



2026 SERVE 360 REPORT

Global Progress

Marriott
INTERNATIONAL



SERVE 360
DOING GOOD IN EVERY DIRECTION

Built on a Foundation of Core Values

Across generations, the Marriott family’s values-driven approach has been instrumental in shaping our company’s culture and success since 1927.

Nearly 100 years ago, when J. Willard and Alice S. Marriott launched their first business venture, they understood the importance of core values — setting the foundation for the future of our company. Our founders embodied these values through innovation, integrity, excellence, and a steadfast commitment to put people first — inspiring associates to take care of our customers, communities, and each other.

Decades later, even as our company has evolved and grown through challenges and triumphs, these core values have stood the test of time.



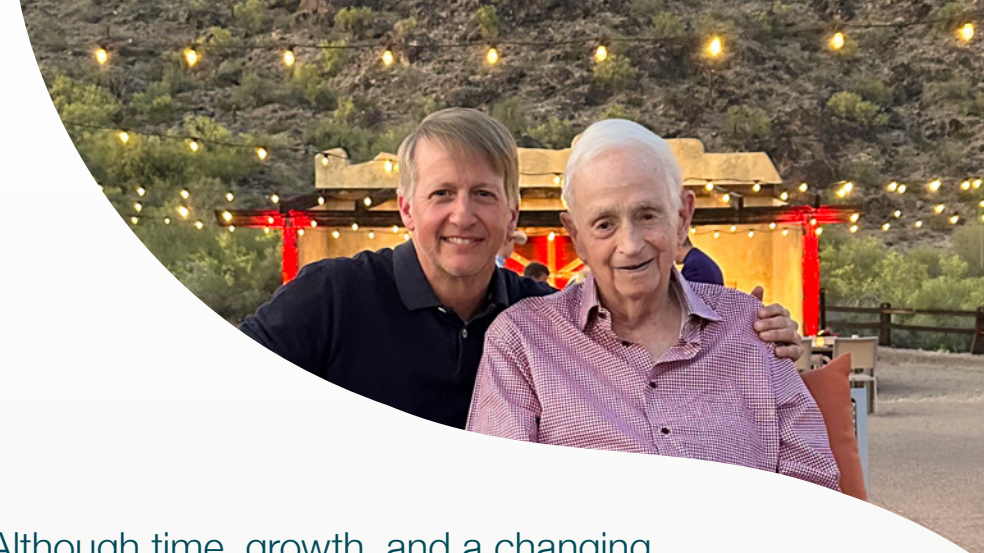
When J.W. Marriott, Jr. took over the family business, he guided the company into a global hospitality organization with a leadership style built on the same core values his parents prioritized.

As Marriott approaches our 100th anniversary, our core values will continue to propel us into the future — setting the stage for associates and hotels across the world to Put People First, Pursue Excellence, Embrace Change, Act With Integrity, and Serve Our World.

“I don’t believe there is anything more important than being out with our associates — thanking them for their service, inspiring and empowering them, and showing them how strongly our leadership cares and is committed to supporting them as they bring to life the core values my grandparents and parents instilled in our company.”

David S. Marriott | Chairman of the Board

Throughout this Report, we refer to Marriott International, Inc. as “Marriott,” “Marriott hotels,” “we,” “our,” or “company.” Please refer to the **“About the Report”** section on page 22 for additional information and definitions, and **here** for our 2025 Serve 360 Goals and **here** for our 2030 Serve 360 Goals.
Report Publication Date: June 30, 2026



“Although time, growth, and a changing workforce move us further from the early days of our company, we must never stray from the basic principles that have made us successful.”

J.W. Marriott, Jr. | Chairman Emeritus

2025 COMPANY OVERVIEW

30+ brands

145 countries and territories

9,800+ properties

1.7+ million rooms

~745,000 global managed and franchised associates

270+ million Marriott Bonvoy[®] members

A Message from Our President & Chief Executive Officer



Nearly a century ago, Marriott was founded on a simple belief: when we take care of people, the business will take care of itself. That belief — grounded in our core values — has guided us through generations of growth, transformation, and change. It continues to shape how we lead today and how we prepare for what comes next.

Serve 360, our sustainability and social impact platform, is one of the clearest expressions of that belief in action. It reflects how we use the scale, reach, and influence of Marriott to create positive impact — not as a standalone initiative, but as an integral part of how we grow our business and serve our world. As we approach our 100th anniversary, I am incredibly proud of the progress our associates, owners, and partners have made delivering on our first generation of Serve 360 goals, and I am equally focused on what the next chapter requires of us as leaders.

The 2026–2030 Serve 360 goals mark the beginning of that next chapter. They are ambitious by design, grounded in experience, and focused on accelerating impact across the areas where we can make the greatest difference.

At Marriott, we **Nurture Our World** by strengthening the communities that surround our hotels. Around the globe, associates volunteer their time, care for the natural environment, support the well-being of children, and step forward in moments of greatest need. This past year, those efforts helped us exceed our 2025 volunteerism goal by more than 30 percent, a clear reflection of the passion and purpose our people bring to service. Building on that momentum, we have committed to contributing an additional 15 million volunteer hours between 2026 and 2030, deepening our local impact while reinforcing Marriott’s role as a trusted community partner.

We also recognize that long-term success depends on how responsibly we operate every day. To **Sustain Responsible Operations**, we continue to embed efficiency, environmental stewardship, and resilience into the way our hotels are designed, renovated, sourced, and run. By empowering hotels and owners with practical programs and data-driven tools, we are

advancing measurable improvements across our portfolio — strengthening performance while reducing environmental impact and supporting the long-term health of the destinations we serve.

Our culture has always been defined by opportunity. To **Empower Through Opportunity**, we prioritize associate well-being, invest in continuous learning, and create clear pathways for people to grow and lead. From developing talent within our own workforce to partnering with organizations that prepare individuals for careers in hospitality, we are expanding access to meaningful work and building a stronger industry for the future. These investments not only help people thrive, they help Marriott stay competitive, innovative, and ready for what’s ahead.

Equally important is our responsibility to create a more inclusive and respectful world. We strive to **Welcome All and Advance Human Rights** by fostering dignity, safety, and belonging across our business and our industry. Over the past decade, Marriott has played a leading role in raising awareness of human trafficking, enabling the training of millions of associates and peers worldwide. Looking ahead, we are deepening this commitment by launching new programs designed to support and empower survivors and by expanding resources that help associates create more accessible travel experiences.

Together, these priorities reflect what Serve 360 has always stood for: doing good in every direction — for people, for communities, and for the world we share. Our 2030 goals build on a strong foundation and are fueled by the commitment of the company, the passion of our associates, the trust of our guests, and the partnership of owners and operators across the globe.

As we prepare to mark a century of Marriott, this work is not separate from our business strategy — it is central to how we grow, how we lead, and how we live our core value to Serve Our World for the next 100 years.

Anthony Capuano | ANTHONY G. CAPUANO



Environmental

Investing in the Resiliency of Destinations

Since J. Willard and Alice S. Marriott opened the company’s first hotel in Arlington, VA (U.S.), the company has believed that destinations can define Marriott hotels — and Marriott recognizes the importance of taking care of the destinations where we operate. In our view, investing in these communities supports their preservation for future generations, while advancing our company’s long-term success and legacy.

Biodiversity

At Marriott, one way we work to create value for our stakeholders is by prioritizing the longevity of hotels and their destinations by caring for the natural environment around them. Through the actions of hotels, associates, and Marriott Business Councils — networks of local General Managers focused on advancing our company’s strategy and core values — we raise awareness and support sustainability-focused organizations and programs that bolster the resilience of our global communities.



In 2025, Marriott completed our company’s first biodiversity assessment aimed at understanding and addressing key biodiversity-related impacts for our full portfolio of properties. By mapping biodiversity-sensitive areas using global nature indicator data, we gained a baseline understanding of how individual properties intersect with sensitive ecosystems.

This work helped inform our **2030 Serve 360 Goal** where we aim to conduct 35,000 activities to protect, restore, or enhance nature in the regions where we operate between 2026 and 2030.

