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US Chain Scale Forecast Report - Sample



Created Month Year

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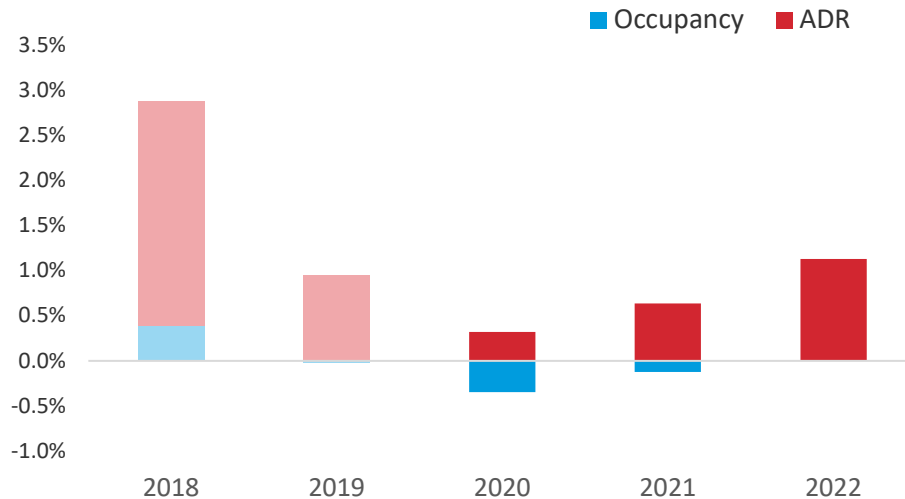
US Forecast Summary - Sample

US Forecast Growth Rates

	Actual		Forecast		
	2018	2019	2020	2021	2022
Supply	2.0%	2.1%	1.9%	1.5%	1.7%
Demand	2.6%	1.8%	1.4%	1.6%	1.5%
Occupancy	0.4%	0.0%	-0.3%	-0.1%	0.0%
ADR	2.1%	1.0%	0.4%	0.6%	1.1%
RevPAR	2.9%	0.6%	0.0%	0.3%	1.1%

US RevPAR Growth Composition

Percentage growth, annual data

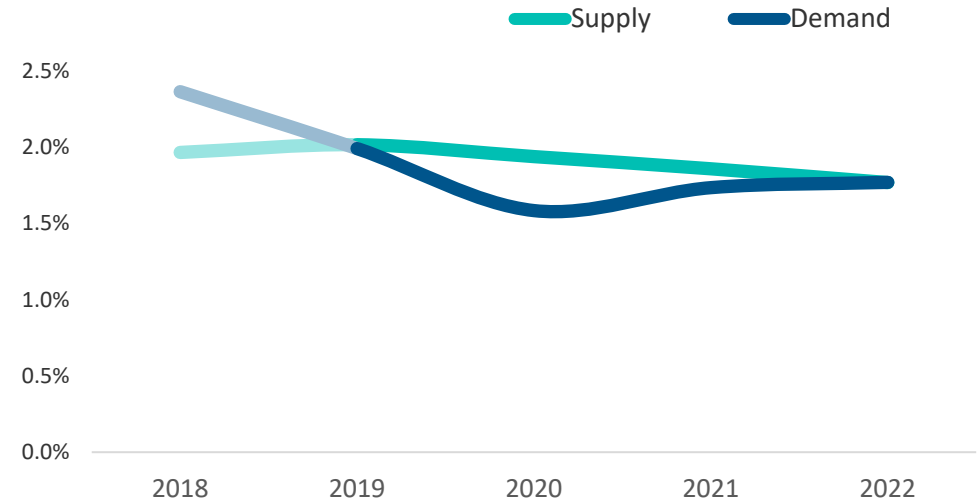


Forecast Highlights

- The US RevPAR outlook for 20XX has been reduced to 0.0% from 0.5%, primarily on a slower pace of expected ADR growth and slightly weaker demand growth.
- ADR growth has continued to slow, declining from 2.5% in 20XX, to just 1.0% in 20XX. This deceleration is anticipated to continue in 20XX, resulting in ADR growth of just 0.3%. With operators adapting to flat-to-negative pricing expectations, a trend toward weaker ADR gains may prove persistent.
- The number of rooms under construction is equivalent to just 3.7% of existing

US Supply and Demand Growth

Percentage growth, annual data





Chain Scale Forecast Summary - Sample

Occupancy, % change

				Forecast		
	2017	2018	2019	2020	2021	2022
US	0.7%	0.4%	0.0%	-0.3%	-0.1%	0.0%
Luxury	0.3%	0.7%	-0.9%	-0.3%	-0.5%	0.0%
Upper Upscale	0.0%	-0.1%	-0.5%	-0.5%	-0.5%	0.1%
Upscale	-0.1%	-0.4%	-0.8%	-0.9%	-0.5%	-0.1%
Upper Midscale	0.8%	-0.1%	-0.5%	-0.2%	-0.5%	-0.1%
Midscale	1.1%	0.2%	-0.7%	-0.2%	-0.5%	-0.1%
Economy	0.4%	0.9%	0.5%	-0.4%	-0.5%	0.0%
Independent	1.0%	0.7%	0.7%	-0.5%	-0.5%	-0.1%

ADR, % change

				Forecast		
	2017	2018	2019	2020	2021	2022
US	2.2%	2.5%	1.0%	0.3%	0.6%	1.1%
Luxury	2.1%	3.7%	2.2%	1.2%	0.6%	1.7%
Upper Upscale	1.7%	2.2%	1.4%	0.8%	0.6%	1.4%
Upscale	1.3%	1.8%	0.3%	-0.4%	0.6%	0.6%
Upper Midscale	1.2%	1.7%	0.3%	-0.3%	0.6%	0.7%
Midscale	2.0%	1.5%	-0.4%	-0.4%	0.6%	0.5%
Economy	2.7%	2.2%	-0.3%	-0.4%	0.6%	0.8%
Independent	3.3%	2.9%	1.6%	0.7%	0.6%	1.2%

RevPAR, % change

				Forecast		
	2017	2018	2019	2020	2021	2022
US	2.9%	2.9%	0.9%	0.0%	0.5%	1.1%
Luxury	2.3%	4.5%	1.3%	0.9%	0.5%	1.1%
Upper Upscale	1.8%	2.1%	0.9%	0.4%	0.5%	1.1%
Upscale	1.2%	1.4%	-0.5%	-1.3%	0.5%	1.1%
Upper Midscale	2.1%	1.6%	-0.2%	-0.5%	0.5%	1.1%
Midscale	3.2%	1.7%	-1.1%	-0.5%	0.5%	1.1%
Economy	3.1%	3.1%	0.2%	-0.8%	0.5%	1.1%
Independent	4.3%	3.6%	2.2%	0.2%	0.5%	1.1%

Supply, % change

				Forecast		
	2017	2018	2019	2020	2021	2022
US	1.7%	2.0%	2.0%	1.9%	1.7%	1.6%
Luxury	1.7%	2.0%	0.5%	1.3%	1.7%	1.6%
Upper Upscale	2.0%	2.2%	1.9%	2.0%	1.7%	1.6%
Upscale	6.3%	5.6%	4.9%	4.7%	1.7%	1.6%
Upper Midscale	2.8%	3.7%	3.4%	3.0%	1.7%	1.6%
Midscale	1.4%	1.2%	2.8%	2.1%	1.7%	1.6%
Economy	0.1%	-0.8%	-1.2%	0.4%	1.7%	1.6%
Independent	-0.3%	0.5%	1.2%	0.5%	1.7%	1.6%

Demand, % change

				Forecast		
	2017	2018	2019	2020	2021	2022
US	2.4%	2.4%	2.0%	1.6%	1.7%	1.8%
Luxury	2.0%	2.8%	-0.3%	1.1%	1.7%	2.4%
Upper Upscale	2.0%	2.0%	1.4%	1.5%	1.7%	1.8%
Upscale	6.2%	5.3%	4.0%	3.8%	1.7%	3.6%
Upper Midscale	3.6%	3.6%	2.9%	2.8%	1.7%	1.9%
Midscale	2.5%	1.4%	2.1%	1.9%	1.7%	1.5%
Economy	0.5%	0.2%	-0.7%	0.0%	1.7%	0.8%
Independent	0.7%	1.2%	1.9%	0.0%	1.7%	0.9%

