



2026 SERVE 360 REPORT

Global Progress



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.



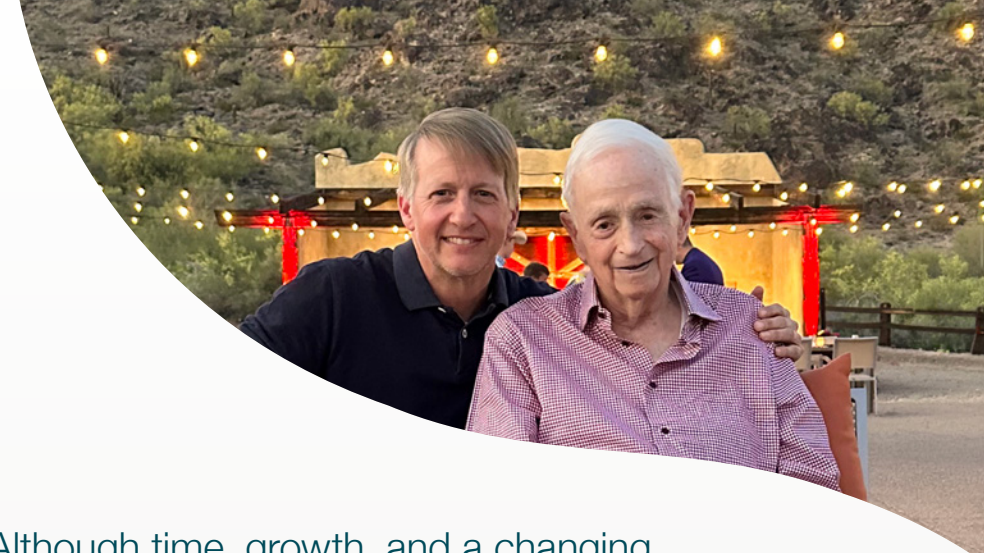
When J.W. Marriott, Jr. took over the family business, he guided the company into a global hospitality organization with a leadership style built on the same core values his parents prioritized.

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.
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“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.

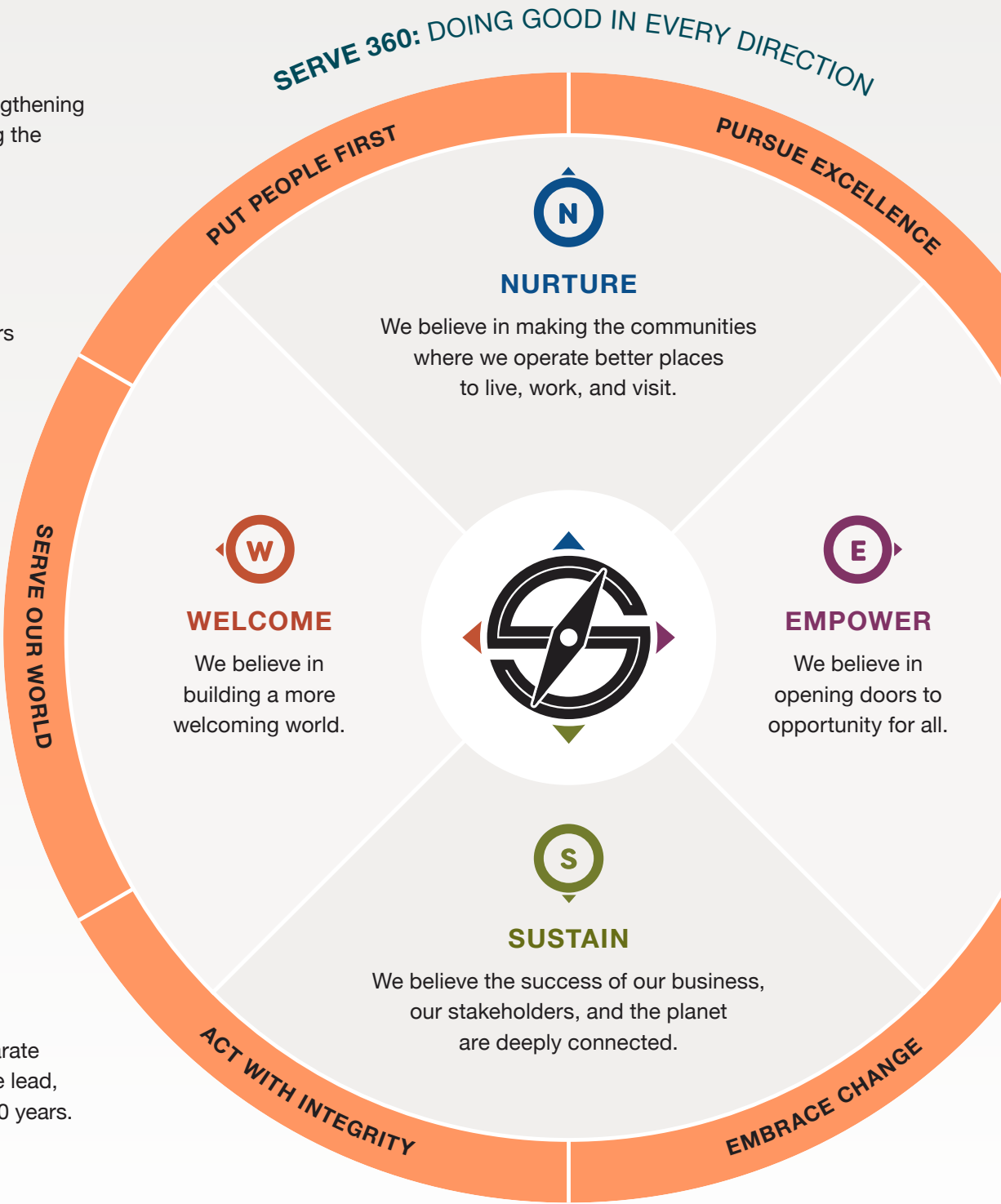
Our culture has always been defined by opportunity. To **Empower Through Opportunity**, we prioritize associate well-being, invest in continuous learning, and create clear pathways for people to grow and lead. From developing talent within our own workforce to partnering with organizations that prepare 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.

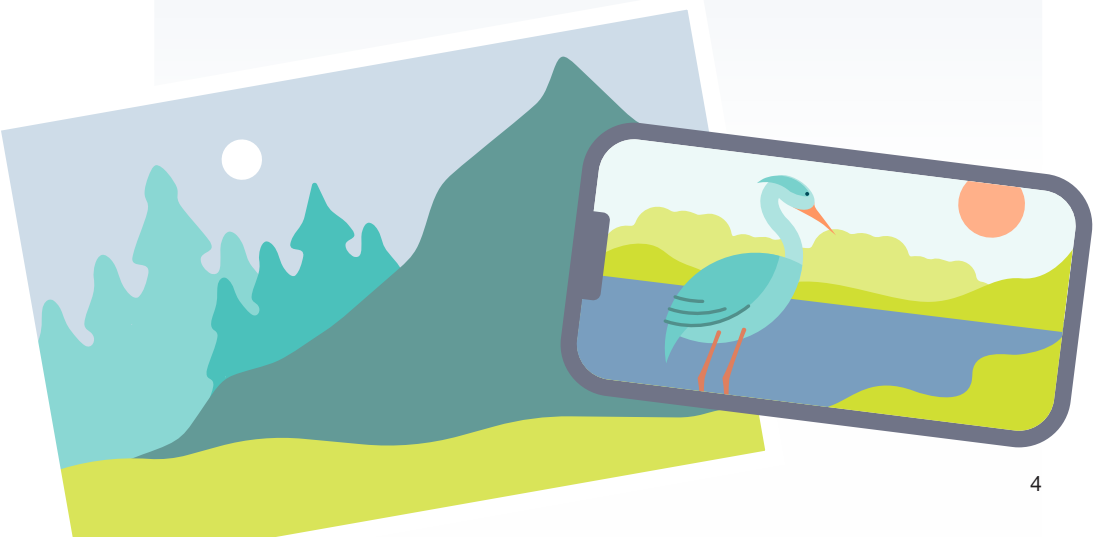
Resiliency & Adaptation

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.

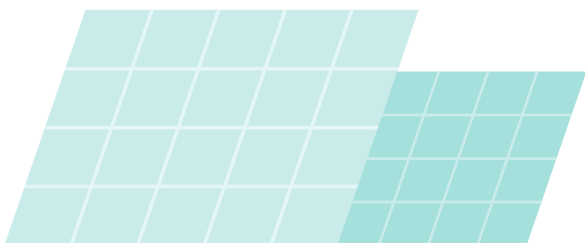
THE CASE FOR ENERGY AND CARBON EFFICIENCY IN HOTEL DEVELOPMENT

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).

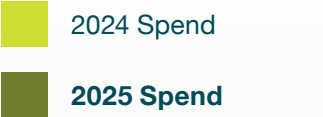
Across Marriott’s regions, our teams were focused on supporting our **2025 responsible sourcing goals**. As of year-end 2025, 70.03%* of total egg spend was cage-free, and 27.72%* of total pork spend was responsibly sourced across managed and franchised properties, globally. Additionally, 47.26%* of 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.

