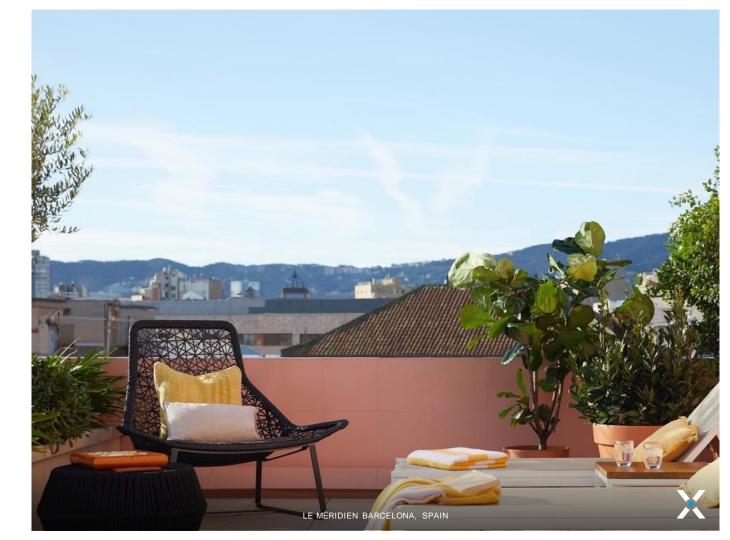
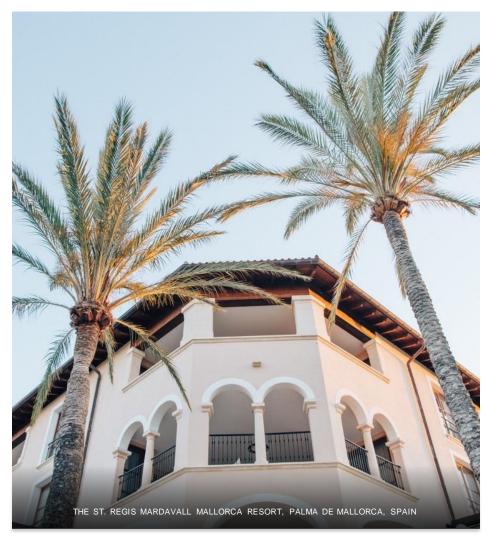
EMEA Monthly Email Review November 2022

20 December 2022







Meeting Agenda

- 1. Key Storylines
- 2. Performance Summary
- 3. Campaign Engagement
 - Regional Solos
 - Core MAU
 - METTs
- 4. Testing & Optimization
- 5. Actionable Insights
- 6. Next Steps



Key Storylines

- 35% less deliveries in November with fewer emails sent from several key categories including Promotions, METTs and Regional campaigns
- CTR down slightly MoM with less engagement from Promotions campaigns
 - Top CTR campaigns include MAU, Marriott Bonvoy Escapes, EMEA Destinations and Demand Generation
- Unsubscribe rate continues positive trend down to 0.18% in November driven by Regional and promotional campaigns
- Financial results down MoM impacted by several campaigns not containing financial data and ongoing tracking issues since July '21
 - Several campaigns experienced overall revenue lifts including Demand Generation, Lifecycle campaigns, Engagement and Partner campaigns



Monthly Performance Summary

EMEA Email Calendar

Key:

November 2022

GLOBAL MARKETING PARTNERSHIPS & STAND-ALONE MARKETING

REGIONAL MARKETING

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
30	31	1	2	3	4	5
			Q4 Points Purchase Promotion	ACQ: KSA Launch Q4 2022 Amex UK Consumer ACQ	METT	Q4 2022 EMEA Cross Border
6 Q4 2022 Boutiques	7 Q3/Q4 2022 Global Promotion	8 RC News	9 Q4 2022 EMEA Escapes Eng + BEN	10 Q4 2022 EMEA Escapes INL Q4 2022 Core MAU	11 METT	12
	Tromotion		Licapes Ing + DLiv	Eng Lux MAU		
13	14	15	16	17	18	19
	HVMI November Q3/Q4 2022 Global Promotion	Q4 2022 EMEA Project Silk - FIFA World Cup	ACQ UAE MC Q3	Q4 2022 Core MAU INL	Lifetime Plat/Titanium Recognition	Q4 2022 Treveler
20	21	22	23	24	25	26
Q3 2022 Your world rewards activation	Q4 2022 UK AMEX News	Q4 2022 EMEA Demand Generation	METT			Q4 2022 November Wanderlust
27	28	29	30	1	2	3
		Q3/Q4 2022 Global Promotion	Q4 2022 Marriott Bonvoy Moments			

