



Trends in Hotel OCC, ADR, RevPAR “The New Normal”

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Agenda

- The World
- Europe
- Outlook

The World



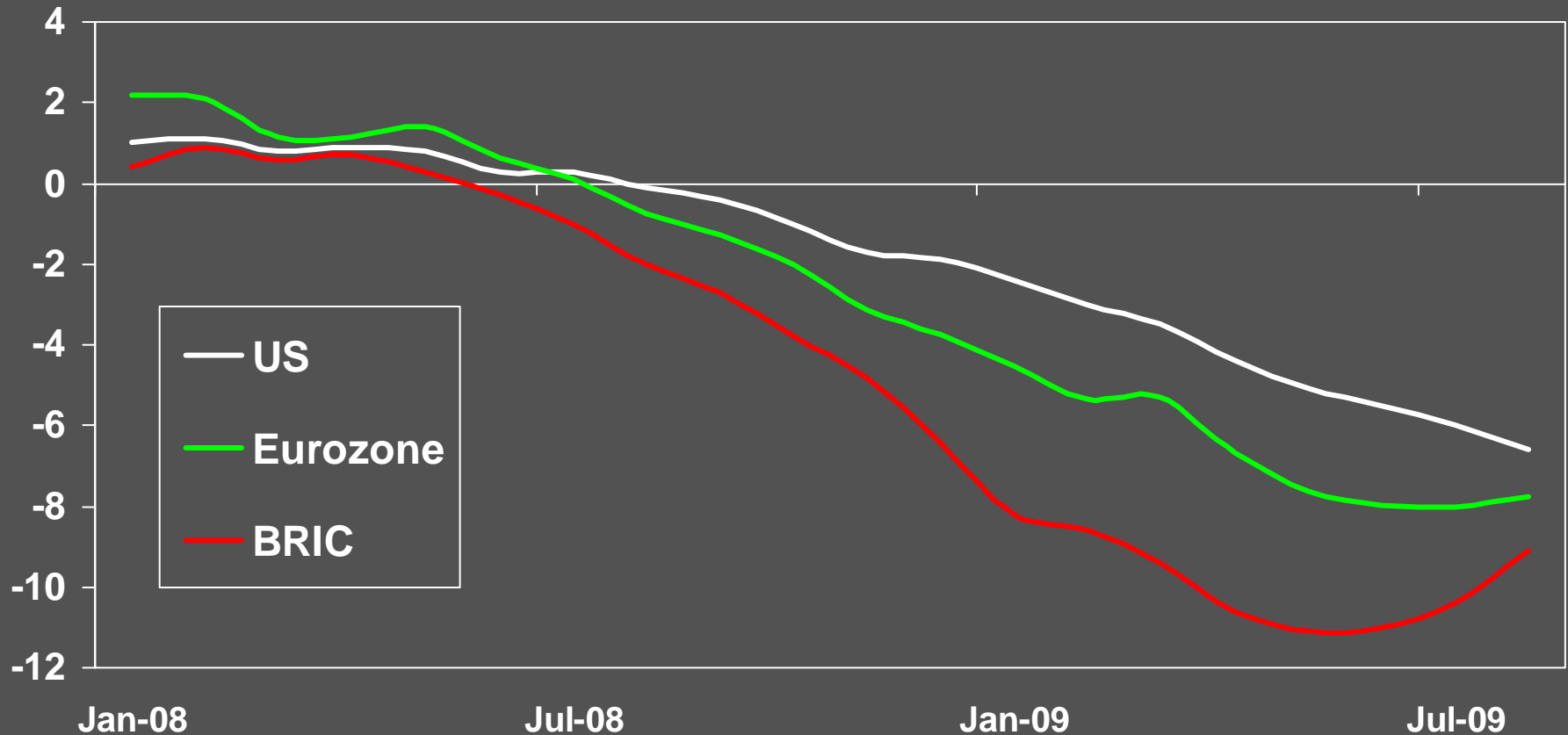
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World – US / Eurozone / BRIC

