LETTER FROM THE CHAIRMAN AND CEO
TRAVEL AND TOURISM TRENDS
GLOBAL CAMPAIGNS
PRESS POSITIONING AND NUMBERS
NYCGO DIGITAL
OFFICIAL PUBLICATIONS AND LICENSING
PARTNERSHIPS AND PROGRAMS
BIG EVENTS AND ACTIVATIONS
KEY ACTIVITIES
2017 FINANCIALS
BOARD OF DIRECTORS
SENIOR LEADERSHIP
Dear Members, Friends and Colleagues:

Last year was remarkable—one that tested and supported the strategic way NYC & Company works across segments, around the globe and with our members and partners.

When we tallied all the indicators, visitation to the City in 2017 set a new record: 62.8 million visitors. This marks our eighth consecutive year of growth. But the picture was mixed, and as forecast there were declines in key NYC markets.

We saw healthy domestic growth fueled by the strength of the US economy. International travel started the year slowly, as many core New York City markets, especially in North America and Europe, pulled away. A slow recovery, alongside rising exchange rates, was met with sufficient growth from the emerging markets of Asia and Latin America to bring volume up to the original forecast level of 13.1 million visitors.

The numbers can only tell a part of our story. As an industry and a city, we countered the tides with a new international campaign to affirm our position as the world’s most diverse and welcoming destination. “New York City – Welcoming the World” issued a strong and direct invitation to visit. At trade shows, press conferences and sales missions around the world, we reinforced what the world already knows about NYC: the City is constantly changing, focused on security and always open.

As we look forward to 2018, our city has never been so alive with new developments and investment in infrastructure and experiences. At NYC & Company we are creating innovative programs and partnerships to ensure that the City remains the number one destination of choice among leisure and convention travelers. From our signature marketing programs to our far-reaching tourism campaigns, we invite visitors year-round to discover our iconic attractions and five-borough gems.

As has been proven time and again, the world needs an open, authentic, vibrant and welcoming New York City. And New York City needs a thriving tourism industry to create prosperity, tax revenue and good jobs for its citizens.

Thank you for your support and partnership. It is essential to keeping NYC & Company strong. Our work is more vital than ever.

With deep gratitude,

Emily K. Rafferty
Chairman
NYC & Company

Fred Dixon
President and CEO
NYC & Company
HIGHLIGHTS OF 2017
Despite strong political headwinds facing our industry at the start of 2017, New York City welcomed a record 62.8 million visitors last year. This marks the eighth consecutive year of visitation growth.

Domestic travel increased by almost 2 million person trips, from 47.8 to 49.7 million, a 3.9% gain over 2016. Particularly strong performance in the overnight visitor market helped push these results up.

International visitors lagged at the start of the year, but ultimately surpassed the 13 million mark—a 3.4% increase—driven by solid regional growth from Asia and South America, together with a turnaround from Canada. It is important to note, however, that as forecast, several key markets like the UK, Germany, Scandinavia, the Netherlands and the Middle East were down due to a variety of challenges including currency exchange rates and concerns about the welcoming nature of the US.

Visitation by Segment
Business and leisure travel both improved year over year. The City welcomed 49.8 million leisure trips in 2017.

While leisure travel remains the growth engine of the industry for NYC, business travel grew by 3.1%, to 13 million visitors (including 6.2 million meeting delegates), a significant improvement over the 2.2% growth in 2016.
Robust hotel supply increases were met with strong demand growth. Average daily rate (ADR) recovered by Q4, to end the year at an average of $277. Occupancy generally outperformed 2016 results as guests benefited from an increasingly diverse offering of hotel brands, locations and price levels.

“Whether it’s art or music or food or commerce or history—fill it in—you’ve got a reason to come to New York.”

– Arne Sorenson, President and Chief Executive Officer of Marriott International, Inc.

Note: All figures, estimates and forecasts are subject to revision as conditions develop and additional data becomes available. Numbers may not sum due to rounding. Source: NYC & Company as of March 2018
2018 FORECAST
New York City should see another year of growth in 2018 as global economic conditions support increased domestic and international travel.

The current forecast anticipates 65.1 million visitors (+3.7% year over year), as domestic visitation breaks the 50 million mark with 51.4 million visitors, and international visitation breaks another record with 13.7 million visitors.

Domestic visitation is forecast to continue at an above 3% growth rate in 2018 (+3.6%). High consumer confidence levels, low unemployment and rising wages are expected to increase domestic demand for travel to the City. International travel growth (+4.1%) is expected to outpace domestic visitation growth if current global economic and policy conditions hold.

Visitation Outlook
Changes in key visitation segment growth rates provide an overview of 2018 travel patterns.

For the first time since 2013, international travel growth is forecast to outpace domestic travel growth (4.1% year over year compared to 3.6%). Business travel growth should outperform leisure travel growth for the first time since the Great Recession (4.2% year over year compared to 3.6%).
International
Western European markets will see significant improvements, boosting the City’s European regional performance to growth rates above 3% in 2018. Asian and South American markets should see healthy, if more subdued, growth than in 2017. Canadian (+3.6%) and Mexican (+4.2%) markets are forecast to build on 2017 success—due to more affluent air travel from Mexico and Canada’s economic gains from higher global energy prices.

Domestic
Business travel (+4%) and leisure travel (+3.5%) are forecast to grow over 2017 visitor levels. Overnight visits will continue to outpace growth in the day trip market.

