

Marriott International, Inc.

Pat Maher

March 22, 2007

Marriott International, Inc.

- Marriott International is a leading worldwide hospitality company with nearly 2,800 operating units in the United States and 68 other countries and territories
- The company is headquartered in Washington, D.C., and has approximately 150,000 employees

Marriott's Portfolio Is Diverse...





Spirit To Serve... in Action

We want the communities we call home to be better because we are there. — J.W. MARRIOTT, JR.



[LEFT TO RIGHT] ASSOCIATES FROM THE LONDON MARRIOTT HOTEL PARK LANE DONATE LINENS TO THOSE IN NEED; RENAISSANCE SÃO PAULO HOTEL ASSOCIATES SHOW THEIR ENVIRONMENTAL COMMITMENT BY PROVIDING NATIVE TREE SAPLINGS TO THEIR NEIGHBORS; AND THE FLAGS ARE RAISED AT THE JW MARRIOTT HOTEL NEW ORLEANS DURING ITS REOPENING AFTER HURRICANE KATRINA

We Have a Spirit To Serve Our Communities®

THE MARRIOTT LINEN BANK

With more than 2,400 hotels receiving new bedding this year, Marriott, together with our owners and franchisees, launched the Marriott Linen Bank to donate replaced linens to community agencies and disaster relief organizations around the world.

SCHOOL TO WORK PROGRAMS

Marriott expanded the International Tourism Partnership's Youth Career Initiative to five hotels in Brazil, in addition to Marriott hotels in Thailand, Romania, Australia and Poland. The program offers a five-month classroom and practical training certification program to help young people secure a more promising future.

CHILDREN'S MIRACLE NETWORK

Marriott and its associates raised more than \$620,000 in our first nationwide Children's Miracle Network Torch Relay to benefit Children's Miracle Network hospitals. Marriott associates, family and friends walked, biked, ran and motorcycled over 5,400 miles through 35 U.S. cities.

We Are Passionate About Fostering Diversity

DIVERSITY INITIATIVES

Marriott pledged, over the next five years, to double the number of hotels owned by minorities and women, and spend over \$1 billion with minority- and women-owned suppliers. In addition, the company received a grant from the National Science Foundation to conduct joint research on the business impact of diversity management and employee engagement in the workplace.

We Are Devoted to Protecting Our Environment

Marriott became the first hospitality management company to join the U.S. Environmental Protection Agency's (EPA) Climate Leaders program, committing to an aggressive goal of reducing greenhouse gas emissions by 6 percent per available room by 2010. For the second consecutive year, the EPA named Marriott an ENERGY STAR Partner of the Year for Excellence in Energy Management.



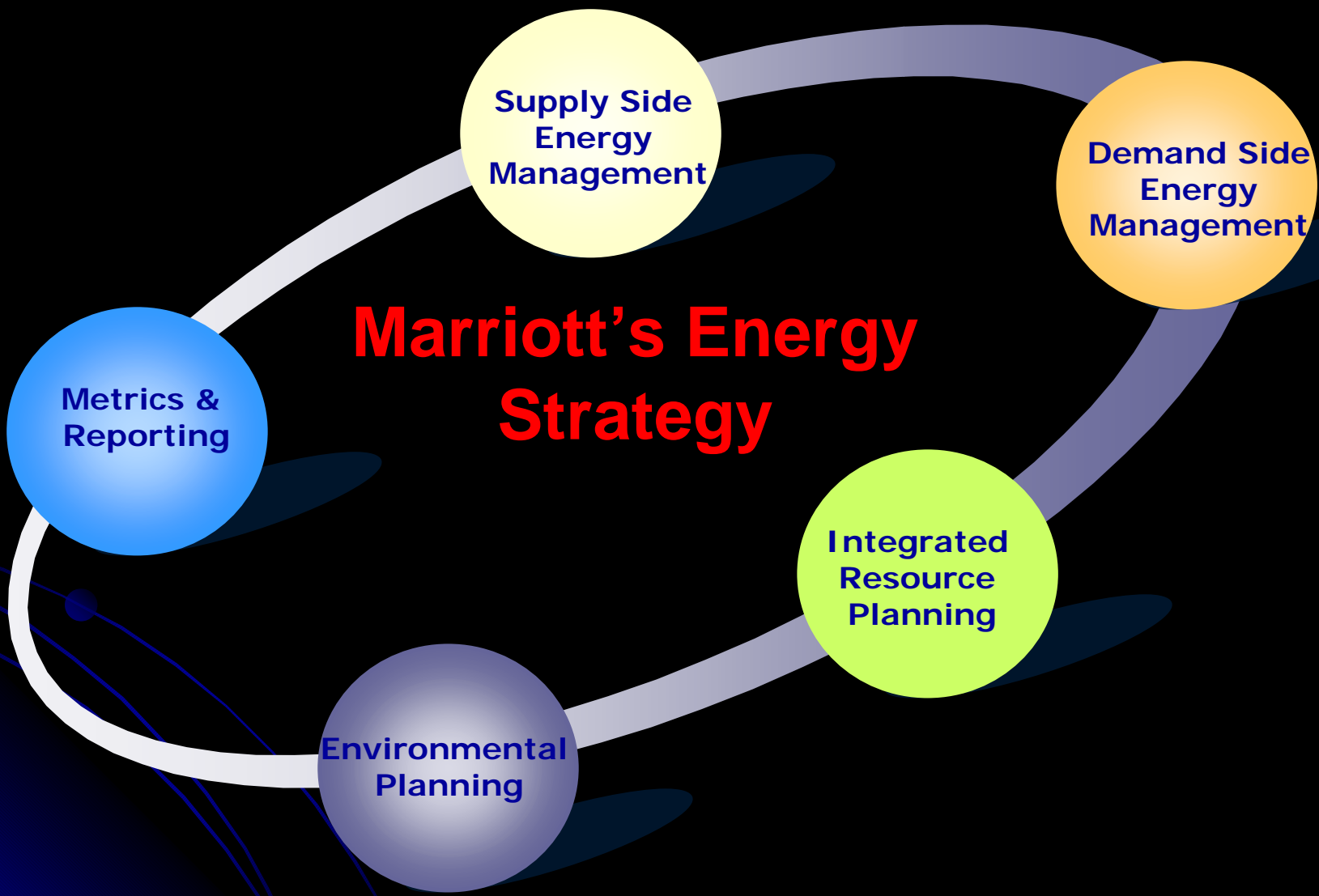
Disaster Recovery

Since late 2004, a series of natural disasters has devastated communities around the world, including Southeast Asia, Mexico and the Gulf Coast and Southeast regions of the United States. Marriott is committed to helping affected associates, as well as the communities where they live and work:

- Marriott donated more than \$1 million to disaster relief and established the Marriott & Ritz-Carlton Relief Fund.
- Through Marriott's leave-sharing program, approximately 5,000 associates donated \$2.9 million to their colleagues affected by these disasters.
- In New Orleans, a special Marriott task force is working with representatives of federal, state and local governments as well as private sector organizations to identify long-term housing options for associates.
- In Southeast Asia, Marriott launched the "100 Houses Campaign," raising funds to help build homes for tsunami victims in Thailand and Indonesia.
- In Cancun, Marriott helped associates rebuild their homes and provided emergency relief food parcels for their families.

