It’s been more than five years since the Gulf Coast was devastated by Katrina. This tragic event impacted more than 2,800 Marriott associates, their families and communities in Louisiana, Mississippi and Alabama. As the levees broke and the nation struggled to realize the immense scope of this disaster, our corporate headquarters was overwhelmed with offers to help from fellow associates, customers and our corporation’s business partners.

Within days we established the Marriott & Ritz-Carlton Disaster Relief Fund to help meet our associates’ immediate basic needs. Our company and its owners, franchisees, suppliers and guests joined my family in contributing. Associates from around the world donated cash and vacation to help their fellow associates. We engaged The Community Foundation for the National Capital Region to manage and distribute the funds.

In total the Fund raised $5.6 million for Katrina relief to support our people in the Gulf Coast region. Almost immediately we were able to give each impacted associate an emergency relief check to help with basic needs. Many had no place to live so we moved them and their families into our hotels. We focused energy on longer-term support too—for those who were more severely impacted to rebuild their homes and lives.

My parents founded our company more than 80 years ago on the belief that the key to business success was to take care of your employees first and foremost. My dad always said, “If you take care of your employees, they’ll take care of your customers and the customers will keep coming back.” This belief has remained the foundation of our business and it guided our response when Hurricane Katrina hit.
The Fund also enabled us to support efforts to help restore the community. Our New Orleans Marriott Business Council identified projects that needed our help. We built homes with Habitat for Humanity and playgrounds with KaBOOM! in our associates’ neighborhoods. Through DonorsChoose.org we helped strengthen New Orleans’ schools.

I’ve spent a lot of time with our Gulf Coast associates over the past five years and have witnessed their suffering and been inspired by their perseverance. This report is the story of the Marriott & Ritz-Carlton Disaster Relief Fund and the role it played in taking care of our associates and helping them rebuild their communities.

We are deeply touched by the generosity of individuals and organizations who gave selflessly to help the people and communities of the Gulf Coast recover from the most devastating natural disaster of our time. We wish we could reach out and thank everyone individually, but hope that in acknowledging a few we will give honor to all.

To our Marriott associates, customers and business partners who have contributed to the Fund, I extend my deepest gratitude. To our associates and their families who have faced tremendous challenges, we will continue to stand with you in response to New Orleans Mayor Mitch Landrieu’s call to help “create the city we want to become.”

Bill Marriott
Marriott International, Inc.
Chairman and Chief Executive Officer
THE DEVASTATION

Hurricane Katrina was one of the strongest storms to impact the coast of the United States in the last 100 years. With sustained winds during landfall of 125 mph (a strong Category 3 hurricane), Katrina caused widespread devastation along the central Gulf Coast states. Cities such as New Orleans, Louisiana; Gulfport, Mississippi; and Mobile, Alabama endured the brunt of Katrina’s force.

- Approximately 1 million people were evacuated along the Gulf Coast; up to 100,000 had no transportation and remained behind.
- One of the deadliest natural disasters in the history of the United States, an estimated 1,833 people died in five states as a result of Hurricane Katrina.
- Its sheer size caused devastation over 90,000 square miles of the Gulf Coast area.
- Property damage along the Gulf Coast was estimated at $81 billion; economic loss at $125 to $150 billion.
- An estimated 80 percent of New Orleans was under water, up to 20 feet deep in places.
- 300,000 homes in the Gulf Coast area were destroyed or declared uninhabitable.
- More than 2,800 Marriott associates were employed at 21 hotels impacted by Hurricane Katrina in Louisiana, Mississippi and Alabama.
When Hurricane Katrina hit the Gulf Coast on August 29, 2005, Marriott International and its associates, owners, franchisees, business partners and guests around the world rallied to help. In the days following the disaster, the Marriott & Ritz-Carlton Disaster Relief Fund (Fund) was created to financially assist associates severely affected by this event. Previously, Marriott had responded with disaster relief for associates as each incident occurred. The Fund established a permanent vehicle for providing emergency and longer-term support for other disasters meeting the criteria described in the Governance section below.