NYC Top 20 International Markets (visitation in thousands)

<table>
<thead>
<tr>
<th>Rank**</th>
<th>Country</th>
<th>2017 Volume</th>
<th>2018 (f) Volume</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>UK</td>
<td>1,212</td>
<td>1,244</td>
</tr>
<tr>
<td>2</td>
<td>China (PRC)</td>
<td>1,038</td>
<td>1,118</td>
</tr>
<tr>
<td>3</td>
<td>Canada</td>
<td>970</td>
<td>1,004</td>
</tr>
<tr>
<td>4</td>
<td>Brazil</td>
<td>852</td>
<td>888</td>
</tr>
<tr>
<td>5</td>
<td>France</td>
<td>767</td>
<td>800</td>
</tr>
<tr>
<td>6</td>
<td>Australia</td>
<td>693</td>
<td>712</td>
</tr>
<tr>
<td>7</td>
<td>Germany</td>
<td>639</td>
<td>661</td>
</tr>
<tr>
<td>8</td>
<td>Italy</td>
<td>532</td>
<td>555</td>
</tr>
<tr>
<td>9</td>
<td>Mexico</td>
<td>466</td>
<td>485</td>
</tr>
<tr>
<td>10</td>
<td>Spain</td>
<td>442</td>
<td>464</td>
</tr>
<tr>
<td>11</td>
<td>South Korea</td>
<td>416</td>
<td>443</td>
</tr>
<tr>
<td>12</td>
<td>Argentina</td>
<td>413</td>
<td>433</td>
</tr>
<tr>
<td>13</td>
<td>India</td>
<td>349</td>
<td>378</td>
</tr>
<tr>
<td>14</td>
<td>Japan</td>
<td>343</td>
<td>353</td>
</tr>
<tr>
<td>15</td>
<td>Ireland</td>
<td>294</td>
<td>304</td>
</tr>
<tr>
<td>16</td>
<td>Netherlands</td>
<td>224</td>
<td>233</td>
</tr>
<tr>
<td>17</td>
<td>Switzerland</td>
<td>225</td>
<td>231</td>
</tr>
<tr>
<td>18</td>
<td>Colombia</td>
<td>221</td>
<td>229</td>
</tr>
<tr>
<td>19</td>
<td>Sweden</td>
<td>213</td>
<td>225</td>
</tr>
<tr>
<td>20</td>
<td>Israel</td>
<td>201</td>
<td>207</td>
</tr>
</tbody>
</table>

**Based upon 2018(f) visitation volume (f)=forecast

*Note: All figures, estimates and forecasts are subject to revision as conditions develop and additional data becomes available. Numbers may not sum due to rounding. Source: NYC & Company as of March 2018
Welcoming the World
To counter travel ban rhetoric and its effects, the messaging “New York City – Welcoming the World” launched in March 2017. This effort received vast attention across the travel industry as well as in Washington, DC, reinforcing NYC & Company’s reputation as a trailblazer in the tourism space—and NYC’s distinctive multicultural character.

With an emphasis on international markets, the campaign ran March through August 2017 via JCDecaux out-of-home media and partner assets across the UK, Germany, Mexico and Spain, with additional promotion via NYCgo social media—an estimated media value of $3.2 million, garnering over 400 million impressions globally.

Sharing the campaign and layering in the “New” New York City messaging produced consistent press coverage across important international travel markets. Highlights included a press conference in Munich, media desksides during ITB-Berlin and a city-to-city tourism partnership re-signing with Mexico City in April. In an effort to address the critical Canadian market—the country is NYC’s third largest source of international travelers—a Toronto press conference was held in May, resulting in widely syndicated coverage from the Canadian Press.

Over the course of the year, estimates totaled more than 1,000 global press mentions of the “New York City – Welcoming the World” campaign. This equates to an estimated 895 million in global reach and more than $8 million in advertising value.
Tourism Campaign: True York City

In October 2017, NYC & Company launched a new global campaign: “True York City.” The integrated campaign was designed to attract insatiably curious travelers—those who explore more, stay longer and leave a piece of their hearts behind. For them, NYC is an irresistible destination: an engine of constant change, powered by the essence of hustle and heart. Travelers are invited to experience New York on New York's terms, to see the real five boroughs—our neighborhoods, small businesses and arts communities.

Promotion included partner and paid media contributions at an approximate value of $15.6 million across 17 countries. The campaign is expected to yield 5.7 billion impressions over nine months.

The most significant value contribution came from JCDecaux OOH media, including billboards and street furniture across 11 countries: USA, UK, Brazil, France, Australia, Germany, Mexico, Spain, Argentina, Norway and Chile. Cooperative travel partnerships amplified the campaign with winter travel promotions and assets valued at $1.7 million. Partners included British Airways and American Airlines in the UK, Aeromexico in Mexico, CANUSA in Germany, Air Canada in Australia, Ávoris and Iberia in Spain and Copa Airlines in Brazil.

City-to-city partnerships contributed in-market media, adding a value of nearly $1 million. Cooperative travel partners include HIS in Tokyo, Asiana Airlines in Seoul and Air Canada in Toronto.

Prior to the close of the campaign, anecdotal results from travel partners indicate a 15–20% average year-over-year (YoY) increase in air and hotel transactions.

