U.S. Hotel Industry Performance

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Benchmarking your world

Agenda

- Total US Review
- Scale Review
- Segmentation
- Markets
- Pipeline
- Airbnb
- Slides from ALIS 2017 main stage presentation

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November 2016 YTD: More Of The Same: Slowing Growth

		% Change
• Room Supply		1.5%
• Room Demand		1.7%
• Occupancy	66.7%	0.2%
• A.D.R.	$124	3.1%
• RevPAR	$83	3.3%
• Room Revenue		4.9%

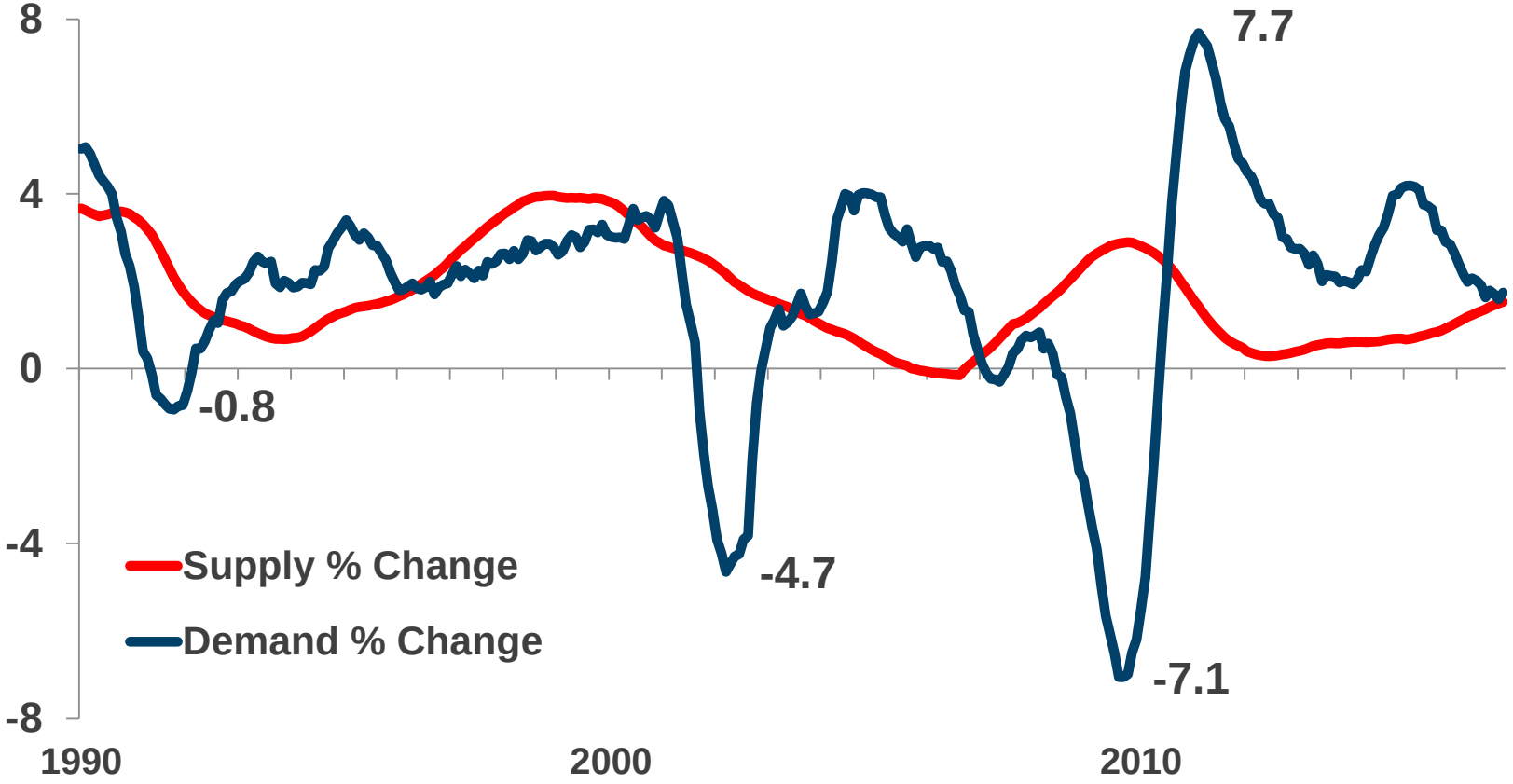
November 2016 YTD, Total US Results

Total US November 2016 RevPAR:
3 Markets Dragged US Results

Total US YTD:		**+3.3%**
	NYC:	- 2.4%
	Miami:	- 4.6%
	Houston:	-12.1%
Total US excluding NYC, Miami & Houston:		**+3.9%**