Marriott Energy Management Program

Marriott's Energy Strategy



Supply Side
Energy
Management

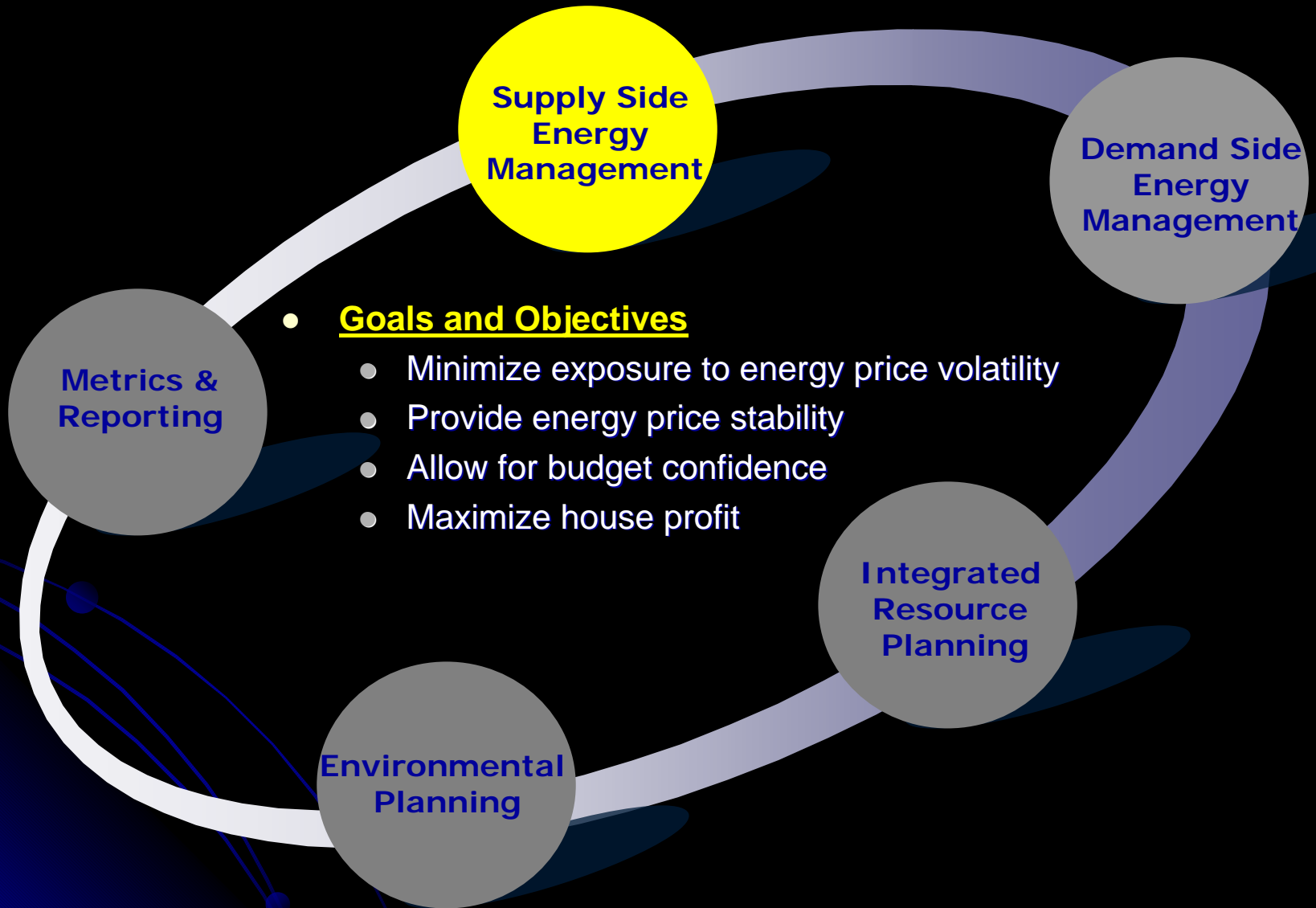
Demand Side
Energy
Management

Integrated
Resource
Planning

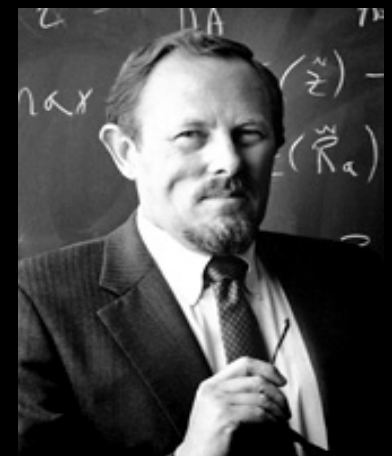
Environmental
Planning

Metrics &
Reporting

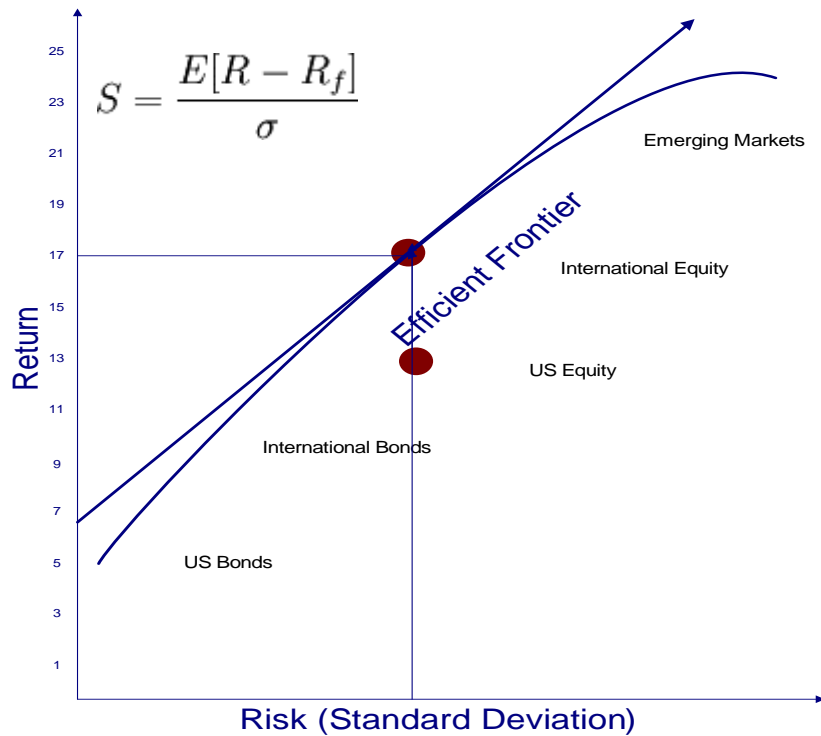
Marriott's Energy Strategy



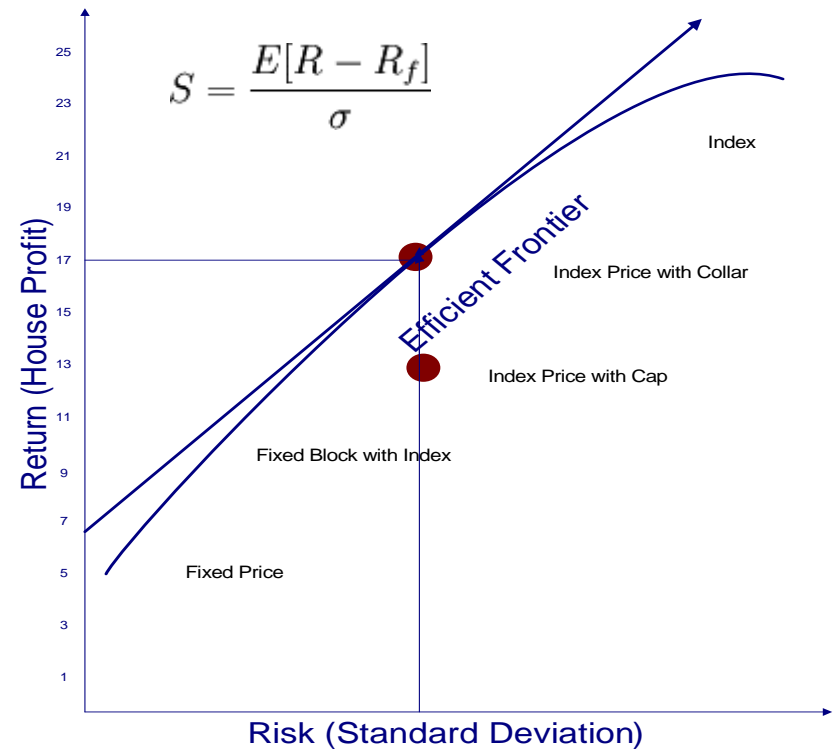
Efficient Frontier Portfolio Analysis



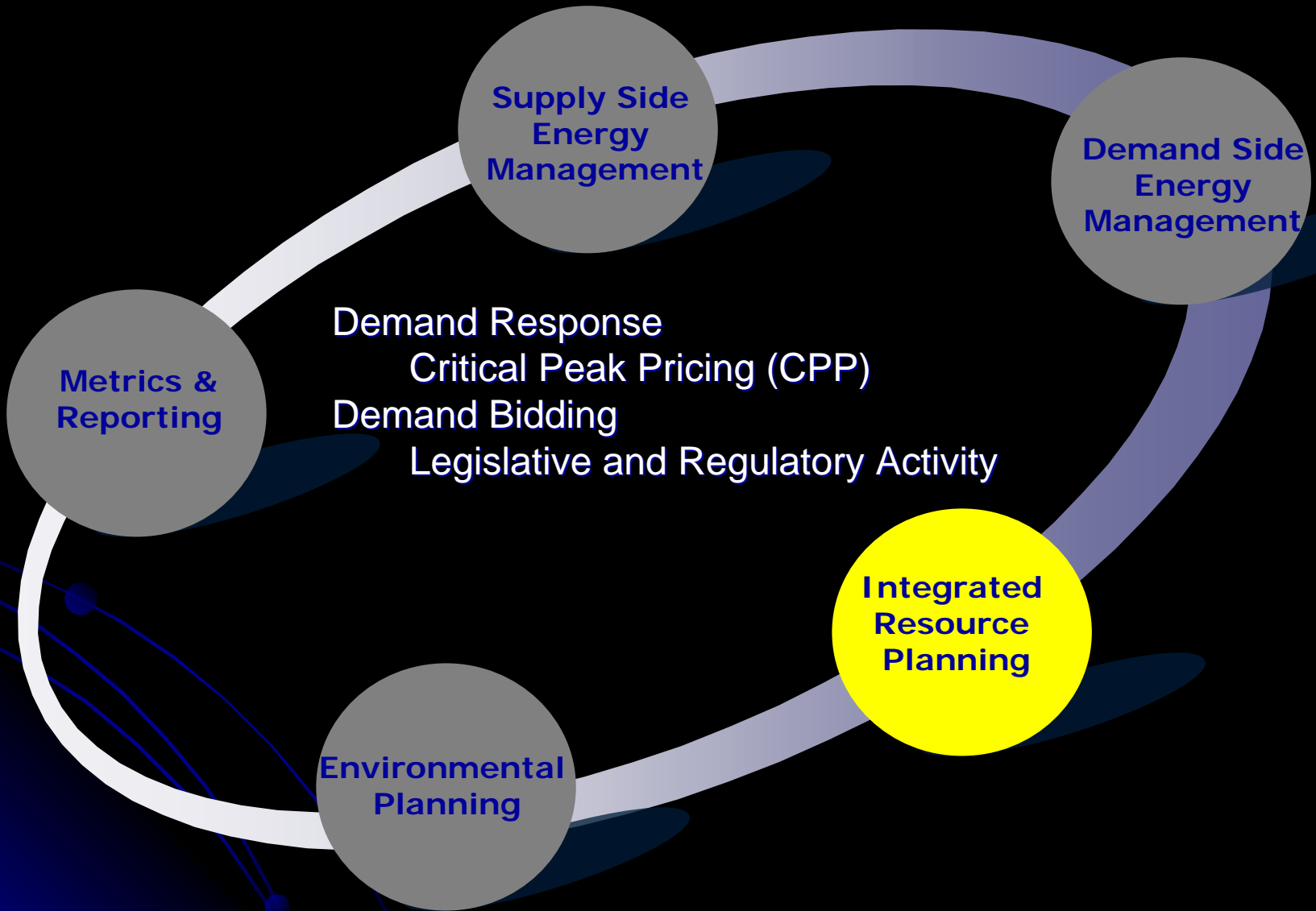
Investment Portfolio
Efficient Frontier



Energy Portfolio
Efficient Frontier



Marriott's Energy Strategy



DEMAND RESPONSE PROGRAMS

A GUIDE TO MAXIMIZING SAVINGS

Demand Bidding Program



Demand Bidding Program

Fact Sheet

Critical Peak Pricing Rate Options



Receive credit for reducing electricity use through a Web-based bidding program.

Southern California Edison's (SCE) Demand Bidding Program (DBP) is a flexible Internet-based bidding program that offers qualified participants the opportunity to receive bill credits for voluntarily reducing power when a DBP event is called. By participating in this program, you can lower your operating costs and help alleviate power shortages in California.

ELIGIBILITY

The DBP is available to both SCE bundled service and direct access customers who have at least one service account with a demand of 200 kilowatts (kW) or greater in any three months during the preceding 12 months. To participate in the DBP, you must have a communicating interval meter capable of recording electricity usage in 15-minute increments. Internet access at your expense is required for bidding. You will need to complete and return to SCE an agreement to participate in the DBP. See under **Contractual Requirements**.

NOTE: Effective summer 2006, customers on Schedule S (Standby) will be eligible to enroll and participate in the DBP. You are not eligible to enroll in the DBP if you are on a real-time pricing schedule, if you are enrolled in the California Demand Reserves Partnership (Cal-DRP), or in any of the California Independent System Operator's (CAISO) Ancillary Services or Demand Relief Programs.



Lower your business' electric bills and operating costs by shifting or reducing electricity usage during "critical peak" summer afternoons.

Southern California Edison's (SCE) voluntary Critical Peak Pricing (CPP) programs may benefit commercial and industrial customers who can reduce or shift their power out of the summer season noon to 6:00 p.m. time period during a CPP event. Energy rates during summer season CPP events are significantly higher than energy rates during summer season non-CPP events. However, customers on a CPP rate schedule receive other electricity charge reduction benefits in return. By participating on a CPP rate, customers can assist in alleviating potential power shortages in their communities as well as lower their operating costs.

ELIGIBILITY

SCE offers the CPP-VCD (Volumetric Charge Discount) to most customers with demands greater than 200 kilowatts (kW) who rely on SCE for generation, transmission and distribution of electric service (Bundled Service customers). Eligible customers include those currently on these rates: TOU-8, TOU-GS-2 or GS-2 with the Time-of-Use pricing option.

The CPP-GCCD (Generation Capacity Charge Discount) is available to Bundled Service customers who are currently served under the TOU-8 rate schedule and who have a maximum demand greater

Critical Peak Pricing Rate Options (CPP)

Fact Sheet

than 500 kW. These customers can participate in either the CPP-VCD or the CPP-GCCD programs. Direct Access customers are not currently eligible for any CPP service.

