

Global Industry Overview



James Chappell
Global Business Director



Top of the Market?

“Given this backdrop, its increasingly clear that the lodging cycle that began in March 2009 is over”

Bank of America analyst



Supply Overtakes Demand

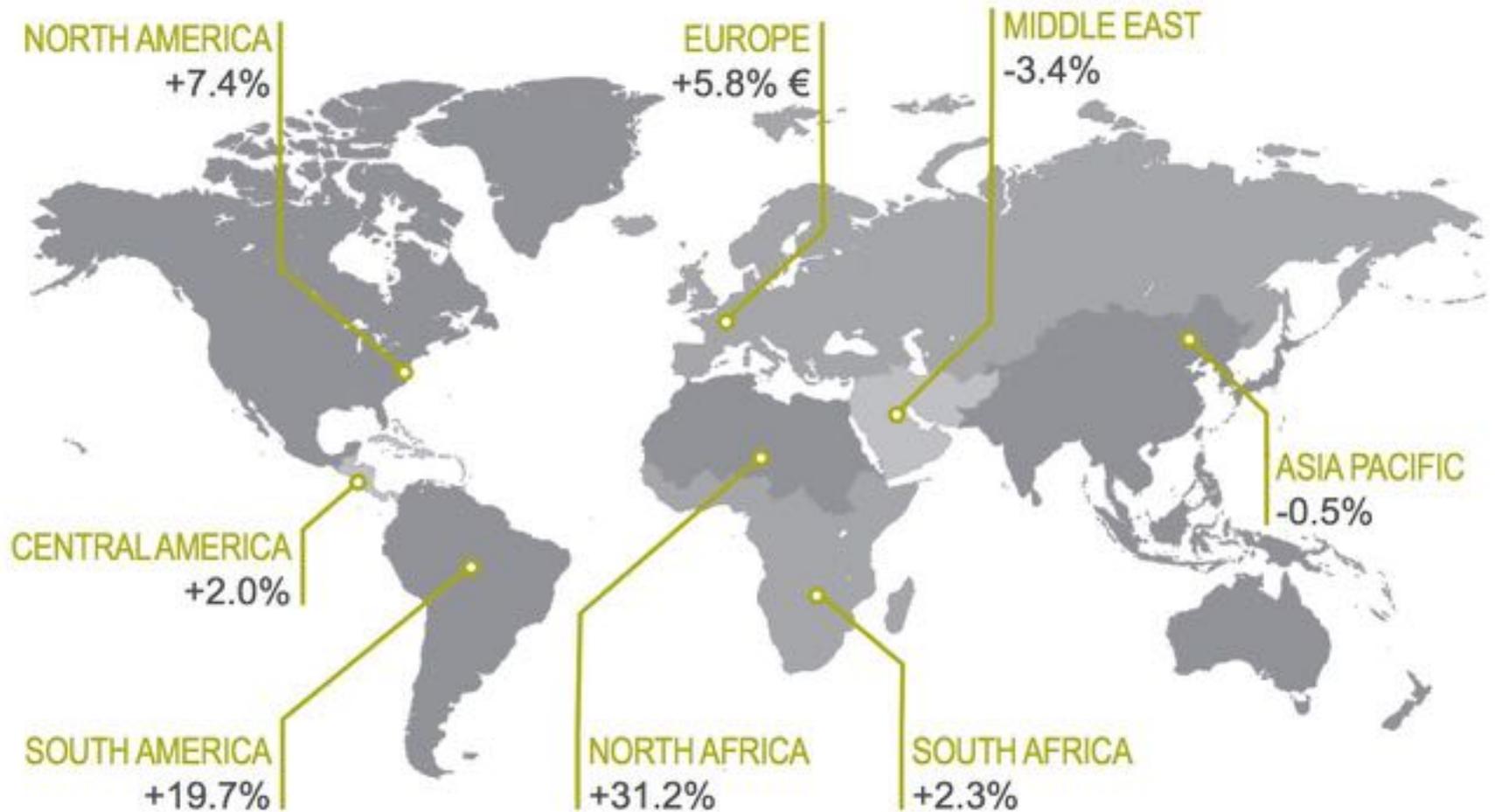
“Experts agreed that 2017 will be the year that the supply-demand dynamics turn unfavourable for the hotel industry.”

