

A wide-angle photograph of the Statue of Liberty on Liberty Island, with the New York City skyline in the background. The statue is green and stands on a stone pedestal. The city skyline includes the Freedom Tower and other skyscrapers. The water of the harbor is visible in the foreground.

NYC & COMPANY TALKS: RECOVERY READY – MARKET UPDATE, INTERNATIONAL TRAVEL & GLOBAL TOURISM CAMPAIGN

OCTOBER 19, 2021

NYC
& Company

CHARLES FLATEMAN

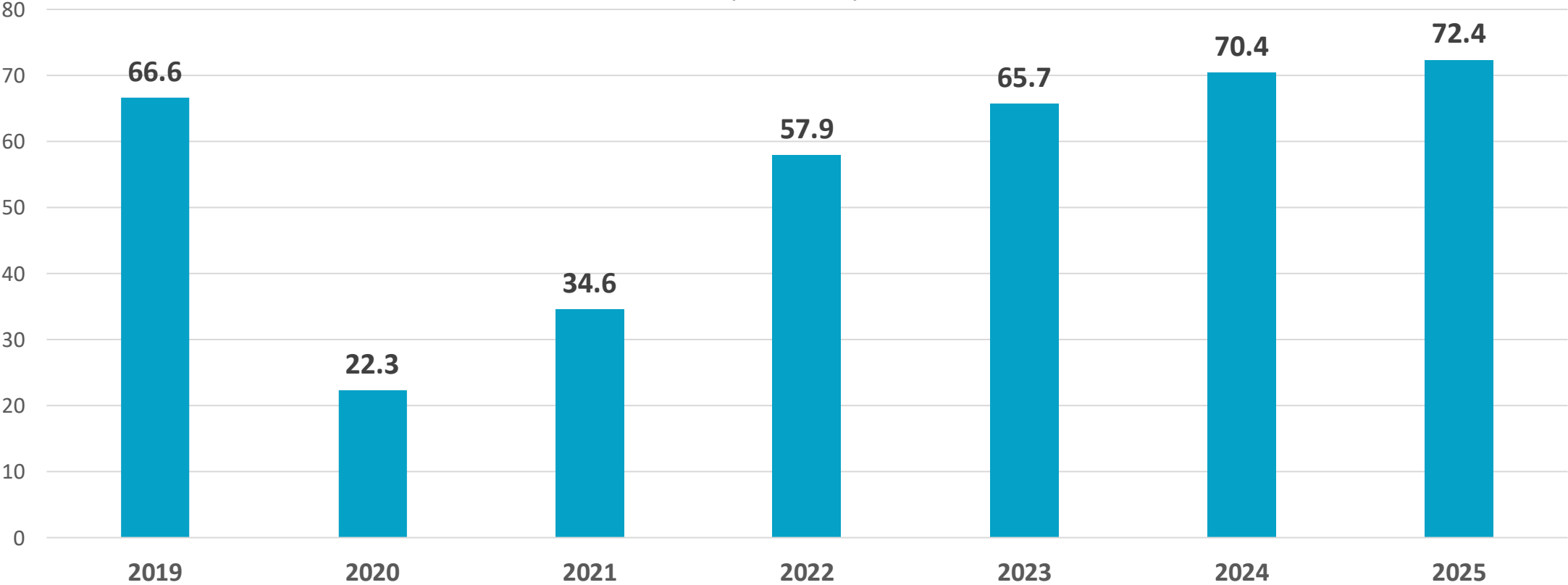
CHAIRMAN
NYC & COMPANY

FRED DIXON

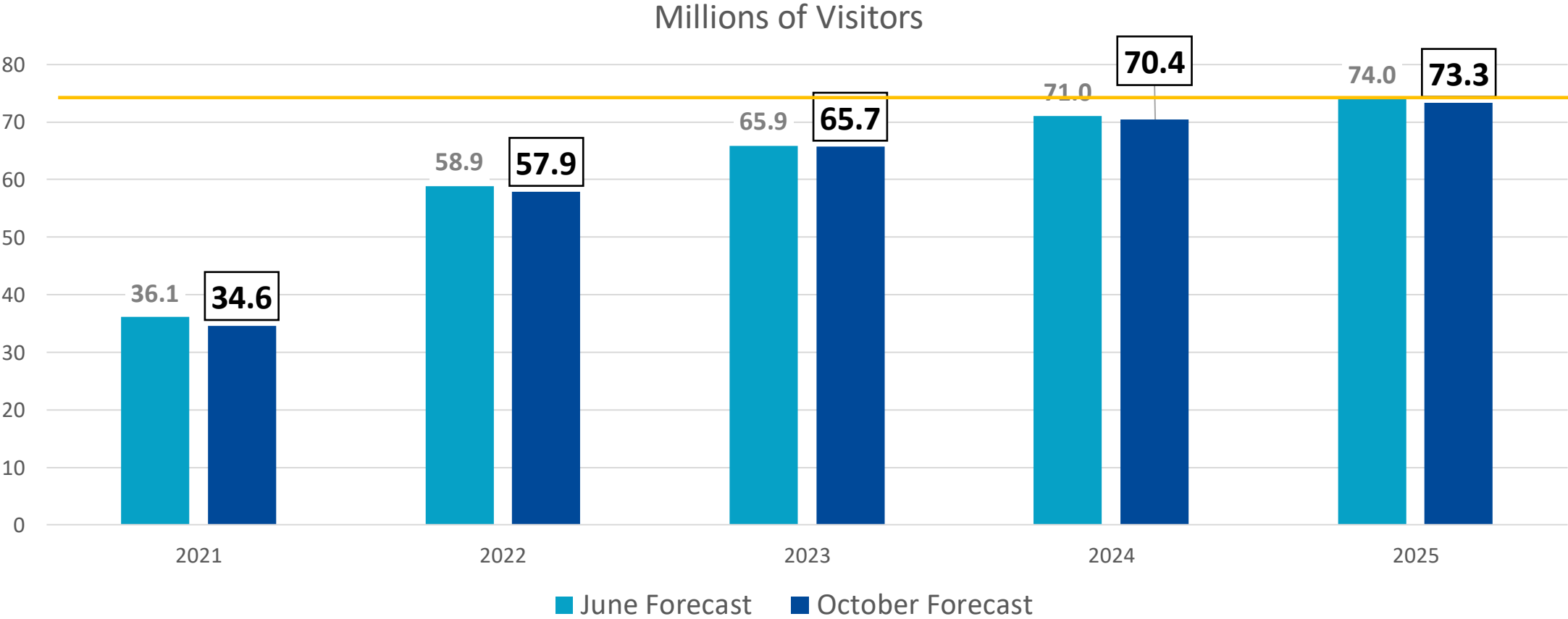
PRESIDENT AND CEO
NYC & COMPANY

5-YEAR VISITOR FORECAST NYC TOTAL TRAVEL

Total Visitors – October 2021 Forecast
(millions)

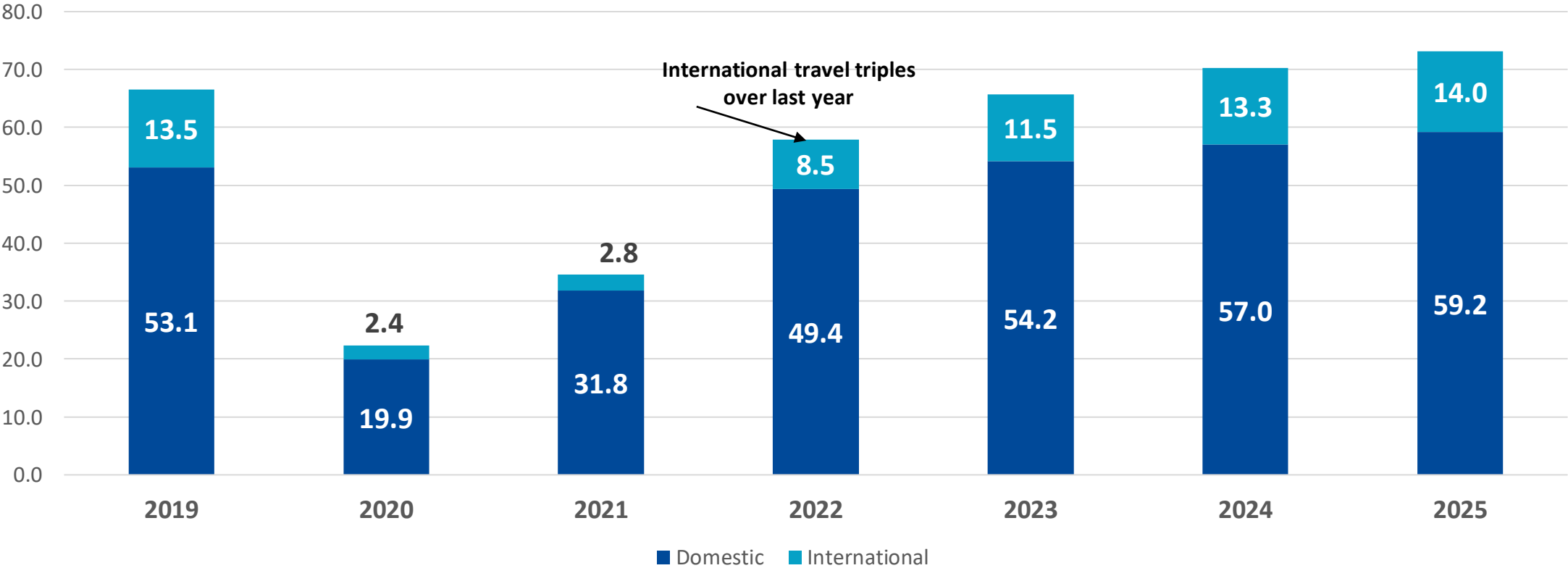


5-YEAR VISITOR FORECAST: OCTOBER COMPARED TO JUNE OUTLOOK



DOMESTIC & INTERNATIONAL SHARES RETURN TO 80:20 SPLIT BY 2024 & 2025

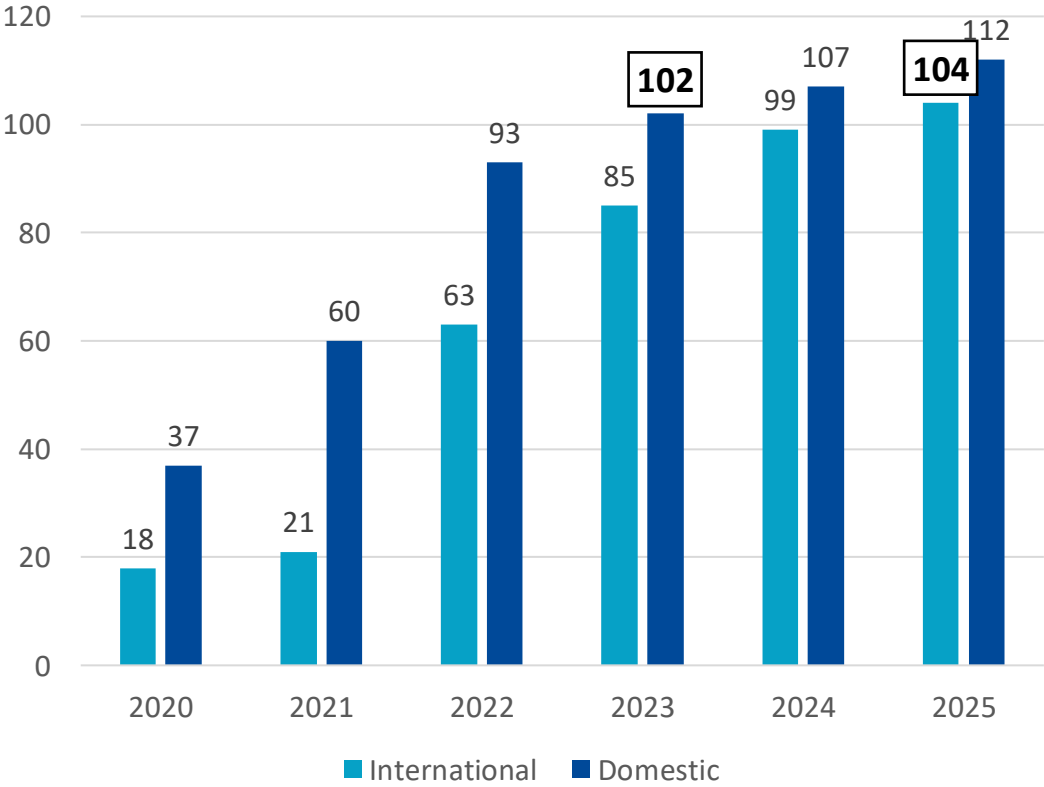
Domestic & International Visitors (millions)



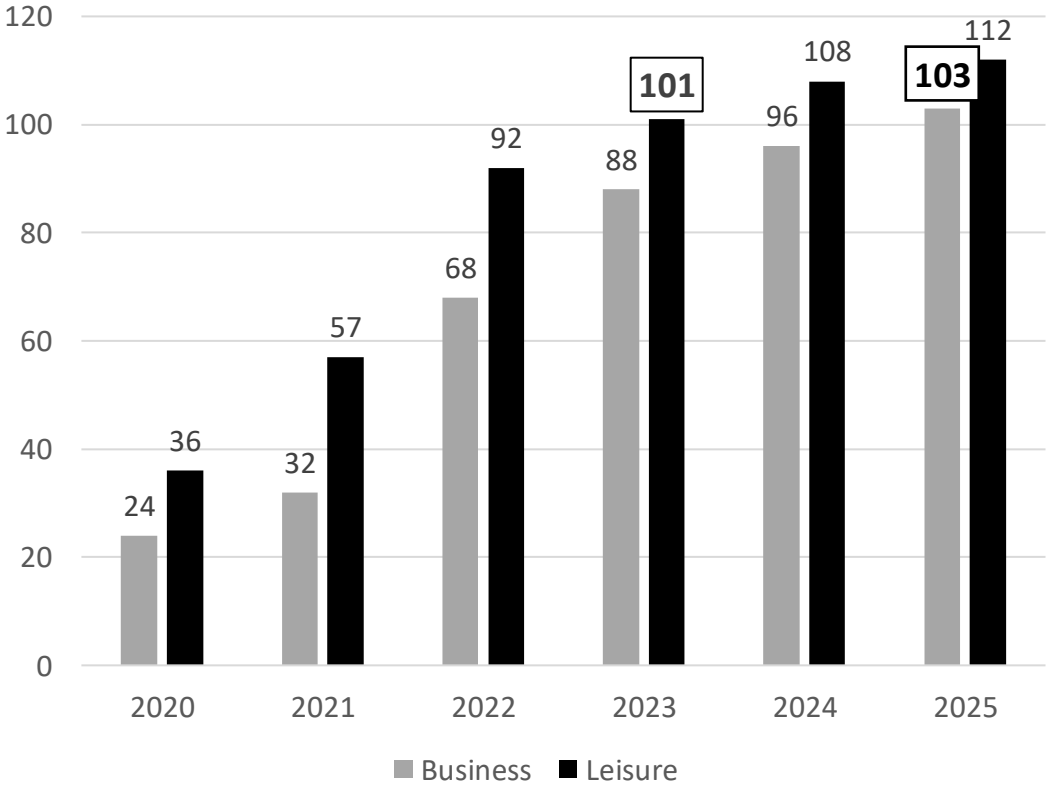
PACE OF RECOVERY INDEX BY ORIGIN & PURPOSE

