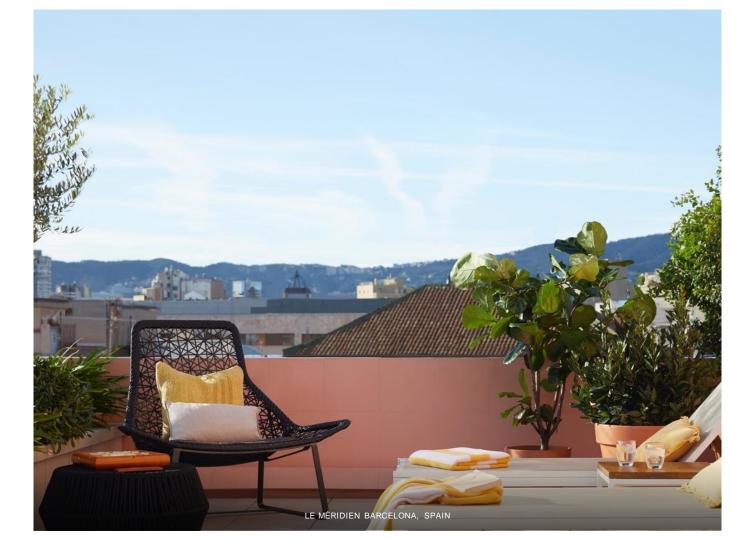
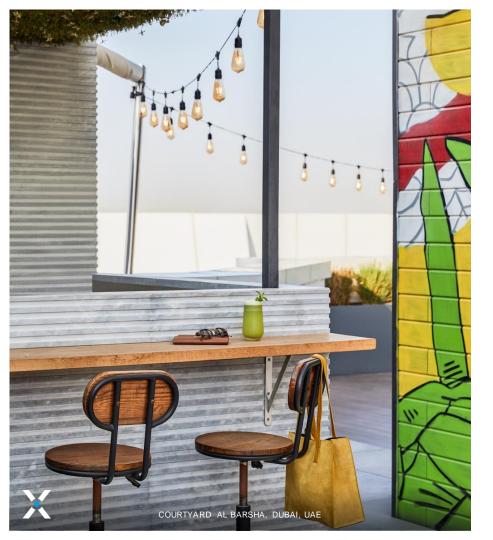
EMEA Monthly Email Review February 2022

07 April 2022







Meeting Agenda

- 1. Key Storylines
- 2. Performance Summary
- 3. Campaign Engagement
 - Drive Market Solo
 - MAU
 - Lux MAU
 - METT
- 4. Testing & Optimization
- 5. Actionable Insights
- 6. Next Steps

Key Storylines

- February engagement up MoM with increased deliveries retuning closer to average '21 delivery volumes
 - Increased deliveries from several large campaigns also contributed to higher click totals
 - Drive Market Solo, Global Promotion and Core MAU driving increase in monthly engagement
- All financial KPIs were up MoM
 - Drive Market Solo, Core MAU and Global Promotion drove 79% of total revenue
- Drive Market Solo experienced significant increase in revenue MoM with Global Promotion generating
 52% of solo revenue
- Dream Getaway Poll featured in monthly solo to capture responses and be used in personalized video hero and SL next month
- METT engagement and revenue are down MoM
 - Total METTs sent down versus typical volume seen in previous quarters



Monthly Performance Summary

Financials Up MoM With Increases In Several Engagement KPIs

- CTR remained consistent MoM with increased mailings bringing higher overall click totals
 - Increased deliveries MoM from regional marketing, promotions, and travel inspiration (+3.8 million deliveries)
- Above average CTR engagement from Brand and Promotions with 27% of total deliveries
- Drive Market Solo, Core MAU and Global Promotion drove 79% of total revenue with 54% of total delivery volume

KPI	Feb '22	MoM	vs. Avg	
Delivered	15.6M	+35.6%	+15.7%	
CTR	1.3%	-0.09 pts.	+0.01 pts.	
Unsub Rate	0.27%	-0.01 pts	+0.04 pts	
Bookings	1.4K	+82.2%	+47.3%	
Room Nights	4.4 K	+82.4%	+47.0%	
Revenue	\$981.0 K	+91.3%	+62.8%	
Conversion	0.71%	+0.22 pts.	+0.15 pts.	
BPK	.09	+34.4%	+28.7%.	

EMEA 12-Month Average = Jan '21 - Dec '21 Financial data source: Omniture 7-day cookie



Increased Engagement Contributing To MoM Financial Gains

EMEA Overall KPI Trends (2021-2022)

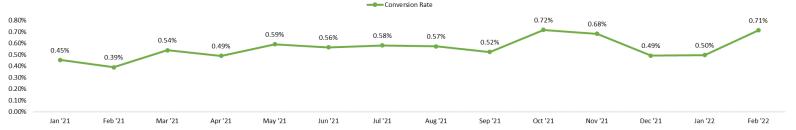


CTR remains steady with above average performance from Global Promotions

EMEA Overall Financial Trends (2021-2022)