ALIS January 2017



RevPAR % Change Map

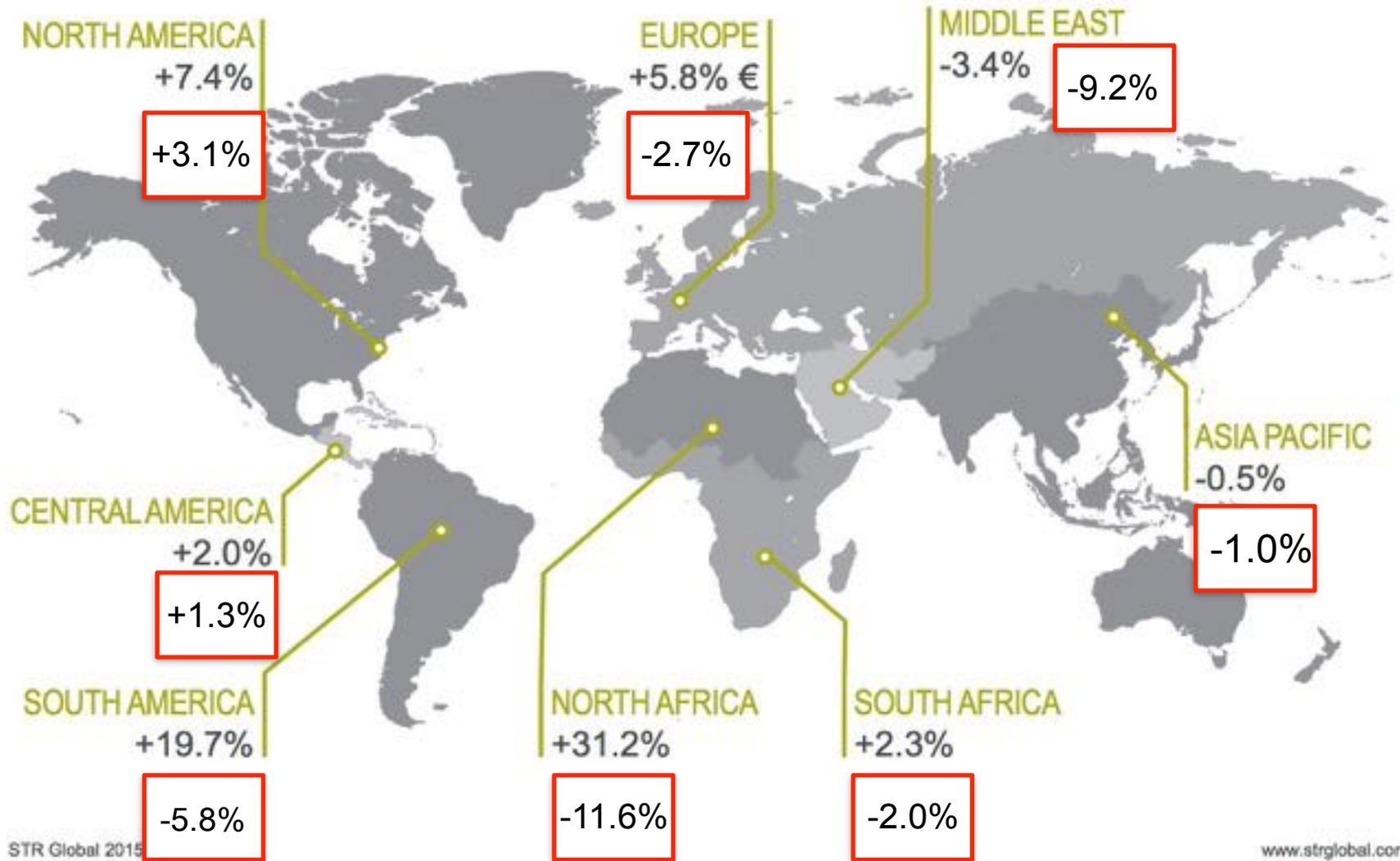
April 2015 YTD, USD, Europe in EUR, Constant Currency