BENCHMARK = 2019

Origin Markets – International & Domestic

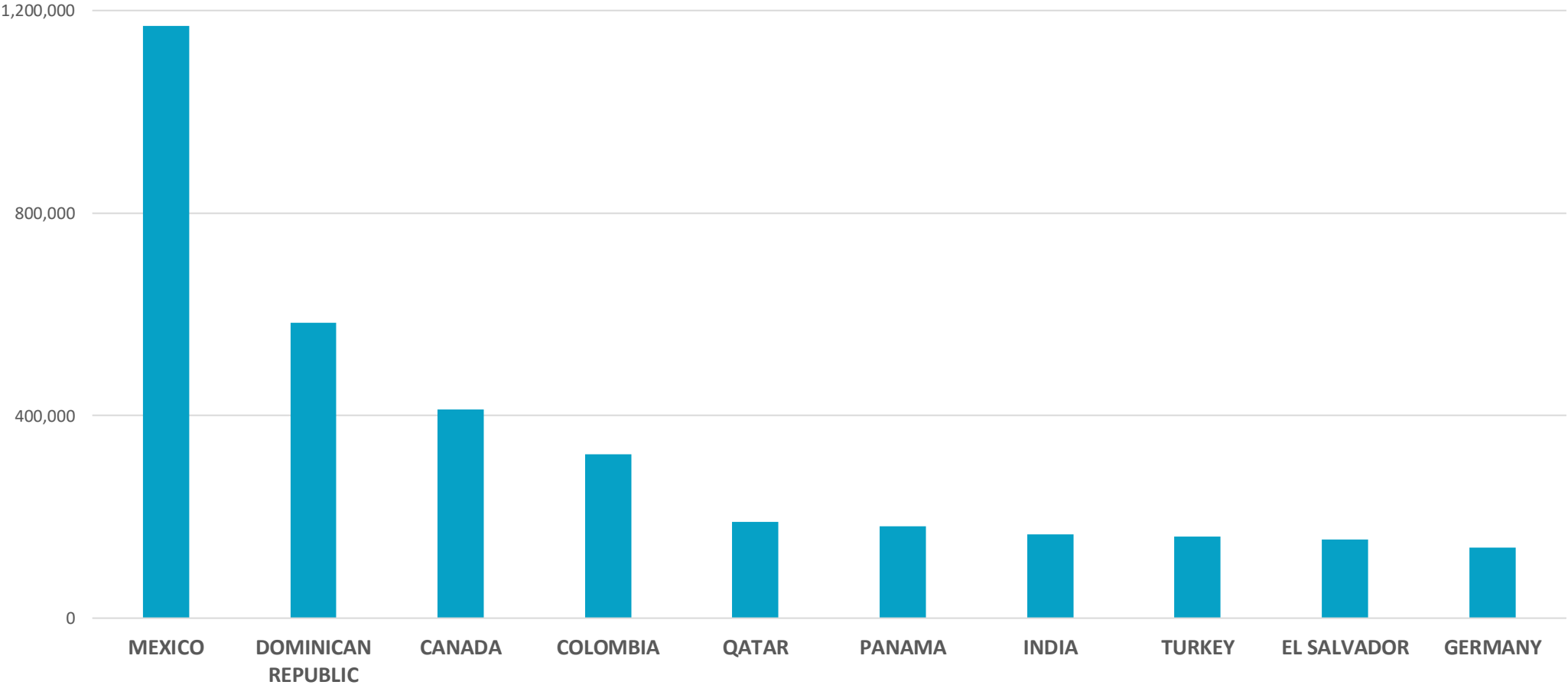


Purpose – Business & Leisure

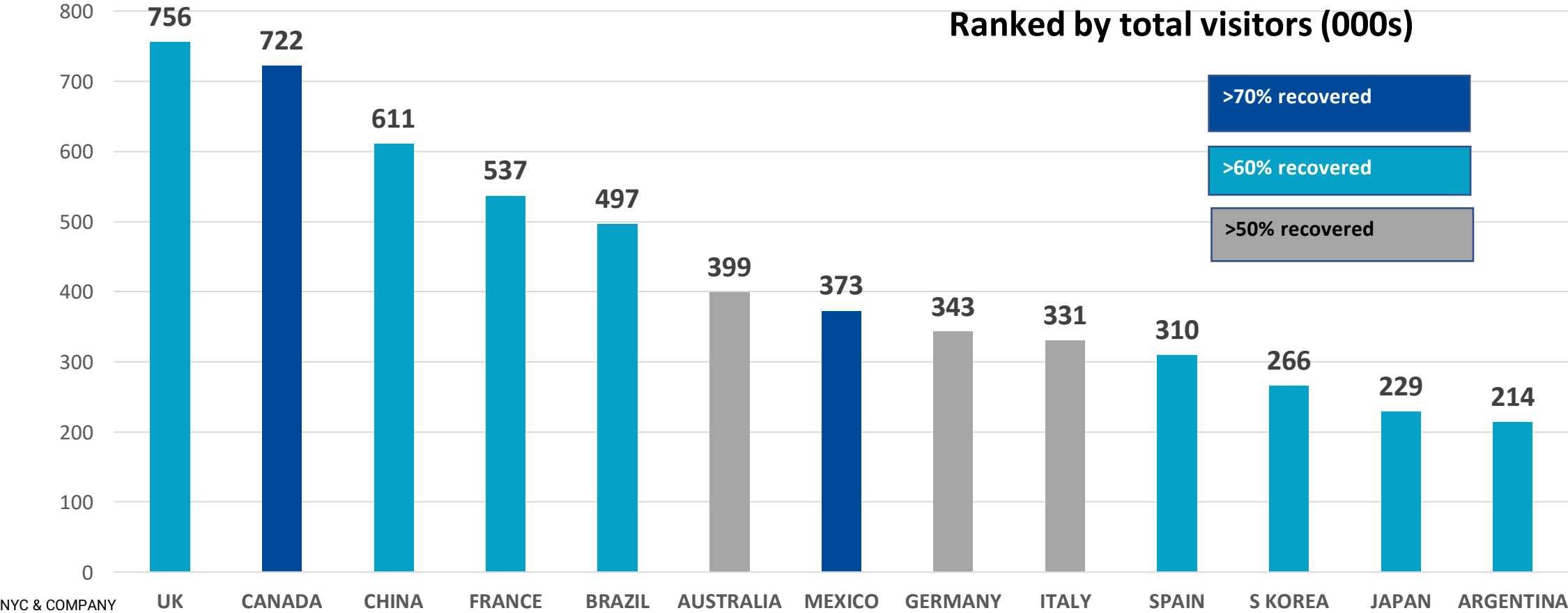


FOREIGN ARRIVALS TO NYC AIRPORTS YTD 2021

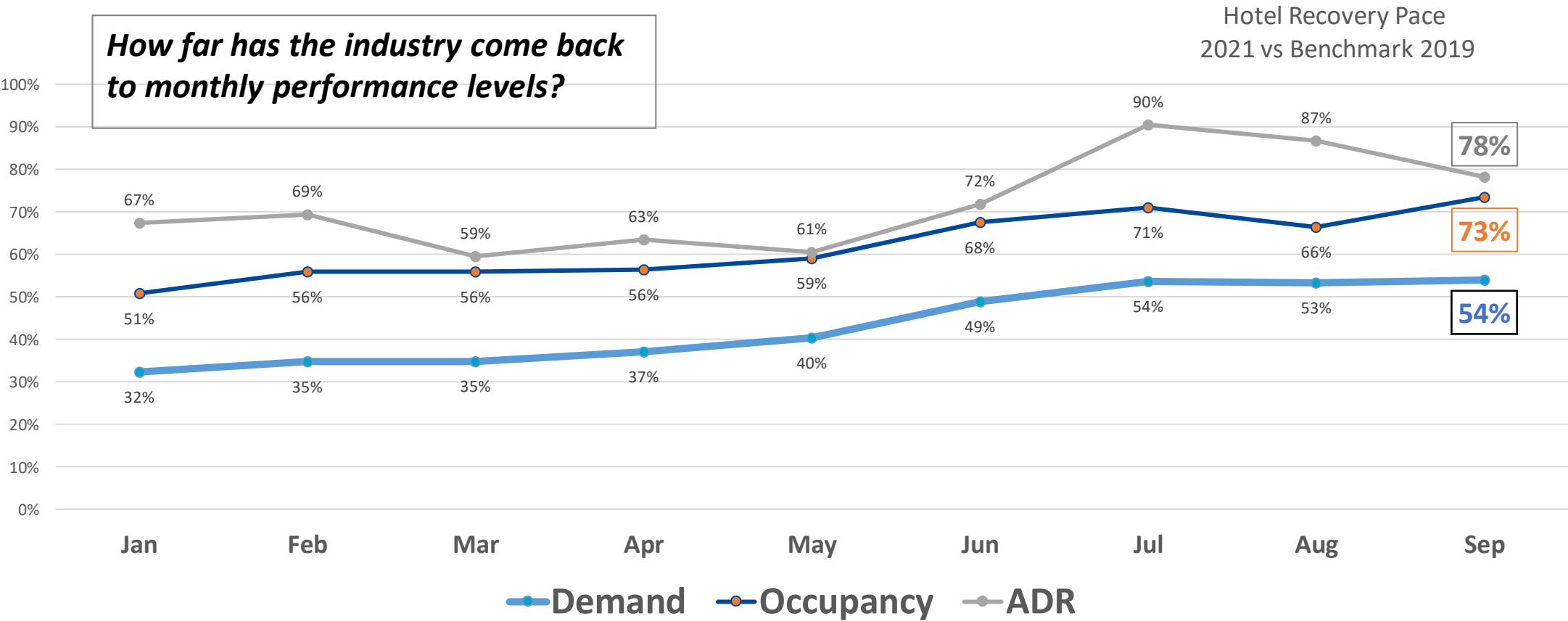
WITH RESTRICTIONS ON TRAVEL INTERNATIONAL VISITATION LOOKS DIFFERENT



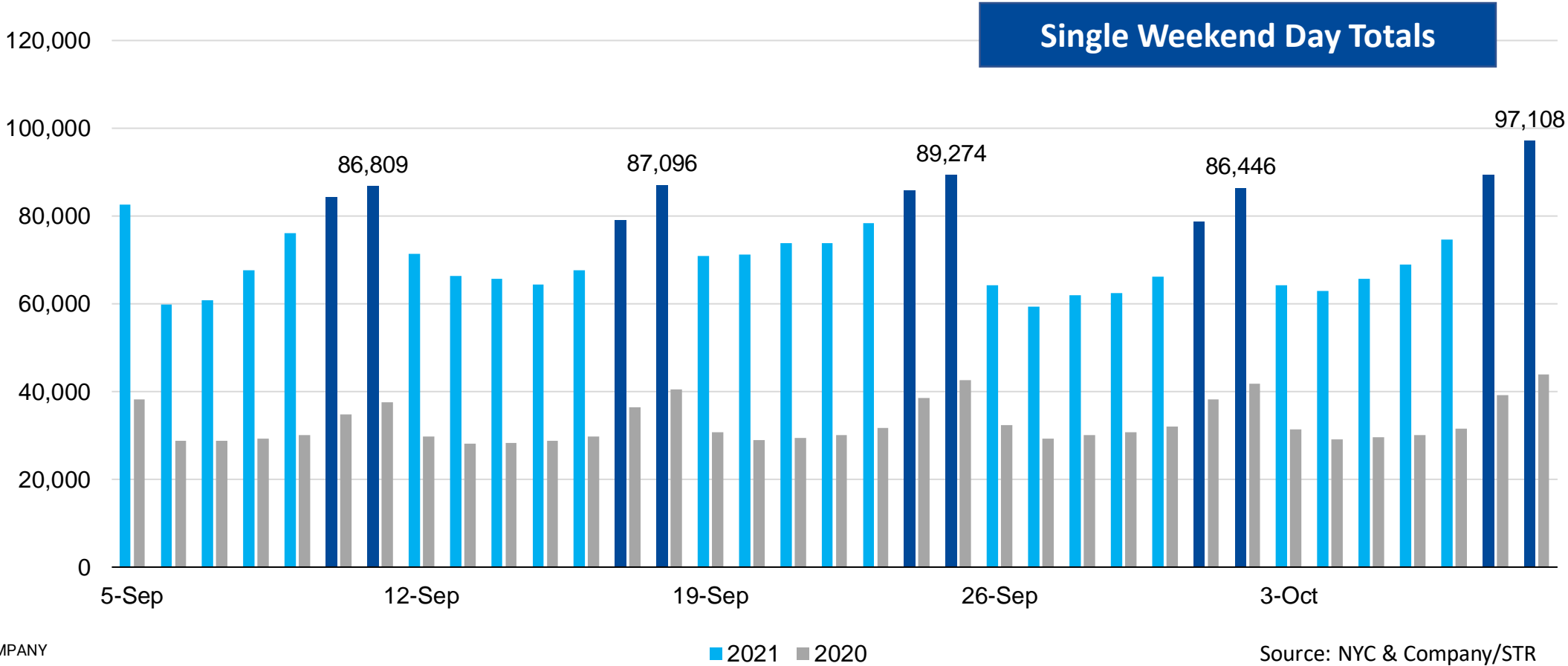
PACING FOR A STRONG RECOVERY: 2022 INTERNATIONAL MARKETS



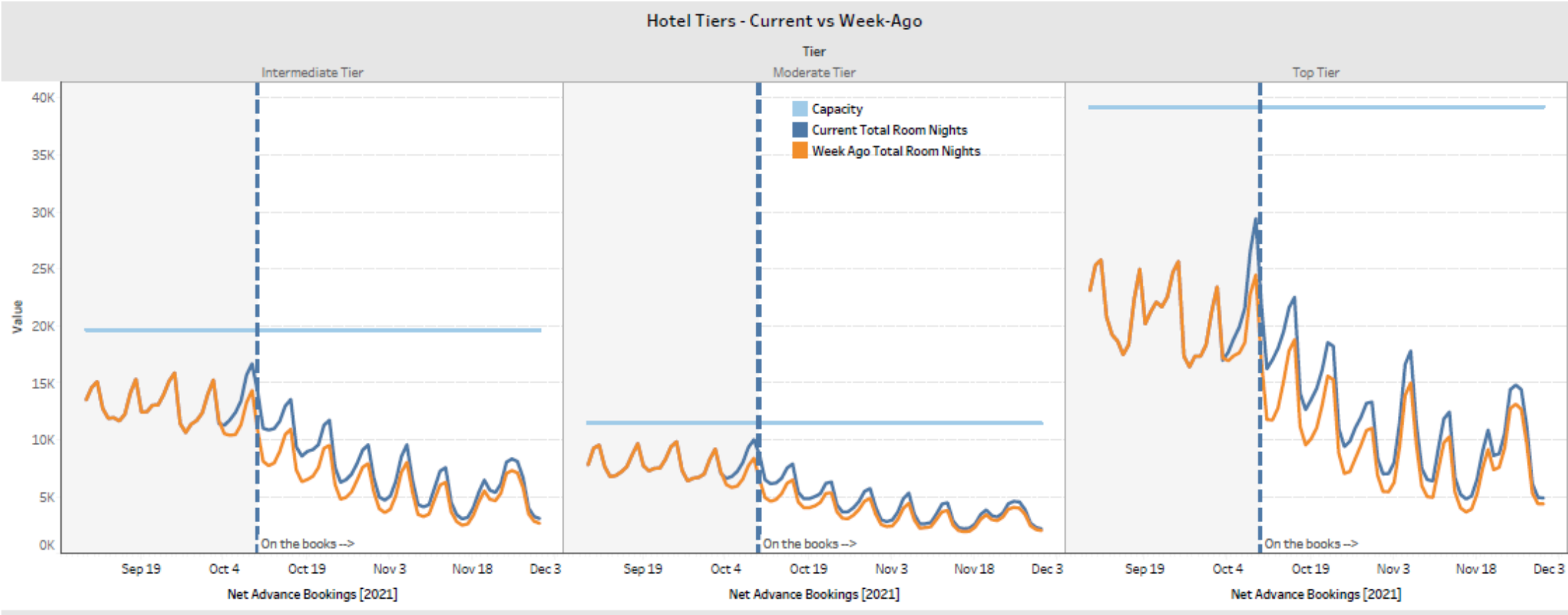
HOTEL PERFORMANCE LEADING THE WAY TO RECOVERY



WEEKDAY-WEEKEND COMPARISON - SEPTEMBER & OCTOBER 2021 VS 2020



FORWARD HOTEL BOOKINGS BY TIER: ROOMS ON THE BOOKS COMPARED WEEKLY





New York City Travel Barometer

The New York City Travel Barometer, sponsored by NYC & Company, is a comprehensive and centralized source for high-frequency intelligence on the New York City travel industry and the broader economy.

The report, built on Tourism Economics SYMPHONY platform, is supported by more than a dozen data partners and tracks industry performance, travel volumes, and predictive indicators of recovery to provides the organization and its stakeholders with a detailed view of travel sector performance that offers three views: **where we were, where we are now, and where we are headed.**

NYC Hotel Performance Report

Insights

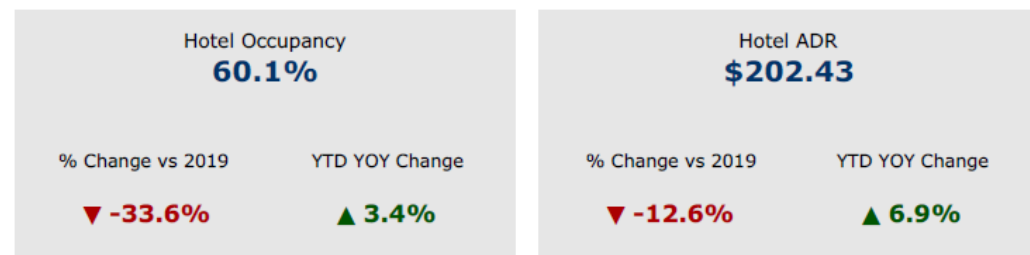
Hotel occupancy reached 60.1% this month – down one percentage point relative to prior month – and recovering to 34% of 2019 levels. The decrease in occupancy was primarily due to increased supply as demand stayed flat at 1.5M room nights sold.

Among the New York City boroughs; Queens achieved the highest occupancy at 78% but with the lowest average daily rate (\$154), while Manhattan experienced the inverse with the lowest occupancy (57%) but highest ADR (\$216).

ADR (\$202) recovery for New York City also decreased relative to prior month (down from \$208); however, group ADR grew for the fourth consecutive month to \$199.

NYC Hotel Performance

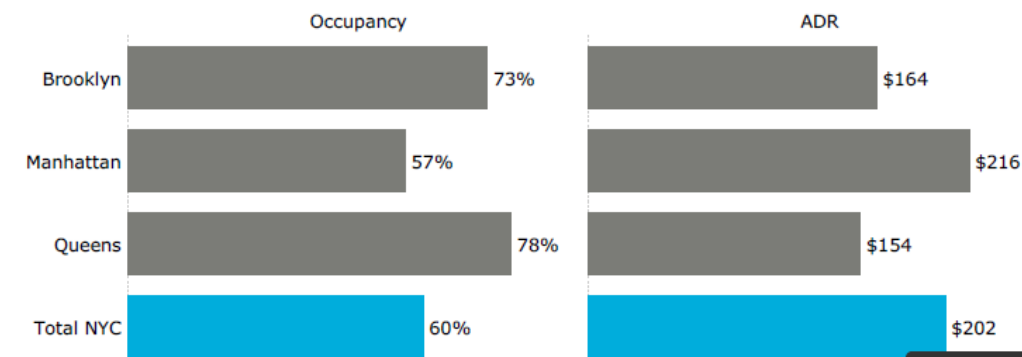
August 2021



Source: STR

Hotel KPIs by Borough

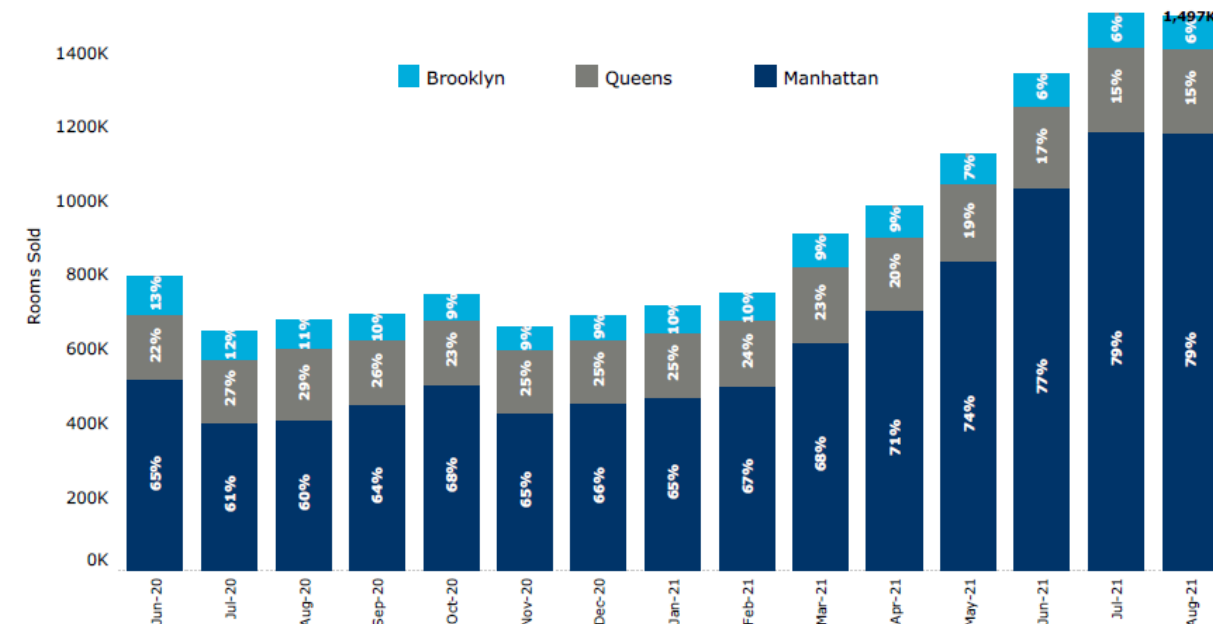
New York City by borough, August 2021



Source: STR

Room Demand

New York City room demand and distribution by borough, 12-month trend



Source: STR

Room Demand % change vs 2019

New York City by borough, 12-month trend

	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21
Brooklyn	-16%	-36%	-39%	-43%	-45%	-46%	-47%	-18%	-19%	-21%	-25%	-32%	-29%	-27%	-27%
Queens	-38%	-39%	-34%	-36%	-39%	-35%	-36%	-23%	-19%	-23%	-28%	-27%	-21%	-19%	-22%
Manhattan	-78%	-84%	-83%	-81%	-80%	-82%	-81%	-76%	-74%	-73%	-70%	-66%	-57%	-51%	-52%
Total NYC	-71%	-76%	-76%	-74%	-73%	-75%	-75%	-68%	-65%	-65%	-63%	-60%	-51%	-46%	-47%



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/ 14



TSA Screenings/Throughput

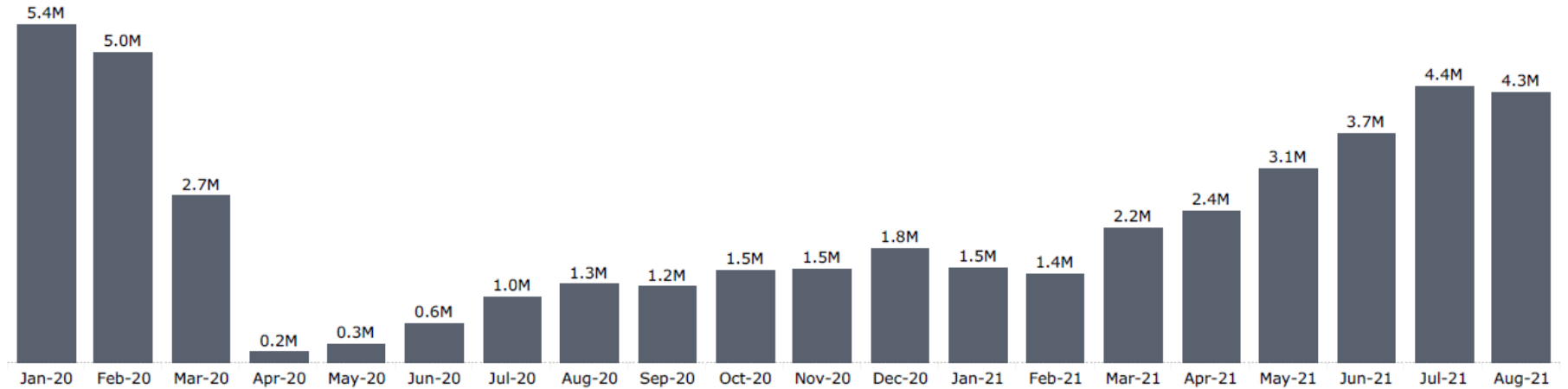
Insights

TSA Throughput in August totaled 4.3M travelers, 0.1M behind the previous month and now 37% behind 2019 levels as recovery dipped backwards from a -36% difference in July. Air travel for all destinations compared to NYC followed a similar trajectory as recovery towards 2019 levels in each location decreased from the previous month.