EMEA November 2022 Performance Summary

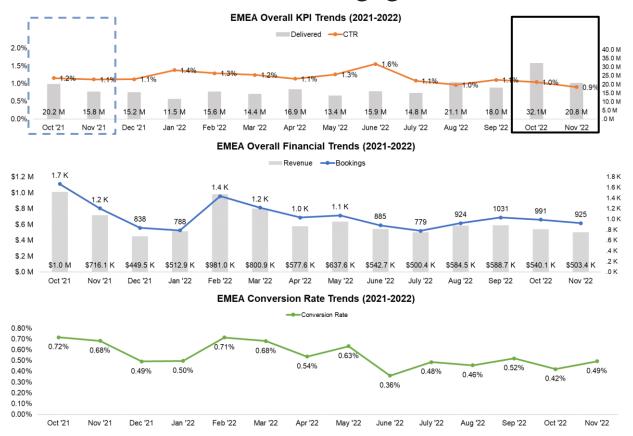
- MoM delivery decline from sending fewer Promo, Regional and METT campaigns
- CTR down slightly versus October impacted by engagement decline; October featured week of wonders and Q3 Global Promotion solo which featured strong engagement
- Financials down slightly compared to all time periods; Highest performing categories include Promotions, MAU and Regional campaigns
 - Impacts include: ongoing tracking attribution issues, as well as several Regional campaigns missing financial metrics

	Nov '22*	МоМ	YoY	vs. Avg.
Delivered	20.8 M	-35.4%	+31.8%	+18.8%
Clicks	187.5K	-45.7%	+6.3%	+4.1%
CTR	0.9%	-0.1 pts.	-0.3 pts.	-0.3 pts.
Unsub Rate	0.18%	-0.06 pts.	-	-0.06 pts.
Bookings	925	-6.7%	-23.2%	-6.9%
Room Nights	2.7 K	-1.4%	-45.9%	-3.0%
Revenue	\$503.4 K	-6.8%	-29.7%	-16.3%
Conversion	0.49%	+0.21 pts.	-0.19 pts.	-0.02 pts.

12-Month Rolling Avg: Nov '21 through Oct '22



EMEA November 2022 Engagement Trend Charts*



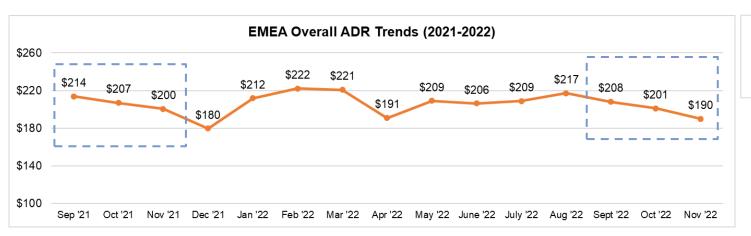
MoM decline consistent with YoY engagement trends

MoM decline aligns with previous year trend; Adobe tracking issues continue to impact financial reporting, since July '22



EMEA ADR Trend

- ADR lower in November aligned with YoY trends in Q4
- Adobe tracking issues continue to impact financial reporting, since July '22



