



Arne M. Sorenson
President and Chief Executive Officer
301/380-4364
301/380-8646 fax
arne.sorenson@marriott.com

September 8, 2016

Dr. Orlando Gutierrez-Boronat
c/o Directorio
730 NW 107th Avenue
Suite 117
Miami, FL 33172

Dear Dr. Gutierrez-Boronat:

Thank you for your letter dated August 23, 2016. I appreciate your taking the time to express the concerns your organization has regarding the human rights issues in Cuba and their potential impact on Marriott's possible future ventures.

While Marriott International is in the process of acquiring Starwood Hotels and Resorts Worldwide, our two companies have not yet concluded our merger and remain two separate companies. As a result, we cannot address Starwood's activities in Cuba.

As a global company with operations in nearly 100 countries, Marriott has a proven record of contributing to positive change in so many of the global markets where we do business; we see this same opportunity in Cuba. We appreciate your acknowledgement of Marriott's high standards and core values, which represent our commitment to guests and employees and govern day-to-day operations conducted worldwide. We look forward to engaging our future associates in Cuba in the same manner and creating opportunities for local communities to benefit from Marriott's strong culture of social responsibility.

We value the feedback from all of our stakeholder groups and will take your perspective into consideration as we all work towards making a positive and lasting contribution in Cuba.

Sincerely,

Arne M. Sorenson