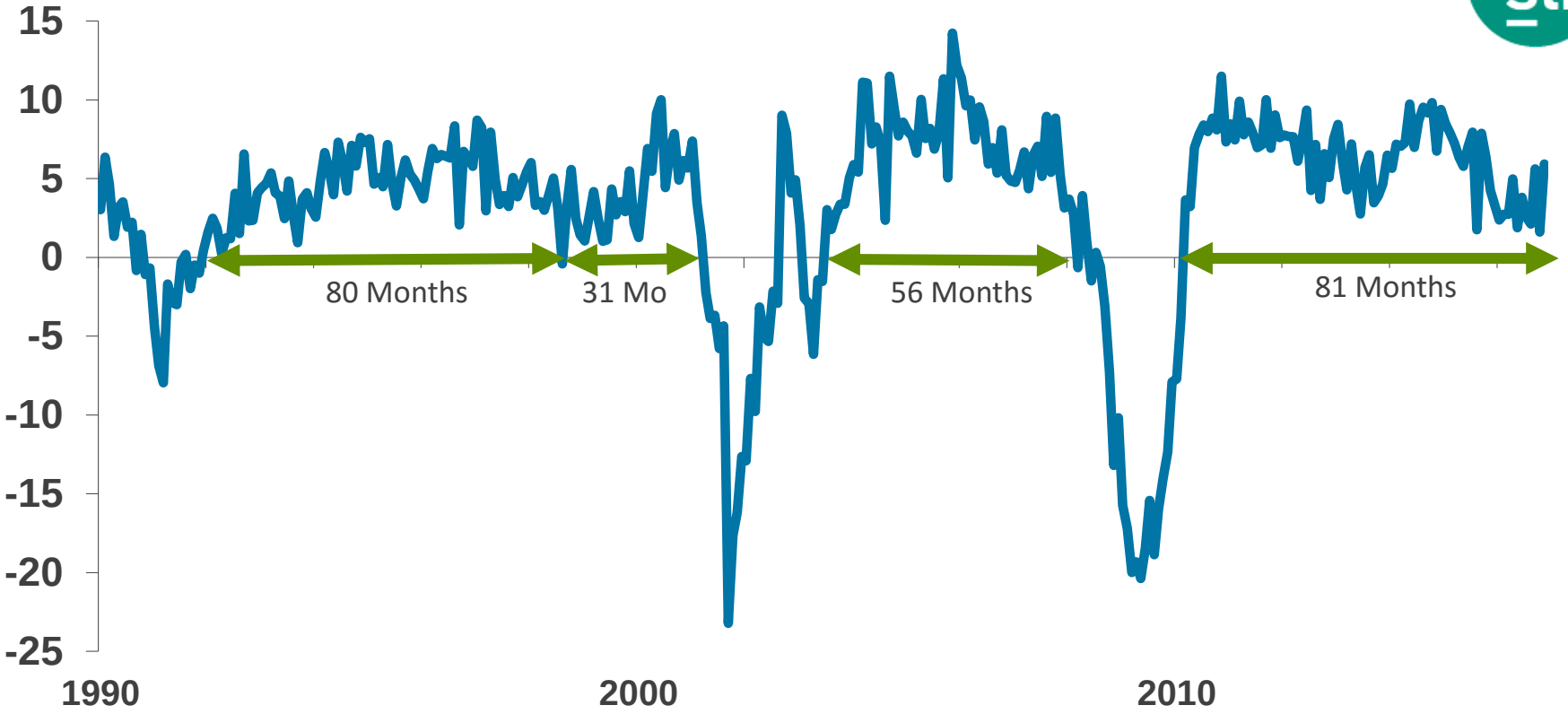
*RevPAR % Change November 2016 YTD

Demand Growth Slows. Supply Growth Increases To 1.5%.



