

Today's Agenda

- Overview of Apple iOS 15 Update
- Q3 2021 Performance Summary
- Quarterly Highlights
- Testing & Optimization Insights
- Actionable Insights

Overview of Apple iOS 15 Update



What is the Apple iOS 15 update?

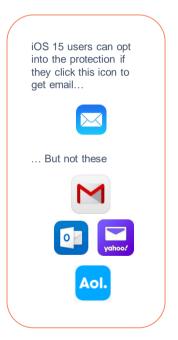
iOS 15, which was released on Sept. 20, includes new privacy protections that will obscure email opens and other data for Apple Mail users.

Affected audience:

Apple users who have upgraded to iOS 15 on iPhones or iPads...

- ...Who have opted into Apple Mail Privacy Protection...
- ...And who use Apple Mail app to retrieve their email.

DOES NOT IMPACT 'native' email apps used on Apple devices like Gmail, Yahoo!, Outlook or AOL



Channel impact:

Email senders can't see who opened, open times, geolocation, or device used





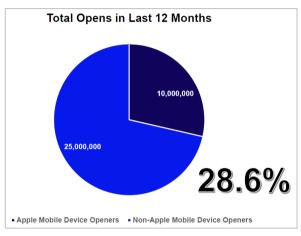
This change does not yet impact Apple Mail users on Mac desktop or laptop computers, but it is assumed Apple will roll out this feature to MacOS soon.



What does this mean for email marketing tactics?

- Open rate will become an unreliable KPI
- Some campaigns use previous openers to determine audience
- Email list hygiene processes will need to use other guest activity/behavior
- Subject line optimization will use other metrics to know what is working
- Need a different triggering mechanism for re-sends to openers who did not convert (book, register, purchase, etc.)
 - Could use clicks, but it will result in a smaller audience
- Certain personalization for geolocation and device-type will not work

Marriott Apple Mail Openers





How to respond to the changes?

Shift focus to tracking and increasing click activity + audience health

- Track monthly click count trends and click-through rates (CTR)
 - Apple Mail opens will not be included in email reporting; only known opens
 - Continue to monitor unsubscribe rates and conversions
- Include past clickers when targeting active email subscribers
 - Ensure you're capturing the Apple subscriber audience by including past clickers
 - Continue to target past openers to identify non-Apple subscribers
 - Use previous campaign or module clicks to increase personalization and relevancy
- Refine resend targeting for increase relevancy and engagement
 - Criteria for Apple Mail: target anyone that received the email but did not click AND did not convert
 - Criteria for non-Apple: target anyone that received the email and opened, but did not click AND did not convert



Rather than trying to get opens, instead push for clicks

If open rate is no longer a viable KPI, email marketing success will be more about driving clicks – which is what we've wanted all along!

- Use light urgency tactics to increase engagement
 - Time sensitive offers
 - Alert banners, countdown clocks, offer deadlines
 - Mild urgency in the CTA (but not too much!)
- Use first-party data instead of geolocation for locally relevant offers
 - Non-iOS users can continue to use geolocation
 - Create iOS version that uses customer's zip code (U.S. only), e.g., "Hotels In Your Area; Hotels Near Home"
- Add more clickable items with concise, compelling messages
 - Test CTA copy and placement (get that first click faster!)
 - Add more things to click on, including key words in body copy
 - Test shorter emails to streamline content; landing pages expand on details



Other Considerations

- Leverage 3rd party data to enhance audience criteria & content targeting rules
- Track other "signs of life" rather than opens
 - Clicks, bookings, redemptions, referrals, purchases, web browsing activity, app downloads or sessions, or loyalty enrollments
- Mobile App download links should show both app stores (Apple Store and Google Play)
- Watch for others in the industry to follow Apple's lead hard to say if Google will



Q3 2021 PERFORMANCE SUMMARY



Q3 2021 YoY Performance Overview

Performance Drivers

(% of Delivered)

Caro Mkta (210/)

+0.9% MoM	+6.0% YoY	One wikig. (21%) MAU Boutiques Re-Engage Series	+39.7% Y
136.6 M Opens +67.3% YoY	24.9% Open Rate +9.1 pts. YoY	 Cobrand (18%) Travel Inspiration (15%) 	61.4 Bookin +8.5% Y
7.4 M	1.4%	Top Performers	
Clicks +27.5% YoY	CTR +0.2 pts. YoY	Q3 Points.com Promo Reminders: Email performance above Q3 averages 20M Dlvd. 27% open 15% CTOR 0.09% unsub.	Core Mktg. Lifecycle Continent Mktg. Cobrand CC
5.4% CTOR -1.7 pts. YoY	0.18% Unsub. Rate -0.00 pts. YoY	Incent Redemption Solo: Email performance above Q3 averages 6.6M Dlvd. 29% open 11% CTOR 0.05% unsub 111.4K redeemers**	Promotions Travel Inspiration Field Marketing BRAND Moments
*Emailable members & non-members a suppression list	globally; does not include anyone on	Q3 2021 METT Campaigns: YoY rebounds across all KPIs deliveries +80% bookings +259% revenue +337%	Partner Informational 3

548.0 M

Delivered Emails

Revenue **Room Nights** +39.7% YoY +11.3% YoY 61.4 K **Booking Contribution** (By Email Category) **Bookings** +8.5% YoY Core Mktg. 22.9 K Lifecycle 9.4 K inent Mktg. 8.4 K Cobrand CC 4.8 K Promotions 3.8 K

3.6 K

3.4 K

2.3 K

Moments 1.5 K Partner 1.4 K

138.5 K

\$24.2 M

36.3 M

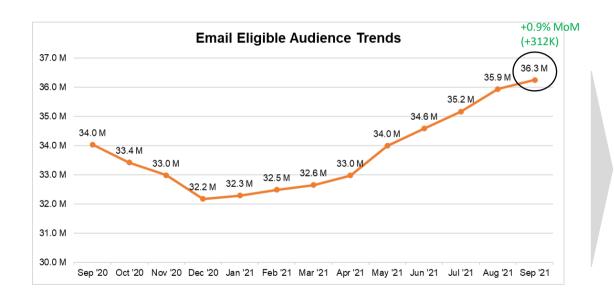
Email Subscribers*

^{**}Redeemers: anyone that opened and/or clicked on solo, and made at

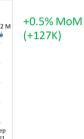
least 1 redemption since deployment

36.3M Emailable Customers in September 2021

- Audience up 0.9% MoM; mostly from non-member audience growth
- Steady MoM increases show positive sign of reaching 37.8M year-end goal







