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## PEGGY ROE

Executive Vice President and  
Chief Customer Officer


A promotional advertisement for Marriott Bonvoy. It features a group of four diverse people (two men and two women) walking together outdoors, smiling and looking at each other. They are dressed in casual, vacation-style clothing. The background is a soft-focus outdoor setting.

MARRIOTT  
BONVOY™

*M*

# CREATING CUSTOMERS FOR LIFE

Our brands, our experiences and lifetime loyalty.



B-2

# OUR VISION



Marriott INTERNATIONAL

MOST VALUABLE CUSTOMER BASE

PORTFOLIO OF AMAZING EXPERIENCES

B-3



Marriott INTERNATIONAL

B-4

**CITY EXPRESS PROVIDES ACCESS TO NEW MARRIOTT BONVOY MEMBERS AND A NEW PRICE POINT IN CALA**

**CITY EXPRESS**  
BY MARRIOTT



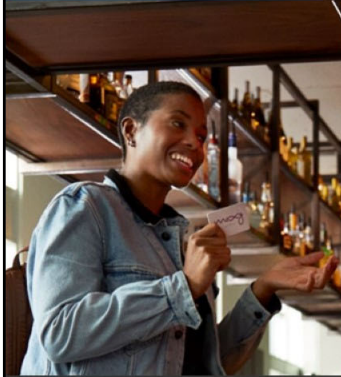
B-5

**STUDIORES BRINGS A MODERN, SMART, FUNCTIONAL OPTION FOR LONGER STAY AT A MIDSCALE PRICE POINT**



B-6

# BRANDS THAT RESONATE WITH GEN Z



moxy  
HOTELS



WESTIN  
HOTELS & RESORTS



AUTOGRAPH  
COLLECTION  
HOTELS



DESIGN HOTELS

Marriott  
INTERNATIONAL

B-7

Discover More with

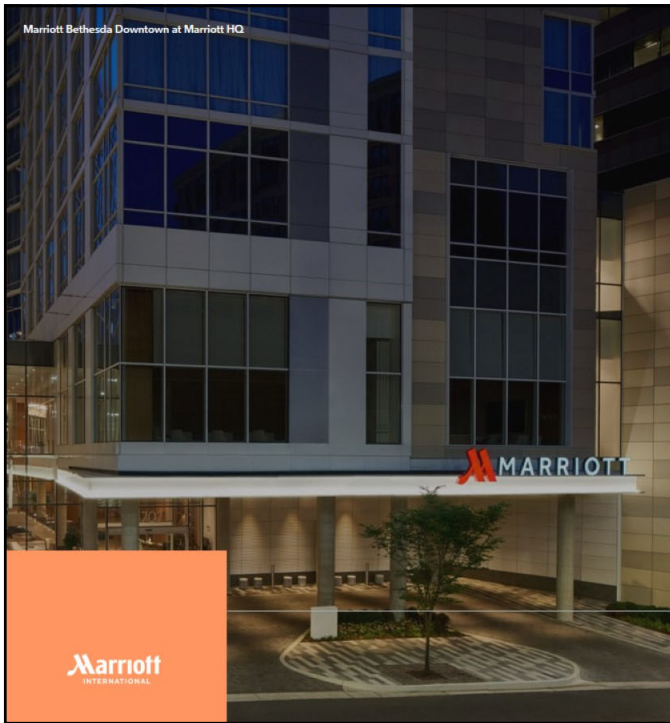
MARRIOTT  
BONVOY®

ROAM AROUND THE WORLD MARRIOTT BONVOY

Marriott  
INTERNATIONAL

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Marriott Bethesda Downtown at Marriott HQ