The campaign was also supported by NYCgo's largest international digital media activation to date, including social efforts across Weibo and WeChat in China. With a multilayered, sequenced content strategy, the digital initiative yielded 119 million impressions, 1.4 million video views and over 500K clicks to NYCgo.com.

Though the majority of promotion supported Q1 2018, the campaign will have a continued presence in the UK, Germany, Mexico, Australia, France and Brazil during Q2.
In 2017, NYC & Company maintained its “always-on” press strategy, showcasing companywide programs and initiatives, while promoting five-borough destination highlights to diverse global media audiences. Through proactive media relations and a comprehensive international visiting journalist program (more than 700 journalists visited New York City), a steady stream of earned media was generated throughout the year. With 23 press conferences and media missions, including one right here in New York City, the team publicized the City’s latest openings and unprecedented developments. In addition, they promoted the strategic “NYC – Welcoming the World” message, for key media and members of the trade in Europe, Mexico, Canada, South America, Australia and beyond.

The team also enhanced the domestic PR strategy by retaining a Brooklyn-based agency, Mission, to expand reach with influential pop culture and lifestyle media, and launched a new focus on US Hispanic PR to capture a growing segment of NYC’s domestic market.

**TOTAL 2017 MEDIA COVERAGE**

- 50B estimated impressions
- 14k total global media placements
- Worth more than $287M

Note: Estimates based on clipping calculations.
One Powerful Digital Destination
NYCgo.com is the go-to resource for visitors to New York City. In 2017, NYC & Company leveraged all digital channels to work in concert to reach the right audience and deliver the right message at the right time.

Stories That Inspire: Enticing Visitors Through Compelling Content
In producing original work and sharing it with target audiences, the company inspired travelers to visit, enticed visitors and locals to explore each borough and promoted discovery of NYC & Company member businesses.

- Editorial: Producing a wide range of content in B2B and B2C marketing channels, the Editorial team published more than 500 original stories in support of verticals including hotels, attractions, family and LGBTQ.
- Video: The Video team developed nearly 50 original films that showcased must-see attractions, highlighted the five boroughs and recommended how to best navigate the City. These short films were viewed by over 10 million prospective travelers in the company’s social media channels, on NYCgo.com and in consumer email newsletters.
- Photography: The Photo team defined the visual aesthetic for the organization’s editorial content on NYCgo.com, vibrancy programs, B2B initiatives and marketing campaigns. In addition, the team maintains a constantly refreshed archive of assets containing original works for members, press and industry use.

### RESULTS

<table>
<thead>
<tr>
<th>Website</th>
<th>Nearly</th>
<th>Email subscribers</th>
</tr>
</thead>
<tbody>
<tr>
<td>14.1M global visits, up 4% YoY</td>
<td>25% of NYCgo.com traffic was driven by social media</td>
<td>30% growth to 380,000</td>
</tr>
<tr>
<td>The website generated $2M in digital ad revenue and e-commerce</td>
<td>Mobile share grew to 62% up 29% YoY, a result of NYC &amp; Company’s mobile-first strategy</td>
<td>SEO 67% of searches relating to Must See, Neighborhoods and Things to Do ranked on page one in Google</td>
</tr>
</tbody>
</table>

- Website: 14.1M global visits, up 4% YoY
- The website generated $2M in digital ad revenue and e-commerce
- Nearly 25% of NYCgo.com traffic was driven by social media
- Mobile share grew to 62% up 29% YoY, a result of NYC & Company’s mobile-first strategy
- Email subscribers: 30% growth to 380,000
- SEO: 67% of searches relating to Must See, Neighborhoods and Things to Do ranked on page one in Google
Social Media: Reaching More Prospective Travelers and Building an Engaged Fan Base
NYC & Company continued to focus on social media efforts, more than doubling results across all KPIs. The organization’s social channels have become an extremely efficient driver of brand awareness, consumer education and traffic to NYCgo.com. Social’s exponential growth offers vast opportunity: Instagram, for instance, named NYC as the most Instagrammed city in the world in 2017.

**2017 RESULTS**

<table>
<thead>
<tr>
<th>Social Reach</th>
<th>Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>440M</td>
<td>22.5M</td>
</tr>
<tr>
<td>Up 107% YoY</td>
<td>Up 233% YoY</td>
</tr>
</tbody>
</table>

Fan Base

<table>
<thead>
<tr>
<th>1.6M</th>
<th>3.2M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up 38.4% YoY</td>
<td>Up 107% YoY</td>
</tr>
</tbody>
</table>

Digital Partnerships: Extending Reach and Generating Revenue
NYC & Company leverages global digital partnerships to extend the organization’s reach around the world. Partners include Booking.com, OpenTable, Ticketmaster, Telecharge, Viator, Broadway Inbound, Explorer Pass, New York Pass, City Sightseeing and CityPass, each industry leaders in their respective categories. These alliances help generate revenue throughout the year, with an emphasis on the City’s key needs periods, contributing to increased economic impact for member businesses.

Trip Planning: New Destination Concierge Travel Bot
NYC & Company launched a new ChatBot on Facebook Messenger that is designed to assist with travel planning. In partnership with Chute, the leading user-generated content platform for travel brands, the initiative provides prospective travelers and current visitors with personalized information and recommendations in a choose-your-own-adventure approach. The most popular content is attractions and events. Moving forward, the organization will continue to promote and expand offerings in this new marketing channel.