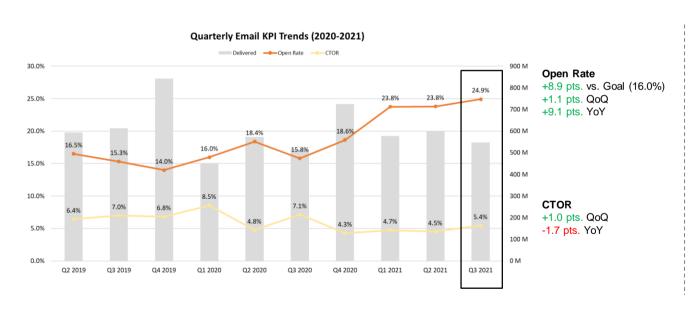






Positive QoQ Engagement Trends

- Open and click rates were both higher than last quarter; open rates continue to be above 2021 goal
- Sep. open activity may have been impacted by recent Apple update released on Sep 20th
 - Open rates for campaigns launching after this time may be unreliable
 - Will continue monitoring to measure broader engagement impacts

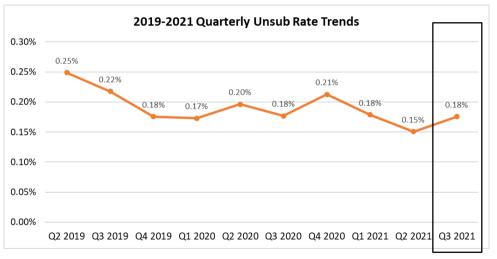




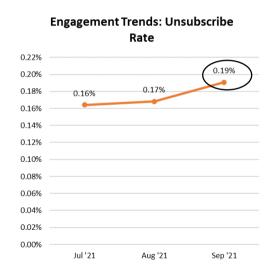


Steady Unsubscribe Rate Trends

- Positive Q3 unsub. rate average; below goal and flat YoY
- Slight QoQ increase from select high-volume September campaigns with high unsub rates



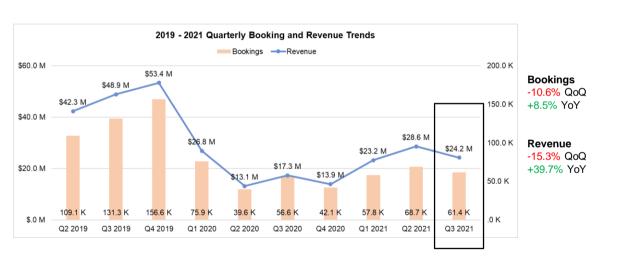
Unsub. Rate
-0.04 pts. vs. Goal (0.22%)
+0.02 pts. QoQ
-0.00 pts. YoY





Generated 61K Bookings & \$24M Revenue

- July campaigns drove Q3 2021 financials, but overall Q3 performance was down QoQ
 - July was a high travel month according to industry benchmarks with expected declines in the months to follow
 - Q2 2021 was influenced by Q1 GloPro in April and additional revenue driving program messages in June (Return to Travel, Americas Solo)
- Financials stronger YoY (Bookings +8.5% and Revenue +39.7% YoY)
- Planning to measure impacts of upcoming Week of Wonders campaign





Delivered: 145.8 M 194.1 M 208.1 M

Financial data source: Omniture 7-day



Industry Insights

ADARA Traveler Trends Tracker:

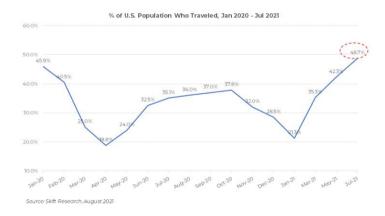
U.S. Domestic Travel Trends
<u>Leisure hotel volume peaked in May & July;</u> similar
patterns with flight volumes. Significant declines
since July, especially with Leisure-Family

Hotel Volume by Purpose



Skift Research:

Nearly half of Americans traveled in July, an all-time high since January 2020. In addition to leisure vacation travel, business travel for conferences and conventions and international travel all registered healthy growth.





Consider Sending Year-End Program Solo To Help Drive Additional Q4 Revenues

Previous program solos that generated significant revenues

Activation Series #2

Sept. 2020 13.4M Delivered 3.4K Bookings \$938K Revenue



Included exclusive offer of 15% off in hero

Redemption Off-Peak LTO

June 2020 8.7M Delivered 2.9K Bookings \$787K Revenue



Elite Retention

Jan 2021 9.9M Delivered 2.3K Bookings \$1.1M Revenue



Points & FNA Extension

April 2021 18.1M Delivered 2.3K Bookings \$745K Revenue



Return To Travel

June 2021 16.2M Delivered 1.5K Bookings \$576K Revenue



QoQ Lifts For All Members

- Basic and Elite member open and click rates were above last quarter; non-member activity was near flat
- Open rates consistently higher YoY for all levels
- CTORs trending upwards (Basics only -0.7 pts YoY, high click activity in July MAU)

Segment	Q3 '21	Q3 '20 - Q3 '21	Q3 '21	Q3 '20 - Q3 '21	Q3 '21	Q3 '20 - Q3 '21
эсынст	Delivered	Delivered Trends	Open Rate	Open Rate Trends	CTOR	CTOR Trends
NON-MEMBER	73.4 M		21.1%	-	2.1%	
BASIC	322.1 M		23.6%		4.0%	
SILVER	61.9 M		29.6%		8.6%	
GOLD	50.0 M		26.1%		7.0%	
PLATINUM	21.3 M		31.0%		11.0%	
TITANIUM	16.8 M		36.6%		12.5%	
AMBASSADOR	2.4 M		36.1%		11.2%	
Total	548.0 M		24.9%	-	5.4%	

Level	Open Rate QoQ	CTOR QoQ
Non-member	-0.7 pts.	+0.1 pts.
Basic	+1.6 pts.	+0.3 pts.
Silver	+0.6 pts.	+2.0 pts.
Gold	+0.8 pts.	+1.3 pts.
Platinum	+0.1 pts.	+2.7 pts.
Titanium	+1.6 pts.	+3.8 pts.
Ambassador	+1.6 pts.	+3.0 pts.