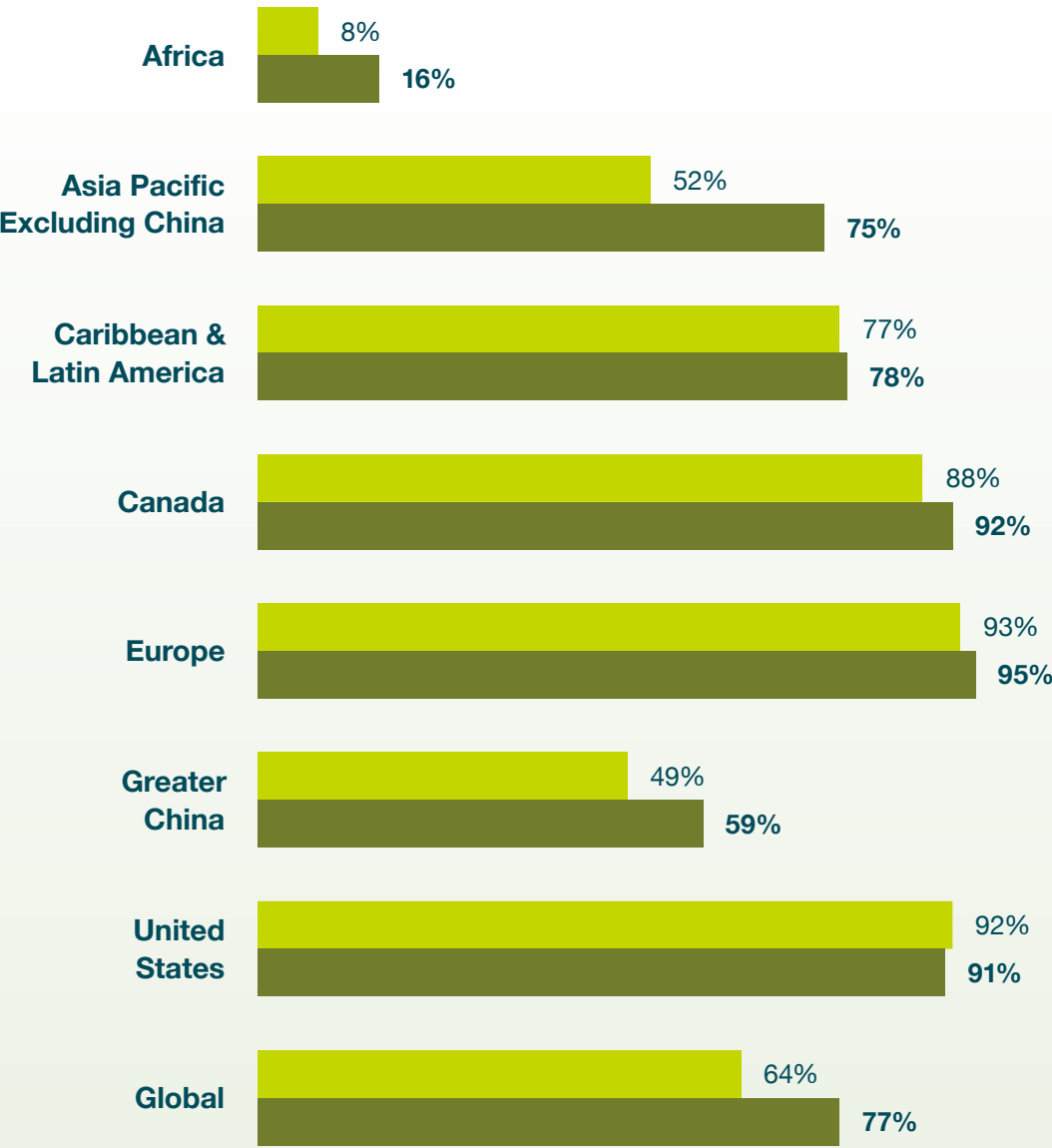
*Based on available data.
**FSC products are inclusive of personal paper products, office paper, and napkins.

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.

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.



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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.

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

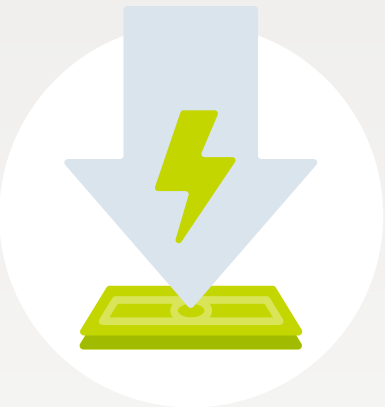
At Marriott, we work to support public policy that promotes both our business goals and the success of the hospitality industry.

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





2026 SERVE 360 REPORT

Highlights From Around the World



SERVE 360
DOING GOOD IN EVERY DIRECTION

Serve 360: Doing Good in Every Direction Around the World

For nearly a century, Marriott International's core values have guided our company across generations — from a single root beer stand in 1927 into a global leader in hospitality.

Today, this legacy continues to provide the strategic foundation for our Serve 360: Doing Good in Every Direction platform.



“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

Across our global regions, more than 9,800 properties activate Serve 360 in a localized manner, uniting our core values with our company's strategy to support people, communities, and destinations for future generations.

This Report includes forward-looking statements, which are subject to various risks, uncertainties, and factors that could cause our actual results to differ materially from these statements. Such risks, uncertainties, and factors include the 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. We undertake no obligation to 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. 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.

Please [click here](#) for additional information and important cautionary language about forward-looking statements, other information about content included in this Report, and information regarding references to our own or third-party websites, which are not part of this Report. Please [click here](#) for our 2025 Serve 360 Goals and [here](#) for our 2030 Serve 360 Goals.

Report Publication Date: June 30, 2026



Asia Pacific Excluding China

As Marriott's Asia Pacific excluding China (APEC) region expands across various markets and sought-after destinations, we continue to build on legacy sustainability and social impact programs that aim to provide value for our stakeholders, while placing our core values at the forefront of our actions.



Across our APEC region, associates and hotels are passionate about volunteering their time, protecting nature, and providing essential help in times of need — all with a focus on making the communities in which we operate better places to live, work, and visit. In 2025, these efforts culminated in nearly 925,000 volunteer hours, a significant contribution toward serving local communities, while supporting Marriott's company-wide goals.



Impacts from Flagship Programs & Longstanding Collaborations

More than 36,000 participants, including associates and community members across APEC, raised over \$500,000 through Marriott's Road to Give in 2025 — a decade plus, regional-wide initiative aimed at supporting local charities through wellness challenges, such as running or biking. The funds raised across more than 100 volunteer events were donated directly to local organizations to support the well-being of children, the environment, and more.

Nearly 1,400 volunteers from over 130 hotels across three countries engaged with local charities to prepare and distribute almost 25,000 meals to those in need to support World Food Day in 2025.

Approximately 80 managed hotels in the Philippines, Thailand, and Indonesia provided more than 344,000 meals to communities facing food insecurity through our long-standing philanthropic partnership with the Scholars of Sustenance (**SOS**) Foundation. In recognition of their efforts, the local team in Thailand was honored with SOS's **Best Sustaining**

Partner Award 2025, underscoring its dedication to reducing food waste.

More than 8,300 volunteers across 230 hotels in India, Indonesia, Malaysia, the Philippines, and Singapore came together to plant nearly 95,000 trees and over 11,000 mangroves in support of 2025 World Environment Day. Reinforcing our commitment to environmental stewardship, other hotels in the region also engaged guests and community members to participate in marine conservation programs, including beach clean-ups and coral planting conservation activities.

Helping in Times of Need

Grounded in our core value of putting people first, our hotels, associates, and Marriott Business Councils — networks of General Managers focused on advancing our company's strategy and core values — rapidly deployed emergency aid and coordinated regional fundraising efforts across APEC.

In 2025, Hat Yai, Thailand was severely affected by flooding. Business Councils and hotels across the country raised funds to provide financial assistance

to more than 170 impacted managed and franchised associates, helping them to purchase food and repair items for their homes. Associates also prepared meals and survivor bags for flood-affected communities in collaboration with SOS Foundation.

Over \$30,000 was raised by hotels in Vietnam and Korea to support communities and associates impacted by severe weather in Vietnam. The **Marriott Disaster Relief Fund** also provided food and household assistance for associates affected by the disasters.

Over \$10,000 was provided by the Philippines Business Council to associates impacted by a series of typhoons and flooding events in the country to help with home repair and replacement of damaged items.



2025 FLOOD RELIEF SUPPORT IN THAILAND

\$40,000+ raised for associates

4,000 meal boxes and **1,500+** survivor bags distributed

S SUSTAIN RESPONSIBLE OPERATIONS

Integrating sustainability programs across APEC has continued to improve performance and resiliency — ultimately supporting our sustainability and broader company strategy.

2025 KEY ENVIRONMENTAL PERFORMANCE ACHIEVEMENTS

~95% of properties* successfully completed energy use assessments

85%+ of hotels* implemented water action plans, supporting our efforts to reduce water consumption

460 hotels* consistently tracked solid waste data using our environmental reporting platform

135+ additional hotels achieved third-party sustainability certification, driving total certified properties to 298

*Defined as those properties tracked per the internal 2025 sustainability scorecard.



GUIDED BY OUR CORE VALUES

“We want this place to be somewhere visitors can learn about the environment. And by sharing what we do, we hope it also raises environmental awareness across Maldivian society.”

General Manager
Le Méridien Maldives
(Lhaviyani Atoll, Maldives)

E EMPOWER THROUGH OPPORTUNITY

Empowering those within Marriott and beyond creates thriving communities — strengthening our own business and the broader hospitality industry.

Developing the Next Generation

APEC continued to build on the success of Project Pranita in India, aimed at empowering underprivileged young women and providing access to a college education and industry experience. By the end of 2025, hotels in India had welcomed 140 students through the program, with participants slated to receive in-hotel and classroom training aimed at securing employment in the industry.

Empowering Talent

Our APEC region launched its People with Disabilities Toolkit in 2025. This comprehensive resource provides guidance to support recruitment, onboarding, and workplace integration, such as reviewing



accommodations and collaborating with community organizations that support people with disabilities. Through this focus of putting people first, hotels in the region utilized the Toolkit’s best practices to support hiring nearly 900 full-time associates with disabilities in 2025.

GUIDED BY OUR CORE VALUES

“I think [Project Pranita] is a great initiative by Marriott. Being part of this project feels like living my childhood dreams. I see myself turning into one of those strong and independent [individuals] ... leading with purpose by inspiring other(s).”

Project Pranita Participant

Leadership Development

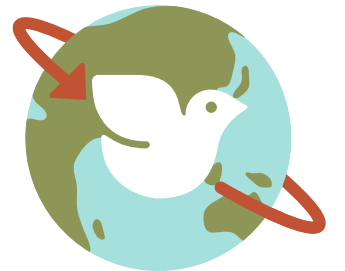
Across APEC, we work to create career pathways aimed at advancing our associates in their careers. For example, more than 120 leaders in the region graduated from Marriott Development Academy certificate programs in food & beverage, human resources, and hotel leadership. In addition, more than 1,100 above-property associates participated in a signature learning series to further enhance attendees’ ability to support hotel operations.

W WELCOME ALL AND ADVANCE HUMAN RIGHTS

Supporting survivors of human trafficking is a key component of Marriott’s human rights awareness program in the region. As of year-end 2025, 90% of managed and franchised associates across APEC completed human trafficking awareness training.

Survivor Advocacy

Building on our earlier work deploying the Future in Training Curriculum, a learning module to equip survivors with workforce development skills and prepare them for employment, we continued to collaborate with **Survivor Alliance** to adapt the piloted program in Thailand. In 2025, the curriculum was successfully delivered to eight participants through live and virtual sessions, with language translation provided throughout to support accessibility.



Caribbean & Latin America

Marriott's Caribbean & Latin America (CALA) region is rooted in vibrant destinations and thriving cultures. As our company continues to grow across the region, we are building on our legacy of long-standing programs and engagement activities that are aimed at making CALA's communities better places to live, work, and visit.

NURTURE OUR WORLD

Protecting biodiversity and conserving ecosystems is key to supporting resiliency across the nearly 40 countries and territories that make up Marriott's CALA region. This dedication to nature is supported by Marriott properties and associates who remain central to serving our world through innovation and collaboration.

Ecosystem Preservation

In Costa Rica, volunteers from the W Costa Rica – Reserva Conchal and The Westin Reserva Conchal, an All-Inclusive Golf Resort & Spa (Guanacaste, Costa Rica) participated in **Back Home**, a program dedicated to returning seashells to the sea.