Customers with multiple accounts on the same site may choose to have one or all of their accounts participate on an applicable CPP schedule as long as at least one account remains above 200 kW (for CPP-VCD) or above 500 kW (for CPP-GCCD), and such account is served under a CPP schedule.

Those on a CPP rate automatically grant the California Energy Commission, or its contracted agents, authorization to conduct any site visits or surveys for program measurement and evaluation purposes, and also agree to complete all program surveys.

GOOD CANDIDATES FOR CPP

This program may benefit medium and large businesses that have the flexibility of reducing or eliminating peak power usage during a CPP event.

CPP BENEFITS

CPP-VCD customers receive reduced energy rates for all non-CPP usage during the on-peak and year-round mid-peak times. CPP-GCCD customers receive significantly reduced summertime on-peak and mid-peak demand (kW) charges, a benefit for those with large on-peak usage.



TOU-BIP



Time-of-Use Base Interruptible Program

For Business Operations At or Above 200 kW

Fact Sheet

OVERVIEW

The Time-of-Use Base Interruptible Program (Schedule TOU-BIP) is an interruptible option open to Southern California Edison (SCE) customers who have monthly demands greater than or equal to 200 kW in any three months during a period of 12 consecutive months. Customers must commit to reducing at least 15% of their maximum demand (but no less than 100 kW) and select a Firm Service Level (FSL). When SCE sends notification of a California Independent System Operator (CAISO)-initiated interruption event to a TOU-BIP customer, the customer is required to reduce their electrical usage to their specified FSL within 30 minutes of the notification being sent.

In exchange, customers receive a monthly credit based on the difference between their average peak period demand for each month and their selected FSL TOU-BIP credits for each billing period will be calculated and applied to the following month's bill. Penalties apply for failure to reduce power to the customer's determined FSL within 30 minutes of the notification being sent.

Existing I-6 customers may also participate in Schedule TOU-BIP, but they will only become eligible for TOU-BIP credits after they have met all of their annual I-6 interruption obligations. "Essential Use" customers cannot set their FSL to less than 50% of their load.

Who is eligible?

Schedule TOU-BIP is available to customers eligible for service under General Service Rate Schedule, whose monthly maximum demands exceed 200 kW. With limitations, TOU-BIP is also available to existing I-6, Demand Bidding Program (DBP), and California Demand Reserves Partnership (Cal-DRP) participants. TOU-BIP is not compatible with the Critical Peak Pricing (CPP) Programs or the California Independent System Operator's (CAISO) Ancillary Services Load Program.

CUSTOMER OBLIGATIONS

Customers taking service under TOU-BIP must agree to the following conditions:

- **Firm Service Level (FSL):** The FSL is the amount of electricity a TOU-BIP customer determines is necessary to meet their operational requirements during a TOU-BIP event. TOU-BIP customers are required to reduce electrical load to their designated FSL or "non-interruptible" level within 30 minutes of a notice being sent to their dedicated phone line. In exchange for agreeing to reduce electrical usage to their designated FSL, SCE provides participating customers with a bill credit based on the difference between the customer's monthly average peak period demand and the customer's FSL. TOU-BIP customers may change their FSL once per year during the annual November 1 to December 1 opt-out window.