November '22 ADR

MoM: -5.5%

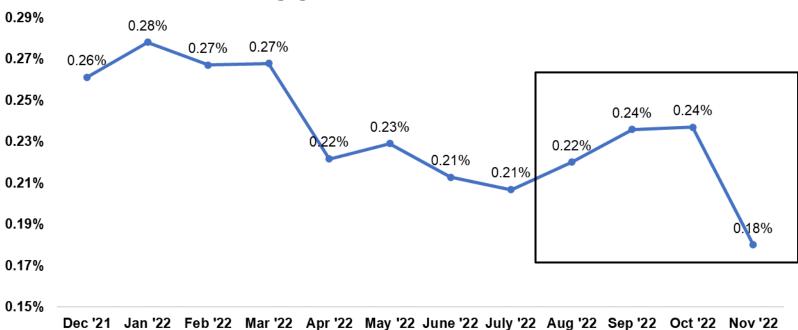
YoY: -5.2%



Unsubscribe Rate Lower MoM

November saw the lowest unsubscribe rate of 2022

EMEA Engagement Trends: Unsubscribe Rate





November 2022 Goal Performance

- Unsubscribe rate below goal for November continuing it's positive trend in Q3 and Q4
- Points activity up in November beating the goal by 7.0%
- Sending fewer global loyalty promotional solos and the ongoing email reporting issues impacted click and financial tracking; Adobe
 tracking issues continue to impact financial reporting, since July '22
- CTR this month was below goal for both regions impacted by less engagement from promotional solos (October mailings included Week of Wonder and Global Promotion solos that generated high click activity)
 - Top CTRs from MAU, Marriott Bonvoy Escapes, EMEA Destinations and Demand Generation

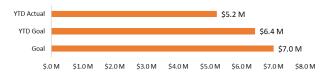
EMEA	Nov '22	Monthly Goal	vs. Goal
Points Activity	48.5 K	45.3K	+7.0%

EUROPE	Nov '22	Monthly Goal	vs. Goal
CTR	1.1%	1.6%	-0.5 pts.
Revenue	\$350.2 K	\$584.0 K	-40.0%

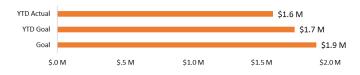
EMEA	Nov '22	Monthly Goal	vs. Goal
Unsubscribe	0.18%	0.24%	-0.06 pts.

MEA	Nov '22	Monthly Goal	vs. Goal
CTR	0.6%	1.0%	-0.4 pts.
Revenue	\$152.5 K	\$158.3 K	-3.7%

Europe 2022 Revenue Goal

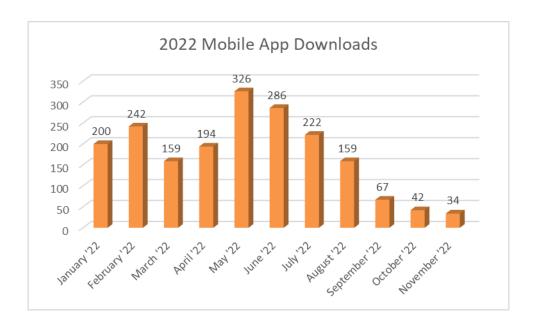


MEA 2022 Revenue Goal



34 App Downloads in November

- Mobile app downloads have been lower without the inclusion of consistent mobile app messaging in destination solo, recommend leveraging these winning app download messaging tactics in additional regional solos to lift activity:
 - Recent Stay/Upcoming trip module download reminder
 - Mobile app download modules highlighting benefits of using the app like mobile check-in



Time Period	App Downloads
12 Mo. Avg.	161
October '22 Total	42
vs Avg.	-79%
MoM	-19%

Regional Campaigns

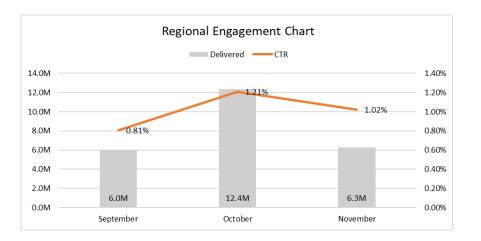


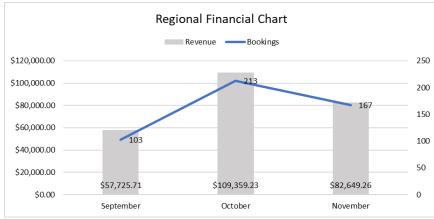
November Regional Engagement Stats

- November email reporting was impacted by two different data issues related to engagement and financial tracking
 - Missing email reporting in Marriott databases, so used PCM reports instead
 - Adobe financial tracking issues continue to impact reporting since July '22
- Shift in Escapes targeting drove lift in CTR MoM; recommend to continue looking for opportunities to target engaged segments with additional content
- Demand Generation campaign saw it's highest revenue numbers yet; +32% MoM
- MoM revenue decline was also impacted by fewer mailings and missing data
 - Marriott Bonvoy Escapes campaign only targeted engaged openers and newly subscribed
 - Revenue not available for Marriott Bonvoy Escapes and EMEA Destination campaign

Regional	Nov-22
Delivered	6.3 M
Clicks*	64.0K
CTR	1.02%
Unsub Rate	0.11%
Bookings	167
Room Nts.	484
Revenue	\$82.6K

*Data source mixed for some campaigns; used either PCM and/or MicroStrategy to report on activity





Driving Points Activity With Earning And Redeeming Opportunities

Summary of November 2022 relevant, targeted email content that encouraged consumers to earn and/or use points.