Total U.S., Supply & Demand % Change, 12 MMA 1/1990 – 11/2016

RevPAR Growth: Slowing Down After 6 Yrs. Of Growth

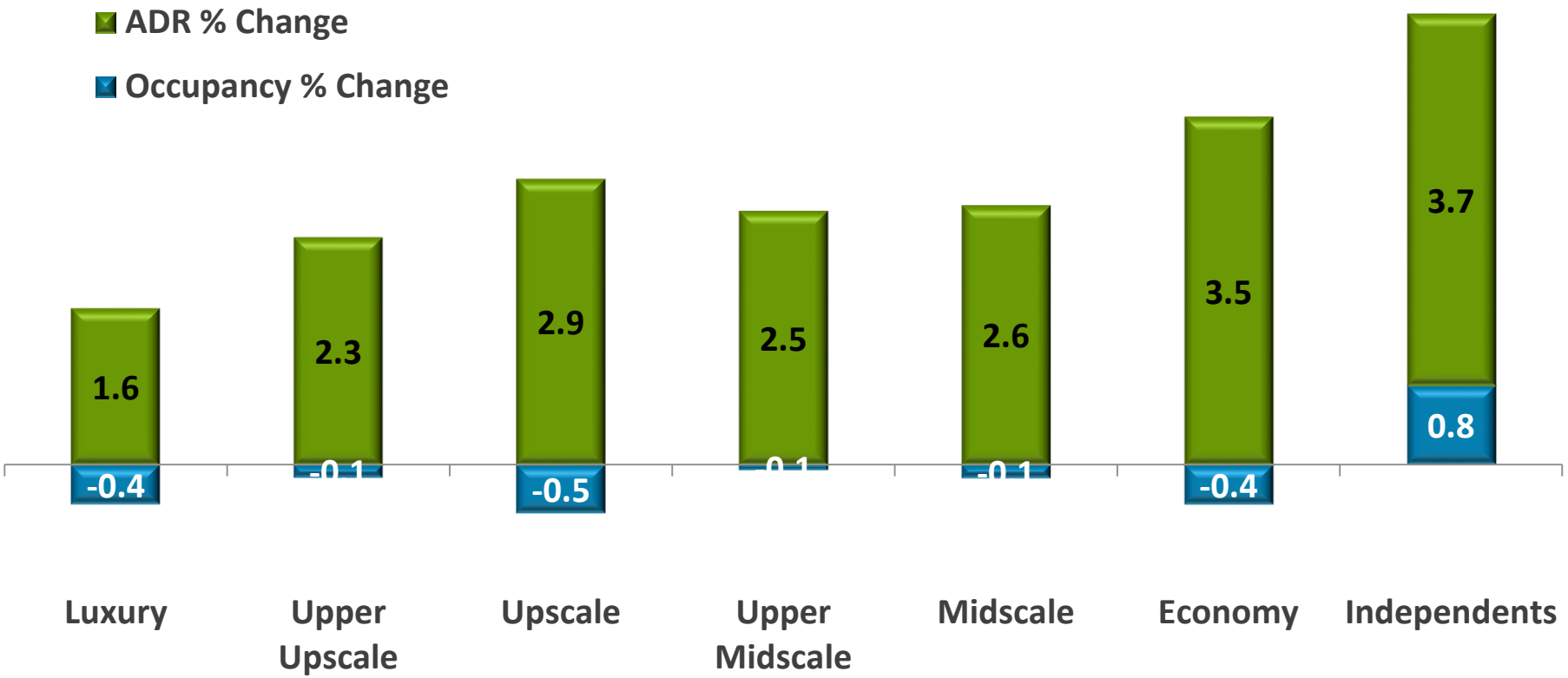


Total U.S., RevPAR % Change, 1/1990 – 11/2016

Chain Scale Review

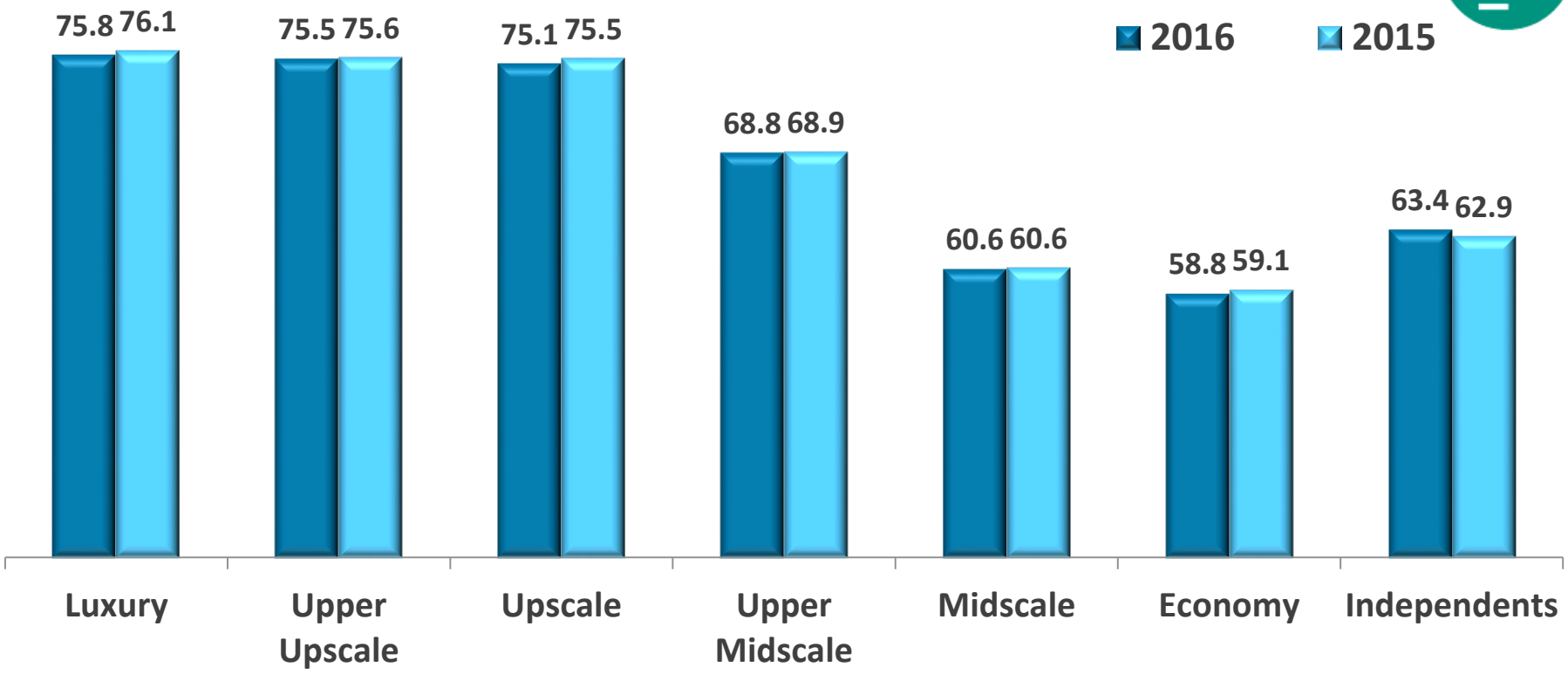
- November YTD -

(Only) In This Part Of The Cycle: Independents Outperform Brands



*RevPAR % Change by Contribution of OCC / ADR % Change, by Scale, November 2016 YTD