Legislative & Regulatory Activities



350 South Grand Avenue
Suite 3800
Los Angeles, California 90071
www.newenergy.com

October 9, 2006

Edward J. Hiltz
Marriott International
Marriott Western Region Office
1301 Dove Street, Suite 500
Newport Beach, CA 92660

Dear Edward J. Hiltz,

As a consumer, you make choices every day that affect both you personally and your community. Consumer choice is the most powerful way to affect change in our society.

The opportunity for customers to freely exercise their right to choose an electricity provider was suspended on September 20, 2001. Five years later, your ability to make your own energy choices has been limited to very few customers.

Preserve your right to choose.

Constellation NewEnergy is asking you to add your name to the growing list of stakeholders who are asking the California Public Utilities Commission (CPUC) to reopen the Direct Access market.

Act now.

You have a fundamental right to choose. Now's the time to make your voice heard. You know that you want the right to make your own decisions about electricity. Sign the enclosed form today and return it in the postage-paid envelope. Call 1-866-422-4894. Or if you prefer, you can complete the form online at www.newenergy.com/da.

If you have any questions or would like more information, please contact us at 1-866-422-4894.

Thank you for your support.

Sincerely,

Aaron Thomas
Chief Commercial Officer

The way energy works.
for your business.

Direct Access Petition Signature Authorization

10/22/06
(date)

MARRIOTT INT'L (Insert name of company) agrees that its name may be added to the publicly available list of parties that support the California Public Utilities Commission opening an investigation into allowing customers to have choice of their competitive electricity supplier again in California.

The petition support statement will read as follows:

"The following entities join with the parties named in this Petition in calling upon the Commission to make an investigation into how the direct access market can be reopened in California. The choice has now been denied to many California consumers for over five years. California competitive electricity consumers including schools, healthcare and other community organizations need to choose their electricity provider restored as quickly as possible."

MARRIOTT INTERNATIONAL
NAME OF COMPANY (Please Print)

E. J. Hiltz

Your Name (Please Print)

Regional Director of Energy

Title (Please Print)

E. J. Hiltz

Signature

For your convenience, we've provided several reply options:

- Fax this form to 1-866-422-4894
- Return the form in the postage paid envelope provided
- Complete the form online at www.newenergy.com/da

If you would like additional information, please contact us at 1-866-825-0700.

Please check all that apply:

- Yes, I am interested in receiving more information
- Yes, I am interested in being a spokesperson or providing testimonials for the Direct Access Petition

Thank you for your support.



Western Region
1301 Dove Street
Newport Beach, CA 92660

E. J. Hiltz, CFA, CEM
Regional Director of Energy

April 22, 2003

Senator John Vasconcellos
State Capitol, Room 5108
Sacramento, CA 95814

Dear Senator Vasconcellos:

With facilities in your district, Marriott International thought you would be interested that we are **OPPOSED** to Senate Bill 888 Dunn, which would institute sweeping changes in the electricity regulatory sector that are completely the reverse of the purported goals of the bill's proponents. In short, the bill would take us backwards to a time that never existed.

The bill would increase the cost of electricity, impede reliability, create unfair and unrealistic legal duties and consequently increased unnecessary litigation and associated costs, vest regulatory powers that are contrary to the California Constitution, stifle much needed development in generation capacity, hamper environmental and renewable energy efforts as well as cause a plethora of unintended consequences. Furthermore, the aspect of the bill that we find most pernicious is that it takes away the right of CONSUMER CHOICE. As a current direct access customer, Marriott International has saved approximately \$7 Million annually. With the difficult times our industry is currently facing this savings has allowed us to provide continued employment to hundreds of Californians and continue to keep operations in the state of California.

This bill would eliminate our fundamental right to make a choice when it comes to our energy provider and could potentially have a detrimental impact on our business who serves to improve the California economy.

Moreover, this proposal would put out of business Energy Service Providers (ESPs) whose innovation, creativity and customer service have allowed Marriott International to weather the storm of the crisis and its aftermath and continue to serve us with reliable, competitively priced retail energy products.

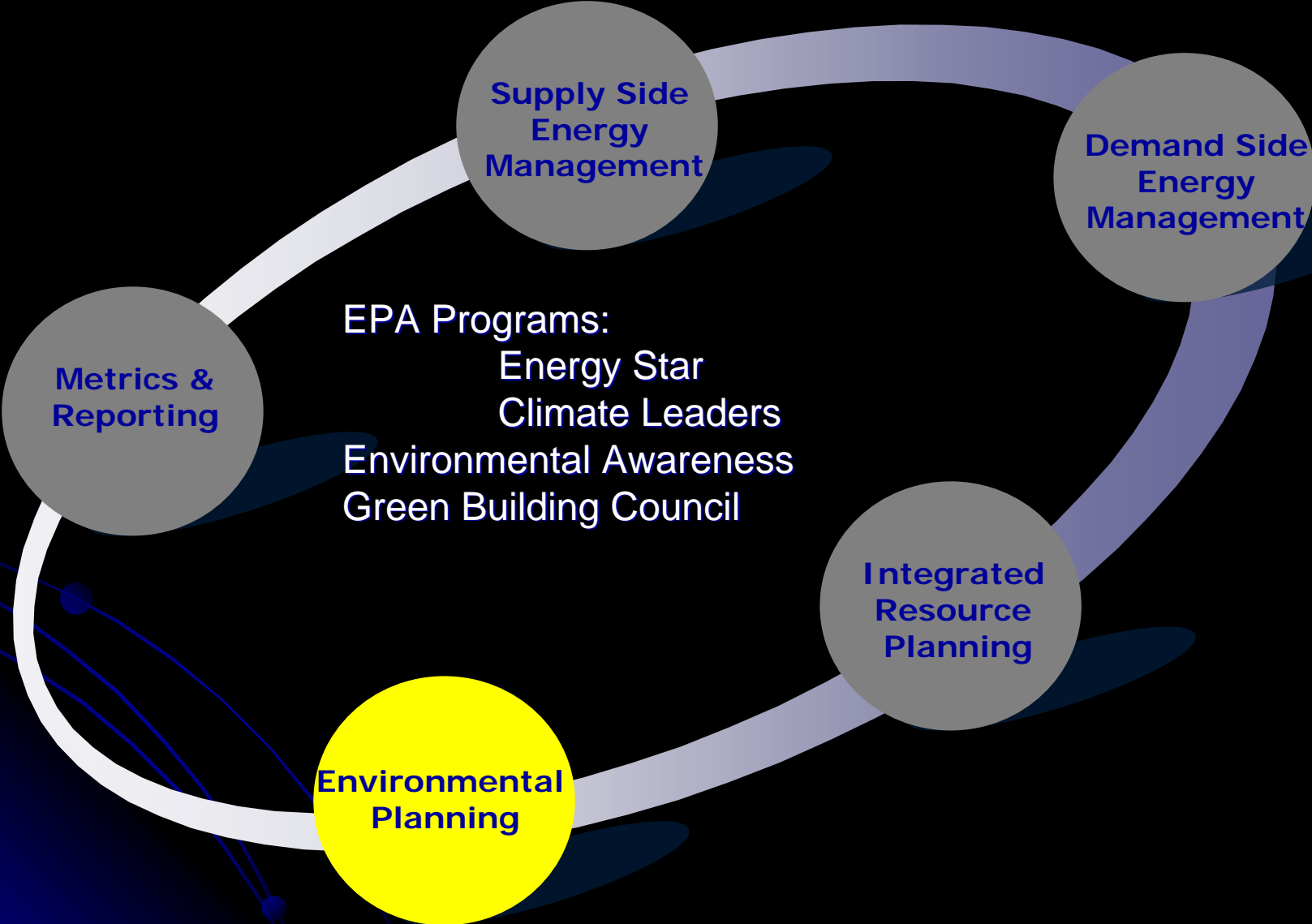
The recession of the early '90s helped spawn retail choice and with the condition of today's economy now is the time for renewed efforts to foster competitive prices and not the time for government interference that adds costs to living and doing business in California.

There are myriad reasons to **OPPOSE** Senate Bill 888, but the single most important reason is that it robs Californians of their CHOICE in determining their energy service provider. Marriott International therefore implores you to join with the effort to preserve essential consumer rights.