Resiliency & Adaptation

In 2025, Marriott’s Engineering team worked to evaluate weather-related risks across the global Marriott portfolio. The assessment aimed to prioritize significant potential risks and identify the locations with the highest exposure in order to support the strengthening of adaptation and mitigation measures and the resiliency of hotels in our portfolio.

To further promote property-level awareness and response capabilities, Marriott’s resilience training series offers a library of on-demand courses, covering topics such as freeze protection and extreme weather readiness guidance. In 2025, managed and franchised associates completed over 2,300 modules within the training series.

2025 BIODIVERSITY IMPACTS

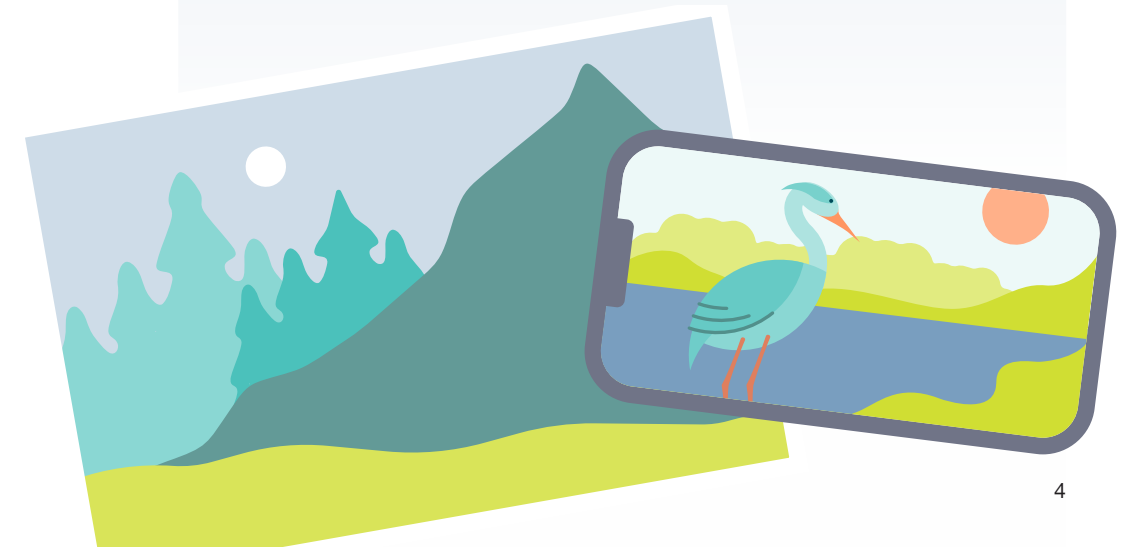
32,500+ trees planted through our engagement with the **Arbor Day Foundation** in critical ecosystems across Alabama, Florida, Georgia, and Mississippi (U.S.)

7,500 biodiversity-related activities reported by associates, hotels, and Business Councils — such as clean-ups, ocean conservation, and reforestation

Continued engagement with World Wildlife Fund (**WWF**) to support the Peru Mahi Mahi Longline Fishery Improvement Project, aimed at improving management practices and safeguarding the broader marine ecosystem

93% of U.S. & Caribbean and Latin America golf properties and **100%** of U.K. golf properties were recognized for their environmental management practices by **The Audubon Cooperative Sanctuary Program for Golf**

\$280,000+ raised through the Marriott Bonvoy member **Annual Choice Benefit** for WWF to support their global conservation efforts



Designing & Renovating

Our efforts to embed sustainability principles into our hotel design and renovation standards are aimed at improving environmental and operational performance and asset resiliency, supporting paths to certification.

Sustainable Building Design

Marriott's responsible hotel design efforts provide guidance and resources to assist our hotel owners in developing sustainable buildings and are enabled by return on investment-focused research. Throughout 2025, we continued collaborating with architecture, design, engineering, and research companies to provide sustainability programs, resources, and tools to assist our hotel owners in improving operational performance and attracting future business.



This included updating and evolving the company's design standards, such as global energy efficiency guidance with enhanced global design principles for mechanical, electrical, and plumbing systems. We also updated our water reduction design standards for hotels in Europe, Middle East & Africa to harmonize water fixture requirements across brands and establish a regional baseline for water-efficient sanitary fixtures — enabling future water savings across new developments and renovations at scale.

We surpassed our **2025 Goal** for adaptive reuse projects, with 343 open projects at year-end 2025. While hotel owners continue to capitalize on the benefits of adaptive reuse, including lower development costs, we plan to evolve our broader responsible design efforts, with a further focus on sustainable renovations.

Sustainability Certifications

Over the past several years, in working toward our **2025 Goals**, we continued expanding our certifications database to help properties achieve third-party sustainability certification, while providing access to discounted pricing and streamlined application guidance. As a result of these efforts, as of year-end 2025, over 20% of hotels in our portfolio are certified to a recognized sustainability standard, and 383 open and pipeline hotels achieved or are pursuing **LEED** or an equivalent certification. Properties across the globe have indicated benefits associated with achieving a sustainability certification, such as meeting consumer expectations, generating potential revenue opportunities, and improving operational efficiency. To help the more than 1,700 hotels that continue to pursue certification to a recognized sustainability standard, our teams plan to continue providing resources and tools to guide hotel owners, architects, interior designers, consultants, and hotels to prioritize applicable third-party sustainability certifications in their regions.

GUIDED BY OUR CORE VALUES

In 2025, the Moxy Hamburg – Finkenwerder (Hamburg, Germany) opened as an all-electric property, featuring a rooftop solar system, green roofs, and geothermal energy systems. As the property seeks **DGNB** (a German sustainability system) New Construction Silver designation, it has already implemented key initiatives aiming to improve performance and occupant comfort.

THE CASE FOR ENERGY AND CARBON EFFICIENCY IN HOTEL DEVELOPMENT

In 2025, our Global Design Strategies team engaged with JLL, a real estate services firm, to evaluate how sustainable design strategies can influence financial performance and enable long-term success.

A series of **case studies** provides hotel owners and project teams with insights into capital planning, decarbonization progress, and asset resilience over time.

The case studies highlight certain factors as potential benefits to sustainable design and development, such as increased long-term asset value, reduced operating costs through utility savings, increased long-term occupancy, and incentive benefits, where available.

The team plans to leverage the findings to inform our upcoming sustainable renovations framework, while increasing visibility of these positive impacts across hotel owners.



Operating Responsibly

Across our portfolio of hotels, we work to integrate programs, tools, and other resources aimed at measuring environmental impacts and enhancing efficiencies.

Operational Transparency & Accountability

At Marriott, we leverage our proprietary systems, the Marriott Environmental Sustainability Hub (MESH) and the Sustainable Practices & Resilient Operations Update Tracker (SPROUT), to monitor impacts and support property-level performance improvements, transparency, and accountability. MESH equips our stakeholders — including on-property teams, leadership, and hotel owners — with data insights and peer benchmarks, allowing them to log and measure energy, water, and waste metrics, and analyze trends. At the same time, SPROUT provides these same stakeholders with efficiency recommendations, transforming performance metrics into operational enhancements.



AWARD WINNING PROGRAMS

Marriott International was recognized as a **U.S. Department of Energy's Better Buildings® Better Practice Award Winner** for our internal scorecard system that strengthened energy performance and accountability across 2,200 managed hotels — using competition, real-time data insights, and targeted goals to drive more sustainable operations, while also delivering \$28 million in cost savings.

Energy & Emissions

Through Marriott's data-driven approach, we provide hotels with energy use intensity (EUI) target guidance. Annually, each property in the portfolio is assigned an individual EUI threshold that supports our global emissions reduction goals and assists properties in their efforts to reduce on-property energy usage and costs. As of year-end 2025, nearly 50% of in-scope managed properties achieved their annual, internal EUI thresholds.

In 2025, we continued our multi-year effort to complete energy assessments at targeted properties. More than 630 properties completed energy audits as of year-end 2025, which inform property-level capital planning. We also provide properties with a library of resources and tools, ranging from energy project case studies to energy assessment templates, all aimed at supporting energy efficiency.