**2017 RESULTS**

<table>
<thead>
<tr>
<th>Engagement</th>
<th>ChatBot has recorded</th>
</tr>
</thead>
<tbody>
<tr>
<td>70%</td>
<td>77K messages between users and the bot.</td>
</tr>
</tbody>
</table>

ChatBot has recorded 17K sessions and 10K users.
NYC & Company’s four specialized publications provide compelling vehicles to reach all segments of the travel market: domestic and international, leisure visitors, business travelers, meeting and event planners and tour, leisure, incentive and travel planners. All of the publications are available to consumer and business readers in print and online at NYCgo.com.

NYC Official Meeting & Event Planner and NYC Official Travel Planner

400K+
Readership by industry professionals a year

NYC Official Visitor Map

700K
Annual distribution

2.5M
Estimated print readership

NYC Official Visitor Guide

1.2M
Annual distribution

4.8M
Estimated print readership

NYC & Company’s licensing program continues to grow and gain acclaim. Via an expanded international licensing program with CAA-GBG, there are now 22 NYC licensees outside the US. Expansion within fashion includes a partnership with Heron Preston and the DSNY to release a global collection that was sold around the world from Barneys in New York to Selfridges in London. Additionally, in partnership with Hanes, a pop-up shop was created in select Nordstroms around the country to display Parks and Recreation designs on T-shirts. NYC & Company continues to woo some of the top names within the licensing industry, recently signing domestic contracts with New Era and Pintrill.
Family Ambassador: Teenage Mutant Ninja Turtles
The Family Ambassador program was created in 2009 to help position New York City as an accessible and welcoming family-friendly destination, to drive family travel to NYC and to encourage repeat visitation. New research numbers continue to support the need to reach family travelers; the family segment has grown 23% since 2012. In May 2017, a new campaign (featuring family-friendly NYC itineraries on NYCgo.com, creative artwork and interactive SMS messaging with exclusive content) was developed to highlight five-borough exploration through the lens of each of the four distinct Teenage Mutant Ninja Turtle personalities.

As part of a multiyear campaign to inspire travel to the City, NYC & Company’s Family Ambassador program, in partnership with Nickelodeon and the Teenage Mutant Ninja Turtles brand, has been promoted through outdoor media in Boston, Chicago and 23 shopping malls across America.

To raise awareness in NYC, media included bus shelters, taxi videos, LinkNYC kiosks, LIRR platform billboards and station posters, printed collateral and newsletters, and billboard placements at LaGuardia and JFK Airport terminals. The collected promotional efforts equate to an estimated 2.2 billion impressions in 2017.

See Your City™
The goal of See Your City (SYC) is to inspire New Yorkers to explore beyond their block, share their experiences over social media and in turn encourage visitors to see locations across the five boroughs. See Your City’s expansion to an evergreen UGC platform, featuring #SeeYourCity images of what’s trending across NYC, continues to serve as a resource and inspiration board for locals and visitors. The initiative has been successful, demonstrated by the organic use of #SeeYourCity, which has been tagged on nearly 500K social posts to date.

The program continues to work with influencers, members and brands who love NYC and are inspired to share their amazing images of the City on Instagram. To further social engagement, SYC began curating Instameets, bringing together social media influencers for inside access to incredible sights throughout the five boroughs. These Instameets help raise awareness of unique NYC attractions, exhibits and events (like the annual Orchid Show at the New York Botanical Garden, or exploring Arthur Avenue and enjoying a Bronx Trolley tour) while generating additional content for SYC.

To further encourage locals and visitors to get out and explore the City’s neighborhoods, content for SYC was developed in partnership with American Express, highlighting their Shop Small initiative. NYC & Company has helped promote Shop Small with member outreach and digital support since its inception more than eight years ago.
NYC Broadway Week℠
NYC Broadway Week supports our Broadway theater members during the historically slower periods of the year. Aimed to attract theater lovers and those looking for an excellent value, NYC Broadway Week is primarily promoted to consumers in the New York DMA and Acela corridor (Boston, Hartford, Philadelphia, Washington, DC). With 19 shows participating, fall 2017 sold 95,000 tickets and generated $6.85 million in revenue; winter 2018 included 23 participating shows, with 97,000 tickets sold, and $6.75 million in revenue.

The NYC Broadway Week Sweeps, which gave theater lovers a chance to win free tickets to participating shows, launched in fall 2017 to help keep the program (now in its eighth year) fresh and vibrant. Following the success of the pilot in fall, the sweeps element was included in the winter promotion as well, generating 70,000 entries over the course of three weeks.

In winter 2018, to help drive overnight visitation to NYC and leverage support for members, NYC Broadway Week partnered with 27 hotels in the Theatre District to launch NYC Broadway Week Winter Stay, a promotion that included low hotel rates and a $25 daily food and beverage credit for NYC Broadway Week ticket-holders.

The media campaigns for both seasons included out-of-home, print, digital, email, taxi video and printed collateral. Winter 2018 also included PATH train and station signage, and an iHeart Radio media buy, which included online display creative and radio spots featuring Z100 star Elvis Duran. Press pickup was at a historic high, particularly in winter 2018, receiving more than 550 unique articles, with a potential audience of 535 million and an estimated ad value of $4.3 million.