Destinations which performed best relative to 2019 last month (Orlando and Miami) saw the greatest change in recovery for the month of August relative to levels two years ago, each dropping to -17% change.

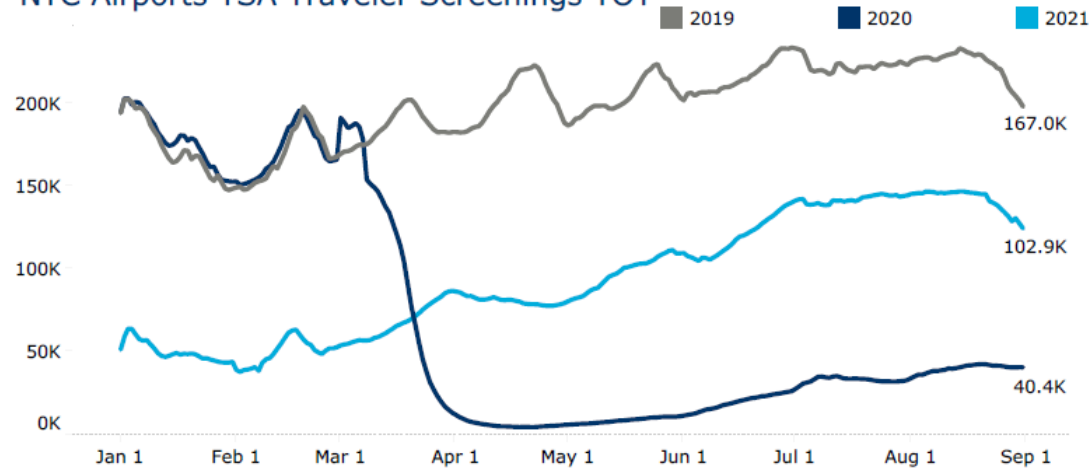
As of August 2021, Phoenix was the only location in the comp set that saw throughput levels within 10% of levels in August 2019.

NYC Airports TSA Traveler Screenings



Source: TSA

NYC Airports TSA Traveler Screenings YOY



Source: TSA

TSA Traveler Screenings

Compared to 2019, NYC and other major US cities

	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21
New York City	-85%	-82%	-79%	-76%	-74%	-72%	-71%	-70%	-63%	-60%	-52%	-44%	-36%	-37%
Atlanta	-71%	-68%	-63%	-59%	-57%	-57%	-54%	-55%	-48%	-36%	-28%	-21%	-14%	-19%
Boston	-82%	-83%	-82%	-78%	-76%	-74%	-74%	-72%	-68%	-59%	-55%	-46%	-36%	-38%
Chicago	-74%	-72%	-68%	-66%	-66%	-62%	-58%	-56%	-49%	-45%	-40%	-33%	-24%	-26%
Dallas	-65%	-61%	-56%	-53%	-51%	-50%	-49%	-52%	-34%	-28%	-21%	-15%	-11%	-19%
Los Angeles	-80%	-77%	-72%	-69%	-68%	-72%	-74%	-72%	-63%	-56%	-47%	-41%	-35%	-39%
Miami	-81%	-78%	-71%	-67%	-59%	-56%	-57%	-55%	-43%	-29%	-17%	-10%	-9%	-17%
Orlando	-71%	-70%	-58%	-56%	-52%	-50%	-47%	-45%	-36%	-23%	-15%	-11%	-7%	-17%
Philadelphia	-74%	-69%	-68%	-65%	-64%	-67%	-61%	-60%	-48%	-46%	-39%	-32%	-27%	-30%
Phoenix	-62%	-59%	-52%	-49%	-48%	-53%	-48%	-46%	-31%	-16%	-9%	-3%	-1%	-7%
San Diego	-74%	-70%	-69%	-66%	-65%	-70%	-73%	-70%	-58%	-50%	-38%	-30%	-26%	-28%
San Francisco	-87%	-86%	-81%	-79%	-78%	-81%	-82%	-81%	-76%	-69%	-64%	-57%	-48%	-52%
Seattle	-75%	-73%	-68%	-63%	-64%	-68%	-65%	-59%	-53%	-41%	-38%	-32%	-26%	-28%
Washington, DC	-83%	-81%	-78%	-76%	-75%	-74%	-73%	-76%	-69%	-64%	-56%	-51%	-68%	-69%

Insights

Travelport data represents future flight bookings in any given month for travel within the next six months. August bookings fell 6.9% MOM to 606.2K total bookings, led by declines in domestic bookings which decreased 9.3% MOM.

Domestic market bookings were 19.6% 2019 levels in August, compared to a difference of -0.9% to two years ago in the month of July. August represented the first month of declining flights since December 2020.

The Dominican Republic continues to hold the strongest position at only 38% below 2019 levels for future flight bookings, a 2 ppt improvement from -38% last month.

August 2021, Flight Booking Summary

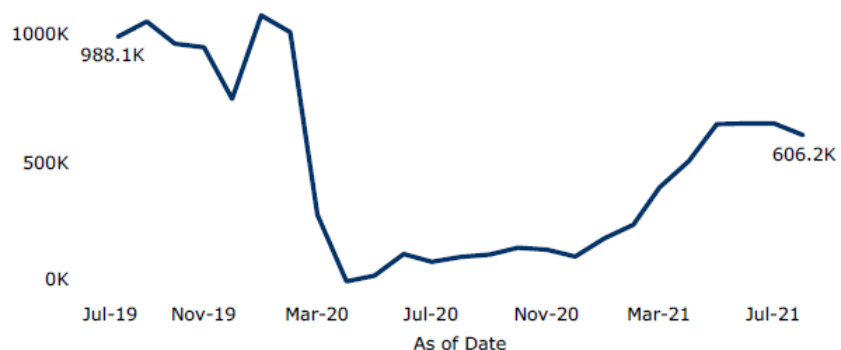
Date of travel in next 6 months

	Bookings Made	% chg MOM	% chg vs 2020	% chg vs 2019
Domestic	356.5K	▼ -9.3%	▲ 425.8%	▼ -19.6%
International	249.7K	▼ -3.3%	▲ 282.5%	▼ -54.2%
Total	606.2K	▼ -6.9%	▲ 355.5%	▼ -38.6%

Source: NYC & Company / Travelport

Flight Bookings with NYC as destination

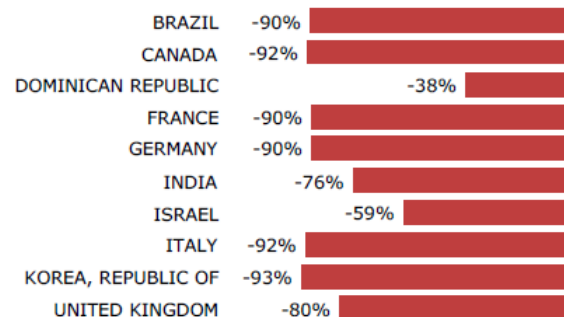
Bookings for travel the next six months (Domestic + International)



Source: NYC & Company / Travelport

All Future Flight Bookings

Top-10 countries* and % difference to 2019

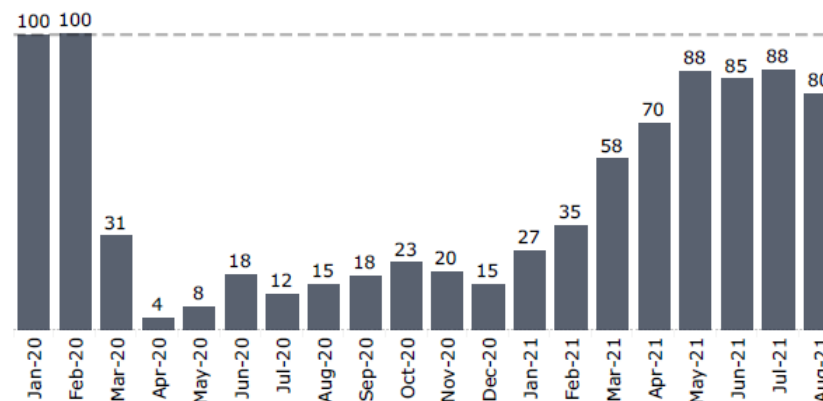


* top 10 markets are based on bookings in 2019

Source: NYC & Company / Travelport

Flight Bookings to NYC from Domestic Markets

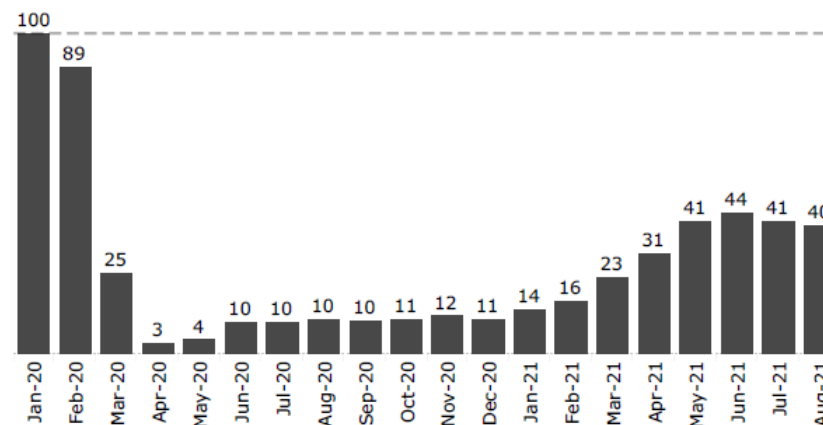
Date of travel in next 6 months (Index Jan 2020 = 100)



Source: NYC & Company / Travelport

Flight Bookings to NYC from International Markets

Date of travel in next 6 months (Index Jan 2020 = 100)



Source: NYC & Company / Travelport

ADAM SACKS

PRESIDENT
TOURISM ECONOMICS

WHERE DOES THE TRAVEL INDUSTRY GO FROM HERE?

Adam Sacks
President
Tourism Economics
adam@tourismeconomics.com

Characteristics of the travel recovery

Recovery continues under storm clouds

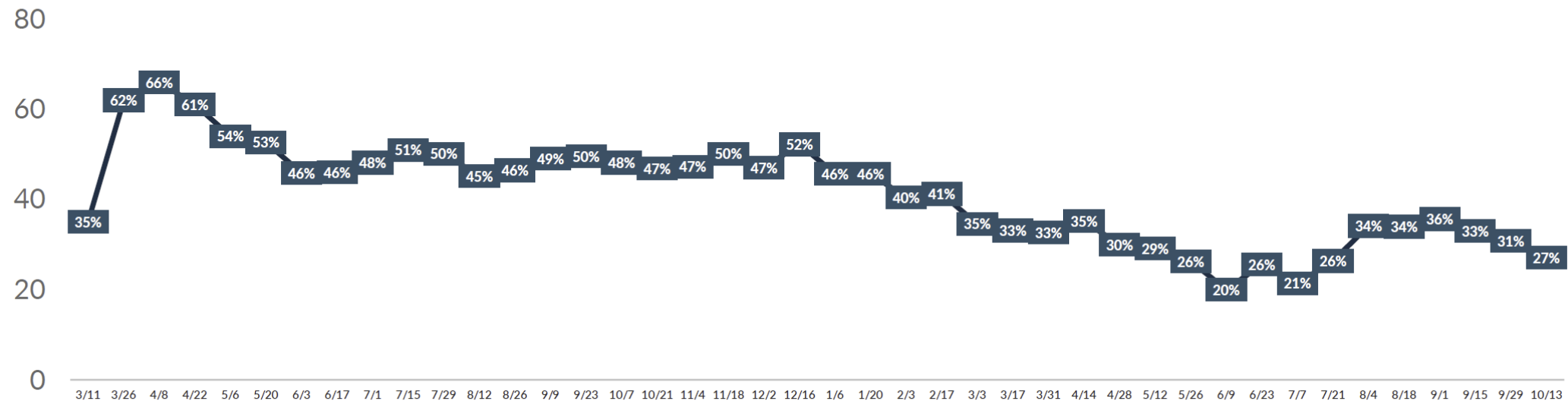
The economy will fuel a rebound

Labor markets present major challenge

The recovery will come in stages

...with 1-in-4 saying their plans will be affected

Indicated that Coronavirus Would Greatly Impact their Decision to Travel in the Next Six Months

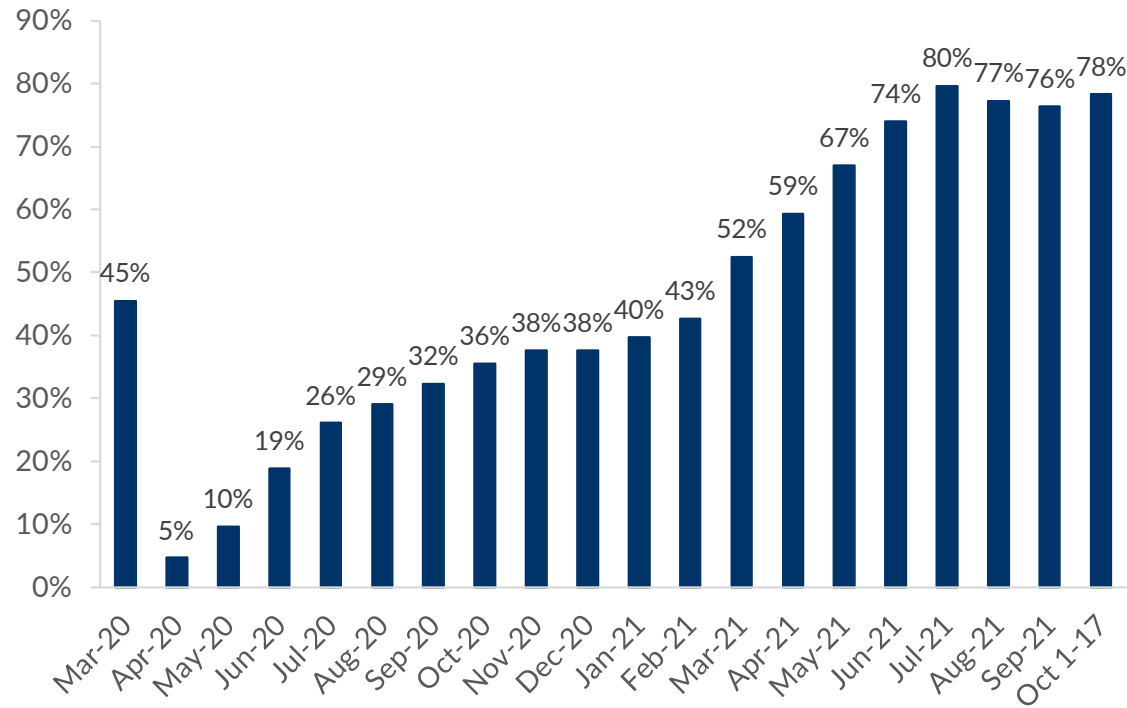


Travel Sentiment Study Wave 48

But... air travel has been holding steady

Air Passenger Volume

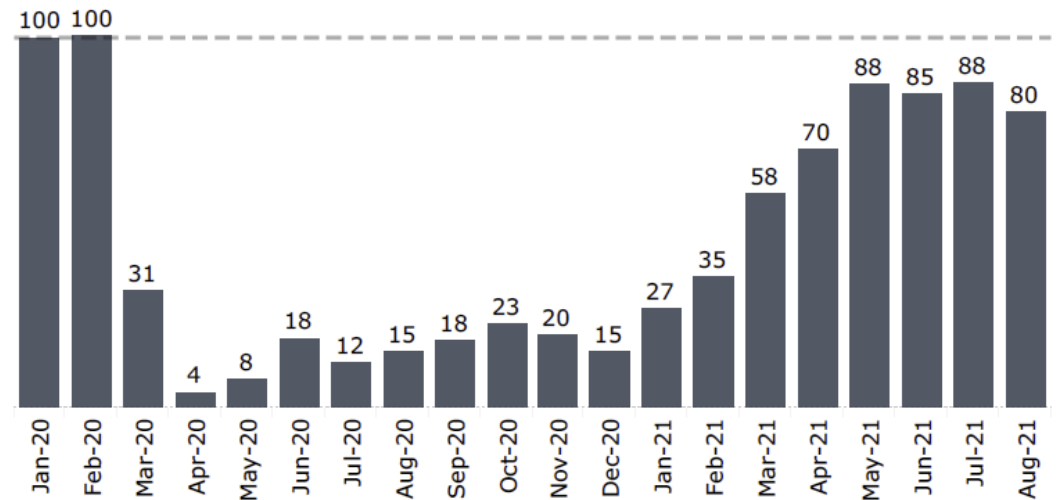
% of 2019 level



Source: TSA

Flight Bookings to NYC from Domestic Markets

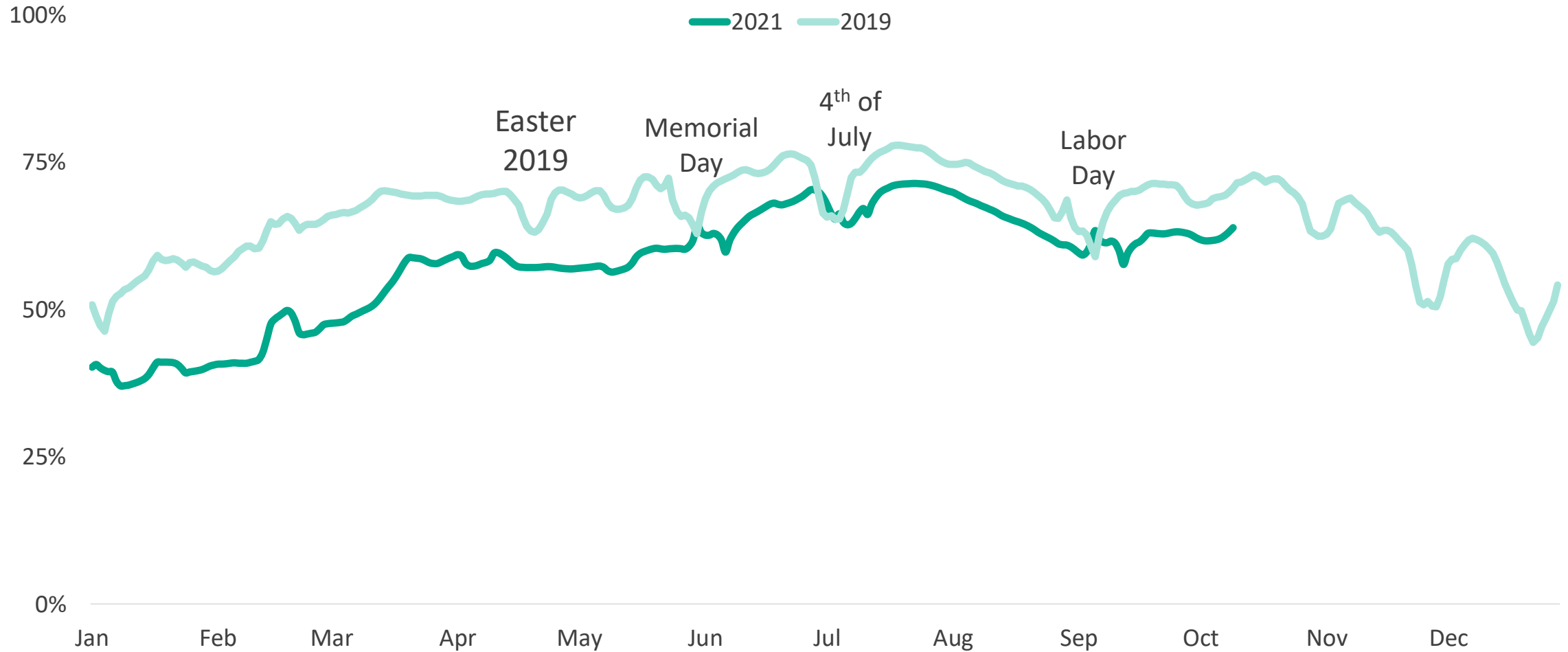
Date of travel in next 6 months (Index Jan 2020 = 100)