Using science and collaboration, the initiative leveraged artificial intelligence technology (AI) to identify whether shells confiscated at the airport belonged to the Pacific Ocean or Caribbean Sea. During these volunteer activities, shells were identified,

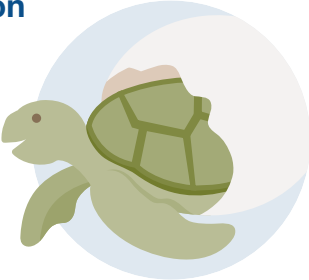
registered in the AI software, and later returned to coastal ecosystems in the area between Playa Conchal and Flamingo, in Guanacaste, Costa Rica.

These actions contribute to the protection of natural habitats, supporting biodiversity, marine ecosystems, and coastal preservation.

Recognizing the role nature can play in fostering meaningful connection, both hotels also participated in a Business Council initiative designed to spark dialogue through a group walk near the Reserva Conchal Wildlife Refuge. Through the *Next Walk*, *Next Talk* initiative, associates from different generations engaged in thoughtful conversation while connecting with the local environment.

Sea Turtle Conservation

In 2025, properties across CALA continued to lead year-round programs dedicated to sea turtle conservation efforts. As a result, more than 63,000 turtles were released into their natural habitats.



2025 VOLUNTEERISM & DONATION IMPACT

Associates across CALA came together to do good through a variety of volunteer programs coordinated by our Marriott Business Councils. In 2025, more than 83,000 volunteers across more than 30 countries and territories contributed:

310,000+

volunteer hours

\$2.2M+

in-kind and cash donations



SUSTAIN RESPONSIBLE OPERATIONS

We believe that integrating sustainable practices across hotel operations enables efficiency, ultimately driving resiliency for future generations by preserving destinations across the region.

Improving Environmental Performance

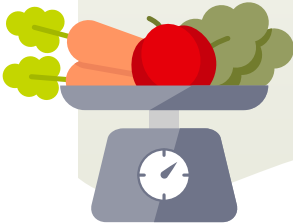
Our continued focus on embedding sustainability across the operations of CALA hotels has led to increased efficiency and achievement of key business performance indicators. For example, we exceeded the region's energy use intensity target guidance by implementing various programs to drive energy efficiency, such as smart operation system installations and associate engagement in energy reduction initiatives.



2025 KEY ACHIEVEMENTS

90%+ of properties* successfully completed energy use assessments to support our emission reduction targets

230+ properties* consistently reported solid waste and food waste data



Food Waste Technology

In hotel kitchens, technology can serve as a powerful tool to reduce waste, cut costs, and increase overall efficiency. Across four countries in CALA, 10 hotels implemented **Winnow's** AI-powered food waste prevention system, reducing food waste by more than 140 tons in 2025 — the equivalent of over 350,000 meals.

 GUIDED BY OUR CORE VALUES

The Sheraton Buenos Aires Hotel & Convention Center (Buenos Aires, Argentina) is just one example of a CALA property that works to integrate responsible operations.

In 2025, the property took innovative steps to reduce energy usage by approximately 14% compared to the previous year. Among several initiatives that drove progress, the property restructured laundry operations by optimizing schedules and internal processes to conserve energy and extend asset life.

*Defined as those properties tracked per the internal 2025 sustainability scorecard.

Sustainability in All-Inclusive Resorts

Marriott's all-inclusive portfolio of properties across CALA has continued to grow — creating opportunities to further integrate sustainability, while delivering exceptional guest experiences.

In 2025, our Royalton portfolio advanced impactful environmental initiatives ranging from reducing food waste to single-use plastics reduction and energy efficiency.

- The Royalton CHIC Cancun, An Autograph Collection All-Inclusive Resort (Cancun, Mexico) implemented an AI system, reducing food waste by 56% over a 12-month period, and saving over \$190,000 in annual costs. The property also eliminated the need for more than 280,000 plastic bottles annually through the implementation of an on-property water purification system, saving over \$48,000 in annual costs.
- Demonstrating a strong commitment to sustainability and energy efficiency, The Royalton Negril, An Autograph Collection All-Inclusive Resort (Negril, Jamaica), installed a trigeneration system that generates electricity, heating, and cooling from a single energy source, resulting in a nearly 40% decrease in annual energy costs.

 EMPOWER THROUGH OPPORTUNITY

Opening doors to meaningful careers in hospitality generates opportunities across Marriott, our communities, and beyond.

Shaping Hospitality's Talent

In 2025, properties and associates within CALA implemented programs and participated in activities aimed at supporting empowerment.

- Nearly 6,500 leaders, including general managers, hotel directors, and other regional leaders, participated in the Growing Forward and Enterprise Leadership series — networking and mentoring events aimed at fostering associate growth.
- Over 240 managed and franchised human resources professionals participated in the “Welcome All” learning space, a webinar that provides practical tools to create a welcoming workplace for people with disabilities.

In addition to developing associates, hotels in the Costa Rica Business Council work to grow the next generation of hospitality talent. In 2025, these hotels reached more than 970 people through professional and technical training and more than 320 youth through employability and vocational workshops. They also hired over 40 individuals with disabilities and trained more than 35 refugees in workforce development skills.



 GUIDED BY OUR CORE VALUES

“I believe Marriott offers great visibility and empowers you to grow professionally, an advantage that few others can truly guarantee.”

Executive Sous Chef
The Riviera Maya EDITION at Kanai
(Playa Del Carmen, Mexico)

 WELCOME ALL AND ADVANCE HUMAN RIGHTS

Building a more welcoming world for travel can reinforce our culture of respect, belonging, and authenticity.

Fostering Pride

Our CALA region participated in Pride Month activities, including Let's Talk forums, where over 400 participants engaged in open-dialogue panels and awareness workshops to support our efforts to welcome all.

Access to Travel

Through Marriott's continued engagement with **Global Glimpse**, a nonprofit organization that provides travel experiences focused on service learning, cultural immersion, and leadership development for students, we funded travel scholarships to Costa Rica, the Dominican Republic, and Panama — furthering our work to expand access to travel.



Europe, Middle East & Africa

Marriott’s presence across Europe, Middle East & Africa (EMEA) spans over 80 countries and territories. It is one of the largest and most diversified regions for Marriott, and the countries within it have rich heritage and unique cultures. As our footprint in the region expands, we are evaluating new ways to engage stakeholders and drive positive sustainability and social impact for our company and beyond.

NURTURE OUR WORLD

Across EMEA, associates, Marriott Business Councils, and hotels work to strengthen our local communities and organizations through fundraising events and volunteerism.

Road to Awareness

As part of EMEA’s annual fundraising campaign, Road to Awareness, over 1,600 volunteers in the United Arab Emirates contributed nearly 21,000 volunteer hours and raised nearly \$680,000 for The Child Fund of Al Jalila Foundation.

Children’s Well-Being

Hotels and Business Councils across EMEA, including in Belarus, Kazakhstan, Italy, Portugal, Rwanda, Spain, and Switzerland, held local

fundraisers and associate events that provided support for UNICEF, contributing over \$240,000 in cash and in-kind donations in 2025.

Magic Breakfast

With the goal to end child morning hunger across the U.K., the Greater London Next Gen Business Council implemented its “Magic Marriott Mentors” program to host more than 1,200 activities throughout the year. Through these activities, associates volunteered to teach children about hospitality and hotels, provide breakfast to families, and host additional charity events. By the end of the year, the Business Council raised over \$260,000 to provide more than 930,000 breakfasts to 17 schools across the country.



You Eat, We Give

Hotels raised more than \$475,000 as part of “You Eat, We Give,” an annual campaign in which participating hotels make donations to local charities based on meals sold. For example, hotels in Austria raised more than \$31,000 for the Austrian Disabled Sports Association.

DOING GOOD ACROSS EMEA

In 2025, more than 200,000 volunteers contributed:

1.6M+
volunteer hours



\$12.7M+
in cash and
in-kind donations

GUIDED BY OUR CORE VALUES

At the Moxy Milan Malpensa Airport (Milan, Italy), the property’s Crew Leader, who is also a member of the Next Gen Business Council in West Italy, turned passion for travel and football into a mission of solidarity.

After meeting a local nonprofit leader, the Crew Leader spent two weeks volunteering in Tanzania to help children. This support then sparked a collective effort, as the Next Gen West Italy Business Council joined in to donate clothes, toys, school supplies, and personalized football kits for the children. The Business Council also provided a cash donation of more than \$100,000.

The actions and passion of this one individual represent the true collective impact that our associates, hotels, and Business Councils can have in our communities.

S SUSTAIN RESPONSIBLE OPERATIONS

We believe that engaging stakeholders and educating associates across the region is integral to supporting performance improvements and enabling long-term resilience.

Embedding Sustainability

In EMEA, we continued our focus on upskilling associates with the knowledge to embed sustainability across properties. As of year-end 2025, more than 1,000 hotels in the region have teams that aim to drive on-property sustainability programs such as energy conservation projects, hotel gardens to source local produce, and more — all supported by their general managers. In 2025, nine sustainability learning sessions were held, covering topics from food waste reduction to sustainability certification, in addition to these teams receiving regular support through monthly office hours and webinars.

Sustainability knowledge sessions were also hosted with owners, customers, and Business Councils across the region.



SUSTAINABILITY CERTIFICATIONS

580+ third-party sustainably certified hotels across EMEA as of year-end 2025



GUIDED BY OUR CORE VALUES

At the JW Marriott Marquis Hotel Dubai (Dubai, UAE), the property's Director of Engineering initiated a retro-commissioning study to better understand the hotel's chilled water system and identify potential inefficiencies.

Following the study, the property implemented efficiency recommendations including installing temperature sensors, controls upgrades, and pressure independent control valves throughout the chilled water system. Collectively, these efforts reduced electricity and chilled water costs by approximately \$500,000 compared to the previous year.

E EMPOWER THROUGH OPPORTUNITY

Across EMEA, we work to develop programs and collaboration opportunities to build a strong pipeline of future talent.

Student Programs

Marriott's Egyptian Business Council integrated the **World Sustainable Hospitality Alliance's** core employability skills training with on-property training that resulted in over 100 individuals graduating from the program over the course of 24 months.

The region also continues to collaborate with in-market universities and colleges to provide opportunities for students to gain work experience while studying for a degree. During 2025, more than 350 students were enrolled in and/or graduated from programs across EMEA, such as Level Up (Hungary), Tahseen (Egypt, Saudi Arabia, and Bahrain), and Accelerate and Khulanathi (South Africa).

GUIDED BY OUR CORE VALUES

"Be open, adaptable, and engaged. Don't wait for opportunities, create them!"

**Student Front Office Associate
Sapphire House Antwerp,
Autograph Collection
(Antwerp, Belgium)**

Mentorship Programs

Through collaboration with the **Tent Partnership for Refugees**, our EMEA region works to connect refugees with skilled mentors. In 2025, we launched a pilot in Poland, then expanded across Spain, the U.K., and the Netherlands, and by the end of the year, nearly 40 Marriott mentors provided approximately 400 hours of mentorship.

In 2025, the EMEA Human Resources team and Business Councils launched the Youth Champion Program with approximately 60 Youth Champions from more than 30 countries in the region. These associates focused on building strong connections across campuses, nonprofits, and educational institutions to promote the hospitality industry and its career pathways.