B-9

Fairfield By Marriott Kyoto Minamiyamashiro



Fairfield By Marriott Wakayama Susami



B-10



**HOMES & VILLAS**  
by MARRIOTT BONVOY

**WITH HOMES AND VILLAS, WE DOUBLE THE NUMBER OF LOCATIONS WE OFFER CUSTOMERS ACROSS THE GLOBE**



B-11



MARRIOTT  
**BONVOY**<sup>™</sup>

**186M+**  
**MEMBERS**



B-12



MARRIOTT  
**BONVOY™**



MARRIOTT BONVOY WAS  
VOTED **HOTEL PROGRAM**  
**OF THE YEAR, AMERICAS**  
FOR THE 15<sup>TH</sup>  
CONSECUTIVE YEAR



 **freddie**  
awards

**BEST**  
REDEMPTION  
ABILITY

**BEST**  
PROMOTION

**BEST**  
CUSTOMER  
SERVICE

B-13

## A PORTFOLIO OF **AMAZING** EXPERIENCES

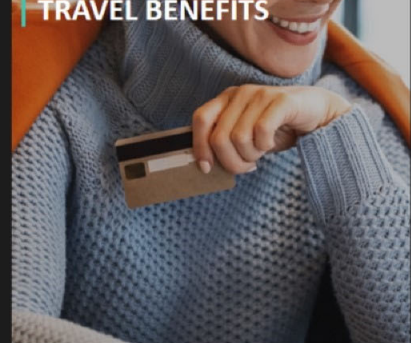
CORE  
LODGING



ASPIRATIONAL  
EXPERIENCES

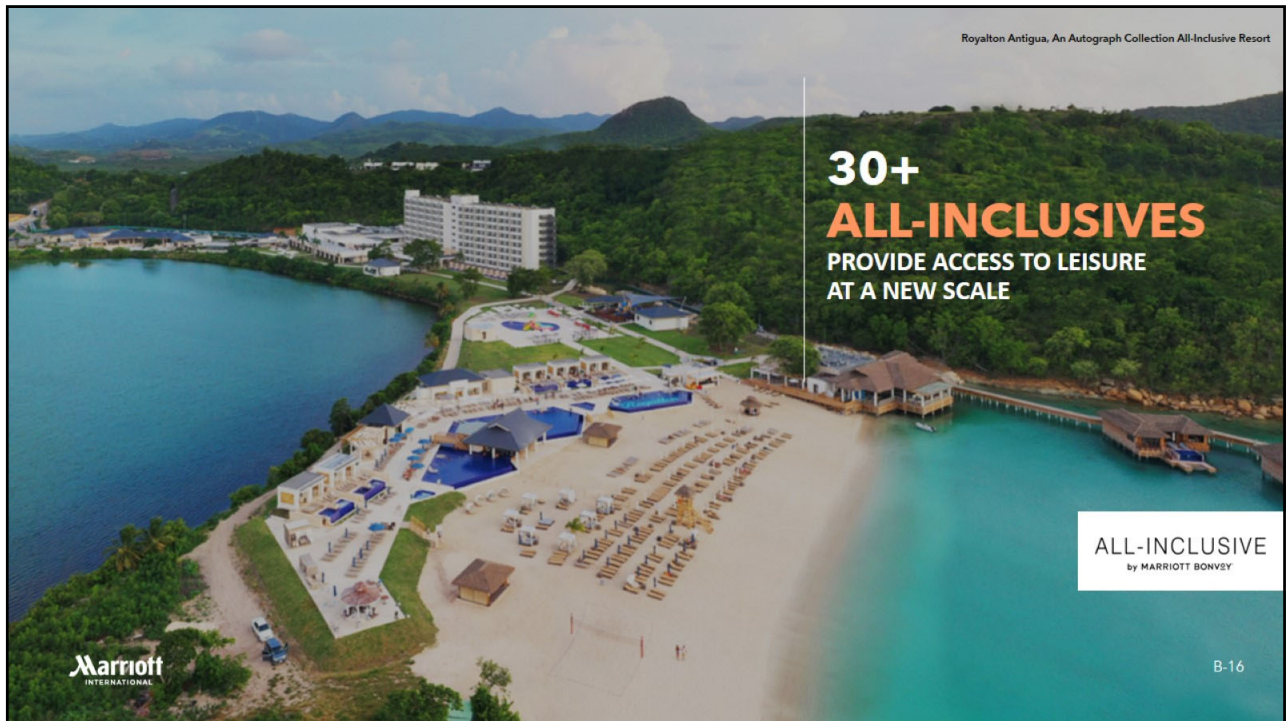


EVERYDAY  
EXPERIENCES +  
TRAVEL BENEFITS



B-14

# OUR PREMIUM BRANDS ALLOW US TO EXTEND INTO NEW CATEGORIES





**Marriott**  
 INTERNATIONAL

**MGM RESORTS**

INTRODUCING:

# THE MGM COLLECTION WITH MARRIOTT BONVOY

A LINEUP OF REMARKABLE HOTELS IN LAS VEGAS AND BEYOND

**Marriott**  
 INTERNATIONAL

B-17

MARRIOTT  
**BONVOY**  
**MOMENTS**

PROVIDE ACCESS TO  
 ONCE IN A LIFETIME,  
 UNIQUE AND EXCLUSIVE  
 EXPERIENCES AROUND  
 THE WORLD

MARRIOTT BONVOY  
**MOMENTS**

**Marriott**  
 INTERNATIONAL

MARRIOTT BONVOY MOMENTS

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**EAT & EARN**

Earn Marriott Bonvoy points for dining in participating restaurants around the world.



**RIDE, EAT & EARN**

Earn Marriott Bonvoy points for using Uber or UberEats.



**SHOP OUR BRANDS**

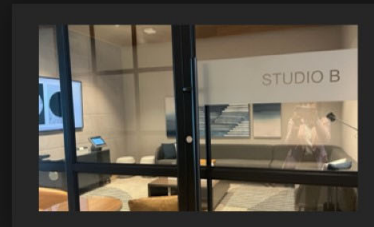
Redeem points for purchasing the products that make your stay special. From beds, to sheets, towels and candles, we have it all from your favorite brands.



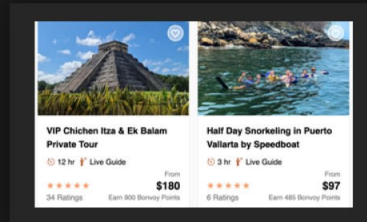
**AND MORE TO ADD ON EVERY STAY**



**RESERVE A POOLSIDE CABANA**  
FOR YOUR FAMILY.



**HOLD A MEETING**  
IN ONE OF OUR MANY HOTEL MEETING ROOMS.

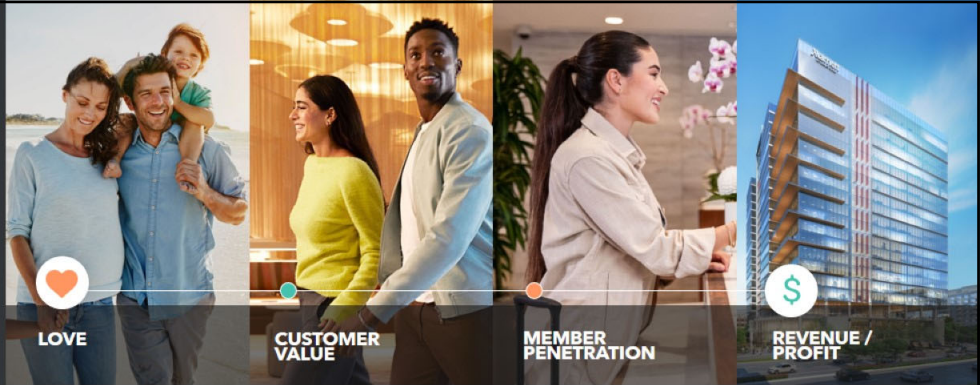


**ADD LOCAL EXPERIENCES**  
TO ENHANCE YOUR STAY.



**PROTECT YOUR TRIP**  
WITH INSURANCE.

# CUSTOMER BUSINESS MODEL



LOVE

CUSTOMER VALUE

MEMBER PENETRATION

REVENUE / PROFIT



## MEMBER ROOM NIGHTS



Marriott INTERNATIONAL

61%  
GLOBAL

67%  
US

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# OUR MOST VALUABLE CUSTOMERS



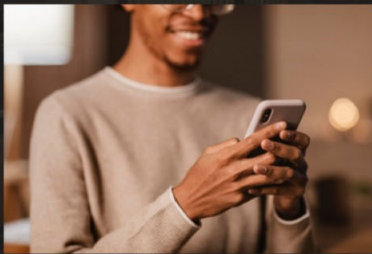
90%  
use the app



64%  
have a co-brand credit card



21%  
have spent on other products












Marriott INTERNATIONAL







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**28 MARRIOTT BONVOY CREDIT CARDS IN 10 MAJOR MARKETS DEEPEN SPEND + LOYALTY**