In total the Fund received $5.6 million in cash and vacation donations to support associates in the Gulf Coast region and to help rebuild New Orleans and its surrounding communities.

**GOVERNANCE**

Oversight of the Fund is provided by the Disaster Relief Fund Committee comprised of Marriott and Ritz-Carlton representatives from several corporate departments including Human Resources, Payroll, Law and Social Responsibility. The J. Willard and Alice S. Marriott Foundation is also represented on the Committee.

The Committee is responsible for determining if criteria are met to activate the Fund; developing the Fund’s course of action; and recommending corporate support based on the immediate and longer-term needs of associates, their families and the communities impacted by the disaster. Once the Fund is activated, the Committee communicates and administers the implementation of the relief efforts.

_“We have received numerous offers from Marriott associates to assist fellow associates and their families in the areas affected by Hurricane Katrina, and many have been working around the clock to provide much-needed support. Our heartfelt thoughts and prayers are with all those who have experienced firsthand the worst natural disaster ever to strike this country.”_  

_J.W. Marriott, Jr., Chairman and CEO, in a message to all Marriott associates, September 2, 2005_
The Committee considers activation of the Fund in the United States only when there is a Presidentially-declared disaster, a disaster resulting from certain terrorist or military actions, or an event defined as a qualified disaster by the Internal Revenue Service. Additional factors taken into account when activating the Fund are business interruption, associates’ inability to continue to work, and damage to associates’ homes. Activation for events outside of the United States is determined on a case-by-case basis as a global standard does not exist.

Upon activation, the Fund provides financial assistance for immediate disaster relief to affected associates for such items as food, clothing, medicine and shelter. The Committee works with local Marriott leadership, including members of the Marriott Business Council, to assess needs and make decisions about longer-term support.
DISASTER RELIEF FUND – KATRINA SUPPORT PROVIDED

Marriott selected the non-profit Community Foundation for the National Capital Region (CFNCR) to administer the Fund’s donations and payouts. CFNCR’s experience and expertise in electronically distributing donor-advised funds enabled Marriott to get support to our associates quickly and efficiently. With input from members of the Disaster Relief Fund Committee and New Orleans Marriott Business Council, the dispersing of funds was accomplished in several phases outlined below.

PHASE 1 INITIAL RELIEF

EMERGENCY FUNDS
To provide initial assistance and help meet basic needs, a $500 emergency relief check was issued to every associate directly impacted by Katrina.

BENEFITS CONTINUATION
Through the month of September 2005, Marriott International continued pay and benefits for all impacted associates. From October through December, the vacation time donated by associates was converted to cash, contributed to the Fund and used to further extend benefits coverage for impacted associates.

PHASE 2 INTERMEDIATE RELIEF

HOUSING ASSISTANCE
In the months that followed, the greatest need was in the area of housing — making rent or mortgage payments, repairing damage to homes and replacing furnishings. An application and review process was established and $585,780 in relief checks was initially distributed to qualifying associates.

As the Fund grew and housing assistance became a longer-term need, a second outreach for applications was communicated and $2.5 million was distributed. In all, housing relief checks totaling more than $3 million were distributed to 1,749 Marriott associates.

“Immediately following the storm and amidst the chaos, our most important priority was finding our more than 2,800 Gulf Coast associates, many of whom had to flee their homes and could not be contacted by email or phone,” said Erika Alexander, Area Vice President, Marriott International.

“Our company wanted to ensure associates and their families were safe and provide them with much-needed support quickly. So to get the word out, banners and t-shirts were printed with the Marriott logo and toll-free hotline number for associates and their families to call. Our associates wore those t-shirts everywhere and even got Willard Scott to wear one on the Today show; it was a great approach to help locate all of our associates.”

An application process is established for longer-term housing assistance.
PHASE 3 LONGER-TERM RELIEF

COMMUNITY REBUILDING

A place to live...
Between 2007 and 2010, Marriott associates in New Orleans contributed nearly 7,000 volunteer hours to build Habitat for Humanity International homes. Six Marriott associates are now living in Habitat homes and two others recently qualified for homes. In the fall of 2010, as part of Marriott’s ongoing commitment to Habitat, the Fund supported the entire construction cost of two Habitat homes.