Demand Percent Change – 12 Month Moving Average

August 2009 YTD

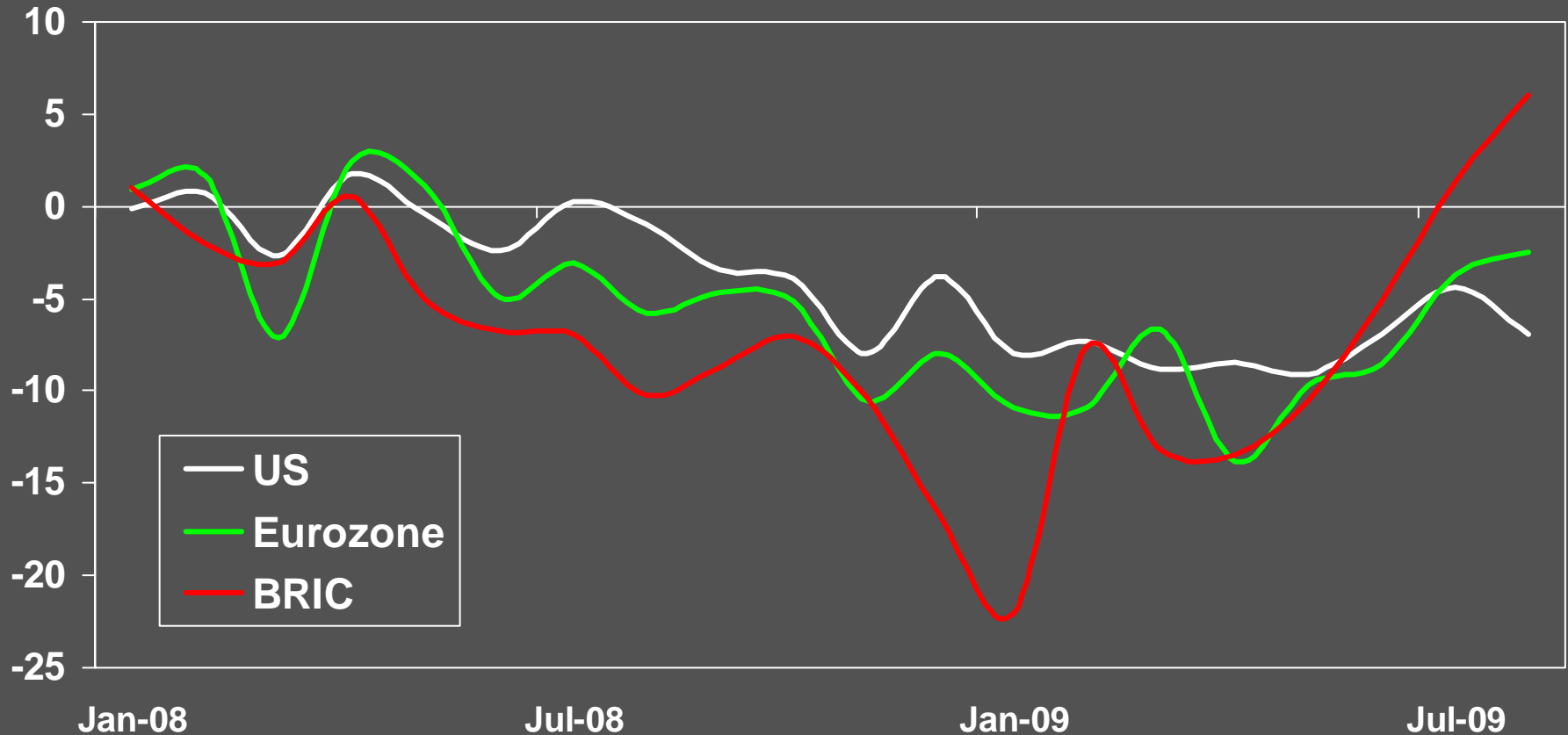


Eurozone/ BRIC Recovery. US Demand Still Sluggish

World – US / Eurozone / BRIC

Demand Percent Change – Month Over Month Change

August 2009 YTD



Monthly Changes Shows Magnitude of Recession

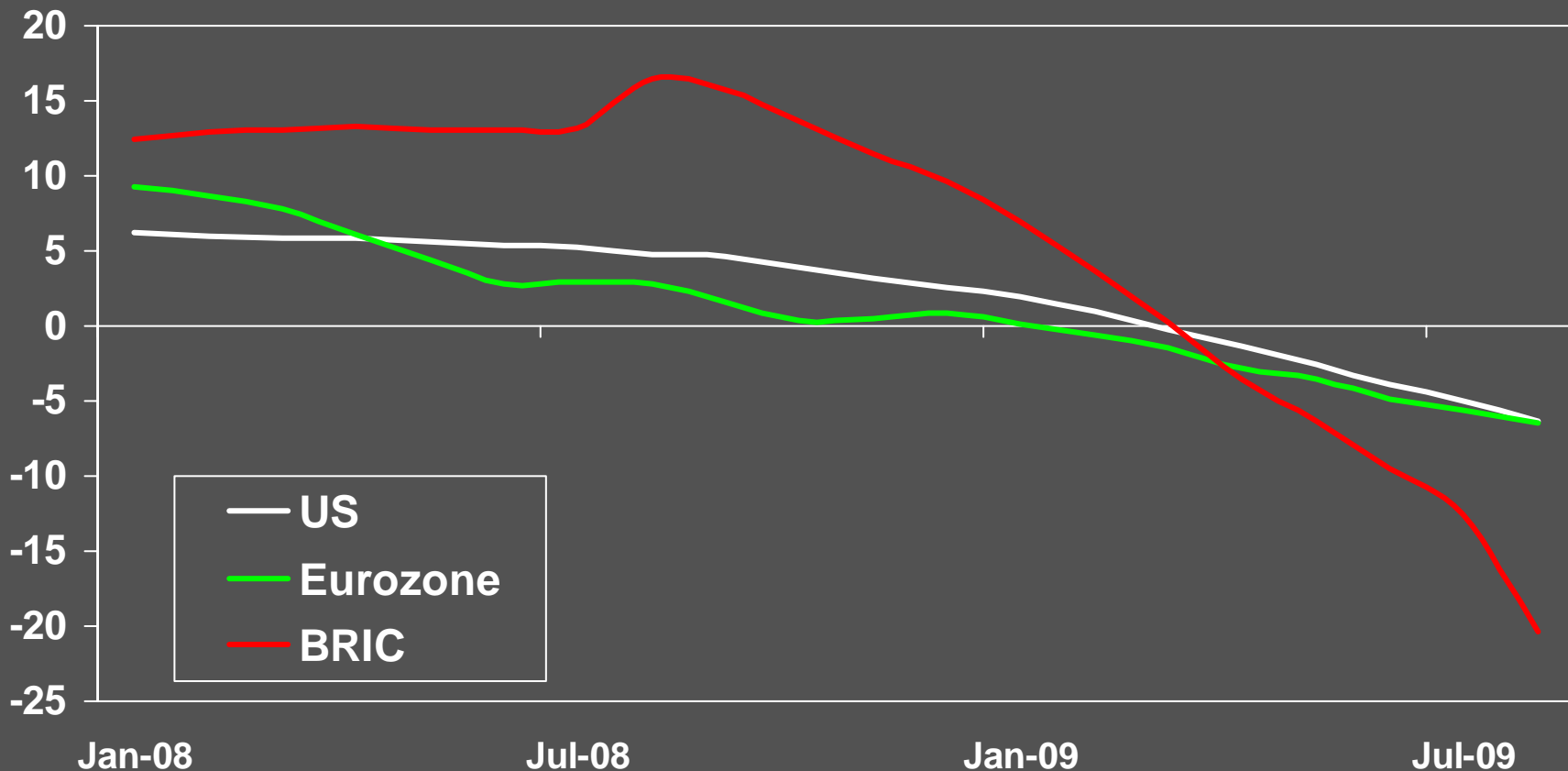
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World – US / Eurozone / BRIC