Source: NYC & Company / Travelport

Occupancy = 91% of 2019 rates

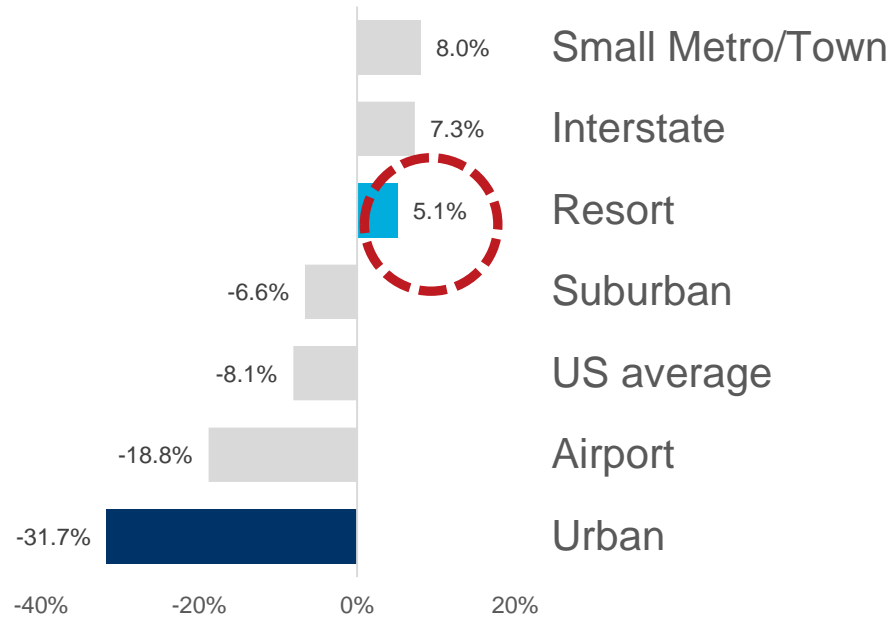
Total U.S., R7 occupancy (standard), 2019 and 2021



Performance has been quite varied

US RevPAR by location

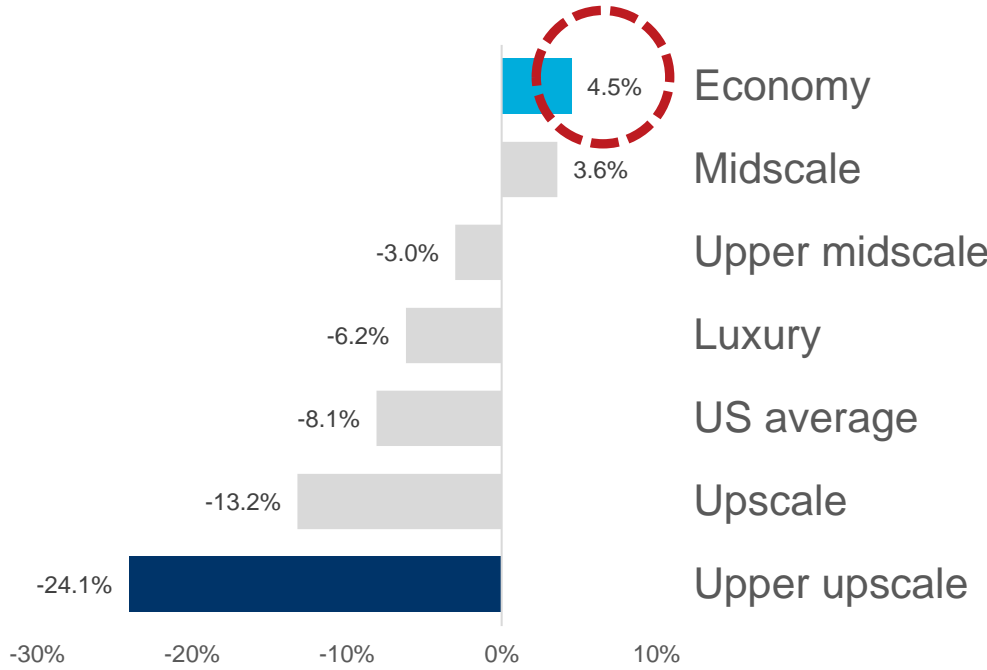
August 2021 relative to same month of 2019



Note: Reflects standard RevPAR.
Source: STR

US RevPAR by class

August 2021 relative to same month of 2019



Note: Reflects standard RevPAR.
Source: STR

Characteristics of the travel recovery

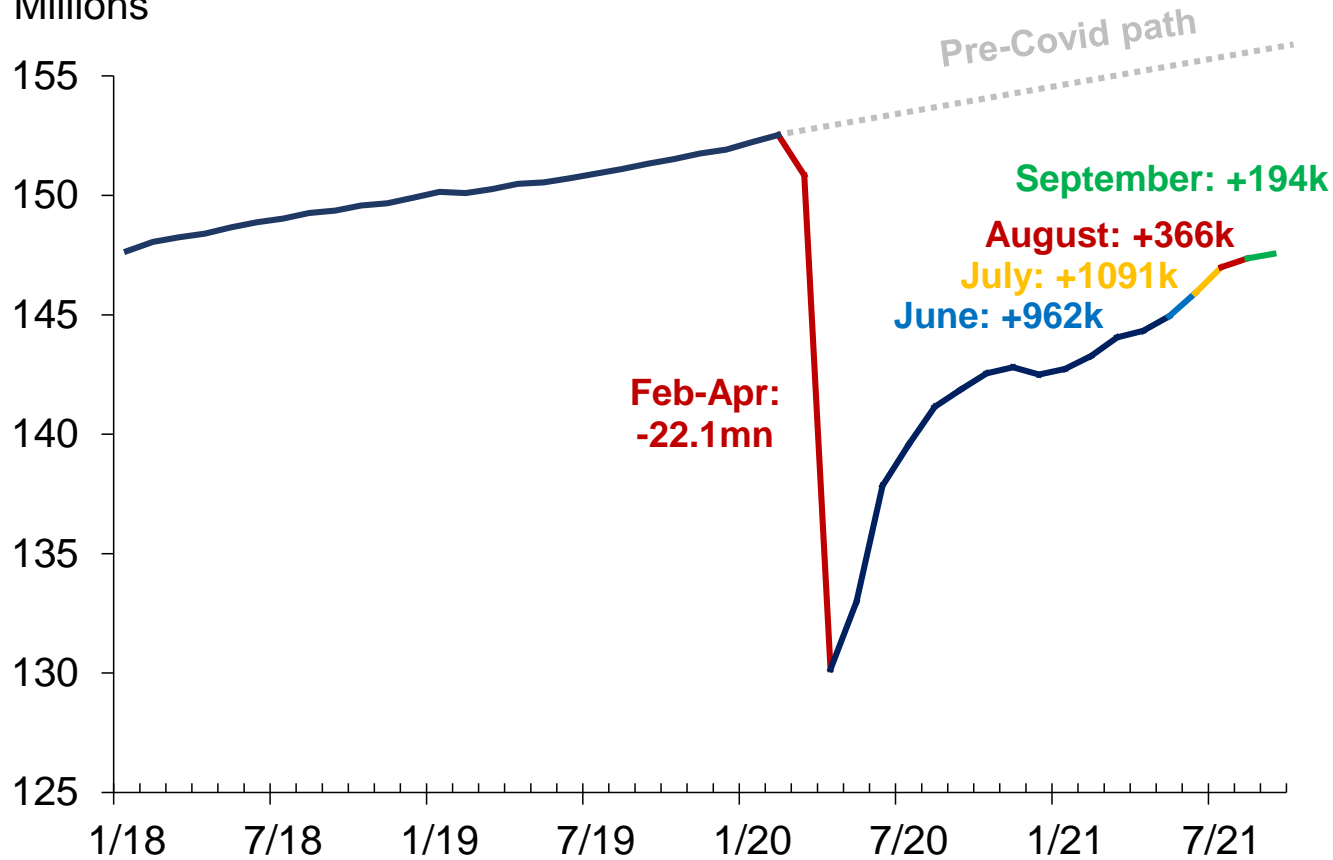
Recovery continues under storm clouds

The economy will fuel a rebound

An underwhelming jobs report, but more growth expected

US: Nonfarm payroll employment

Millions



Down 5 million jobs as of July

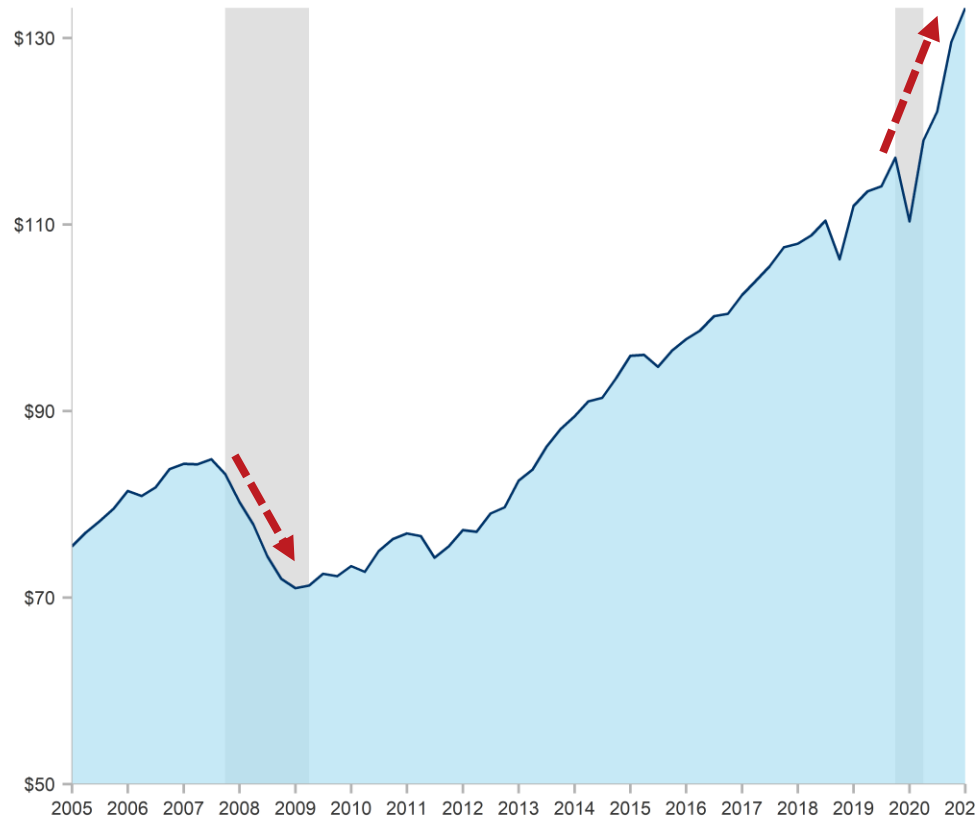
4.8% unemployment rate

Source: Oxford Economics/BLS/Haver Analytics

Consumer wealth is at record levels and debt service is low

Household net worth

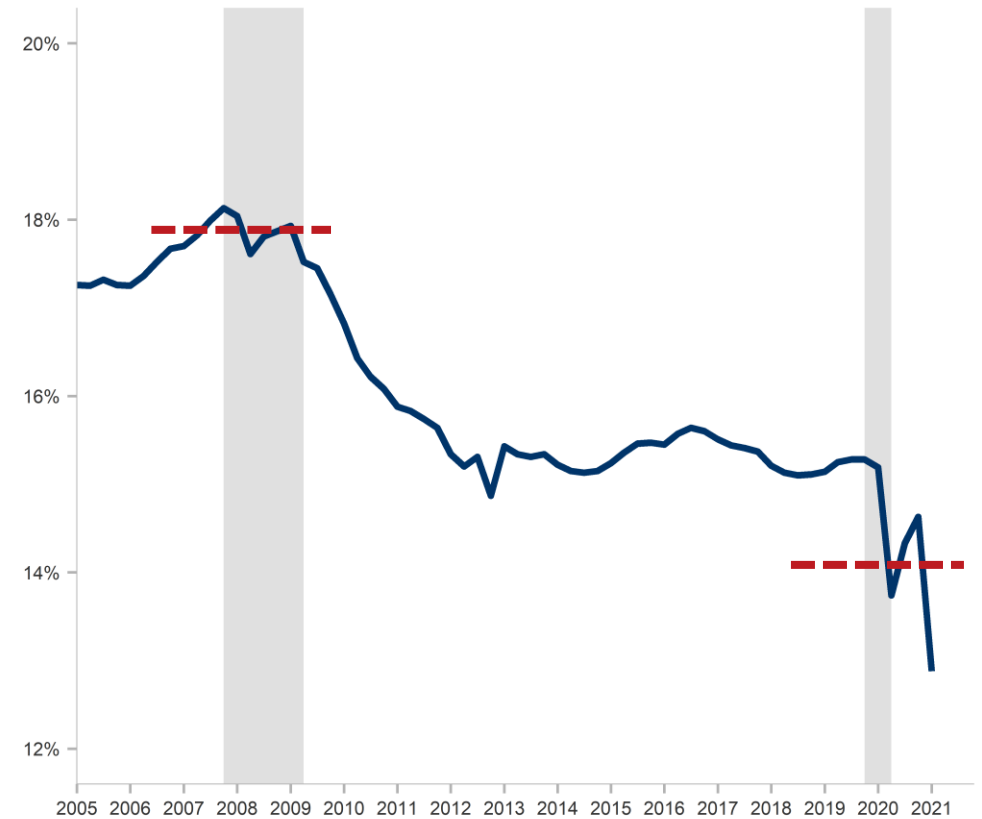
In trillions, real



Note: 2019 dollars. Quarterly data through 2021Q1. Net worth of households and nonprofit organizations. Measures minus liabilities. Source: Federal Reserve, NBER

Household debt service

Financial obligations as ratio to disposable income

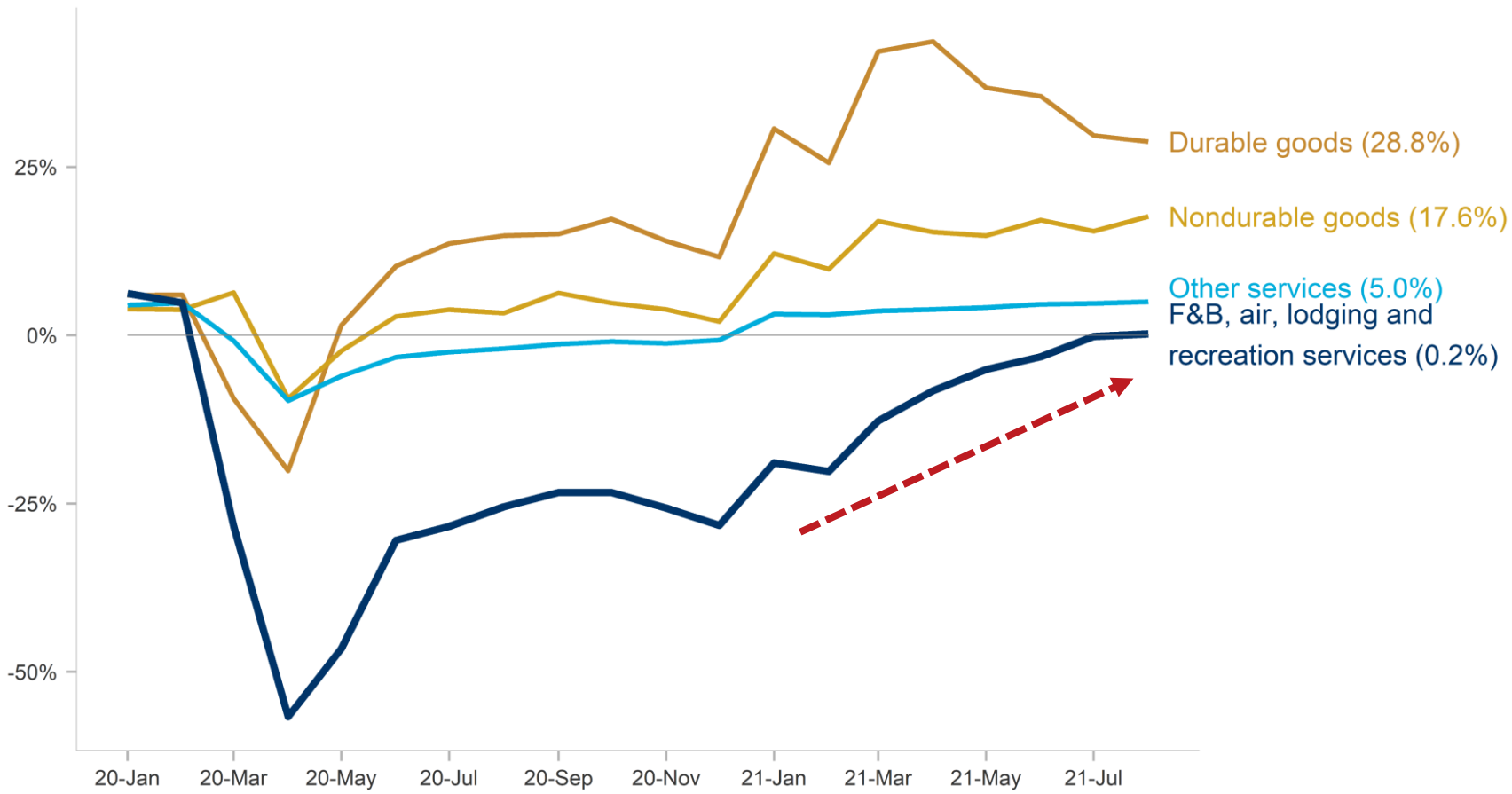


Note: Quarterly data through 2021Q1. Financial obligations ratio is the ratio of household debt payments, and payments such as rent and auto leases, to disposable income. Source: Federal Reserve, NBER

Spending is rotating from goods to services

Consumer spending

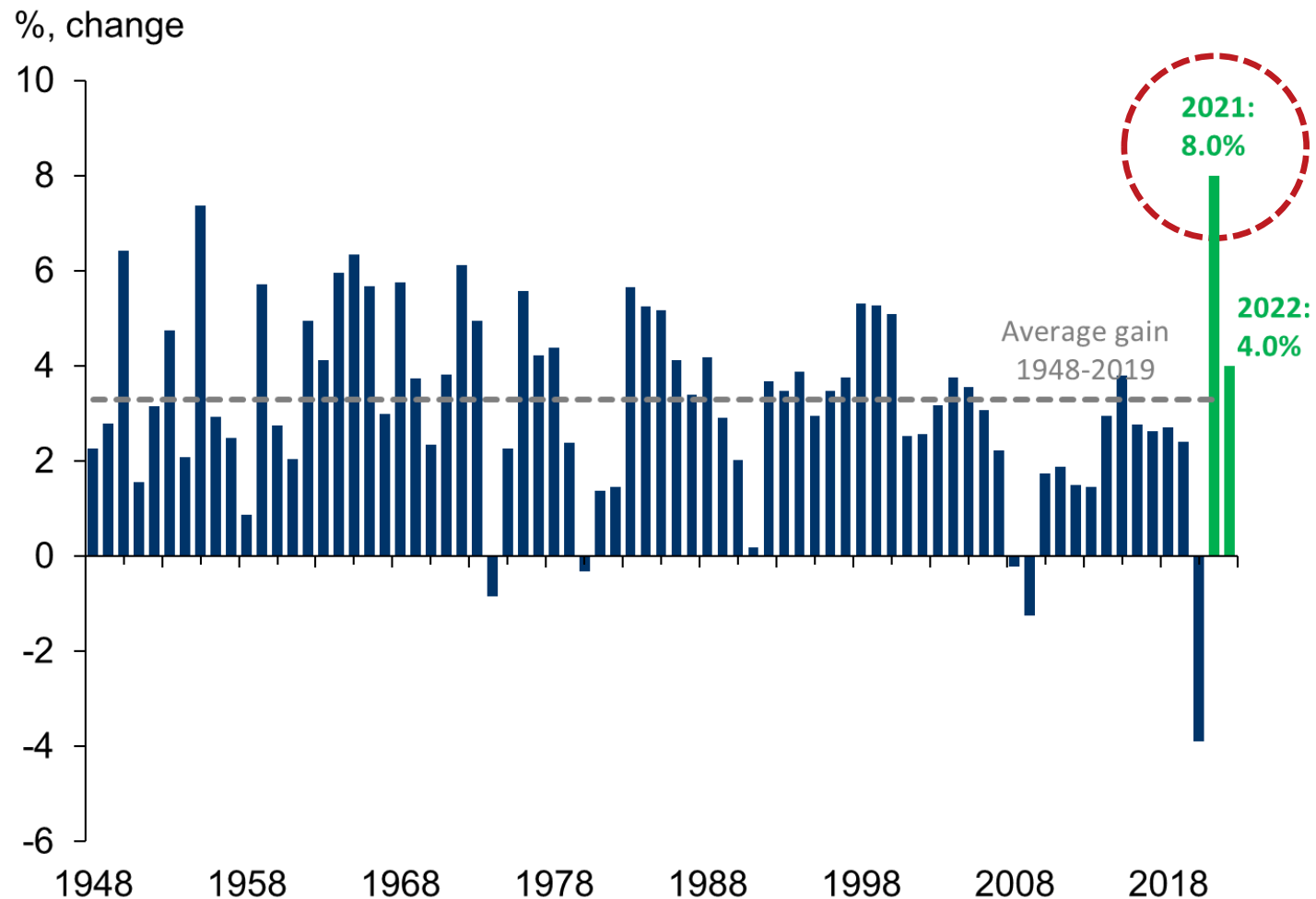
Change relative to same month in 2019



Note: Nominal. Monthly data through August 2021
Source: Bureau of Economic Analysis