QUARTERLY HIGHLIGHTS

New Email Template and Bonvoy Branding

MAU Q3 Engagement Trends

New Luxury MAU Engagement

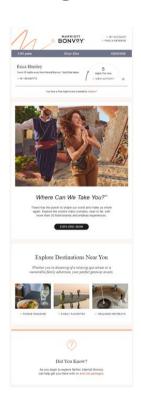
Project Wanderlust YTD Engagement Trends



New Email Template & Bonvoy Branding

July 2021 launch; Sample Creative

- Continuing to transition solos and autos into new email template
- Will monitor click rate trends pre/post
- Initial comparisons:
 - MAU July: clicks +4.5% | CTOR -0.2 pts. MoM
 - MAU Aug: clicks +133% | CTOR +1.9 pts. MoM
 - Wanderlust July: clicks -20% | CTOR -1.1 pts. MoM
 - Performance mostly impacted by content changes
 - Continue to monitor click activity and optimize for improved engagement









Core MAU: Q3 2021 Sample Creative

(ENG Version)

Monthly Highlights:

July

- 1. New elevated email template and Bonvoy branding
- New global campaign, "Where Can We Take You"
- 3. Launched subject line & pre-header optimization
- 4. New member account module & messaging

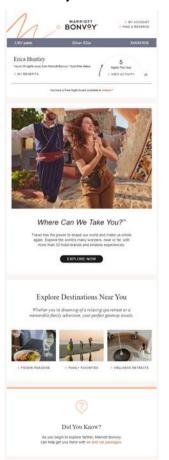
August:

- 1. Optimized subject lines & pre-headers
- 2. Announced Q3 Mystery Bonus Points Promo in hero
- Animated scratch-off hero CTA
- 4. Optimized leisure destinations content
- 5. Announced re-launch of Moments

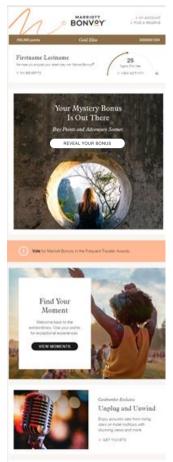
September

- 1. Optimized subject lines & pre-headers
- 2. Announced Q3 Global Promo
- 3. Reminder for Q3 Mystery Bonus Points Promo
- 4. Reminder for free night award (FNA)

July 2021



August 2021



September 2021







Earn 1.500 bonus points on each stay*, plus get 3.000 more



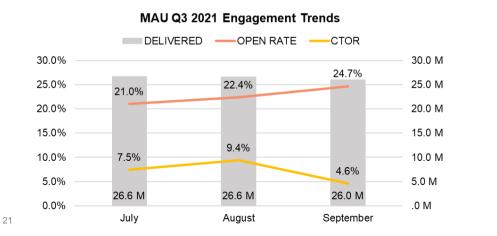


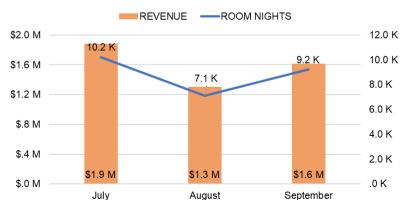


Core MAU: Engagement Trends

- Stronger Q3 engagement YoY for most KPIs
 - Slightly lower click activity caused by September mailing (-47.5% MoM);
 declines consistent in both ENG and In-lang. versions
- Click activity up QoQ from high performing Q3 Points Promo in August hero, but bookings were impacted
- Other KPI impacts were from pulling luxury segments into Lux MAU campaign starting in August – still measuring results of A/B test

	MAU Q3 2021	YoY	QoQ
Delivered	79.2 M	-8.8%	+0.3%
Opens	18.0 M	+38.1%	+16.6%
Open Rate	22.7%	+7.7 pts.	+3.2 pts.
Clicks	1.3 M	-0.9%	+9.1%
CTR	1.6%	+0.1 pts.	+0.1 pts.
CTOR	7.1%	-2.8 pts.	-0.48 pts.
Unsub. Rate	0.13%	-0.01 pts.	+0.02 pts.
Bookings	11.8 K	+16.7%	-32.5%
Room Nights	26.6 K	+21.0%	-36.9%
Revenue	\$4.8 M	+56.1%	-33.5%





MAU Q3 2021 Financial Trends

Core MAU: Top Performing Content

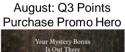
- Account Box: captured most clicks (50% July & 37% Sept), except in August (17%)
- Q3 Points Promo: highest engagement from August hero; intriguing offer & creative
 - Continue to increase engagement and interest with creative animation
- Leisure Destinations: ranked #2 (July) and #9 (Aug) in top 10 most clicked modules
 - Generated nearly as many clicks as the Hero in July; expand optimization using top landing page categories
 - Continue geo-targeting module was #2 most clicked in August for EMEA members
- Targeted offers: contributed to monthly bookings
 - Consider elevating content to increase engagement during times when featuring non-booking messages in hero

Example Account Box



Clicks range: 73K to 213K CTR range: 0.28% - 0.80%

Top 5 Modules





276.3K Clicks

July: Leisure Destinations



35.8K Clicks 0.13% CTR

July: Portfolio Campaign Hero



29.8K Clicks 0.11% CTR

Sept: Q3 GloPro Hero



17.3K Clicks 0.07% CTR

July: Escapes



15.4K Clicks 0.06% CTR



Luxury MAU Launched Aug 14th

Creative Examples

August 2021

Subject Line:

Your NEW Member Account Update: Welcome to Extraordinary, Cindy

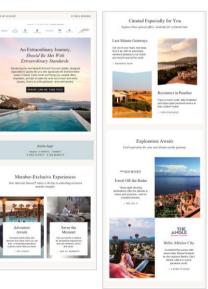
Pre-Header:

INSIDE: New Bermuda Hotel Opening, 25% Off Last-Minute Getaways, Plus Mexico

City in a Post-Pandemic World

1.9M Delivered
 35.7% Open rate
 3.2% CTR
 8.9% CTOR
 0.10% Unsub
 751 Bookings
 \$362K Revenue

10% of bookings 25% of revenue to Luxury brand





September 2021

Subject Line:

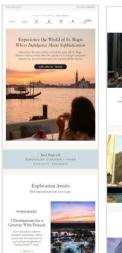
Your Account Update: Relaxing Retreats, Friend Getaways & More (test winner)

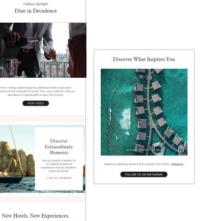
Pre-Header:

Plus, 3 NEW hotels for the perfect weekend escape.

1.8M Delivered 30.9% Open rate 1.6% CTR 5.1% CTOR 0.15% Unsub 371 Bookings \$207K Revenue

13% of bookings 32% of revenue to Luxury brand





Luxury MAU Observations & Next Steps

Observations:

- Overall email engagement consistently above Bonvoy monthly averages in August and September
- Financial share to luxury brands up MoM; % of bookings +3 pts. and % of revenue +7 pts. MoM
- August A/B test resulted in higher open rate for Lux MAU (+9.3 pts.) vs. Core MAU control, but lower click activity (CTOR -13.4 pts.)
 - Luxury segment click activity in Core MAU was influenced by high engaging Q3 Points promo hero
 - Analysis of September A/B test underway; results forthcoming
- Account box and hotel spotlights were top performers both months; offers were in the top 3 most clicked in August and branded content rose to top 3 in September

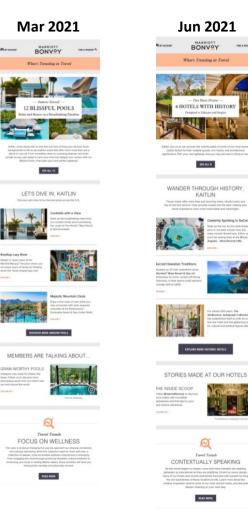
Next Steps:

- Establish benchmarks after 3 months
- Continue A/B testing through December and compare engagement against other luxury communications
- Start versioning content by luxury segment and geo
- Plan for future optimization efforts



Project Wanderlust YTD Analysis

Sample Creative



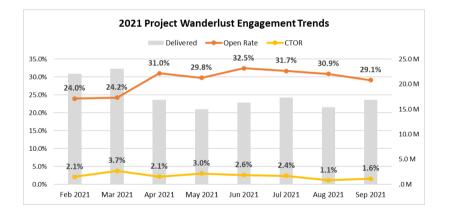




Project Wanderlust Engagement Trends

(All Regions)

- 2021 open rates improved from March and remained steady MoM
- Openers were most engaged with March Pool theme, followed by May HVMI & June Historic Hotels
- Steady CTR decline since May; Golf and New Hotels content may not have been strong enough themes



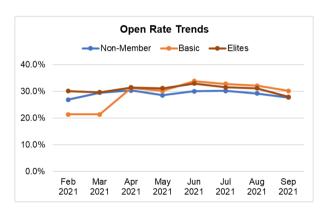
Month	Theme	Open Rate	Clicks	CTR	CTOR	Unsub
Feb 21	Winter Getaways	24.0%	110 K	0.50%	2.1%	0.21%
Mar 27	Pools	24.2%	209 K	0.91%	3.7%	0.18%
Apr 24	Seize the Moment	31.0%	112 K	0.66%	2.1%	0.23%
May 29	Homes & Villas (HVMI)	29.8%	136 K	0.91%	3.0%	0.20%
Jun 26	Historic Hotels	32.5%	138 K	0.85%	2.6%	0.23%
Jul 24	Picture-Perfect Hotels	31.7%	131 K	0.76%	2.4%	0.23%
Aug 28	Golf	30.9%	52 K	0.34%	1.1%	0.25%
Sep 25	Hot New Hotels	29.1%*	77 K	0.46%	1.6%	0.24%

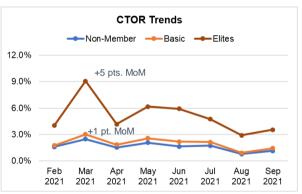
*NOTE: Sep open rate may have been impacted by Apple iOS 15 update on Sep 20th



Audience Engagement Trends

- Engagement mostly driven by Non-members (30% of delivered) and Basics (50% of delivered)
- Since April, open rates have been nearly the same for all levels; slightly lower for non-members
- March Pools content engaged Elites more than others; significantly higher CTOR MoM
- 3rd party data may help with targeting audiences interested in leisure traveler content (also helps with targeting by interests)





Delivered	Feb 2021	Mar 2021	Apr 2021	May 2021	Jun 2021	Jul 2021	Aug 2021	Sep 2021
Non-Member	5.8 M	5.1 M	4.9 M	4.9 M	5.3 M	5.5 M	5.5 M	5.8 M
Basic	12.3 M	13.9 M	8.7 M	6.9 M	7.8 M	8.5 M	7.4 M	8.6 M
Elites	3.9 M	4.0 M	3.3 M	3.2 M	3.2 M	3.4 M	2.5 M	2.6 M
TOTAL	22.1 M	23.1 M	16.9 M	15.0 M	16.3 M	17.3 M	15.4 M	16.9 M



Project Wanderlust Top Content: Hero Modules

(U.S. Version)

- Highest CTRs from Pools & Historic Hotels
- Listicle approach generated more activity
 - · August did not have number in headline
 - · Sept. did not have number in headline or CTA
- Aug/Golf and Sept/New Hotels had the lowest CTRs
 - · Test content in secondary modules
- Plan for future optimizations to lift clicks:
 - Ongoing headline & CTA optimization; include listicle option
 - · Link key words in body copy
 - Test different hero modules and creative treatments: mosaic, animation, static