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In 2025, The Westin Chennai Velachery (Chennai, India) made strides across its operations — sourcing more than 30% of energy from renewables, including an onsite solar power system.

Based on the results from an energy assessment, the property also implemented two efficiency projects, resulting in an estimated annual energy savings of approximately 16%.

Renewable Energy

The use of renewable energy supports operational resiliency by increasing energy independence and hedging volatility in the energy market, while contributing to our **2025 renewable energy goal**.

As of year-end 2025, 3.9% of Marriott's electricity use came from renewable sources. Looking ahead, we plan to center our renewable energy strategy around providing property-level resources, including a global guidebook with an accompanying artificial intelligence (AI) interface to help make technical content more accessible. These tools aim to increase adoption of renewable energy and address complexities in contracting and onsite systems.

Science-Based Targets

This year, we continued our efforts, related to our **science-based targets**, to reduce emissions by linking energy reduction throughout the hotel life-cycle, as energy consumption is Marriott's largest source of emissions. As of year-end 2025, emissions within Marriott's

near-term target have increased by 1.3% compared to our 2019 baseline due to portfolio expansion. Notwithstanding, emissions intensity over the same time period has decreased by 15.4%, reflecting progress in reducing emissions per property. Moving forward, Marriott plans to internally review progress on a recurring basis against annualized continent and global emissions reduction goals aligned to our near-term targets. Emissions within the boundary of Marriott's **long-term target** have decreased by 4.5% compared to our 2019 baseline.*

*Please see page 2 of the **Performance Tables & Appendices** for further details.



Water

Marriott's approach to managing water usage integrates technology, educational tools, and property-level programs. These resources are designed to support water efficiencies across our global portfolio and protect this important resource for local communities, while proactively managing against operational disruptions.

In an effort to drive resource efficiency, enhance data integrity, and in support of our **2025 Serve 360 Goal**, in 2025 we conducted a current-state water assessment, developed property-level water targets, and increased the rigor of data quality requirements. While these actions, alongside continued portfolio growth, influenced year-over-year comparability, our water intensity at year-end 2025 remained 5.7% below our 2016 baseline.

Building on the learnings from these efforts, we launched a **2030 Serve 360 Goal** to reduce water intensity by 10% between 2026 and 2030. Using property-level gamification tools to encourage the adoption of water-efficiency projects, we aim to accelerate water reduction progress across our hotels globally.



CONTINUING INNOVATION

Our legacy of innovation has supported environmental performance improvements across hotels globally. In 2025, we continued to demonstrate the benefits of high-efficiency water technology through our engagement with **Ecolab**.

The implementation of Ecolab's water management initiatives, including low-temperature laundry and foodservice programs, avoided over **950 million** gallons of water use.*

Waste

Over the past several years, we have continued to evolve our waste management approach by enhancing data collection and property-level engagement. Last year marked a milestone achievement, as we set waste and food waste reporting baselines toward our **2025 Goals** for thousands of properties across our portfolio. We continued making progress and reduced waste to landfill intensity by approximately 25% and food waste to landfill intensity by approximately 34%, compared to our 2019 baselines.

Our efforts to increase data tracking and reporting, despite the lack of weight measurement standards by waste haulers, among other challenges, have had a positive impact. In addition to supporting the hospitality industry's **Hotel Waste Measurement Methodology**, we also developed a hazardous waste extrapolation methodology to improve our reporting.

In 2025, our efforts to manage waste expanded to better understand where waste goes after it leaves a hotel. We conducted research using data and information from over 200 managed properties, tracking the movement of waste. By understanding the full waste journey, we believe we can further equip hotels to identify waste inefficiencies and reduce contamination — ultimately supporting environmental performance improvements, cost savings, and cleaner destinations.

In line with this objective, we launched a **2030 Serve 360 Goal** to reduce single-use products intensity by 10% between 2026 and 2030. Leveraging the findings from our 2024 inventory of 16 categories of single-use plastics, we plan to identify opportunities including removing and switching to reusable products, sourcing more sustainable materials, and enhancing our understanding of existing single-use alternatives efforts at the property-level.

REDUCING SINGLE-USE PACKAGING

In 2025, Marriott avoided approximately **1.5 million** pounds of waste by using Ecolab's housekeeping and ware washing solutions that are designed to minimize single-use packaging.*

*Water and waste savings are estimates, reflecting typical industry practices.





Food Waste

To address food waste, we work to equip properties with resources to more effectively manage food from the source through meal preparation and disposal.

We continue to see an increased level of awareness from meeting planners and their guests regarding food waste, coupled with a shift in their expectations that hotels integrate efficient food waste reduction strategies across their own events. Therefore, in 2025, Marriott's Global Operations team launched the Food Waste Reduction Property Guide for meetings and events, designed to provide hotel teams with educational tools to reduce event-related



food waste. This resource aims to support our own sustainability objectives and those of our customers, while driving business to Marriott hotels.

We also continue to encourage hotels to reduce food waste through the utilization of AI food waste tracking systems. Properties across Marriott continue to engage with technology solution providers to implement systems in their kitchens and continue to report significant food waste savings, with some hotels averaging over a 50% reduction following full system implementation.



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“[I work to] minimize waste by using every part of an ingredient from peels and pulp to seeds and herbs. I also prioritize sourcing local fruits and spices to support the community and reduce environmental impact. This approach proves that sustainability and creativity can work together, especially in an island environment that I deeply care about.”

Bar Supervisor | The Ritz-Carlton Maldives, Fari Islands (North Male Atoll, Maldives)

Supply Chain

In line with our company-wide strategy, Marriott's approach to responsible sourcing aims to support resiliency across supply chains, while driving value for our stakeholders. We continue to engage through the Hospitality Alliance for Responsible Procurement (**HARP**) to provide hospitality suppliers with resources to help strengthen their sustainability performance.

We made progress toward our **2025 furniture, fixtures, and equipment (FF&E) goal**, with 77% of products evaluated through the MindClick Sustainability Assessment Program (**MSAP**) scoring in the top-tier “leader” level across the U.S. and Canada as of year-end 2025.

Even with changes to renovation, supply chain, and cost schedules, nearly 2,000 FF&E products across the top 10 categories achieved top-tier status. Additionally, 72% of FF&E products specified for all prototypical brands reached the “leader” MSAP rating (as part of the lifecycle evaluation of Marriott Global Design Procurement's FF&E suppliers in the U.S. & Canada).

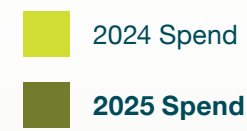
Across Marriott’s regions, our teams were focused on supporting our **2025 responsible sourcing goals**. As of year-end 2025, 70.03%* of total egg spend was cage-free, and 27.72%* of total pork spend was responsibly sourced across managed and franchised properties, globally. Additionally, 47.26%* of paper products were Forest Stewardship Council (**FSC**)-certified,** and 21.60%* of seafood was Marine Stewardship Council (**MSC**)- or Aquaculture Stewardship Council (**ASC**)-certified. While we continue to work with properties to help mitigate supply chain-related challenges, such as avian flu outbreaks and overall slow supply chain maturity, we also aim to leverage our legacy of innovation and strong stakeholder engagement to support a responsible, stable supply chain. This includes our engagement with a global food company in the U.S. and Canada to develop and introduce new products, such as ones that meet our **responsible sourcing requirements for group-housed pork**.

In 2025, we continued to encourage hotels to source produce and other products from suppliers and businesses near each property, while acknowledging that a global approach would not allow us to meet our **2025 produce sourcing goal** for such a localized effort. Property-level guidance built a foundation to empower hotels to source close to their operations. For example, several of our regions have elevated efforts to locally source products beyond produce, including APEC, which continues to integrate hyper-local sourcing as part of their overall sourcing strategy.