Revenue, % change

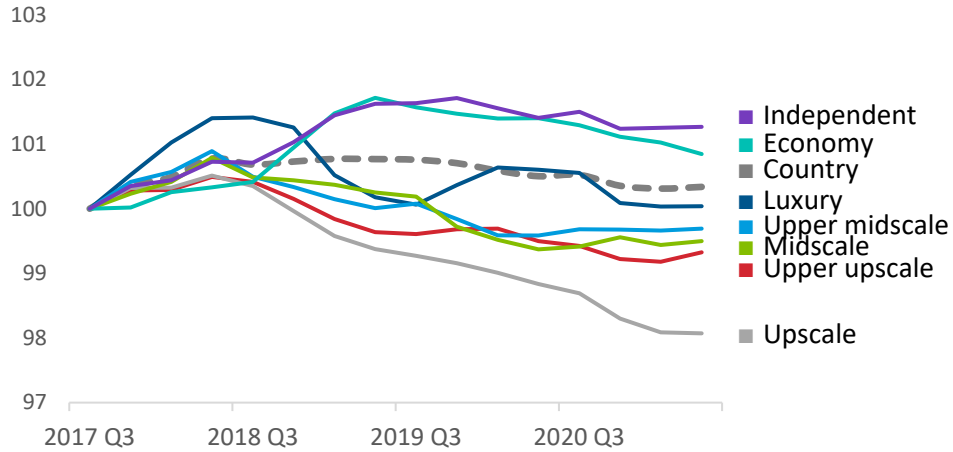
				Forecast		
	2017	2018	2019	2020	2021	2022
US	4.7%	4.9%	3.0%	1.9%	2.4%	2.9%
Luxury	4.1%	6.6%	1.8%	2.3%	2.4%	2.9%
Upper Upscale	3.8%	4.3%	2.8%	2.4%	2.4%	2.9%
Upscale	7.6%	7.1%	4.3%	3.4%	2.4%	2.9%
Upper Midscale	4.9%	5.4%	3.2%	2.5%	2.4%	2.9%
Midscale	4.6%	2.9%	1.7%	1.5%	2.4%	2.9%
Economy	3.2%	2.3%	-1.0%	-0.4%	2.4%	2.9%
Independent	4.0%	4.2%	3.5%	0.7%	2.4%	2.9%



Trailing four quarters: Occupancy, ADR and RevPAR indexes - Sample

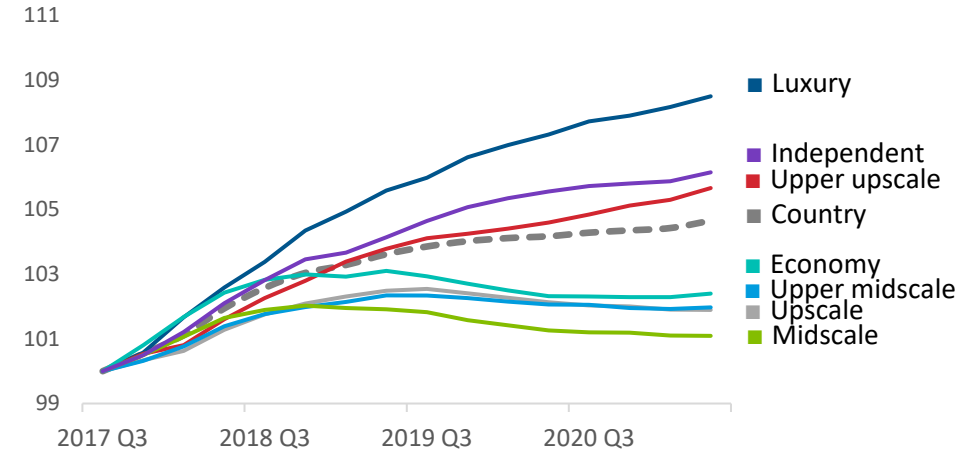
Occupancy Index

(Index 2017 Q3=100, trailing four quarters)



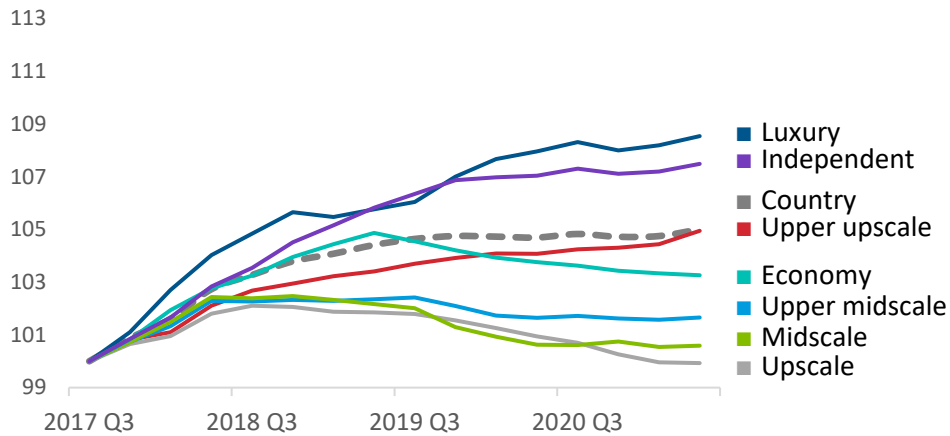
ADR Index

(Index 2017 Q3=100, trailing four quarters)



RevPAR Index

(Index 2017 Q3=100, trailing four quarters)





Outlook: Total Country - Sample

Annual Data		Occupancy		ADR		RevPAR		Supply		Demand		Revenue		Average Daily Supply	
		Year	%	% Change	USD	% Change	USD	% Change	Room nights (millions)	% Change	Room nights (millions)	% Change	USD (millions)	% Change	Avg daily rooms during year (thousands)
Actual	2016	65.4%	0.1%	124.07	3.0%	81.16	3.1%	1,832.8	1.4%	1,199.0	1.5%	148,755	4.6%	5,021.4	1.4%
	2017	65.9%	0.7%	126.82	2.2%	83.55	2.9%	1,863.9	1.7%	1,227.9	2.4%	155,721	4.7%	5,106.6	1.7%
	2018	66.1%	0.4%	129.97	2.5%	85.96	2.9%	1,900.6	2.0%	1,257.0	2.4%	163,369	4.9%	5,207.0	2.0%
	2019	66.1%	0.0%	131.21	1.0%	86.76	0.9%	1,938.9	2.0%	1,282.0	2.0%	168,210	3.0%	5,312.1	2.0%
Forecast	2020	65.9%	-0.3%	131.63	2.4%	86.73	0.5%	1,976.5	1.9%	1,302.3	1.6%	171,426	1.9%	5,415.1	1.9%
	2021	65.8%	-0.3%	132.47	2.4%	87.18	0.5%	2,013.3	1.9%	1,324.9	1.6%	175,509	1.9%	5,515.8	1.9%
	2022	65.8%	-0.3%	133.96	2.4%	88.16	0.5%	2,048.9	1.9%	1,348.4	1.6%	180,630	1.9%	5,613.4	1.8%
	2023	65.8%	-0.3%	136.37	2.4%	89.67	0.5%	2,087.3	1.9%	1,372.6	1.6%	187,178	1.9%	5,718.7	1.8%
	2024	65.7%	-0.3%	139.57	2.4%	91.73	0.5%	2,129.1	1.9%	1,399.2	1.6%	195,299	1.9%	5,833.3	1.8%

Quarterly Data

Actual	2018 Q3	71.0%	-0.5%	132.20	2.2%	93.80	1.8%	483.4	2.0%	343.0	1.5%	45,340	3.8%	5,253.9	2.0%
	2018 Q4	61.9%	0.3%	128.00	2.0%	79.17	2.4%	481.2	2.0%	297.7	2.3%	38,101	4.4%	5,230.9	2.0%
	2019 Q1	61.7%	0.3%	129.03	1.1%	79.61	1.4%	471.0	2.0%	290.6	2.3%	37,497	3.5%	5,233.4	2.0%
	2019 Q2	70.0%	-0.1%	132.99	1.2%	93.10	1.1%	483.7	2.0%	338.6	1.9%	45,029	3.1%	5,315.0	2.0%
	2019 Q3	70.8%	-0.2%	133.27	0.8%	94.40	0.6%	492.8	2.0%	349.1	1.8%	46,526	2.6%	5,357.0	2.0%
	2019 Q4	61.8%	-0.1%	128.94	0.7%	79.69	0.7%	491.4	2.1%	303.7	2.0%	39,158	2.8%	5,341.3	2.1%
Forecast	2020 Q1	61.5%	-0.4%	129.59	0.4%	79.67	0.1%	480.6	2.0%	295.4	1.7%	38,288	2.1%	5,339.5	2.0%
	2020 Q2	69.7%	-0.4%	133.23	0.4%	92.87	0.1%	493.2	2.0%	343.8	1.7%	45,803	2.1%	5,419.9	2.0%
	2020 Q3	70.8%	-0.4%	133.75	0.4%	94.69	0.1%	502.6	2.0%	355.8	1.7%	47,586	2.1%	5,462.6	2.0%
	2020 Q4	61.4%	-0.4%	129.34	0.4%	79.47	0.1%	500.2	2.0%	307.3	1.7%	39,749	2.1%	5,436.8	2.0%
	2021 Q1	61.4%	-0.4%	130.02	0.4%	79.89	0.1%	489.2	2.0%	300.6	1.7%	39,085	2.1%	5,436.0	2.0%
	2021 Q2	69.7%	-0.4%	134.29	0.4%	93.60	0.1%	502.3	2.0%	350.1	1.7%	47,017	2.1%	5,520.1	2.0%



