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## PEGGY ROE

Executive Vice President and  
Chief Customer Officer



A lifestyle 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. The text "MARRIOTT BONVOY™" is at the top left, with a large orange script "M" below it. The main headline "CREATING CUSTOMERS FOR LIFE" is in large, bold letters, with "CREATING" in white and "CUSTOMERS FOR LIFE" in orange. Below the headline is the tagline "Our brands, our experiences and lifetime loyalty." The Marriott International logo is in the bottom left corner, and "B-2" is in the bottom right corner.

MARRIOTT  
BONVOY™



# CREATING CUSTOMERS FOR LIFE

Our brands, our experiences and lifetime loyalty.



# OUR VISION

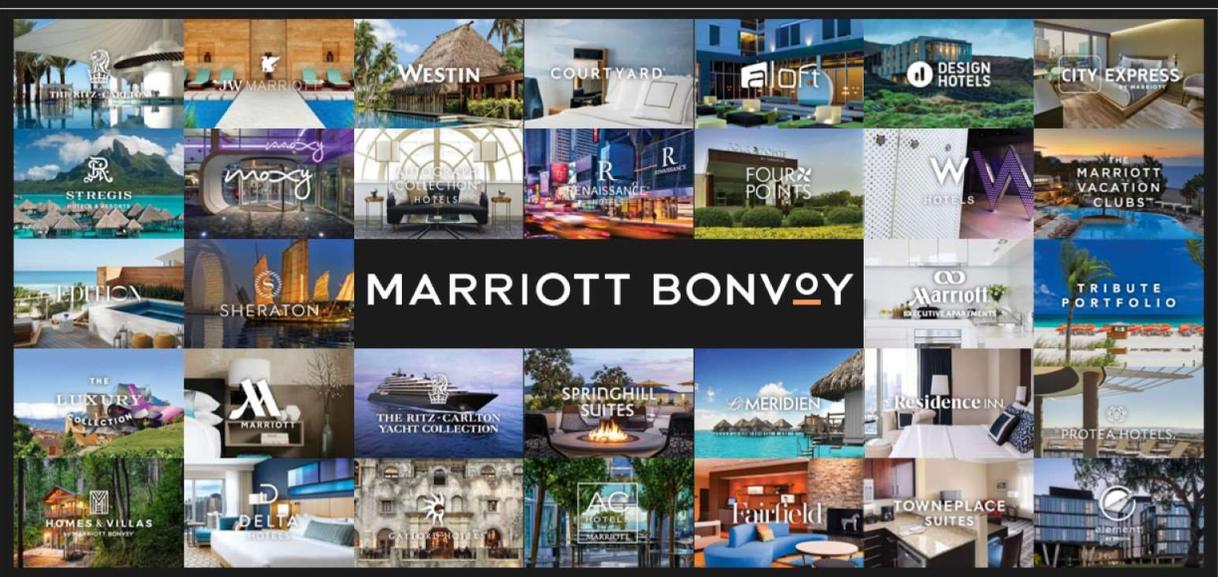


Marriott INTERNATIONAL

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

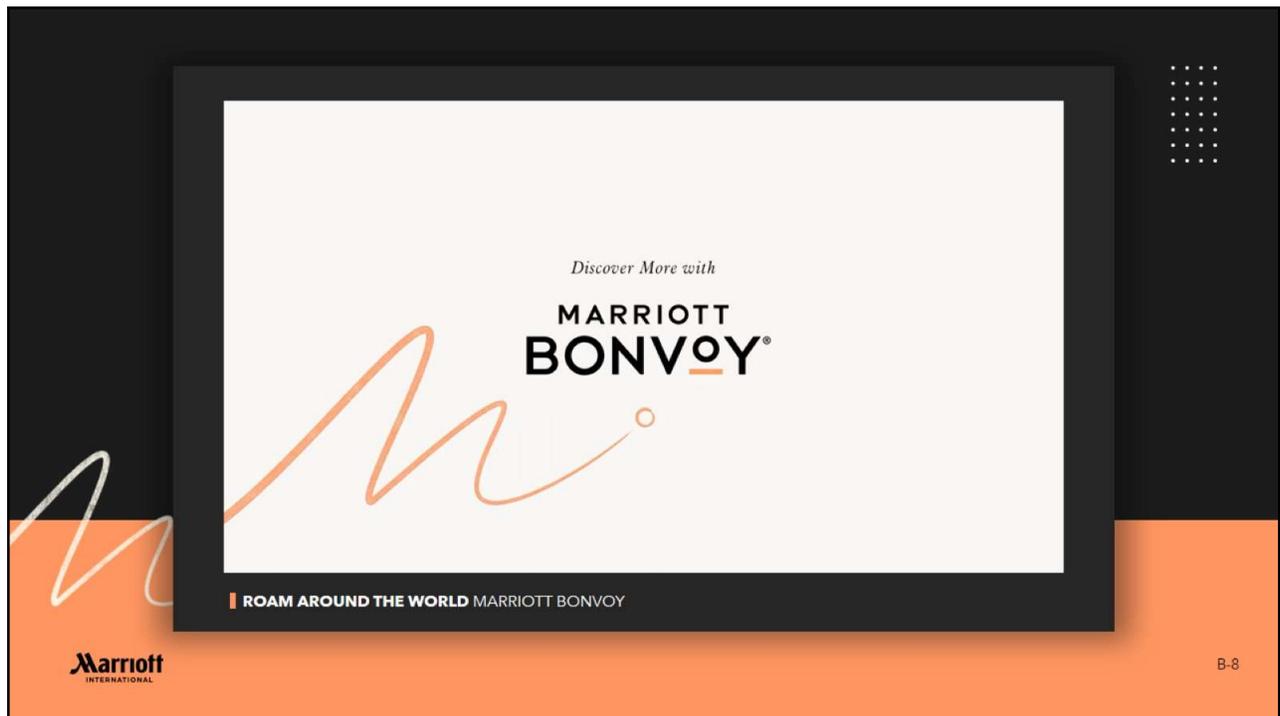
**WESTIN**  
HOTELS & RESORTS

AUTOGRAPH  
COLLECTION®  
HOTELS

**DESIGN HOTELS**

**Marriott**  
INTERNATIONAL

B-7



Discover More with

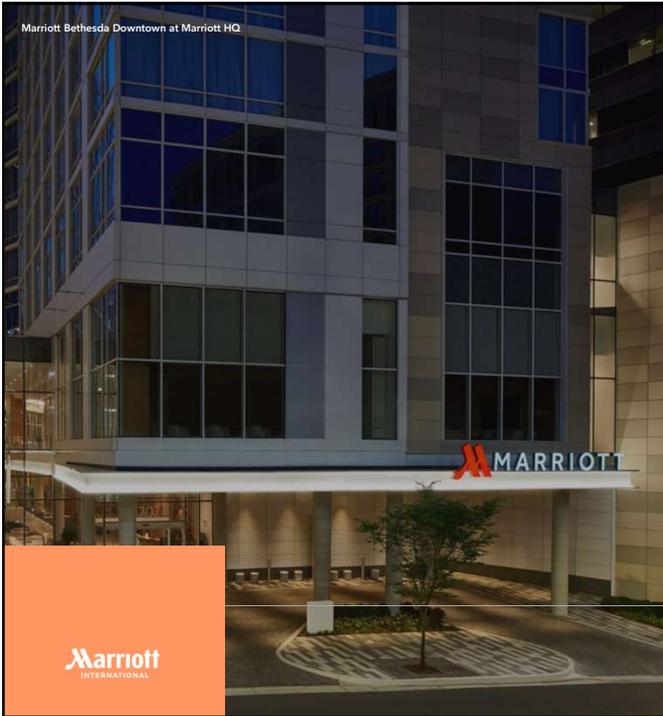
**MARRIOTT  
BONVOY**

ROAM AROUND THE WORLD MARRIOTT BONVOY

**Marriott**  
INTERNATIONAL

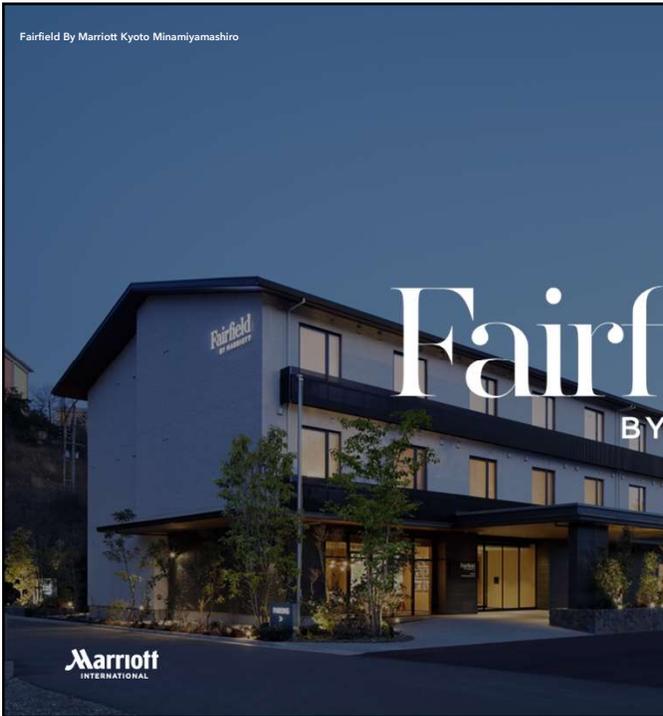
B-8

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