A place to play...
Of concern to associates impacted by Katrina was the lack of safe places for children to play. The Fund sponsored Marriott’s involvement with KaBOOM! to build four playgrounds in hard-hit areas of New Orleans where many of our associates live. A time-lapse video of a playground build with Marriott associate and community volunteers is posted on YouTube.

A place to learn...
New Orleans public schools have struggled to rebuild classrooms and replenish educational resources. To support the schools, students and teachers, the Fund provided 1,900 Marriott associates employed at New Orleans hotels with $50 gift cards to redeem through DonorsChoose.org to fund classroom projects proposed by teachers. Additionally, Marriott participated in a “Double Your Impact” campaign on the website. When 50 percent of a classroom project’s cost was donated, the Fund provided the remaining dollars to complete the project. In total, $139,050 was made available to New Orleans public schools. The Fund will continue to support the youth of New Orleans through scholarships and a life skills development program.

Photo seated: Rob Steigerwald, Chief Operating Officer, Southern Region, Marriott International. Standing L-R: Ted Selogie, General Manager, JW Marriott New Orleans; Joe Blanchek, General Manager, New Orleans Marriott Convention Center; and Erika Alexander, Area Vice President.

“It was exciting to see the enthusiasm of associates during the kick-off of the Katrina 5 Year Remembrance event,” said Rob Steigerwald. “Redeeming our $50 DonorsChoose.org gift cards was a great opportunity to support New Orleans schools and children.”

Joe Blanchek, General Manager of the New Orleans Marriott Convention Center said, “I truly enjoyed watching the children show their creativity by drawing their dream playground. There is a lot of excitement in the room when the kids get out the crayons and start designing….Then [building the playground] is truly a rewarding experience for all. It is great to have the children watch you with wide eyes as they see their future playground coming together!”
Beyond the Fund...

As a company, Marriott provided additional support to affected associates and their families including:

- Temporary housing and meals at Marriott brand hotels
- Transportation back to New Orleans
- Special loans through the Marriott Employees’ Federal Credit Union
- Immediate pay-out of all or part of their Paid Time Off leave balance
- Telephonic and face-to-face emotional counseling provided by Marriott’s employee assistance program vendor, Ceridian
- Consultations, information and referrals to local, regional and national resources
- Financial and legal information and consultations
- Personal finance workshops
- School supplies
- Ongoing discounts on building materials and household items such as carpet, paint and tools
OUR KATRINA STORIES THROUGH THE EYES OF...

...OUR GENERAL MANAGERS

“The support from our company and the Disaster Relief Fund was amazing,” said Gil Zanchi area general manager of the New Orleans Marriott. “I have never experienced a time when we had to make so many decisions in one day and a company was so supportive. Our first priority was to find them, make sure they were okay and taken care of, and then to get our hotels reopened so everyone could come back to work. The 5-year remembrance event was such a rewarding week and I could see that in the eyes of the associates. For many, they had just finished rebuilding their homes….We are so blessed to have them here.”

Joe Blanchek was a brand new general manager when Katrina hit. “My hotel is right in front of the Convention Center—the devastation was everywhere. The response from Marriott and the Fund was spectacular and has left a big imprint in associates’ minds of our true sense of family here. Those who are still here will be forever grateful. One person at our property received a Habitat home. She still participates in every Habitat build because she wants to give back to her community. The Fund has helped us change our community. This is what makes me really proud to work for Marriott.”

...OUR ASSOCIATES

Posted on YouTube, Stories of Katrina – Five Years Later Marriott and Ritz-Carlton Associates shares the experiences of Geraldine Taylor, care team supervisor at The Ritz-Carlton, New Orleans and Chuck Supra, executive chef at the La Cote Brasserie Restaurant, Renaissance New Orleans Arts Hotel.