W WELCOME ALL AND ADVANCE HUMAN RIGHTS

Across Marriott, our efforts to combat human trafficking are centered around prevention, support, and empowerment.

Leading the Way

In 2025, Marriott International was recognized by **Hospitality ON at the 25th edition of the Hospitality Awards** and received the award for *Best Innovative Social Responsibility Initiative for the Fight Against Human Trafficking*.

Empowering the Industry

The Portugal Business Council hosted a Human Trafficking Awareness Day event and secured commitments from six university hotel schools to include human trafficking awareness as a topic in the next academic year's curriculum.



Greater China

Marriott's Greater China (GC) region is defined by a mix of ancient history, modern innovation, and one-of-a-kind natural landscapes. As our presence in the region continues to grow, we are evaluating new ways to engage stakeholders and drive positive sustainability and social impact performance.

N

NURTURE OUR WORLD

Strengthening our local communities and ecosystems across GC is closely tied to our core values, which guide how we do business each day. With over 100,000 volunteers contributing more than 174,000 hours of community service in 2025, GC continues to do good in every direction.

Doing Good, By Traveling

Following the re-launch of **Good Travel by Marriott Bonvoy®**, our focus on engaging customers in our sustainability efforts has continued to drive positive impact across the region's local communities.

Through our engagement with China Green Foundation's **Million Forest Project**, for every Good Travel by Marriott Bonvoy package purchased by a customer, one shrub will be donated. In September 2025, we reached a milestone of donating our 10,000th shrub to support efforts to combat desertification in Gansu Province, China.

In 2026, we plan to continue expanding our efforts by donating shrubs on behalf of participants at our internal events and conferences in the region.

●

GUARDING THE SEA

In 2025, Marriott's Guangzhou Rooms Business Council launched the Guardians of the Deep Blue initiative, aimed at cleaning up local beaches and safeguarding white dolphins — a locally protected species.

Conserving Local Resources

In GC, black soil is crucial for the region's agricultural productivity. Recognizing the importance of one of the most fertile soil types, the Greater China Business Councils began engaging with the China Environmental Protection Foundation (**CEPF**) to raise funds for conservation-related activities.

As a result of the Business Council's 2025 donation to the CEPF, more than 300 farmers were provided best-practice training, and soil health and crop growth monitoring activities were conducted across nearly 10,000 hectares of agricultural land.



GUIDED BY OUR CORE VALUES

In 2025, a General Manager who had newly taken on the role of Chairperson for the Taiwan Business Council leveraged their market leadership to engage over 30 hotels in amplifying positive impact across local communities. These collective efforts resulted in:

- \$15,000+ raised for a local organization to support the well-being of children
- \$100,000+ in-kind donations and \$35,000+ in cash contributions raised for a local organization to support children with disabilities

To further integrate sustainability into everyday actions and strengthen associates' responsibility mindset, a workshop for GMs was also organized to educate with current research associated with our changing environment.



S SUSTAIN RESPONSIBLE OPERATIONS

Enabling long-term environmental resiliency and performance improvements across hotels depends on engagement from stakeholders throughout our company.

Building a Sustainability Mindset

The GC Sustainability team launched a Sustainability Roadshow across the region to engage GMs and sustainability champions, with the aim of sharing best practices, updates, and feedback among stakeholders. In 2025, more than 200 on- and above-property associates participated across eight sessions. Additional workshops focused on the state of our environment were hosted in key markets aimed at further empowering associates to implement actions across their roles and hotels.

SUPPLIER DUE DILIGENCE

Building on the 2024 sustainability and social impact assessment for approved vendors, GC launched a similar version for staffing companies in select markets and is planning to expand to the rest of the region in 2026 to support a resilient and responsible supply chain.



IMPROVING ENERGY PERFORMANCE

In 2025, **60+** energy projects, including chiller optimization, heat pump replacements, laundry outsourcing, and solar installations, were initiated across GC. Through these projects and other on-property measures, hotels in GC achieved a **5.9%** reduction in energy intensity, exceeding the region's energy use intensity target threshold.

E EMPOWER THROUGH OPPORTUNITY

Across GC, we aim to shape the future of hospitality by working with organizations throughout the region to build skillsets and empower the next generation of leaders.

Educational Opportunities

Through the establishment of the National Industry & Education Integration Community of Tourism & Hotel Industry, GC continues to strengthen collaboration between industry and educational institutions, creating meaningful career opportunities for youth.

GUIDED BY OUR CORE VALUES

“There is a tremendous amount of online training available. We also have the opportunity to participate in leadership programs like *En Route*, which further develop our leadership skills. In addition, my management is always open to sharing their vision and offering valuable advice, which helps me gain a clearer perspective on my future.”

Director of Marketing Communications
Sheraton Hong Kong Hotel & Towers
(Hong Kong, China)

2025 Student Impacts

- 25,000+ interns trained through the region's internship program
- 6,400+ students educated through signature hospitality and skills development programs, including in-person and virtual lecture series
- 500+ culinary students participated in the 2025 Young Chef Competition

Marriott also continued our internship program with a local school district to provide opportunities for people with disabilities to gain hands-on work experience at hotels in the region. In 2025, more than 1,000 people with disabilities were hired by properties across the region.

W WELCOME ALL AND ADVANCE HUMAN RIGHTS

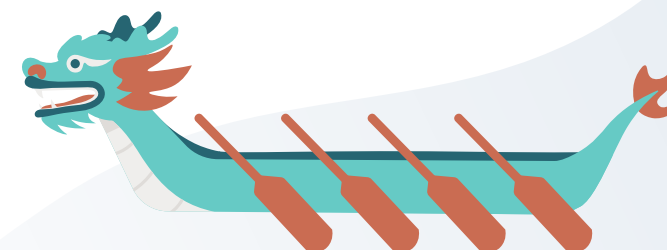
Creating a more welcoming world begins with engaging associates to build connections with local cultures and communities.

Intergenerational Dialogue Exhibition

The South China Next Gen Business Council hosted an Intergenerational Dialogue Exhibition drawing nearly 150 associates to discuss breaking stereotypes, fostering mental well-being, and championing our culture.

Connecting Local Cultures

With a history of more than 2,000 years, Dragon Boat Racing is an important part of Chinese culture filled with symbolism, history, and philosophy. For two consecutive years, the South China Next Gen Business Council has organized a Dragon Boat Culture Experience to engage youth through cultural training, team competitions, and leadership sessions. In 2025, 80 council members from 30 hotels across Guangzhou and Shenzhen participated — enabling cross-hotel networking, sharpening teamwork acumen, and reinforcing both cultural heritage and brand presence.



United States and Canada

In 1957, Marriott started our hotel business, opening the Twin Bridges Motor Hotel in Arlington, Virginia, U.S. Since then, we have built an enduring legacy by growing to more than 6,300 properties across the U.S. and Canada region as of year-end 2025. This continues to be realized through our sustainability and social impact programs that exemplify our core values and create a lasting, positive impact for our stakeholders across the region.



Built on the foundation of serving our world, our U.S. & Canada region actively works to strengthen communities, demonstrated by the more than 820,000 volunteer hours contributed in 2025.

Long-Standing Philanthropic Partnerships

For over 40 years, Marriott has stood with **Children’s Miracle Network**, helping to support their mission to provide research, lifesaving treatments, and preventive care for children from around the world. Since 1983, associates, hotels, and Marriott Business Councils have raised nearly \$178 million to help redefine positive outcomes for children and communities.

Responding to Disasters

Following destructive flooding in the Hill Country region of Texas (U.S.) in July 2025, we supported the **American Red Cross** and **World Central Kitchen’s** emergency response, and hotels and Business

Councils across the state banded together to provide aid for the community. By selling custom “Hill Country Strong” t-shirts, organizing a silent auction, and running other fundraising initiatives, associates raised over \$60,000 for local relief efforts.



A MILESTONE IN CHILDREN’S WELL-BEING

In Canada, Marriott’s support for Children’s Miracle Network resulted in more than \$1 million CAD raised for the organization in 2025, alone. This milestone was supported by efforts from associates, hotels, and Business Councils across the country. For example, The Hotel Saskatchewan, Autograph Collection (Saskatchewan, Canada) converted the hotel’s lobby and restaurant into a craft market to raise funds for this long-standing philanthropic partner.

Restoring Local Biodiversity

To help nature restoration, we continue to support the **Chesapeake Bay Foundation’s** efforts to plant trees across Maryland (U.S.). In 2025, our support resulted in approximately 4,000 trees planted in Maryland, and approximately 10,000 seedlings potted and maintained in nurseries for future reforestation activities.

Strengthening Local Communities

In 2025, we continued to leverage volunteerism to strengthen the communities where we do business.

- 950+ volunteer hours across 60 community service activities contributed by global corporate headquarters’ associates during Marriott’s 2025 Associate Appreciation Week celebration
- 500+ volunteer hours and \$30,000+ raised by four hotels to benefit children’s wellbeing in Québec, Canada.



COMING TOGETHER TO DO GOOD

More than **2,600** participants contributed over **9,300** volunteer hours at the 2025 Marriott Select Brands General Managers conference to support community revitalization, education, sustainability, and aid-focused efforts around Nashville (U.S.):

- 50,000+ diapers packed and donated
- 2,000 first aid and hygiene kits assembled
- 1,300+ cards written to support those in need
- 1,000 outreach bags distributed
- 300+ lbs. of trash cleaned from parks and public spaces



S SUSTAIN RESPONSIBLE OPERATIONS

We believe the success of our business is deeply connected to our ability to enable long-term resilience for the company and the environment we all depend on.

Operational Efficiency

To drive environmental performance improvements, third-party certifications can provide a framework to achieve operational efficiency. In 2025, Marriott's U.S. & Canada portfolio increased the number of third-party certified hotels and those pursuing certification by more than 65%, with over 1,100 properties either fully certified or in the process of achieving certification.

As part of this achievement, more than 45% of Green Key Global (GKG) certified hotels in the region obtained a rating of 4 Keys or higher, with eight properties in the region being recognized with the highest possible GKG certification rating of 5 Keys.

2025 ENERGY REDUCTION ACHIEVEMENTS

1.3% reduction in energy use across the Eastern U.S. region and 2.5% reduction in energy use across the Western U.S. region, compared to 2024*

*Defined as those managed properties tracked per the internal 2025 sustainability scorecard.



Sourcing

As of year-end 2025, at managed properties across the U.S., 90.84% of total egg spend was cage-free; 45.03% of total pork spend was **responsibly sourced**; and 57.67% of total paper spend was responsibly sourced**.

Food Waste Recovery

In 2025, properties across Canada diverted more than 38,000 kg (83,000+ lbs.) of food waste from landfills, the equivalent of nearly 130,000 portions of food, in collaboration with **La Tablée des Chefs**, an organization aimed at fighting food insecurity.



E EMPOWER THROUGH OPPORTUNITY

From student programs that support the next generation of hospitality talent to leadership development initiatives, we work to strengthen our industry with a strong pipeline of talent.