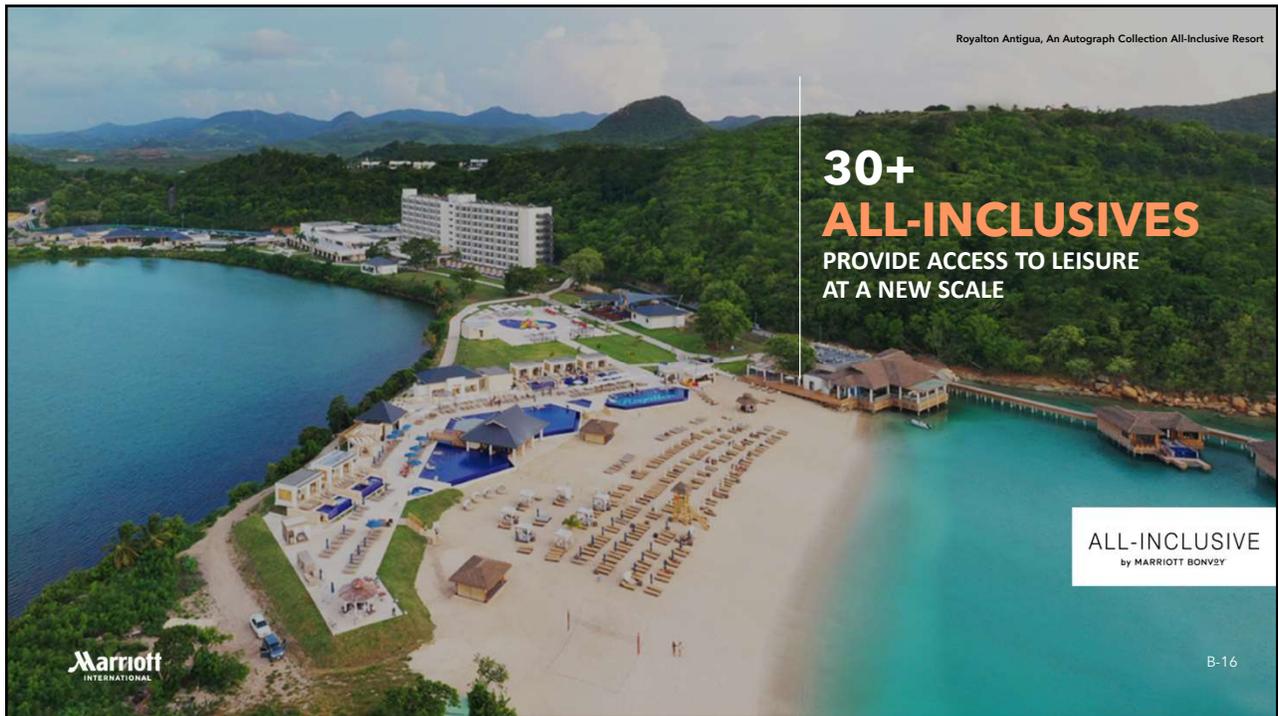


EVERYDAY  
EXPERIENCES +  
TRAVEL BENEFITS



B-14

# OUR PREMIUM BRANDS ALLOW US TO EXTEND INTO NEW CATEGORIES






INTRODUCING

# THE MGM COLLECTION WITH MARRIOTT BONVOY

A LINEUP OF REMARKABLE HOTELS IN LAS VEGAS AND BEYOND


B-17



## MARRIOTT BONVOY MOMENTS

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







MARRIOTT BONVOY MOMENTS

B-18



**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**

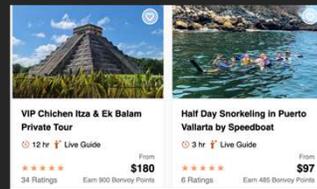
Redeem points for purchasing the products that make your stay special. From beds, to sheets, towels and candles, we have it all from your favorite brands.