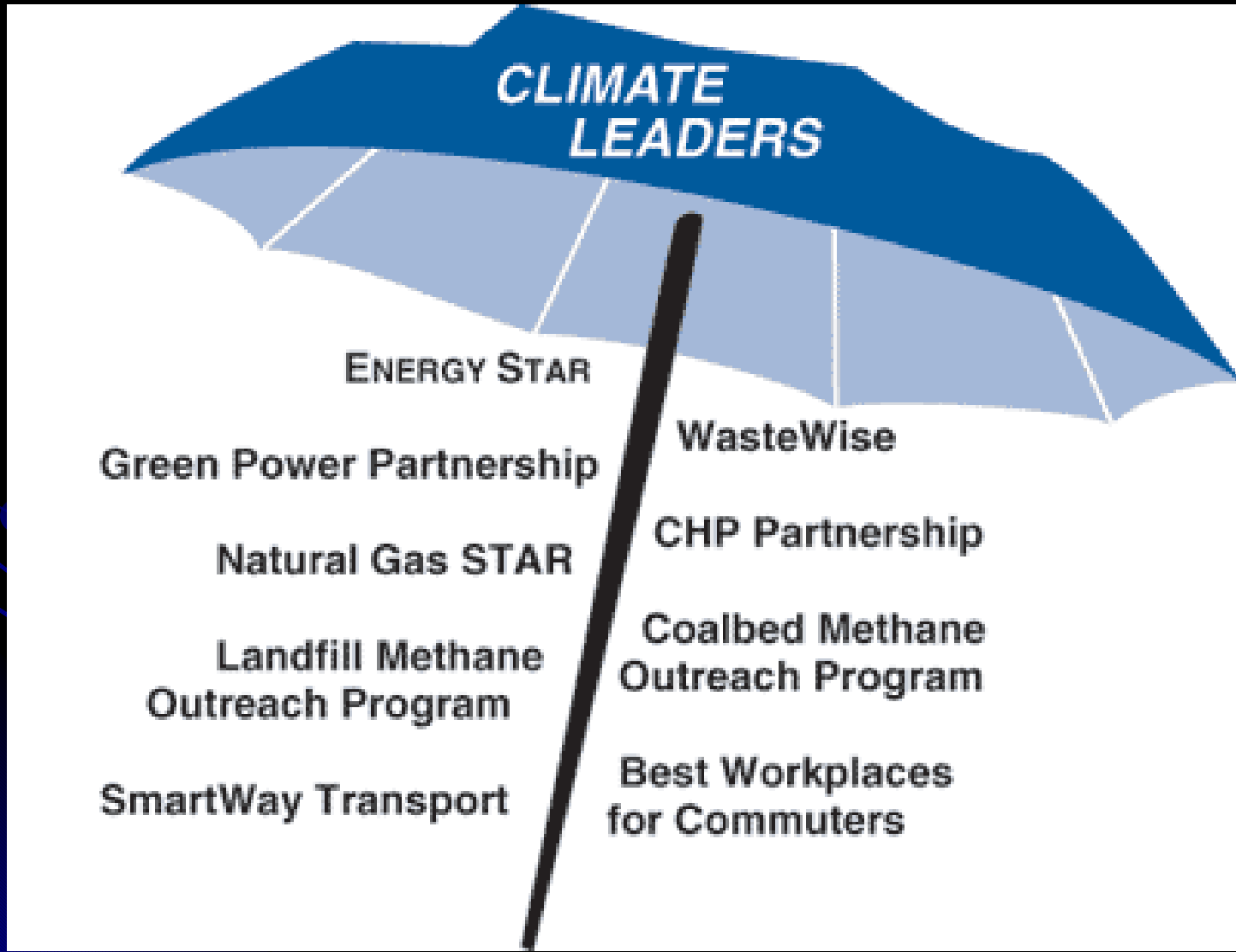
Sincerely,

E. J. Hiltz

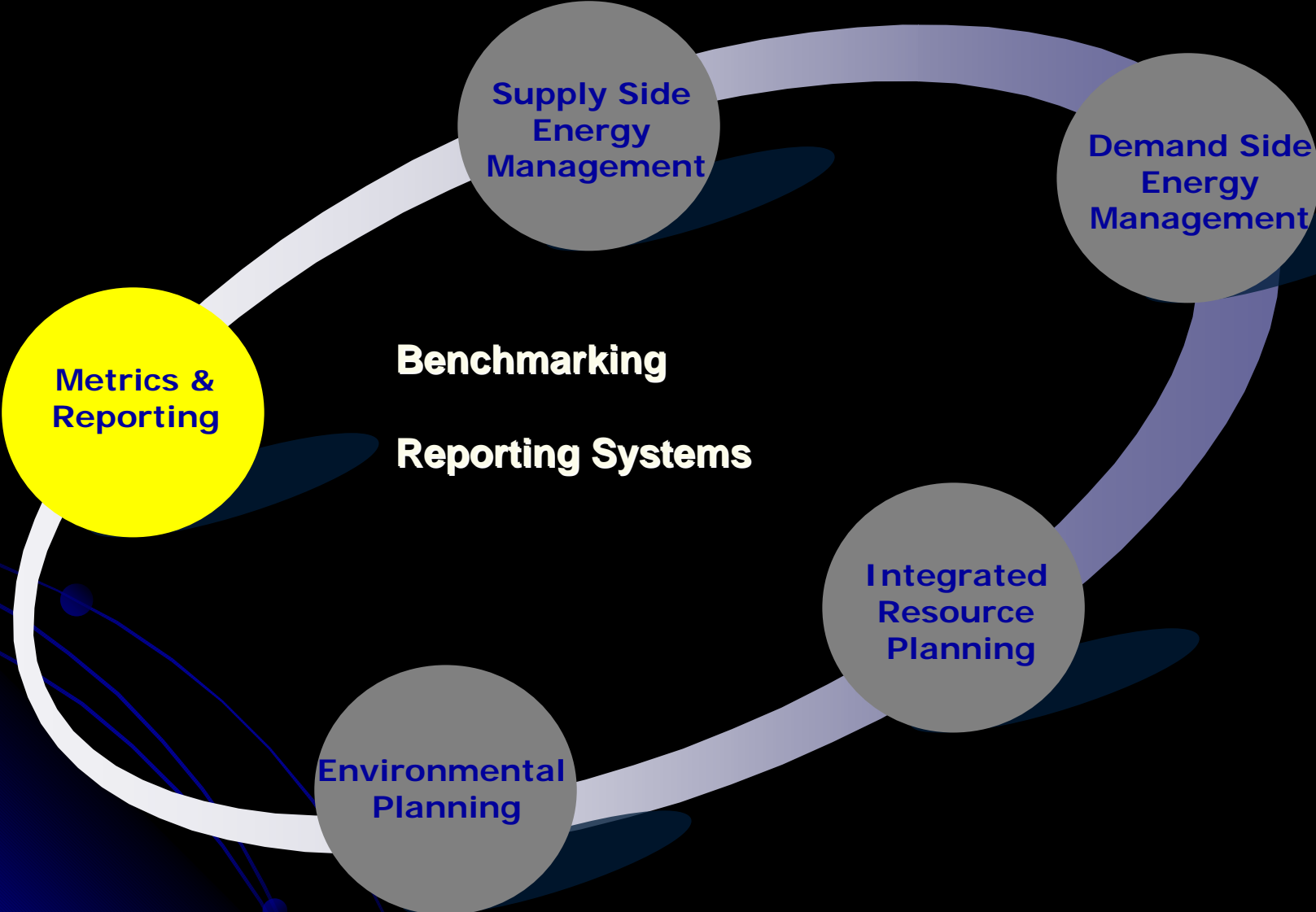
Marriott's Energy Strategy



EPA's Climate Change Umbrella Program



Marriott's Energy Strategy



Energy Benchmarking & Tracking

- Internal Metrics
 - Electricity
 - Natural Gas
 - Water
- Energy Star
 - Benchmarking