NYC Off-Broadway Week℠
NYC Off-Broadway Week, now in its ninth year, gives theatergoers an opportunity to explore a wide variety of productions for an unbeatable 2-for-1 deal, and attracts travelers and locals looking for great value, primarily in the New York DMA area. Fall 2017 included 35 productions, with 3,600 tickets sold and $143,000 generated in revenue; 36 shows participated in winter 2018.

Media campaigns for both seasons included out-of-home, digital, email, taxi video, LinkNYC kiosks and printed collateral. As with NYC Broadway Week, NYC Off-Broadway Week Winter 2018 was supported through iHeart Radio spots.
NYC Restaurant Week®

The summer 2017 and winter 2018 seasons continued to reach the primary goal of supporting the restaurant industry during historically slow periods of the year while raising awareness of the NYC Restaurant Week program. The program featured more than 380 restaurants, offering 31 cuisines in more than 40 different neighborhoods across the City. Summer 2017 marked the initiative’s 25th anniversary; to celebrate this milestone, new program components were developed to engage new audiences, including the NYC Restaurant Week Tasting Series, an exclusive set of dining events showcasing participating venues’ NYC Restaurant Week offerings, along with chef-selected wine pairings. The series supported local NYC charities (City Harvest, Citymeals on Wheels and Food Bank NYC). The Tasting Series kicked off with a VIP social media influencer preview dinner to raise awareness about the program and Tasting Series, generating buzz and social engagement. Following the success of the summer Tasting Series, this program element extended to the winter program as well, where the series became an opportunity to showcase NYC cultural institutions that offer delicious dining experiences.

The 2017 summer and 2018 winter programs drove more than 389K diners to participating restaurants and generated over $11.2 million in online reservations through OpenTable. Summer 2017 marked the program’s 25th anniversary. Inviting diners to “taste where it takes you,” the campaign encouraged locals and visitors to experience the world through the wide array of cuisines at the hundreds of participating restaurants. The creative in 2017 and its evolution in winter 2018 ran across OOH, digital, print, email and printed collateral. For both seasons, NYC Restaurant Week relied heavily on social media and influencer engagement to showcase the dining experiences and expand the program reach to new consumers. Influencers and a daily Instagram contest helped to reinforce this message. Social media influencers Beautiful Destinations also partnered with the NYC Restaurant Week program to develop visually stunning video content and imagery that ran across social channels and in NYC taxicabs.
NYC Must-See Week™ Winter 2018
NYC Must-See Week (formerly NYC Attractions Week) ran January 29–February 11, 2018, offering 2-for-1 admission to 62 of NYC’s top attractions, museums, tours and performing arts institutions. The program targeted New York DMA and tri-state commuters to help boost sales during the Q1 needs period. Participants included the Brooklyn Museum, Empire State Building Experience, Food on Foot Tours, Bronx Zoo and Staten Island Museum.

The media campaign for NYC Must-See Week was promoted through exclusive content on NYCgo.com; across social, online display and radio ads, and email; and out-of-home, including bus shelters, taxi video, PATH trains, airport kiosks, and LinkNYC screens.

NYC Ultimate Value Week
With the goal of supporting visitation during the post-holiday period, NYC & Company focused on a robust cross-promotion of the many winter vibrancy programs (NYC Restaurant Week, NYC Broadway Week, NYC Must-See Week and NYC Off-Broadway Week) leading into “NYC Ultimate Value Week” (January 29–February 4, 2018), when all programs overlapped.

The Ultimate Value Week for winter 2018 was promoted largely through social and email channels, as well as through partner editorial content. This initiative helped drive NYC & Company brand awareness and reached an estimated 40 million consumers globally. The most significant press coverage came from The Washington Post in their Travel Deals column, which was syndicated in a number of other newspapers nationwide.
The Greatest Showman

To celebrate the release of the film *The Greatest Showman*, NYC & Company partnered with 20th Century Fox to create “The Greatest New York City,” a campaign that ran from October through December 2017, creating awareness for the film and featuring NYC during the magical holiday season. With the goal of inspiring travel to NYC, the campaign leveraged key talent and *Greatest Showman* events to highlight extraordinary experiences and included on-the-ground activations, and exclusive video and editorial content in which *The Greatest Showman* cast and crew expressed their affection for NYC.

The campaign was supported by owned and partner promotional channels (social, email and digital), along with OOH media, including NYC street-pole banners, bus shelters and LinkNYC screens, leading up to the film’s release on December 20.

Star Zac Efron appeared live on the *Today* show to announce the start of “The Greatest Week,” a series of fun, fan-centric activities in NYC to celebrate the film’s release, including pop-up performances, a themed holiday display window at Bloomingdale’s, a light show at the Empire State Building and inspirational concerts. *The Greatest Showman* was honored during the NYC & Company Foundation Visionaries & Voices Gala in December 2017.
Make it NYC™

Make it NYC messaging creates awareness of the opportunities and capabilities for MICE business in NYC and positions NYC & Company as a resource to facilitate ideas, partnerships and meetings inquiries. In 2017, campaign efforts were committed to advocating for the meetings industry, invested in continued education for planners and used to tactically support direct bookings.

Meeting planner education continues to be a priority within the industry as new trends and key products emerge. In 2017, New York City hosted PCMA’s Education Conference from June 11–14, bringing together more than 800 meeting professionals for education and training sessions. Some highlights of the conference included the NYC & Company–hosted opening and closing receptions at Rockefeller Center and the Central Park Zoo. NYC & Company worked closely with PCMA on the logistics and planning of off-site sessions at six unique meeting spaces throughout the City. These half-day off sites were a first for PCMA, and the feedback from attendees was overwhelmingly positive. In addition NYC & Company sponsored PCMA’s newest educational series, Business Events Bootcamp, with 750 active participants.