Outlook: Luxury Chains - Sample

		Occupancy		ADR		RevPAR		Supply		Demand		Revenue		Average Daily Supply		
Annual Data		Year	%	% Change	USD	% Change	USD	% Change	Room nights (millions)	% Change	Room nights (millions)	% Change	USD (millions)	% Change	Avg daily rooms during year (thousands)	% Change
Actual	2016	73.8%	-0.3%	317.41	1.7%	234.18	1.4%	43.6	3.0%	32.2	2.6%	10,221	4.4%	119.6	3.0%	
	2017	74.0%	0.3%	323.97	2.1%	239.66	2.3%	44.4	1.7%	32.8	2.0%	10,640	4.1%	121.6	1.7%	
	2018	74.5%	0.7%	336.12	3.7%	250.47	4.5%	45.3	2.0%	33.8	2.8%	11,344	6.6%	124.1	2.0%	
	2019	73.9%	-0.9%	343.44	2.2%	253.67	1.3%	45.5	0.5%	33.6	-0.3%	11,552	1.8%	124.8	0.5%	
Forecast	2020	73.7%	-0.3%	347.57	1.2%	256.01	0.9%	46.2	1.3%	34.0	1.1%	11,815	2.3%	126.4	1.3%	
	2021	73.3%	-0.3%	352.03	1.3%	258.09	0.9%	47.3	1.3%	34.7	2.0%	12,201	3.3%	129.5	1.3%	
	2022	73.3%	-0.3%	358.13	1.7%	262.51	0.9%	48.4	1.3%	35.5	2.4%	12,713	4.2%	132.7	1.3%	
	2023	73.2%	-0.3%	365.53	2.1%	267.49	0.9%	49.7	1.3%	36.4	2.4%	13,291	4.5%	136.1	1.3%	
	2024	73.1%	-0.3%	374.95	2.6%	273.98	0.9%	51.1	1.3%	37.4	2.8%	14,008	5.4%	140.1	1.3%	

Quarterly Data

Actual	2018 Q3	75.2%	0.0%	321.77	3.3%	241.91	3.4%	11.5	2.6%	8.6	2.6%	2,783	6.0%	125.0	2.6%
	2018 Q4	71.6%	-0.5%	347.97	3.8%	249.31	3.2%	11.5	1.9%	8.3	1.3%	2,878	5.1%	125.5	1.9%
	2019 Q1	71.6%	-3.0%	352.17	2.3%	252.33	-0.7%	11.3	2.3%	8.1	-0.7%	2,856	1.5%	125.8	2.3%
	2019 Q2	76.4%	-1.4%	339.60	2.5%	259.57	1.1%	11.3	1.3%	8.7	-0.1%	2,938	2.4%	124.4	1.3%
	2019 Q3	74.8%	-0.4%	326.63	1.5%	244.48	1.1%	11.5	-0.4%	8.6	-0.9%	2,801	0.6%	124.5	-0.4%
	2019 Q4	72.5%	1.2%	356.29	2.4%	258.38	3.6%	11.4	-0.9%	8.3	0.3%	2,957	2.7%	124.4	-0.9%
Forecast	2020 Q1	72.5%	1.1%	357.05	1.4%	258.69	2.5%	11.3	-0.4%	8.2	0.7%	2,915	2.1%	125.2	1.1%
	2020 Q2	76.3%	1.1%	343.75	1.2%	262.28	1.0%	11.4	1.1%	8.7	0.7%	3,000	2.1%	125.7	1.1%
	2020 Q3	74.7%	1.1%	331.96	1.6%	247.96	1.4%	11.6	1.6%	8.7	0.7%	2,887	3.1%	126.6	1.1%
	2020 Q4	71.2%	1.1%	358.48	0.6%	255.32	-1.2%	11.8	3.1%	8.4	0.7%	3,012	1.9%	128.2	1.1%
	2021 Q1	72.3%	1.1%	360.31	0.9%	260.56	0.7%	11.6	2.6%	8.4	0.7%	3,014	3.4%	128.5	1.1%
	2021 Q2	76.3%	1.1%	348.01	1.2%	265.41	1.2%	11.7	2.4%	8.9	0.7%	3,110	3.7%	128.8	1.1%



Outlook: Upper Upscale Chains - Sample

		Occupancy		ADR		RevPAR		Supply		Demand		Revenue		Average Daily Supply		
Annual Data		Year	%	% Change	USD	% Change	USD	% Change	Room nights (millions)	% Change	Room nights (millions)	% Change	USD (millions)	% Change	Avg daily rooms during year (thousands)	% Change
Actual	2016	74.3%	-0.3%	179.85	2.3%	133.67	2.0%	216.9	2.1%	161.2	1.9%	28,995	4.2%	594.3	2.1%	
	2017	74.3%	0.0%	182.99	1.7%	136.03	1.8%	221.2	2.0%	164.4	2.0%	30,087	3.8%	606.0	2.0%	
	2018	74.2%	-0.1%	187.10	2.2%	138.91	2.1%	226.0	2.2%	167.8	2.0%	31,388	4.3%	619.1	2.2%	
	2019	73.9%	-0.5%	189.74	1.4%	140.21	0.9%	230.2	1.9%	170.1	1.4%	32,272	2.8%	630.6	1.9%	
Forecast	2020	73.6%	-0.5%	191.33	0.8%	140.73	0.4%	234.8	2.0%	172.7	1.5%	33,040	2.4%	643.2	2.0%	
	2021	73.4%	-0.3%	193.25	0.8%	141.76	0.7%	239.3	1.9%	175.5	1.5%	33,925	2.7%	655.7	2.0%	
	2022	73.4%	0.1%	195.94	0.8%	143.90	1.5%	243.3	1.7%	178.7	1.5%	35,014	3.2%	666.7	2.0%	
	2023	73.4%	0.0%	199.76	0.8%	146.65	1.9%	247.9	1.9%	182.0	1.5%	36,354	3.8%	679.2	2.0%	
	2024	73.4%	-0.1%	204.68	0.8%	150.17	2.4%	252.8	2.0%	185.5	1.5%	37,966	4.4%	692.6	2.0%	

Quarterly Data

Actual	2018 Q3	76.6%	-0.4%	184.88	2.6%	141.59	2.2%	57.1	2.2%	43.7	1.8%	8,086	4.4%	620.7	2.2%
	2018 Q4	69.9%	-1.0%	187.54	2.2%	131.15	1.2%	57.3	2.0%	40.1	1.0%	7,516	3.2%	622.9	2.0%
	2019 Q1	70.6%	-1.2%	188.72	2.5%	133.29	1.2%	56.3	1.9%	39.8	0.7%	7,506	3.2%	625.7	1.9%
	2019 Q2	78.2%	-0.9%	194.21	1.4%	151.97	0.5%	57.3	1.8%	44.8	0.9%	8,707	2.3%	629.6	1.8%
	2019 Q3	76.4%	-0.2%	187.17	1.2%	143.09	1.1%	58.1	1.8%	44.4	1.6%	8,316	2.8%	631.7	1.8%
	2019 Q4	70.2%	0.4%	188.61	0.6%	132.48	1.0%	58.4	2.0%	41.1	2.4%	7,743	3.0%	635.3	2.0%
Forecast	2020 Q1	70.7%	0.1%	189.97	0.7%	134.35	0.8%	57.5	2.1%	40.7	2.2%	7,725	2.9%	638.9	2.1%
	2020 Q2	77.6%	0.1%	195.45	0.6%	151.67	-0.2%	58.4	2.1%	45.3	1.1%	8,863	1.8%	642.1	2.1%
	2020 Q3	76.2%	0.1%	188.98	1.0%	143.95	0.6%	59.3	2.1%	45.2	1.7%	8,540	2.7%	644.9	2.1%
	2020 Q4	69.7%	0.1%	190.74	1.1%	132.94	0.3%	59.5	2.1%	41.5	1.0%	7,912	2.2%	646.9	2.1%
	2021 Q1	70.7%	0.1%	191.34	0.7%	135.18	0.6%	58.5	2.1%	41.4	1.7%	7,914	2.4%	650.5	2.1%
	2021 Q2	78.0%	0.1%	197.84	1.2%	154.24	1.7%	59.5	2.1%	46.4	2.4%	9,183	3.6%	654.3	2.1%