RevPAR % Change Map



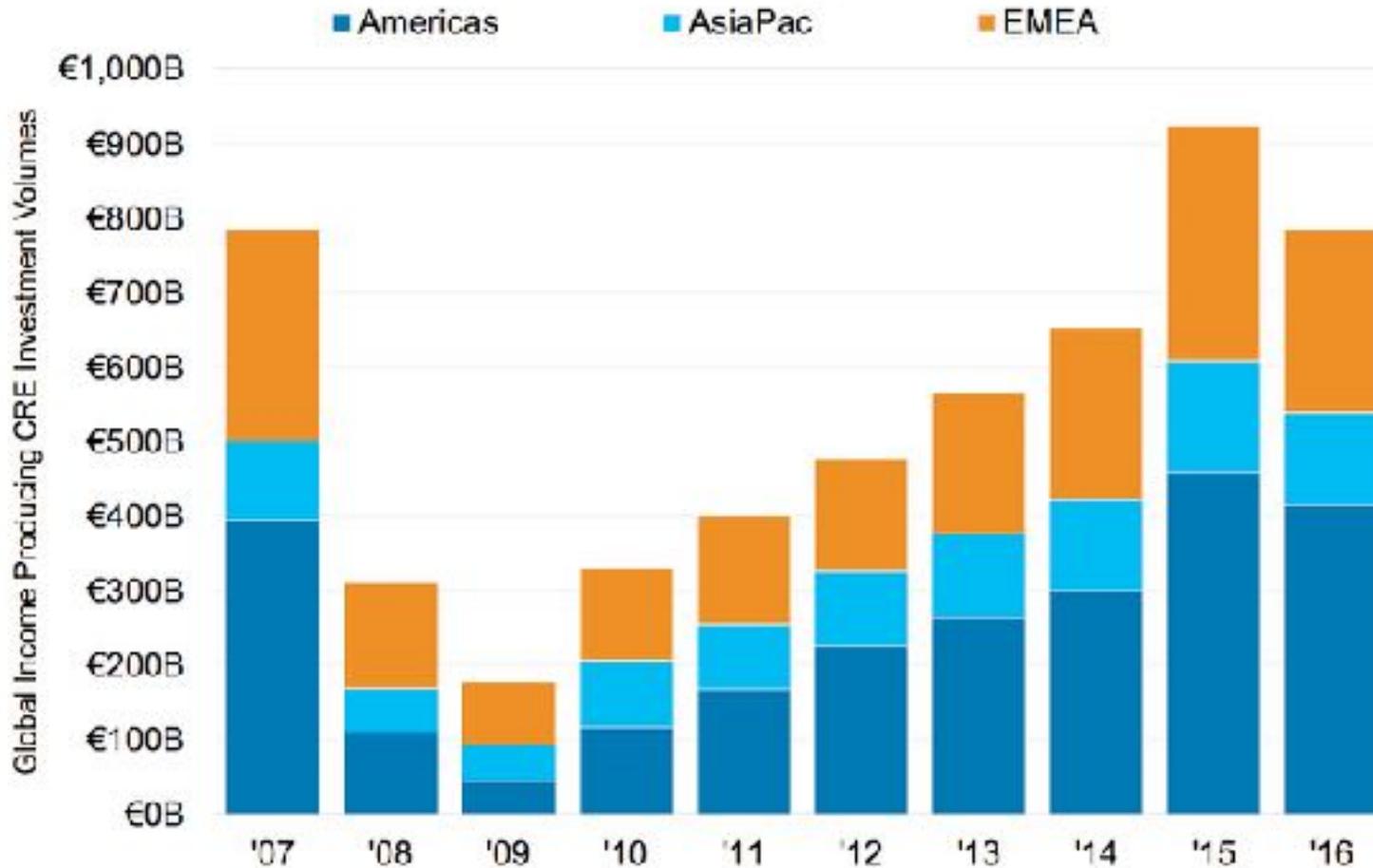
2016 YTD, USD, Europe in EUR, Constant Currency