Encourage Point Activation

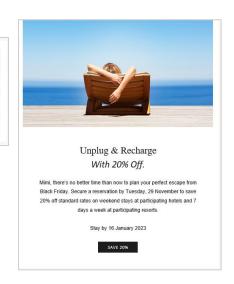
Earning & Redeeming Offers













Positive Engagement Trend Continues For MBE

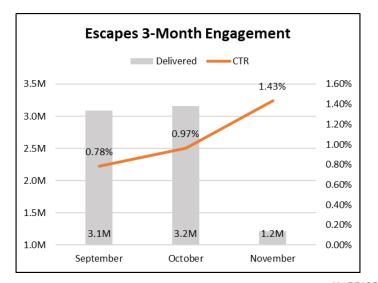
- November MBE targeted engaged openers and newly joined subscribers and was versioned for luxury and non-luxury audiences
 - STO technology was leveraged to continue optimization
- Targeting shift resulted in higher engagement with the highest CTR yet for MBE; continue looking for opportunities to target engaged segments with additional content
- Hero captured a majority of engagement followed by the Autograph Collection module

	Nov '22
Delivered	1.3 M
Clicks	17.4 K*
CTR	1.43%

*Data source mixed; used both PCM and MicroStrategy to report on activity







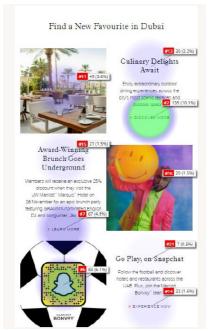


Project Silk

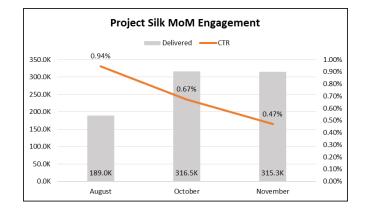
Project Silk Engagement Lower In November

- Targeting expansion in November now including EMEA members with upcoming reservations in Doha during the FIFA World Cup
- Engagement declined for all segments but Unsubscribe rate improved MoM indicating content was still relevant amongst openers
- Top module amongst all markets was the hero module, followed by culinary nights and "Award winning brunch" for Dubai





Campaign	Delivered	CTR	Unsub. Rate
Nov '22	315,261	0.47%	0.15%
Abu Dhabi	57,090	0.28%	0.16%
Dubai	133,302	0.46%	0.16%
Qatar	124,819	0.56%	0.14%
FIFA World Cup	50	4.0%	0.0%



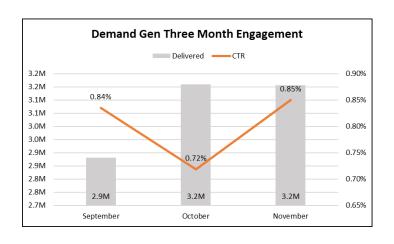
Demand Generation

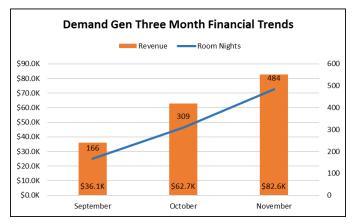
Higher Revenue and Engagement MoM

- BONVOY STATEMENT AND A STATEME
- Field 10000 100000 100000 100000
- # 50/H 48/C4 # C480 # HUJATYO
- Get 25% Off Points
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- November Demand Generation featured dynamic content for Europe and MEA residents and promoted last minute deals
- All engagement metrics increased MoM with click activity lift increasing overall CTR
- Higher engagement led to increase in all financial metrics resulting in the highest financial performance month for Demand Generation
- Top modules include Hero (#1), Mauritius (#2) and UK destination (#3)
 - Hero and UAE offer were the top revenue drivers making up 50% of total revenue
- Clickers preferred domestic locations in November Demand Generation, recommend to continue to monitor for engagement patterns

