

## Europe

**13** Brands **284** Open Properties in **25** Countries  
**37** Hotels Under Development

**Major Hotel Openings:** Renaissance Barcelona Hotel–Spain • JW Marriott Hotel Absheron Baku–Azerbaijan • The Ritz-Carlton, Vienna–Austria

We are three years into our five-year growth goal to double our portfolio in Europe by adding 40,000 rooms, opened or signed by year-end 2015. We are almost halfway there, driven by some major new growth platforms. With AC Hotels by Marriott,<sup>SM</sup> our joint venture Lifestyle/Collections brand, we've built brand presence in Southern Europe with 79 hotels in Spain, Italy, Portugal and France. With more

than 60 percent of total hotels in Europe operating independently, the Autograph Collection is a significant pillar for growth and we now have 18 open or signed in the region. With our new Courtyard prototype, we are expanding into Eastern Europe with Russia becoming our fourth largest source market in Europe. And with our newest brand, MOXY HOTELS, we aim to capture those looking for "style on a budget."

### HOW WE SERVE OUR WORLD

Through World of Opportunity Europe our hotels are helping young people by providing employment skills training and vocational opportunities through a variety of charitable partners, including SOS Children's Villages in Continental Europe and The Prince's Trust Fairbridge

program in the United Kingdom. In 2012, our hotels contributed €300,000, volunteered nearly 4,000 hours of time and sponsored more than 250 young people across Europe in vocational training and employment courses.



**Amy C. McPherson**  
*President and Managing Director  
Europe*

A handwritten signature in black ink that reads "Amy C. McPherson".



The Renaissance Barcelona Hotel is just a few steps away from Paseo de Gracia and is surrounded by an entire universe of shopping, leisure and cultural attractions. Its sun-drenched roof-top terrace and bar offers spectacular views of the Barcelona skyline. The Renaissance Barcelona Hotel is distinguished by its high level of service and contemporary decoration.