Welcoming Future Leaders

In 2025, the Atlanta Business Council (U.S.) cohosted a **Welcome.US** career readiness workshop in collaboration with local nonprofits. Marriott volunteers provided 30 newcomers with an introduction to hospitality session, resume workshop, mock interviews, and a hotel tour.

**Based on available data.

GUIDED BY OUR CORE VALUES

“At Marriott, I never felt like ‘just an employee.’ I had open conversations with my managers about my goals. I told them I wanted to grow, and they believed in me. They gave me opportunities.”

Housekeeping Coordinator
The Westin Ottawa
(Ontario, Canada)

Opportunities for Future Leaders

Through our **Voyage Program**, a hands-on, discipline-specific training and a leadership-focused curriculum for recent college graduates, over 370 Voyagers were hired into the company across the U.S. & Canada.

Growing Future Leaders

Across the U.S. & Canada, we continue to host leadership development workshops to help associates grow their careers at Marriott. More than 4,700 participants joined one of our signature leadership programs, *En Route*.

W WELCOME ALL AND ADVANCE HUMAN RIGHTS

Our work to build a more welcoming world is rooted in Marriott's core values.

Combatting Human Trafficking

Throughout 2025, Marriott worked closely with the **Hotel Association of Canada** to address the issue

of human trafficking in the hotel industry. In recognition of National Human Trafficking Awareness Day in Canada, we donated our enhanced training to the hospitality industry in Canada, highlighting the important role hotels play in identifying and reporting potential trafficking activities.

WorldPride

In the spirit of creating a sense of belonging, Marriott International participated in Pride Month celebrations, including as a leading sponsor of WorldPride in Washington, DC. Beyond taking part in parades, the company and its LGBTQ+ Associate Resource Group hosted discussions with community organizations and leaders about creating a welcoming workplace and uplifting others, as well as volunteer events to support our local communities.

Promoting Peace & Welcoming Guests

In 2025, Marriott continued working with **Global Ties, U.S.** to expand the Dinner Diplomacy program, which helps local organizations host international visitors, sharing meals and exchanging ideas. Through our engagement, the program provided 29 grants to fund U.S. member organizations in engaging their broader communities to provide rich, meaningful experiences for global leaders visiting the U.S.



Performance Tables & Appendices



DOING GOOD IN EVERY DIRECTION



Performance Tables

PROPERTY DATA

2025 Regional Presence¹

Regions	Total Properties	Company-Operated ²	Franchised/Licensed/Other	Residential	Total Rooms
United States & Canada	6,360	596	5,692	72	1,065,108
Asia Pacific excluding China	733	482	230	21	157,326
Greater China	684	430	252	2	188,596
Europe, Middle East & Africa	1,385	386	966	33	252,257
Caribbean & Latin America	545	123	406	16	93,134
Timeshare	95	-	95	-	22,912
Yacht	3	-	3	-	603
Total	9,805	2,017	7,644	144	1,779,936

(1) Metrics do not include Homes & Villas by Marriott BonvoySM.
(2) Company-operated properties include managed, owned, and leased hotels.

2025 Top Markets

Markets	Total Properties	Total Rooms	Markets	Total Properties	Total Rooms
United States	6,140	1,025,021	United Kingdom	157	28,684
China	654	180,821	Germany	141	27,631
Canada	291	58,804	United Arab Emirates	87	26,303
Mexico	295	43,515	Japan	120	23,351
India	204	34,010	Thailand	74	19,210

This Report includes forward-looking statements, which are subject to various risks, uncertainties, and factors that could cause our actual results to differ materially from these statements. Such risks, uncertainties, and factors include the 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. We undertake no obligation to 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. 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.

Please [click here](#) for additional information and important cautionary language about forward-looking statements, other information about content included in this Report, and information regarding references to our own or third-party websites, which are not part of this Report.

Report Publication Date: June 30, 2026.

GLOBAL ENVIRONMENTAL DATA

Scope 1 & 2 Greenhouse Gas (GHG) Emissions

GHG Emissions (metric tons CO2e)	2019 (baseline) ³	2024	2025 ⁴
Scope 1	1,313,062	1,273,630	1,265,087
Scope 2: Location-based	5,299,482	5,370,293	5,358,226
Scope 2: Market-based	5,336,064	5,364,156	5,360,469

Scope 3 GHG Emissions

GHG Emissions (metric tons CO2e)	2019 (baseline) ⁵	2024	2025 ⁴
Scope 3	13,334,239	12,097,741	12,451,000

GHG Emissions Intensity⁶

GHG Emissions Intensity (kilograms CO2e per m2 of conditioned space)	2019 (baseline) ³	2024	2025 ⁷
GHG Emissions Intensity	117.0	98.6	99.0

Please refer to the [press release](#) for information on Marriott International’s science-based targets.

(3) The baseline year for emissions data reporting, global and regional, is 2019 which aligns with Marriott International’s science-based targets.

(4) Select GHG emissions, energy, and water data was independently assured to a limited level of assurance by Ernst & Young LLP. Please see [Marriott’s 2026 External Assurance Statement](#) for additional information on assurance standards, and overall assurance process, including the scope, activities, and conclusions.

(5) The 2019 baseline year, along with the categories included, align with Marriott International’s science-based targets. Scope 3 represents emissions from categories 1, 2, 3, 5, 7, and 14. Scope 3 Category 1 emissions include land use change emissions.

(6) GHG emissions intensity metrics are based on Scope 2 market-based emissions and include Scope 3 franchised market-based emissions.

(7) In 2025, Marriott enhanced its property-level energy and water data validation methodology. As a result, the 2025 intensity metrics and year-over-year results may not be directly comparable to prior years.

Performance Tables

GLOBAL ENVIRONMENTAL DATA

Energy

Energy Consumption (million megawatt hours)	2016 (baseline)	2023	2024	2025 ⁸
Managed Properties	16.4	17.8	18.2	18.2
Franchised Properties	13.0	15.3	18.2	19.8

Energy Intensity (kilowatt hours per m2 of conditioned space)	2016 (baseline)	2023	2024	2025 ⁹
Energy Intensity	334.4	301.5	298.1	298.3

Water

Total Water Withdrawal (million cubic meters)	2016 (baseline)	2023	2024	2025 ⁸
Managed Properties	130.7	136.7	144.1	146.0

Water Intensity (cubic meters per occupied room)	2016 (baseline)	2023	2024	2025 ⁹
Water Intensity	0.841	0.763	0.737	0.793

Waste

Landfilled Waste Intensity (kilograms per m2 of conditioned space)	2019 (baseline) ¹⁰	2024	2025
Landfilled Waste Intensity	6.59	5.05	4.92

Landfilled Food Waste Intensity (kilograms per m2 of conditioned space)	2019 (baseline) ¹⁰	2024	2025
Landfilled Food Waste Intensity	2.11	1.50	1.38

REGIONAL ENVIRONMENTAL DATA

GHG Emissions Intensity¹¹

GHG Emissions Intensity (kilograms CO2e per m2 of conditioned space)	2019 (baseline) ¹²	2024	2025 ⁹
Asia Pacific excluding China	176.3	164.9	163.1
Canada	67.6	61.5	61.1
Caribbean & Latin America	82.4	92.5	98.9
Europe, Middle East & Africa	139.1	108.6	104.0
Greater China	135.1	114.8	112.6
United States	100.0	78.0	77.4

Energy Intensity

Energy Intensity (kilowatt hours per m2 of conditioned space)	2016 (baseline)	2023	2024	2025 ⁹
Asia Pacific excluding China	385.0	337.9	346.1	334.6
Canada	433.5	378.2	376.4	380.9
Caribbean & Latin America	328.6	290.3	287.2	301.3
Europe, Middle East & Africa	365.3	330.8	329.6	321.5
Greater China	314.1	282.2	268.4	259.0
United States	314.3	287.9	282.7	289.8

(8) Select GHG emissions, energy, and water data was independently assured to a limited level of assurance by Ernst & Young LLP. Please see Marriott's [2026 External Assurance Statement](#) for additional information on assurance standards, and overall assurance process, including the scope, activities, and conclusions

(9) In 2025, Marriott enhanced its property-level energy and water data validation methodology. As a result, the 2025 intensity metrics and year-over-year results may not directly be comparable to prior years.

(10) The baseline year for waste intensity reporting was determined based on data availability.

(11) GHG emissions intensity metrics are based on Scope 2 market-based emissions and include Scope 3 franchised market-based emissions.

(12) The baseline year for emissions data reporting, global and regional, is 2019 which aligns with Marriott International's science-based targets.

Performance Tables

REGIONAL ENVIRONMENTAL DATA

Water Intensity

Water Intensity (cubic meters per occupied room)	2016 (baseline)	2023	2024	2025 ¹³
Asia Pacific excluding China	1.511	1.416	1.347	1.254
Canada	0.627	0.593	0.570	0.543
Caribbean & Latin America	1.225	1.318	0.977	1.203
Europe, Middle East & Africa	0.852	0.742	0.688	0.692
Greater China	1.343	1.324	1.235	1.182
United States	0.650	0.558	0.555	0.604

(13) In 2025, Marriott enhanced its property-level energy and water data validation methodology. As a result, the 2025 intensity metrics and year-over-year results may not directly be comparable to prior years.

(14) Based on available data. Data represents managed and franchised properties, unless otherwise stated.

(15) Due to continual availability constraints across the region in 2025.

GLOBAL & REGIONAL SUPPLY CHAIN DATA ¹⁴

Location	2025 Cage-Free Egg Procurement (cage-free spend %)	2025 Responsible Pork Procurement (responsible pork spend %)
Global	70.03%	27.72%
Asia Pacific excluding China (managed)	74.91%	45.26%
Australia, New Zealand, Pacific Islands (managed)	93.60%	93.37%
South Asia (managed)	82.87%	80.64%
Philippines, South Korea, Vietnam (managed)	77.58%	30.51%
Indonesia, Malaysia (managed)	41.74%	47.17%
Cambodia, Thailand (managed)	93.05%	44.45%
Japan (managed)	78.28%	11.49%
Singapore, Maldives (managed)	81.22%	27.06%
Greater China (managed)	59.13%	8.13%
Canada	68.77%	6.89%
Canada (managed)	92.17%	3.19%
Canada (franchised)	34.46%	11.98%
Caribbean & Latin America	73.47%	10.52%
Caribbean & Latin America (managed)	78.37%	No data available ¹⁵
Caribbean & Latin America (franchised)	28.43%	10.52%
Europe, Middle East & Africa (managed)	67.80%	63.01%
Africa (managed)	16.13%	60.61%
Europe (managed)	95.23%	63.22%
Middle East (managed)	No data available ¹⁵	No data available ¹⁵
United States	71.55%	31.51%
United States (managed)	90.84%	45.03%
United States (franchised)	55.39%	18.20%

Performance Tables

HUMAN CAPITAL DATA^{16, 17}

Global Workforce

Location	2025
Global	414,000
Asia Pacific excluding China	98,000
Caribbean & Latin America	28,000
Europe, Middle East & Africa	86,000
Greater China	73,000
United States & Canada	129,000
	2025
Non-management	83%
Management	17%
Women	44%
Men	56%
Total Voluntary Turnover Rate (includes retirements)	2025
Total Voluntary Turnover Rate (includes retirements)	19%

CEO Direct Reports		2025	
People of Color ¹⁸		42%	
Women		50%	
Men		50%	
Global Executives ¹⁹	2025	Global Managers	2025
Women	45%	Women	44%
Men	55%	Men	56%

(16) All metrics represent year-end data.