A proud founding member of the Meetings Mean Business Coalition, NYC & Company made Global Meetings Industry Day a focal point for industry awareness. In 2017, New York City’s skyline was lit up in blue in honor of the celebration. NYC & Company engaged member businesses and meeting planners via social media, with a key emphasis on press engagement, to put NYC at the forefront of the meetings advocacy conversation.

As a key third-party lead generator, CVENT has become a primary source for NYC meeting RFPs. Make it NYC branding across CVENT puts New York City front and center within the platform, actively engaging planners from search to RFP submission and providing planners with the opportunity for a direct contact for all NYC meetings product.
New York City plays host to some of the world’s largest events, attracting a diverse global audience who may not have visited New York City otherwise. These events are also promoted and broadcast around the world, which will attract future audiences and events. NYC & Company partners with each of the following events for cooperative promotion including online, social and press engagement.

**WorldPride 2019**
Set to take place in NYC June 2019, this global celebration of Pride, hosted by NYC Pride, will coincide with the 50th anniversary of the historic Stonewall uprising—the beginning of the modern gay rights movement in the US. This makes 2019 a year to highlight New York City’s progress and resilience as a global LGBTQ capital. NYC received the “torch” as host city of WorldPride 2019 in July at the close of Madrid WorldPride. In partnership with NYC Pride, NYC & Company hosted a press conference plus Pride activations, including hosting trade and press during the parade itself. The announcement received vast press attention and was broadcast to over 2.2 million viewers throughout Spain, receiving over 16 million media and social impressions globally.

**2026 World Cup Bid**
In partnership with MetLife Stadium and the State of New Jersey, NYC & Company participated in the bid to host the 2026 FIFA World Cup Bid. The host destinations will be announced in June 2018.
making connections around the globe.

nyc & company key activities Q1

Throughout 2017, NYC & Company spread the dynamic image of New York City worldwide by actively participating in high-profile industry events, fostering relationships and expanding business opportunities spanning all five boroughs.

KEY
	Convention Development
	Membership
	Press
	Tourism Development
	Industry Engagement
	NYC & Company Foundation Event

JANUARY
8–11 PCMA Convening Leaders Austin, TX
14–17 ABA Marketplace Cleveland, OH
16–18 Media Mission UK
18 Business Card Exchange – Paramount Hotel NYC
22–25 SYTA Summit Banff/Lake Louise, Alberta
26 International Media Marketplace NYC
27–29 Holiday World Dublin, Ireland
30–FEB 2 Meeting Planners International Southeast Educational Meeting Fort Lauderdale, FL

FEBRUARY
5–8 IITA Mississippi Gulf Coast
6–10 Bay Area Sales Calls & Client Event San Francisco, CA
9 SmartMeetings San Francisco, CA
13 NYC PCMA Education Day NYC
14 Media Mission Philadelphia, PA
15 SITE Minnesota Minneapolis, MN
15–17 US India Year Launch Event New Delhi
20–24 Australia Sales Mission Brisbane, Melbourne & Sydney
23 New Member Orientation – Convene NYC
23–24 MPI Potomac’s Mid-Atlantic Conference and Expo Washington, DC
26–MAR 2 NTA Travel Exchange St. Louis, MO

MARCH
1 Destination and Travel Foundation Event Washington, DC
1–3 ANATO Bogota, Colombia
2 Destination Showcase Washington, DC
5–7 American Society of Association Executives’ Great Ideas Conference Orlando, FL
6 New NYC Press Conference Munich, Germany

8 meetNY NYC
8–13 ITB Berlin, Germany
9 Meeting Planners International Northern California Chapter Annual Conference & Expo San Francisco, CA
19–12 SMU International NYC
20–22 DMAI-CEO Summit Nashville, TN
21 SPEED Networking – Ben’s Deli NYC
27–29 CONNECT Diversity Las Vegas, NV
27–31 International Summit NYC
29–30 US Travel Executive and Board Meeting Washington, DC
30 Annual Meeting NYC
APRIL
3–5
Destination Showcase Kansas City & Sales Mission
Kansas City, KS
4–6
WTM Latin America
São Paulo, Brazil
5
City-to-City Renewal
Mexico City, Mexico
6
New NYC Press Conference
Mexico City, Mexico
18–20
HelmBriscoe Annual Business Conference & Sales Calls
Chicago, IL
18–24
Cruise360
Fort Lauderdale, FL

MAY
1
New NYC Press Conference
Toronto, ON
2
CONNECT NYC
NYC
2–4
Canada Sales Mission
Quebec City, Montreal & Toronto
3
PCMA Visionary Awards Dinner
Washington, DC
4
AMP’s Golf Tournament
Washington, DC
20–24
European MICE FAM NYC
23–25
Active America China
Portland, OR
23–26
Incentive Travel Exchange
Las Vegas, NV
24–27
ATM (Arabian Travel Market) @USA Pavilion
Dubai, UAE
24–28
UK/Ireland Sales Mission
London & Dublin