ADR Percent Change (US/BRIC:\$ / EU:€)

12 Month Moving Average

August 2009 YTD



Proj. Inflation Rate 2009:
US: 0.7%, Eurozone: 0.5%
India: 6.0% China: -0.5%, Brazil: 5%, Russia: 12%

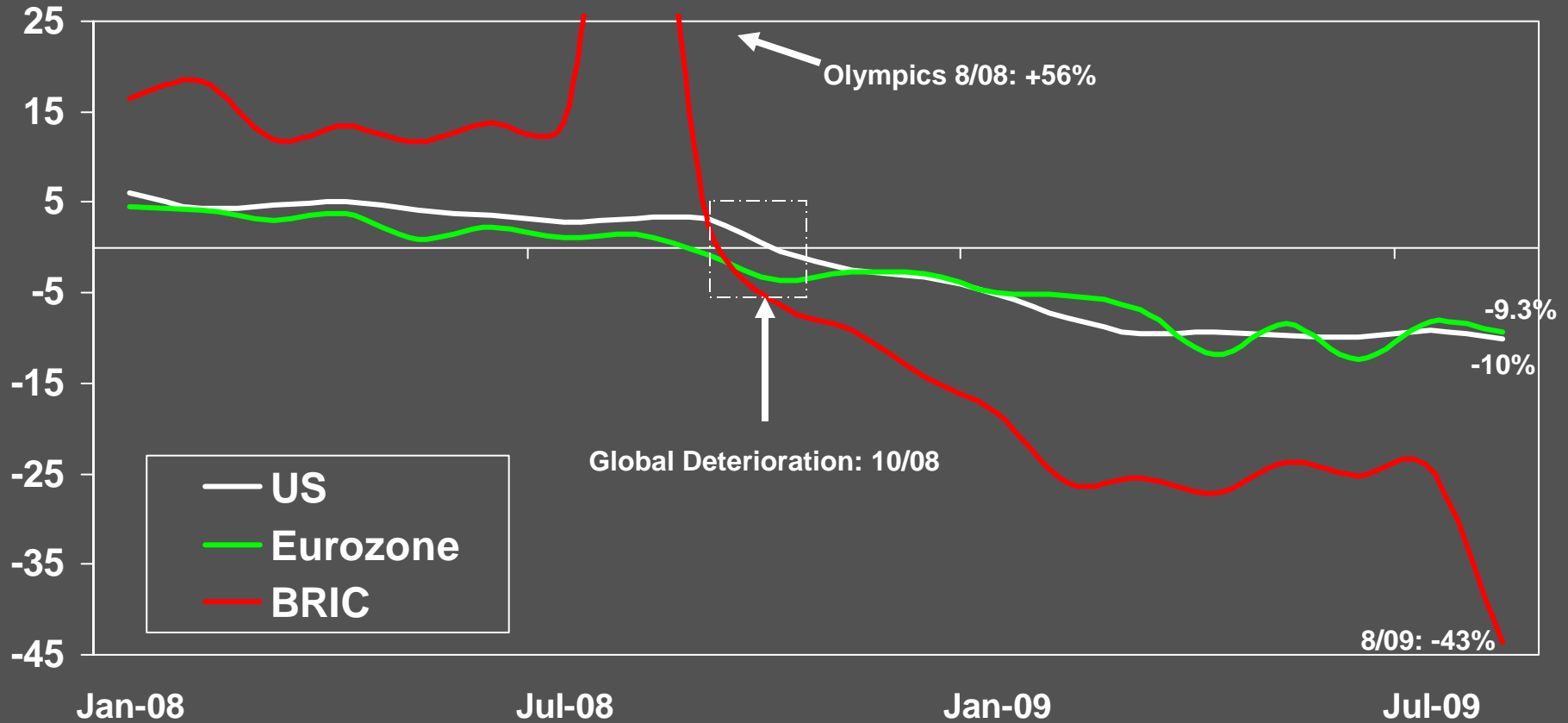
Ongoing ADR Declines

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World – US / EU / BRIC