	Nov '22	МоМ
Delivered	3.2 M	-0.10%
Clicks	26.8 K	+18.19%
CTR	0.85%	+0.13 pts.
Unsub Rate	0.19%	-0.06 pts.
Bookings	167	+67.00%
Revenue	\$82.6 K	+31.76%







EMEA Destinations

Newly Launched EMEA Destinations Solo in November

- New cross border campaign featured a festive breaks theme and was deployed to inspire travel with destination themed content targeting all active members in Europe with EN, BE, FRE and DE languages
- Engagement was above the average CTR for EMEA indicating relevant content that engaged openers

	Nov '22
Delivered	1.6 M
Clicks	18.4 K*
CTR	1.16%
Unsub Rate	0.08%

*Data source mixed; used both PCM and MicroStrategy to report on activity







UK image was #2 most clicked



Monthly Account Update (Core MAU)



Core MAU Creative: November 2022

Example FRE Version (Translated)

Subject Line:

Your Marriott Bonvoy Account Update: Special Offers, Benefits & More

Pre-Header:

See What's New in November



Targeted EMEA Content





Step up to the Suite Life

Elevate your next stay with an exceptional suite in Europe, the Middle East, or Africa.

38 RESERVE NOW



News 1 - USCA Suite Savings - EN, BE

Suiten Your Holidays

or discounted suite.



Earn More Each Night

Get 1,000 bonus points per night at hotels in your favorite destinations across Spain.

UNLOCK OFFER



Offer 1 — Sheraton Maldives — EN. BE, ES, FR, DE, IT, PT

Allow Us to Handle It

Truly relax with an all-inclusive offer at Sheraton Maldives Full Moon Resort & Spa.

W BOOK NOW



Core MAU Performance Summary

- Engagement increased MoM for EMEA members; Higher increase in click activity from MEA members with both regions experiencing a lift in CTR
- Revenue remained near flat for Europe members with MEA revenue down by 21% MoM
- Unsubscribe up slightly for both regions

Europe	Delivered	Clicks	CTR	Unsub Rate		Revenue
British English	689,495	8,162	1.18%	0.27%	\$	32,932
English	561,924	5,480	0.98%	0.26%	\$	28,280
French	68,254	936	1.37%	0.24%	\$	1,726
German	119,395	2,737	2.29%	0.26%	\$	11,583
Italian	60,798	822	1.35%	0.25%	\$	1,428
Spanish	76,824	1,198	1.56%	0.20%	\$	4,730
Total	1,576,690	19,335	1.23%	0.26%	\$	80,679
MoM	0.3%	5.4%	+0.06 pts.	+0.09 pts.		-0.6%

					EME	A Core N	MAU CT	R Trends	;				
						→ MEA	Eu	rope					
3.50%													
3.00%								2.87%					
2.50%								\wedge					
2.00% 1.50%	1.36%	1.09%	0.98%	1.40%	1.61%	1.46%	1.41%	1.79%	1,22%	1.26%	1.53%	1.17%	1.23%
1.00%	•		0.3070				_/		/-				
0.50%	0.93%	0.88%	0.60%	0.85%	1.08%	0.81%	0.89%		0.75%	0.78%	0.74%	0.57%	0.65%
0.00%	Nov '21	Dec '21	Jan '22	Feb '22	Mar '22	Apr '22	May '22	June '22	July '22	Aug '22	Sep '22	Oct '22	Nov '22

MEA	Delivered	Clicks	CTR	Unsub Rate	Revenue
British English	897,865	5,848	0.65%	0.19%	\$ 8,889
English	435,271	2,601	0.60%	0.17%	\$ 6,410
French	14,573	238	1.63%	0.18%	\$ 7,911
German	329	11	3.34%	0.00%	\$ -
Italian	132	4	3.03%	0.00%	\$ -
Spanish	571	6	1.05%	0.00%	\$ -
Total	1,348,741	8,708	0.65%	0.18%	\$ 23,211
MoM	0.4%	12.8%	+0.07 pts.	+0.06 pts.	-21.1%

Core MAU Content Highlights: Europe Click Activity

- Engagement was led by hero modules for European openers
- Several markets engaged with featured offers over the hero including BEN, DE, and ESP
- Top offers include Air miles, EU
 Winter and Luxury Suites
- Leisure designations resonated with BEN and DE audiences the most