Historic consumer spending expansion in 2021

Strongest consumer spending growth since WWII



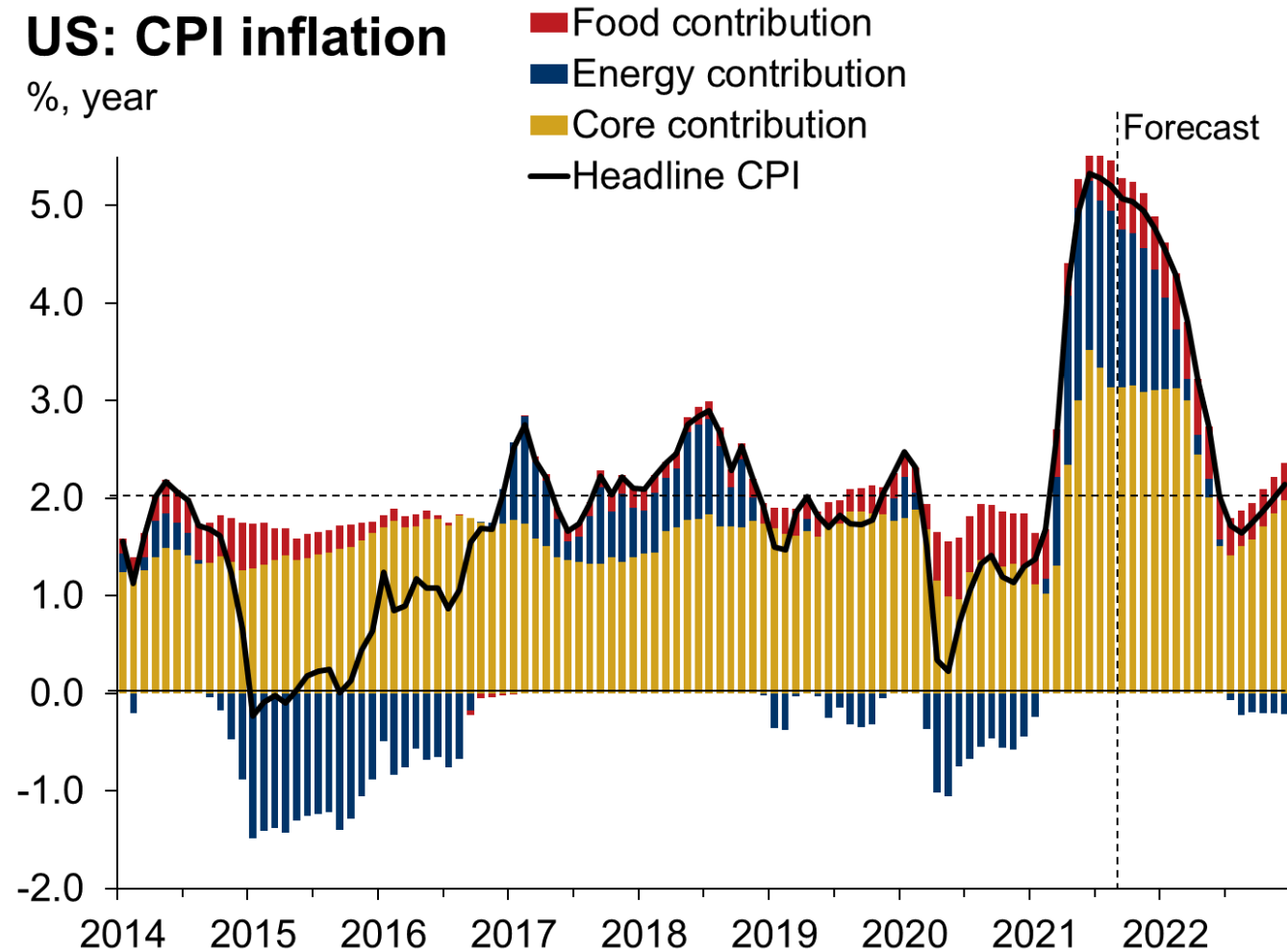
Source : Oxford Economics/Haver Analytics

- GDP growth forecast (Sep 2021):
 - 2020: -3.4%
 - 2021: 5.4%
 - 2022: 4.3%

Inflation expected to taper in 2022

US: CPI inflation

%, year



Source: Oxford Economics

Core inflation will likely remain sticky around 3% heading into 2022, but we don't foresee runaway inflation

Characteristics of the travel recovery

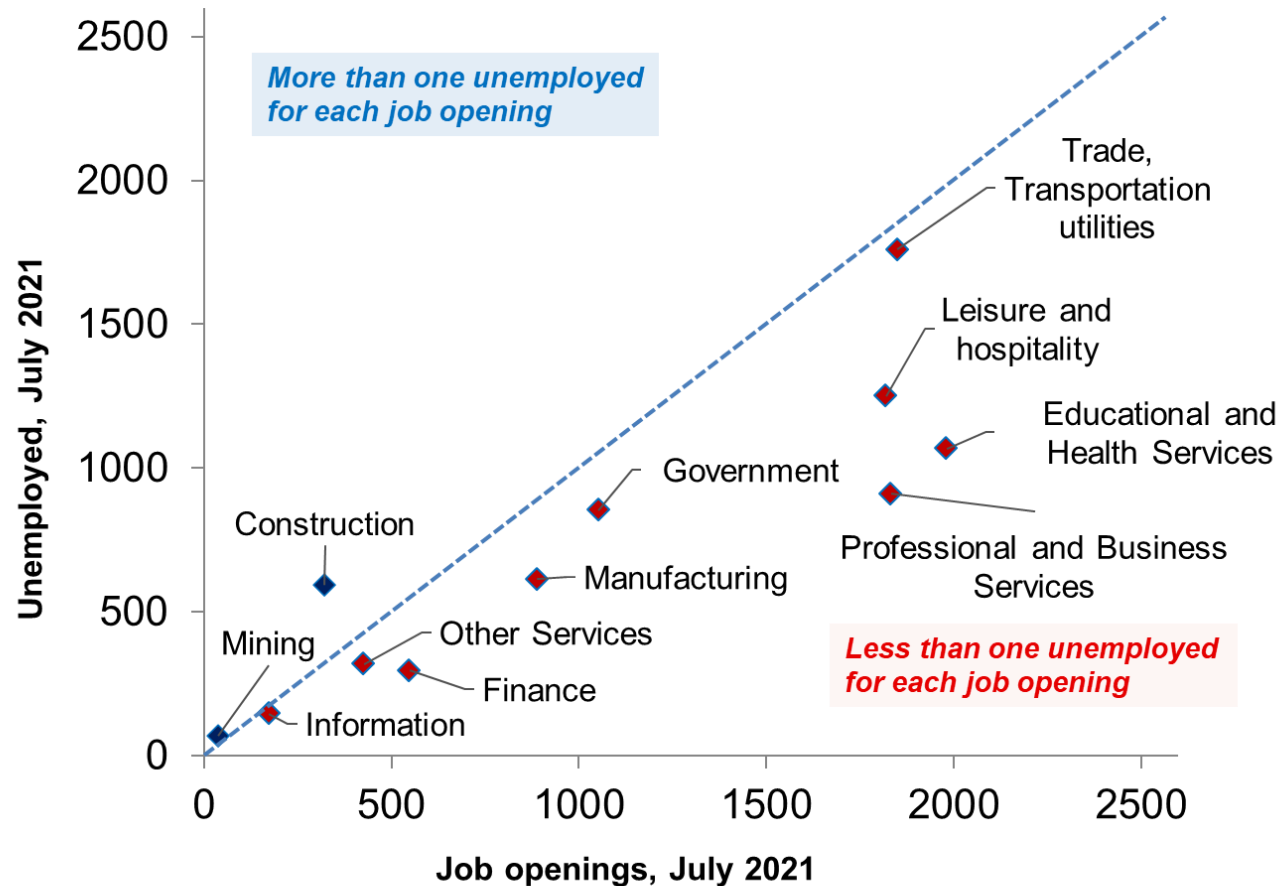
Recovery continues under storm clouds

The economy will fuel a rebound

Labor markets present major challenge

Nearly all industries are facing labor imbalances

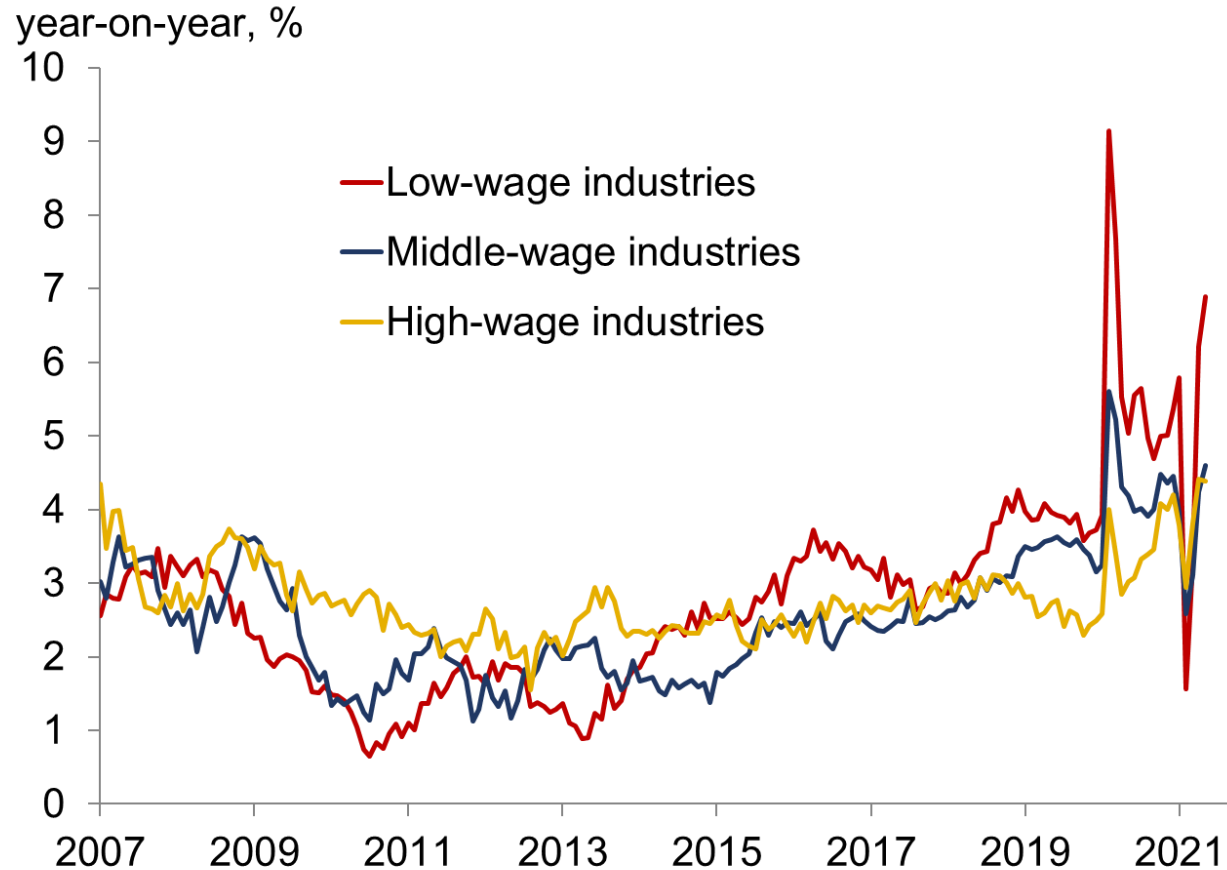
US: Job openings and unemployed



Source : Oxford Economics/Haver Analytics

Low-paid industries seeing strongest wage gains

US: Average hourly earnings

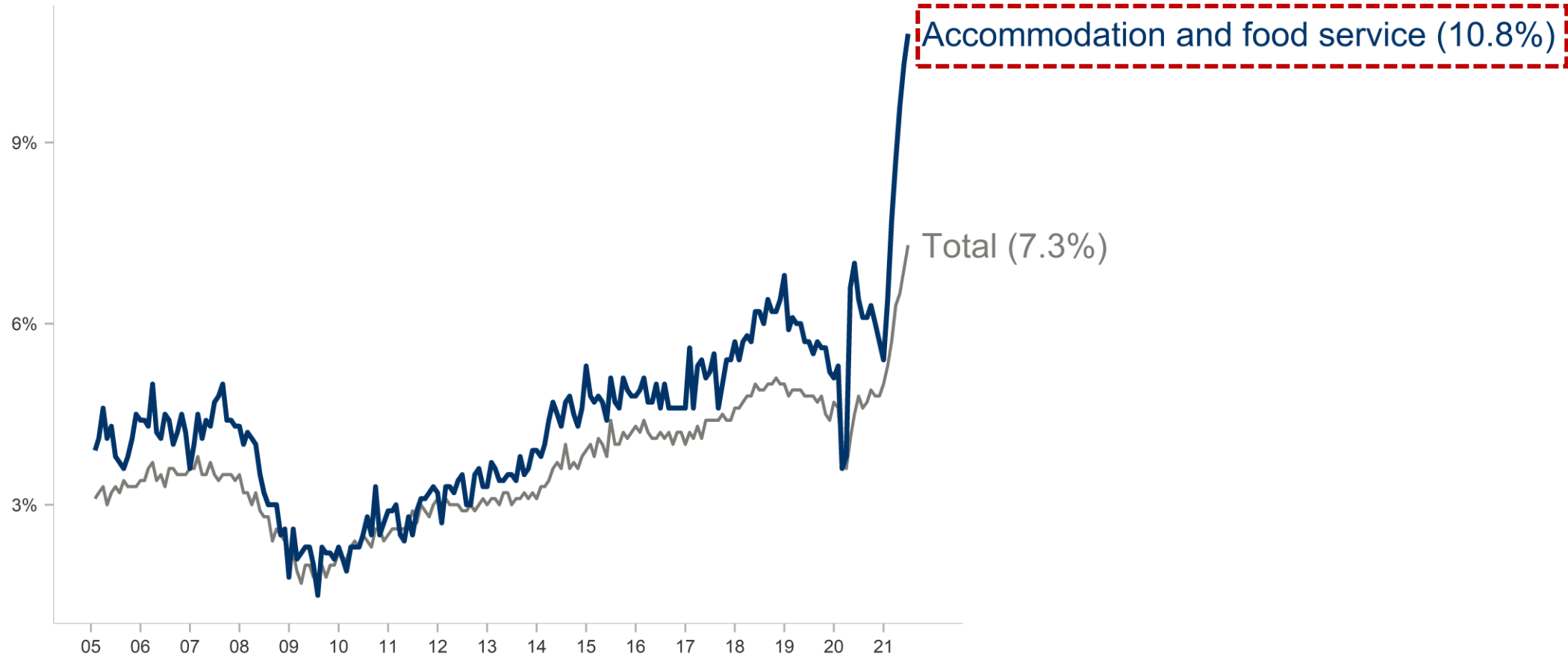


Source : Oxford Economics/Haver Analytics

1-in-10 hospitality positions remain open

Job openings

Openings rate, US

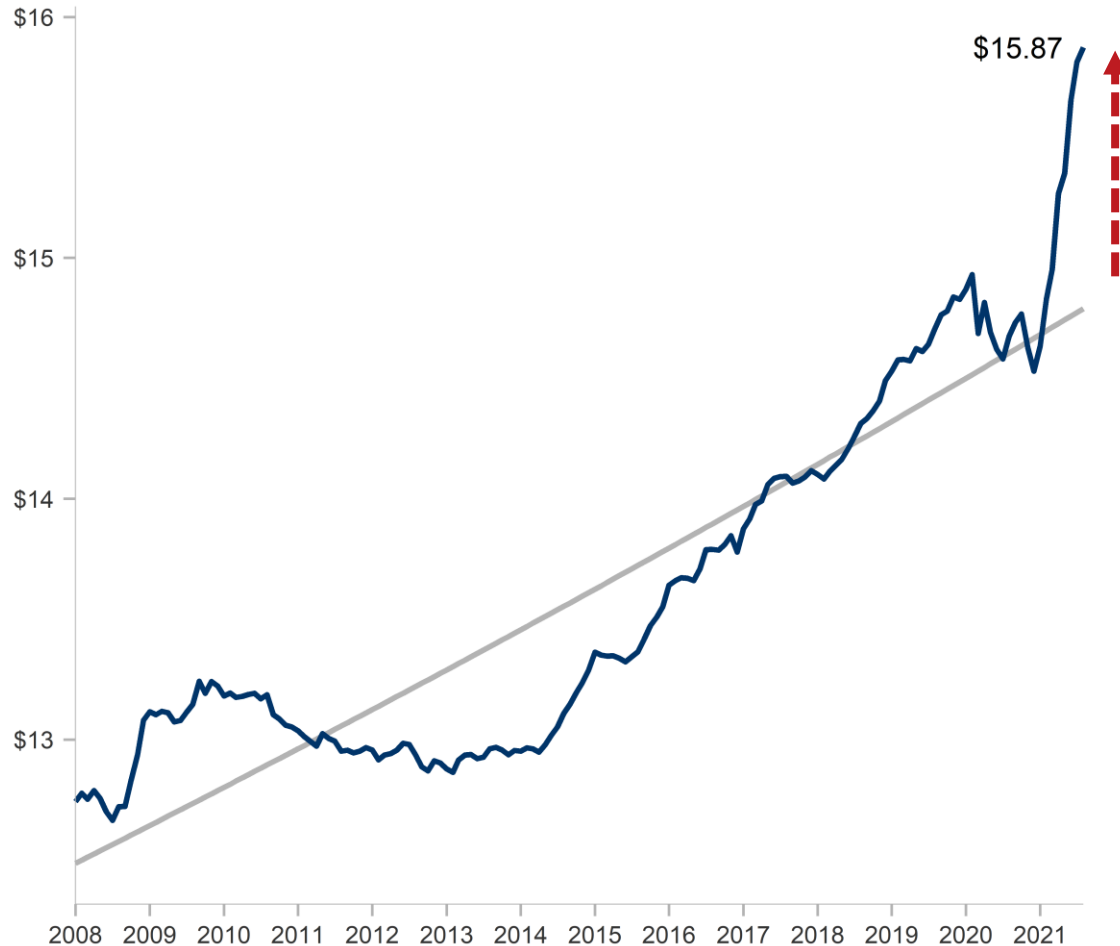


Note: The job openings rate is the job openings level as a percent of total employment plus job openings level. Data through July 2021. Seasonally adjusted. Source: Bureau of Labor Statistics

Wage rates are rising

Hourly earnings: Leisure and hospitality (BLS)