JUNE
1
Meeting Planners International Golf Tournament
Royce Brook, NJ
2
Empire State Society of Association Executives Annual Conference & Exposition
Albany, NY
3–7
IPW
Washington, DC
11–14
PCMA Education Conference
NYC
13–15
The Meeting Show UK
Olympia, London
14–15
City Nations Place
NYC
14–16
CVVENT Connect
Las Vegas, NV
19–22
Meeting Planner International World Education Conference & Client Event
Las Vegas, NV
19–23
Latin America Meeting and Incentive Travel Exchange
La Antigua, Guatemala
28
Business Card Exchange – Gulliver’s Gate
NYC
30
New NYC & World Pride Press Conference
Madrid, Spain
**JULY**

10  XSITE Conference  
NYC

10–14  South American Sales Mission  
Buenos Aires, Cordoba, Argentina; Montevideo, Uruguay; Medellin, Colombia

11  SPEED Networking – Empire Steakhouse  
NYC

11–13  DMAI Annual Convention  
Montreal, Quebec

11–14  World Meetings Forum  
Mexico City, Mexico

13–16  BCD Meeting & Events FAM  
NYC

20  MPI Golf Tournament  
Long Island, NY

NYC

24  New Member Orientation – Convene NYC

26–30  US Travel Summer Board Meeting  
Colorado Springs, CO

30–AUG 1  CEMA Summit  
San Diego, CA

**AUGUST**

1  SITE Minnesota Education Meeting  
Minneapolis, MN

1–4  Southern California Roadshow  
San Diego/ Los Angeles, CA

2–4  Chicago/Minnesota Incentive Sales Mission  
Chicago, IL/Minneapolis, MN

7–11  Brazil Sales Mission  
São Paulo, Rio & Belo Horizonte

12–15  American Society of Association Executives Annual Convention & Client Event  
Toronto, ON

16–18  Concert Client Event & Sales Calls  
Chicago, IL

19  New NYC Press Conference  
São Paulo, Brazil

17  New NYC Press Conference  
Santiago, Chile

21–23  IncentiveWorks and Client Event  
Toronto, ON

23  City-to-City Partnership Signing  
Cape Town, South Africa

24–29  Student and Youth Travel Association (SYTA) 2016 Annual Conference  
Albuquerque, NM

25–29  CIBTM  
Beijing, China

SEPTEMBER

6  TTAB  
Washington, DC

8–15  India Sales Mission  
Mumbai, Chennai and Delhi

9–10  HelmsBriscoe Race for the Cure  
NYC

14  ESB Sunrise Event  
NYC

17–21  Texas Sales Mission  
Dallas/Houston, TX

18  Business Card Exchange – Hudson’s  
NYC

19  SITE Minnesota  
Minneapolis, MN

19–20  RTO Summit  
Orlando, FL

19–22  US China Tourism Directors Summit  
Atlanta, GA

24–25  Media Mission  
Paris, France
### Key Activities Q4

**NYC & Company**

#### OCTOBER

- **4**  
  Hotel Partner Meeting  
  – New York Hilton Midtown  
  NYC

- **9–13**  
  Netherlands & Nordic Sales Mission  
  Amsterdam, Stockholm, Copenhagen

- **10–12**  
  IMEX America  
  Las Vegas, NV

- **12**  
  New NYC Press Conference  
  Los Angeles, CA

- **16–20**  
  China Sales Mission  
  Shanghai, Chengdu, Beijing

- **18**  
  City-to-City Partnership Signing  
  Toronto, ON

- **23–25**  
  Bienvenue Quebec  
  Laval, QC

- **25–27**  
  ITB Asia  
  Suntec, Singapore

#### NOVEMBER

- **6–8**  
  WTM (World Travel Market)  
  London, UK

- **9–13**  
  City-to-City Partnership Signing  
  Tokyo, Japan

- **10–12**  
  Financial & Insurance Conference Professionals Annual Conference  
  San Diego, CA

- **12–15**  
  International Congress and Convention Association Annual Conference  
  Prague, Czech Republic

- **12–17**  
  Mexico Sales Mission  
  Monterrey, Mexico City

- **13–14**  
  Media Mission  
  Dublin, Ireland

- **18**  
  NYC Talks: Active Shooter – Florence Gould Hall (FIA)  
  NYC

- **28–30**  
  Expo! Expo! IAEE’s Annual Meeting & Exhibition  
  San Antonio, TX

#### DECEMBER

- **3–6**  
  Media Mission  
  Sydney, Australia

- **4–5**  
  Haute Dokimazo West  
  San Diego, CA

- **4–5**  
  Media Mission  
  Miami, FL

- **6**  
  City-to-City Renewal  
  Seoul, South Korea

- **8**  
  NYC Holiday Experience FAM  
  NYC

- **13–15**  
  Holiday Showcase  
  Chicago, IL

- **14**  
  Lower Manhattan Marketing Association  
  NYC

- **14–18**  
  NTA  
  San Antonio, TX

- **15**  
  New Member Orientation – Convene  
  NYC

- **18**  
  Visionary & Voices Gala  
  NYC

---

#### Ongoing

**Tourism Ready**

Educational programming engaging more than 200 businesses across five boroughs

- **1.0**  
  7 Seminars

- **2.0**  
  20 Seminars
The results presented below are for the 12 months ending June 30, 2017, the first full period of reporting since NYC & Company moved to a June 30 year-end during 2016 to better align with the City of New York’s fiscal year. They are presented against the six months ending June 30, 2016, and the 12 months ending December 31, 2015. In addition, fiscal 2017 is the first year to report under the new five-year contract with the City of New York, with city funds increasing to $21.2 million annually, an increase of $3.4 million (19%) over the last year of the previous contract.