Outlook: Upscale Chains - Sample

Annual Data		Occupancy		ADR		RevPAR		Supply		Demand		Revenue		Average Daily Supply	
		Year	%	% Change	USD	% Change	USD	% Change	Room nights (millions)	% Change	Room nights (millions)	% Change	USD (millions)	% Change	Avg daily rooms during year (thousands)
Actual	2016	73.5%	-0.4%	137.91	2.7%	101.31	2.2%	246.7	5.5%	181.2	5.0%	24,990	7.8%	675.8	5.5%
	2017	73.4%	-0.1%	139.69	1.3%	102.55	1.2%	262.1	6.3%	192.4	6.2%	26,879	7.6%	718.1	6.3%
	2018	73.2%	-0.4%	142.14	1.8%	103.98	1.4%	276.9	5.6%	202.6	5.3%	28,792	7.1%	758.6	5.6%
	2019	72.6%	-0.8%	142.58	0.3%	103.46	-0.5%	290.4	4.9%	210.7	4.0%	30,043	4.3%	795.6	4.9%
Forecast	2020	71.9%	-0.9%	142.01	-0.4%	102.15	-1.3%	304.1	4.7%	218.7	3.8%	31,060	3.4%	833.0	4.7%
	2021	71.6%	-0.5%	141.70	-0.4%	101.43	-0.7%	316.7	4.7%	226.7	3.6%	32,120	3.4%	867.6	4.7%
	2022	71.5%	-0.1%	142.59	-0.4%	101.95	0.5%	328.4	4.7%	234.8	3.6%	33,475	3.4%	899.6	4.7%
	2023	71.3%	-0.2%	144.59	-0.4%	103.13	1.2%	340.8	4.7%	243.1	3.5%	35,145	3.4%	933.6	4.7%
	2024	71.2%	-0.1%	147.84	-0.4%	105.32	2.1%	354.1	4.7%	252.2	3.8%	37,291	3.4%	970.0	4.7%

Quarterly Data

Actual	2018 Q3	76.7%	-0.9%	143.97	1.7%	110.44	0.8%	70.2	5.5%	53.9	4.6%	7,756	6.4%	763.4	5.5%
	2018 Q4	68.6%	-1.3%	139.88	1.5%	95.99	0.2%	71.0	4.8%	48.7	3.4%	6,811	5.0%	771.2	4.8%
	2019 Q1	68.6%	-1.4%	139.84	1.0%	95.98	-0.4%	70.2	4.7%	48.2	3.2%	6,740	4.2%	780.2	4.7%
	2019 Q2	76.9%	-1.0%	146.42	0.6%	112.53	-0.4%	71.9	4.8%	55.3	3.7%	8,090	4.3%	790.0	4.8%
	2019 Q3	76.2%	-0.6%	144.19	0.2%	109.91	-0.5%	73.6	4.8%	56.1	4.1%	8,088	4.3%	799.9	4.8%
	2019 Q4	68.5%	-0.2%	139.25	-0.4%	95.41	-0.6%	74.7	5.3%	51.2	5.1%	7,125	4.6%	811.8	5.3%
Forecast	2020 Q1	68.4%	-0.4%	139.15	-0.5%	95.16	-0.9%	73.8	5.0%	50.4	4.6%	7,018	4.1%	819.5	5.0%
	2020 Q2	76.1%	-0.4%	145.54	-0.6%	110.82	-1.5%	75.3	4.8%	57.4	4.6%	8,349	4.1%	827.9	5.0%
	2020 Q3	75.6%	-0.4%	143.61	-0.4%	108.63	-1.2%	77.0	4.7%	58.3	4.6%	8,369	4.1%	837.4	5.0%
	2020 Q4	67.5%	-0.4%	139.16	-0.1%	93.99	-1.5%	77.9	4.3%	52.6	4.6%	7,324	4.1%	847.0	5.0%
	2021 Q1	67.9%	-0.4%	138.69	-0.3%	94.20	-1.0%	76.9	4.2%	52.2	4.6%	7,241	4.1%	854.1	5.0%
	2021 Q2	75.9%	-0.4%	145.34	-0.1%	110.34	-0.4%	78.5	4.2%	59.6	4.6%	8,659	4.1%	862.4	5.0%



Outlook: Upper Midscale Chains - Sample

Annual Data	Year	Occupancy		ADR		RevPAR		Supply		Demand		Revenue		Average Daily Supply	
		%	% Change	USD	% Change	USD	% Change	Room nights (millions)	% Change	Room nights (millions)	% Change	USD (millions)	% Change	Avg daily rooms during year (thousands)	% Change
Actual	2016	67.4%	-0.3%	109.55	2.5%	73.82	2.2%	363.2	1.9%	244.7	1.6%	26,811	4.1%	995.0	1.9%
	2017	67.9%	0.8%	110.88	1.2%	75.34	2.1%	373.3	2.8%	253.6	3.6%	28,124	4.9%	1,022.7	2.8%
	2018	67.9%	-0.1%	112.72	1.7%	76.52	1.6%	387.2	3.7%	262.9	3.6%	29,631	5.4%	1,060.9	3.7%
	2019	67.6%	-0.5%	113.03	0.3%	76.35	-0.2%	400.4	3.4%	270.5	2.9%	30,571	3.2%	1,096.9	3.4%
Forecast	2020	67.4%	-0.2%	112.69	-0.3%	76.00	-0.5%	412.3	3.0%	278.1	2.8%	31,333	2.5%	1,129.5	3.0%
	2021	67.4%	-0.2%	112.99	0.3%	76.12	0.2%	423.4	3.0%	285.2	2.6%	32,228	2.5%	1,159.9	3.0%
	2022	67.3%	-0.2%	113.79	0.7%	76.58	0.6%	432.0	3.0%	290.8	1.9%	33,086	2.5%	1,183.7	3.0%
	2023	67.1%	-0.2%	115.30	1.3%	77.37	1.0%	441.5	3.0%	296.2	1.9%	34,157	2.5%	1,209.5	3.0%
	2024	67.0%	-0.2%	117.73	2.1%	78.92	2.0%	451.3	3.0%	302.5	2.1%	35,617	2.5%	1,236.5	3.0%

Quarterly Data

Actual	2018 Q3	72.5%	-1.7%	116.99	1.3%	84.88	-0.5%	98.2	3.8%	71.2	2.1%	8,332	3.4%	1,067.0	3.8%
	2018 Q4	63.3%	-0.4%	109.04	1.1%	69.05	0.7%	99.0	3.8%	62.7	3.3%	6,835	4.5%	1,075.9	3.8%
	2019 Q1	62.5%	-0.5%	109.43	0.8%	68.40	0.3%	97.4	3.7%	60.9	3.2%	6,662	4.1%	1,082.2	3.7%
	2019 Q2	72.2%	-0.7%	115.96	0.7%	83.77	-0.1%	99.4	3.3%	71.8	2.6%	8,323	3.2%	1,091.8	3.3%
	2019 Q3	72.6%	0.0%	116.87	-0.1%	84.81	-0.1%	101.3	3.2%	73.5	3.3%	8,595	3.2%	1,101.6	3.2%
	2019 Q4	62.8%	-0.8%	108.76	-0.3%	68.35	-1.0%	102.3	3.3%	64.3	2.5%	6,991	2.3%	1,111.8	3.3%
Forecast	2020 Q1	62.0%	-0.8%	108.99	-0.4%	67.55	-1.2%	100.5	3.2%	62.3	2.3%	6,789	1.9%	1,116.7	3.2%
	2020 Q2	72.1%	-0.8%	115.52	-0.4%	83.27	-1.2%	102.4	3.2%	73.8	2.3%	8,529	2.5%	1,125.5	3.1%
	2020 Q3	72.7%	-0.8%	116.68	-0.2%	84.79	-1.2%	104.4	3.2%	75.9	2.3%	8,854	3.0%	1,135.0	3.0%
	2020 Q4	63.0%	-0.8%	108.42	-0.3%	68.25	-1.2%	104.9	3.2%	66.1	2.3%	7,162	2.4%	1,140.5	2.6%
	2021 Q1	62.1%	-0.8%	108.92	-0.1%	67.61	-1.2%	103.1	3.2%	64.0	2.3%	6,972	2.7%	1,145.9	2.6%
	2021 Q2	72.0%	-0.8%	115.68	0.1%	83.34	-1.2%	105.2	3.2%	75.8	2.3%	8,769	2.8%	1,156.2	2.7%



Outlook: Midscale Chains - Sample

		Occupancy		ADR		RevPAR		Supply		Demand		Revenue		Average Daily Supply		
Annual Data		Year	%	% Change	USD	% Change	USD	% Change	Room nights (millions)	% Change	Room nights (millions)	% Change	USD (millions)	% Change	Avg daily rooms during year (thousands)	% Change
Actual	2016	57.8%	0.0%	83.93	2.6%	48.55	2.7%	143.8	1.1%	83.2	1.2%	6,980	3.8%	393.9	1.1%	
	2017	58.5%	1.1%	85.64	2.0%	50.09	3.2%	145.7	1.4%	85.2	2.5%	7,299	4.6%	399.3	1.4%	
	2018	58.6%	0.2%	86.94	1.5%	50.95	1.7%	147.5	1.2%	86.4	1.4%	7,514	2.9%	404.0	1.2%	
	2019	58.2%	-0.7%	86.56	-0.4%	50.37	-1.1%	151.7	2.8%	88.3	2.1%	7,639	1.7%	415.5	2.8%	
Forecast	2020	58.1%	-0.2%	86.23	-0.4%	50.10	-0.5%	154.8	2.1%	89.9	1.9%	7,754	1.5%	424.1	2.1%	
	2021	58.0%	-0.2%	86.15	-0.1%	49.99	-0.5%	157.4	1.7%	91.4	1.9%	7,871	1.5%	431.3	2.1%	
	2022	58.0%	-0.2%	86.56	0.5%	50.19	-0.5%	160.0	1.6%	92.8	1.9%	8,029	2.0%	438.3	2.1%	
	2023	57.9%	-0.2%	87.91	1.6%	50.86	-0.5%	162.5	1.6%	94.0	1.9%	8,265	2.9%	445.2	2.1%	
	2024	57.7%	-0.2%	89.60	1.9%	51.72	-0.5%	164.7	1.4%	95.1	1.9%	8,517	3.1%	451.2	2.1%	