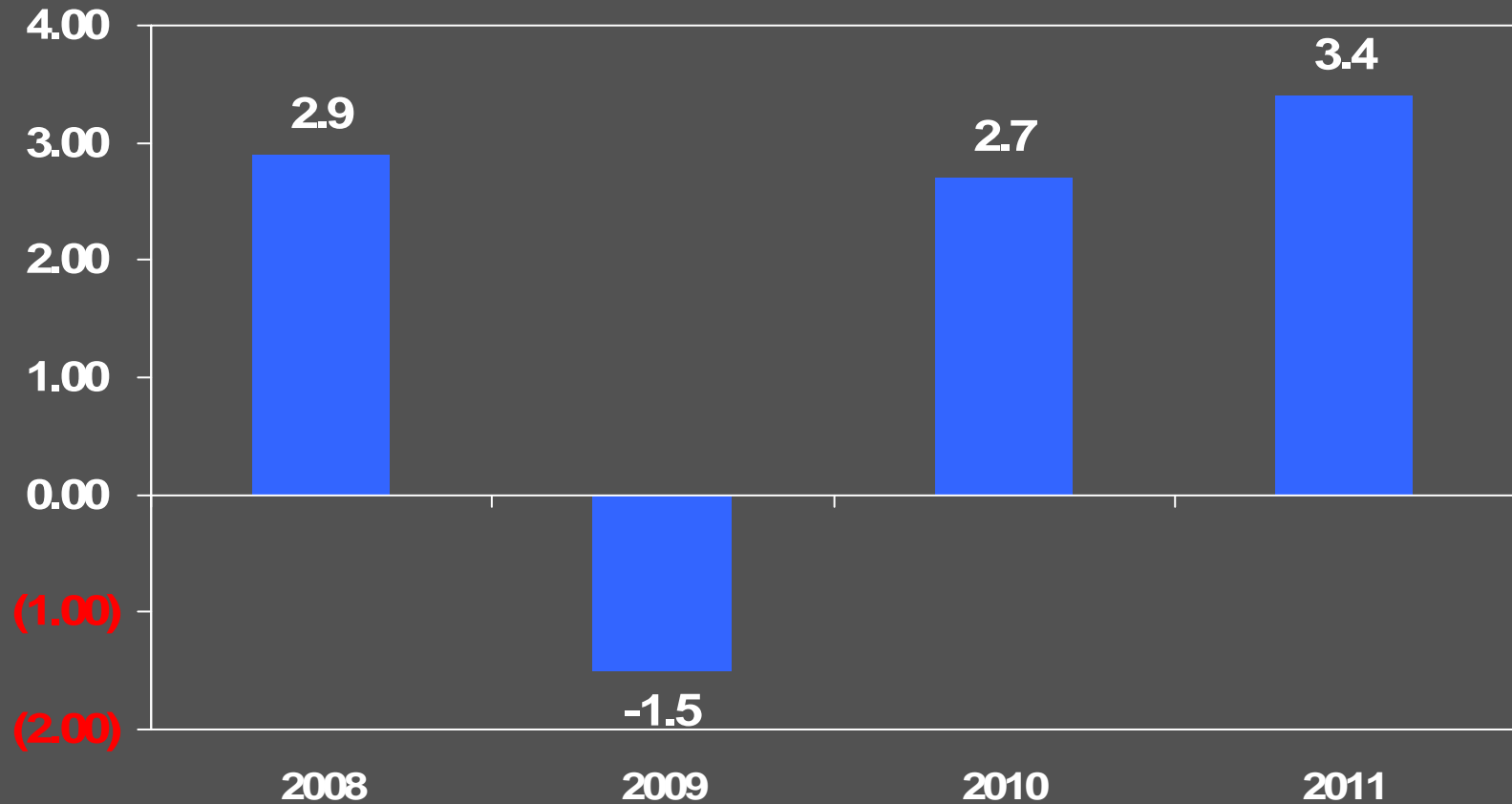
ADR Percent Change (US/BRIC:\$ / EU:€) Month over Month
August 2009 YTD



Beijing Comps Hurt BRIC. ADR Declines Stabilize in US / EU

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Global GDP Forecast



The Future Looks Bright(er)