When Katrina hit and water rose to her knees, Geraldine Taylor and her son ran from the Upper Ninth Ward to the hotel. “My boss said, ‘Miss G. come in the hotel and you can stay here’…Marriott and The Ritz-Carlton did so much for [me and my son], I was able to work. I never missed a pay period. Oh my house…my little purple house. This is the house that I helped build—part of my Habitat for Humanity. I was on the build every day… I enjoy working with Habitat and giving back to New Orleans is very important because they gave so much to me.”

Chuck Supra was at work when the levees broke and was instrumental in helping secure the hotel during those initial days. “We had police officers and management at the hotel….we fed the officers who were hungry… Rebuilding has brought the
community together. Marriott has been a great asset in that—building homes with Habitat for Humanity—building playgrounds for kids [who] wouldn’t have had playgrounds…. And feeding people, well that’s what we do, especially in times of need. That reminds us of why we became chefs…”

…OUR COMMUNITY PARTNERS

“Simply stated, [the Katrina V News Center] would not have been possible without the incredibly generous support of Marriott International, Inc. And to add to your generosity, the wonderful demonstration of community service and support on display by the folks from Marriott throughout the month of August is a model for corporate social responsibility that continues to make such a difference in New Orleans’ continuing recovery and renaissance. Our entire metropolitan area is blessed to have your team among its leaders in hospitality and in the business community.”

Mitchell J. Landrieu, Mayor, City of New Orleans

“Thank you for hosting the Katrina Fifth Anniversary News Center. Marriott’s contributions were extraordinary and we can never thank you enough….Marriott’s customer service, attention to detail and hospitality were absolutely flawless….Thank you for helping us showcase New Orleans in such a professional manner.”

J. Stephen Perry, President and CEO, New Orleans Convention and Visitors Bureau

“Over the past month, we at DonorsChoose.org have been humbled and awed by the civic nature and community mindedness of Marriott and its employees. In our history, we have never seen an entire employee base get behind a philanthropic initiative as passionately and cohesively as the Marriott associates have in the New Orleans market this past month.

“After running the final report, 1,481 Marriott associates redeemed their gift cards, channeling $139,050 to public school classrooms in New Orleans. This act of generosity will impact an estimated 26,000 local students. Additionally, Marriott associates have set a brand new record of gift card redemptions, redeeming 77.9 percent of cards distributed! I’m sure this is a record that will stand for a long, long time (at least until Marriott decides to execute another gift card partnership)!”

Dan Blum, DonorsChoose.org
DISASTER RELIEF FUND TIMELINE

MONDAY, AUGUST 29, 2005
Hurricane Katrina makes landfall in New Orleans as a Category 3 hurricane and continues into Mississippi. A few hours later the National Weather Service issues a flash flood warning due to a breach of the levees in New Orleans. Fourteen Marriott hotels in New Orleans, one in Houma (La.), five in Alabama, and one in Mississippi are closed. Marriott receives numerous offers from associates, owners and franchisees, vendors and other business partners worldwide to assist associates and their families.

FRIDAY, SEPTEMBER 2, 2005
Mr. Marriott sends a message of encouragement to all associates outlining available resources and efforts to assist associates and their families, including providing shelter, pay continuance, special Credit Union loans, a leave sharing program, a relief fund and counseling.

TUESDAY, SEPTEMBER 6, 2005
The company establishes the Marriott & Ritz-Carlton Disaster Relief Fund to enable associates, owners, franchisees, business partners, guests and others to financially assist people affected by significant disasters in communities where we live and work. The Fund is administered by The Community Foundation for the National Capital Region.

- The Fund launches with an initial $500,000 donation from Marriott International and The Ritz-Carlton Hotel Company; $250,000 is earmarked for Katrina support.
- The J. Willard and Alice S. Marriott Foundation announces a challenge grant matching dollar-for-dollar all contributions up to $1 million made to the Fund by March 1, 2006.
- Marriott announces a Leave Sharing Program to enable associates from all Marriott brands and corporate offices to donate unused vacation to benefit associates affected by Hurricane Katrina. Associates are also informed how to donate to the Fund via a one-time or weekly payroll deduction.
- Separately, Marriott International makes a corporate donation of $500,000 to the American Red Cross Hurricane Katrina relief efforts.