**AND MORE TO ADD ON EVERY STAY**



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



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

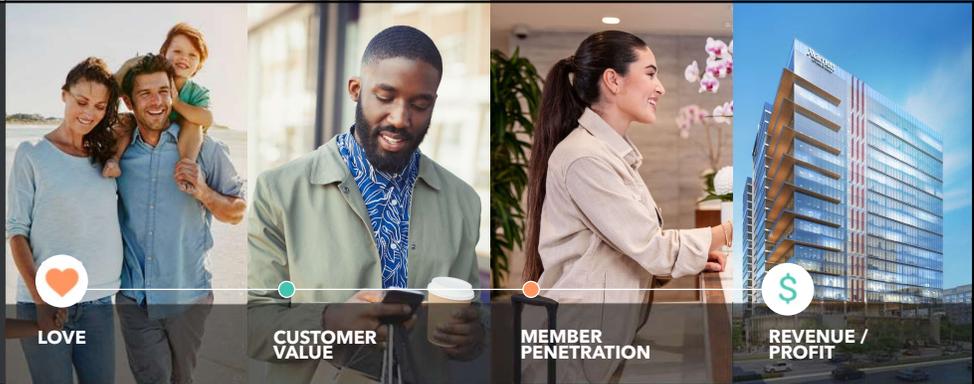


**HOLD A MEETING IN ONE OF OUR MANY HOTEL MEETING ROOMS.**



**PROTECT YOUR TRIP WITH INSURANCE.**

# CUSTOMER BUSINESS MODEL



LOVE

CUSTOMER VALUE

MEMBER PENETRATION

REVENUE / PROFIT



## MEMBER ROOM NIGHTS



Marriott INTERNATIONAL

61%  
GLOBAL

67%  
US

B-21

# OUR MOST VALUABLE CUSTOMERS



90%  
use the app



64%  
have a co-brand credit card



21%  
have spent on other products



Marriott INTERNATIONAL

B-22

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

INTERNATIONAL  
COBRAND CARDS

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

US COBRAND CARDS

<b>BOLD</b> (FEE FREE) \$0	<b>BOUNDLESS</b> (MASS AFFLUENT) \$95	<b>BOUNTIFUL</b> (POINT MAXIMIZER) \$250	<b>BEVY</b> (POINT MAXIMIZER) \$250	<b>BRILLIANT</b> (LUXURY) \$650	<b>BUSINESS</b> (SMB) \$125
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B-23

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

INTERNATIONAL  
COBRAND CARDS

<b>INDIA</b> NEWEST MARKET	<b>MEXICO</b> GOLD AND SILVER STATUS, RICH EARN RATES	<b>CANADA</b> ONLY INTERNATIONAL MARRIOTT BUSINESS CARD	<b>JAPAN</b> HIGHEST FREE NIGHT AWARD INTERNATIONALLY
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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