91% increase in revenue MoM and 243% YoY

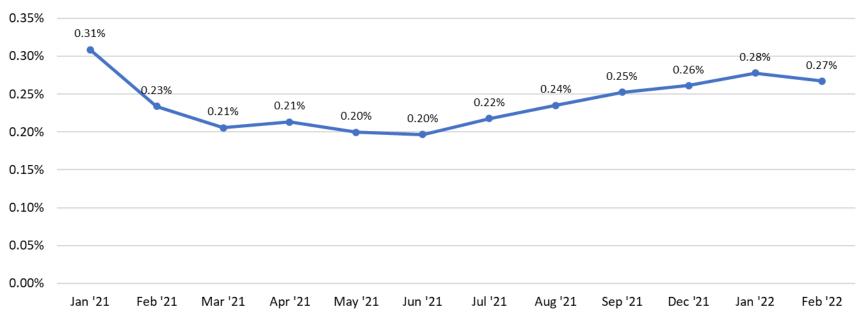




Decreased Unsub Rate MoM

Unsub rate remains consistent with increased deliveries MoM

EMEA Engagement Trends: Unsubscribe Rate





Europe Meets Goals With MEA Below Engagement Goal

- European revenue near 2022 monthly goal with strong revenue from Drive Market Solo, Global Promotions and Core Marketing (Core MAU)
- MEA revenue up MoM but down against overall monthly goal
- Monthly points activity among active members exceeding monthly goal
- Unsubscribe goal calculated from 12 months of unsubscribe data as a benchmark

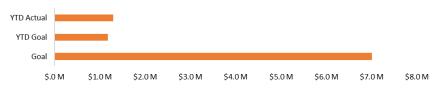
EMEA	Feb '22	Monthly Goal	vs. Goal	
Points Activity	198.6K	45.3K	+338%	

	EMEA Feb '22 Unsubscribe 0.27%		Monthly Goal	vs. Goal	
			0.24%	+0.03pts	

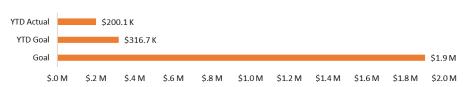
EUROPE	Feb '22	Monthly Goal	vs. Goal	
CTR	1.6%	1.60%	0.0 pts.	
Revenue	\$851.0K	\$584.0 K	+45.9%	

MEA	Feb '22	Monthly Goal	vs. Goal	
CTR	0.9%	1.00%	-0.1 pts.	
Revenue	\$130.1 K	\$158.3 K	-17.9%	

Europe 2022 Revenue Goal

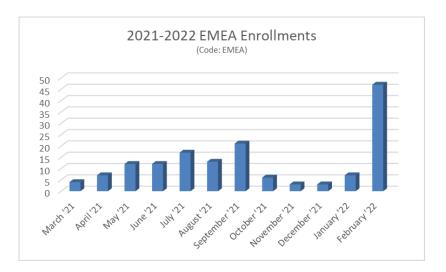


MEA 2022 Revenue Goal



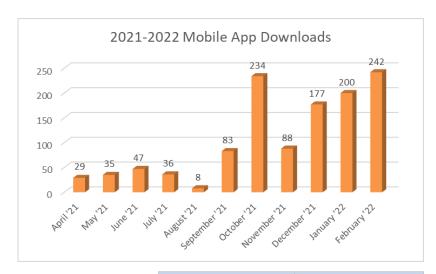


App download and Enrollment up MoM



Time Period	# Enroll	
2021 Avg.	10	
Feb Total	51	
vs Avg.	+370%	
MoM	+571% (+40)	

February enrollment up significantly MoM at 571%



 February app downloads mark new highest month of total App downloads

Time Period	App Downloads	
2021 Avg.	96	
Feb Total	442	
vs Avg.	+152%	
MoM	+21% (+42)	

Campaign Engagement



Drive Market Solo

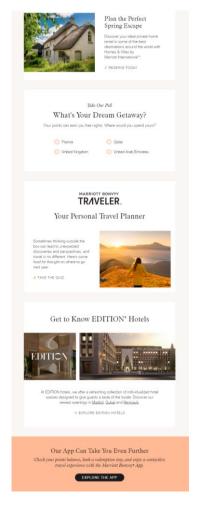


February 2022 Drive Market Solo Creative examples

February Highlights:

- · Global Promotion featured in the hero
- Family Offer hero targeted to GloPro Holdout group
- February Dream Getaway Poll
- Redemption message with point balance under hero
- · UAE: Project Silk Secondary Module
- Brand education supporting Westin (Non-Lux) & Edition (Lux) brands





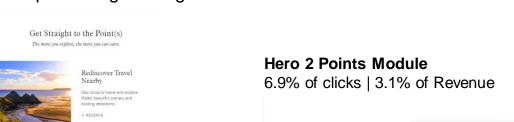
Drive Point Usage

Global Promotion

60% of revenue

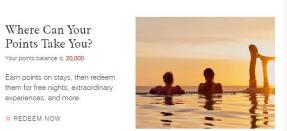
February:

- Global Promotion hero
- Personalized points balance module under hero
- Current point balance added under Hero CTA
- Offer section focused on additional earning opportunities
- Poll promoting free nights





Secondary Offer Section 4.6% of revenue





Earn 1,000 bonus points and one bonus Elite Night Credit on each night you stay through 4 May 2022

Travellers should review destination country's government guidance to confirm eligibility to travel and understand vaccination/testing requirements

Poll Content #3 Most Clicked





Flat Engagement MoM With Strong Increase In Revenue

- Global Promotion was featured in the hero in February driving overall increase in financials
 - 88% of hero clicks from holdout group were "Book Now" clicks which was 5% of total solo revenue.
 - 75% of Global Promotion group engagement was to "Register Now" generating 48% of total solo revenue
- Offers content saw 11% of total clicks spread evenly between Domestic, Cross Border and HVMI with Cross Border capturing all of the revenue from this section (4.6% of total revenue)
- Poll module was third most clicked module
- Attributed Revenue to EMEA:

Bookings: 85%

Revenue: 85%



Engagement + Financials				
	MoM			
Delivered	3.1 M	-0.9%		
CTR	1.1%	-0.02 pts.		
Unsubscribe	0.27%	-0.01 pts.		
Booking	378	215.0%		
Room Nights	1.1 K	181.0%		
Revenue	\$237.2 K	134.4%		



Revenue up for Europe and MEA MoM

- Engagement pattern similar between Europe and MEA, both regions favoring Global Promotion
 - Europe second highest revenue driver was Cross Border Destinations
- Both Europe and MEA saw increases in all financial metrics for February
 - Europe up 123% MoM | MEA up 198% MoM

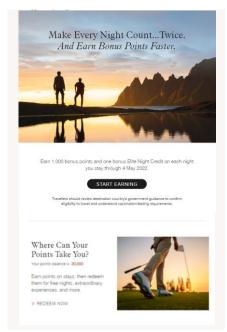




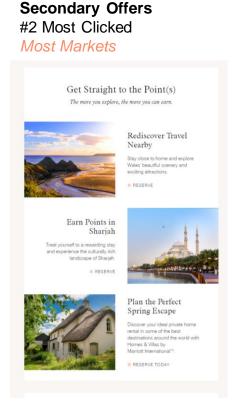
EUROPE: Engagement + Financials				
	Feb '22	MoM		
Delivered	1.7 M	-2.0%		
CTR	1.4%	-0.01 pts		
Booking	325	249.5%		
Room Nights	947	207.5%		
Revenue	\$191.3 K	122.8%		
Conversion Rate	1.4%	+1.0 pts.		
Bookings/Dlvd (K)	0.19	+256.5%		

MEA: Engagement + Financials				
	Feb '22	MoM		
Delivered	1.3 M	+0.5%		
CTR	0.7%	-0.02 pts.		
Booking	53	+96.3%		
Room Nights	191	+96.9%		
Revenue	\$45.9 K	+198.9%		
Conversion Rate	0.6%	+0.3 pts.		
Bookings/Dlvd (K)	0.04	+95.4%		

Top Performing Feb '21 Content: Hero, Offers, Poll Content



Hero
#1 most clicked
All markets





Poll Content #3 most clicked *Most Markets*

L3 And L2B Showed Greater Engagement

- Engagement for L2A, L2B and L3 outperformed L1 and Everyone Else
- L2B highly engaged audience contributing to 25% of total revenue concentrated in hero clicks
- Conduct luxury segment deep dive for Drive Market Solo to understand engagement differences and future content recommendations

	Segment Name	Segment Description
	L1	All stays are luxury
	L2A	>= 50% of stays are luxury
	L2B	< 50% of stays are luxury
е	S L3	All luxury stays are paid by bonus points

Drive Market Solo – Feb '22	L1	L2A	L2B	L3	Everyone Else	Total
Delivered	145,703	48,006	84,943	14,636	2,759,769	3,053,057
CTR	0.6%	1.4%	5.2%	5.7%	0.9%	1.1%
Bookings	2	8	67	11	290	378
Room Nts.	4	18	264	54	798	1,138
Revenue	\$237	\$6,697	\$59,854	\$9,416	\$161,024	\$237,227
Rev/Del.	\$0.00	\$0.14	\$0.70	\$0.64	\$0.06	\$0.08



February '22 Heat Map: Luxury Segments

- · Hero content captured highest click activity, L2B and L3 with notably higher concentration of clicks in Global Promotion hero
- Everyone else most engaged with Poll compared to other luxury segments
- Edition brand education resonated most with L1 and L2A with less clicks from L2B and L3 with Luxury content, with similar performance from everyone else for Westin Brand.

% of Clicks	L1	L2A	L2B	L3	Everyone Else	Average
Header	17.81%	19.00%	6.95%	7.99%	16.74%	15.67%
Hero	36.83%	56.18%	80.57%	77.95%	38.04%	43.31%
Offers	10.93%	8.91%	5.81%	6.97%	12.32%	11.47%
Domestic Destinations	2.98%	1.43%	1.12%	2.36%	4.17%	3.75%
Cross Border Destinations	3.62%	4.04%	2.94%	2.59%	4.49%	4.27%
HVMI Points Offer	3.48%	3.21%	1.37%	1.80%	3.35%	3.13%
Savour More	0.85%	0.24%	0.38%	0.22%	0.30%	0.32%
Poll	5.25%	4.75%	2.39%	3.26%	7.26%	6.59%
France	1.21%	1.07%	0.63%	1.35%	2.12%	1.92%
Qatar	0.64%	0.48%	0.25%	0.11%	1.01%	0.90%
United Arab Emirates	2.20%	2.26%	1.06%	1.24%	2.10%	1.99%
United Kingdom	1.21%	0.95%	0.44%	0.56%	2.02%	1.79%
Traveler Quiz	0.50%	0.59%	0.49%	0.67%	1.34%	1.20%
Brand Education	3.83%	3.56%	1.71%	1.69%	3.17%	3.03%
Westin					3.17%	2.65%
Edition	3.83%	3.56%	1.71%	1.69%		0.38%
Mobile App	2.77%	1.19%	0.61%	0.56%	1.44%	1.38%
Footer	22.07%	5.82%	1.48%	0.90%	19.69%	17.35%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%



February '22 Heat Map: Member Version

- Highest poll engagement from Egypt +, France +, and Italy +
- Global Promotion top clicked across all markets