WEDNESDAY, SEPTEMBER 7, 2005
Marriott issues a press release announcing the Fund and invites the public to contribute.

THURSDAY, SEPTEMBER 15, 2005
The Fund commences payments of $500 for emergency needs to all full-time and part-time associates at the impacted properties. The first set of checks is distributed to more than 1,000 associates.
FRIDAY, SEPTEMBER 16, 2005
Marriott provides associates with an additional option to contribute to the Fund by donating stock.

FRIDAY, SEPTEMBER 23, 2005
A special seminar, “Legendary Service at The Ritz-Carlton,” is held for business executives at The Ritz-Carlton, Pentagon City in Arlington, Va. All proceeds from the $1,500 per person session benefit the Fund and are matched by The Ritz-Carlton and Marriott.

FRIDAY, SEPTEMBER 30, 2005
Mr. Marriott joins 400 associates to raise the American flag at the JW Marriott New Orleans, celebrating the first reopening of Marriott's downtown properties.

OCTOBER – DECEMBER 2005
The Fund receives and evaluates applications for housing assistance. Human Resources staff and Fund Committee members provide on-site support to help associates gather paperwork and complete the applications. Marriott Corporate Headquarters staff completes initial reviews of the applications and sends them to The Community Foundation for the National Capital Region for distribution.

David Marriott, Senior Vice President of Global and Field Sales, joins associates from six New Orleans Marriott hotels to help build a Habitat for Humanity home. He also presents the local Habitat affiliate with $50,000 raised by the hotels through a restaurant promotion.

FEBRUARY 2006 – SEPTEMBER 2007
The Fund distributes over $3 million in housing grants to associates impacted by Hurricane Katrina to assist with paying for temporary housing, repairs and other basic needs.
The J. Willard and Alice S. Marriott Foundation donates an additional $1 million toward longer-term disaster relief efforts for Katrina and future disasters.

Sponsored by the Fund, Marriott and Ritz-Carlton associates team up with KaBOOM! in May 2007 to build a playground for New Orleans children at Craig Elementary School where the only outdoor play options were a grass field or blacktop.

**NOVEMBER 2007 – 2010**

Marriott associates volunteer with Habitat for Humanity on home build projects throughout the years. Six Habitat homes are purchased by associates.

In November 2007 Marriott and Ritz-Carlton associates join KaBOOM! to build a second playground at Soraparu Park in the Irish Channel neighborhood.

**AUGUST 23 – 29, 2010**

With donations from the Fund, Marriott participates in projects to commemorate the 5th anniversary of Hurricane Katrina. Disaster Relief Fund Committee members join nearly 400 Marriott associates, guests and friends to build homes with the New Orleans Area Habitat for Humanity and a third playground with KaBOOM! in hard-hit areas where associates live. Through a program offered by DonorsChoose.org, the Fund helps associates support their children’s education by funding teachers’ projects in schools throughout New Orleans.

**SEPTEMBER – DECEMBER 2010**

The Fund sponsors two Habitat for Humanity homes and a fourth playground for New Orleans children in Digby Park. As with the Burke Park playground build in August 2010, the New Orleans Recreation Department contributes funds to install the playground’s rubber surfacing.

The Fund continues to support New Orleans by launching Youth Life Skills Training and scholarships to help young people gain the life skills they need to secure a promising future.
DISASTER RELIEF FUND PARTNERS

The Community Foundation for the National Capital Region, based in Washington DC near Marriott International’s headquarters in Bethesda, Md., works with individuals, families, business leaders, and others to establish charitable giving funds. Once the fund is established, its donors make recommendations for grants from the fund to charitable projects. The Foundation also offers donors educational programs about giving and community issues and advises donors about effective nonprofits working to address social issues they wish to support (www.thecommunityfoundation.org).

