

REINVENTING THE EXPERIENCE.
REINFORCING THE BRAND.


COURTYARD[®]
Marriott
NORTH AMERICA





A HISTORY OF SUSTAINED SUCCESS

Since 1983, business travelers have logged millions of room nights at Courtyard by Marriott®, the pioneering lodging brand that not only created the upper-moderate tier, but has led it solidly. Never a brand to coast on past successes, it is no longer business as usual at Courtyard. A progressive business traveler has emerged, who seeks to optimize travel. The redefined Courtyard is poised to capture this market as it has before — by evolving and relying on the brand's intrinsic understanding of its guests' changing attitudes, and reinventing the experience to provide what they value most in a hotel.

By undertaking this aggressive redefinition strategy, Marriott® is committed to maintaining and strengthening Courtyard's longstanding status as a compelling investment. In continuing to set the bar beyond its competitors' reach, Courtyard remains a category-killer that delivers superior returns to owners and franchisees.





Courtyard Baltimore BWI Airport, MD

Courtyard hotels featuring the reinvented lobby have elicited impressive customer feedback, leading to a 10 percent increase in guest satisfaction and a 27 percent jump over the previous year in Intent to Return.



Courtyard Fairfax Fair Oaks, VA



Courtyard Fairfax Fair Oaks, VA



REFRESHING BUSINESS

The Courtyard lobby fuses high-tech, high-style and greater functionality. More than just a space to pass through, the sophisticated lobby is designed to generate a connection with guests.

The new lobby's Welcome Pedestals eliminate the traditional barrier of a front desk and invite a warm and natural interaction between guests and staff. An innovative and interactive GoBoard™ displays news, weather, traffic, local restaurants and attractions. The business center allows guests to check email and print important documents, while semi-enclosed Media Pods featuring individually controlled, flat-panel TVs offer a place to work, meet or relax. The new food and beverage element — *The Bistro* — gives guests a choice, not just in food but in service style, from grab-'n-go options to full-service, sit-down dining.

Courtyard Fairfax Fair Oaks, VA



Courtyard Newport News Airport, VA



RESTORATIVE ENERGY

Courtyard is designed for the frequent business traveler who is driven by success, but also enjoys the break from routine that travel offers. The reinvented Courtyard not only provides an energizing outlet where guests can optimize productivity, but also a rejuvenating environment where they can enjoy personal time in refreshing public areas and comfortably functional guest rooms.

An extension of the lobby, the Courtyard Terrace offers a place to enjoy outdoor spaces around a fire pit. For guests who exercise for a rejuvenating experience, there is a well-equipped fitness center. The Courtyard guest room has also evolved, providing guests with the optimum balance between relaxation and flexible functionality.



Courtyard Memphis Collierville, TN



Courtyard Newport News Airport, VA

A successful expansion into urban locations has shown that Courtyard can work in downtown markets, giving owners and franchisees an opportunity to enter high-visibility destinations.



Courtyard Burlington Harbor, VT



Courtyard Fairfax Fair Oaks, VA



A BRIGHT FUTURE

As the world's 12th largest lodging brand*, and Marriott's largest brand by distribution, Courtyard is a definitive power brand — boasting a Revenue Per Available Room (RevPAR) Index over 120.** The brand has a remarkably strong North America development pipeline with more than 120 approved and another 60 under construction, plus a concentrated effort to build in desirable urban markets. Enhanced by its legacy as the consistent first choice of upper-moderate-tier business travelers, the repositioning of Courtyard creates compelling opportunities for owners and franchisees who recognize the rewards of aligning with a lodging leader.

* Rooms Data. 2008 Worldwide Hotel Activity Report, MKG Consulting
** Smith Travel Research Services, as of September 2008 year-to-date. Competitive set of managed and franchised hotels opened and operating at least one full year or longer (Starview Comparable). See franchise disclosure document for franchise-specific analysis.



THE POWER OF MARRIOTT®

The Power of a Leader

It takes a smart and powerful engine to drive the performance Marriott achieves as the lodging industry's leader. Fueled by an industry-leading reservation system, a world-class sales and marketing organization, and the foresight to redefine the hotel experience in a way that resonates with today's guests, Marriott is a global powerhouse that provides exceptional revenue and profit performance to owners and franchisees.

Uniquely Engaged

Marriott's strong productive culture, legacy of service and focus on long-term relationships facilitate effective partnerships. Marriott's dedicated account managers facilitate ongoing communication and provide owners and franchisees the resources to get their hotels up and running. By engaging owners and franchisees to continuously improve the brand, Courtyard provides a lasting return.

Loyalty Has Its Rewards

Marriott customers are among the most loyal in the industry. We build and sustain powerful emotional connections with our guests through innovative, customized marketing and communications campaigns.

With more than 29.5 million members worldwide, Marriott

Rewards® is the industry's most preferred loyalty program.*

Year-to-date, Marriott Rewards paid room nights represent 53 percent of total Courtyard nights.**

* 2007 Harris Interactive Portfolio Study

** Marriott Rewards data, 3Q 2008 year-to-date



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