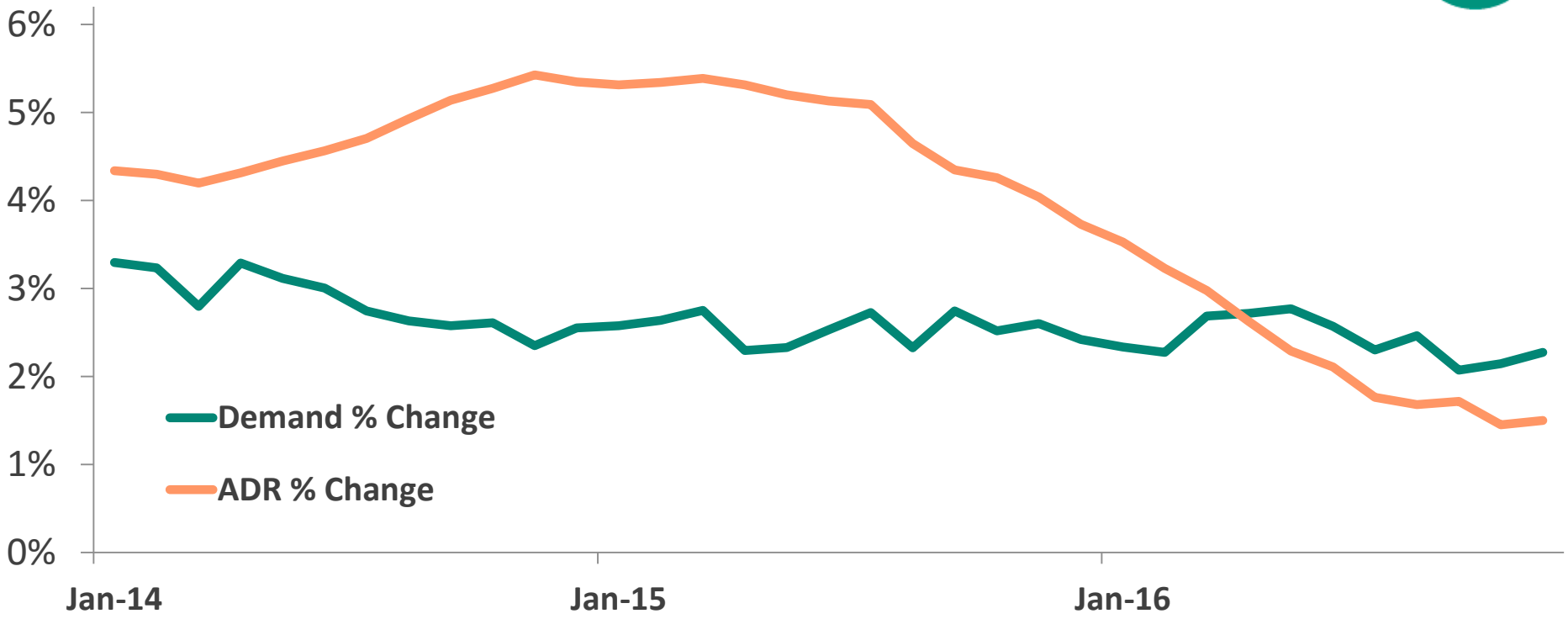
High End Hotels Still Very Busy (But A Little Less So)