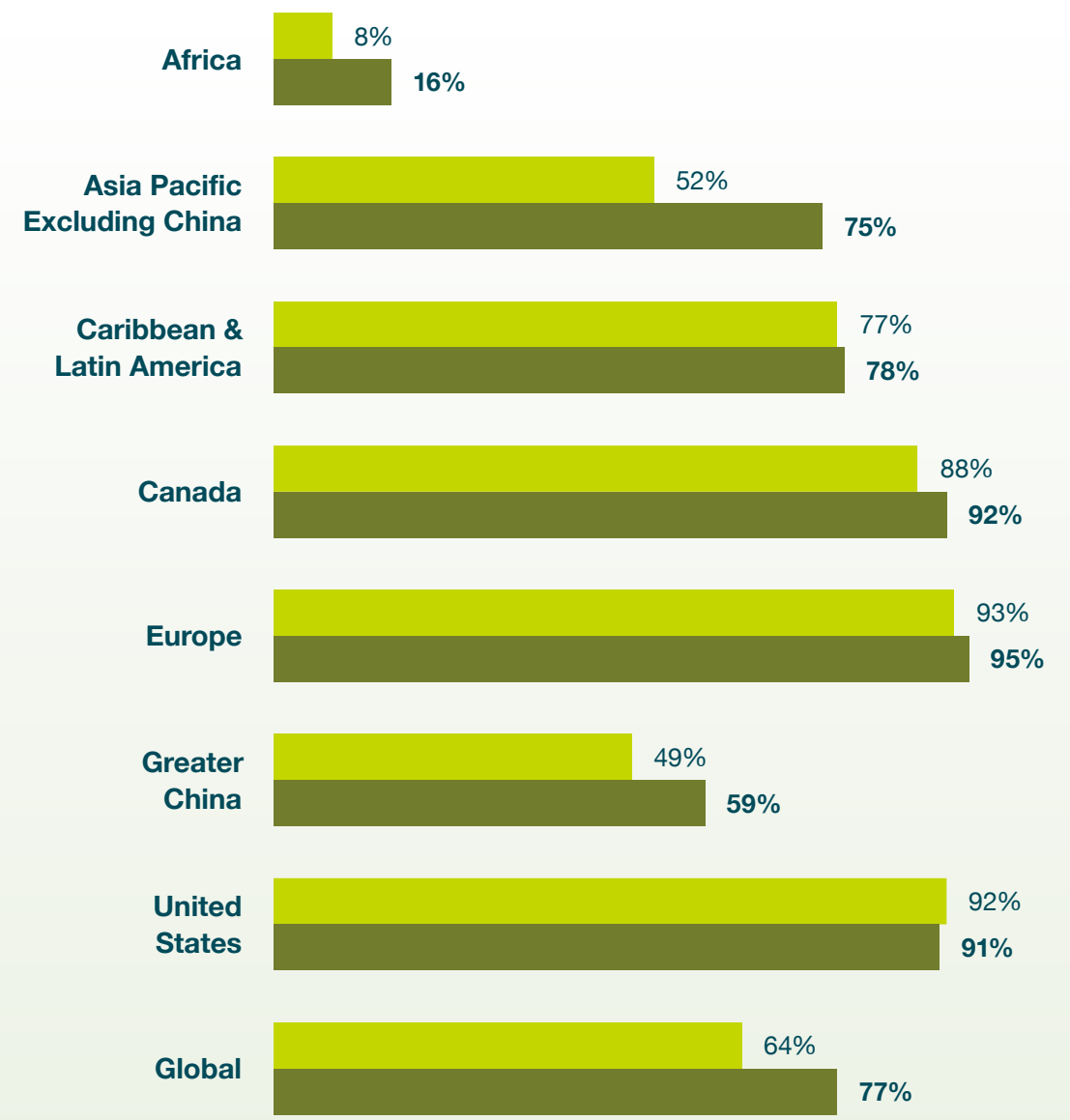
*Based on available data.
 **FSC products are inclusive of personal paper products, office paper, and napkins.

In 2025, managed properties in the following six countries transitioned to 100% cage-free eggs: Austria, Bhutan, Nepal, Netherlands, New Zealand, and Uruguay.

CAGE-FREE EGG PROGRESS



Progress represents year-over-year cage-free egg managed spend (where available).
 For graphic purposes, metrics within each bar were rounded to the nearest whole number.



No data available for Middle East due to continual availability constraints across the region.

Social

Making Communities Better Places to Live, Work & Visit

At Marriott, our long-standing legacy is built on a foundation of serving our world.

Community Investments & Volunteerism

Nearly 40 years ago, the first Marriott Business Councils were created. Sparked by a desire to bring together the company's business units, Business Councils have evolved into local coalitions of hotels with a mission to preserve company culture and core values, advocate for our industry, and engage in community service. In 2025, 116 Business Councils and 87 Next Gen Business Councils continued to promote our culture and activate community investment and volunteerism programs at their hotels.

Since the launch of our **2025 Goals**, we have continued to strengthen our local communities around the world. Marriott

surpassed our global 15 million volunteer hours goal by more than 4 million hours as of year-end 2025, with more than 96% of managed properties and more than 53% of franchised properties participating in community service activities. Additionally, nearly 33% of cumulative volunteer hours have served children and youth since 2016, while more than 27% of cumulative volunteer activities have been skills-based since 2017.

As Marriott continues to work to make the communities where we operate better places to live, work, and visit, we launched a **2030 Serve 360 Goal** to contribute 15 million hours of volunteer service globally between 2026 and 2030. This goal aims to accelerate our annual volunteer impact, building on Marriott's past contributions to the communities we call home.

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“The community work that [the Business Councils] do is truly remarkable. They can be mobilized at the push of a button and are the first ones to help in any crisis. They are our army of goodness, and I can't thank them enough for all of the good that they do.”

J.W. Marriott, Jr. | Chairman Emeritus

2025 COMMUNITY IMPACTS

19.5+ million hours of volunteer service globally, since 2016

\$50+ million contributed by Marriott, associates, Business Councils, and guests, including **\$27+ million** in cash and **\$23+ million** in in-kind donations to support communities and philanthropic causes

124+ million Marriott Bonvoy points, including points matched by Marriott, donated to support Serve 360-related charities





Disaster Relief

When disaster strikes, time is of the essence. Alongside local hotels, Business Councils worldwide, and humanitarian organizations, we work to rapidly deploy resources and essential help in times of need.

In 2025, the **Marriott Disaster Relief Fund** provided over \$1 million to support more than 850 managed and franchised associates and humanitarian organizations, and more than 39 million Marriott Bonvoy points were donated by Marriott Bonvoy members and the company to support global disaster relief efforts.

Through the **TakeCare Relief Fund**, a 501(c)(3) public charity sponsored by Marriott, more than 200 grants were provided to associates impacted by natural disasters and other hardships throughout 2025.



GUIDED BY OUR CORE VALUES

During Marriott’s annual senior leadership team service event in 2025, leaders across Marriott volunteered over 125 hours at **Children’s National Hospital** (Washington, D.C.). In gratitude for the work of the hospital, the company, along with **The J. Willard and Alice S. Marriott Foundation**, also provided a donation of \$50,000, representing our commitment to the well-being of children.

Well-Being of Children

Crucial to every community’s long-term stability and success is the well-being of its children.

Recognizing the importance of future generations, we launched a **2030 Serve 360 Goal** to positively impact the lives of 5 million children via Marriott philanthropic partner programs between 2026 and 2030. This goal builds on Marriott’s long-standing partnerships with **Children’s Miracle Network** and **UNICEF**, two organizations to which we have provided decades of support.

- Over the past 43 years, nearly \$178 million has been donated to Children’s Miracle Network in the U.S. & Canada by associates, properties, and Business Councils, including more than \$8 million in 2025.
- In support of UNICEF’s mission to protect the rights of every child, Marriott contributed more than \$1 million in 2025 through the Check Out for Children (COFC) program, local initiatives, in-kind support, company contributions, and Marriott Bonvoy member donations. Since 1995, more than \$53 million has been raised for UNICEF by COFC and other initiatives.

WORKING TOGETHER IN TIMES OF NEED



In early 2025, communities in Los Angeles (California, U.S.) faced devastating wildfires that spread across the region.

Marriott quickly mobilized and began offering relief support by collaborating with a network of local school districts, nonprofit organizations, and businesses across the community.