(17) Includes associates employed by Marriott and employed by property owners but whose employment is managed by Marriott.

(18) People of Color and Associates by Race/Ethnicity represent individuals aligned with U.S. self-reported ethnicities.

(19) Defined as vice president and above roles.

Performance Tables

HUMAN CAPITAL DATA^{20, 21}

United States Associates²²

Associates	2025
Total Associates	118,000
Non-management	79%
Management	21%
Full-time	87%
Part-time	13%
Women	53%
Men	47%
Associates Represented by Labor Unions	16%

Generation	2025
Baby Boomers	14%
Generation X	32%
Millennials	35%
Generation Z	18%

Women	2025
Executives ²³	48%
Mid-level Management	44%
Entry-level Management	56%
Management (all levels) ²⁴	54%
Senior Management	42%
Mid-level and Other Management	54%
IT/Engineering Positions	32%
Non-Management	53%
Promoted (of total promoted)	54%
New Hires (of total new hires)	52%
Attrition Rate	54%

People of Color ²⁵	2025
Executives ²³	26%
Mid-level Management	32%
Entry-level Management	48%

Race/Ethnicity ²⁵	2025 Associates	2025 Managers
Asian	11.8%	11.6%
Black/African American	17.1%	11.0%
Hispanic/Latinx	35.3%	20.0%
Native American/Alaska Native	0.4%	0.3%
Native Hawaiian/Pacific Islander	0.9%	0.6%
Two or More Races	1.6%	1.8%
White	27.6%	51.6%
Unknown	5.2%	3.2%
People of Color ²⁵	67.1%	45.3%

Race/Ethnicity ²⁵	2025 Women Associates	2025 Men Associates
Asian	11.6%	12.0%
Black/African American	17.4%	16.9%
Hispanic/Latinx	36.0%	34.6%
Native American/Alaska Native	0.4%	0.4%
Native Hawaiian/Pacific Islander	0.8%	0.9%
Two or More Races	1.6%	1.6%
White	27.4%	27.9%
Unknown	4.7%	5.7%
People of Color ²⁵	67.9%	66.4%

(20) All metrics represent year-end data.

(21) Includes associates employed by Marriott and employed by property owners but whose employment is managed by Marriott.

(22) Includes Marriott employees at company-operated properties, customer care centers, and above-property operations.
Due to rounding, percentages may not always equal 100% or their corresponding figure.

(23) Defined as vice president and above roles.

(24) To align with external definitions, Marriott also includes "Management (all levels)" broken down by Senior and Mid-level/Other.

(25) People of Color and Associates by Race/Ethnicity represent individuals aligned with U.S. self-reported ethnicities.

GRI Index

Statement of Use	Marriott International, Inc. has reported the information cited in this index for the period January 1 – December 31, 2025, with reference to the GRI Standards.
GRI 1 Used	GRI 1: Foundation 2021

Disclosure	Indicator	Description	Response/Location
GRI 2 – General Disclosures The Organization and its Reporting Practices	2–1	Organizational details	2026 Serve 360 Report: Global Progress , page 2 2025 Annual Report , pages 4–10
	2–2	Entities included in the organization’s sustainability reporting	2026 Serve 360 Report: About the Report & Forward-Looking Statements
	2–3	Reporting period, frequency, and contact point	2026 Serve 360 Report: About the Report & Forward-Looking Statements sustainability@marriott.com
	2–4	Restatements of information	None
	2–5	External assurance	2026 External Assurance Statement
GRI 2 – General Disclosures Activities and Workers	2–6	Activities, value chain, and other business relationships	2026 Serve 360 Report: Global Progress , pages 2, 19, and 21 2025 Annual Report , pages 4–10 In 2025, Marriott hotel and headquarters’ supply chain spend was approximately \$12.8 billion.
	2–7	Employees	2026 Serve 360 Report: Global Progress , page 2 2026 Serve 360 Report: Performance Tables & Appendices , pages 5–6 2025 Annual Report , pages 9–10
	2–8	Workers who are not employees	2026 Serve 360 Report: Performance Tables & Appendices , pages 5–6 2025 Annual Report , pages 9–10 Responsible Business Principles for Franchisees Global Procurement Supplier Conduct Guidelines
GRI 2 – General Disclosures Governance	2–9	Governance structure and composition	2026 Proxy Statement , pages 4–6 and 12–36
	2–10	Nomination and selection of the highest governance body	2026 Proxy Statement , pages 4–5, 10, 14–28, and 35 Governance Principles Nominating and Corporate Governance Committee Charter
	2–11	Chair of the highest governance body	2026 Proxy Statement , pages 5 and 12–13 Governance Principles , page 6
	2–12	Role of the highest governance body in overseeing the management of impacts	2026 Serve 360 Report: Global Progress , page 18 2026 Proxy Statement , pages 31–34 and 37 Governance Principles
	2–13	Delegation of responsibility for managing impacts	2026 Serve 360 Report: Global Progress , page 18 2026 Proxy Statement , pages 31–34 and 37

GRI Index

Disclosure	Indicator	Description	Response/Location
GRI 2 – General Disclosures Governance (continued)	2–14	Role of the highest governance body in sustainability reporting	<u>2026 Serve 360 Report: Global Progress</u> , page 18 <u>2026 Proxy Statement</u> , pages 31–34 and 37 Marriott’s Board of Directors was provided the opportunity to review the 2026 Serve 360 Report.
	2–15	Conflicts of interest	<u>Audit Committee Charter</u> , page 5 <u>Governance Principles</u> , page 7 <u>Business Conduct Guide</u>
	2–16	Communication of critical concerns	<u>2026 Proxy Statement</u> , page 38 <u>Governance Principles</u> , page 7
	2–17	Collective knowledge of highest governance body	<u>2026 Proxy Statement</u> , pages 15–28 <u>Governance Principles</u> , pages 2–3
	2–18	Evaluation for the performance of the highest governance body	<u>2026 Proxy Statement</u> , page 35 <u>Governance Principles</u> , page 6 <u>Nominating and Corporate Governance Committee Charter</u>
	2–19	Remuneration policies	<u>2026 Proxy Statement</u> , pages 42–54 <u>Governance Principles</u> , page 8
	2–20	Process to determine remuneration	<u>2026 Proxy Statement</u> , pages 42–54 <u>Governance Principles</u> , page 8 <u>Human Resources and Compensation Committee Charter</u>
	2–21	Annual total compensation ratio	<u>2026 Proxy Statement</u> , pages 62–63
GRI 2 – General Disclosures Strategy, Policies, and Practices	2–22	Statement on sustainable development strategy	<u>2026 Serve 360 Report: Global Progress</u> , page 3
	2–23	Policy commitments	<u>2026 Serve 360 Report: Global Progress</u> , pages 19–21 <u>Business Conduct Guide</u> <u>Policies and Position Statements</u>
	2–24	Embedding policy commitments	<u>2026 Serve 360 Report: Global Progress</u> , pages 19–21 <u>2026 Serve 360 Report: Performance Tables & Appendices</u> , page 10 <u>Business Conduct Guide</u> <u>Policies and Position Statements</u>
	2–25	Processes to remediate negative impacts	<u>2026 Serve 360 Report: Performance Tables & Appendices</u> , page 10 <u>2026 Proxy Statement</u> , page 37 <u>Business Conduct Guide</u>

GRI Index

Disclosure	Indicator	Description	Response/Location
GRI 2 – General Disclosures Strategy, Policies, and Practices (continued)	2–26	Mechanisms for seeking advice and raising concerns	<u>2026 Serve 360 Report: Performance Tables & Appendices</u> , page 10 <u>Business Conduct Guide</u> , pages 3–4
	2–27	Compliance with laws and regulations	In 2025, there were no known instances of noncompliance with laws and regulations that the company believed could be material to the company taken as a whole, except as disclosed in the company’s filings with the U.S. Securities and Exchange Commission (SEC).
	2–28	Membership associations	<u>2026 Serve 360 Report: Global Progress</u> , page 21 <u>Modern Slavery Statement</u>
GRI 2 – General Disclosures Stakeholder Engagement	2–29	Approach to stakeholder engagement	<u>2026 Serve 360 Report: Global Progress</u> <u>2026 Proxy Statement</u> , pages 38 and 49 <u>Governance Principles</u> , page 9
	2–30	Collective bargaining agreements	<u>2026 Serve 360 Report: Performance Tables & Appendices</u> , page 6 <u>2025 Annual Report</u> , page 15
GRI 3 – Material Topics ²⁶	3–1	Process to determine material topics	The Serve 360 Report was informed by a prior sustainability and social impact assessment, which included interviews representing owners, customers, industry associations, and non-governmental organizations. Marriott considered topics and information prioritized by environmental, social, and governance research firms, which may also represent the investment community.
	3–2	List of material topics	A list of topics is included in this GRI Index.
GRI 201 – Economic Performance	3–3	Management of material topics	<u>2026 Serve 360 Report: Global Progress</u> , pages 10–11 and 16 <u>2025 Annual Report</u> , pages 4–10 and 20–29
	201–1	Direct economic value generated and distributed	<u>2026 Serve 360 Report: Global Progress</u> , pages 10–11 <u>2025 Annual Report</u> , pages 24–29
	201–2	Financial implications and other risks and opportunities due to climate change	<u>2026 Serve 360 Report: Tables & Appendices</u> , page 17 <u>2025 CDP Response</u> , pages 23–35
	201–3	Defined benefit plan obligations and other retirement plans	<u>2026 Serve 360 Report: Global Progress</u> , page 16 <u>2025 Annual Report</u> , pages 10 and 43
GRI 203 – Indirect Economic Impacts	3–3	Management of material topics	<u>2026 Serve 360 Report: Global Progress</u> , pages 9–10
	203–1	Infrastructure investment and services supported	<u>2026 Serve 360 Report: Global Progress</u> , pages 9–10
GRI 204 – Procurement Practices	3–3	Management of material topics	<u>2026 Serve 360 Report: Global Progress</u> , pages 9 and 19 <u>Policies and Position Statements</u>
	204–1	Proportion of spending on local suppliers	<u>2026 Serve 360 Report: Global Progress</u> , page 19

(26) For these purposes, GRI defines “material topics” as topics that represent the organization’s most significant impacts on the economy, environment, and people.