Nonsupervisory positions, in 2020 dollars, US



Note: Data shown through August 2021. Seasonally adjusted.
Trend wage growth 2008 to 2021: 2.7% nominal (1.5% inflation + 1.3% real growth)
Source: Bureau of Labor Statistics

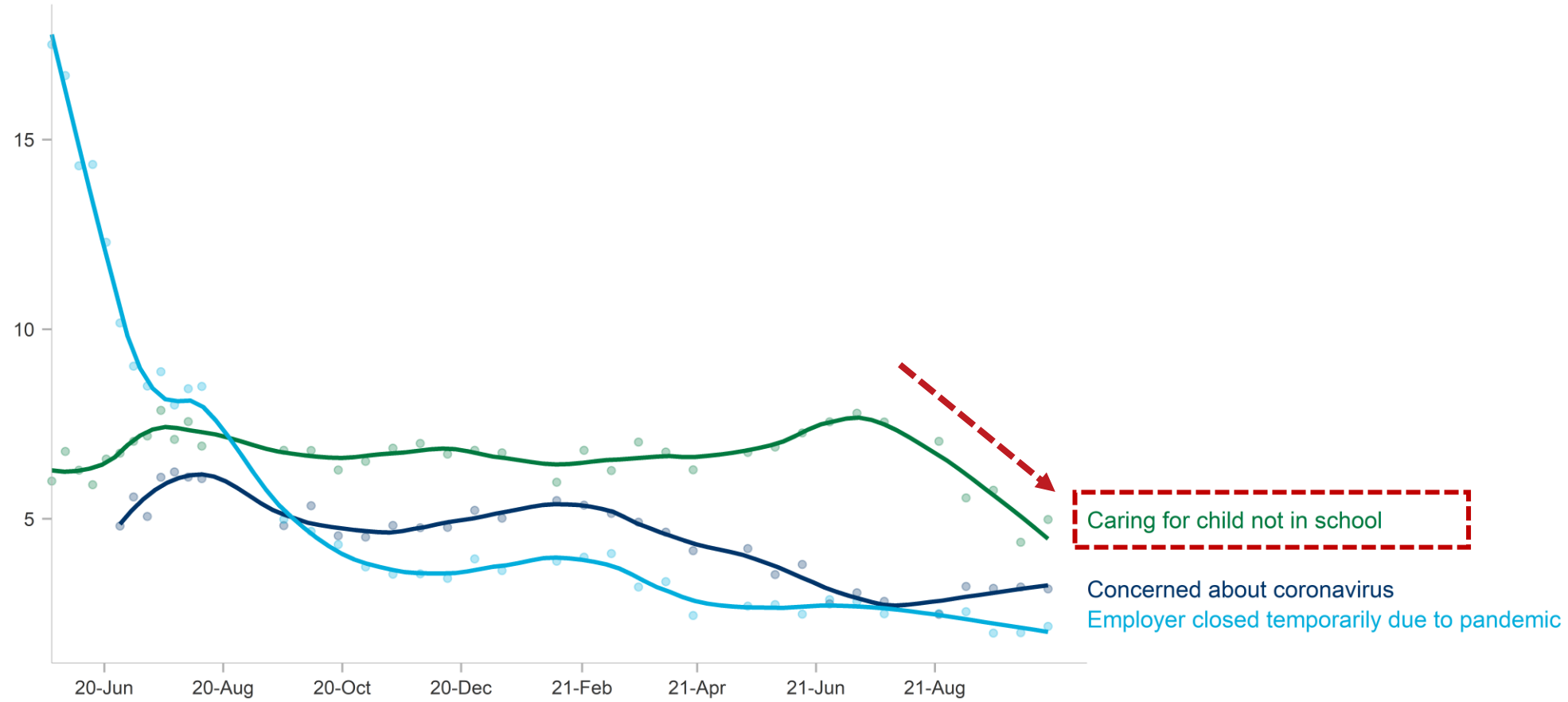
Hourly wages have increased 11.3% (nominal) relative to pre-pandemic (Feb 2020).

Adjusted for inflation, wages are 7.3% ahead of trend.

External environment improvement should boost labor force

Main reason for not working: US

Millions of persons

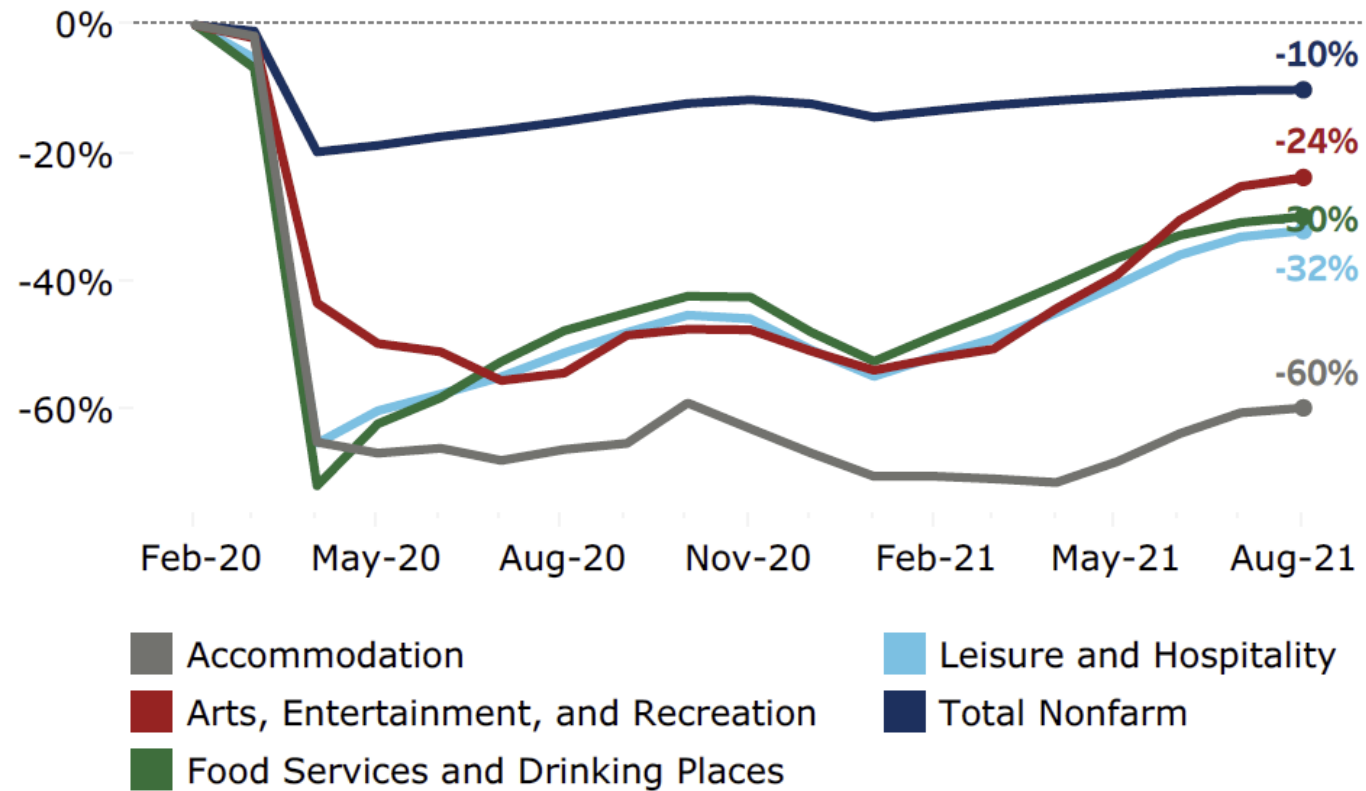


Note: Based on respondents not working at time of survey. Data based on weekly surveys, history through September 28, 2021.
Source: Census Bureau

This should coincide with improvements in NYC

Job Losses Since Feb-20

New York City, NY, % difference compared to Feb-20



Source: BLS

Characteristics of the travel recovery

Recovery continues under storm clouds

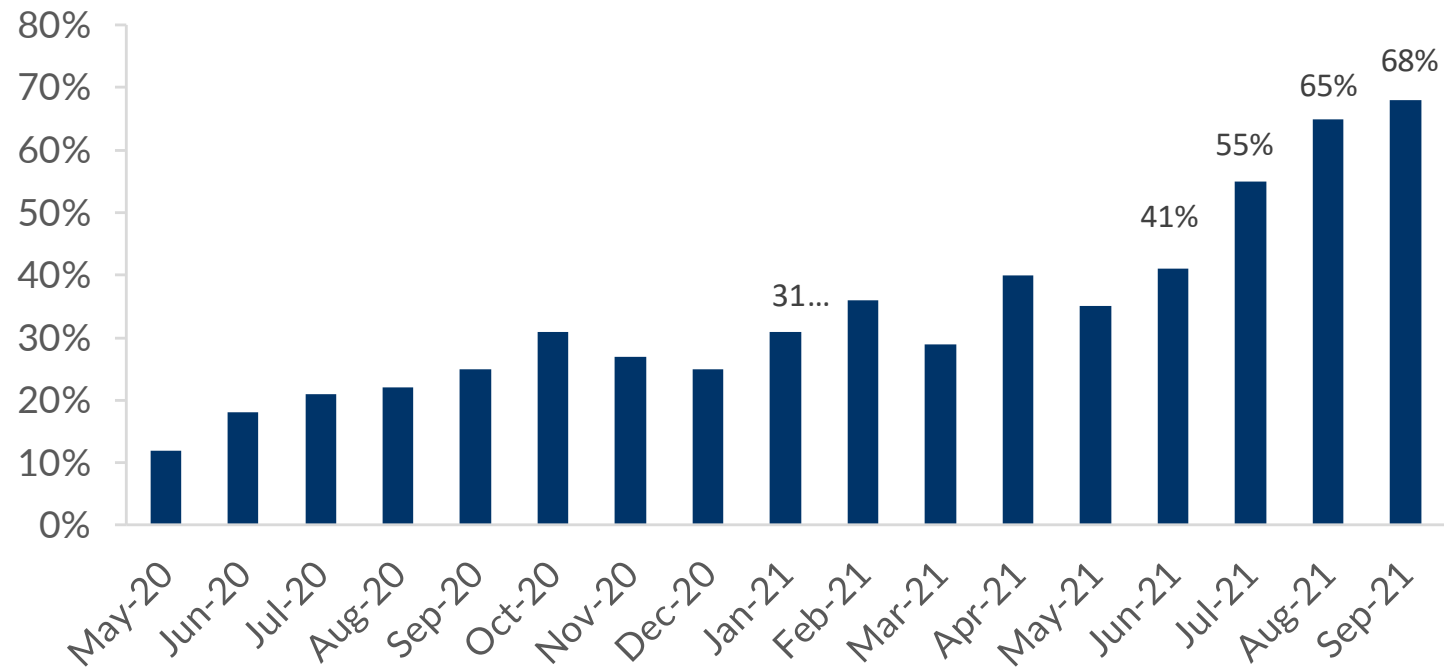
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68% of businesses are traveling now

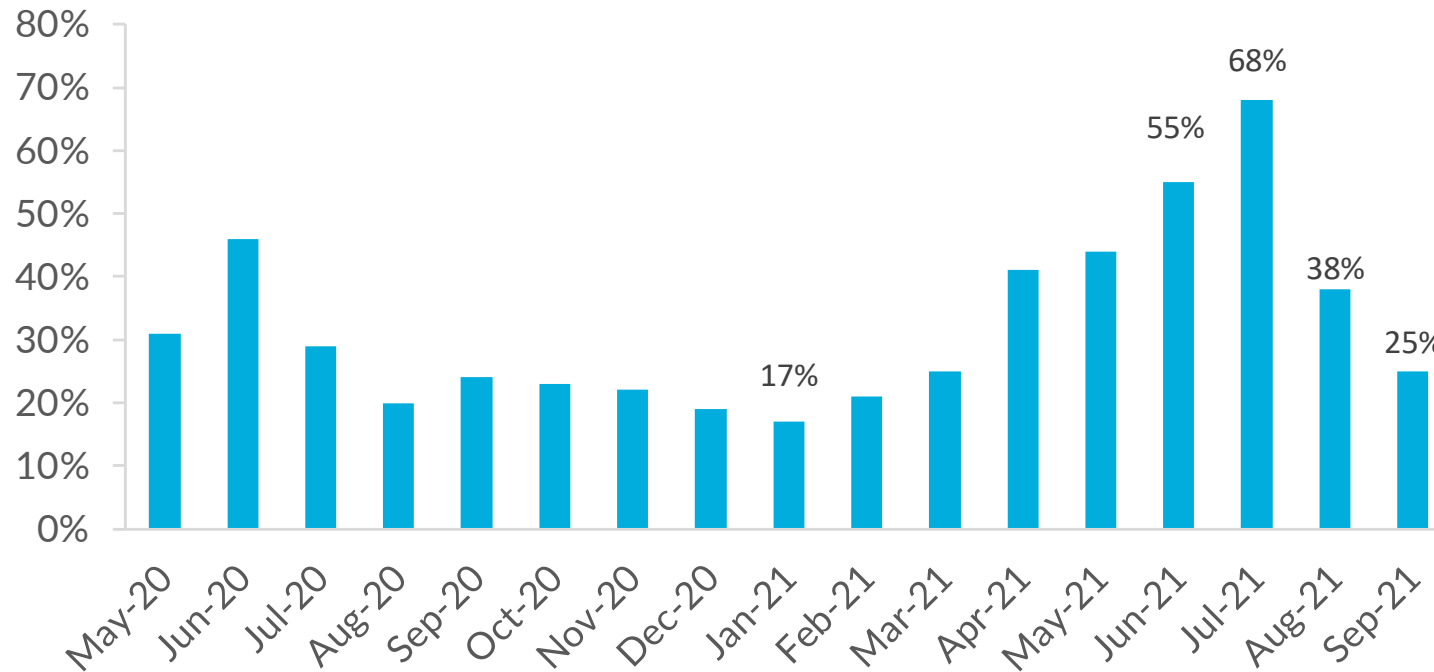
Currently conducting domestic business travel
% of US companies



Source: GBTA

...but intentions to resume travel have taken a hit

Business travel planned to resume within 3 months
% of US companies not currently traveling

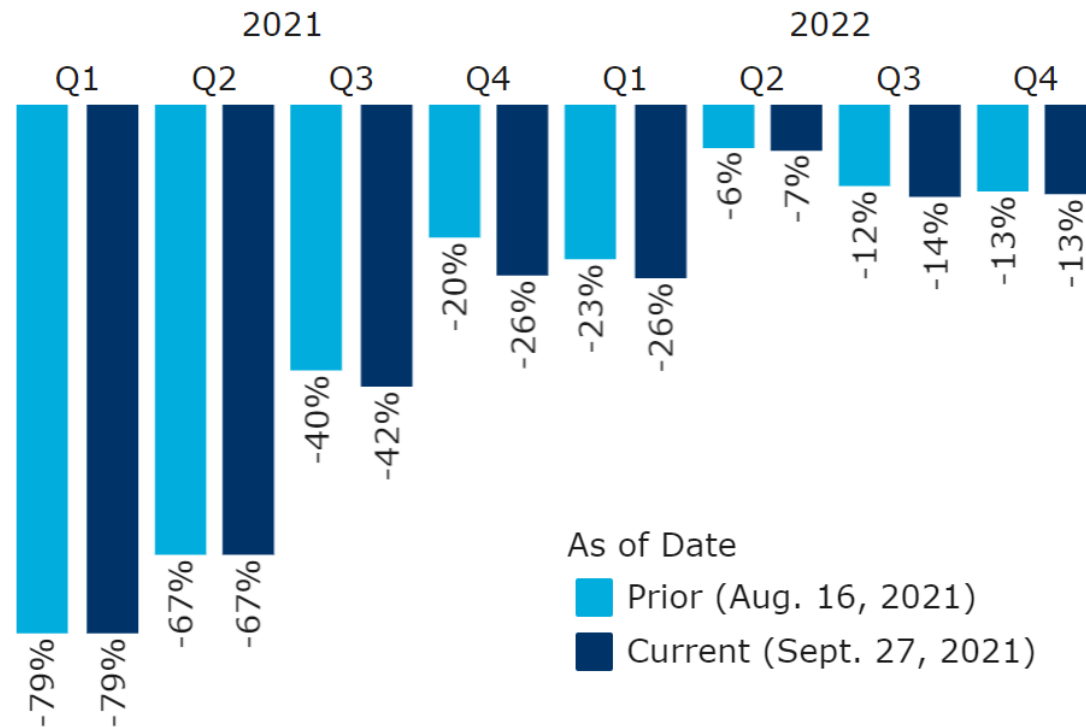


Source: GBTA

Improvements in sight

DMO/CVB Room Nights on the Books

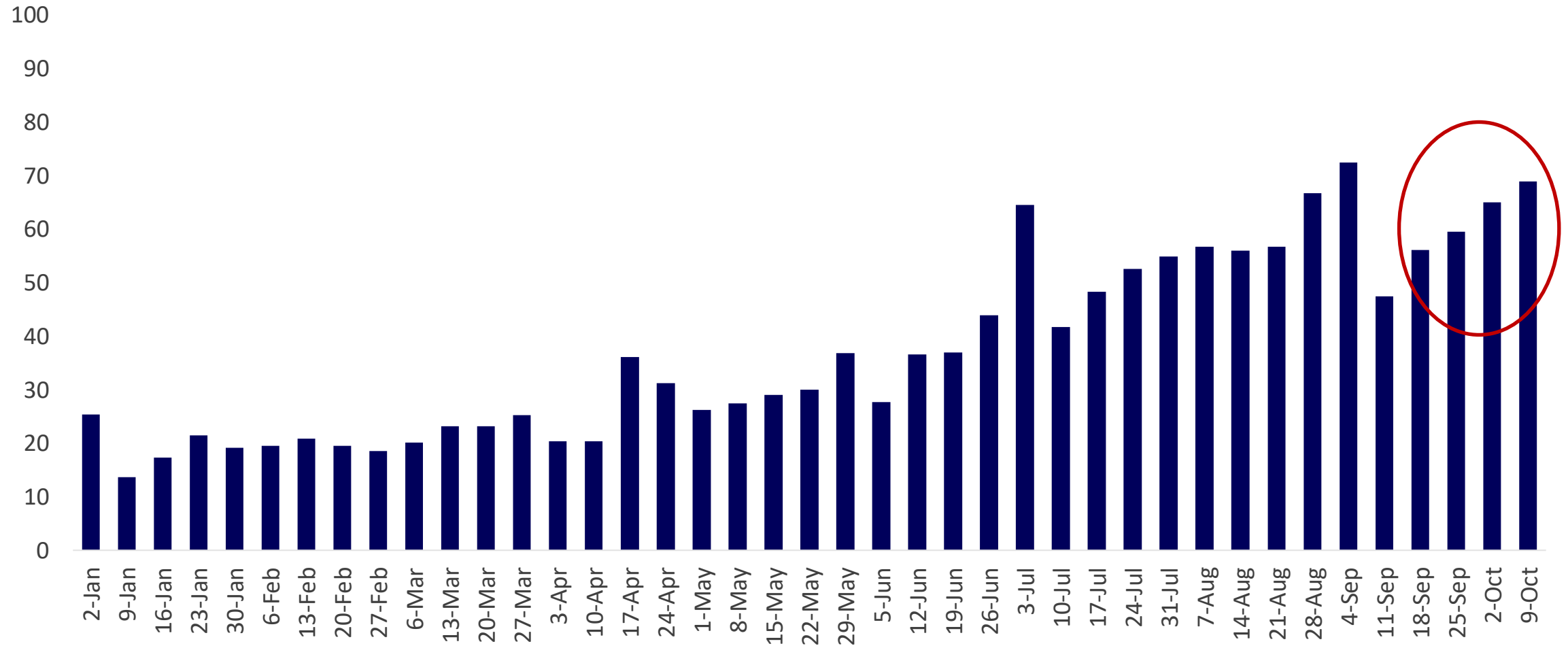
Pace for future dates, relative to the same period in 2019



Source: Simpleview CRM (250+ U.S. DMOs)