New Orleans Area Habitat for Humanity (NOAHH) is an independent non-profit affiliate of Habitat for Humanity International. NOAHH builds new homes in partnership with sponsors, volunteers, communities and homeowner families to eliminate poverty housing in the New Orleans area while serving as a catalyst to make decent shelter a matter of conscience and action. Since its inception in 1983, NOAHH has built over 420 new homes for low-income families in need of safe, decent, affordable shelter (www.habitat-nola.org).

KaBOOM! is the national non-profit dedicated to saving play. Because all children deserve to be active and healthy, KaBOOM! works to ensure that every child in America has a great place to play within walking distance. Since 1996, KaBOOM! has used its innovative community-build model to bring together businesses and communities to construct more than 1,900 new places to play across North America, including more than 135 playgrounds in the Gulf region since Hurricane Katrina (www.kaboom.org).

“I took my son to [Digby Park] yesterday...There was a waiting line for swings; moms sitting at the picnic table under the tree where they could watch the playground and their kids at football practice; and all kinds of people sitting on the steps watching the practice. You could hear the cheerleaders practicing...The teenagers were sitting on benches...by the courts and around the newly planted tree. Everyone was having a fabulous time. Thanks so much for all the work everyone put into this!”

Kara Morgan
DonorsChoose.org, founded in 2000 by a social studies teacher in the Bronx, is a nonprofit website where public school teachers describe specific educational projects for their students, and donors can choose the projects they want to support. After completing a project, the donor hears back from the classroom they supported in the form of photographs and student thank-you letters. Requests range from pencils for a poetry writing unit, to violins for a school recital, to microscope slides for a biology class. In the past ten years of operation, residents of 50 states and 10 countries have funded 175,000 student projects, channeling more than $71 million in resources to over 4 million students. DonorsChoose.org’s vision is a nation where students in every community have the resources they need to learn (www.donorschoose.org).

The J. Willard and Alice S. Marriott Foundation was established in 1965 with the purpose of giving back to the community. Under the current direction of J.W. Marriott, Jr. and Richard E. Marriott, the Marriott Foundation is dedicated to helping youth secure a promising future, especially through education on the secondary and higher education levels, mentoring and youth leadership programs. Equally important are organizations that help provide relief from hunger and disasters; support people with disabilities; and create gainful employment opportunities for vulnerable youth and adults.
When Hurricane Katrina hit on August 29, 2005 the impact was intense; when the levees broke, it became a full-scale disaster such as the United States had never seen. On September 6, 2005 the Marriott & Ritz-Carlton Disaster Relief Fund was established. In total, the Fund received $5.6 million in donations of cash and vacation time to support associates in New Orleans and help rebuild their communities.

Support was immediately offered to all associates impacted by Hurricane Katrina. Emergency funds were distributed within days following Katrina’s landfall to impacted associates in the Gulf Coast region. Longer-term support to help rebuild lives and homes was distributed to 1,749 associates through September 2007.

Two years following the devastation and with input from the New Orleans Marriott Business Council and local associates, the Fund began to expand its support to focus on associates’ neighborhoods. The Fund sponsored community projects; fully funded and helped build two Habitat for Humanity homes and four KaBOOM! playgrounds; funded classroom projects through DonorsChoose.org; and is working with local partners to provide scholarships and programs to help youth develop skills for success in school, life and the workplace.

**Katrina Disbursements**

```
$3,071,880
$2,934,977
$797,993
$1,654,986
$755,530
$151,633
$250,000
$55,000
$123,498
$139,050
$170,000
$320,000
$1,284,000
$197,050
```

- **Emergency Relief**
- **Benefits Continuation**
- **Housing Assistance**
- **KaBOOM!**
- **Habitat for Humanity**
- **DonorsChoose.org**
- **Scholarships & Youth Life Skills Training**
- **Administration**

**Katrina Donation Sources**

```
$2,934,977
$1,654,986
$755,530
$250,000
$151,633
$1,654,986
$2,934,977
```

- **Marriott and Ritz-Carlton**
- **Individual Donors**
- **J. Willard & Alice S. Marriott Foundation**
- **Leave Sharing from Associates**
- **Interest & Dividends**

The generosity of Marriott associates was evidenced through their donations of vacation time worth $2.9 million to the Disaster Relief Fund.