INTERNATIONAL COBRAND CARDS

<p><b>INDIA</b> NEWEST MARKET</p> 	<p><b>MEXICO</b> GOLD AND SILVER STATUS, RICH EARN RATES</p> 	<p><b>CANADA</b> ONLY INTERNATIONAL MARRIOTT BUSINESS CARD</p> 	<p><b>JAPAN</b> HIGHEST FREE NIGHT AWARD INTERNATIONALLY</p> 
<p><b>CHINA</b> LAUNCHED 2022</p> 	<p><b>UK</b> ONLY HOTEL COBRAND IN MARKET</p> 	<p><b>SOUTH KOREA</b> RICH EARN RATES</p> 	<p><b>UAE</b> BEST WELCOME &amp; GOLD STATUS</p> 
<p><b>KSA</b> LAUNCHED NOV 2022</p> 			










US COBRAND CARDS

<p><b>BOLD</b> (FEE FREE) 0\$</p> 	<p><b>BOUNDLESS</b> (MASS AFFLUENT) \$95</p> 	<p><b>BOUNTIFUL</b> (POINT MAXIMIZER) \$250</p> 	<p><b>BEVY</b> (POINT MAXIMIZER) \$250</p> 	<p><b>BRILLIANT</b> (LUXURY) \$650</p> 	<p><b>BUSINESS</b> (SMB) \$125</p> 
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**28 MARRIOTT BONVOY CREDIT CARDS IN 10 MAJOR MARKETS DEEPEN SPEND + LOYALTY**

INTERNATIONAL COBRAND CARDS

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## IN INTERNATIONAL MARKETS, OUR BRAND REPUTATION DRIVES OUTSIZED CARD SPEND



MARRIOTT BONVOY  
CREDIT CARDS CREATE  
VALUE FOR CUSTOMERS,  
PARTNERS & OWNERS

# NEW PRICING CAPABILITY PROVIDES FLEXIBILITY TO OUR MEMBERS AND HOTELS

## FLEXIBLE REDEMPTIONS

NUMEROUS PRICE POINTS

MORE FLEXIBILITY

COMPETITIVE PARITY

**Marriott**  
INTERNATIONAL

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# CREATING THE MOST VALUABLE CUSTOMERS

MARRIOTT  
**BONVOY**

**Marriott**  
INTERNATIONAL

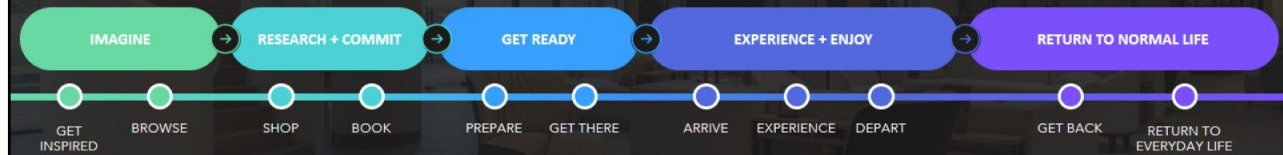
B-28

THE FUTURE OF SERVICE IS  
**HUMAN CENTERED**  
**DATA DRIVEN**  
**TECH ENABLED**



SHOP, BOOK, PAY	CHAT WITH US	AUTOMATED ROOM ASSIGNMENT	AUTOMATIC MOBILE RECOGNITION ON ARRIVAL	ASSOCIATE AUTOMATICALLY NOTIFIED OF MEMBER ARRIVAL	CUSTOMER REQUESTS ARE AUTOMATICALLY TRIGGERED	TARGETED OFFERS AFTER YOU DEPART