<table>
<thead>
<tr>
<th></th>
<th>12 months ending June</th>
<th>6 months ending June</th>
<th>12 months ending December</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2017</td>
<td>2016</td>
<td>2015</td>
</tr>
<tr>
<td>New York City Funds</td>
<td>21.2</td>
<td>8.9</td>
<td>16.5</td>
</tr>
<tr>
<td>Sponsorships</td>
<td>4.6</td>
<td>2.5</td>
<td>4.4</td>
</tr>
<tr>
<td>Member Dues</td>
<td>4.8</td>
<td>2.6</td>
<td>4.9</td>
</tr>
<tr>
<td>Publications</td>
<td>2.4</td>
<td>1.3</td>
<td>2.5</td>
</tr>
<tr>
<td>Website</td>
<td>2.2</td>
<td>1.0</td>
<td>2.5</td>
</tr>
<tr>
<td>Other Income</td>
<td>2.5</td>
<td>1.3</td>
<td>3.5</td>
</tr>
<tr>
<td>Licensing</td>
<td>1.3</td>
<td>0.5</td>
<td>1.1</td>
</tr>
<tr>
<td>Other Grants</td>
<td>0.5</td>
<td>0.3</td>
<td>0.5</td>
</tr>
<tr>
<td></td>
<td>39.5</td>
<td>18.4</td>
<td>35.9</td>
</tr>
</tbody>
</table>

Figures in millions.
we rose to our challenges...

nyc & company
board of directors

List as of December 31, 2017

Red denotes Executive Committee

Emily Rafferty
Chairman
NYC & Company

Fred Dixon
President and CEO
NYC & Company

Charles Flateeman
Vice President of Marketing
The Shubert Organization
Vice Chairman
NYC & Company

Wilma Alonso
Executive Director
Fordham Road BID

Gina Argento
President and CEO
Broadway Stages

David Berliner
Chief Operating Officer
Brooklyn Museum

Jaclyn Bernstein
President and Partner
Empire Force Events

Andrew Bodziak
Area Vice President,
Luxury Northeast US
Marriott International

Daniel Boockvar
President
NFL Experience

Michael Burke
Chief Operating Officer
Statue Cruises

Judith Byrd
President
Byrd Retail Group

John Calvelli
Executive Vice President
Wildlife Conservation Society

Zachary Carter
Corporation Counsel
New York City Law Department

Frank Castronovo
Co-Founder
Frankie’s Spuntino

Susan Chin
Executive Director
Design Trust for Public Space

Harry Coghlan
President and General Manager
ClearChannel Outdoor – New York Division

Michael Cogswell
Director
Louis Armstrong House Museum

Vijay Dandapani
President and CEO
Hotel Association of NYC

Mary Farrell
Senior Director of Sales
Top of the Rock
Observation Deck & Rockefeller Center

Tom Finkelpearl
Commissioner
NYC Department of Cultural Affairs

Mike Fiorentino
General Manager
Manhattan Center Studios

Joel Fisher
Executive Vice President,
Sports and Arena
Renovation
Madison Square Garden

Rick Friedberg
President
Liberty Connections, Ltd.

Ellen Futter
President
American Museum of Natural History

Alicia Glen
Deputy Mayor of Housing and Economic Development
Office of the Mayor

Scott Goldsmith
President
Intersection Media LLC

Eric Gordon
Founder
Beyond Times Square

Maneesh Goyal
President and Founder
MKG

Gail Grimmett
President
Tzell Travel Group/Elite Travel Division

Caroline Hirsch
President and CEO
Carolines on Broadway

Margaret Honey
President and CEO
New York Hall of Science

Hervé Houdré
Regional Director of Operations & General Manager
InterContinental New York Barclay

Melinda Katz
Borough President
Queens

Lynn Kelly
Executive Director
New Yorkers for Parks

David Keys
Vice President Sales – East
Hilton Worldwide New York

Huntley Lawrence
Director of Aviation
Port Authority of NY & NJ

Patti Lee
Lisa Linden
CEO
LAK Public Relations, Inc.

Kerry Mack
Vice President of Revenue & Distribution
Highgate Hotels – New York Area
and together, we thrived.

nyc & company
senior leadership

Fred Dixon
President and Chief Executive Officer

Bryan Grimaldi
Chief Operating Officer and General Counsel

Kevin Booth
Chief Financial Officer

Kelly Curtin
Executive Vice President
Membership and Destination Services

Nevah Assang
Senior Vice President
Cultural & Community Relations

Marnie Baretz
Managing Director
Programs and Partner Marketing

Jason Berman
Managing Director
Brand Marketing

Bernadette Carter
Managing Director
Marketing Operations and Strategy

Reginald Charlot
Managing Director
Tourism Development, Established Markets

Jerry Cito
Senior Vice President
Convention Development

Makiko Matsuda Healy
Managing Director
Tourism Market Development

Chris Heywood
Senior Vice President
Global Communications

Donna J. Keren
Senior Vice President
Research and Analysis

Rich Lovatt
Senior Vice President
Finance

Maria Wilcox
Senior Vice President
Hotel Relations