Source: E-Forecasting

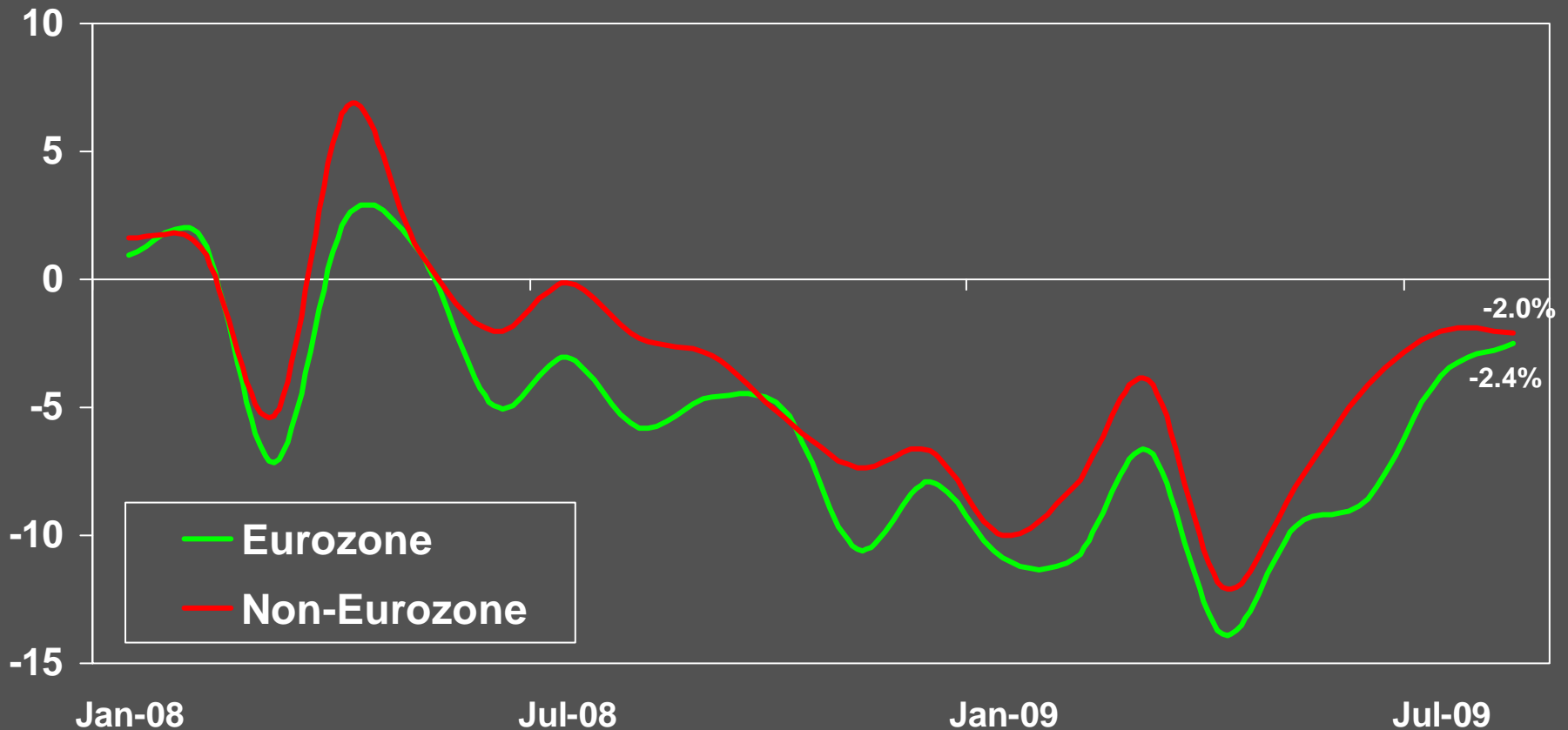
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Europe