Full Service Dashboard

Western Region Engineering
MHRS & RHI Metrics
Thru PD 5 2006

	ID	MARSHA	Property Name	Company Ranking 2006 Cumulative Score	EIWO		Better or Worse		Prob Exp		Better or Worse		Total HLP Cost	HLP Consumption		
					YTD	YE 2005			2006 YTD	2005 YE			BUD B(W)	Elec	Gas	Wtr
					>85								< 0%	=>3% Improv	=>3% Improv	=>3% Improv
					>80 <85								-10%<0%	<3% Improv	<3% Improv	<3% Improv
					<80								>10%			
1	337X6	TUSSP	JW Starr Pass Resort Marriott	1	91.9	88.6	3.3	↑	27.3	41.0	(13.7)	↑	10.2%	9.3%	(4.3%)	(21.8%)
2	337V4	HOUMW	Woodlands Waterway Marriott	2	91.3	89.6	1.7	↑	28.0	23.4	4.6	↓	5.8%	(3.6%)	13.2%	19.1%
3	337V5	SEAMC	Redmond Town Center Marriott	4	90.1	89.4	0.7	↑	19.1	22.4	(3.3)	↑	(6.9%)	(14.4%)	(0.9%)	23.3%
4	337W4	PHXNO	Scottsdale McDowell Marriott	12	88.9	86.1	2.8	↑	23.2	22.8	0.4	↓	11.1%	0.8%	8.5%	12.3%
5	337V2	SEAWF	Seattle Waterfront Marriott	14	88.7	90.6	(1.9)	↓	21.1	19.6	1.5	↓	3.50%	(3.9%)	(12.0%)	3.0%
6	33785	HOUJW	JW Houston Westheimer Marriott	23	87.1	85.9	1.2	↑	20.7	26.6	(5.9)	↑	14.7%	1.8%	(7.7%)	(10.7%)
7	337Z4	SJCSJ	San Jose Marriott	26	86.7	89.5	(2.8)	↓	28.6	24.7	3.9	↓	13.2%	19.7%	(10.0%)	18.8%
8	337Z1	DALPT	Dallas Plano Legacy Marriott	24	86.7	85.7	1.0	↑	21.3	24.9	(3.6)	↑	34.9%	4.8%	8.8%	19.1%
9	337J4	SATRC	San Antonio Riverctr Marriott	28	86.4	83.1	3.3	↑	22.3	23.2	(0.9)	↑	-0.60%	(7.8%)	(9.4%)	7.1%
10	9672R	LGBRN	Long Beach Renaissance	5	85.3	83.2	2.1	↑	28.1	26.9	1.2	↓	6.5%	0.2%	(2.3%)	1.2%
11	337U2	LASST	Las Vegas Suites Marriott	39	84.9	81.4	3.5	↑	21.4	23.4	(2.0)	↑	2.2%	1.8%	(3.2%)	(10.8%)
12	33797	LAXIR	Irvine Marriott	42	84.7	82.5	2.2	↑	25.9	25.3	0.6	↓	16.3%	21.6%	(0.1%)	33.9%
13	9671X	DFWDT	Worthington Renaissance	7	84.7	84.4	0.3	↓	28.8	28.4	0.4	↓	34.28%	(3.1%)	(4.0%)	1.3%
14	337U9	DALMT	Dallas Suites Mrkt Ctr Marriot	43	84.6	86.0	(1.4)	↓	24.5	21.5	3.0	↓	15.0%	(36.4%)	(9.2%)	(8.9%)
15	337N3	FTCCO	Fort Collins Marriott	45	84.3	84.8	(0.5)	↓	22.4	21.3	1.1	↓	(0.4%)	3.4%	20.4%	(4.5%)
16	337N5	MRYCA	Monterey Marriott	49	84.0	81.3	2.7	↑	22.6	27.8	(5.2)	↑	12.2%	2.3%	1.2%	11.1%
17	337X5	SANDM	San Diego Del Mar Marriott	50	83.8	81.6	2.2	↑	32.8	30.4	2.4	↓	5.35%	3.0%	(27.7%)	(0.5%)
18	337e9	LAXTR	Torrance Marriott	54	83.6	80.2	3.4	↑	21.7	23.4	(1.7)	↑	19.1%	2.9%	(2.7%)	(10.2%)
19	33758	SLCUT	Salt Lake City Dwtwn Marriott	57	83.3	80.7	2.6	↑	22.5	25.6	(3.1)	↑	5.4%	(4.0%)	(5.3%)	(19.3%)
20	337P1	NPBST	Newport Beach Bayview Marriott	58	83.2	77.8	5.4	↑	21.4	26.3	(4.9)	↑	19.4%	(2.2%)	(20.9%)	13.3%
21	33714	PHXCB	JW Camelback Resort Marriott	63	83.0	87.2	(4.2)	↓	27.9	24.2	3.7	↓	-1.50%	(2.5%)	2.7%	(19.8%)
22	33712	DFWAP	Dallas DFW Airport Marriott	67	82.8	84.1	(1.3)	↓	23.9	21.8	2.1	↓	23.5%	4.5%	7.0%	(4.2%)
23	337Z7	AUSHB	Horseshoe Bay Conference Resrt	73	82.6	75.3	7.3	↑	36.7	39.5	(2.8)	↑	(46.4%)	(36.8%)	(14.0%)	14.0%
24	9673A	SFOLS	The Lodge-Sonoma Renaissance	13	82.5	81.5	1.0	↑	26.0	26.4	(0.4)	↑	11.3%	0.8%	(16.7%)	N/A
25	337W3	SJCFM	Fremont Marriott	81	82.3	86.9	(4.6)	↓	27.2	21.9	5.3	↓	21.02%	7.0%	(7.1%)	1.9%
26	337C9	SFOBG	San Francisco Airport Marriott	80	82.3	78.6	3.7	↑	23.5	25.8	(2.3)	↑	(6.9%)	0.9%	(1.5%)	7.6%
27	337X2	PHXDR	JW Desert Ridge Resort Marriot	79	82.3	87.6	(5.3)	↓	32.7	30.0	2.7	↓	1.2%	2.5%	3.6%	(4.3%)
28	967V1	AUSSH	Austin Renaissance	14	82.3	84.9	(2.6)	↓	27.0	22.6	4.4	↓	(6.6%)	(5.9%)	(6.0%)	(7.9%)
29	337J8	SANDT	San Diego Marina Marriott	83	82.2	78.9	3.3	↑	24.2	31.7	(7.5)	↑	6.84%	(2.9%)	(3.6%)	2.0%
30	337P5	SNAST	Costa Mesa Marriott	84	82.2	80.2	2.0	↑	27.1	25.8	1.3	↓	13.8%	(10.9%)	(8.3%)	2.3%
31	337H1	DALWL	Dallas Solana Westlake	89	82.0	77.6	4.4	↑	24.3	30.0	(5.7)	↑	0.0%	(4.1%)	21.5%	7.9%
32	337F1	SANLJ	San Diego La Jolla Marriott	91	81.9	81.1	0.8	↑	29.2	26.2	3.0	↓	(1.0%)	(3.0%)	(8.7%)	(9.7%)
33	9673C	LAXRH	Hollywood Renaissance	17	81.9	83.8	(1.9)	↓	31.1	32.2	(1.1)	↑	13.49%	6.5%	(0.9%)	14.1%
34	337P2	PHXST	Scottsdale Suites Marriott	92	81.8	82.7	(0.9)	↓	22.5	21.4	1.1	↓	13.9%	8.6%	26.2%	13.1%
35	33709	PDXOR	Portland Downtown Marriott	96	81.6	77.6	4.0	↑	21.4	24.0	(2.6)	↑	6.2%	18.6%	34.8%	23.1%
36	337L1	SANMV	San Diego Marriott Missn Vally	98	81.4	81.6	(0.2)	↓	26.8	27.4	(0.6)	↑	15.3%	(5.8%)	6.1%	15.3%

Property Report

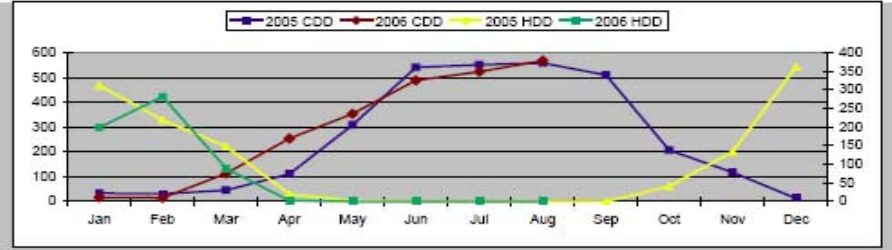
337A1-Houston Airport Marriott
18700 Kennedy Blvd
HoustonTX77032

Bldg Size: 800,000
Rooms: 572

Performance	2005	2006	Var
kBTU/FT2	51,694	43,463	-15.92%
kBTU/PAR	72,299	60,787	-15.92%