Quarterly Data

Actual	2018 Q3	64.9%	-1.2%	91.93	0.8%	59.63	-0.4%	37.3	1.1%	24.2	-0.1%	2,226	0.8%	405.8	1.1%
	2018 Q4	53.7%	-0.1%	82.91	0.7%	44.50	0.6%	37.4	1.4%	20.1	1.3%	1,665	2.0%	406.7	1.4%
	2019 Q1	52.6%	-0.1%	82.89	-0.2%	43.64	-0.3%	36.8	2.1%	19.4	2.1%	1,606	1.8%	409.0	2.1%
	2019 Q2	62.7%	-0.6%	88.24	-0.2%	55.32	-0.8%	37.7	2.8%	23.6	2.1%	2,085	2.0%	414.2	2.8%
	2019 Q3	64.5%	-0.5%	91.53	-0.4%	59.06	-1.0%	38.5	3.1%	24.8	2.5%	2,273	2.1%	418.3	3.1%
	2019 Q4	52.8%	-1.7%	82.07	-1.0%	43.31	-2.7%	38.7	3.4%	20.4	1.6%	1,675	0.6%	420.5	3.4%
Forecast	2020 Q1	52.3%	-0.6%	82.34	-0.7%	43.08	-1.3%	37.8	2.7%	19.8	2.1%	1,629	1.4%	420.1	2.7%
	2020 Q2	62.2%	-0.7%	87.72	-0.7%	54.60	-1.3%	38.6	2.7%	24.0	1.6%	2,107	1.4%	424.0	2.4%
	2020 Q3	64.5%	0.0%	91.26	-0.7%	58.87	-0.3%	39.2	2.7%	25.3	1.8%	2,308	1.4%	426.1	1.9%
	2020 Q4	53.2%	0.8%	82.11	-0.7%	43.66	0.8%	39.2	2.7%	20.8	2.1%	1,711	1.4%	426.0	1.3%
	2021 Q1	52.1%	-0.4%	82.05	-0.7%	42.77	-0.7%	38.4	2.7%	20.0	1.3%	1,644	1.4%	427.2	1.7%
	2021 Q2	62.3%	0.1%	87.67	-0.7%	54.64	0.1%	39.2	2.7%	24.4	1.7%	2,142	1.4%	430.8	1.6%



Outlook: Economy Chains - Sample

		Occupancy		ADR		RevPAR		Supply		Demand		Revenue		Average Daily Supply	
Annual Data														Avg daily rooms during year (thousands) % Change	
	Year	%	% Change	USD	% Change	USD	% Change	Room nights (millions)	% Change	Room nights (millions)	% Change	USD (millions)	% Change		% Change
Actual	2016	57.8%	-0.6%	60.83	3.5%	35.13	2.9%	282.0	0.4%	162.9	-0.2%	9,907	3.3%	772.6	0.4%
	2017	58.0%	0.4%	62.50	2.7%	36.23	3.1%	282.2	0.1%	163.6	0.5%	10,225	3.2%	773.1	0.1%
	2018	58.5%	0.9%	63.85	2.2%	37.36	3.1%	280.0	-0.8%	163.9	0.2%	10,464	2.3%	767.3	-0.8%
	2019	58.8%	0.5%	63.68	-0.3%	37.45	0.2%	276.7	-1.2%	162.7	-0.7%	10,362	-1.0%	758.0	-1.2%
Forecast	2020	58.6%	-0.4%	63.42	-0.4%	37.17	-0.8%	277.7	0.4%	162.8	0.0%	10,325	-0.4%	761.0	0.4%
	2021	58.4%	-0.4%	63.49	0.1%	37.10	-0.8%	279.4	0.6%	163.3	0.3%	10,366	-0.4%	765.5	0.6%
	2022	58.4%	-0.4%	64.01	0.8%	37.40	-0.8%	281.5	0.7%	164.5	0.8%	10,529	-0.4%	771.2	0.7%
	2023	58.4%	-0.4%	64.95	1.5%	37.92	-0.8%	283.3	0.6%	165.4	0.5%	10,741	-0.4%	776.0	0.6%
	2024	58.4%	-0.4%	66.09	1.8%	38.57	-0.8%	285.3	0.7%	166.5	0.7%	11,003	-0.4%	781.6	0.7%

Quarterly Data

Actual	2018 Q3	64.0%	0.4%	67.75	1.3%	43.37	1.8%	70.5	-1.0%	45.1	-0.6%	3,058	0.7%	766.3	-1.0%
	2018 Q4	54.9%	2.2%	61.24	0.7%	33.63	2.9%	70.0	-1.6%	38.4	0.6%	2,355	1.3%	761.0	-1.6%
	2019 Q1	54.5%	2.2%	60.72	-0.3%	33.12	1.9%	68.2	-1.7%	37.2	0.4%	2,259	0.1%	757.8	-1.7%
	2019 Q2	62.3%	1.0%	65.08	0.7%	40.52	1.6%	69.0	-1.6%	43.0	-0.6%	2,796	0.0%	758.2	-1.6%
	2019 Q3	63.7%	-0.4%	67.42	-0.5%	42.98	-0.9%	69.7	-1.1%	44.4	-1.5%	2,997	-2.0%	757.9	-1.1%
	2019 Q4	54.7%	-0.4%	60.61	-1.0%	33.14	-1.5%	69.7	-0.4%	38.1	-0.8%	2,311	-1.9%	758.0	-0.4%
Forecast	2020 Q1	54.4%	-0.3%	60.16	-0.9%	32.71	-1.2%	68.2	0.6%	37.1	-0.3%	2,231	-1.2%	757.8	0.6%
	2020 Q2	62.3%	0.0%	64.66	-0.9%	40.26	-0.6%	69.2	0.6%	43.1	-0.3%	2,787	-0.3%	760.8	0.6%
	2020 Q3	63.5%	-0.4%	67.38	-0.9%	42.76	-0.5%	70.2	0.6%	44.5	-0.3%	3,001	0.1%	762.8	0.6%
	2020 Q4	54.3%	-0.7%	60.56	-0.9%	32.88	-0.8%	70.1	0.6%	38.1	-0.3%	2,306	-0.2%	762.3	0.6%
	2021 Q1	54.2%	-0.3%	60.16	-0.9%	32.60	-0.3%	68.6	0.6%	37.2	-0.3%	2,235	0.2%	761.9	0.6%
	2021 Q2	61.8%	-0.7%	64.92	-0.9%	40.14	-0.3%	69.7	0.6%	43.1	-0.3%	2,796	0.3%	765.6	0.6%



Outlook: Independent - Sample

Annual Data		Occupancy		ADR		RevPAR		Supply		Demand		Revenue		Average Daily Supply	
		Year	%	% Change	USD	% Change	USD	% Change	Room nights (millions)	% Change	Room nights (millions)	% Change	USD (millions)	% Change	Avg daily rooms during year (thousands)
Actual	2016	62.2%	0.7%	122.46	3.5%	76.12	4.2%	536.6	-0.5%	333.6	0.2%	40,851	3.6%	1,470.2	-0.5%
	2017	62.8%	1.0%	126.48	3.3%	79.38	4.3%	535.0	-0.3%	335.8	0.7%	42,467	4.0%	1,465.7	-0.3%
	2018	63.2%	0.7%	130.21	2.9%	82.27	3.6%	537.7	0.5%	339.7	1.2%	44,236	4.2%	1,473.1	0.5%
	2019	63.6%	0.7%	132.24	1.6%	84.12	2.2%	544.1	1.2%	346.1	1.9%	45,771	3.5%	1,490.7	1.2%
Forecast	2020	63.3%	-0.5%	133.17	0.7%	84.32	0.2%	546.7	0.5%	346.2	0.0%	46,099	0.7%	1,497.9	0.5%
	2021	63.3%	-0.5%	134.40	0.9%	85.12	0.2%	549.8	0.6%	348.2	0.6%	46,798	0.7%	1,506.2	0.6%
	2022	63.3%	-0.5%	135.97	1.2%	86.06	0.2%	555.2	1.0%	351.4	0.9%	47,783	0.7%	1,521.2	1.0%
	2023	63.3%	-0.5%	138.44	1.8%	87.63	0.2%	561.8	1.2%	355.6	1.2%	49,227	0.7%	1,539.0	1.2%
	2024	63.2%	-0.5%	141.34	2.1%	89.31	0.2%	569.9	1.4%	360.1	1.3%	50,896	0.7%	1,561.3	1.4%