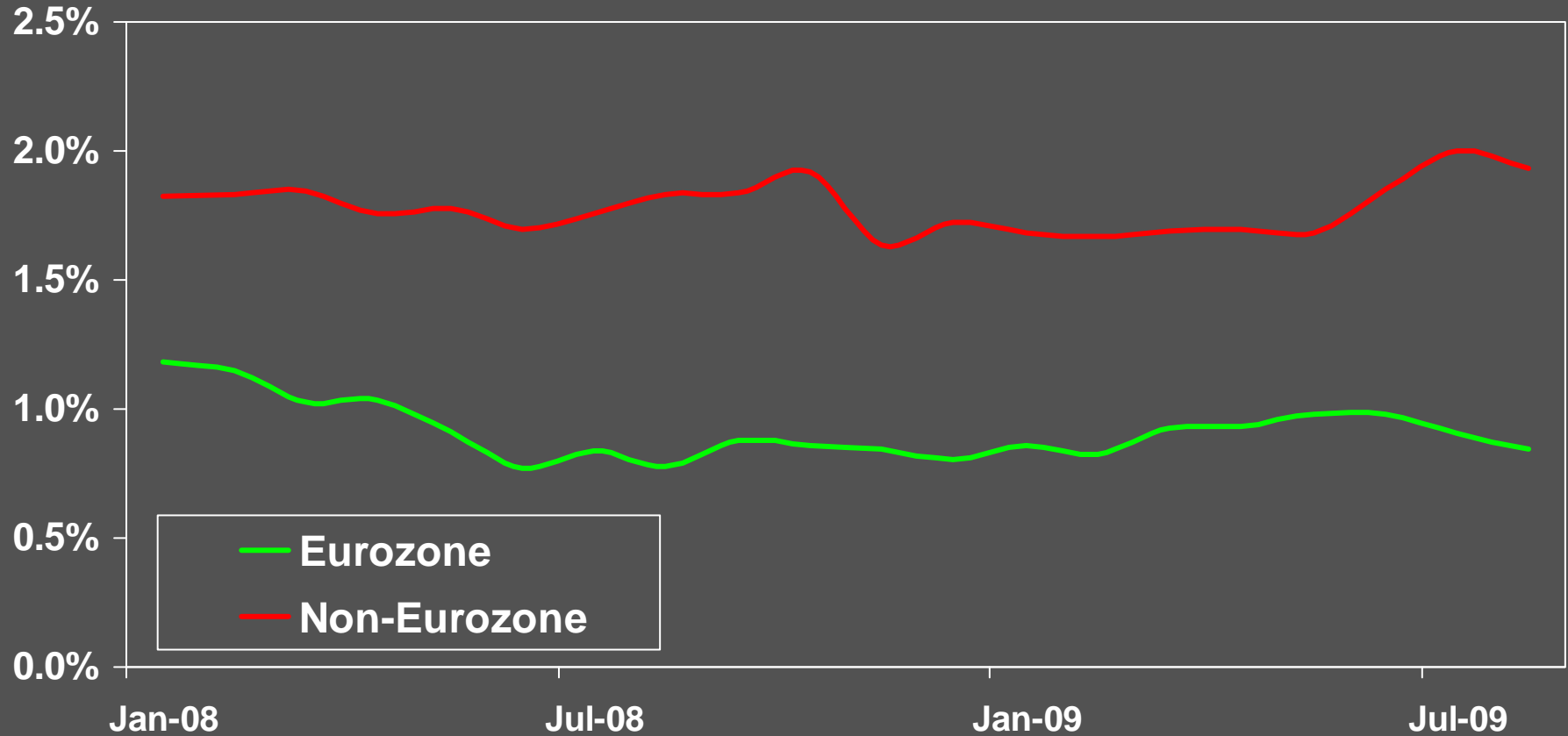


Eurozone vs. Non Eurozone Demand Percent Change – Month over Month August 2009 YTD



Recovery In the Making?

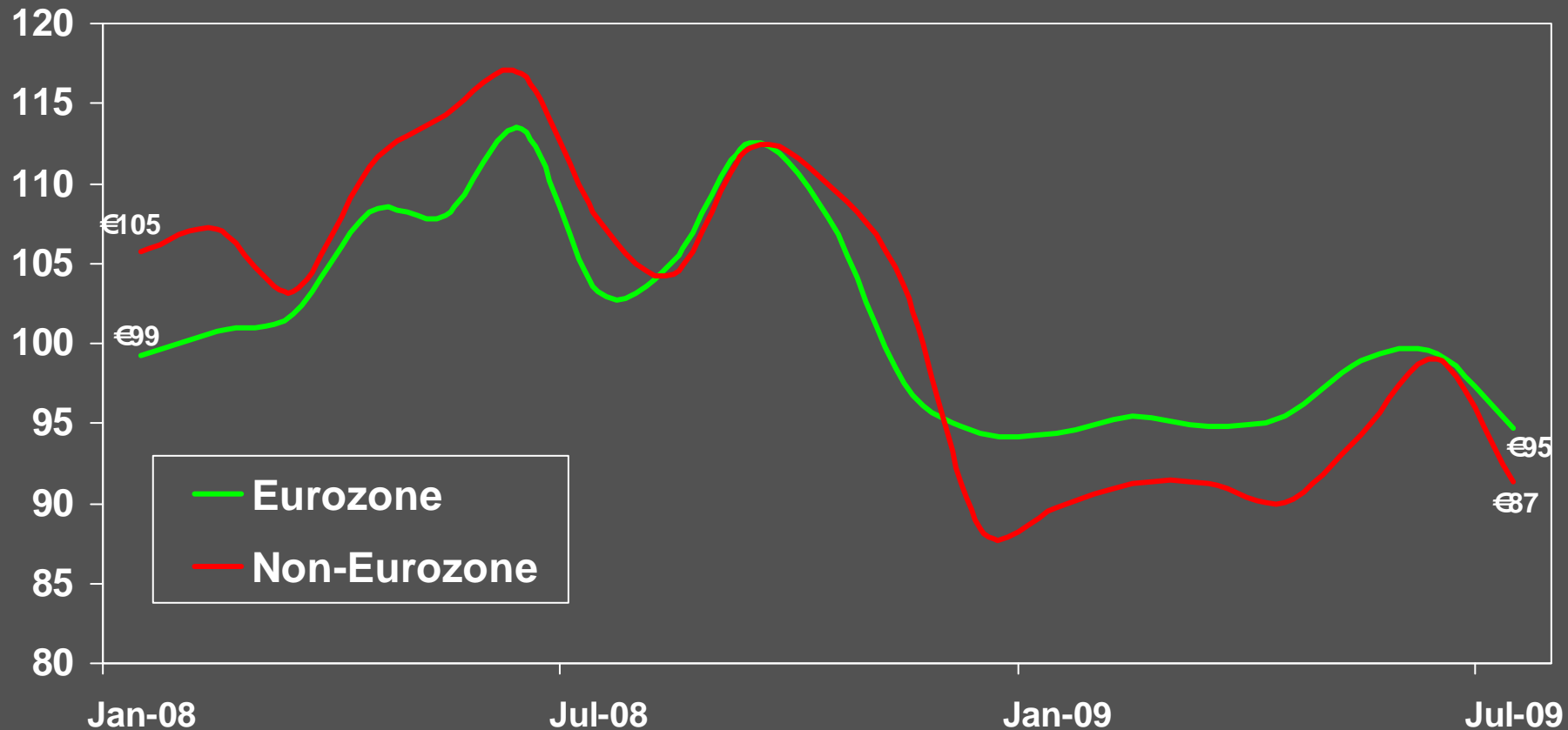
Eurozone vs. Non Eurozone Supply Percent Change – Month Over Month August 2009 YTD