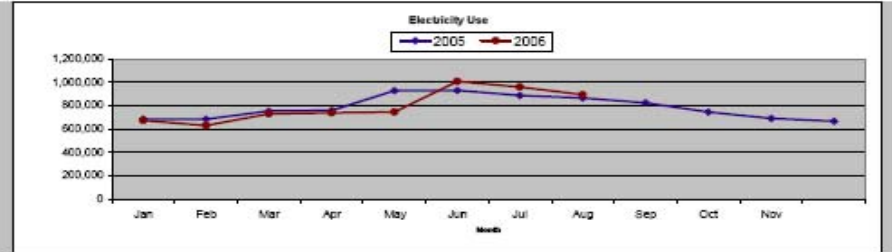
Weather Detail

Month	Avg. Temp			Cooling Degree Days			Heating Degree Days		
	2005	2006	Var	2005	2006	Var	2005	2006	Var
Jan	56	59	5.36%	33	16	-51.52%	311	199	-36.33%
Feb	58	55	-5.17%	31	14	-54.84%	219	281	26.31%
Mar	61	65	6.56%	45	113	151.11%	148	89	-39.86%
Apr	68	73	7.35%	111	253	127.93%	19	2	-89.47%
May	74	76	2.70%	308	353	14.61%	3	0	
Jun	82	81	-1.22%	539	487	-9.65%	0	0	
Jul	82	82	0.00%	550	522	-5.09%	0	0	
Aug	82	83	1.22%	557	566	1.62%	0	0	
Sep	81			509			0		
Oct	70			205			41		
Nov	64			117			133		
Dec	53			12			361		
Total	69	72	3.61%	252	291	15.51%	103	71	-30.77%



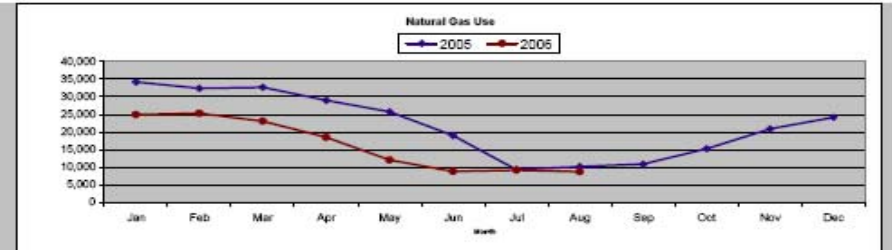
Electricity Detail

Month	Use (kWh)			Electricity Cost			Avg. \$ / kWh		
	2005	2006	Var	2005	2006	Var	2005	2006	Var
Jan	682,610	673,055	-1.40%	\$61,400	\$69,625	13.40%	0.090	0.103	15.01%
Feb	681,842	627,862	-7.92%	\$57,755	\$60,471	4.70%	0.085	0.096	13.71%
Mar	752,213	727,658	-3.26%	\$64,128	\$70,031	9.20%	0.085	0.096	12.89%
Apr	757,790	736,563	-2.80%	\$67,084	\$74,843	11.57%	0.089	0.102	14.78%
May	928,252	743,879	-19.86%	\$87,561	\$73,081	-16.56%	0.094	0.098	4.13%
Jun	929,116	1,005,050	8.17%	\$100,930	\$72,924	-27.75%	0.109	0.073	-33.21%
Jul	885,504	956,921	8.07%	\$103,621	\$84,314	-18.63%	0.117	0.088	-24.70%
Aug	864,611	891,472	3.11%	\$118,313	\$87,059	-26.42%	0.137	0.098	-28.63%
Sep	823,216			\$135,023			0.164		
Oct	744,668			\$108,544			0.146		
Nov	689,353			\$80,773			0.117		
Dec	665,024			\$78,486			0.118		
Total	9,404,203	8,362,460	-32.34%	\$1,063,637	\$592,349	-44.31%	\$0.113	\$0.094	-16.22%



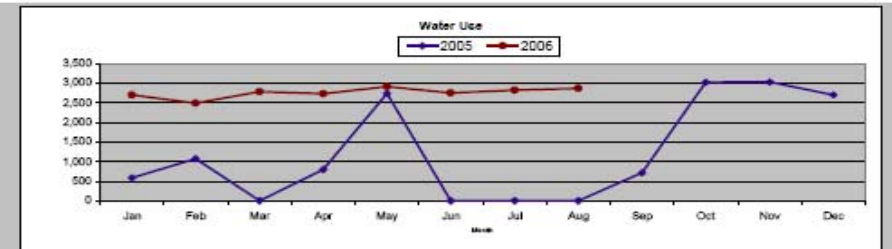
Natural Gas Detail

Month	Use (Therms)			Natural Gas Cost			Avg. \$ / Therm		
	2005	2006	Var	2005	2006	Var	2005	2006	Var
Jan	34,154	24,916	-27.05%	\$39,313	\$30,015	-21.66%	1.122	1.205	7.35%
Feb	32,366	25,302	-21.83%	\$30,552	\$24,796	-18.84%	0.944	0.980	3.82%
Mar	32,639	23,015	-29.49%	\$31,491	\$22,765	-27.71%	0.955	0.989	2.52%
Apr	28,976	18,509	-36.12%	\$27,566	\$18,444	-33.09%	0.951	0.996	4.74%
May	25,709	12,078	-53.02%	\$24,159	\$12,341	-48.92%	0.940	1.022	8.73%
Jun	19,019	8,639	-53.53%	\$18,634	\$9,112	-51.10%	0.980	1.031	5.22%
Jul	9,307	9,144	-1.75%	\$9,573	\$9,419	-1.62%	1.029	1.030	0.14%
Aug	10,152	8,750	-13.81%	\$11,789	\$8,993	-23.72%	1.161	1.028	-11.50%
Sep	10,882			\$15,340			1.410		
Oct	15,245			\$22,105			1.450		
Nov	20,886			\$28,655			1.372		
Dec	24,102			\$32,908			1.365		
Total	263,437	130,553	-50.44%	\$291,084	\$155,885	-53.32%	\$1.141	\$1.035	-9.26%