Click Activity	ENG	BEN	FRE	GER	ITA	SPA	POR
Delivered Totals	561,924	689,495	68,254	119,395	60,798	76,824	9,946
Region - Europe							
Header	1786	2132	260	747	262	397	53
Member Module	1703	2579	292	900	271	504	55
MAU_AccountBox_AmbassadorElite	2	27	2	24	2	7	2
Hero	809	1778	193	426	141	153	36
MAU_NOV22_Hero_PointsPurchase	806	1674	179	403	127	145	31
MAU_NOV22_Hero_LeisureDestinations	3						
MAU_NOV22_Hero_StandardBooking		104	14	23	14	8	5
Points Expiration	5	5		1			1
MAU_Leisure_USCA_Destinations	342						
MAU_Leisure_EUR_Destinations		525	112	270	110	126	
Promo	191	179	18	65	28	24	5
Offers	756	1169	210	664	124	207	
MAU_NOV22_Offer_AirlineMiles	430	619					
MAU_NOV22_Offer_EUWinter1				261			
MAU_NOV22_Offer_EUWinter2	187	305					
MAU_NOV22_Offer_LuxurySuites1						207	
MAU_NOV22_Offer_LuxurySuites2	139	245		403			
MAU_NOV22_Offer_LuxurySuites3					124		
Cobrand	39	87					
News	120	19					
MAU_NOV22_News_TPGAwards	88						
MAU_NOV22_News_LTP	18	12					
MAU_NOV22_News_LTT	14	7					
Traveler	85						
Footer	1347	1565	171	397	170	178	30
Total	7,183	10,038	1,256	3,470	1,106	1,589	180



Core MAU Content Highlights: MEA Click Activity

- Hero module was the top content for all MEA audiences
- BEN openers were highly engaged with offers including Airline Miles, and luxury suites
- European destinations was the second most clicked module for BEN MEA openers
- Points Purchase was the top hero choice for clickers

Click Activity	ENG	BEN	FRE	GER	ITA	SPA
Click Activity Delivered Totals	435,271	897,865	14,573	329	132	571
	435,271	697,005	14,573	329	132	3/1
Region - MEA Header	1228	2009	66	8	1	
Member Module					-	4
	1123	2410	89	5	3	1
MAU_AccountBox_AmbassadorElite	505		67	1		
Hero	585	2136		2		2
MAU_NOV22_Hero_PointsPurchase	571	2044	67	2		2
MAU_NOV22_Hero_LeisureDestinations	14					
MAU_NOV22_Hero_StandardBooking		92				
Points Expiration	2	5	1			
MAU_Leisure_USCA_Destinations	137					
MAU_Leisure_EUR_Destinations		529	8	2		
Promo	129	224	11			
Offers	283	897	39			2
MAU_NOV22_Offer_AirlineMiles	131	383	17			
MAU_NOV22_Offer_EUWinter2	73		10			
MAU_NOV22_Offer_LuxurySuites1		246				2
MAU_NOV22_Offer_LuxurySuites2	79	268	12			
MAU_NOV22_Offer_LuxurySuites3					1	
Cobrand	17	89				
News	49					
MAU_NOV22_News_TPGAwards	48					
MAU_NOV22_News_LTP	1					
MAU_NOV22_News_LTT						
Traveler	51					
Footer	714	1995	22	3		2
Total	4318	10,294	303	20	5	11



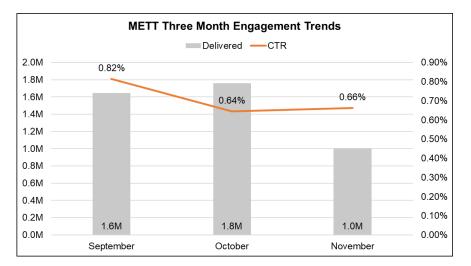
METT Emails

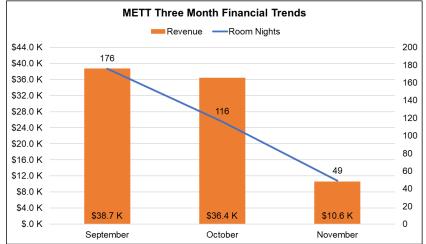


Consistent Engagement MoM With Less Deliveries

- Less deliveries aligned with engagement shift resulting in a near flat CTR slightly up MoM
- Top campaigns featured location callouts in the SL continuing a trend of top campaigns
- Financials impacted by less overall METT campaigns sent in November
- Exploration content and property imagery appears amongst top campaigns, continue to leverage insights for other regional solos