- Marriott hotels provided space to host special events for local schools, including a Los Angeles Unified School District graduation ceremony for **over 250** unhoused students, their families, and educators.
- The Sheraton Grand Los Angeles prepared **nearly 12,000** meals to be donated to Pasadena Unified School District staff and community families.
- The Marriott Disaster Relief Fund and the TakeCare Relief Fund provided **more than \$245,000** to impacted associates and community organizations supporting relief efforts.

Our Marriott Bonvoy Boutiques donated **more than 18,000** products, such as bedding and linens, representing **over \$1 million** in value, to the Los Angeles Unified School District, which were distributed to those impacted across the community.

Leveraging the Power of Travel

Travel is a powerful tool — one that not only builds human connection but also serves as a catalyst for resiliency and understanding across communities and cultures.

Human Rights

As a global leader in hospitality, we continue to prioritize our efforts to advance respect for human rights and combat human trafficking. Nearly a decade ago, we launched human trafficking awareness training as a powerful resource in the fight against human trafficking. Since then, the training is standard Marriott practice and has been made more broadly available across the hospitality industry. While a continuous influx of new associates made it a challenge to reach our **2025 Goal** of 100% of associates trained on human trafficking awareness when measured at any one time, we mandate human trafficking awareness training for on-property associates at managed and franchised hotels and trained more than 1.7 million associates between 2016 and year-end 2025. We also continue to expand training availability across our industry, and as of the end of 2025, our collaboration with the **American Hotel and Lodging Association Foundation** and **PACT** had resulted in more than 2.5 million completions of Marriott’s human

trafficking awareness training across the hospitality industry since 2020. Marriott also worked with the World Sustainable Hospitality Alliance (**WSHA**) to increase global availability of our training for the industry.

As we look ahead to the legacy of our human rights awareness programs, our training will remain a foundational element to combat human trafficking. We are exploring new opportunities to reinforce human trafficking awareness through micro-learning experiences within our own learning platform and provide resources for properties to engage with local anti-trafficking community organizations.

In support of our **2025 Goal** to integrate human rights throughout our value chain, we participated in industry efforts, such as collaborating with the International Organization for Migration to enhance ethical recruitment practices in the industry and providing human rights education in the hotel construction phase.

To further amplify our positive impact, we launched a **2030 Serve 360 Goal** to support 1,000 survivors of human trafficking through Marriott-developed programs between 2026 and 2030. In alignment with this objective, we continue to expand the pilot of two programs: HotelHelp, which offers donated room nights to survivors in need of short-term, emergency accommodations; and the Future in Training (FiT) Curriculum, which provides job readiness training for survivors interested in careers in the hospitality industry. As of year-end 2025, over 50 hotels across 12 markets participate in HotelHelp, and nearly 10 markets across the U.S., Canada, and Thailand were providing training and resources through the FiT Curriculum.

Peace & Cultural Understanding

In 2025, our support to elevate the power of travel to promote peace, cultural immersion, and leadership development expanded across multiple organizations. This included **Global Glimpse**, a nonprofit that funds travel scholarships for students, and **Global Ties U.S.**, an organization dedicated to connecting people and communities in the U.S. with global leaders through international exchange programs. We also began working with the **Council on International Educational Exchange** to fund scholarships for high school summer abroad programs in culinary arts, leadership and service, social change, and sustainability. These engagements continued to drive meaningful progress across our organization, including meeting our **2025 Goal** to support projects aimed at evaluating, driving, and elevating travel and tourism’s role in cultural understanding.



EMPOWERING A BETTER FUTURE

At the 2025 Counter-Trafficking Freedom Summit, the **U.S. Chamber of Commerce** and **A21** presented Marriott International with the **Anti-Human Trafficking Business Award for Survivor Empowerment**, recognizing our efforts to offer short-term emergency hotel stays and job readiness training to survivors.

Shaping the Future of Hospitality

A career in hospitality can serve as a gateway to a lifetime of opportunity — building foundational skills and helping individuals discover their potential, while at the same time strengthening our company, our industry, and the communities we serve.

Skills Development for Hospitality

Marriott continues to strategically engage with organizations to enhance hospitality’s pipeline of talent and build long-term value for our stakeholders. We surpassed our **2025 Goal** to invest \$35 million in skills development and empowerment opportunities in our communities by over \$8 million as of year-end 2025.



Building on the success of our achievements, we launched a **2030 Serve 360 Goal** to educate 300,000 people in hospitality through Marriott-developed programs and community partnerships between 2026 and 2030. Inspired by our core value to Put People First, this goal aims to strengthen the future of the hospitality industry not only through Marriott’s own training programs, but also through collaboration with philanthropic partners, educational institutions, and communities to provide skills training and workforce development for all.

Through our continued collaboration with the WSHA’s Employability Program, more than 160 young people received practical, hotel-based hospitality training across Marriott properties in 2025. Over 60% of program graduates were hired by Marriott. Our support also helped WSHA further strengthen its curriculum by aligning more closely with real-life operational roles and workplace expectations within hospitality.

We also engage with organizations focused on empowering refugees to create a positive future for themselves, their families, and their communities. Through our support for the **Tent Partnership for Refugees’** mentorship program in 2025, employees at dozens of major companies in the U.S., including Marriott, provided guidance and support to hundreds of refugee mentees. We also continued to support the **International Rescue Committee’s** Hospitality Link program by enabling the training of more than 200 refugees.



GUIDED BY OUR CORE VALUES

“My senior chefs believed in me, guided me patiently, and encouraged me every step of the way. I gained confidence and learned the skills needed to work in a professional kitchen. I am truly grateful for this opportunity. It has changed my life.”

WSHA Employability Program Graduate and Food and Beverage Associate | Le Méridien Gurgaon, Delhi NCR (Delhi, India)



GUIDED BY OUR CORE VALUES

“Since day one with Marriott, I’ve been surrounded by supportive, caring individuals who’ve made me feel valued and included.

I’ve found a renewed sense of belonging and camaraderie that mirrors what I experienced in the military. It’s a place where veterans can continue to serve, lead, and make a meaningful impact.”

Director of Facilities Services | Texas and Louisiana (U.S.)



GUIDED BY OUR CORE VALUES

“Marriott is the kind of place where you can build your career from the ground up — just like I did.

The company truly invests in you through systematic and holistic training, supportive mentorship, and attainable opportunities to grow. If you bring dedication, resilience, and a willingness to learn, you will find yourself surrounded by a community that lifts you up and empowers you to succeed.”

Chef de Partie (and former Intern) | The Ritz-Carlton, Perth (Perth, Australia)

Career Journeys at Marriott

Across Marriott, we have worked to develop meaningful, long-term relationships with organizations focused on expanding access to opportunity, which allows us to connect with future associates, and attract, retain, and develop strong talent for our business.

- Across our properties and corporate offices, we offer fellowships for undergraduate and graduate students that provide immersive, hands-on experiences in our business and the hospitality industry. In 2025, more than 100 fellows joined our summer cohort at Marriott’s global corporate headquarters, and approximately 30% accepted roles with the company following completion of the program.
- Marriott’s **Voyage** program, an award-winning, global leadership development program available in over 50 countries, provides recent college graduates hands-on, discipline-specific training.

- For more than 30 years, Marriott’s flagship partnership with **Bridges From School to Work**®, established by the Marriott family, has supported skills development, training, and job placement for young people with disabilities.
- Through our continued engagement with **Recruit Military** and additional outreach activities, more than 1,000 veterans were hired by Marriott in the U.S. in 2025.

As we evaluate opportunities to strengthen talent, Marriott is investing in innovative measures to expand internal mobility and create additional career pathways.



Empowering Associates by Opening Doors

Marriott's legacy of service, innovation, and growth was built on a culture of putting people first and remains guided by the three signature elements of our human capital strategy — Growing Great Leaders, Investing in Associates, and Creating Access to Opportunity.