GRI Index

Disclosure	Indicator	Description	Response/Location
GRI 205 – Anti-Corruption	3–3	Management of material topics	<u>2026 Serve 360 Report: Global Progress</u>, page 19 <u>Business Conduct Guide</u> As part of our anti-corruption management approach, we engage with a third party to conduct Anti-Corruption Risk Assessments at properties in high-risk regions, globally. These properties are identified through a combination of internal and external data.
	205–2	Communication and training about anti-corruption policies and procedures	<u>2026 Serve 360 Report: Global Progress</u>, page 19 <u>Business Conduct Guide</u> Marriott’s Ethics and Compliance Program encompasses policies, training, risk assessments, and controls that target critical areas, including anti-harassment and anti-discrimination, anti-corruption, anti-money laundering, antitrust, and global trade sanctions. The company’s ethics and compliance policies prohibit commercial bribery and bribery of government officials. This includes requirements for Marriott associates to comply with all applicable anti-corruption laws, including the U.S. Foreign Corrupt Practices Act, the U.K. Bribery Act, the PRC Anti-Unfair Competition Law (China), and the laws of other countries and territories where the company operates. In addition to implementing specific approval procedures for sensitive transactions, we also maintain a robust due diligence process for significant transactions, including new hotels and growth projects. Marriott’s Code of Conduct, the Business Conduct Guide, helps associates uphold our long tradition of doing business with integrity. It describes expectations and commitments and provides an overview of key policies, as well as guidance on what is right, not just what is legal. Associates at managed properties are required to follow Marriott’s Business Conduct Guide and are subject to disciplinary actions, up to termination of employment, for violations. Marriott’s Business Conduct Guide is available in 15 languages. We use a third-party-operated ethics & whistleblowing reporting line, which allows anonymous reporting to support our speak up culture. A risk-based triage process supports the investigation, response to, and remediation of business integrity reports. Marriott provides associates training based on their roles in the organization. We use several formats including in-person, webinar, and online training. Our global training courses are mandatory for their assigned audiences. In 2025, 86% of associates completed at least one ethics and compliance-related digital training.
GRI 302 – Energy	3–3	Management of material topics	<u>2026 Serve 360 Report: Global Progress</u>, page 6 <u>Sustainability Policy</u> <u>2025 CDP Response</u>
	302–1	Energy consumption within the organization	<u>2026 Serve 360 Report: Performance Tables & Appendices</u>, page 3 <u>2026 External Assurance Statement</u>
	302–3	Energy intensity	<u>2026 Serve 360 Report: Performance Tables & Appendices</u>, page 3 <u>2026 External Assurance Statement</u>
	302–4	Reduction of energy consumption	<u>2026 Serve 360 Report: Global Progress</u>, page 6 <u>2026 Serve 360 Report: Performance Tables & Appendices</u>, page 3 <u>2026 Serve 360 Report: Highlights From Around the World</u>, pages 4, 6, 8, and 12
	302–5	Reductions in energy requirements of products and services	<u>2026 Serve 360 Report: Global Progress</u>, page 6 <u>2026 Serve 360 Report: Performance Tables & Appendices</u>, page 3 <u>2026 Serve 360 Report: Highlights From Around the World</u>, pages 4, 6, 8, and 12

GRI Index

Disclosure	Indicator	Description	Response/Location
GRI 303 – Water and Effluents	3–3	Management of material topics	2026 Serve 360 Report: Global Progress , page 7 Sustainability Policy 2025 CDP Response
	303–1	Interactions with water as a shared resource	2026 Serve 360 Report: Performance Tables & Appendices , pages 3–4 2025 CDP Response
	303–3	Water withdrawal	2026 Serve 360 Report: Performance Tables & Appendices , page 3 2026 External Assurance Statement
GRI 101 – Biodiversity	3–3	Management of material topics	2026 Serve 360 Report: Global Progress , page 4 Sustainability Policy 2025 CDP Response
	101–5	Locations with biodiversity impacts	2026 Serve 360 Report: Global Progress , page 4 2026 Serve 360 Report: Highlights From Around the World , pages 5, 7, 9, and 11
GRI 305 – Emissions	3–3	Management of material topics	2026 Serve 360 Report: Global Progress , page 6 Sustainability Policy 2025 CDP Response
	305–1	Direct (Scope 1) GHG emissions	2026 Serve 360 Report: Performance Tables & Appendices , page 2 2026 External Assurance Statement
	305–2	Energy indirect (Scope 2) GHG emissions	2026 Serve 360 Report: Performance Tables & Appendices , page 2 2026 External Assurance Statement
	305–3	Other indirect (Scope 3) GHG emissions	2026 Serve 360 Report: Performance Tables & Appendices , page 2 2026 External Assurance Statement
	305–4	GHG emissions intensity	2026 Serve 360 Report: Performance Tables & Appendices , pages 2–3 2026 External Assurance Statement
	305–5	Reduction of GHG emissions	2026 Serve 360 Report: Global Progress , page 6 2026 Serve 360 Report: Highlights From Around the World , pages 6, 8, 10, and 12
GRI 306 – Waste	3–3	Management of material topics	2026 Serve 360 Report: Global Progress , pages 7–8 Sustainability Policy
	306–2	Management of significant waste-related impacts	2026 Serve 360 Report: Global Progress , pages 7–8
	306–4	Waste diverted from disposal	2026 Serve 360 Report: Global Progress , pages 7–8 2026 Serve 360 Report: Highlights From Around the World , pages 4, 6, and 12

GRI Index

Disclosure	Indicator	Description	Response/Location
GRI 308 – Supplier Environmental Assessment	3–3	Management of material topics	<u>2026 Serve 360 Report: Global Progress</u> , page 19 <u>Global Procurement Supplier Conduct Guidelines Policies and Position Statements</u>
	308–1	New suppliers that were screened using environmental criteria	<u>2026 Serve 360 Report: Global Progress</u> , page 19 <u>2026 Serve 360 Report: Highlights From Around the World</u> , page 10
GRI 401 – Employment	3–3	Management of material topics	<u>2026 Serve 360 Report: Global Progress</u> , pages 15–17 <u>Business Conduct Guide Careers</u>
	401–1	New employee hires and employee turnover	<u>2026 Serve 360 Report: Performance Tables & Appendices</u> , page 5
	401–3	Parental leave	<u>Overview of Marriott Benefits</u> Associates in the U.S. (including the U.S. Virgin Islands and excluding Puerto Rico) with at least one continuous year of employment are eligible to receive eight weeks of fully paid parental leave benefits after the birth or adoption of a child. New moms enrolled in Marriott’s Short-Term Disability plans may also receive up to seven weeks of maternity coverage after giving birth, for a total of 15 weeks of benefits. In 2025, the parental leave retention rate was 97% (based on the above boundary location of the U.S. (including the U.S. Virgin Islands and excluding Puerto Rico)).
GRI 403 – Occupational Health and Safety	3–3	Management of material topics	<u>2026 Serve 360 Report: Global Progress</u> , page 16 <u>Business Conduct Guide</u> , page 36 Marriott’s Global Safety & Security program is centered around three pillars to support properties: Crisis Management, Safety Risk Management, and Security Risk Management. These areas are underpinned by policies, standards, written guidelines, supporting tools, trainings, programs of support, auditing, and internal investigations.
	403–2	Hazard identification, risk assessment, and incident investigation	Under Marriott’s internal policies, managed and franchised hotels are required to have a designated crisis response plan. Marriott also has an Occupational Health and Safety Administration-aligned Hazard Communication Plan for managed hotels in the U.S. and in several other international jurisdictions. The Marriott-managed internal Risk Management Policy requires that the company, including hotels, must develop plans to maintain the safety of our guests, associates, and visitors and mitigate the impact of adverse incidents on our customers, associates, property owners, partners, and other stakeholders, before, during, and after adverse incidents. Additionally, the Marriott Be Safe Playbook provides managed hotel leaders with operational guidance that includes common elements of an effective associate injury prevention program. Incidents that occur at managed and franchised hotels and meet specified thresholds are escalated by the hotel via the global crisis incident line for investigation purposes. Managed hotels are also required to report security- and injury-related incidents through their respective claims processes. In 2025, an audit and attestation process was launched in the U.S. and Canada to support managed brand compliance with our Threat Condition Program. Through this annual process, in-scope properties complete a self-audit, with evidence requirements and general manager attestation.
	403–4	Worker participation, consultation, and communication on occupational health and safety	Marriott encourages the establishment of safety committees at managed hotels.

GRI Index

Disclosure	Indicator	Description	Response/Location
GRI 403 – Occupational Health and Safety (continued)	403–5	Worker training on occupational health and safety	Marriott’s Global Safety & Security Team provides training, policy enforcement, and technical expertise in safety and security management. In the U.S. and Canada, hotel associates are required to undergo mandatory safety and security training. Internationally, mandatory training varies by country and safety threat conditions. Marriott’s Global Safety & Security team also maintains a digital learning series that provides actionable tips and real-life scenarios to guide teams in handling common escalating interactions, with modules tailored to the roles of associates, managers, and security officers. In Marriott’s regions, the company may also implement additional health and safety-related awareness or engagement activities. For example, in APEC and GC, properties had the opportunity to participate in water-safety training and awareness initiatives aimed at strengthening prevention, preparedness, and response capabilities related to aquatic environments. In GC, natural disaster training was provided with a focus on typhoon and earthquake preparedness, and in CALA, the Global Safety & Security team supports annual hurricane preparation through guidance and resources designed to keep properties prepared.
	403–6	Promotion of worker health	2026 Serve 360 Report: Global Progress , page 16
	403–9	Work-related injuries	In 2025 at managed locations in the U.S., Marriott’s injury frequency rate was 5.16; lost time injury rate (indemnity claims) was 1.62 injuries per 200,000 manhours.
GRI 404 – Training and Education	3–3	Management of material topics	2026 Serve 360 Report: Global Progress , page 15
	404–1	Average hours of training per year per employee	Marriott’s Digital Learning Zone (DLZ), our learning platform, enhances associate engagement through tailored learning and communications, providing essential learning resources precisely when and how they are needed, while maintaining comprehensive skill development through evidence-based learning methods. In 2025, managed and franchised associates completed approximately 5.2 million hours of digital-based training (excludes classroom-based learning events) or approximately 5.9 DLZ hours per associate. Additionally, more than 274,000 managed and franchised associates completed classroom-based learning events in 2025.
	404–2	Programs for upgrading employee skills and transition assistance programs	2026 Serve 360 Report: Global Progress, page 15 2026 Serve 360 Report: Highlights From Around the World, pages 4, 6, 8, 10, and 12
	404–3	Percentage of employees receiving regular performance and career development reviews	Marriott uses an annual Leadership Performance Acceleration (LPA) cycle to provide performance feedback. This allows managers and associates to navigate the current fast-paced business environment with a focus on growth, quality year-round coaching, and accelerated professional development. Managers and associates work together to establish a process to share comments or ask for feedback regularly. They are encouraged to record feedback in our internal system during check-ins or one-on-one meetings. Associates may also participate in 360-feedback or other leadership assessments to support their development. In 2025, approximately 95% of eligible associates completed LPA performance reviews.
GRI 405 – Diversity and Equal Opportunity	3–3	Management of material topics	2026 Serve 360 Report: Global Progress, page 17 2026 Serve 360 Report: Performance Tables & Appendices, pages 5–6
	405–1	Diversity of governance bodies and employees	2026 Serve 360 Report: Global Progress, page 17 2026 Serve 360 Report: Performance Tables & Appendices, pages 5–6