Global Transactions

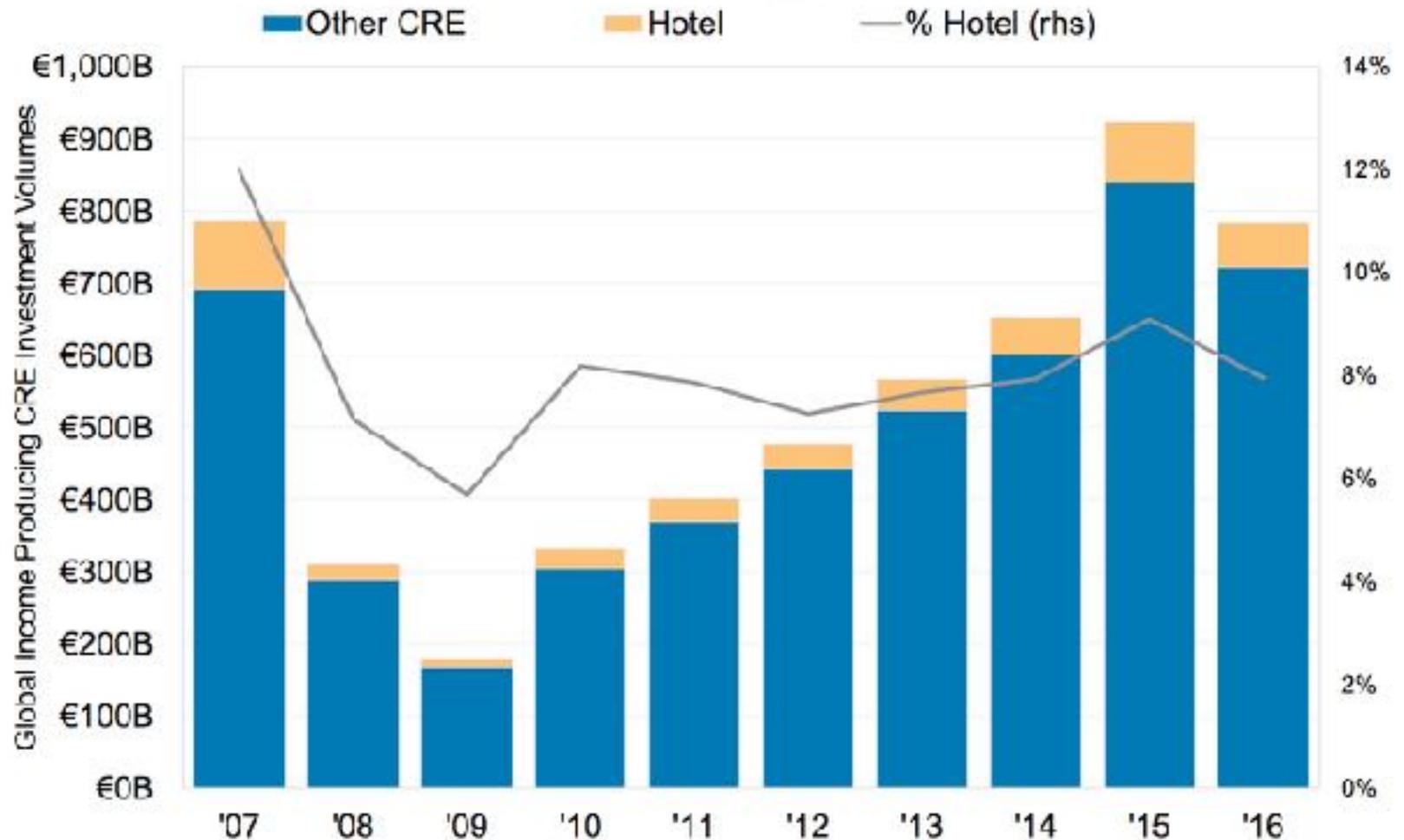


2016 A Good Year

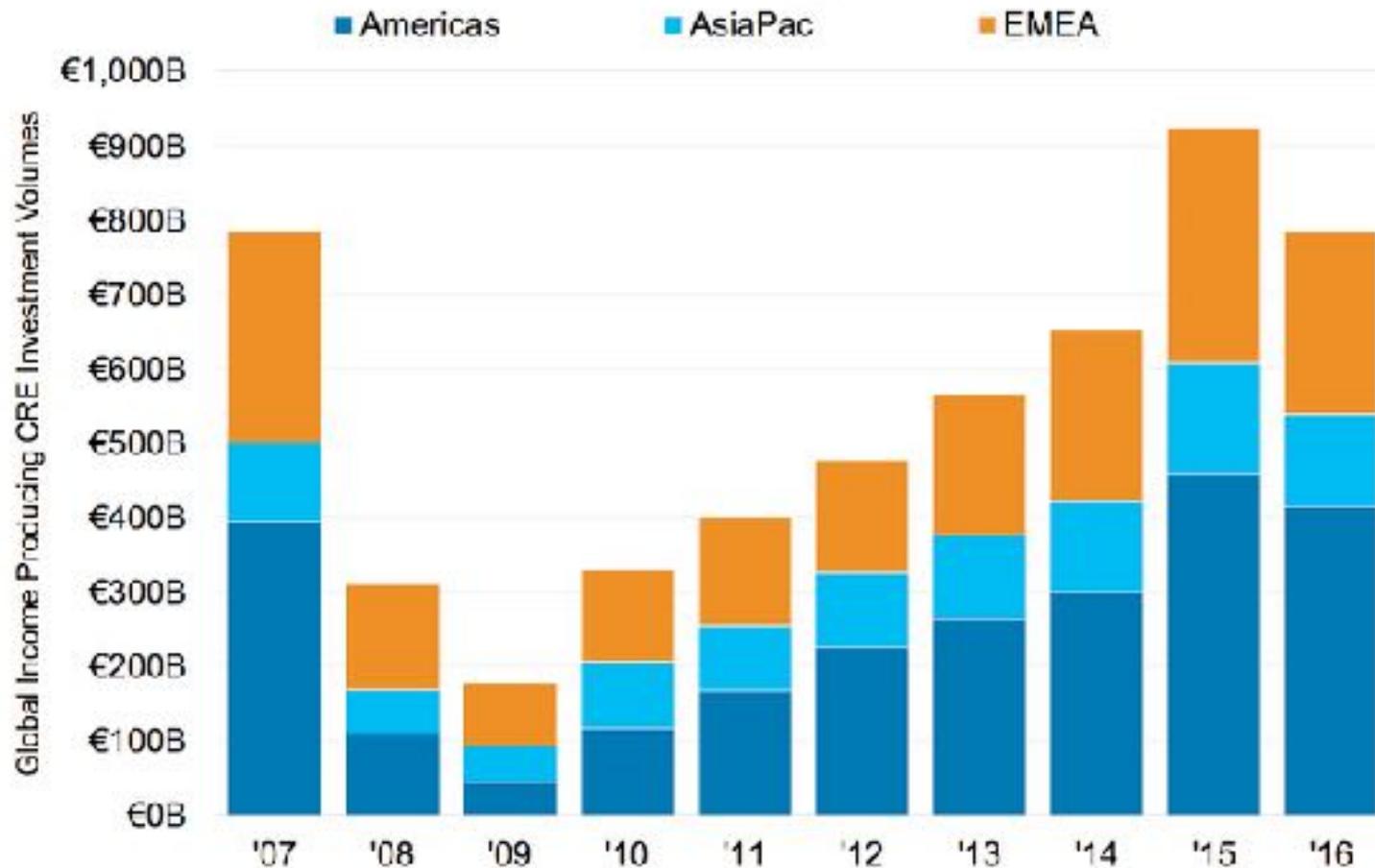


n.b. 2016 data is provisional

Third Strongest Year on Record