Quarterly Data

Actual	2018 Q3	69.4%	-0.1%	136.25	2.3%	94.57	2.2%	138.5	0.7%	96.1	0.6%	13,098	2.9%	1,505.5	0.7%
	2018 Q4	58.8%	1.5%	126.47	3.0%	74.37	4.5%	135.0	1.4%	79.4	2.8%	10,041	5.9%	1,467.6	1.4%
	2019 Q1	58.9%	2.0%	128.04	1.0%	75.47	3.0%	130.7	1.4%	77.1	3.4%	9,868	4.4%	1,452.7	1.4%
	2019 Q2	66.7%	0.6%	132.15	1.7%	88.18	2.3%	137.1	1.4%	91.5	2.0%	12,090	3.8%	1,506.7	1.4%
	2019 Q3	69.4%	-0.1%	138.45	1.6%	96.03	1.5%	140.1	1.2%	97.2	1.1%	13,457	2.7%	1,523.1	1.2%
	2019 Q4	59.0%	0.4%	128.87	1.9%	76.09	2.3%	136.1	0.8%	80.4	1.2%	10,357	3.1%	1,479.6	0.8%
Forecast	2020 Q1	58.6%	-0.6%	129.57	1.2%	75.89	0.5%	131.5	0.6%	77.0	-0.1%	9,980	1.1%	1,461.3	0.6%
	2020 Q2	66.3%	-0.6%	133.15	1.2%	88.33	0.2%	137.8	0.6%	91.4	-0.1%	12,168	0.6%	1,513.8	0.6%
	2020 Q3	69.6%	0.3%	139.18	1.2%	96.82	0.8%	140.7	0.6%	97.9	0.7%	13,628	1.3%	1,529.9	0.6%
	2020 Q4	58.4%	-1.1%	129.29	1.2%	75.51	-0.8%	136.7	0.6%	79.8	-0.7%	10,323	-0.3%	1,485.9	0.6%
	2021 Q1	58.6%	0.1%	129.94	1.2%	76.18	0.4%	132.1	0.6%	77.5	0.6%	10,065	0.8%	1,468.0	0.6%
	2021 Q2	66.3%	0.0%	134.48	1.2%	89.23	1.0%	138.5	0.6%	91.9	0.6%	12,359	1.6%	1,522.1	0.6%



Forecast Comparison - Sample

Comparison of growth rates in current and prior forecast

Lodging Outlook: Country

		2019	2020	2021			2019	2020	2021
Occupancy	Current	0.0%	-0.3%	-0.1%	Supply	Current	2.0%	1.9%	1.9%
	Prior	-0.2%	-0.4%	-0.1%		Prior	2.0%	2.0%	1.8%
	Difference	0.2%	0.1%	0.0%		Difference	0.0%	0.0%	0.1%
		2019	2020	2021			2019	2020	2021
ADR	Current	1.0%	0.3%	0.6%	Demand	Current	2.0%	1.6%	1.7%
	Prior	1.0%	0.9%	0.8%		Prior	1.8%	1.5%	1.6%
	Difference	-0.1%	-0.6%	-0.2%		Difference	0.2%	0.0%	0.1%
		2019	2020	2021			2019	2020	2021
RevPAR	Current	0.9%	0.0%	0.5%	Revenue	Current	3.0%	1.9%	2.4%
	Prior	0.8%	0.5%	0.7%		Prior	2.8%	2.5%	2.5%
	Difference	0.1%	-0.5%	-0.2%		Difference	0.1%	-0.6%	-0.1%

Economic Outlook

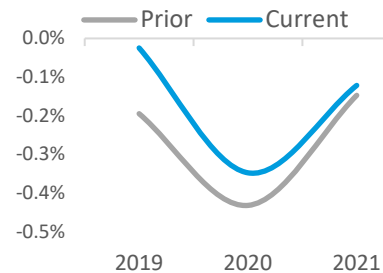
	2019	2020	2021
Country macro (diff. relative to prior)			
GDP growth	0.1%	0.2%	0.0%
Unemployment rate	0.0%	0.0%	0.0%
Inflation rate	0.0%	0.0%	-0.1%
Exchange rate index	-0.2	-0.5	1.1

Chain Scale RevPAR Outlook

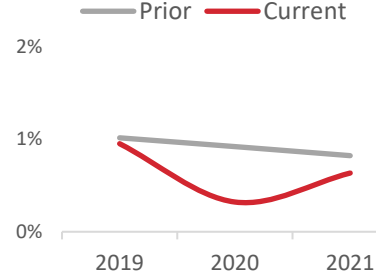
Difference in RevPAR growth relative to prior forecast			
	2019	2020	2021
Country			
Luxury	0.1%	-0.5%	-0.2%
Luxury Upscale	0.7%	-0.6%	-0.4%
Upper Upscale	0.1%	-0.6%	-0.2%
Upscale	-0.1%	-0.8%	-0.7%
Upper Midscale	0.0%	-0.4%	-0.2%
Midscale	-0.7%	-1.1%	-0.6%
Economy	-0.2%	-1.0%	-0.8%
Independent	0.4%	0.0%	0.5%

Note: Prior refers to the lodging forecast prepared in Month Year, and the economic outlook at that time.

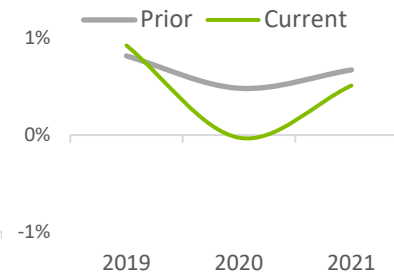
Occupancy Growth: Country



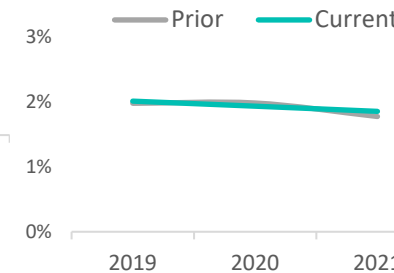
ADR growth: Country



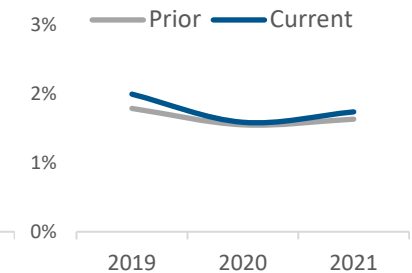
RevPAR growth: Country



Supply growth: Country



Demand growth: Country





Pipeline - Sample

Room Supply Forecast, Year-End (Average daily rooms in fourth quarter of each year)

	Rooms, number					Rooms, % change from prior year				Rooms, change from prior year			
	2018	2019	Forecast 2020	2021	2022	2019	Forecast 2020	2021	2022	2019	Forecast 2020	2021	2022
Country	5,230,877	5,341,297	5,436,802	5,540,822	5,636,564	2.1%	1.8%	1.9%	1.7%	110,420	95,506	104,020	95,742
Luxury	125,481	124,375	128,247	131,223	134,453	-0.9%	3.1%	2.3%	1.7%	(1,106)	3,872	2,977	3,229
Upper Upscale	622,909	635,279	646,910	660,382	670,714	2.0%	1.8%	2.1%	1.7%	12,370	11,631	13,472	10,332
Upscale	771,245	811,776	846,952	881,770	913,528	5.3%	4.3%	4.1%	1.7%	40,531	35,176	34,817	31,758
Upper Midscale	1,075,923	1,111,774	1,140,496	1,171,387	1,193,724	3.3%	2.6%	2.7%	1.7%	35,851	28,722	30,891	22,337
Midscale	406,728	420,508	425,970	433,758	440,480	3.4%	1.3%	1.8%	1.7%	13,781	5,462	7,788	6,722
Economy	761,013	758,016	762,282	767,090	772,849	-0.4%	0.6%	0.6%	1.7%	(2,997)	4,266	4,808	5,758
Independent	1,467,579	1,479,568	1,485,946	1,495,212	1,510,816	0.8%	0.4%	0.6%	1.7%	11,990	6,377	9,266	15,605

Pipeline by Phase						Rooms, ratio to existing supply			Pipeline: Under Construction				
	Rooms, by status					Rooms, ratio to existing supply			Rooms, under construction by opening year				
	Existing	Under construction	Final planning	Planning	Total	Under construction	Final planning	Planning					
Country	5,399,927	200,173	243,506	208,515	6,052,121	3.7%	4.5%	3.9%	Country	2020	2021	2022	2023
Luxury	123,876	14,287	3,725	2,663	144,551	11.5%	3.0%	3.9%	Luxury	6,710	2,268	4,650	659
Upper Upscale	635,891	27,492	23,656	13,262	700,301	4.3%	3.7%	3.9%	Upper Upscale	19,118	7,857	145	-
Upscale	818,252	61,752	83,312	39,757	1,003,073	7.5%	10.2%	3.9%	Upscale	44,233	16,735	694	-
Upper Midscale	1,117,389	60,040	88,819	69,610	1,335,858	5.4%	7.9%	3.9%	Upper Midscale	48,761	10,222	775	248
Midscale	421,983	13,372	28,140	30,505	494,000	3.2%	6.7%	3.9%	Midscale	12,370	920	82	-
Economy	760,419	3,849	845	12,004	777,117	0.5%	0.1%	3.9%	Economy	3,809	-	40	-
Independent	1,522,117	19,381	15,009	40,714	1,597,221	1.3%	1.0%	3.9%	Independent	17,253	1,871	257	-

Rooms by Phase: US

Rooms under construction: Country
By scheduled opening year

Note: Pipeline data based on Month Year STR Pipeline.