*OCC %, by Scale, November YTD 2016 & 2015

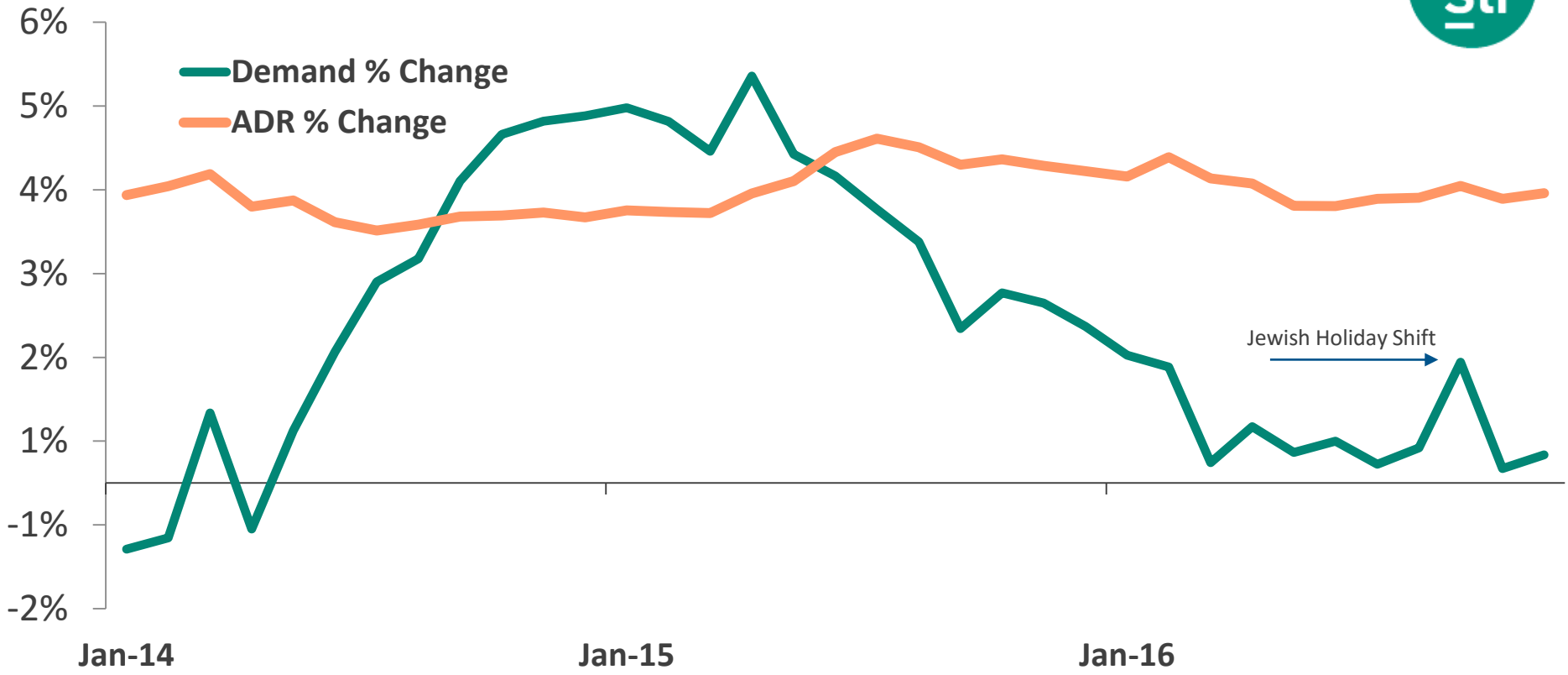
Segmentation

Transient Performance: ADR Growth Slowing Despite High Occupancy



*Transient Demand and ADR % Change, 12 MMA, 1/2014 – 11/2016

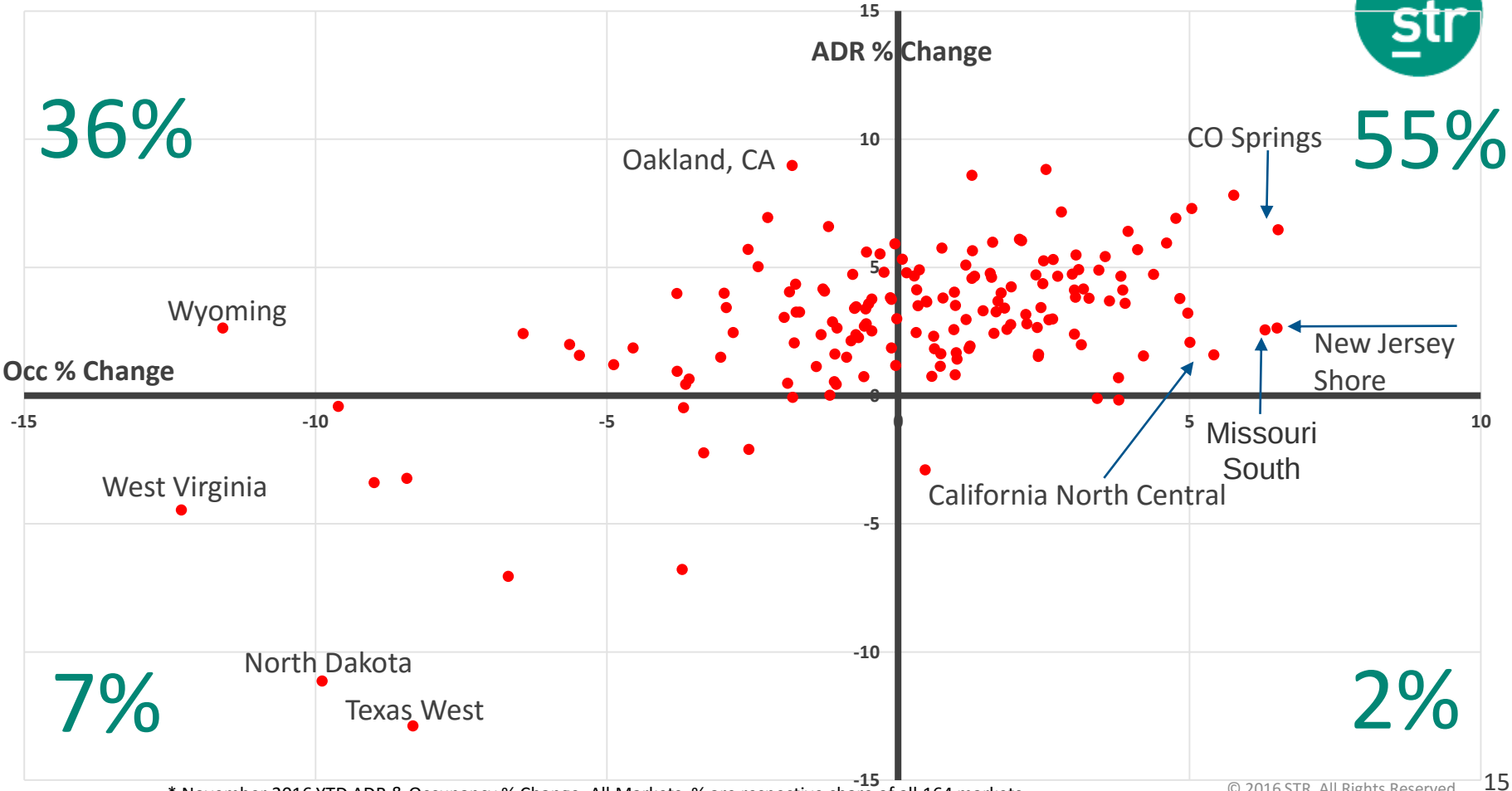
Group Performance: No Demand Growth To Speak Of