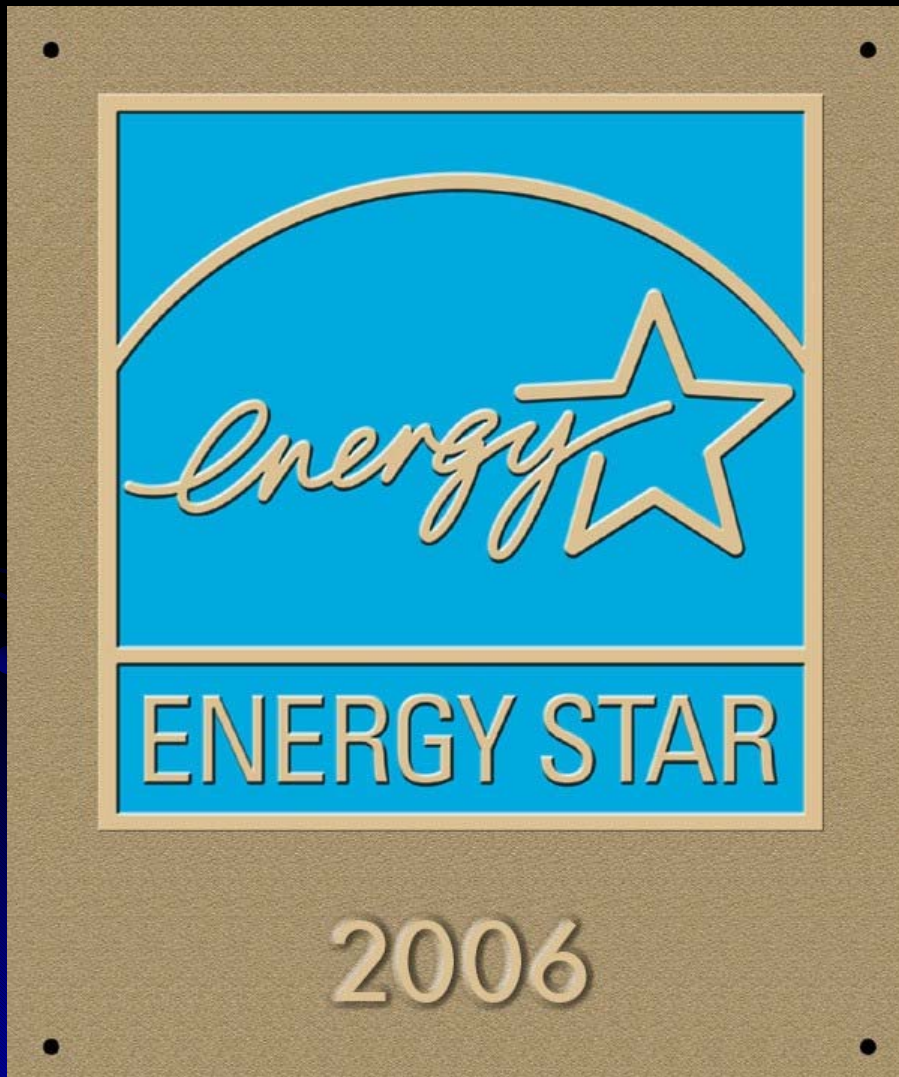


Water Detail

Month	Use (kGal)			Water Cost			Avg. \$ / kGal		
	2005	2006	Var	2005	2006	Var	2005	2006	Var
Jan	583	2,696	362.44%	\$1,595	\$7,339	360.21%	2.735	2.722	-0.48%
Feb	1,070	2,484	132.15%	\$2,935	\$6,805	131.89%	2.743	2.740	-0.11%
Mar	0	2,782		\$0	\$7,621		0.000	2.739	
Apr	796	2,727	241.73%	\$2,151	\$7,564	251.57%	2.696	2.774	2.88%
May	2,735	2,906	6.25%	\$7,376	\$8,173	10.80%	2.697	2.812	4.28%
Jun	0	2,750		\$0	\$7,740		0.000	2.815	
Jul	0	2,818		\$0	\$7,942		0.000	2.818	
Aug	0	2,866		\$0	\$8,083		2.649	2.820	6.46%
Sep	712			\$1,886			2.649		
Oct	3,021			\$8,459			2.800		
Nov	3,029			\$8,919			2.945		
Dec	2,695			\$7,385			2.740		
Total	14,643	22,029	50.44%	\$40,707	\$61,267	50.51%	\$2.055	\$2.780	35.31%



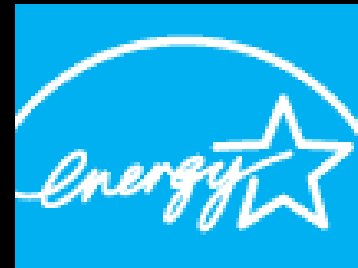
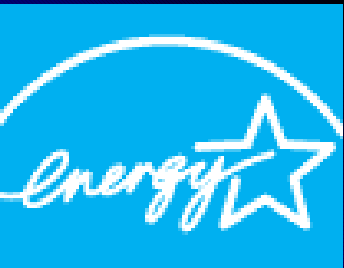
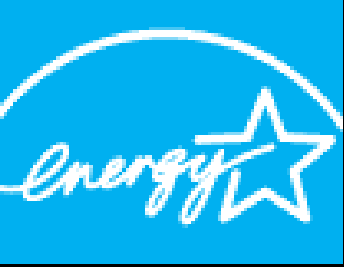
ENERGY STAR PROGRAM



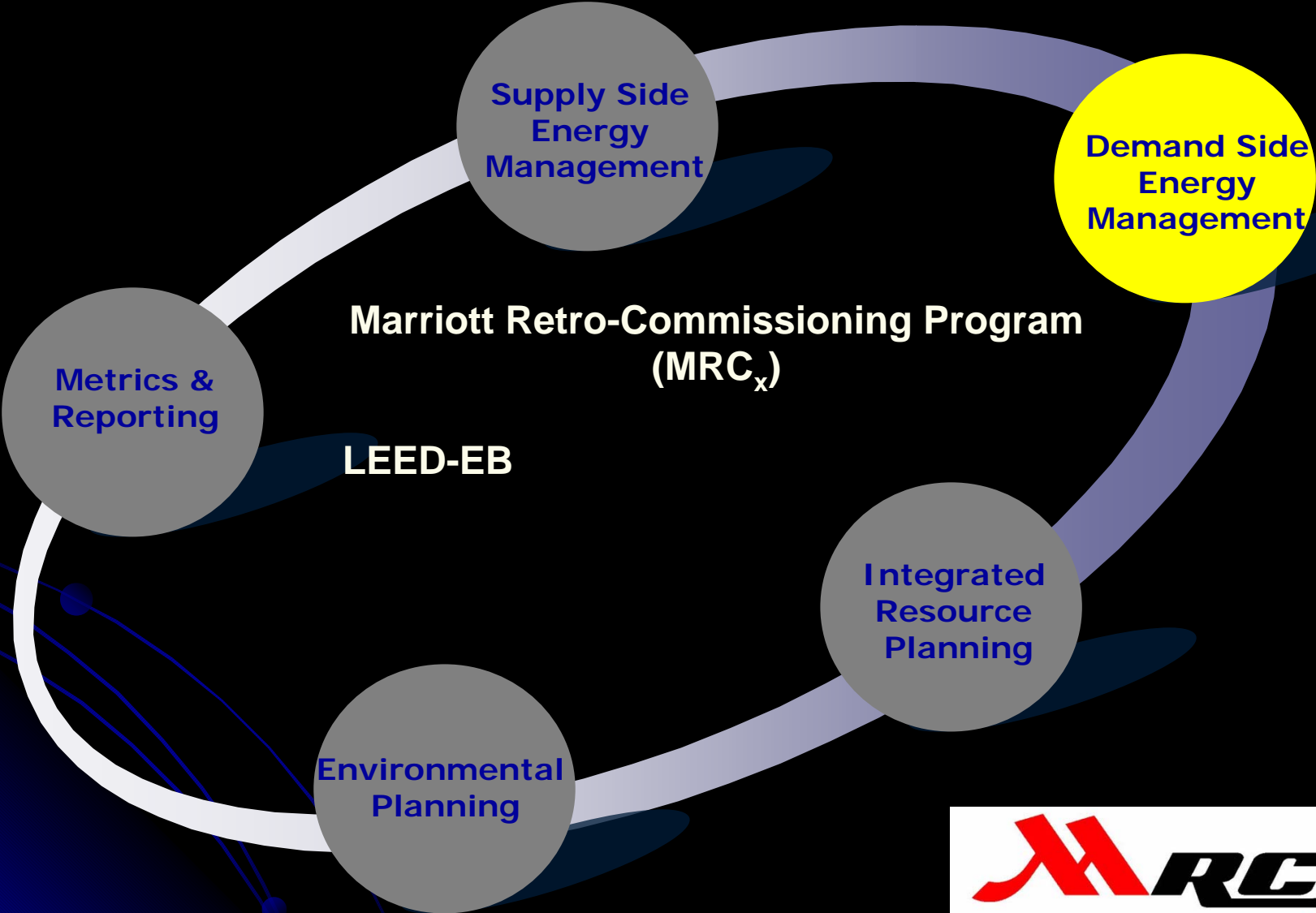
- 100% of properties benchmarked
- 240+ Properties have received labels

Energy Benchmarking

- How does it work?
 - Building performance assessment
 - Scale of 1-100
 - Similar buildings nationwide (CBECS database)
 - Assessment takes into account:
 - Weather
 - Size
 - Location
 - Operating characteristics
 - 75 or higher may qualify for an Energy Star® plaque
- Why do it?
 - Quick reality check for scoping
 - Tracking tool for persistence



Marriott's Energy Strategy





Marriott's Retro-commissioning Program



Program Development

- MRC_x Task Force
- Demonstration Project
- MRC_x Guidebook
 - Implementation Steps
 - RFQ / RFP Template
- Goal:
 - Implement Company wide





Benefits

- **Retro-commissioning will result in a 5-15% improvement in building energy performance.**

- California Public Utility Commission (CPUC 2004)

Commodity	Total
Electricity	\$58 M
Nat. Gas	\$14 M
Total	\$72 M

This represents between \$4 to \$11 million in savings.

2006 MRCx Results

HOTEL	kWh Savings	thermsavings	\$ savings	Costs	Incentives	Payback
San Diego Marra	1,470,615	88,305	\$272,276	\$200,964	\$59,222	0.52
Monterey	307,950	1,400	\$39,684	\$118,685	\$19,900	2.49
Desert Springs	1,376,275	0	\$116,001	\$76,875	\$60,556	0.14
San Francisco Downtown	923,000	0	\$120,000	\$80,000	\$30,000	0.42
San Francisco Downtown CY	402,500	35,200	\$75,900	\$103,100	\$12,000	1.20
Houston AP Marriott	612,474	0	\$61,247	\$3,175	\$0	0.05
Emeryville CY	315,800	11,570	\$48,165	\$45,100	\$5,000	0.83
Total	5,408,614	136,475	\$733,273	\$627,889	\$186,678	0.60



Thank You