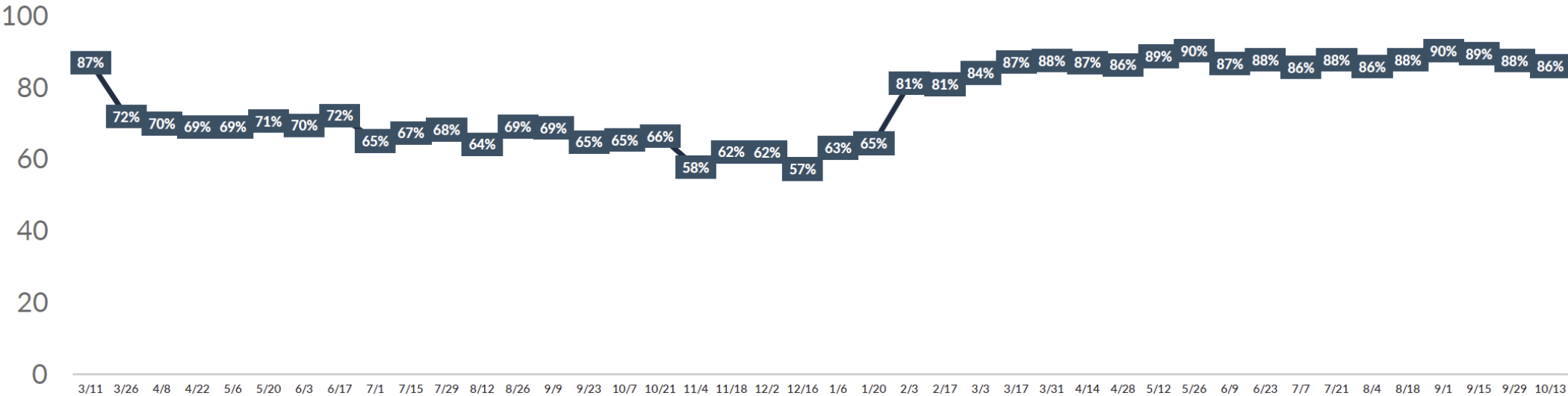
Groups averaging 63% of pre-crisis levels over past month

Total U.S., Weekly group demand indexed to 2019



Intentions to travel remain steady around 9-in-10

Travelers with Travel Plans in the Next Six Months Comparison

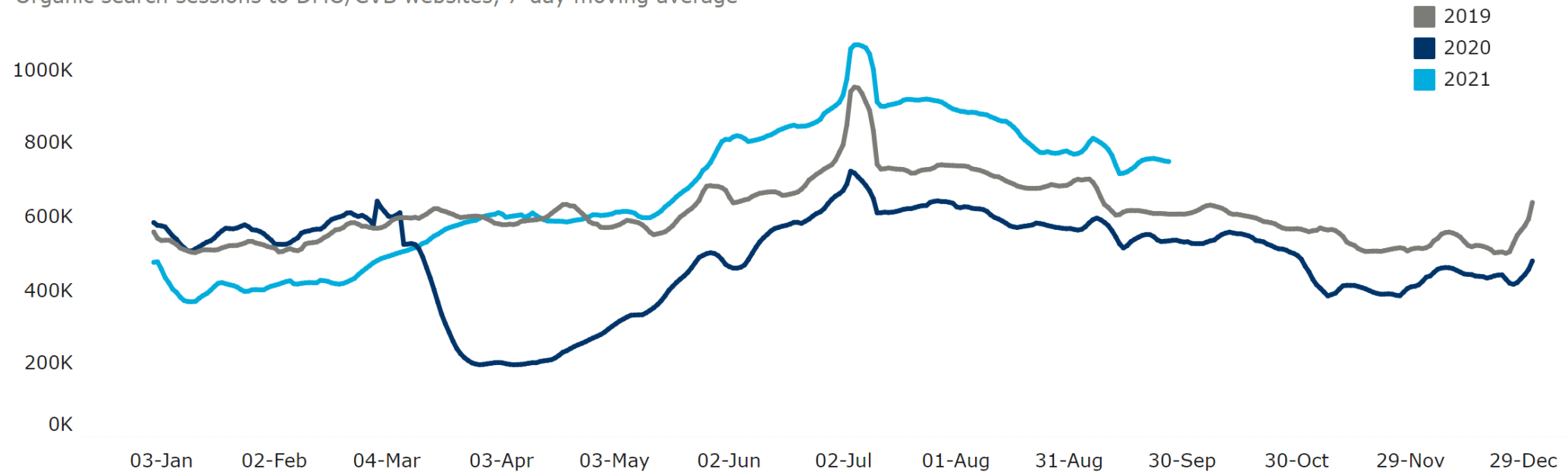


Travel Sentiment Study Wave 48

US DMO website searches remain above 2019 levels

Website Traffic

Organic search sessions to DMO/CVB websites, 7-day moving average

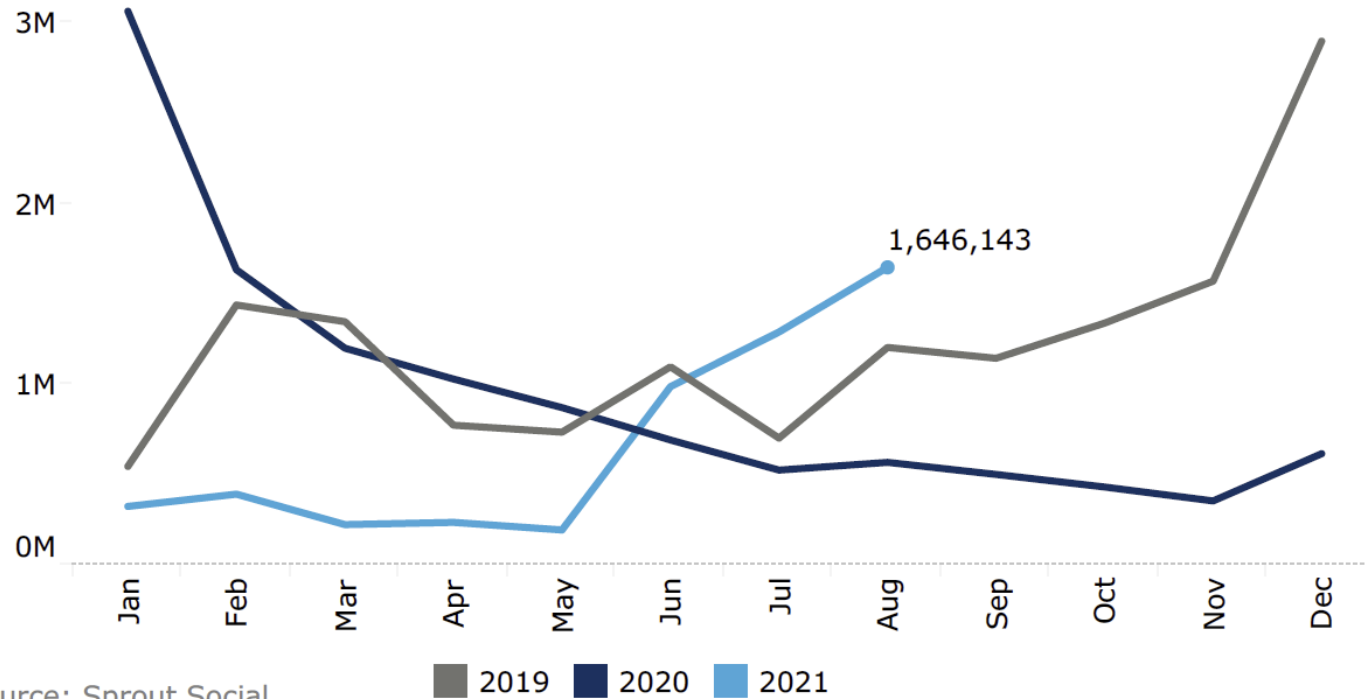


Source: Simpleview (250+ U.S. DMOs)

NYC & Co social media also above 2019 levels

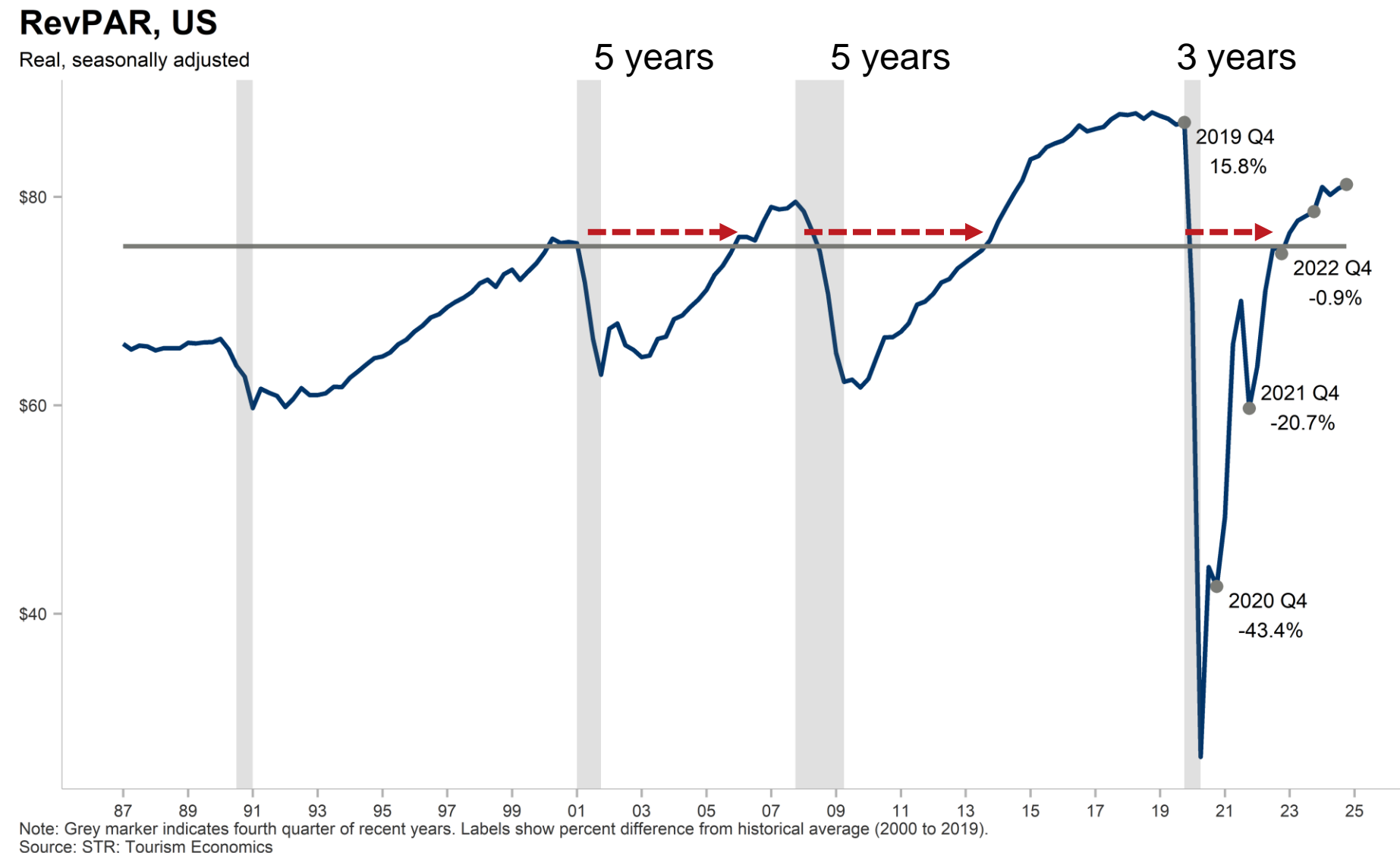
Total Social Media Engagements

Last three years



Source: Sprout Social

Sharp downturn and fast recovery



THANK YOU!

Adam Sacks
President
Tourism Economics
adam@tourismeconomics.com



October 2021



Q&A

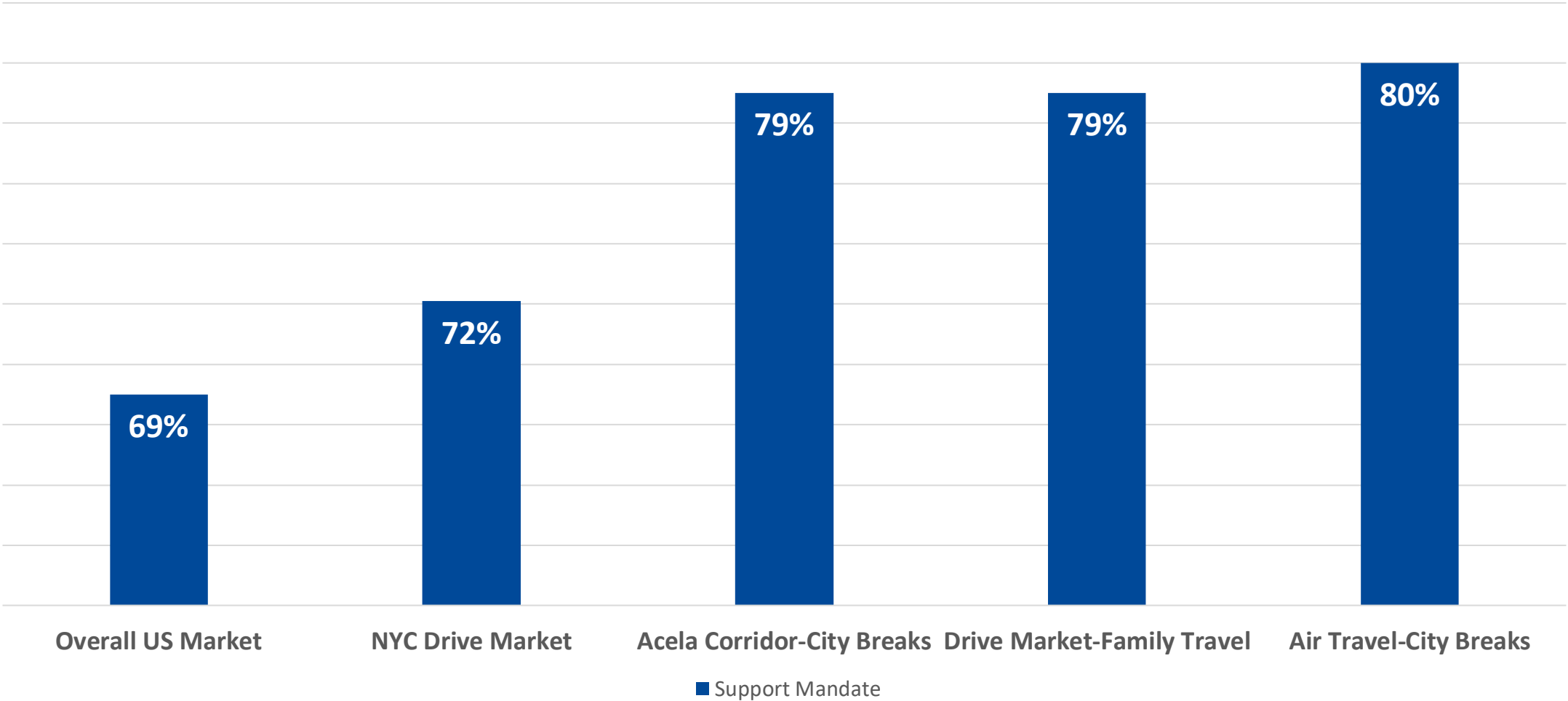
DONNA J. KEREN
EXECUTIVE VICE PRESIDENT, RESEARCH AND INSIGHTS
NYC & COMPANY

TRAVELER SENTIMENT

As of October 3RD –

- Traveler confidence increases as Delta risk recedes
- NYC travel market open to inspiration, more excited to travel, and making plans for multiple trips
- Less than 1/3 postpone or cancel trips
- Vaccination mandate is popular with travelers and increases interest in the destination

Strong + Very Strong Support for Mask Mandates
At Home & Traveling



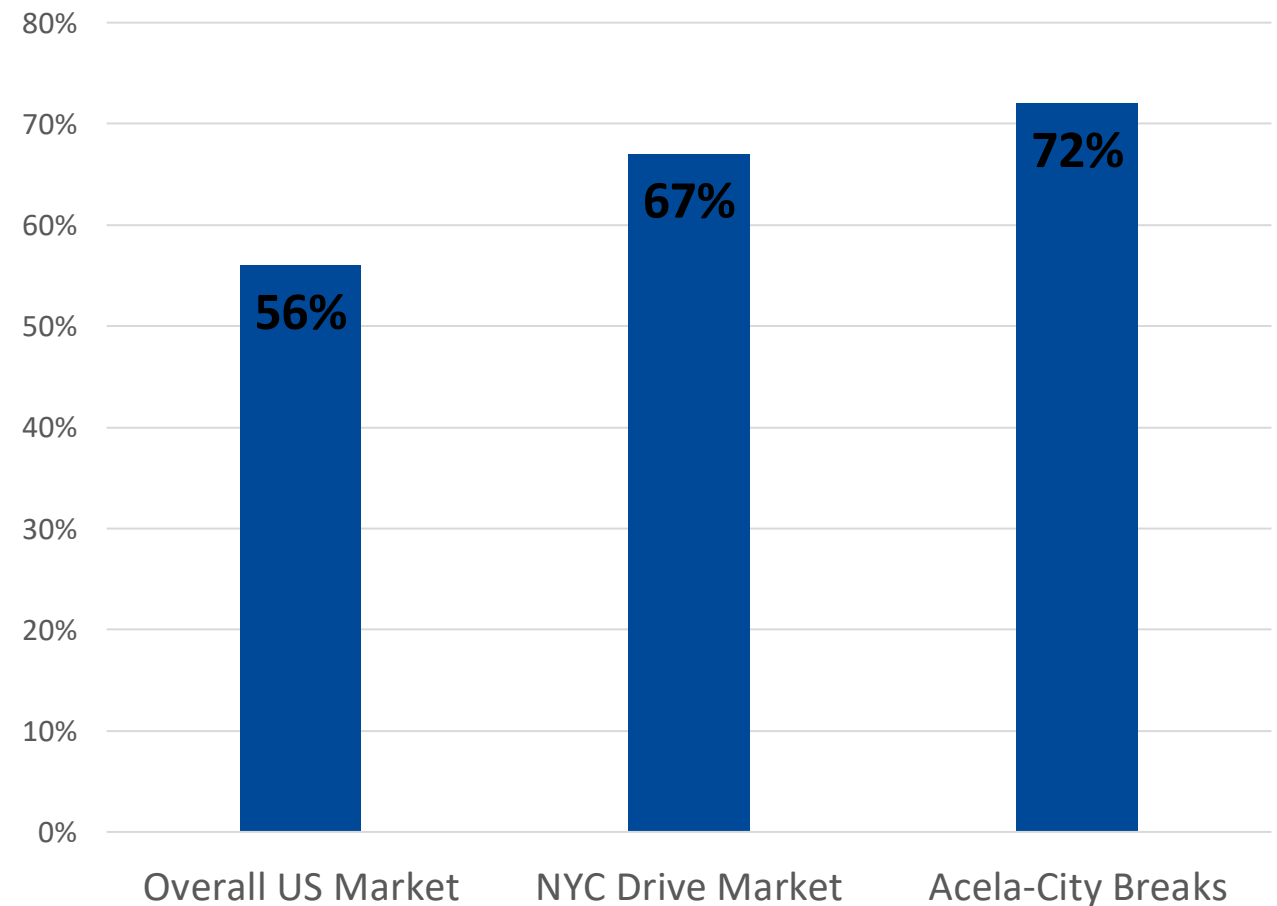
TRAVELER REACTION TO NYC VACCINE MANDATE

NYC & Company is tracking domestic traveler awareness and reaction to the NYC Vaccine Mandate