Month	Article	Clicks	CTR
March	12 Blissful Pools	141.9 K	0.62%
June	6 Hotels with History	95.8 K	0.59%
May	6 Private Hideaways (HVMI)	73.3 K	0.49%
July	10 Picture-Perfect Hotels	81.2 K	0.47%
April	Seize the Moment - 9 Getaways	61.1 K	0.36%
February	13 Mountain Resorts	64.5 K	0.29%
August	Perfect Your Putt in Paradise	25.8 K	0.17%
September	Hot New Hotels	26.4 K	0.16%



[Finame, come [Come jillong with us and find out how to bring your favorite Zoom backgrounds to life as we explore pools that offer much more than just a place to coel off. From Incredible views to surprising features and even private access, get ready to calm your mind and delight your senses with our Blistafut Pools—Then plan your next perfect gettaway!

SEE ALL 12



[Fname, join] Join jus as we uncover the colorful pasts of some of our most storied hotels famed for their notable guests, rich history and architectural significance. Plan your next getaway and you may just learn a thing or two.

SEE ALL 6



[Fneme, imagine]imagine |ime most tranquil hideaway, tucked amid the lush landscape of the Costa Rican jurgle or nested among the majestic treetops of the California costs. With Homes & Wilks by Marriott International", your next private home getwey is just a click away.

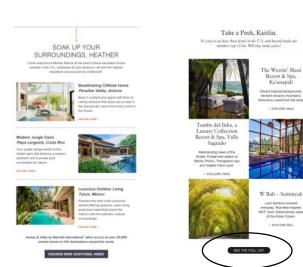
DISCOVER 6 OF OUR FAVORITES



Project Wanderlust Top Content: Secondary Modules

(U.S. Version)

- Secondary content under the hero was most engaging
- May outdoors content drove the highest CTRs and engagement was the same across all 3 featured locations
- See All CTAs were good click-catchers and drove similar engagement as articles
- March pools content also made top 10 list
- Continue pools and outdoors content in future mailings



Month	Article	Clicks	CTR
May	Playa Langosta, Costa Rica	19.4 K	0.13%
May	Tulum, Mexico	19.3 K	0.13%
May	Paradise Valley, Arizona	19.3 K	0.13%
March	Majestic Mountain Oasis	19.0 K	0.08%
June	Sacred Hawaiian Traditions	12.2 K	0.07%
April	Koloa Landing Resort	12.3 K	0.07%
July	See Full List of Top 10	12.0 K	0.07%
March	Rooftop Lazy River	15.0 K	0.07%
March	Cocktails with a View	14.9 K	0.06%
February	See More Resorts	11.4 K	0.05%



TESTING & OPTIMIZATION SUMMARY & RECOMMENDATIONS



Engagement Lifts From Personal and Timely Subject Lines

Continue testing personalization approach to lift rates; leverage member data (geo, pt. balance, member status, stay activity)

- Boutiques July: Limited-Time Offer: Receive a Marriott Bonvoy Gift Card with Your New Fragrance or Bath Subscription
 - 32.48% open rate | Urgency, personal, longer
- EMEA Solo July (UAE version): Mei, Save 20% On Your Perfect Summer Holiday
 - 27.8% open rate | Personal, offer-driven, slightly longer

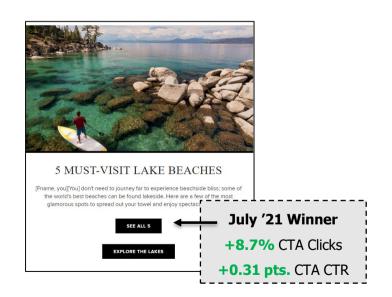
Test & roll winners with open rate lifts of 1 percentage point or more:

- CALA Solo August: Your August Travel Offers
 - 31.10% open rate | Short, timely, personal
 - Same winner in September
- Luxury MAU (Sept.): Your Account Update: Relaxing Retreats, Friend Getaways & More
 - 30.2% open rate | Familiar branding "Your Account Update"
- Americas Solo (Sept.): Tom, You're Guaranteed to Fall for These Getaways
 - 30.92% open rate | Personal, assurance-driven intrigue



Direct, Listicle Style CTAs Drove More Clicks in Ritz eNews

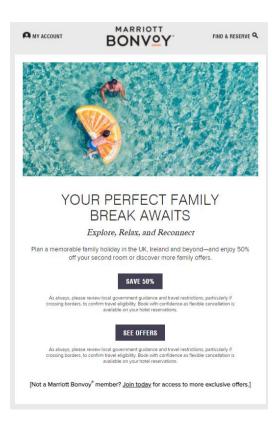
- Tested 2 CTA copy versions in July and August '21 Ritz eNews: direct, listicle style vs. softer language
- Direct, listicle style was the consistent winner each month driving more CTA clicks and higher CTR; lifts were statistically significant
- Recommend ongoing testing of winner against other challengers (ex: "Read More", "Visit Location", "2-Minute Read")





"See Offer(s)" Consistent CTA Winner

EMEA Regional Solo: July '21



- Conducted CTA copy test #3 in July; engagement consistent with previous tests
- "See Offer(s)" copy generated the most CTA clicks and had the highest CTOR in both versions
 - broader copy approach drove interest in knowing about other offers in UK version
 - learning more about offer details intrigued those in the UAE
- Consider testing against traditional CTA copy, Book Now or Reserve Now