Host Hotels & Resorts, owner of the New Orleans Marriott, and its associates donated $320,438, which was matched by The J. Willard and Alice S. Marriott Foundation for a total contribution of $640,876.
FINANCIAL REVIEW

MARRIOTT & RITZ-CARLTON DISASTER RELIEF FUND
SUMMARY OF HURRICANE KATRINA DISASTER ACTIVITY
INCEPTION TO DECEMBER 31, 2010

INCOME
Contributions
- Marriott/Ritz-Carlton $ 250,000
- The J. Willard & Alice S. Marriott Foundation 1,654,986
- Individual Donors (includes individual hotels & associates) 755,530
- Leave Share from Associates 2,934,977

Sub-total contributions $ 5,595,493
Interest & Dividends $ 151,633

TOTAL CONTRIBUTIONS & REVENUE $ 5,747,126

EXPENDITURES
Initial Grants
- Emergency Relief – $500 per Associate $(1,284,000)
- Continuation of Benefits Subsidy (797,993)
- Short & Long Term Housing Relief (3,071,880)
- KaBOOM! playgrounds (170,000)
- Funds returned* 214,295

Sub-total Initial Grants $(5,109,578)

Katrina 5th Anniversary Grants
- Habitat for Humanity $ (170,000)
- KaBOOM! playgrounds (150,000)
- DonorsChoose.org (139,050)
- Youth Life Skills Training & Scholarships (55,000)

Sub-total Katrina Anniversary Grants $ (514,050)

Administration Expense
- Management Fees (paid to CFNCR) $ (92,721)
- Miscellaneous Expenses (30,777)

Sub-total Fees and Expenses $ (123,498)

TOTAL EXPENDITURES $(5,747,126)

* Represents initial grants that were ultimately returned to the DRF as undeliverable and applied to other projects.
2005-2010 DISASTER RELIEF FUND COMMITTEE MEMBERS

Anne Gunsteens
Executive Director
The J. Willard and Alice S. Marriott Foundation

Charlie Linaburg
Senior Director
Social Responsibility, Marriott International

Loren Nalewanski
Vice President
Talent Management & Work Environment, Marriott International

Ed Rosic
Vice President & Assistant General Counsel
Law, Marriott International

Frances Snyder
Vice President & Senior Counsel
Law, Marriott International

Mari Snyder
Vice President
Social Responsibility, Marriott International

Sue Stephenson
Vice President
Community Footprints, The Ritz-Carlton
MARRIOTT’S COMMITMENT TO NEW ORLEANS

Giving back to the places where our associates live and work and where we do business is at the heart of Marriott’s “Spirit To Serve Our Communities®” social responsibility and community engagement initiative. Our pledge is that “every community will be a better place to live and work because we are there.” We serve communities around the world through these signature issues:

- **S**helter and Food
- **E**nvironment
- **R**eadiness for Hotel Careers
- **V**itality of Children
- **E**mbracing Global Diversity and Inclusion

It is from this commitment that the Marriott & Ritz-Carlton Disaster Relief Fund was established to provide assistance to our associates who were impacted by the devastation when Hurricane Katrina made landfall on August 29, 2005.
“Five years ago, Hurricane Katrina devastated the Gulf Coast and forever changed New Orleans. It was a tragic event that will be remembered for years to come. We all know there is still much to do, but New Orleans and its people are resilient and on their way back. The people of New Orleans have shown us that every setback is an opportunity for a comeback, and we’re proud to be part of their resilient story.”

J.W. Marriott, Jr. in his Marriott on the Move blog: Serving New Orleans – Commemorating the 5th Anniversary of Hurricane Katrina, August 27, 2010.

Please email your comments and questions to Community.Engagement@Marriott.com

Credits: Special thanks to Linda Roundtree for donating her writing and consulting services in the production of this report.


March 2011