Country

Reduced economic policy risks, but rising geopolitical tensions

Despite rising geopolitical tensions, recent economic data continue to point toward steady momentum entering 20XX as trade, fiscal, and monetary policy risks have been reduced. We foresee real GDP growth cooling from 2.3% in 20XX to 1.7% in 20XX. Consumer spending will be the main engine of growth while business investment and trade will remain constrained. Downside risks to our baseline forecast persist, but the skew is less pronounced. Accordingly, we have lowered our recession odds for 20XX to 25%.

Outside of manufacturing, the economic data over the past month have generally been tilted to the upside. The Month payroll report was stellar all around, with job growth accelerating, wage growth firming, and the unemployment rate ticking down to a 50-year low. The Month ISM nonmanufacturing index showed purchasing managers adopting a cautious but positive view on 20XX. And, while retail sales offered little holiday cheer in Month, consumer spending remains on a firm footing, supported by steady income growth and elevated savings. Consumer confidence readings confirm that households are generally upbeat. Trade tensions between the Country 1 and Country 2 will continue to jeopardize global growth in 20XX. Nonetheless, the truce brought by the phase-one deal should prevent a further escalation of the dispute that would have had serious consequences – not only for the two main protagonists but also for the rest of the world.

The Fed is in a ‘wait-and-see’ stance after reducing the policy rate by a cumulative 75 basis points last year. Policy makers are cautiously confident that monetary policy and the economy are in a good place, also recognizing that downside risks persist, and that inflation and inflation expectations remain muted. We expect one additional rate cut in mid-20XX to accommodate for slower-than-anticipated growth and inflation.

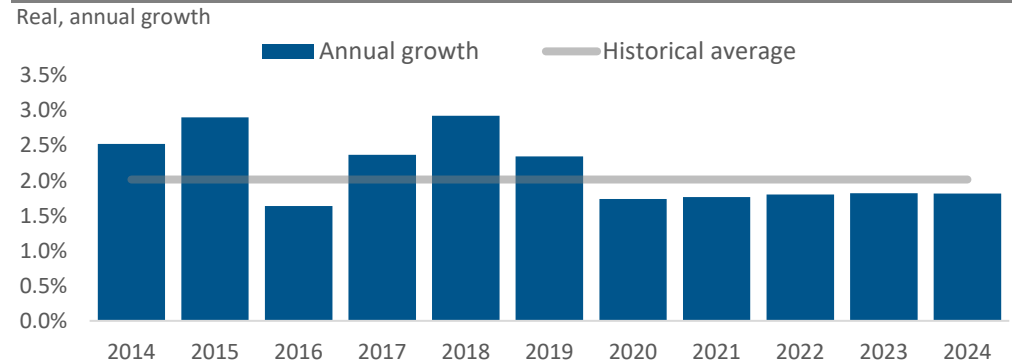
Sub-2% growth in 20XX

Looking into 20XX, the quarterly pace of GDP growth should ease to around 1.6%. Gently cooling income growth should lead to more cautious household spending, while global headwinds and protracted uncertainty will continue to constrain business activity. Yet, still-solid private sector confidence, a healthy labor market, and one

Oxford Economics Forecast Table: Country

	2018	2019	2020	2021	2022	2023	2024
Economic growth (%)							
GDP	2.9	2.3	1.7	1.8	1.8	1.8	1.8
Consumer spending	3.0	2.6	2.3	2.0	2.0	2.0	2.0
Fixed investment, private, nonres.	6.4	2.3	0.6	2.2	2.2	2.2	2.2
Inflation and interest rates							
Inflation (PCE deflator, growth, %)	2.1	1.4	1.9	1.8	1.9	2.0	2.0
Short-term interest rate (level, %)	2.3	2.3	1.8	1.6	1.9	2.0	2.3
Long-term interest rate (level, %)	2.9	2.1	2.0	2.1	2.1	2.1	2.1
Exchange rate							
Exchange rate, effective real index							
Index level (2010=100)	113.7	117.3	118.2	117.4	115.4	113.4	111.5
Index growth (%)	-1.0	3.2	0.8	-0.7	-1.7	-1.7	-1.7
Exchange rate (US\$ per Euro)	1.18	1.12	1.09	1.11	1.11	1.11	1.11

GDP



Note: Write-up and forecast tables reflect Oxford Economic's January 20XX forecast.



Country

As momentum eases, the economy must navigate key risks:

A cooling labor market: we expect job growth to return to an easing trend due to a gradually softening economy and lingering global headwinds. We see a maturing labor market adding around 125,000 jobs per month in 20XX.

Steady consumer spending: rising incomes, elevated household wealth, firm confidence, and high savings point to a gentle moderation in consumption. Spending is set to have grown an average 2.6% in 20XX, which we expect to ease only slightly to 2.3% in 20XX.

Elevated protectionism: trade data have become very sluggish in recent months and are set to stay that way, given ongoing protectionism and slowing global demand. While the 'phase one' Country 1 - Country 2 trade deal offers some support, we still think there will not be a long-lasting and comprehensive agreement anytime soon. Existing tariffs will still constrain GDP growth by about 0.1ppt in 20XX.

Moderating business investment: slower global growth, still-high trade tensions, weaker energy activity and a strong dollar will limit business investment growth to 2.3% in 20XX and 0.6% in 20XX, from 6.4% in 20XX.

Slower housing activity: construction continued its strong run of data in Month. Structural constraints persist, however, so after a projected 1.8% fall in 20XX, residential investment is set to recover just 1.3% in 20XX.

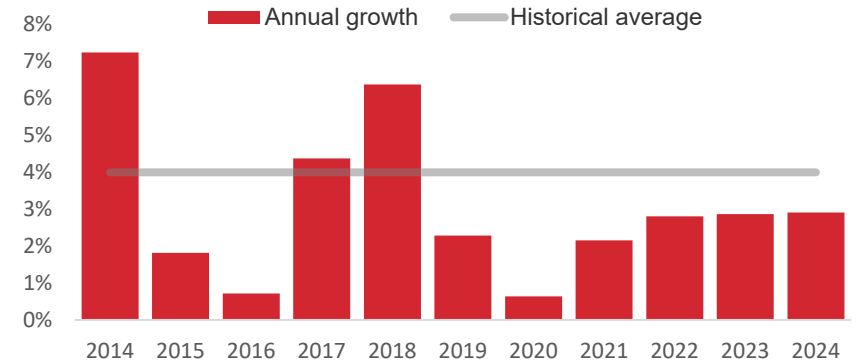
Tame inflation: the year-on-year core PCE inflation rate continued to hover notably below the Fed's 2% target in Q4 20XX and may edge only slightly higher in 20XX.

What to watch out for

Protectionism: implemented and threatened tariffs, along with retaliation from Country and other trading partners, will harm growth and employment, especially if tensions escalate again towards a full-blown trade war.

