand on the uncertainty in your data	Scope 2 emissions: Uncertainty range	Scope 2 emissions: Main sources of uncertainty	Scope 2 emissions: Please expand on the uncertainty in your data
		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.			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

Verification or assurance underway but not yet complete - last year's statement available

8.6a

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

More than 0% but less than or equal to 20%

8.6b

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

Level of verification or assurance	Relevant verification standard	Relevant statement attached
Verification/assurance underway	The Carbon Trust Standard	Carbon Trust Certificate and Letter

8.7

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

Verification or assurance underway but not yet complete - last year's statement available

8.7a

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

More than 0% but less than or equal to 20%

8.7b

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

Level of verification or assurance	Relevant verification standard	Relevant statement attached
Verification/assurance underway	The Carbon Trust Standard	Carbon Trust Certificate and Letter

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

Our emissions reporting this year evolved to reflect the adoption of the common metric developed by the Hotel Carbon Measurement Initiative. Under this new standard, hotel carbon footprints will be calculated based upon square meters of conditioned space. This year, we also have the benefit of increased participation of our properties in a centralized utility database through Entech, With additional visibility into our utility usage, we can now project our energy, water and carbon to our entire set of managed properties. Finally, our restated base year and 2010-2011 emissions were also adjusted to reflect new emissions factors.

The most recent (as of 31/05/2012) Certification & Letter from the Carbon Trust Standard is attached.

Attachments

[https://www.cdproject.net/Sites/2012/29/11329/Investor CDP 2012/Shared Documents/Attachments/InvestorCDP2012/8.EmissionsData\(1Jan2011-31Dec2011\)/CTS Marriott Certification Letter - FP-283 - 20120517103118.pdf](https://www.cdproject.net/Sites/2012/29/11329/Investor%20CDP%202012/Shared%20Documents/Attachments/InvestorCDP2012/8.EmissionsData(1Jan2011-31Dec2011)/CTS%20Marriott%20Certification%20Letter%20-%20FP-283%20-%2020120517103118.pdf)

Page: 9. Scope 1 Emissions Breakdown - (1 Jan 2011 - 31 Dec 2011)

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 CO2e
United Kingdom	61949
Rest of world	416806

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
-------------------	----------------------------

9.2b

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

Facility	Scope 1 metric tonnes CO2e
----------	----------------------------

9.2c

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

GHG type	Scope 1 metric tonnes CO2e
----------	----------------------------

9.2d

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

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

Page: 10. Scope 2 Emissions Breakdown - (1 Jan 2011 - 31 Dec 2011)

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
United Kingdom	45017
Rest of world	2025140

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
-------------------	----------------------------

10.2b

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

Facility	Scope 2 metric tonnes CO2e
----------	----------------------------

10.2c

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

Activity	Scope 2 metric tonnes CO2e
----------	----------------------------

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
---------------------	------------------------	----------

12.1

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

More than 5% but less than or equal to 10%

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	3586681
Electricity	2490983
Heat	82323
Steam	196483
Cooling	86904

12.3

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

Fuels	MWh
Natural gas	2166714
Town gas or city gas	146857
Propane	62333
Butane	103
Diesel/Gas oil	86890
Residual fuel oil	26059
Kerosene	2027

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	3.75	Decrease	Our overall emissions figure declined despite a 2% increase in occupancy, and increased demand for energy to provide conditioned space during a summer of record heat in the U.S. and much colder winter temperatures in the U.K. Energy efficiency initiatives, both new and ongoing, have helped reduce our emissions this past year.

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	Reason for Change
	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	Reason for Change
21.24	metric tonnes CO2e	FTE Employee	3.47	Increase	Our gross emissions decreased from 2010 to 2011, but so did the estimate of employees at year-end as reported in our annual report filings for these two years. This measure is not the most 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	Reason for Change
0.133	metric tonnes CO2e	Other: square meter of conditioned space	3.86	Decrease	Marriott has revised its intensity metric to better align with the methodology recently agreed upon as the hospitality industry's standard for calculating and reporting emissions. The intensity figure reported here, and the direction of change from 2010 is a projection derived from a weighted average of available data. This extrapolation is performed from currently reporting hotels, which excludes data from our newest, more efficient properties. We anticipate this intensity figure to continue to decrease due to ongoing efforts to reduce consumption and subsequent emissions and the rollout of our online property reporting tool which will greatly reduce data extrapolation.

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
-------------	-----------------------------------	----------------------	----------------------	--	----------------------

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 Amazon 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. It is hoped that the Juma REDD+ Project will be able to pursue the Voluntary Carbon Standard certification for carbon offsets in 2013. As part of our efforts to preserve the Juma Sustainable Development Reserve in Amazonas, Brazil, Marriott provided voluntary carbon offset opportunities to our customers (meeting planners) and guests in 2011.	CCBS - Climate, Community & Biodiversity Standards				

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	67458	This number represents an average of emissions from business travel from the United States and the U.K. Total business travel miles were computed with	

Sources of Scope 3 emissions	metric tonnes CO2e	Methodology	If you cannot provide a figure for emissions, please describe them
		emissions factors for both low and high emissions flights and the totals were averaged.	
Waste generated in operations		In 2011, Marriott initiated 38 third-party waste audits and waste characterization analyses, in order to better understand our waste streams and expand our recycling and composting programs.	In 2011, Marriott-managed properties in the Americas diverted over 12,000 tons of waste from the landfill through recycling and food waste composting. From 2009 to 2011, Marriott's pounds of landfill waste per occupied room decreased 10% in the Americas, with a 4.7% reduction from 2010 to 2011. 183 properties with complete waste data sets were used to determine weight/room averages—55 full-service properties and 128 select service properties. In 2011, over 93% of managed full-service properties had recycling programs and over 25% were diverting their food waste from the landfill. Marriott's 2011 Waste & Recycling Award was awarded to the San Francisco Marquis, where a robust recycling program culminated in a 76% landfill diversion rate-- 37% was recycled and 39% was sent to a local food composting facility. In the U.K., waste diversion rates average 70%. Several properties have set and/or met goals to send zero waste to 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

Level of verification or assurance	Relevant verification standard	Relevant statement attached
------------------------------------	--------------------------------	-----------------------------

15.3

Are you able to compare your Scope 3 emissions for the reporting year with those for the previous year for any sources?

Yes

15.3a

Please complete the table

Sources of Scope 3 emissions	Reason for change	Emissions value (percentage)	Direction of change	Comment
Business travel	Change in output	19	Increase	An increase in air miles traveled in the Americas and the UK reflects organic growth in our business.
Waste generated in operations				From 2010 to 2011, Marriott's pounds of (landfill) waste per occupied room reduced 4.7% in the US. 183 properties with complete waste data sets were used to determine weight/room averages—55 full-service properties and 128 select service.

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

Mari Snyder
Vice President, Social Responsibility