Overall European Supply Growth Is Moderate

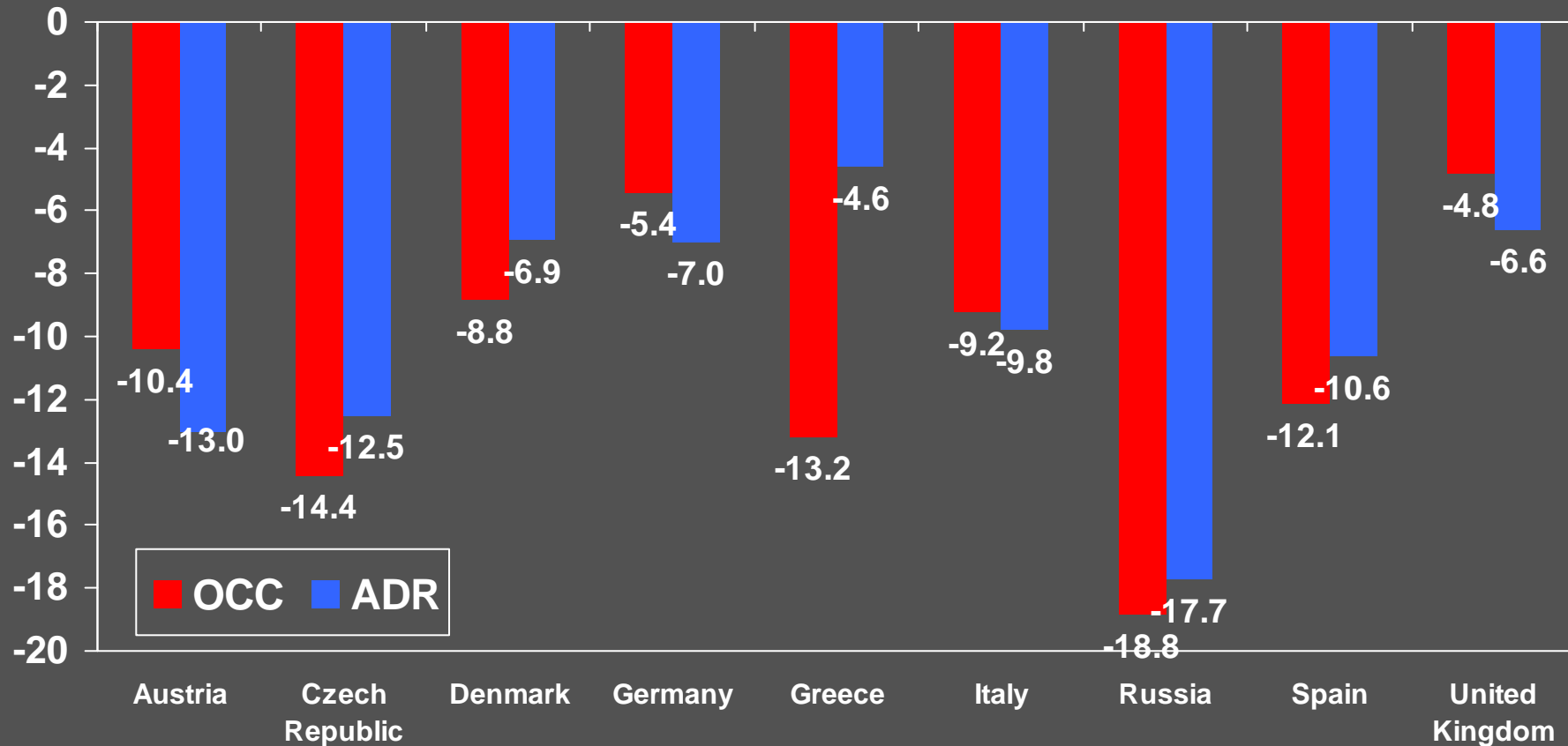
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Eurozone vs. Non Eurozone ADR (€) August 2009 YTD