B-27

# MARRIOTT BONVOY™

## CREATING THE MOST VALUABLE CUSTOMERS

Marriott INTERNATIONAL

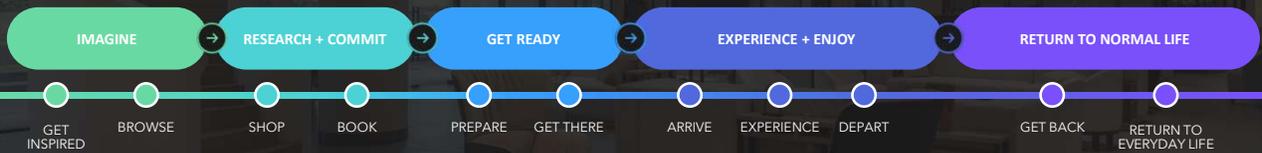
B-28

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**

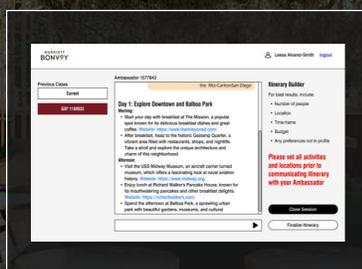
# INNOVATION & OUR AI INCUBATORS

**RenAI**



PROVIDE LOCAL EXPERIENCES IN SECONDS

**Ambassador Trip Planning**



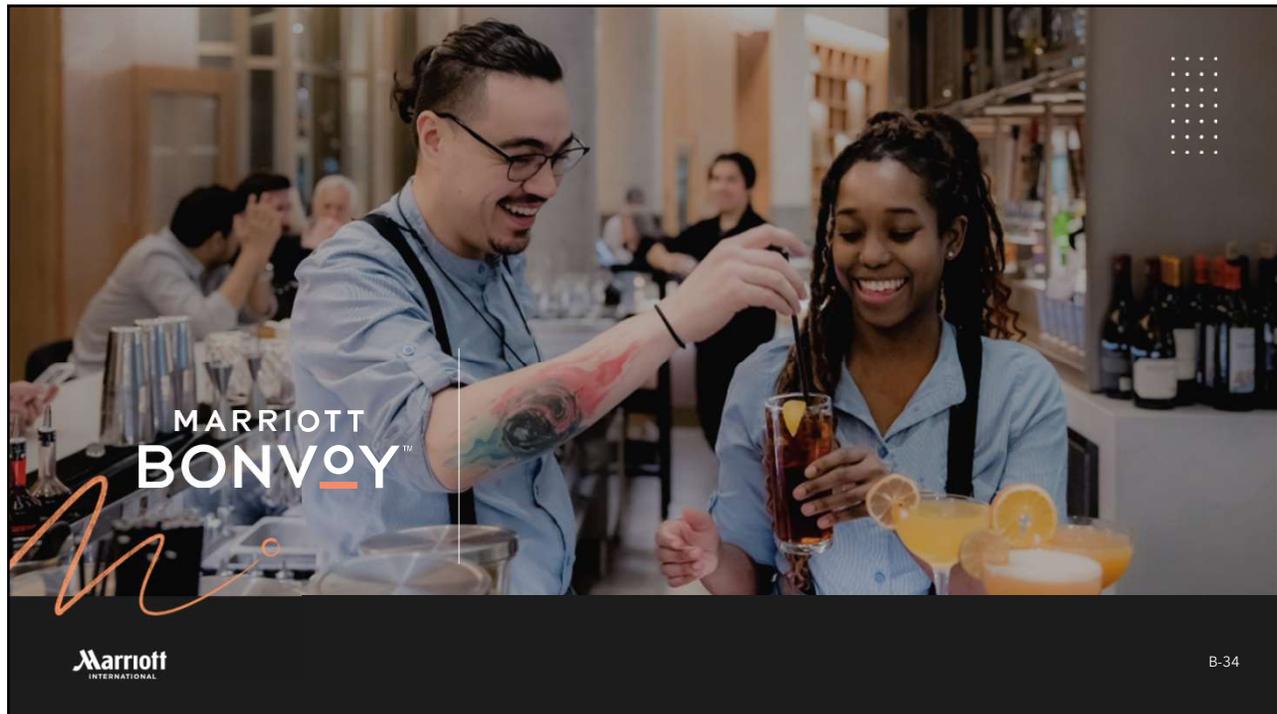
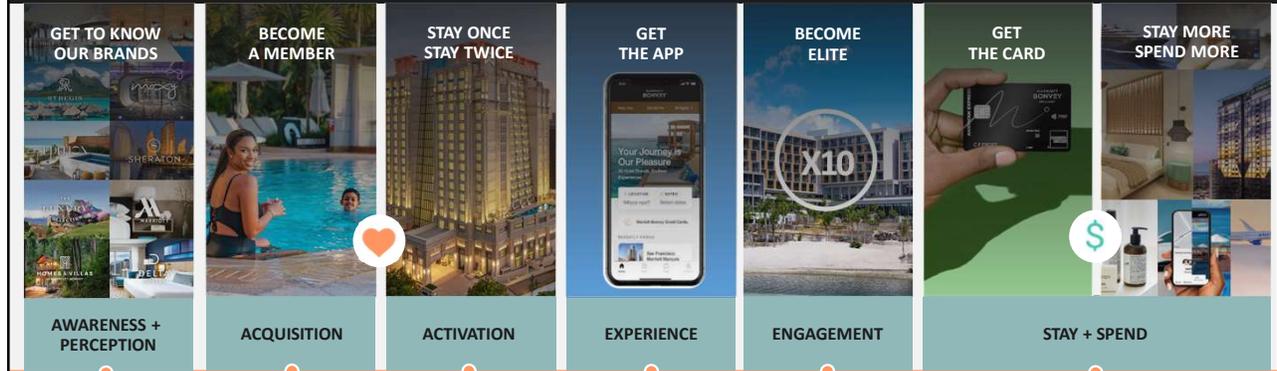
PERSONALIZED AND CURATED TRIP PLANNING FOR AMBASSADORS

**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

B-35

**MARRIOTT  
BONVOY™**

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

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

**Marriott**  
INTERNATIONAL

B-36

# 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