Myle Door Night Cont. Two.	% of Clicks	BENELUX _ENG	EGYPTPLUS _ARB	EGYPTPLUS _ENG	FRANCE _ENG	FRANCEPIUS _FRE	GERMANY _ENG	GERPLUS _GER	ITALY _ENG	ITALYPLUS _ITA	QATAR _ARB	QATAR _ENG
11 400	Header	17.95%	13.51%	24.53%	17.17%	17.18%	14.43%	12.73%	14.59%	14.85%	48.65%	16.35%
The common parts are serviced in Equivalent and option of the Common parts of the Comm	Hero - Global Promo	35.35%	35.59%	29.33%	35.63%	36.70%	41.19%	47.94%	38.91%	36.69%	15.91%	27.52%
Solic Review Burning and an assessment	Hero - Holdout (Family Offer)	5.18%	4.24%	8.43%	4.65%	7.96%	3.54%	4.18%	4.28%	6.96%	6.82%	5.31%
Get Straight to the Point(s) The service option do that you see man.	Hero2 - Redeem Pts.	2.84%	7.63%	2.71%	2.57%	4.78%	2.91%	4.53%	1.95%	3.74%	5.68%	2.86%
Redizoner Travel Nearby Assessment of the Assess	Offers	11.78%	9.01%	7.31%	11.08%	8.59%	14.34%	14.16%	13.81%	11.01%	8.11%	12.13%
Earn Product in Value	Domestic	4.25%	2.70%	2.31%	3.21%	2.33%	1.44%	3.31%	2.33%	5.82%	5.41%	4.90%
*Statement our assets (III) If the III of the statement of the of the III of the statement of the of the III of the III of the III III of the III of t	Cross Border	4.94%	6.31%	2.44%	3.53%	6.26%	7.02%	10.85%	4.09%	5.19%	1.35%	2.45%
Place the Profest Spring Unique. These is provided that the street has street of the	HVMI Points Offer	2.59%		2.56%	4.33%		5.87%		7.39%			2.45%
Server Here Server Here	Savour More										1.35%	2.32%
The of the common of the commo	Poll	6.85%	8.11%	7.16%	5.78%	7.47%	3.83%	4.96%	5.45%	6.75%	4.05%	7.36%
Name Year Densin Generally	France	3.18%	0.90%	1.67%	2.89%	3.92%	1.47%	1.80%	1.56%	2.28%	0.00%	0.68%
() Perce () Size () Descriptor () Majorie Strate	Qatar	0.59%	0.00%	0.89%	0.48%	1.03%	0.35%	0.35%	0.78%	1.45%	0.00%	3.41%
TRAVELER.	UAE	1.42%	4.50%	2.66%	1.12%	1.96%	1.15%	1.95%	1.95%	2.18%	0.00%	1.63%
Section of Contract Con	United Kingdom	1.66%	2.70%	1.94%	1.28%	0.56%	0.86%	0.85%	1.17%	0.83%	4.05%	1.63%
7 700 700 600	Traveler Quiz	0.73%		1.52%	1.12%		0.89%		1.56%			1.23%
Discours Westin' Harole & Resours	Brand Education	1.91%	2.70%	2.04%	2.57%	2.61%	2.08%	3.01%	1.95%	4.15%	0.00%	2.86%
WISHN	Mobile App	0.98%		1.69%	0.32%	1.12%	0.64%	1.03%	1.17%	1.77%		1.09%
on the relative section (and the property section) is the control of the property of the prope	Footer	16.43%	16.22%	15.29%	19.10%	13.54%	16.16%	8.65%	16.34%	14.02%	5.41%	23.30%
Out App Can Tale The Diver Factors That are executions but a straight on principle another interiorphic with it disord the original day.	Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

DENELLY ECVETELLE ECVETELLE FRANCE FRANCEDILE CERMANY CERRILLE

February '22 Heat Map: Member Version

- Lowest Global Promotion engagement from Russia with both Offers and Poll outperforming the hero
- Saudi Arabia, Russia and UAE had significantly higher poll engagement than other markets