Growing Great Leaders

Our commitment to growing great leaders is grounded in Marriott's core values and strengthened by a culture of continuous learning and listening. Insights from associates help shape how we design and evolve talent development, making opportunities relevant, accessible, and aligned to the needs of Marriott's global workforce. We invest in leadership growth through programs such as *Elevate by Marriott International*, which supports frontline and early manager career progression; *En Route*, focused on building leadership capabilities for managers of others; and *Accelerators*, designed for high-potential associates. These experiences are complemented by scalable, self-directed development offerings that enable associates across roles, regions, and career stages to build skills and advance their careers.

GUIDED BY OUR CORE VALUES

“My Elevate experience has been nothing short of exceptional. The emphasis on leadership development has helped me refine my communication, decision-making, and problem-solving skills, essential for success in any professional setting.”

Sales Coordinator | Delta Hotels by Marriott Toronto (Ontario, Canada)

LEADERSHIP PROGRAMS

We continued to scale Elevate by expanding multilingual access to career-building tools and resources. In 2025, **more than 128,000** managed and franchised associates visited the Elevate platform to support their development. Two cohort experiences were completed during the year, with **over 1,600** associates graduating. Graduates were promoted **5.5** times more often than their non-Elevate peers.

En Route participation continued to expand, with an increased focus on hotel executive committee members and general managers. By investing across leadership levels, from first-time managers to senior property leaders, our plan is to build a more consistent and capable leadership pipeline. In 2025, **nearly 19,000** participants took part in an En Route program.

Accelerators continued to evolve as we expanded global reach, enhanced broader participation through in-language elements, and strengthened feedback mechanisms. In 2025, **more than 700** participants took part in our Global Leadership Accelerators.

Through the J.W. Marriott, Jr. Associate Growth Center, we provide associates with access to leadership development, career planning tools, and skill-building resources aligned to our leadership framework.



Driving Continuous Learning

In 2025, we transformed learning across our business through the implementation of Daily Questions in our Digital Learning Zone (DLZ). Shifting from solely episodic training to a daily habit has reinforced knowledge and driven engagement, with more than 125 million daily questions answered and more than 26 million training modules completed in 2025 alone. Beyond reinforcing critical knowledge, our enhanced programming also leverages the power of AI to personalize an associate's learning journey across Marriott. We continue to further engage associates through dynamic newsfeeds and personalized communications, delivering relevant content, updates, and learning opportunities directly aligned to their roles and development goals.

To reinforce our efforts to empower Marriott's workforce, we launched a **2030 Serve 360 Goal** to support growth through 200 million completed learning development experiences between 2026 and 2030.



Associate Engagement

In 2025, Marriott strengthened its approach to continuous listening by expanding our global feedback platform, associateVoice, that enables associates to share timely, actionable input throughout the year. Designed to move beyond an annual survey, the program saw participation rates ranging between 84% and 88% worldwide. The insights helped drive a Global Engagement Index of 91 and a Leadership Index of 88, reflecting strong confidence in our culture and direction. Associates also expressed high levels of trust in our broader impact, with 90% recognizing our commitment to sustainability and 91% expressing confidence in our positive contributions to communities. We believe that together, these results demonstrate that our associates are highly engaged and proud of our efforts to support the environment and the communities we serve.

Investing in Associates

We believe in providing associates with the tools, resources, and support they need to thrive — both personally and professionally. Our approach to investing in associates extends beyond compensation to include a focus on the whole person through TakeCare, Marriott's associate well-being program.

Benefits and Compensation

Over the past year, we continued to invest in our associates through competitive pay, comprehensive benefits and rewards, a company match for retirement savings, and access to an Employee Stock Purchase Plan (ESPP) for eligible U.S. associates. In the U.S., we streamlined our Retirement Savings Program (RSP) and ESPP under a single provider, making it easier for associates to access their benefits while expanding educational workshops and tools designed to strengthen financial literacy and long-term financial confidence.

In 2025, more than 20% of eligible associates participated in our ESPP, while over 90% of eligible associates participated in our RSP, reflecting strong engagement in programs that are aimed at supporting financial well-being and future growth.

Pay Equity

Marriott is committed to fair and equitable pay for our associates, and our compensation structures and policies are designed to promote pay equity. In the U.S., to promote pay equity in starting pay, we prohibit compensation history inquiries during the hiring process, disclose pay ranges in job postings for all management positions, and disclose adjusted pay gaps to promote pay transparency. Marriott's review of compensation, conducted in early 2026, showed that when adjusted for legitimate factors such as role, tenure, and location, U.S. associates who identified as female earn approximately 98% of what male associates earn.

Taking Care of Associates

In 2025, we continued to enhance our TakeCare program, expanding educational opportunities to franchised associates and providing holistic resources that support our three wellness pillars — physical, mental, and financial. These program-wide improvements reflect our ongoing dedication to creating an environment where every associate can be their best self, achieve their goals, and feel supported across all aspects of their lives.

The TakeCare Champion network continued to strengthen across the enterprise, with 98% of managed locations globally supported

by Champions. With over 14,500 Champions across more than 1,900 locations, this community helps bring our wellness strategy to life on-property — amplifying physical, mental, and financial well-being through local activation and peer-to-peer leadership.

In 2025, TakeCare Certification, an internal award that recognizes worksites for creating an environment that supports a healthy lifestyle, maintained strong global engagement, with 86% of managed locations applying and 79% achieving TakeCare Certified or Honorable Mention status.

TAKECARE PROGRAM

Physical Wellness

We provide eligible U.S. associates and their families with comprehensive offerings, including health care coverage and work/life support benefits. Outside the U.S., we offer comprehensive benefit programs that vary based on geographic market. We evaluate these programs for competitiveness against the external talent market.



Mental Wellness

Marriott's Assistance and Resources for Life program, available to associates in the U.S., Canada, the U.S. Virgin Islands, Puerto Rico, and Australia, provides interactive resources that are designed to help associates manage everyday challenges and enhance personal well-being. We also continued to empower associates with the tools to foster empathy and build mental resilience through our Mind Matters series, and in 2025, **more than 16,000** associates completed the training.



Financial Wellness

In 2025, we strengthened our focus on financial well-being by launching a global webinar series covering foundational financial topics tailored to reflect regional and cultural nuances and meet associates where they are. In the U.S., we expanded access to financial education through Fidelity-hosted webinars focused on practical, actionable guidance. The impact extended beyond the sessions themselves, with **76%** of attendees using the resources in Fidelity's system within 90 days, demonstrating sustained engagement and follow-through on their financial goals.



Creating Access to Opportunity

Associates are the heart of our business and essential to our success. We are focused on fostering an environment where people can begin their career, belong to an incredible team, and become their very best. As part of that, we are proud to serve the communities where we operate and are committed to creating access to opportunity for all.

Associate Resource Groups

Marriott's Associate Resource Groups (ARGs) support our culture and are places for associates to feel heard, respected, and included. Across our organization, ARGs, which are open to all associates, offer a space that encourages learning, innovation, networking, and development. As of year-end 2025, our ARGs encompassed more than 23,500 enrollments.

Throughout 2025, our focus on opening doors across our organization was centered around engaging and empowering current and future talent using the strong foundation of our ARG program.

- We expanded our ARG ecosystem by introducing ARG Champions. These individuals represent Marriott's overall ARG program and work to amplify ARG activities to align with the needs of our regions and communities — driving associate awareness and engagement.
- We launched the ARG Talent Scout Program, a recruiting initiative designed to empower the next generation of talent and expand outreach to create more readily accessible opportunities to Marriott careers. Since the program launched in mid-2025, more than 680 associates have been enrolled as Talent Scouts.

Fostering a Welcoming World

At Marriott, we believe that creating an environment that empowers talent to thrive is a strategic advantage that drives value for all of our stakeholders.

In 2025, we implemented a suite of practical, easy-to-use resources designed to help associates foster a welcoming environment for colleagues and guests with disabilities. Grounded in Marriott's people-first culture, these tools are focused on translating accessible and inclusive principles into clear, actionable behaviors that can be leveraged across hotels, offices, and customer engagement centers around the world. As of early 2026, these resources have been viewed by associates more than 25,000 times.