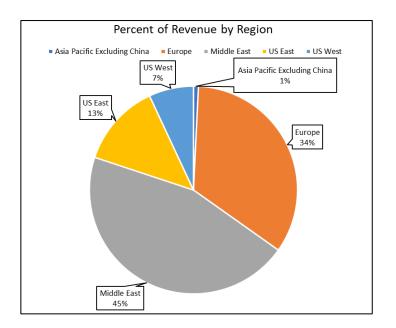
	November '22
Delivered	1,003,589
Clicks	6,653
CTR	0.66%
Unsub. Rate	0.13%
Bookings	22
Revenue	\$10,600





Higher Revenue To EMEA Properties In November

- Top campaigns driving revenue to EMEA properties include Winter Wellness and TLC Europe
- Revenue attribution back to EMEA was relatively consistent across all campaigns indicating accurate targeting with content for EMEA promotion
- Meridien Beach resort captured almost 50% of all revenue



Top 5 Hotels booked in EMEA	Revenue
MD LE ROYAL MERIDIEN BEACH RESORT	\$4,519
LEEDS Marriott	\$1,585
SI MILAN SAN SIRO	\$362
DE NEWCASTLE GATESHEAD	\$281
CY CULTURE VILLAGE, DUBAI	\$237
Total	\$6,984



November '22 METT Email Campaigns

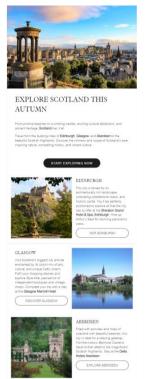
- Seasonal subject lines calling out winter travel amongst top performers in November as well as location callouts
- Property imagery consistently used in high revenue emails

Campaign Name	Delivered	Clicks	CTR	Bookings	Revenue
EMEA_UK_Scotland_Nov11_EN	46,135	265	0.57%	1	\$4,019
EMEA_WEM_WinterWellness_Nov23_EN_Other	48,788	254	0.52%	3	\$1,860
EMEA_UK_ChristmasInLondon_Nov23_EN	98,093	1,115	1.14%	2	\$1,497
EMEA_WEM_Festive_Nov11_EN_USA	98,207	275	0.28%	3	\$729
EMEA_UAE_Intl_Nov11_EN	48,209	286	0.59%	2	\$599
EMEA_EE_Czech_Nov11_EN	49,329	367	0.74%	2	\$519
EMEA_SE_Urban_Hotels_Spain_Portugal_Nov23_PT	8,879	137	1.54%	2	\$419
EMEA_SE_AutumnItaly_Nov11_EN	67,648	481	0.71%	2	\$413
EMEA_WEM_MunichChristmas_Nov11_DE	49,395	788	1.60%	2	\$234
EMEA_KSA_Cairo_Nov23_EN	97,384	279	0.29%	1	\$133
EMEA_EE_Czech_Festive_Nov23_EN	48,855	239	0.49%	1	\$81
EMEA_UAE_Local_Nov11_EN	44,414	167	0.38%		
EMEA_GLT_Qatar_FreeDinnerOffer_Nov11_EN	97,402	366	0.38%		
EMEA_WEM_WinterWellness_Nov23_EN_USA	49,157	157	0.32%		
Grand Total	851,895	5,176	0.61%	40	\$33,560

Top Performing METTs: November 2022

November: Highest Revenue EMEA_UK_Scotland_Nov11_EN

Subject Line: Our Guide to Exploring Scotland This Autumn



November: High CTR + Revenue EMEA_UK_ChristmasInLondon_Nov23_EN

Subject Line: Top Experiences in London This Christmas



Testing & Optimization



Testing Recommendations

Continue looking for testing opportunities in VE campaigns; technology will be available in January to continue test & learn strategies. Ongoing tactics include:

- Continue leveraging STO technology in regional campaigns for ongoing engagement lifts
- Use PCIQ image optimization to continue testing property and lifestyle images across several campaigns to broaden insights – Points Activation, MBE, Demand Gen
 - Consider expanding property to include additional options
- Consider SL Test and Roll if PCIQ SL testing is not available due to timing for VE campaigns
 - Recommend using high performing SLs from previous solos as controls



Actionable Insights & Next Steps



Actionable Insights

- Recommend to implement several previous mobile app download tactics in additional regional solos including:
 - Recent Stay/Upcoming trip module download reminder
 - Mobile app download modules highlighting benefits of using the app like mobile check-in
- Targeting shift resulted in higher engagement with the highest CTR yet for MBE; continue looking for opportunities to target engaged segments with additional content
- Clickers preferred domestic locations in November Demand Generation, recommend to continue to monitor for engagement patterns
- Top campaigns featured location callouts in the SL continuing a trend of top campaigns
- Exploration content and property imagery appears amongst top campaigns, continue to leverage insights for other regional solos
- Seasonal subject lines calling out winter travel amongst top performers in November as well as location callouts
- Property imagery consistently used in high revenue emails, recommend to include in additional regional solos



Next Steps

- Additional EMEA Destination campaign in VE
- MBE VE campaign featuring in language
- Milux Solo
- Demand Gen Winter Sun
- English Project Silk
- Drive Market Solo Year-in-review



Appendix



Core MAU Content Highlights: Europe Bookings

Booking Activity	ENG	BEN	FRE	GER	ITA	SPA	POR
Delivered Totals							
Region - Europe							
Header	25	22	3	11	3	9	0
Member Module	20	18	2	6	1	9	0
MAU_AccountBox_AmbassadorElite	1	0	0	0	0	0	0
Hero	0	1	0	0	0	1	0
MAU_NOV22_Hero_PointsPurchase	0	0	0	0	0	0	0
MAU_NOV22_Hero_LeisureDestinations	0						
MAU_NOV22_Hero_StandardBooking		1	0	0	0	1	0
Points Expiration	0	0		0			0
MAU_Leisure_USCA_Destinations	0						
MAU_Leisure_EUR_Destinations		1	0	1	0	0	
Promo	0	3	0	0	0	0	0
Offers	0	1	1	0	0	0	
MAU_NOV22_Offer_AirlineMiles	0	0					
MAU_NOV22_Offer_EUWinter1				0			
MAU_NOV22_Offer_EUWinter2	0	1					
MAU_NOV22_Offer_LuxurySuites1						0	
MAU_NOV22_Offer_LuxurySuites2	0	0		0			
MAU_NOV22_Offer_LuxurySuites3					0		
Cobrand	0	0					
News	0	0					
MAU_NOV22_News_TPGAwards	0						
MAU_NOV22_News_LTP	0	0					
MAU_NOV22_News_LTT	0	0					
Traveler	0						
Footer	0	0	0	0	0	0	0
Total	45	46	6	18	4	19	0



Core MAU Content Highlights: MEA Booking

Booking Activity	ENG	BEN	FRE	GER	ITA	SPA
Delivered Totals						
Region - MEA						
Header	21	8	8	0	0	0
Member Module	6	8	1	0	0	0
MAU_AccountBox_AmbassadorElite	0	0	0	0		
Hero	0	0	0	0		0
MAU_NOV22_Hero_PointsPurchase	0	0	0	0		0
MAU_NOV22_Hero_LeisureDestinations	0					
MAU_NOV22_Hero_StandardBooking		0				
Points Expiration	0	0	0			
MAU_Leisure_USCA_Destinations	0					
MAU_Leisure_EUR_Destinations		0	0	0		
Promo	0	1	0			
Offers	1	0	0			0
MAU_NOV22_Offer_AirlineMiles	1	0	0			
MAU_NOV22_Offer_EUWinter1						
MAU_NOV22_Offer_EUWinter2	0		0			
MAU_NOV22_Offer_LuxurySuites1		0				0
MAU_NOV22_Offer_LuxurySuites2	0	0	0			
MAU_NOV22_Offer_LuxurySuites3					0	
Cobrand	0	0				
News	0					
MAU_NOV22_News_TPGAwards	0					
MAU_NOV22_News_LTP	0					
MAU_NOV22_News_LTT						
Traveler	0					
Footer	0	3	0	0		0
Total	28	20	9	0	0	0



Thank you!