Make Done Nagh Count. There, (red Eren Bonn Pages Patte)	% of Clicks	RUSSIA _ENG	RUSSIAPLUS _RUS	SAUDI _arabia _arb	SAUDI _arabia _eng	SCAND _ENG	SOUTH _AFRICA _ENG	SPAIN _ENG	SPAINPLUS _SPA	TURKEY _ENG	UAE _ARB	UAE _ENG	UK _ENG
Service and the service of the Agentine or Service or Servic	Header	11.50%	14.57%	13.09%	16.25%	15.74%	19.56%	13.65%	17.21%	22.28%	9.26%	14.40%	13.66%
July Marchine Strange [®] See Associate Strange Se	Hero - Global Promo	5.86%	40.59%	34.87%	25.87%	32.76%	28.84%	42.50%	44.71%	34.65%	26.98%	31.71%	39.20%
Get Straight to the Point(s) forware, respire, do for processes.	Hero - Holdout (Family Offer)	6.92%	7.22%	12.82%	10.55%	7.78%	8.99%	6.04%	4.76%	5.45%	4.76%	6.46%	7.95%
Rediscover Travel Nearly Square is from all square at a fine and an information an information and an information and an information and an inform	Hero2 - Redeem Pts.	0.28%	4.17%	3.08%	2.08%	2.82%	3.35%	1.75%	5.16%	3.96%	6.35%	3.41%	3.42%
Earn Prises in Viscore	Offers	18.81%	9.34%	8.90%	9.87%	9.24%	15.35%	12.48%	10.48%	10.89%	11.11%	11.08%	9.72%
The second or a manage on a second or a se	Domestic	5.75%	4.88%	1.57%	4.41%	2.88%	8.71%	3.70%	5.41%	4.95%	3.70%	2.62%	3.94%
Place the Third Part of the Th	Cross Border	6.92%	4.46%	7.33%	2.58%	2.82%	3.00%	4.87%	5.08%	2.48%		2.20%	1.94%
Server Mars	HVMI Points Offer	6.14%			2.88%	3.53%	3.64%	3.90%		3.47%		2.64%	3.84%
Was a from control of the control of	Savour More										7.41%	3.61%	0.00%
What's Your Disease Generally	Poll	16.29%	10.20%	12.04%	6.19%	5.40%	6.35%	2.73%	4.35%	6.44%	14.81%	6.70%	5.52%
(i) Proc. (i) Sec. (i) Venezia (incesa)	France	3.97%	1.89%	5.24%	1.04%	1.69%	2.36%	0.78%	2.31%	3.96%	7.41%	1.67%	1.27%
TRAVELER. Your Personal Travel Planner	Qatar	4.19%	1.11%	0.52%	1.16%	0.47%	0.64%	0.19%	0.53%	0.50%	0.00%	0.82%	0.44%
Section description for the control of the control	UAE	4.05%	4.80%	3.66%	2.70%	1.42%	1.71%	0.58%	0.73%	0.00%	5.56%	2.91%	1.35%
7 10d 10d dad	United Kingdom	4.08%	2.40%	2.62%	1.29%	1.83%	1.64%	1.17%	0.79%	1.98%	1.85%	1.29%	2.46%
Dinoses Westin Hards & Reserv	Traveler Quiz	4.12%			0.98%	1.34%	2.07%	1.56%		0.50%		1.32%	1.16%
WINN THE PROPERTY OF THE PARTY	Brand Education	10.43%	2.23%	4.71%	2.39%	2.88%	2.86%	2.34%	2.31%	1.49%	1.85%	3.00%	2.01%
to the order server come problem on the common server come or property of the former common common or problem over the common co	Mobile App	3.83%	2.06%		1.78%	1.12%	1.86%	1.36%	1.85%	0.50%		1.62%	0.89%
Our App Can Take The Door Farther House past team, the protection report past consider hard approximate to the March State Line.	Footer	21.97%	10.11%	9.42%	24.03%	20.92%	10.78%	15.59%	9.23%	13.86%	18.52%	20.314% RI	016.47%
	Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

February '22 Heat Map: Non-Member Version

- Germany markets saw higher engagement with secondary offer content than Family Package hero
- Significantly higher engagement with Poll content from Italy and Qatar than other markets
- Join banner made up 14% of total clicks under hero for non-members

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Our App Can Take Yve II	tea Parther

% of Clicks	BENELUX _ENG	EGYPTPLUS _ENG	FRANCE _ENG	FRANCE _FRE	GERMANY _ENG	GERPLUS _GER	ITALY _ENG	ITALY _ITA	QATAR _ENG	RUSSIA _ENG
Header	6.12%	21.29%	0.00%	10.34%	8.76%	19.05%	0.00%	11.11%	12.31%	16.67%
Hero - Holdout (Family Offer)	26.53%	26.04%	41.67%	37.93%	13.28%	14.75%	18.75%	22.22%	23.08%	17.86%
Join Marriott Bonvoy	2.04%	4.03%	0.00%	3.45%	0.56%	1.64%	0.00%	6.67%	4.62%	5.95%
Offers	20.41%	11.65%	0.00%	6.90%	18.08%	25.00%	18.75%	13.33%	10.77%	17.86%
Domestic	6.12%	4.32%	0.00%	6.90%	1.69%	2.38%	0.00%	11.11%	3.08%	7.14%
Cross Border	10.20%	3.31%	0.00%	0.00%	7.06%	22.62%	12.50%	2.22%	3.08%	5.95%
HVMI Points Offer	4.08%	4.03%			9.32%		6.25%		3.08%	4.76%
Savour More									1.54%	
Poll	10.20%	6.47%	8.33%	10.34%	1.41%	5.95%	6.25%	15.56%	16.92%	10.71%
France	4.08%	1.73%	8.33%	6.90%	0.28%	3.57%	0.00%	2.22%	7.69%	3.57%
Qatar	0.00%	1.15%	0.00%	0.00%	0.00%	0.00%	0.00%	2.22%	3.08%	2.38%
UAE	6.12%	1.58%	0.00%	3.45%	0.56%	2.38%	6.25%	6.67%	4.62%	1.19%
United Kingdom	0.00%	2.01%	0.00%	0.00%	0.56%	0.00%	0.00%	4.44%	1.54%	3.57%
Traveler Quiz	0.00%	1.58%			0.85%				1.54%	
Brand Education	2.04%	3.88%	0.00%	6.90%	0.56%	4.76%	0.00%	8.89%	3.08%	8.33%
Mobile App		1.44%			0.28%			4.44%	6.15%	3.57%
Footer	32.65%	23.60%	50.00%	24.14%	56.21%	29.76%	56.25%	17.78%	21.54%	19.05%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

February '22 Heat Map: Non-Member Version

- South African market saw higher offer and poll engagement than other markets
- Family Offer Hero captured highest share of clicks among this selection of non-member markets



