COURTYARD BY MARRIOTT®

Marriott’s largest brand by distribution, Courtyard® has a legacy of impressive performance that includes consistent delivery of high returns and solid RevPAR to owners. Courtyard owners also benefit from Marriott’s robust demand generation engine that drives top-line revenue while maximizing bottom-line savings.

Courtyard has long led the industry when it comes to meeting the needs of the modern business traveler. Since breaking into the market 35 years ago as a brand built for business, Courtyard has continuously evolved, pushing the boundaries of design, style and service in the upscale category.

Courtyard has introduced game-changing amenities like The Bistro — a leading fast casual restaurant and collaborative lobby spaces. With a new, more flexible prototype that fits a wide range of site needs and the largest global rooms pipeline in the Marriott portfolio, Courtyard is poised to deliver owners even greater success in the future.

Key Competitors: Hilton Garden Inn, Hyatt Place, Holiday Inn

DISTRIBUTION (YE 2018)

Courtyard currently has nearly 1,200 hotels with locations in all 50 U.S. states and over 45 countries and a robust pipeline of nearly 300 hotels.

<table>
<thead>
<tr>
<th>U.S. and Canada (Units / Rooms)</th>
<th>Global (Units / Rooms)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open: 1,027 / 143,389</td>
<td>Open: 1,199 / 178,438</td>
</tr>
<tr>
<td>Pipeline: 152 / 20,362</td>
<td>Pipeline: 294 / 50,274</td>
</tr>
</tbody>
</table>

FRANCHISE HOTEL PERFORMANCE*

- Average Occupancy Rate: 73.1%
- Average Daily Room Rate: $139.27
- Average RevPAR: $101.82
- Average RevPAR Index: 108.9

Loyal Customer Base:
Average Percentage of Loyalty Program Contribution to Occupancy at Courtyard is 55.2%

Lower Cost Bookings:
Marriott’s channels generate 71.0% of Courtyard’s reservations

COMPETITIVE FEE STRUCTURE*

- Application Fee: The greater of $90,000 plus $500 per guestroom in excess of 150 guestrooms
- Royalty Fee: 6.0% of Gross Room Sales
- Program Services Contribution: 3.35% of gross room sales (which includes a contribution to the Marketing Fund of 2% of gross room sales) plus $10,000 per year; plus $220 per guestroom per year

OPTIMIZED COST PLAN (for select costs)**

- 80 – 110 keys
  Estimated Cost Per Key: $118,000 – $183,000

- 120 – 150 keys
  Estimated Cost Per Key: $106,000 – $164,000

*2019 Courtyard by Marriott Franchise Disclosure Document. Additional details included on the back. For all other costs and fees, refer to the FDD.

**The “Estimated Cost Per Key” includes select building construction, kitchen and laundry equipment, FF&E, start-up costs, and certain additional funds. You will incur additional costs. Please refer to our 2019 Courtyard by Marriott Franchise Disclosure Document for complete details.

Key Competitors:
- Hilton Garden Inn
- Hyatt Place
- Holiday Inn

Recent Openings:
- Courtyard Atlanta Vinings, GA
  Opened March 2019
- Courtyard Winter Haven, FL
  Opened January 2019
COURTYARD SPACES
Design that is enhanced by smart, casual décor, which research shows next-generation travelers prefer.

EXTERIOR
- Arrival experience includes an optional porte-cochere and enhanced lighting.
- Modern exterior offers color and material options adaptable to your location.

LOBBY
- The newly designed lobby lounge focuses on an elevated evening experience with special seating options to work or relax.
- The Bistro, provides guests the opportunity to expand their horizons through fresh, seasonal menu items for breakfast and dinner, signature crafted cocktails, and wine tasting opportunities.
- An extension of the lobby, the Bistro Terrace, features a community fire pit and upgraded outdoor seating area.
- The 24/7 Market offers “grab and go” options, creating additional revenue opportunities for the property.
- The décor package, CYnergy, provides a more flexible set of color palette options for the lobby and creates cohesiveness with the guest room décor.

GUEST ROOMS
- The smartly designed room features a luggage drop, tech drop to charge and store your electronics, a hospitality cabinet, movable workspace and outlets where most needed. Guests also enjoy the LoungeAround™ sofa which offers a modern way of working and relaxing.
- Other guest room amenities include a 42” inch flat-panel television, in-room refrigerator and an optional microwave.
- The spacious, upgraded bathroom features an integrated walk-in shower.
- The décor package, CYnergy, features tone-on-tone décor with subtle color accents to differentiate the relaxation areas from the rejuvenation areas.

OTHER AMENITIES
- Expansive, redesigned fitness experience: 1,000 square feet of appropriate space for cardio, stretching and strength activities.
- Optional indoor or outdoor pool.
- Scalable meeting space options to meet the demands of your market.

BRANDS. LOYALTY. PARTNERSHIPS. RESULTS. MADE HERE.
VISIT MARRIOTTDEVELOPMENT.COM OR CALL: 301.380.3200