As part of our commitment to welcoming all, we also launched a **2030 Serve 360 Goal** to complete 7.5 million training courses between 2026 and 2030.

GUIDED BY OUR CORE VALUES

“[Our ARGs are] another aspect of how Marriott's culture continues to come to life by putting people first.

We focus on what's important to our associates. Once they feel valued, it creates a strong sense of loyalty to our company, which increases retention, satisfaction, and love for the workplace. It goes beyond the walls of hotels and corporate.”

**Senior Director of Franchise Operations
& ARG Member | Maryland (U.S.)**



Governance

Building Long-Term Value Through Sustainability & Social Impact

Marriott’s success as a global hospitality company is grounded in our business strategy, guided by our core values, and demonstrated through our ability to deliver results, while building resiliency through our sustainability and social impact platform, Serve 360.

Serve 360 Governance

Oversight of Marriott’s Serve 360 Goals and broader strategy ranges from a committee of the Board of Directors and the President and CEO to regional leaders and hotel executive teams and associates.

The Inclusion and Social Impact Committee (ISIC) of our Board of Directors (Board) assists the Board in providing oversight of the company’s strategies related to cultivating Marriott’s culture and core values, including creating access to opportunity, advancing its efforts to make the communities where we operate better places to live, work, and visit, and supporting long-term resilience for our company and the environment.

At the management level, our Serve 360 platform is guided by governing bodies, each of which maintains specific priorities and objectives to drive value for stakeholders across the organization.

Investments

At Marriott, we evaluate sustainability initiatives consistent with the approach we apply to other corporate initiatives. Significant corporate investments in sustainability initiatives undergo robust financial analysis — which may include cost-benefit evaluation, net present value, internal rate of return, or sensitivity testing — before integration into our business plans and operations. As part of our process, we also consider other factors, as applicable, such as alignment with our business strategies and operations, hotel owner feedback, impact to properties, customer and guest preferences, and regulatory compliance obligations. Once implemented, we monitor progress and costs consistent with our enterprise-wide approach.

SERVE 360 GOVERNANCE STRUCTURE

BOARD OF DIRECTORS (ISIC)

Oversees, reviews, and provides guidance to the Board and management

SERVE 360 EXECUTIVE LEADERSHIP COUNCIL

Oversees strategy implementation

SERVE 360 ADVISORY COUNCIL

Develops recommendations to advance the strategy

OWNER ADVISORY COUNCILS

Provide input and advice as the voice of the owner/franchise management company community

SERVE 360 REGIONAL COUNCILS & LEADERS

Drive the strategy at the regional level

SUSTAINABILITY CHAMPIONS

Activate the strategy across properties



Leading with Integrity Throughout Our Business & Value Chain

Acting with integrity has long been one of our core values, serving as a guidepost for decisions, driving strategic choices, and strengthening the trust we share with our stakeholders.

Business Ethics

Marriott's Ethics & Compliance Program is led by our Chief Compliance Officer and overseen by the internal Ethics and Compliance Governance Board, comprised of our President and CEO's senior leadership team. The Audit Committee of the Board of Directors receives regular updates on the program, which includes policies, training, risk assessments, and controls focused on key risk areas, including anti-harassment and anti-discrimination, anti-corruption, anti-money laundering, antitrust, and global trade sanctions.

Marriott's Internal Audit department performs an annual risk assessment and performs audits throughout the year to help monitor compliance with applicable laws, regulatory requirements, and Marriott's standards and policies. Our Compliance Office also administers an annual associate survey to measure awareness and the strength of our ethical culture and to identify opportunities to further enhance the program.

Supply Chain Engagement & Assessments

Driving a responsible and resilient global supply chain begins by building relationships with suppliers that share our values. We take an active role in evaluating impacts and setting standards for suppliers who do business with Marriott.

Over the past decade, our strategy has evolved to encompass broader value chain challenges associated with collecting information regarding product sustainability, social impact, and human rights criteria to work toward our **2025 responsible sourcing goals**. To monitor supply chain responsibility and performance, we utilize **EcoVadis** as a holistic, third-party assessment tool. Our engagement with HARP, EcoVadis, and Global Purchasing Organizations led to enhanced assessment and governance, while realizing the benefits of tools to assist our suppliers in improving sustainability performance. In 2025, approximately 500 Marriott suppliers were evaluated through EcoVadis across environment, labor and human rights, ethics, and sustainable procurement topics. Suppliers with low scores may be further engaged through corrective actions aimed at driving improvement and value for these businesses.



Through our membership with HARP and engagement with EcoVadis, we facilitated supplier webinars focused on operational excellence. These sessions aimed to improve individual supplier performance — ultimately strengthening the hospitality value chain as a whole.



Supplier Innovation & Outreach

Marriott's supplier program is designed to expand our global purchasing footprint, spur innovation, and inspire us to find new ways to do business better, including supporting local communities. In 2025, Marriott spent approximately \$56 million with a variety of local suppliers in the areas surrounding our global corporate headquarters office, including Washington, D.C., Virginia, and Maryland (U.S.).

Data Privacy & Cybersecurity

Marriott’s global information security and global privacy programs are designed to assess, identify, and manage cybersecurity and data privacy risks across our company.

Governance & Oversight

Our robust information security and global privacy governance structure includes the Board of Directors’ Technology and Information Security Oversight Committee, which assists the Board in providing oversight of matters of technology, information security, and privacy.



At the management level, we have several global management committees that provide executive-level oversight and strategic risk management. Marriott’s Global Privacy, Information Security, Data & AI Governance Board, which includes several subcommittees, provides oversight and strategic guidance with respect to these programs.

Our global information security team is responsible for Marriott’s information security program, including the development, coordination, and management of information security-related activities. We also have continent and headquarters-based committees that are responsible for executing our strategy and evaluating policy and procedure effectiveness across the organization, globally.

Risk-Based Approach

We manage data privacy and cybersecurity through multiple mechanisms, including business unit assessments, control gap analyses, privacy impact assessments, internal audits and assessments, and third-party program reviews.

From a cybersecurity perspective, our program uses various technologies and processes to help protect systems and data and is aligned with National Institute of Standards in Technology (NIST) 800-53 and ISO 27001 controls and ISO 27002 guidelines. To extend our program to certain service providers that process personal data, we may implement additional procedures.

Marriott’s Global Information Security & Privacy Incident Response Plan sets out a coordinated, multi-faceted approach for investigating, containing, and mitigating information security incidents involving our owned, leased, or managed properties and above-property locations.

Training & Awareness

In early 2025, Marriott rolled out a combined privacy and information security and protection training. More than 312,000 managed and franchised associates completed the Protecting Data: Privacy & Security Essentials training as of year-end 2025. Ad-hoc training on specialized data privacy topics is also provided to associates in certain specified roles.

RESPONSIBLE USE OF AI

Across Marriott, we are embracing the era of AI by establishing enhanced policies, procedures, and governance structures to responsibly use the technology.

We published a new company policy addressing enterprise AI governance and setting forth our principles for the responsible use of AI at Marriott.

We updated our risk assessment process for projects involving generative AI.

We established a new standard issuing guidance for the use of third-party AI systems, with a specific focus on accuracy of outputs and bias testing.



Advancing Business Growth Through Engagement

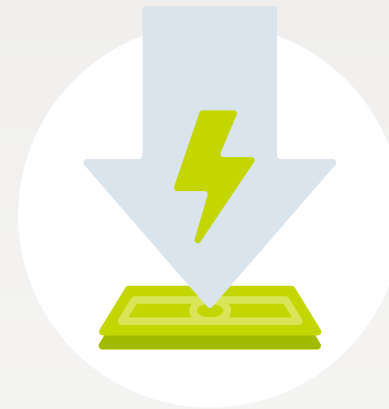
At Marriott, we work to support public policy that promotes both our business goals and the success of the hospitality industry.

Industry Association Engagement

Both in the U.S. and internationally, Marriott engages with numerous industry and business associations. This allows us to support public policy priorities, engage with our customers, and focus on advancing the business globally and across the U.S. at the federal, state, and local levels.