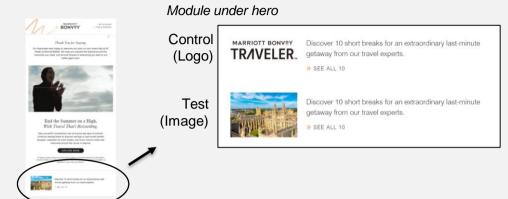
	UK_ENG		UAE_	_ENG
CTA Versions	SEE OFFERS	SAVE 50%	SEE OFFER	SAVE 20%
	Intriguing	Offer-driven, Direct	Intriguing	Offer-driven, Direct
Delivered	295,991	295,767	163,465	162,826
Open Rate	28.8%	28.6%	27.8%	26.9%
CTA Clicks	+11% 1,669	1,501	+104% 947	463
CTA CTOR	+0.2% 2.0%	1.8%	+1% 2.1%	1.1%
Bookings	6	8	5	4
Revenue	\$2,660	\$3,923	\$6,662	\$2,752

More Clicks From Destinations Image In Traveler Module

EMEA Regional Solo: Aug '21

- Conducted A/B test on Traveler creative in UAE & UK ENG versions
- Test version with destination image outperformed the control; results were statistically significant
- Recommend using image in future mailings, especially for this size module
 - Other test opportunities include trying a combo of brand logo and image, or a destinations image with the Traveler branding in the body copy

Creative:



Results:

UAE	Delivered	Open Rate	Content Clicks	Lift	Content CTR	Lift
Test	165.4 K	28.0%	1522	+200%	0.9%	+0.6 pts.
Control	165.2 K	27.9%	508		0.3%	
UK	Delivered	Open Rate	Content Clicks	Lift	Content CTR	Lift
UK Test	Delivered 293.4 K	Open Rate 29.2%	Content Clicks 9997	Lift +285%	Content CTR 3.4%	Lift +2.5 pts.

ACTIONABLE INSIGHTS



Actionable Insights

- Responding to Apple iOS 15 update: shift focus to tracking and increasing click activity + audience health
 - Track monthly click count trends and click-through rates (CTR)
 - Include past clickers when targeting active email subscribers
 - Refine resend targeting for increase relevancy and engagement
 - Use light urgency tactics to increase engagement
 - Use first-party data instead of geolocation for locally relevant offers
 - Add more clickable items with concise, compelling messages
 - Leverage 3rd party data to enhance audience criteria & content targeting rules
 - Track other "signs of life" rather than opens
 - Mobile App download links should show both app stores (Apple Store & Google Play)



Actionable Insights

- Consider sending year-end program solo to help drive additional Q4 revenues
- After launching new elevated template and Bonvoy branding, continue to monitor click activity in key campaigns and optimize for improved engagement
- Core MAU recommendations:
 - Continue to increase engagement and interest with creative animation
 - Expand leisure destination optimization using top landing page categories; continue geo-targeting to lift rest of world engagement
 - Consider elevating targeted offers to increase engagement during times when featuring non-booking messages in hero
- Lux MAU recommendations :
 - Establish benchmarks after 3 months
 - Continue A/B testing through December and compare engagement against other luxury communications
 - Start versioning content by luxury segment and geo
 - Plan for future optimization efforts
- Project Wanderlust recommendations:
 - Continue pools, Homes & Villas, historic hotels, and outdoor content in future mailings
 - Test Golf and New Hotels content in secondary modules instead of main theme
 - 3rd party data may help with targeting audiences interested in leisure traveler content (also helps with targeting by interests)
 - Plan for future optimizations to lift clicks: ongoing headline & CTA optimization, link key words in body copy, test hero creative



Actionable Insights

- Continue testing subject line and pre-header personalization approach to lift rates;
 leverage member data (geo, pt. balance, member status, stay activity)
- Recommend ongoing CTA copy testing in Ritz eNews; test direct, listicle style winner against other challengers (ex: "Read More", "Visit Location", "2-Minute Read")
- Continue testing "See Offers" CTA copy in EMEA Solos; test against traditional CTA copy, like Book Now or Reserve Now
- Recommend using a destinations image in the Traveler module of EMEA Solos in future mailings, especially in tertiary modules
 - Other test opportunities include trying a combo of brand logo and image, or a destinations image with the Traveler branding in the body copy





APPENDIX



How does the Apple iOS 15 impact you?

Email Reporting

- Apple Mail opens will be dropped
 - · Only known opens will be provided
 - No change to delivered, clicks, unsubs, or booking activity
- Epsilon getting more granular device reporting to separate Apple & non-Apple

Re-sends

- Criteria for Apple Mail: target anyone that received the email but did not click AND did not book (or some other conversion activity: register, purchase, etc.)
- Criteria for non-Apple: target anyone that received the email and opened, but did not click AND did not book (or some other conversion activity: register, purchase, etc)

Engagement Tracking

- Shift focus to click activity to monitor engagement in content and audience health
 - Click counts, CTR
- · Continue to monitor unsub & conversions
- Deepen insights with post-click activity

Testing & Optimization

- Continue using PCIQ subject line
 - No changes to PCIQ content
- · Test into subject line test & roll impacts
 - Apple opens will be removed
 - Adjust winning open counts or switch to clicks
- 12 of 24 Agile content widgets impacted; see list for details (countdown timers)

Targeting Email Subscribers

- Continue to target past openers to identify non-Apple subscribers
- Make sure to target past clickers to capture active Apple subscribers
- Use previous campaign or module clicks to increase personalization and relevancy

Personalization

- Leverage 3rd party data to enhance audience criteria & content targeting rules
- Use polls to better understand audience engagement and interests; use learnings to inform future mailings
- Get to first click faster!
 - · Drive open action in subject line