GRI Index

Disclosure	Indicator	Description	Response/Location
GRI 408 — Child Labor	3–3	Management of material topics	2026 Serve 360 Report: Global Progress , page 12 Modern Slavery Statement
	408–1	Operations and suppliers at significant risk for incidents of child labor	2026 Serve 360 Report: Global Progress , page 12 Modern Slavery Statement
GRI 409 — Forced or Compulsory Labor	3–3	Management of material topics	2026 Serve 360 Report: Global Progress , page 12 Modern Slavery Statement
	409–1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	2026 Serve 360 Report: Global Progress , page 12 Modern Slavery Statement
GRI 413 — Local Communities	3–3	Management of material topics	2026 Serve 360 Report: Global Progress , pages 10–11
	413–1	Operations with local community engagement, impact assessments, and development programs	2026 Serve 360 Report: Global Progress , pages 10–11 2026 Serve 360 Report: Highlights From Around the World , pages 3, 5, 7, 9, and 11
GRI 414 — Supplier Social Assessment	3–3	Management of material topics	2026 Serve 360 Report: Global Progress , page 19 Global Procurement Supplier Conduct Guidelines Policies and Position Statements
	414–1	New suppliers that were screened using social criteria	2026 Serve 360 Report: Global Progress , page 19
GRI 415 — Public Policy	3–3	Management of material topics	2026 Serve 360 Report: Global Progress , page 21 Political Activity Marriott maintains a robust public policy agenda and engages government leaders on a wide range of policy issues. We believe in transparency and that political participation at all levels of government is important to our business and industry leadership. Marriott is committed to participating in the political process to promote its interests and business objectives, without regard for the personal political preferences of its executives. We support candidates seeking elected office at the federal, state, and local levels in the U.S. through Marriott’s voluntarily employee-funded Political Action Committee (PAC). Marriott also engages with associations and business convening groups for a wide variety of purposes, including with customers to share best practices and collaborate on policy advocacy activities. Marriott’s contributions or leadership positions in associations or convening groups do not equate to an endorsement of their policy positions, initiatives, political spending, or litigation undertaken by these independent entities.
	415–1	Political contributions	Political Activity The Marriott International, Inc. Political Action Committee (MARPAC) is a nonpartisan PAC (funded by voluntary contributions made by eligible associates). MARPAC carefully evaluates candidates at the local, state, and federal levels prior to making contributions. Decisions surrounding campaign contributions are based on a number of factors, including a candidate’s understanding of hospitality and travel industry issues. From January 1 to December 31, 2025, MARPAC’s total disbursements were \$108,900, with \$62,500 distributed directly to federal candidates.

GRI Index

Disclosure	Indicator	Description	Response/Location
GRI 416 — Customer Health & Safety	3–3	Management of material topics	<u>2026 Serve 360 Report: Global Progress</u> , pages 12 and 21 <u>Business Conduct Guide</u> , page 32
	416–1	Assessment of the health and safety impacts of product and service categories	Under Marriott’s Global Food Safety Management System, the company mandates Food Safety Brand Standards for its hotel brands, including standards for food handling, personal hygiene, training and certification, and facility cleanliness and condition, as well as Hazard Analysis and Critical Control Points (HACCP) monitoring to proactively identify risks that may lead to foodborne outbreaks. In 2025, the key pillars for our food safety program included: • Audit & Compliance: Quarterly self-audits and bi-annual unannounced third-party audits. • Policy Enhancements: Expanded allergen management, pest control, and outbreak response protocols. • Digital Transformation: Adoption of tools, including Pathspot for digitized HACCP logs, automated food labeling, and real-time temperature monitoring to reduce manual errors and improve traceability. Food and beverage managers receive food safety certifications and food allergen training, and food handlers are required to receive food safety training. To support the company’s food safety program, Marriott provides hotels with access to the ServSafe Food Handler program. Throughout 2025, Marriott implemented a standardized, technology-driven HACCP monitoring system across managed and franchised properties, globally. Pathspot leverages technology to enhance real-time risk identification and compliance tracking to prevent foodborne illnesses and promote guest safety, regulatory alignment, and operational excellence.
GRI 418 — Customer Privacy	3–3	Management of material topics	<u>2026 Serve 360 Report: Global Progress</u> , page 20 <u>2025 Annual Report</u> , pages 19–20 <u>Business Conduct Guide</u> , pages 23–24 and 32 <u>Privacy Center</u>
	418–1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	<u>2025 Annual Report</u> , pages 19–20 <u>SEC Filings</u>

SASB Index

SASB® Industry Standards: Hotels & Lodging

Topic	Code	Description	Response/Location
Energy Management	SV-HL-130a.1	Total energy consumed; Percent total energy from grid electricity; Percent total energy from renewables	<u>2026 Serve 360 Report: Performance Tables & Appendices</u> , page 3 <u>2026 Serve 360 Report: Global Progress</u> , page 6 13.8 million megawatt hours of direct energy was consumed globally and 24.1 million megawatt hours of indirect energy was consumed, globally; 56.5% of energy consumed was from grid electricity
	SV-HL-140a.1	Total water withdrawn; Total water consumed, Percentage of each in regions with high or extremely high baseline water stress	<u>2026 Serve 360 Report: Performance Tables & Appendices</u> , page 3 Approximately 68 million cubic meters withdrawn (46.5%) in regions with high or extremely high baseline water stress at managed properties, globally
Ecological Impacts	SV-HL-160a.2	Description of environmental management policies and practices to preserve ecosystem services	<u>2026 Serve 360 Report: Global Progress</u> , page 4 <u>Policies and Position Statements</u>
Labor Practices	SV-HL-310a.1	Voluntary and involuntary turnover rate for lodging facility employees	<u>2026 Serve 360 Report: Tables & Appendices</u> , page 5
	SV-HL-310a.2	Total amount of monetary losses as a result of legal proceedings associated with labor law violations	In 2025, there was approximately \$2.1 million in monetary losses as a result of legal proceedings associated with alleged labor law violations in the U.S. Of this amount, approximately \$11,000 was paid following an adverse finding by an administrative agency. The remaining amount (approximately \$2 million) was associated with settlements or voluntary payments, where there was no adverse finding.
	SV-HL-310a.4	Description of policies and programs to prevent worker harassment	<u>Business Conduct Guide</u> <u>Policies and Position Statements</u>
Climate Change Adaptation	SV-HL-450a.1	Number of lodging facilities located in 100-year flood zones	134 managed properties are located in areas with extremely high coastal flood risk, globally; 253 managed properties are located in areas with extremely high riverine flood risk, globally
Activity Metrics	SV-HL-000.A	Number of available room-nights ²⁷	Approximately 492 million
	SV-HL-000.B	Average occupancy rate (percent) ²⁷	Approximately 69.3%
	SV-HL-000.C	Total area of lodging facilities	Approximately 127.3 million square meters
	SV-HL-000.D	Number and percentage of managed lodging facilities	1,966 (20%)
		Number and percentage of owned and leased lodging facilities	51 (0.5%)
		Number and percentage of franchised/licensed/other lodging facilities ²⁸	7,546 (77%)
		Number and percentage of timeshare lodging facilities	95 (1.0%)
		Number and percentage of yachts	3 (less than 1%)
		Number and percentage of residences	144 (1.5%)

(27) For comparable properties only, worldwide systemwide occupancy. Marriott defines comparable properties as hotels in the company’s system that were open and operating under one of the company’s brands since the beginning of the last full calendar year (since January 1, 2024, for the 2025 fiscal year period) and have not, in either 2025 or 2024 (1) undergone significant room or public space renovations or expansions, (2) been converted between company-operated and franchised, or (3) sustained substantial property damage or business interruption. Marriott’s comparable properties also exclude MGM Collection with Marriott Bonvoy, Design Hotels, The Ritz-Carlton Yacht Collection, residences, and timeshare properties. Systemwide statistics include data from Marriott’s franchised properties in addition to Marriott’s company-operated properties.

(28) Excludes timeshares and yachts.

TCFD Index

Marriott’s Task Force on Climate-related Financial Disclosures (TCFD) index is aligned with the four sections of the TCFD framework: (1) governance, (2) strategy, (3) risk management, and (4) metrics and targets.

Disclosure		Response/Location
GOVERNANCE Governance of Climate-Related Risks and Opportunities	Board’s Oversight of Climate-Related Risks and Opportunities	2026 Serve 360 Report: Global Progress , page 18 2025 CDP Response , pages 37–40 and 44 Inclusion & Social Impact Committee Charter 2026 Proxy Statement , pages 33 and 37
	Management’s Role in Assessing and Managing Climate-Related Risks and Opportunities	2026 Serve 360 Report: Global Progress , page 18 2025 CDP Response , pages 45–47
STRATEGY The Actual and Potential Impacts of Climate-Related Risks and Opportunities on Business, Strategy, and Financial Planning	Identified Climate-Related Risks and Opportunities Over Short-, Medium-, and Long-Term Horizons	2026 Serve 360 Report: Global Progress , page 4 2025 CDP Response , pages 31–35 2025 Annual Report , pages 12 and 14
	Impact on Business, Strategy, and Financial Planning	2026 Serve 360 Report: Global Progress , pages 4–7 2025 CDP Response , pages 31–35
	Resilience of Strategy, Including Impact of Different Climate-Related Scenarios	2026 Serve 360 Report: Global Progress , pages 4–6 2025 CDP Response , pages 81 and 85
RISK MANAGEMENT The Process to Identify, Assess, and Manage Climate-Related Risks	Process for Identifying and Assessing Climate-Related Risks	2026 Serve 360 Report: Global Progress , page 4 2025 CDP Response , pages 21–30 2026 Proxy Statement , page 37
	Processes for Managing Climate-Related Risks	2026 Serve 360 Report: Global Progress , pages 4–7 2025 CDP Response , pages 31 and 85–110
	Process for Integration into Overall Risk Management	2026 Serve 360 Report: Global Progress , page 4 2025 CDP Response , pages 21–27 2026 Proxy Statement , page 37
METRICS AND TARGETS The Metrics and Targets Used to Assess and Manage Relevant Climate-Related Risks and Opportunities	Metrics Used to Assess Climate-Related Risks and Opportunities	2026 Serve 360 Report: Global Progress , pages 4–7 2026 Serve 360 Report: Performance Tables & Appendices , pages 2–4
	Scope 1, 2, and 3 GHG Emissions	2026 Serve 360 Report: Performance Tables & Appendices , pages 2–3
	Targets Used and Performance Against Targets	2026 Serve 360 Report: Global Progress , pages 6–7