% of Clicks	RUSSIAPLUS _RUS	SAUDI _ARABIA _ARB	SAUDI _ARABIA _ENG	SCAND _ENG	SOUTH _AFRICA _ENG	SPAIN _ENG	SPAIN _SPA	TURKEY _ENG	UAE _ENG	UK _ENG
Header	15.19%	0.00%	19.40%	11.73%	23.53%	0.00%	22.58%	47.06%	25.00%	10.19%
Hero - Holdout (Family Offer)	8.70%	100.00%	21.89%	16.57%	5.88%	0.00%	38.71%	23.53%	21.28%	24.15%
Join Marriott Bonvoy	4.35%	0.00%	4.98%	4.69%	0.00%	0.00%	0.00%	0.00%	2.66%	2.26%
Offers	13.92%	0.00%	9.95%	12.76%	23.53%	33.33%	22.58%	11.76%	14.36%	19.62%
Domestic	7.59%	0.00%	4.98%	3.23%	5.88%	33.33%	6.45%	0.00%	4.79%	10.57%
Cross Border	6.33%	0.00%	2.49%	3.96%	11.76%	0.00%	16.13%	0.00%	1.60%	4.53%
HVMI Points Offer			2.49%	5.57%	5.88%			11.76%	4.26%	4.53%
Savour More									3.72%	0.00%
Poll	8.86%	0.00%	10.45%	6.74%	11.76%	0.00%	3.23%	0.00%	6.91%	7.92%
France	3.80%	0.00%	1.99%	2.35%	0.00%	0.00%	0.00%	0.00%	1.06%	1.51%
Qatar	1.27%	0.00%	2.99%	1.32%	0.00%	0.00%	3.23%	0.00%	1.06%	0.75%
UAE	2.53%	0.00%	2.99%	1.91%	11.76%	0.00%	0.00%	0.00%	4.26%	0.75%
United Kingdom	1.27%	0.00%	2.49%	1.17%	0.00%	0.00%	0.00%	0.00%	0.53%	4.91%
Traveler Quiz			1.99%	3.67%					0.53%	2.64%
Brand Education	6.33%	0.00%	5.47%	5.28%	0.00%	0.00%	0.00%	0.00%	3.19%	4.91%
Mobile App	3.80%		1.99%	1.47%	5.88%				2.13%	0.75%
Footer	36.71%	0.00%	23.88%	37.10%	29.41%	66.67%	12.90%	17.65%	23.94%	27.55%
Grand Total	100.00% 022 Marriott International, Inc	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00% NV≌Y / N

Monthly Account Update (MAU)

10&17 February 2022 Core MAU Creative Examples

Subject Line

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

Pre-Header

See what's new in February.





10 & 17 February 2022 MAU Performance Summary

Europe	Delivered	Clicks	CTR	Unsub	Revenue
British English	630.1 K	8.2 K	1.31%	0.39%	\$52.3 K
English	692.8 K	8.1 K	1.17%	0.34%	\$99.5 K
French	66.0 K	1.2 K	1.76%	0.25%	\$10.2 K
German	109.3 K	3.3 K	3.06%	0.27%	\$64.1 K
Italian	54.9 K	739	1.35%	0.26%	\$6.7 K
Spanish	75.7 K	1.3 K	1.67%	0.22%	\$10.2 K
Grand Total	1.6 M	22.9 K	1.40%	0.34%	\$242.9 K
MoM	+7.2%	+52.3%	+0.3 pts.	+0.02 pts.	+103.3%
MEA	Delivered	Clicks	CTR	Unsub	Revenue
MEA British English	Delivered 735.8 K	Clicks 6.5 K	CTR 0.88%	Unsub 0.22%	Revenue \$17.3 K
British English	735.8 K	6.5 K	0.88%	0.22%	\$17.3 K
British English English	735.8 K 463.5 K	6.5 K 3.6 K	0.88% 0.77%	0.22% 0.19%	\$17.3 K \$23.8 K
British English English French	735.8 K 463.5 K 16.6 K	6.5 K 3.6 K 318	0.88% 0.77% 1.91%	0.22% 0.19% 0.19%	\$17.3 K \$23.8 K \$576
British English English French German	735.8 K 463.5 K 16.6 K 316	6.5 K 3.6 K 318 6	0.88% 0.77% 1.91% 1.90%	0.22% 0.19% 0.19% 1.27%	\$17.3 K \$23.8 K \$576 \$0
British English English French German Italian	735.8 K 463.5 K 16.6 K 316 144	6.5 K 3.6 K 318 6 1	0.88% 0.77% 1.91% 1.90% 0.69%	0.22% 0.19% 0.19% 1.27% 2.78%	\$17.3 K \$23.8 K \$576 \$0 \$0

- Engagement and financial metrics up MoM with a slight decline in delivery for MEA
- Significant increase in total clicks for both Europe and MEA, Global promotion hero capturing the largest percentage of clicks across English and INL versions
- Offers and member module contributing the most to increase in revenue MoM



Core MAU Heatmap

- Most of the click activity went to the header, hero and member module; ENG version had high footer clicks compared to in-language version
- YWR and Westin offers also captured clicks across all languages
- Resorts content drove click activity in the News section
- Additional heat maps by language provided as appendix

ENG - Modules	% of clicks	% of Revenue
Header	20%	<mark>62%</mark>
Member Module	15%	<mark>15%</mark>
Hero: GloPro	<mark>17%</mark>	7%
Promo: HBOMax	0%	0%
Offer: YWR/Westin	<mark>13%</mark>	<mark>15%</mark>
Cobrand	1%	0%
News: Resorts, Shop	8%	1%
Traveler	5%	0%
Footer	20%	0%
TOTAL	100%	100%

In-Lang Modules	% of Clicks	% of Revenue
Header	20%	<mark>40%</mark>
Member Module	<mark>19%</mark>	<mark>27%</mark>
Hero: GloPro	<mark>21%</mark>	<mark>22%</mark>
Offer: YWR/Westin	10%	1%
Cobrand	1%	0%
News: Resorts, Dining, Shop	11%	8%
Footer	17%	1%
TOTAL	100%	100%