*Group Demand and ADR % Change, 12 MMA, 1/2014 – 11/2016

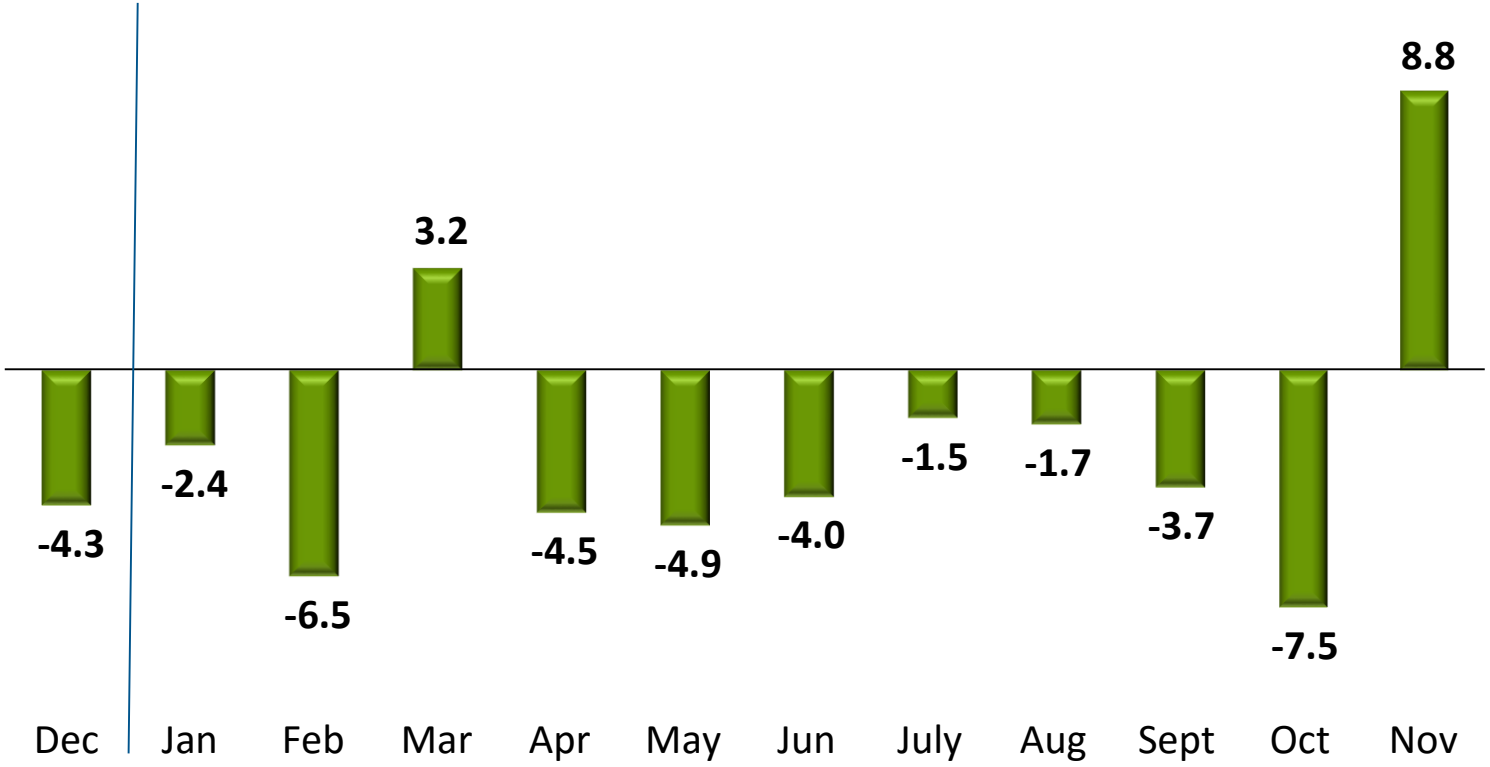
Markets

Majority Of Markets With Positive ADR % Change



* November 2016 YTD ADR & Occupancy % Change, All Markets. % are respective share of all 164 markets

NYC Monthly RevPAR % Change: November Was An Outlier



* NYC RevPAR % Change, by Month, 12/2015 – 11/2016

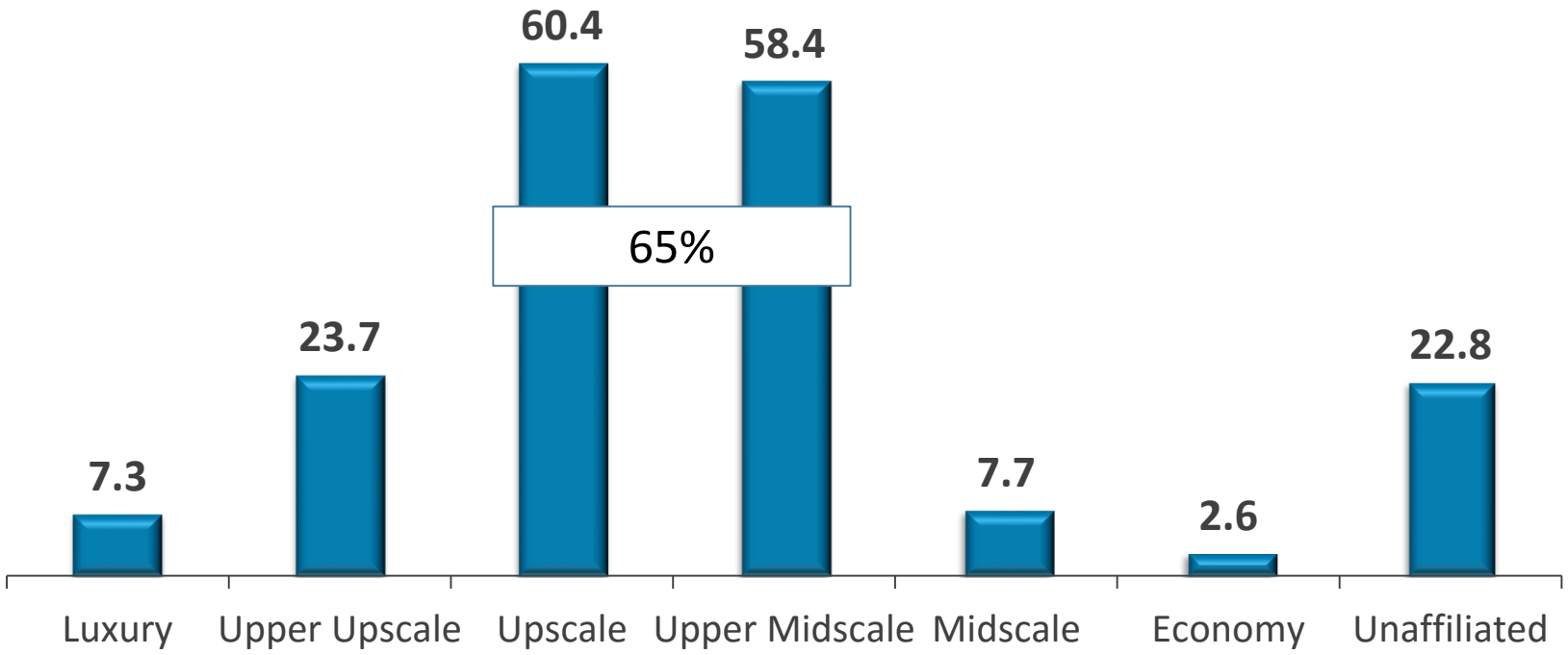
Pipeline

US Pipeline:
We will Look Back At This Moment And Realize This Was When Overbuilding Happened