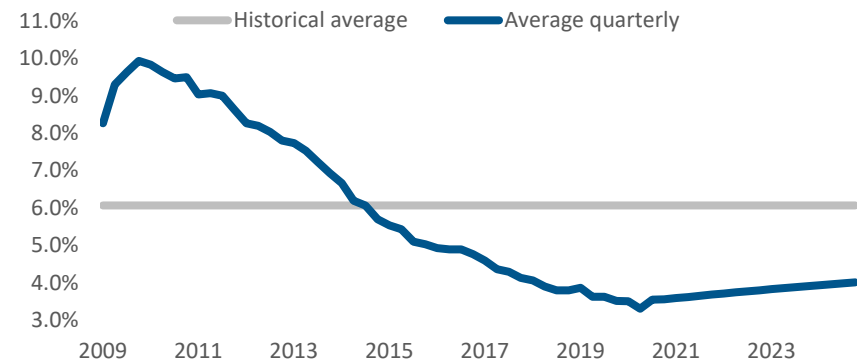
Fixed Investment

Private, nonresidential, real, growth



Unemployment Rate

Average quarterly level





International Visitation - Sample

International overnight visitor arrivals, share by origin and outlook*

Country (50-city aggregate)

	International visitor growth CAGR (19-24)	International visitor share (2019)
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Key aggregates

Total	3.3%	100.0%
Overseas	3.2%	62.0%
Country 1	3.2%	20.0%
Country 2	3.7%	18.0%

Regions

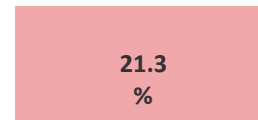
Continent 1	3.4%	38.0%
Continent 2	2.6%	25.4%
Continent 3	4.5%	17.7%
Continent 4	3.2%	12.5%
Continent 5	2.4%	3.8%
Continent 6	1.4%	1.1%

Top origin countries

Country 1	3.2%	20.0%
Country 2	3.7%	18.0%
Country 3	2.9%	7.5%
Country 4	5.8%	6.7%
Country 5	4.1%	4.3%
Country 6	1.8%	4.0%
Country 7	1.8%	3.4%
Country 8	2.8%	3.3%
Country 9	2.2%	2.8%
Country 10		

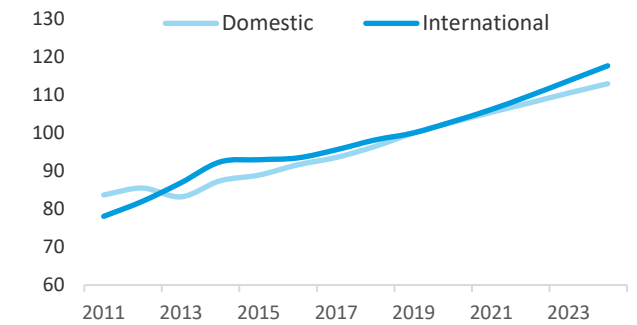
International visitor share

(2019)



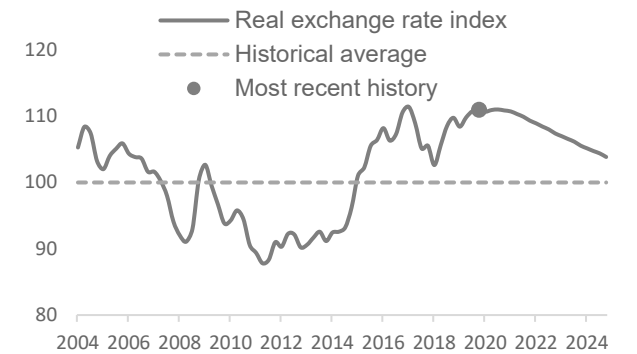
Int'l visitors relative to domestic visitors

Index, 2019=100



Exchange rate index*

Real effective exchange rate index, historical average=100



Note:

* International visitation by city is based on the Global City Travel (GCT) database maintained by Tourism Economics. GCT tracks overnight visits by international visitors to 300 global cities. The data is tracked by country of origin on an annual basis, including historical and forecast years. The data shown here for the US city aggregate reflects the sum of 50 cities. International visitor share refers to international visitor nights in paid accommodation as a share of total overnight visitor nights in paid accommodation.

** The exchange rate index shows the value of the domestic currency relative to a trade-weighted basket of foreign currencies. The index is calculated on a real basis, adjusting for differentials in price inflation between countries. Periods in which the index is above its historical average (2001 to 2016) represent periods in which the domestic currency is relatively stronger than it has been historically.



About Us

STR

STR provides premium global data benchmarking, analytics and insights for multiple market sectors. Our data is confidential, reliable, accurate and actionable, and our solutions empower our clients to strategize and compete within markets. Founded in 1985, STR's presence has expanded to 10 countries around the world with a corporate North American headquarters in Hendersonville, Tennessee, and an international headquarters in London, England. Our range of products and unrivalled market insights help our clients make better business decisions. But the work we do goes beyond the numbers. Every day, we empower people and their businesses to reach new heights.

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Tourism Economics

Tourism Economics is an Oxford Economics company with a singular focus on quantitative analysis of the travel industry. By combining rigorous modeling with industry knowledge, Tourism Economics develops custom market strategies, industry forecasts, policy analysis and economic impact studies. Our parent company, Oxford Economics, is one of the world's leading providers of economic analysis, forecasts and consulting advice. Founded in 1981 as a joint venture with Oxford University's business college, Oxford Economics enjoys a reputation for high quality, quantitative analysis and evidence-based advice.

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Glossary

The data used to compile this report has been formatted to comply with the accounting policies set out in the tenth Uniform System of Accounts

Supply The number of guest room nights available for sale in the period.

Average daily supply Total guest room nights available for sale in the period, divided by the number of days in the period.

Demand The number of guest room nights sold (excludes complimentary rooms) during the period.

Room Revenue Total room revenue generated from the sale of guest rooms excluding any taxes and service charges.

Occupancy The ratio of occupied rooms to total available rooms expressed as a percentage.

Average Daily Rate (ADR) Room revenue (excluding services and taxes) divided by the number of occupied rooms.

Revenue Per Available Room (RevPAR) Room revenue divided by available rooms. It can also be calculated by multiplying the average room rate by the room occupancy.

Percentage Change Amount of growth or decline from the same period last year (month, year-to-date, twelve months). Calculated as $((\text{This year} - \text{Last year}) / \text{Last Year}) * 100$.

Smooth Trend Statistical method to even out small shifts in data and distribute any performance peaks over time.

Twelve Month Moving Average The average value of the previous 12 months ending in the current month.

Compound Annual Growth Rate The smoothed annualized growth rate given time period. Calculated as $(\text{Ending Value} / \text{Beginning Value})^{1/\text{Number of Years}} - 1$.



Overview

Tourism Economics has worked with STR to develop a suite of models to accurately track and forecast hotel performance across a number of markets worldwide. Robust equations have been econometrically estimated that closely follow past movements in hotel performance as measured by STR. These equations are used to forecast hotel performance using economic forecasts from Oxford Economics' global macroeconomic database as well as Oxford Economics' global city and region forecasts.

Economic forecasts are augmented with specific intelligence to determine the additional effect on hotel demand and ADR of any events hosted within that market.

Detailed calculation is undertaken using estimated relationships for Supply, Demand and ADR. Occupancy, Revenue and RevPAR are calculated as identities: Occupancy = Demand / Supply; Revenue = Demand * ADR; RevPAR = Revenue / Supply

Supply

Expected room supply is calculated in the near term according to the STR and STR Global pipeline database, adjusted for each property's stage in the development process. Projects under construction are more likely to be completed, and completed on time, than those still in the planning process. Different probabilities of completion have also been calculated according to the size and complexity of each project. Property conversions and closures are also accounted for, with estimates of other commercial property demand.

In the medium to long-run the pipeline database is augmented with estimates of past supply trends and the relationship with occupancy. Typically supply growth follows periods of demand and occupancy growth. Notably, periods of sustained above average occupancy rates are followed by supply growth necessary to restore average occupancy. The historic volatility of supply is taken into consideration as well as the lag between occupancy and supply growth and the time taken for occupancy to return to the long-run average.

Demand

Room demand is estimated and forecast according to a set of key economic drivers relating to both the destination and key origin markets. The relative importance of each economic driver is estimated according to multi-variate regression analysis and the relative volatility

The key drivers are listed below along with the average elasticity across all markets (economic drivers relate to data for the country where not stated). Actual coefficients applied vary to reflect estimated historic relationships specific to each market.

Note: elasticities refer to the percent change in demand according to the percent change in each driver - a combination of the volatility of each driver as well as its correlation with demand. This does not necessarily mean that GDP is a better predictor of demand than wealth, but shows that wealth is more volatile so one percent change in wealth has less impact on demand than one percent change in GDP. All indicators are statistically valid.

Market GDP	0.24
Country GDP	0.39
Origin country GDP	0.45
Net Wealth	0.10
Company Profits	0.10
Unemployment	-0.02
Exchange Rate	-0.17
ADR (lagged)	-0.15

ADR

ADR is estimated and forecast according to recent changes in occupancy as well as price inflation within the country. Over time ADR tends to move in line with prices and wages in the wider economy. As with room demand, long-run trends are also included as well as short-run dynamics. Specifically long-run dynamics ensure that real inflation adjusted ADR returns to long-run trends over the medium to long-run outlook.

In the short-run the relationship between ADR and occupancy is crucial. The lag between changes in occupancy and ADR has been estimated for each market, with different lag timing identified for periods of rising and falling occupancy. With falling occupancy the effect on ADR is almost immediate while there is typically a lag of 6-12 months at other times. The level of occupancy relative to that market's long-run average is also an important factor in determining ADR. For example, falling occupancy but at a historically high level will not have a significant impact on ADR. Similarly rising occupancy will not have a significant impact on ADR if occupancy is at a historically low level.