Luxury Monthly Account Update (Lux MAU)

Lux MAU: February 10, 2022

Subject Line:

Your Account Update (test winner)

Pre-Header:

Plus, 3 new luxury hotels to discover in Mexico, China, and Grand Cayman



W ROME









Culinary Spotlight Michelin-Starred Meals

Discover food and cocktail recipes, restaurant

events, and what our own

chefs are bringing to the

Escape to Luxury

Each month, get exclusive
access to luxury experiences if
the most inspiring destination
b INDUCATING AWAITS



Experience Someplace New

City to Slopes
Twol passage the an exclusive
whet package and appearance
takes and laid in restook has

The Ritz-Carlton, enjoy an extravegent shopping sprearies private air

transportation, and much more

Creative: Member Version

Discover What Inspires You



Florne if you want to (but how could you not?) @a_cometate(now open in the Dernal City.





JW Marriott

Guadalajara Surround yourself with classic

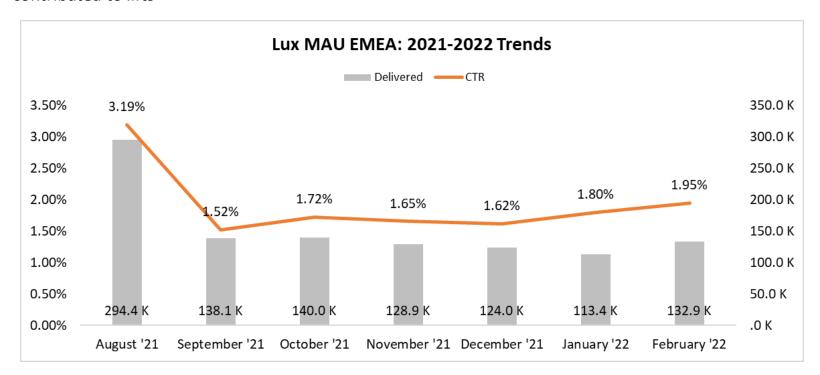
Mexican culture.





CTRs Trending Upwards MoM

Both MEA and Europe click activity increased resulting in higher CTR trends; inclusion of geo-targeted content contributed to lifts





Launched Lux MAU February 10th

EMEA Engagement

Region	Delivered	CTR	Unsub Rate	Revenue
Europe	65.2 K	2.77%	0.09%	\$30.6 K
MEA	67.7 K	1.15%	0.10%	\$8.8 K
Total	132.9 K	1.95%	0.10%	\$39.5 K
MoM	+12%	+0.15 pts.	0.0 pts.	+216%

- Overall campaign engagement was higher MoM on all key metrics; consistent also at the regional levels
- Global Promotion generated significant click activity followed by regional offers
- Increased amount of geotargeted content engaged readers in key sections
 - Luxury branded Hero featuring relevant destinations
 - Paris Inspiration content
 - Edition property offers targeted for MEA and Europe
- Plans are in place to continue geo-targeting content to increase relevancy and engagement; will use learnings to support Drive Solo efforts

Strong Engagement in Geotargeted Content

Consider including Edition offers for London and Dubai properties and luxury focused editorial content for luxury segments in future Drive Market Solos; A/B test against BAU content to measure engagement shifts

Europe	Clicks % Clicks	
HEADER	370	9.6%
Hero	1442	37.2%
HERO headline	46	1.2%
Bali	244	6.3%
Barcelona	<mark>212</mark>	5.5%
Los Cabos	142	3.7%
Maui	178	4.6%
Miami	228	5.9%
Seychelles	<mark>392</mark>	10.1%
Account Box	850	22.0%
Inspiration	258	6.7%
Romantic Getaways for Two	110	2.8%
Why I Love Paris	<mark>148</mark>	3.8%
Offers	626	16.2%
Escape to Luxury	146	3.8%
Global Promo	236	6.1%
Edition (London)	<mark>244</mark>	6.3%
Culinary	74	1.9%
New Hotels	118	3.0%
JW Marriott® Guadalajara	60	1.5%
The Ritz-Carlton, Grand Cayman	58	1.5%
Winter Getaway	16	0.4%
Instagram	36	0.9%
Footer	82	2.1%
Grand Total	3872	100.0%

MEA	Clicks	9	6 Clicks
HEADER		192	8.8%
Hero		766	35.2%
HERO headline		42	1.9%
Bali		116	5.3%
Barcelona		92	4.2%
Los Cabos		60	2.8%
Maui		84	3.9%
Miami		110	5.1%
Seychelles		<mark>262</mark>	12.0%
Account Box		582	26.7%
Inspiration		112	5.1%
Romantic Getaways for Two		58	2.7%
Why I Love Paris		54	2.5%
Offers		280	12.9%
Escape to Luxury		82	3.8%
Global Promo		106	4.9%
Edition (Dubai)		<mark>92</mark>	<mark>4.2%</mark>
Culinary		38	1.7%
New Hotels		30	1.4%
JW Marriott® Guadalajara		12	0.6%
The Ritz-Carlton, Grand Cayman		18	0.8%
Winter Getaway		8	0.4%
Instagram		42	1.9%
Footer		128	5.9%
Grand Total		2178	100.0%



METT Emails



Top Performing METTs: February 2022

Feb: Highest Revenue

EMEA_GLP_Kuw_Tur_Oman_Qatar_All_Feb25_EN

Subject Line: A Warm Welcome to Spring: Discover Kuwait, Oman, Qatar, and Turk



Feb: High Click and Revenue

EMEA_WI_Westin_London_City_Feb11_EN

Subject Line:

The Essence of Wellbeing in London



Feb: Highest CTR

EMEA_UK_SpringBreaks_Feb25_EN

Subject Line: Step into spring with our exciting spring getaways!