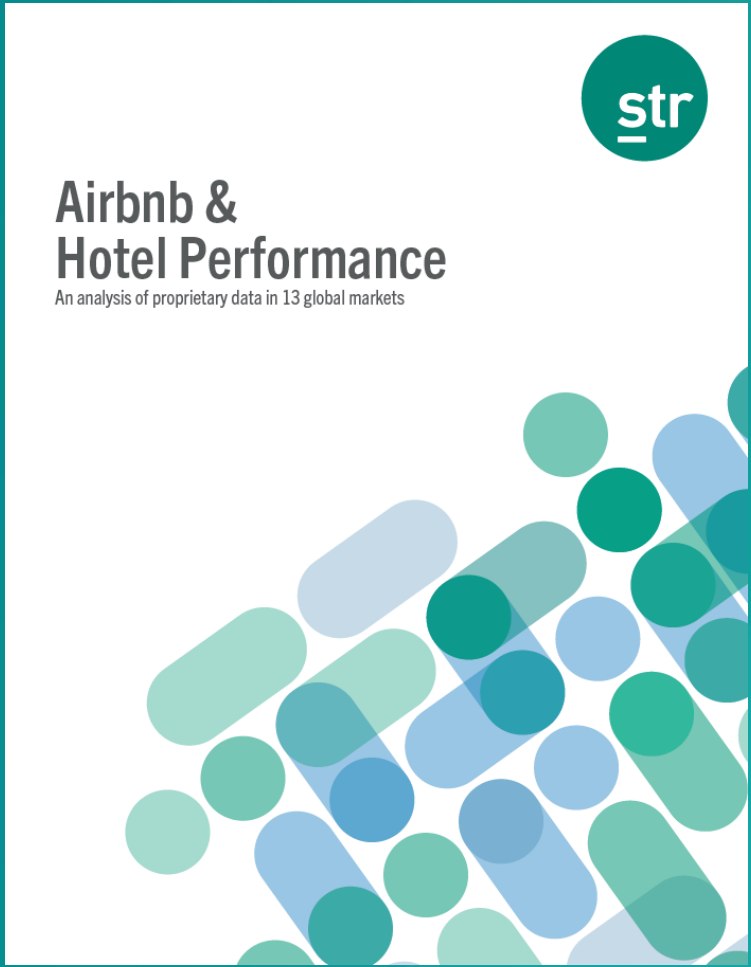
Phase	2016	2015	% Change
In Construction	183	141	30%
Final Planning	195	176	11%
Planning	176	139	26%
Under Contract	**554**	**457**	**21%**

*Total US Pipeline, by Phase, '000s Rooms, November 2015 and 2016

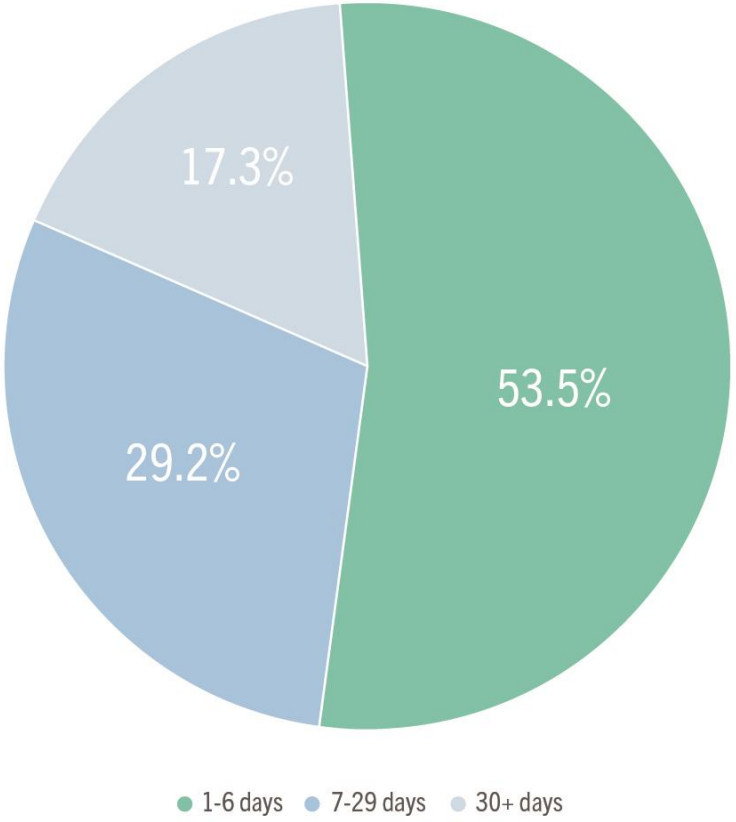
Limited Service Construction Is The Name Of The Game