As of year-end 2025, Marriott maintained several corporate-level relationships including with the following associations: **Business Roundtable**; **U.S. Chamber of Commerce**; **World Travel & Tourism Council**; **American Hotel & Lodging Association**; **International Franchise Association**; **Global Business Travel Association**; **U.S. Travel Association**; **Clean Energy Buyers Association**; and **World Sustainable Hospitality Alliance**.

2025 PUBLIC POLICY EFFORTS ACROSS THE U.S.



ADVOCATING FOR LOWER ENERGY COSTS

Throughout the year, we engaged with state governments to support legislation that allows consumers to shop and procure energy from a wider range of sources – ultimately aimed at lowering their costs, while supporting resiliency across the electricity grid.

HUMAN TRAFFICKING AWARENESS TRAINING SUPPORT

In 2025, we supported human trafficking awareness training legislation in multiple states. For example, in Rhode Island, every employee of a hotel and every operator of a short-term rental property in the state is now required to receive human trafficking awareness training within 180 days of employment, and annually thereafter.

We also worked with state and local regulatory agencies to confirm alignment of Marriott’s proprietary training program with the compliance requirements of mandatory human trafficking awareness training laws.



About the Report & Forward-Looking Statements

About the Report

Information and data within the following three documents: 2026 Serve 360 Report: Global Progress, 2026 Serve 360 Report: Around The World Highlights, and 2026 Serve 360 Report: Performance Tables & Appendices (collectively, the Report) represent Marriott International, Inc.'s (Marriott, Marriott hotels, company, we, our) global operations from our portfolio of owned, leased, managed, franchised, and certain licensed hotels, unless otherwise indicated. The Report reflects performance data for year-end 2025, unless otherwise indicated. Data in the Report may be rounded and represent estimations or approximations and may be based on assumptions. Financial metrics are reported in U.S. dollars, unless otherwise noted. Human capital information applies to associates whose employment is managed by Marriott, unless otherwise stated. "Associates" and "Workforce" refer to employees at owned/managed/leased hotels, unless otherwise noted. Specific highlights, projects, programs, metrics, or initiatives in the Report may apply only to select regions, hotels, Marriott Business Councils, or associates. Please refer to the specific descriptions within the Report for further details on the scope of these highlights, projects, programs, or initiatives. Note, programs described in the Report may represent multi-year initiatives and may not only have occurred in the reporting year (2025). Serve 360 Goals, including progress against those targets, represent managed, owned, leased, franchised, and certain licensed properties, unless otherwise stated. If applicable, the following boundaries apply to certain Serve 360 Goals and related data, unless otherwise stated: Macro global certification data exclude Design Hotels, Homes & Villas by Marriott BonvoySM, timeshares, The Ritz-Carlton Yacht Collection, and above property locations. Macro global and regional greenhouse gas (GHG) emissions and energy data exclude Design Hotels, Homes & Villas by Marriott BonvoySM, timeshares, and MGM Collection with Marriott BonvoySM. Macro global and regional water data exclude Design Hotels, Homes & Villas by Marriott BonvoySM, timeshares, The Ritz-Carlton Yacht Collection, and MGM Collection with Marriott BonvoySM. Macro global waste data exclude Design Hotels, Homes & Villas by Marriott BonvoySM, timeshares, residences, The Ritz-Carlton Yacht Collection, above property locations, and MGM Collection with Marriott BonvoySM. Please note, MGM Collection with Marriott BonvoySM hotels that are branded as The Luxury Collection[®], W Hotels[®], Autograph Collection[®], and Tribute Portfolio[®] are included in global and regional GHG emissions, energy, and water data and global waste data. GHG emissions, energy, and water intensity metrics include only validated data. Total Scope 1 and 2 GHG emissions, energy, water, and waste data may include extrapolation, if actual data is unavailable. There are a small number of non-hotel facilities under Marriott's operational control that are currently

excluded from the inventory boundary due to an immaterial quantity of emissions. Progress against Marriott's renewable electricity goal includes a combination of on-site generation, purchased off-site renewable energy, and purchased energy attribute certificates. References to our own or third-party websites and links to such websites are provided for informational purposes and the reader's convenience. The information or data included on these websites or accessible at these links is not incorporated into, and should not be deemed to be a part of, this Report. In addition, we use the term "hotel owners" throughout this Report to refer, collectively, to owners of hotels and other lodging offerings operating in our system pursuant to management agreements, franchise agreements, license agreements, or similar arrangements, and we use the term "hotels in our system" to refer to hotels and other lodging offerings operating in our system pursuant to such arrangements, as well as hotels that we own or lease. The terms "hotel owners" and "hotels in our system" exclude Homes & Villas by Marriott BonvoySM, timeshare, residential, and The Ritz-Carlton Yacht Collection[®]. Standards of measurement and performance made in reference to our environmental, social, governance, and other sustainability plans and goals may be based on protocols, processes, and assumptions that continue to evolve and are subject to change in the future, including due to the impact of future rulemaking. The Report discloses in reference to the Global Reporting Initiative (GRI) Standards and reflects the Sustainability Accounting Standards Board (SASB) and the Taskforce on Climate-related Financial Disclosures (TCFD) frameworks. Please note that information contained in the Report does not constitute a guarantee, commitment, or promise with regard to business activities, performance, or future results. The statements in the Report are made as of the publication date of the Report, unless otherwise indicated, and we undertake no obligation to update these statements to reflect subsequent events or circumstances.

Forward-Looking Statements

The Report contains certain forward-looking statements based on Marriott management's current assumptions and expectations, including statements regarding our sustainability and social impact targets, goals, commitments, programs, and other business plans, initiatives, and objectives. These statements are typically accompanied by the words "aim," "aspire," "hope," "believe," "elevate," "estimate," "evolve," "plan," "expect," "goal," "commit," "target," "will," "may," "can," "advance," "contribute," "launch," "expand," "potential," "continue," "future," or similar expressions concerning anticipated future events and expectations that are not historical facts. We undertake no obligation to publicly update or revise these statements, whether as a result of new information,

future events, or otherwise. The forward-looking statements speak only as of the date of this Report, and undue reliance should not be placed on these statements. Goals, targets, intentions, ambitions, or expectations described in the Report are aspirational and subject to change and are not guarantees or promises that all goals, targets, intentions, ambitions, or expectations will be met. All such statements are intended to enjoy the protection of the safe harbor for forward-looking statements within the meaning of Section 21E of the Securities Exchange Act of 1934, as amended, and the Private Securities Litigation Reform Act of 1995. Our actual future results, including the achievement of our targets, intentions, ambitions, goals, or commitments, could differ materially from these statements, including as the result of changes in circumstances, assumptions not being realized, changes in related regulations or enforcement priorities, shifts in consumer demand for various products and services, scientific or technological developments, the competitive nature of our industry, economic and other global, national, and regional conditions and events, the quality and reputation of our Company and our brands, actions by our hotel owners or others that could adversely affect our image and reputation, and other risk factors discussed in our U.S. Securities and Exchange Commission filings, including in our most recent Annual Report on Form 10-K and in our subsequent Quarterly Reports on Form 10-Q, which can be found on the Investor Relations page of Marriott's website at www.marriott.com. A number of our sustainability and social impact goals, targets, intentions, ambitions, or expectations may depend on the adoption of certain behaviors and activities by third parties, including our customers, hotel owners, and suppliers. If those third parties do not adopt certain behaviors, commitments, or activities, we may not be able to meet some goals. Additionally, we are engaged in certain projects that, should they not perform as we expect, could negatively affect our ability to meet some goals on time or at all. We make claims about such projects, including about our funding, partnerships, and the potential effects on third parties' sustainability efforts; however, there can be no guarantee that our products, projects, or funding efforts will have the effects we anticipate or intend. We urge you to consider all of the risks, uncertainties, and factors identified above or discussed in our reports filed with the SEC referenced above carefully in evaluating the forward-looking statements in the Report. Marriott cannot assure you that the results reflected or implied by any forward-looking statement will be realized or, even if substantially realized, that those results will have the forecasted or expected consequences and effects.

Report Publication Date: June 30, 2026