February METT Campaign List

- Feb was transition month with internal staffing managing METT mailings
- Continue to monitor engagement trends in March

Campaign Name	Delivered	Open Rate	CTR	CTOR	Bookings	Revenue
TOTAL	957,569	9.6%	0.7%	7.2%	40	\$ 16,710
EMEA_GLP_Kuw_Tur_Oman_Qatar_All_Feb25_EN	97,924	8.1%	0.9%	11.0%	8	\$6,086
EMEA_WEM_2022TravelDestinations_USMembers_Feb25_EN	98,597	6.9%	0.5%	7.7%	5	\$3,002
EMEA_UK_SpringBreaks_Feb25_EN	35,919	13.7%	1.6%	11.7%	11	\$2,886
EMEA_UAE_HotelOffersInt_all_11Feb_EN	98,197	11.3%	0.7%	6.2%	5	\$1,585
EMEA_EE_Israel_Feb11_EN	98,233	7.5%	0.6%	7.7%	5	\$1,442
EMEA_UAE_HotelOffersLOCAL_all_4Feb_EN	97,773	7.1%	0.7%	9.8%	2	\$880
EMEA_WI_Westin_London_City_Feb11_EN	97,934	11.8%	0.9%	7.8%	2	\$340
EMEA_UK_ValentinesBreaks_Feb4_EN	62,691	11.5%	0.5%	4.4%	1	\$288
EMEA_SheratonGrandKrakowFEB4th_EN	74,074	13.2%	0.7%	5.0%	1	\$199
EMEA_LM_Avec_Amour_Feb4_EN	97,581	11.0%	0.7%	6.0%		
EMEA_UAE_DubaiEDTION_Feb11_EN	98646	7.7%	0.3%	4.32%		



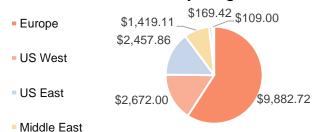
February METT Down In Revenue MoM

Deliveries up MoM but down compared to months in 2021

Performance Summary

Month	Delivered	CTR	Clicks	Bookings	Roomnights	Revenue
February	957,569	0.7%	6,587	40	104	\$16,710.11
МоМ	7.9%	-0.5 pts.	-38.7%	-9.1%	-20.6%	-46.3%

Total Revenue by Region



- 68% of revenue attributed to EMEA properties, 76% from 3 Campaigns:
 - EMEA_GLP_Kuw_Tur_Oman_Qatar_All_Feb25_EN
 - EMEA_UAE_HotelOffersInt_all_11Feb_EN
 - EMEA_UK_SpringBreaks_Feb25_EN
- 87% of EMEA revenue went to European properties
- Top 5 campaigns were 90% of total revenue
- US Members MET campaign generated \$3,002 of revenue with \$2,394 going to US properties (80%)

Testing & Optimization



Dream Getaway Poll #3 Most Clicked Module

- Poll captured 6% of total clicks between both regions and continues to be in the top clicked modules
- Top answer by region: France in Europe and UAE in MEA
- Develop an ongoing strategy to leverage poll content & previous clicks for better personalization

Poll By Region	Europe	MEA	Total
France	32.97%	25.90%	29.04%
Qatar	9.36%	14.18%	13.61%
United Arab Emirates	27.68%	34.84%	30.16%
United Kingdom	29.99%	25.08%	27.19%



Versions	France	Qatar	United Arab Emirates	United Kingdom
BENELUX_ENG	67	12	32	34
EGYPTPLUS_ARB	1		5	3
EGYPTPLUS_ENG	79	44	118	92
FRANCE_ENG	19	3	7	8
FRANCE_FRE	44	11	22	6
GERMANY_ENG	47	11	38	29
GERMANY_GER	61	11	61	28
ITALY_ENG	8	4	11	6
ITALY_ITA	23	15	24	10
KAZAKHSTAN_RUS	4	3	4	3
QATAR_ARB				3
QATAR_ENG	10	27	15	13
RUSSIA_ENG	115	120	115	118
RUSSIA_RUS	20	8	46	25
SAUDI_ARABIA_ARB	10	1	7	5
SAUDI_ARABIA_ENG	21	25	50	26
SCANDINAVIA_ENG	99	32	83	98
SOUTH_AFRICA_ENG	33	9	26	23
SPAIN_ENG	4	1	3	6
SPAIN_SPA	35	9	11	12
SWITZER_GER	4		6	4
TURKEY_ENG	8	1		4
UAE_ARB	4		3	1
UAE_ENG	59	30	107	45
UK_ENG	125	44	131	248
Total	900	421	925	850

Actionable Insights & Next Steps



Actionable Insights

- Develop ongoing strategy to leverage poll content & previous clicks for better personalization
 - Determine placement for 1:1 messages, content calendar, and future test opportunities
- Conduct luxury segment deep dive for Drive Market Solo to understand engagement differences and future content recommendations
- Consider using the Lux MAU Edition offers for London and Dubai properties and luxury focused editorial content for the luxury segments in future Drive Market Solos; A/B test against BAU content to measure engagement shifts



Next Steps

- Targeted video hero by poll results
- PCIQ SL with Poll referencing poll results
- PCIQ image testing
- Point donation module for members only
- Continued Global Promotion feature
- Lux vs Non-Lux for new hotel openings
- Adding member module



Thank you!