*US Pipeline, Rooms Under Construction , '000s Rooms, by Scale, November 2016

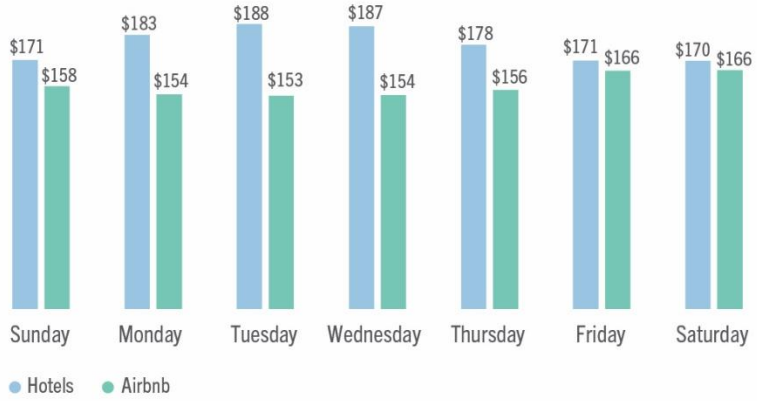


Airbnb Trip Length Distribution for 7 US Markets



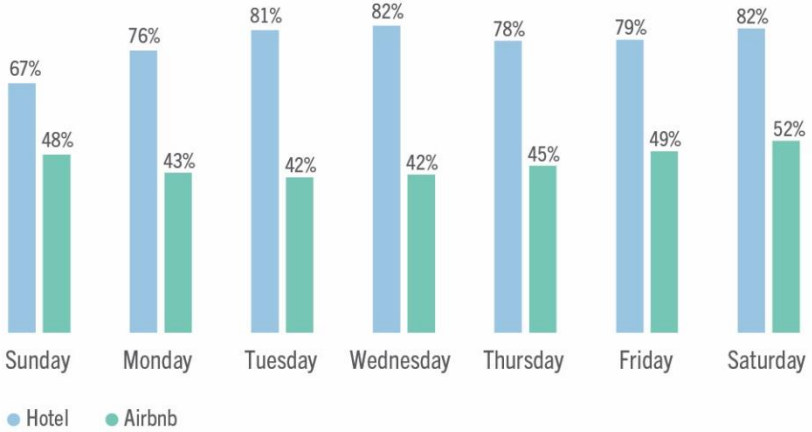
*July 2016, 12-Month Moving Average

Hotel & Airbnb ADR For 7 US Cities



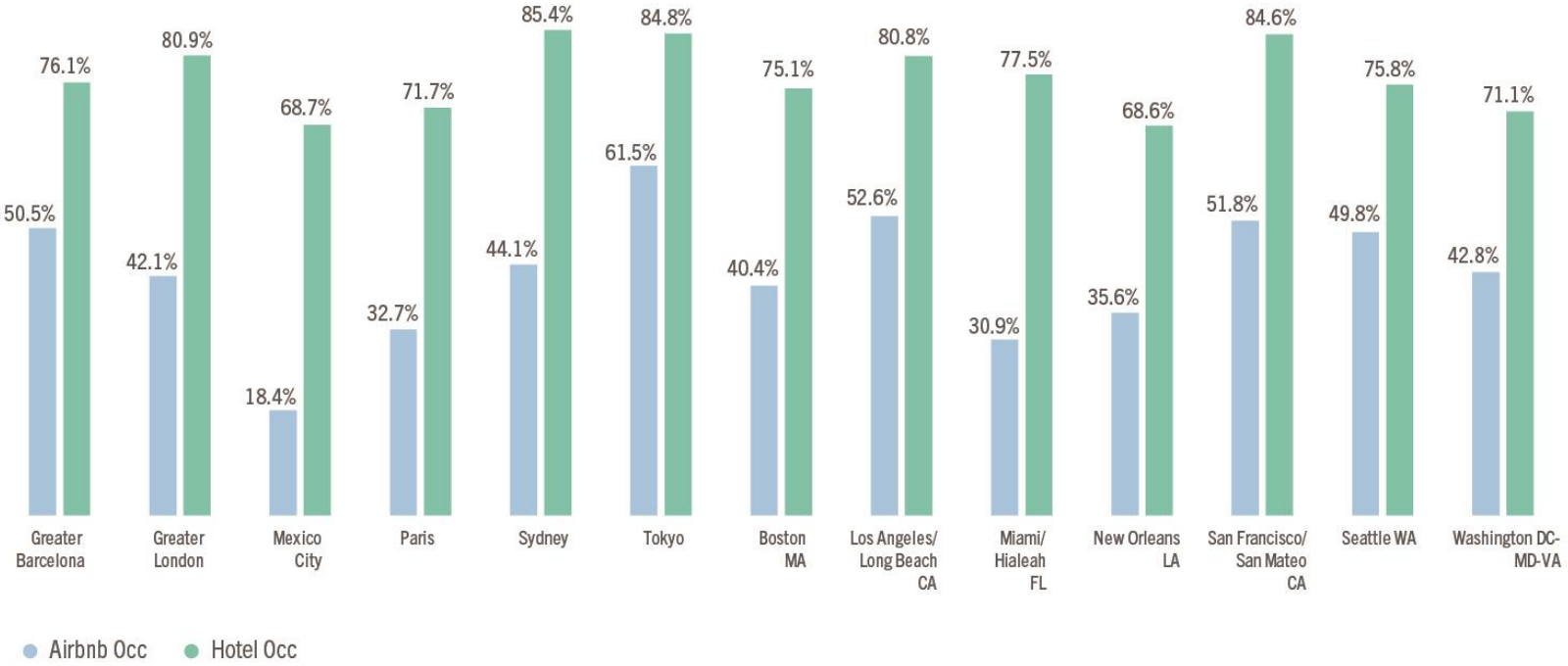
July 2016, 12-Month Moving Average

Hotel & Airbnb Occupancy For 7 US Cities



July 2016, 12-Month Moving Average

Hotel and Airbnb Occupancy



July 2016, 12-Month Moving Average

US Hotel and Airbnb ADR

July 2016, 12-Month Moving Average

Please Stand By…

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U.S. RevPAR Growth Forecast Slow (But Steady)

2016	2017	2018
+3.2%	+2.5%	+2.6%

N.A. RevPAR Growth Forecast Slow (But Steady)

	2016	2017	2018
	+3.2%	+2.5%	+2.6%
	+4.8%	+3.8%	+2.9%

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Compression Nights in 7 US Markets, July YTD

2014	2015	**2016**
75	76	**71**

Compression Nights in 7 US Markets, July YTD

2014	2015	**2016**
75	76	**71**

Hotel +3%

Supply Change

Airbnb +127%

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Compression Nights in 7 US Markets, July YTD

	2014	2015	**2016**
	75	76	**71**
Hotel	+2.60mm		+3%
Airbnb	+2.68mm		+127%

Supply Change

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Compression Nights in 7 US Markets, July YTD

2013	2014	2015	**2016**
61	75	76	**71**

Hotel +2.60mm +3%

Supply Change

Airbnb +2.68mm +127%

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Questions?

Presentation is available for download.

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