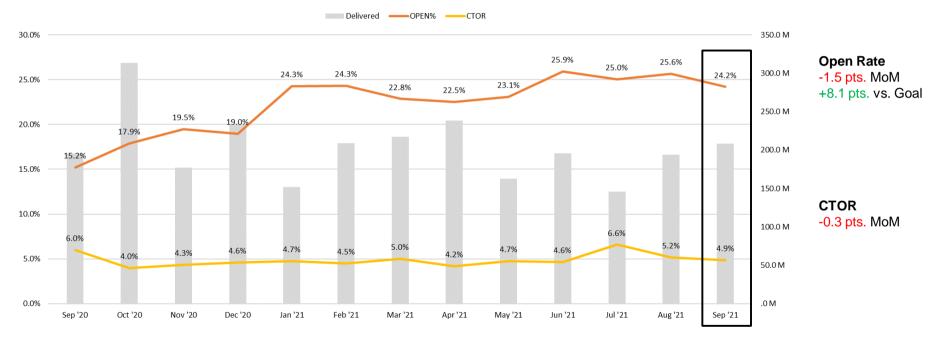
Epsilon Agile Content Widgets

Apple iOS 15 impacts

Impacted	
	Device location not accurate, and cached map thumbnail and pins
Impacted	Cannot detect Apple device
Impacted	Countdown time value not updated, and if background and expired image at source changes
Impacted	Image will not swap as scheduled
Impacted	If background image at source is changed after deployment
Impacted	If web content at source is changed after deployment
Not impacted	
Not impacted	
Not impacted	
Impacted	Device location not accurate, and cached store data (image, name and address)
Impacted	Device location not accurate, and cached weather forecast
Impacted	No real time API will be dedicated
Impacted	No new image of feed update
Impacted	No new image of feed update
Impacted	Items image at source will not be seen
Not impacted	
	Impacted Impacted Impacted Not impacted Not impacted Not impacted Not impacted Not impacted Not impacted

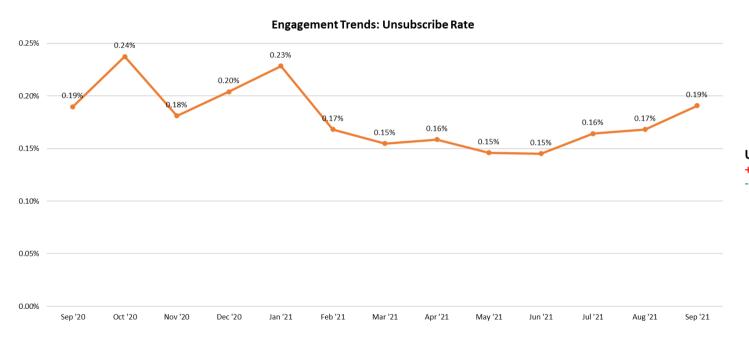
Monthly Engagement Trends

Delivered, Open Rate & CTO Rate Trends





Monthly Unsubscribe Rate Trends



Unsub. Rate +0.02 pts. MoM -0.03 pts. vs. Goal



2021 YTD Campaign Category Dashboard

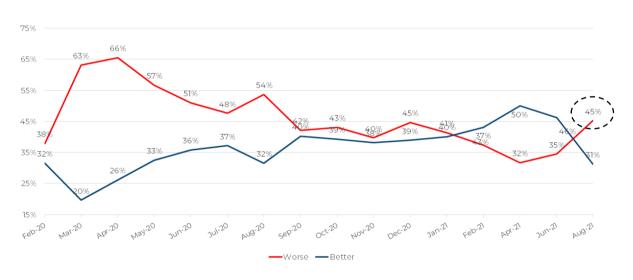
Jan-Sep 2021

	TOTAL	Brand	Cobrand CC	Continent Mktg.	Core Mktg.	METT	Informational	Lifecycle	Moments	Partner	Promotions	Travel Inspiration
% of Delivered Emails		10.1%	19.2%	9.9%	24.0%	4.5%	0.1%	1.7%	1.6%	4.7%	9.8%	14.5%
DELIVERED	1.72 B	174.2 M	330.7 M	169.9 M	413.7 M	77.3 M	1.8 M	29.0 M	27.5 M	80.3 M	169.0 M	250.0 M
DELIVERY RATE	98.8%	99.2%	99.6%	99.6%	97.9%	99.2%	98.1%	94.9%	99.7%	99.7%	97.4%	99.6%
OPEN	416.1 M	46.3 M	61.8 M	45.3 M	103.0 M	13.0 M	506.2 K	8.2 M	7.7 M	20.5 M	40.3 M	69.4 M
OPEN RATE	24.1%	26.6%	18.7%	26.6%	24.9%	16.8%	27.5%	28.3%	27.9%	25.5%	23.8%	27.8%
CLICK	20.3 M	3.5 M	1450.5 K	1651.8 K	5.9 M	646.6 K	37.9 K	1640.8 K	244.9 K	753.1 K	2.6 M	1.9 M
CTR	1.18%	1.99%	0.44%	0.97%	1.43%	0.84%	2.06%	5.66%	0.89%	0.94%	1.55%	0.77%
CTOR	4.9%	7.5%	2.3%	3.6%	5.7%	5.0%	7.5%	20.0%	3.2%	3.7%	6.5%	2.8%
UNSUB	2.9 M	388.6 K	564.2 K	267.3 K	593.4 K	69.6 K	5714	104.1 K	33.1 K	108.6 K	323.8 K	438.7 K
UNSUB RATE	0.17%	0.22%	0.17%	0.16%	0.14%	0.09%	0.31%	0.36%	0.12%	0.14%	0.19%	0.18%
BOOKINGS	187.9 K	7.6 K	15.1 K	27.1 K	77.2 K	8.8 K	45	20.2 K	1.5 K	5.0 K	15.2 K	10.2 K
ROOM NIGHTS	453.0 K	20.6 K	31.0 K	66.7 K	186.5 K	21.9 K	136	48.5 K	3.3 K	11.5 K	38.0 K	24.8 K
REVENUE	\$76.1 M	\$4.0 M	\$4.6 M	\$11.8 M	\$31.7 M	\$3.9 M	\$34.9 K	\$7.6 M	\$.6 M	\$1715.7 K	\$5.8 M	\$4.4 M
CONVERSION RATE	0.92%	0.22%	1.04%	1.64%	1.31%	1.36%	0.12%	1.23%	0.62%	0.66%	0.58%	0.53%
ВРК	0.11	0.04	0.05	0.16	0.19	0.11	0.02	0.70	0.05	0.06	0.09	0.04



Industry Insights: However, as the Delta Variant has swept across the country in the last few weeks, the <u>rebound might be short-lived</u>. 45% of Americans now believe the U.S. economy will worsen in the next 12 months, the highest since December 2020. Confidence in personal financial situation and <u>expected future travel spending also dropped sharply</u>.