Europe is a Third of The Global Total



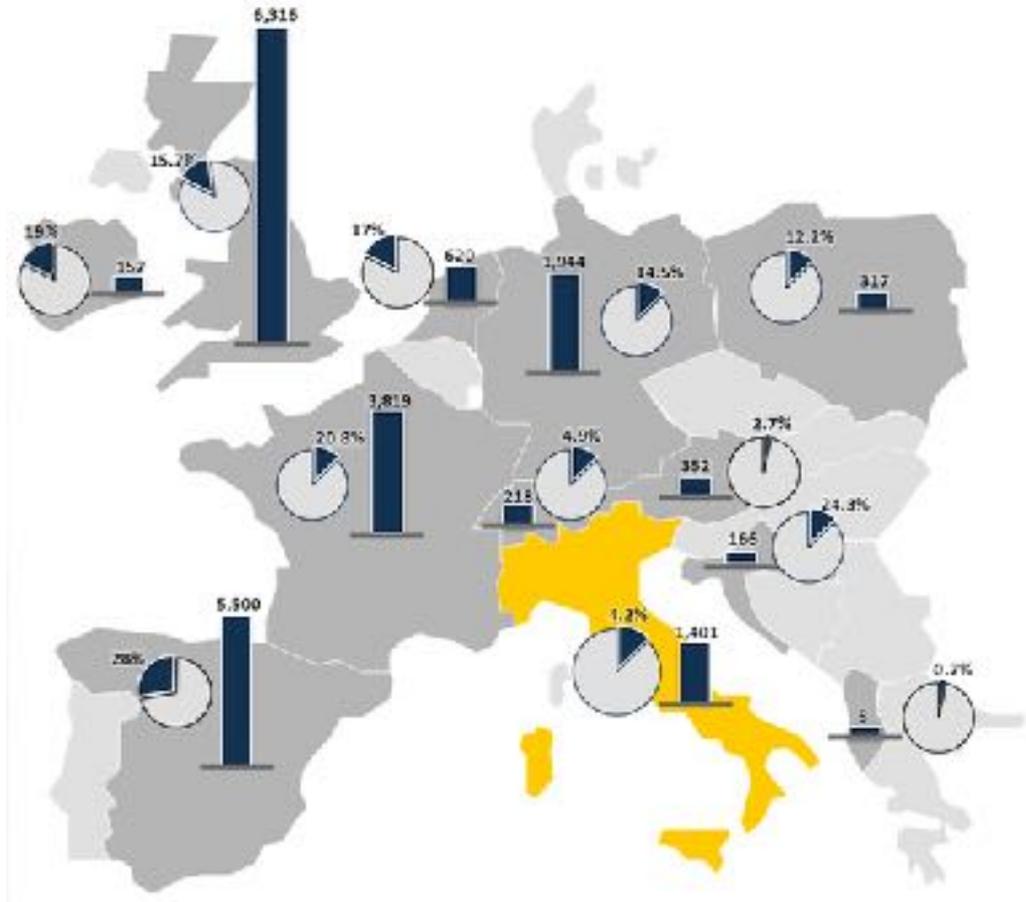
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European Chains



European Chain Penetration

- Spain: 28%
- France: 20.8
- Ireland: 19%
- UK: 15.7%
- Germany: 14.5%
- Poland: 12.2%
- Italy: 4.2%



Outlook?

- Brexit?
- Political Instability: Germany, Holland, Greece
- Security
- Trump?