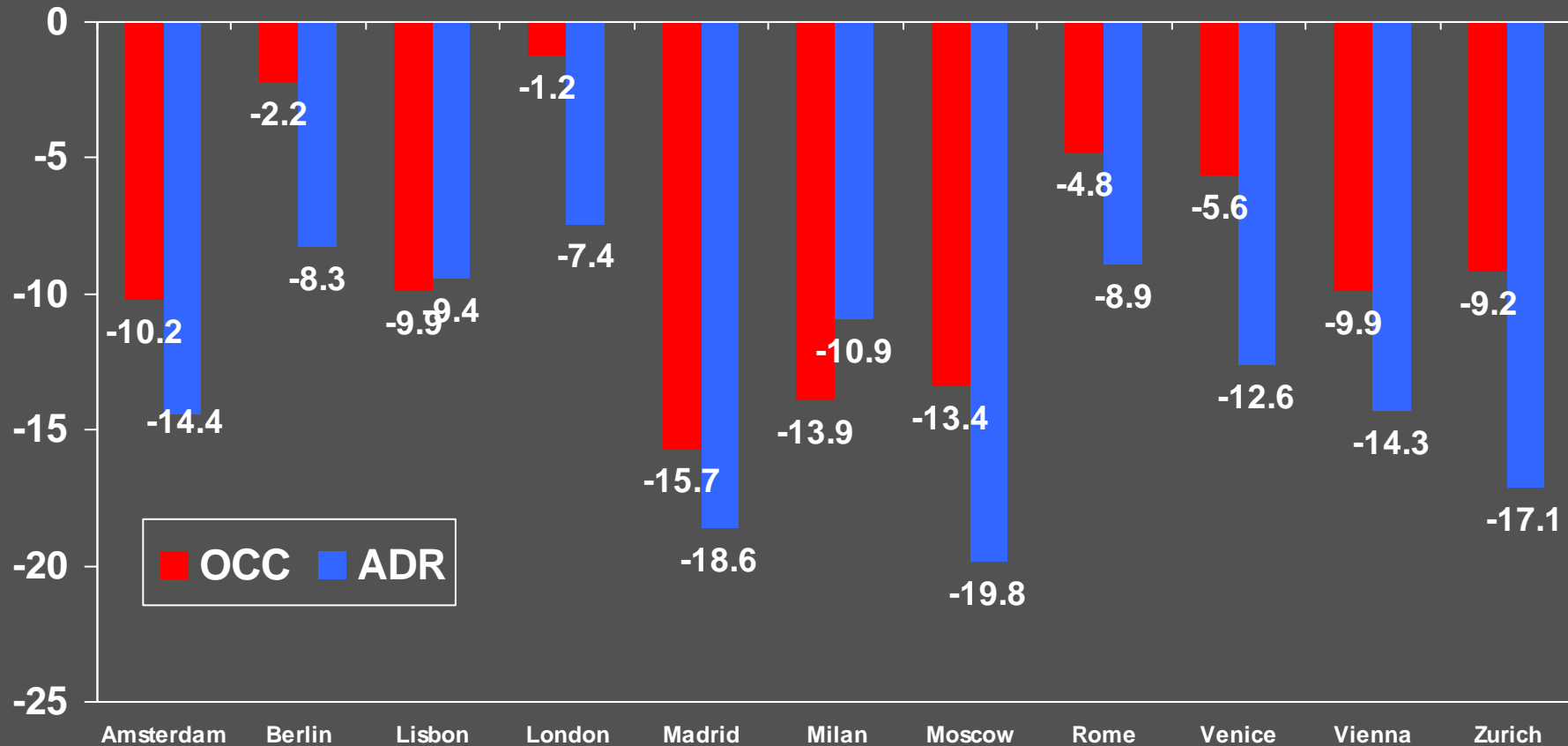
Non-Eurozone Premium Was Wiped Out

Selected Countries OCC & ADR (local) % Change August 2009 YTD



Deterioration Across The Board

Selected Markets OCC & ADR (local) % Change August 2009 YTD



Double Digit Rate Declines Are The Norm

Europe - Pipeline

Country	In Construction Rooms	% Of Exist. Supply	Total Active Pipeline Rooms	% Of Exist. Supply
Czech Republic	715	2.1%	1,551	4.5%
Denmark	1,302	4.1%	1,302	4.1%
Germany	6,633	1.9%	18,747	5.2%
Hungary	851	2.0%	1,495	3.6%
Latvia	412	5.1%	412	5.1%
Poland	710	2.6%	1,852	6.8%
Romania	186	1.6%	1,332	11.2%
Russia	5,692	8.2%	11,736	17.0%
Slovakia	710	9.5%	960	12.8%
United Kingdom	8,908	2.1%	18,202	4.4%

Outlook



Full Year GDP Outlook vs. Actual RevPAR % Change

Eurozone vs. Non-Eurozone

		2008	2009	2010	2011
Eurozone	E-Forecasting GDP	0.8	-4.4	-0.3	1.2
	Oxford Economics GDP	0.6	-4.5	0.2	1.7
	RevPAR	-3.8	YTD -17.6		
Non-Eurozone	E-Forecasting GDP	1.8	-3.7	0.4	2.0
	RevPAR	-8.8	YTD -22.7		

RevPAR Forecast 2009 % Change

-30 to -25%

- Athens
- Budapest
- Dublin
- Dusseldorf
- Madrid
- Moscow

-25 to -20%

- Amsterdam
- Geneva
- Vienna
- Zurich

-20 to -15%

- Brussels
- Cologne
- Istanbul
- Lisbon
- Milan
- Munich
- Stuttgart

-15 to -10%

- Berlin
- Copenhagen
- Hamburg
- Rome

-10 to 0%

- Edinburgh
- Frankfurt
- Glasgow
- London

RevPAR Forecast 2010 % Change

(-15%) to (-5%)	(-5%) to 0	0 to +10%	+10 to +15%	+15%
<ul style="list-style-type: none">• Cologne• Istanbul• Zurich	<ul style="list-style-type: none">• Berlin• Brussels• Copenhagen• Edinburgh• Geneva• Glasgow• Hamburg• London• Munich• Vienna	<ul style="list-style-type: none">• Dusseldorf• Madrid• Milan• Rome• Stuttgart	<ul style="list-style-type: none">• Amsterdam• Athens• Frankfurt• Lisbon• Moscow	<ul style="list-style-type: none">• Budapest• Dublin

Questions?

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