**END TO END**  
**CUSTOMER EXPERIENCE**



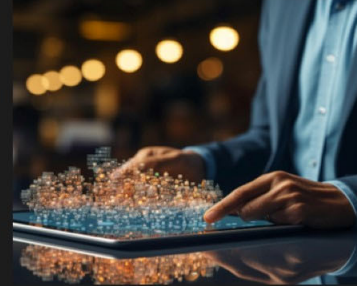
# EVOLVING THE CUSTOMER EXPERIENCE THROUGH GENERATIVE AI



**CONTENT GENERATION**



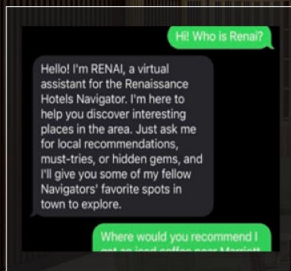
**CUSTOMER EXPERIENCE ENHANCEMENTS**



**AUGMENTED INTELLIGENCE FOR ASSOCIATES**

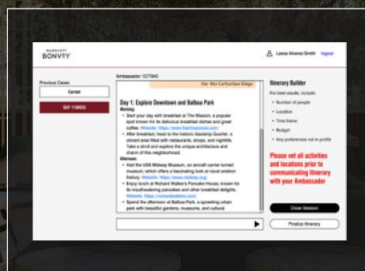
# INNOVATION & OUR AI INCUBATORS

## RenAI



PROVIDE LOCAL EXPERIENCES IN SECONDS

## Ambassador Trip Planning



PERSONALIZED AND CURATED TRIP PLANNING FOR AMBASSADORS

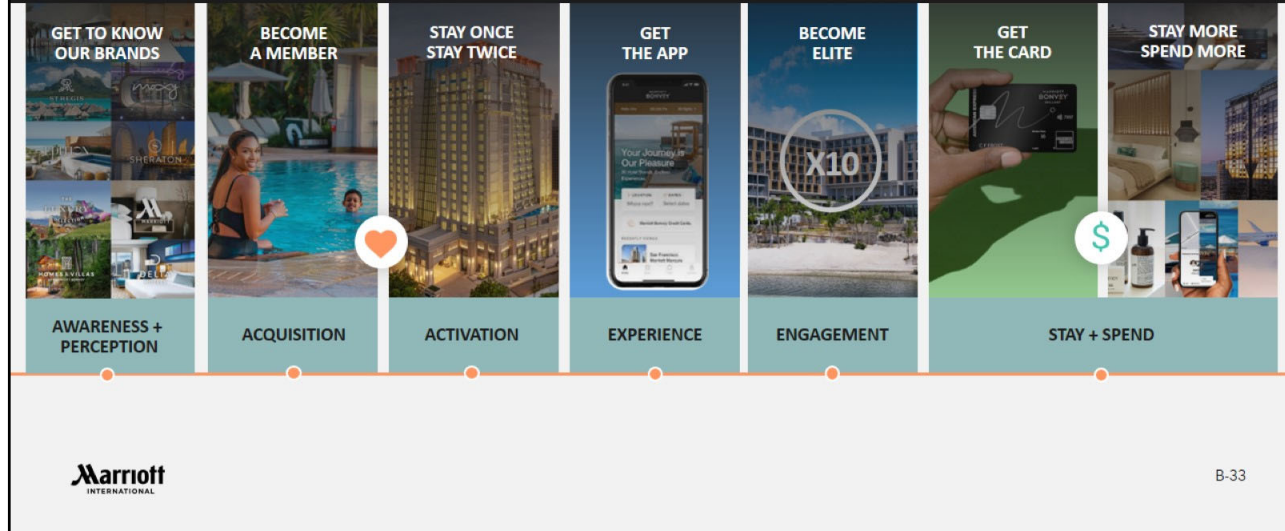
## Image Creation



INSPIRATION FOR DEVELOPERS AS THEY IMAGINE NEW DESIGNS FOR HOTELS



# THE JOURNEY TO LOVE AND MONEY STARTS WITH GREAT CUSTOMER EXPERIENCE



**MARRIOTT BONVOY**

Marriott International

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**MARRIOTT BONVOY™**

**IT'S ABOUT CONNECTING PEOPLE THROUGH THE POWER OF TRAVEL**

**30+ BRANDS, 10,000 LOCATIONS**

Marriott International

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# ROE ENDNOTES

## **Slide B-12 - Marriott Bonvoy**

- As of June 30, 2023

## **Slide B-16 - 30+ All-Inclusives**

- As of June 30, 2023

## **Slide B-21 - Customer Business Model**

- Member room night penetration for Q2 2023
- Room night penetration now includes non-points eligible nights, such as group stays

## **Slide B-22 - Our Most Valuable Customers**

- Most valuable customers are the top 1% of identifiable customers out of the total number of customer accounts that had spend between 2017 and 2022
- Use of app and spend on complementary products stats are for FY 2022
- Cobrand credit card stats as of December 31, 2022