Perception of the U.S. Economic Condition in the Next 12 Months, Feb 2020 - Aug 2021



Source: Skift Research, August 2021

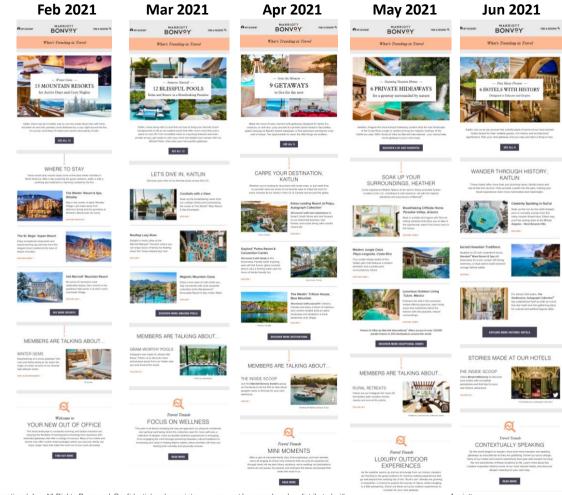


Q3 2021 Core MAU: Top Performing Content

Month	Module	Content Description	Clicks	CTR
August	Hero	Q3 Points Purchase	276,348	1.04%
July	Hero	US Portfolio Campaign	35,867	0.13%
July	Leisure Destinations	Leisure Destinations	29,849	0.11%
Sept	Hero	Q3 GloPro Register	17,337	0.07%
August	Offers	CALA Visa	16,044	0.06%
July	Offers	US/CA Escapes	15,498	0.06%
Sept	Promo	Q3 PointsPurchase	15,152	0.06%
July	Your News	Westin Sweepstakes	14,045	0.05%
August	Leisure Destinations	Leisure Destinations	13,690	0.05%
August	Promo	Moments Relaunch	8,816	0.03%
July	Promo	National Parks	8,322	0.03%
Sept	Offers	US Westin Store	6,601	0.03%
July	Cobrand	US CHASE ECM ENC	6,354	0.02%
Sept	Offers	CALA F&B	5,813	0.02%
August	Traveler	US/CA Traveler	4,584	0.02%
Sept	Your News	US Shop with Points	4,440	0.02%
Sept	Hero	Generic Booking	4,371	0.02%
Sept	Cobrand	US CHASE ECM ENC	4,365	0.02%
August	gust Cobrand US CHASE ECM ENC		4,312	0.02%

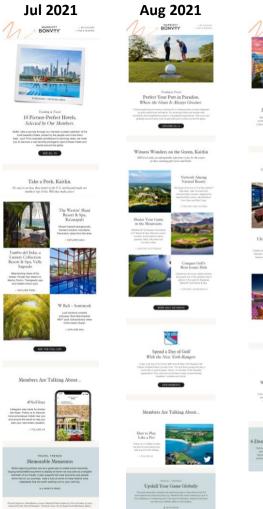


Project WanderlustSample Creative





Project WanderlustSample Creative







Project Wanderlust Top Articles

Module	Month	Article	Clicks	CTR
Hero	March	12 Blissful Pools	141.9 K	0.62%
Hero	June	6 Hotels with History	95.8 K	0.59%
Hero	May	6 Private Hideaways (HVMI)	73.3 K	0.49%
Hero	July	10 Picture-Perfect Hotels	81.2 K	0.47%
Hero	April	Seize the Moment - 9 Getaways to live for the now	61.1 K	0.36%
Hero	February	Mountain Resorts	64.5 K	0.29%
Hero	August	Perfect Your Putt in Paradise	25.8 K	0.17%
Hero	September	Hot New Hotels	26.4 K	0.16%
Secondary Content	May	Playa Langosta, Costa Rica	19.4 K	0.13%
Secondary Content	May	Tulum, Mexico	19.3 K	0.13%
Secondary Content	May	Paradise Valley, Arizona	19.3 K	0.13%
Secondary Content	March	Majestic Mountain Oasis	19.0 K	0.08%
Secondary Content	June	Sacred Hawaiian Traditions	12.2 K	0.07%
Secondary Content	April	Koloa Landing Resort	12.3 K	0.07%
Secondary Content	July	See Full List of Top 10	12.0 K	0.07%
Secondary Content	March	Rooftop Lazy River	15.0 K	0.07%
Secondary Content	March	Cocktails with a View	14.9 K	0.06%
Secondary Content	February	See More Resorts	11.4 K	0.05%



Campaign Dashboard Categories

Categories	Category Description	For Example
Brand	MI branded messages where the "friendly from" name is the actual brand name or business partner uses METT optimization	Brand BPP emails, HVMI Solos, and other branded Solos
Cobrand CC	Solo messages exclusively featuring a cobranded credit card	Acquisition and ECM campaigns (Welcome, Solos, Events)
Continent Marketing	Field-sponsored, solo marketing campaigns (NOT METT)	Regional Solos, Americas, Bonvoy Escapes
Core Marketing	Marketing campaigns intended to drive conversion and revenue, and not otherwise defined elsewhere (Moments, Partner, Boutiques, etc.,)	MAU, Program Solos, Abandoned Search, Holiday messages, MBV Boutiques
METT	Offers and targeting submitted and deployed through the Field METT Tool that run through METT optimization	Field METTs, Property Promotions
Informational	Service or transactional messages (may or may not have transactional footer)	Points Sharing, Research/Survey, CEC, Apology
Lifecycle	Triggered messaging to move customers through loyalty program lifecycle	Welcome, Achievers, Redemption, On Boarding
Moments	Includes Moments Solos, METTs and Bi-Monthly/Recurring campaigns	Special Events, Bi-Monthly Solos
Partner	Campaigns featuring Loyalty partner	Your World Rewards, United Airlines, Hertz, Cruises Only
Promotions	Includes Global Promo, Algorithmic Targeted Marketing and Model-based Offers	ATM, Points.com, Global Promotion Announcement & Reg Confirmations
Travel Inspiration	Messages that inspire travel and share travel tips & trends	Traveler, Project Wanderlust