- Awareness* of the mandate is high in key markets

*unaided awareness

Traveler Awareness of Vaccine Mandate

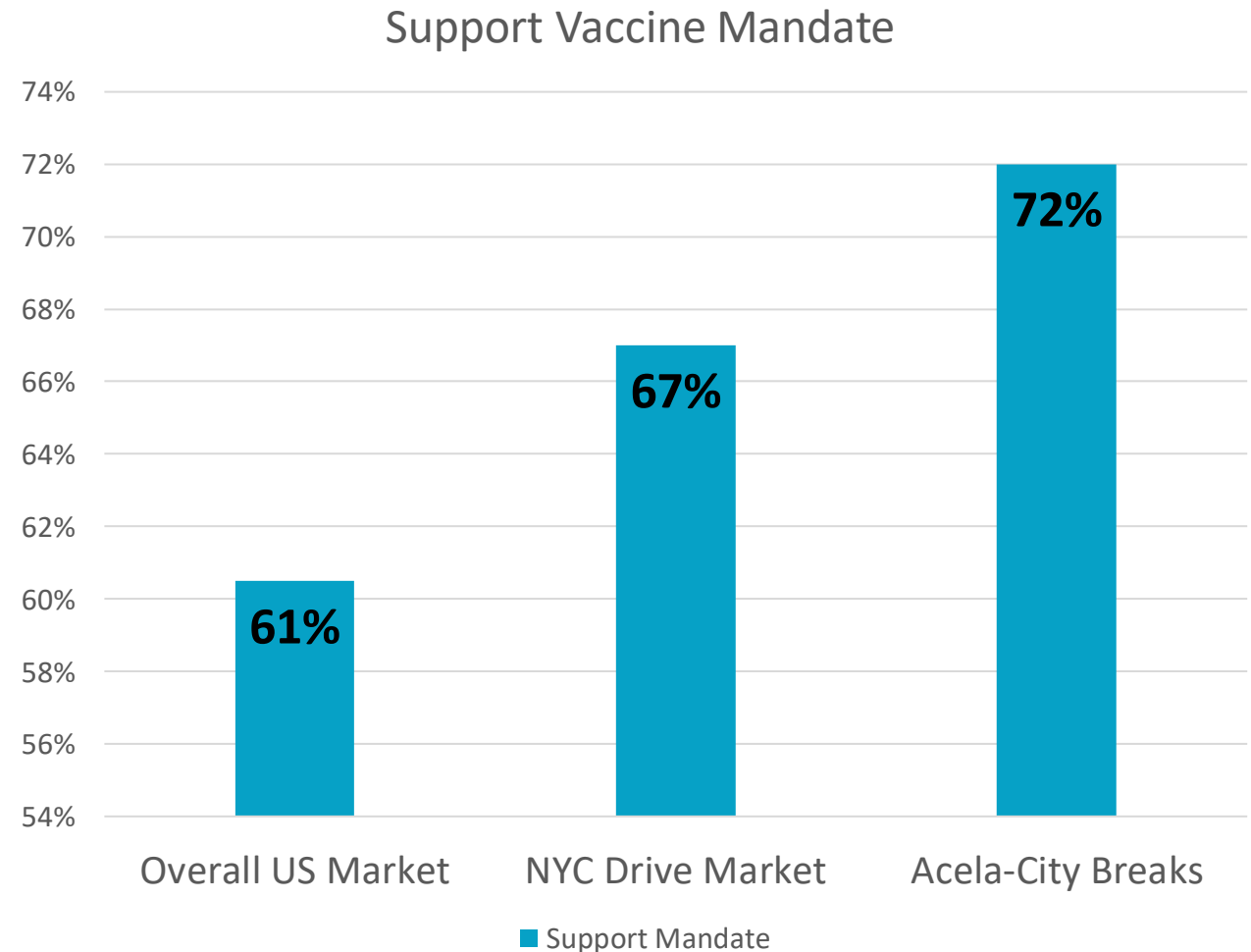


Source: NYC & Company/Destination Analysts October 2021

TRAVELER REACTION TO NYC VACCINE MANDATE

NYC & Company is tracking domestic traveler awareness and reaction to the NYC Vaccine Mandate

- Awareness of the mandate is high
- A majority of prospective travelers support the mandate

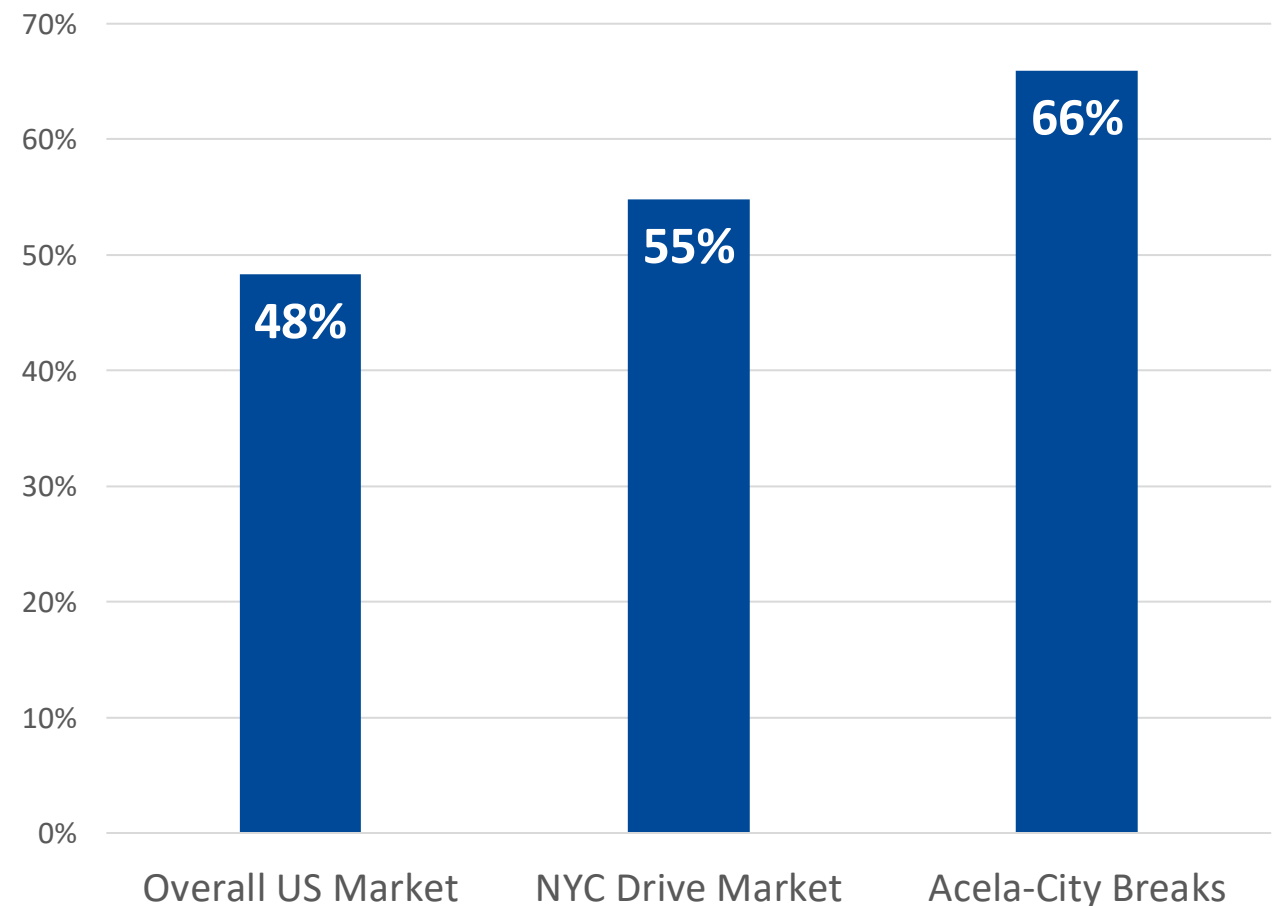


TRAVELER REACTION TO NYC VACCINE MANDATE

NYC & Company is tracking domestic traveler awareness and reaction to the NYC Vaccine Mandate

- Awareness of the mandate is high
- A majority of travelers support the mandate
- NYC vaccine mandate makes the destination more attractive

Increases Destination Attractiveness

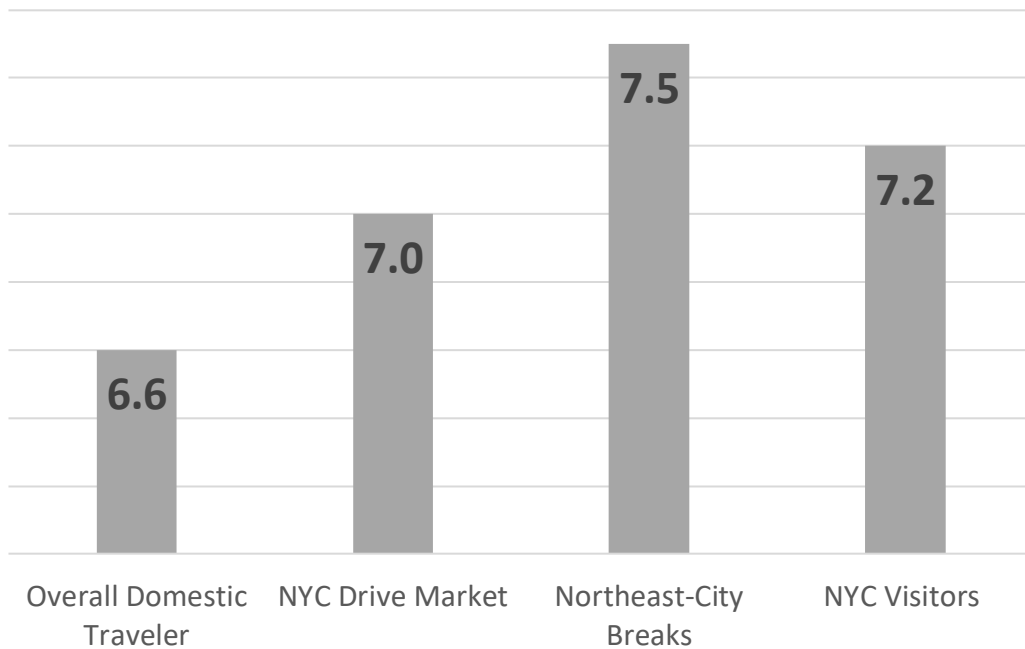


Source: NYC & Company/Destination Analysts October 2021

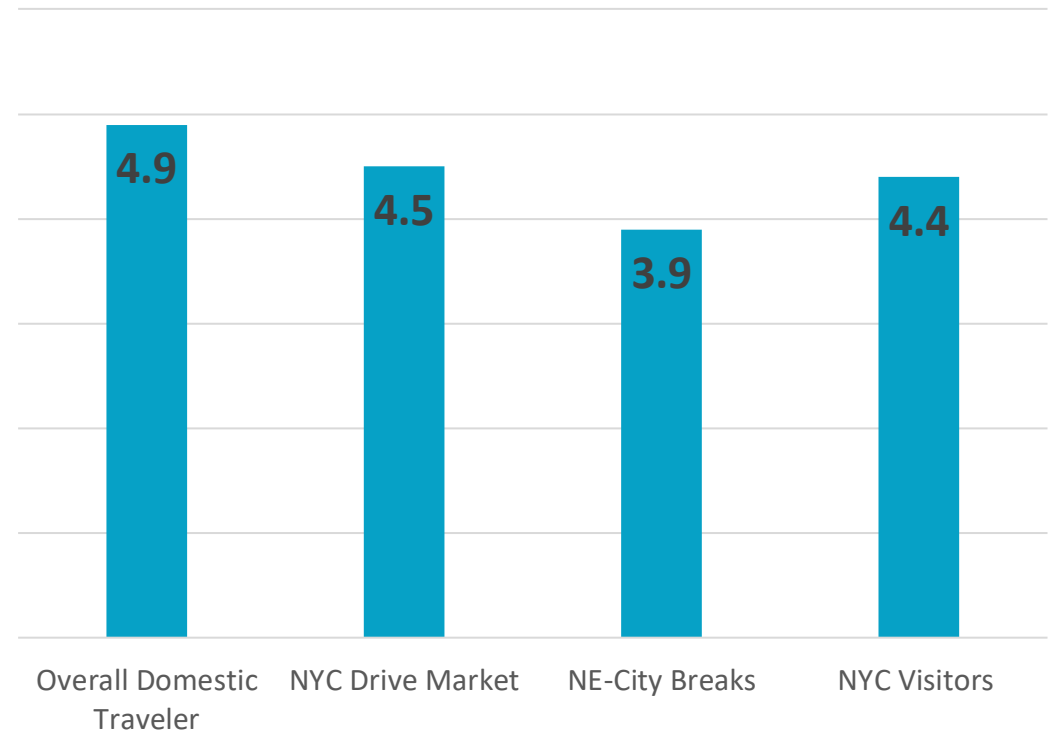
TRAVELER CAUTION EASING AS TRIP PLANNING BEGINS

- Excitement to travel is rising

Average Excitement to Travel (1-10)



- Planned trips in next 12 months



JEFFREY EMENECKER

SENIOR DIRECTOR
CVENT

A group of people are seated around a table in a meeting room, engaged in a discussion. The image is overlaid with a blue filter. The text "NYC Group insights" is centered over the image, with a thin orange horizontal line underneath it.

NYC Group insights

Oct 19, 2021

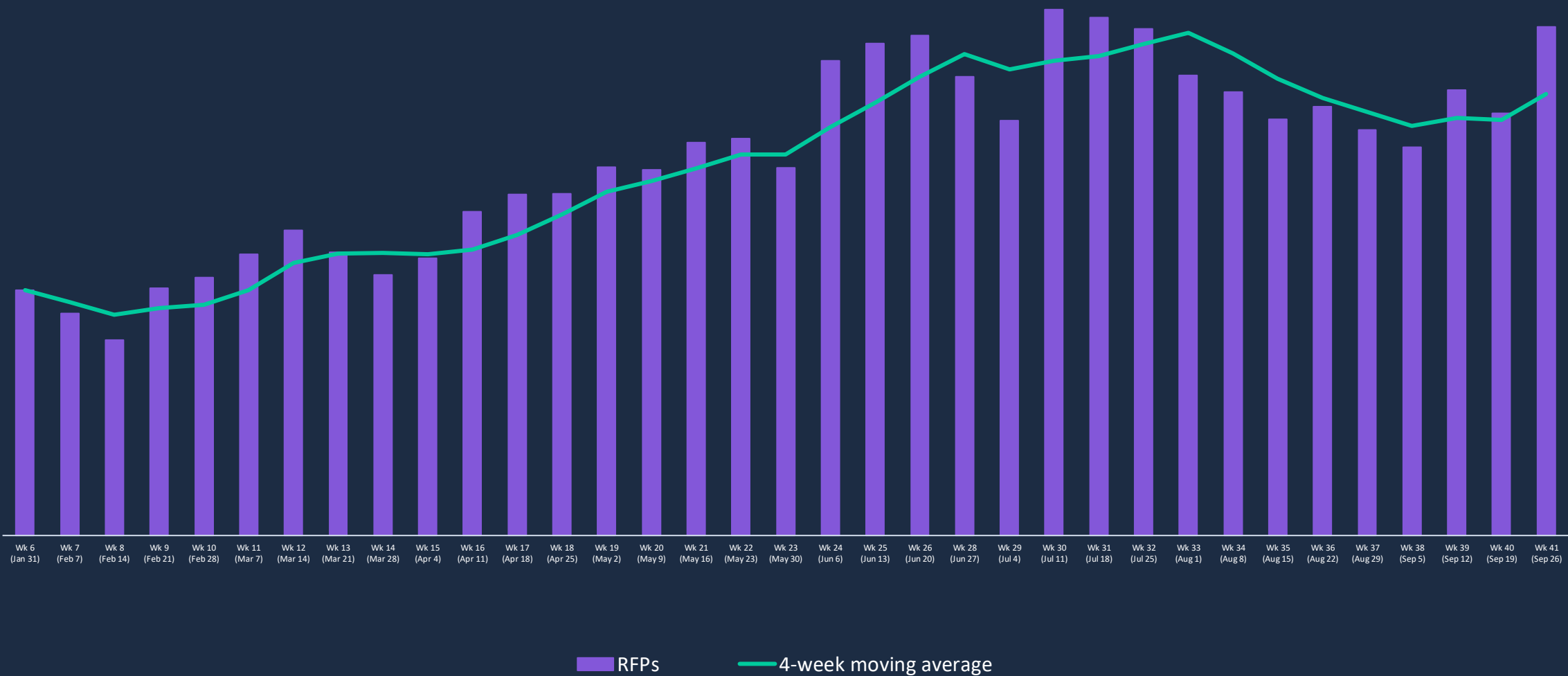
cvent

A blue-tinted photograph of a business meeting. Four people are seated around a table, looking at documents and tablets. A man in a light-colored blazer is speaking and gesturing. The background shows a large window with a city view.

National Trends

cvent

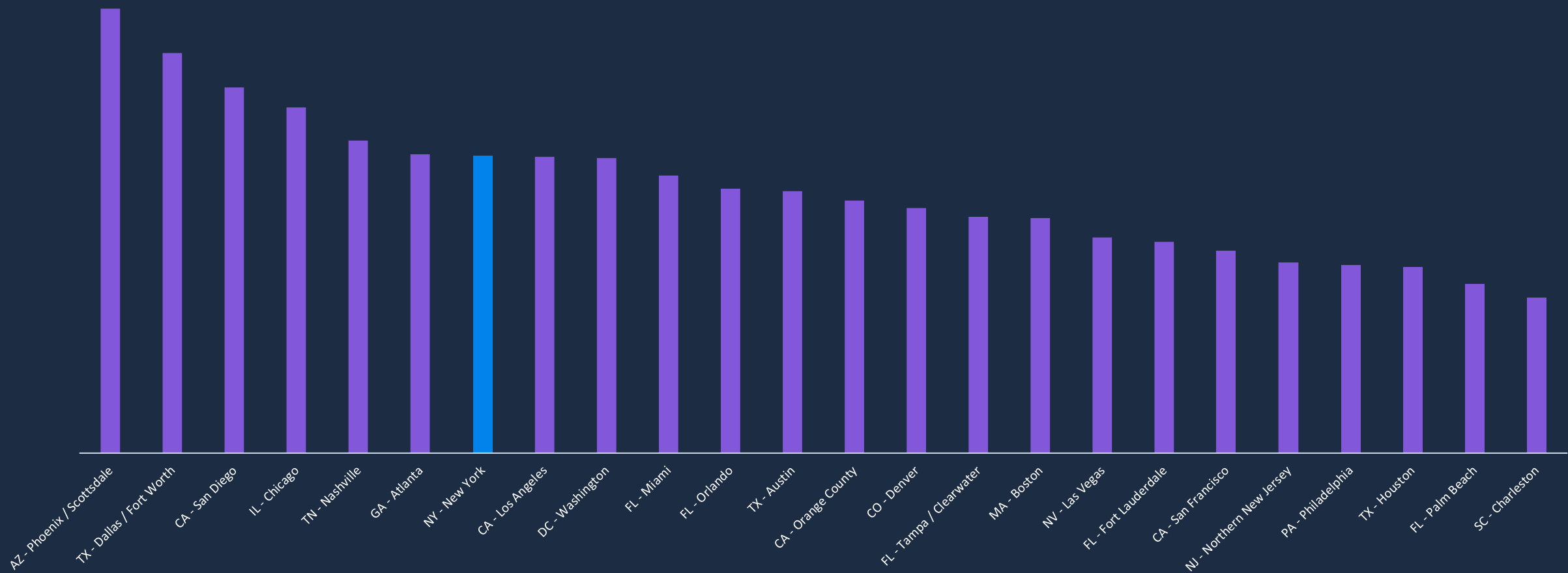
US RFP volumes



Note: Unique RFPs on Cvent Supplier Network, including cancelled RFPs

Sept highest volume US markets

Relative RFP volume by market, Sept 2021



Which markets were accelerating in September?

Sept 2021 share compared to average share since March 2020

	Sep vs. Avg
ON - Greater Toronto	128%
QC - West Quebec / Montreal	123%
NY - New York	120%
VT - Burlington	115%
RI - Providence / Newport	113%
MA - Boston	113%
NH - Manchester	107%
IL - Chicago	106%
SC - Charleston	103%
VA - Richmond	102%
PA - Philadelphia	102%
CA - San Diego	101%

Elite / Platinum market share vs. 2019 levels

Sept 2021 share compared to Sept 2019 share

Elite / Platinum markets	
CA - San Diego	121%
AZ - Phoenix / Scottsdale	120%
FL - Tampa / Clearwater	112%
CA - Orange County	103%
NV - Las Vegas	102%
TN - Nashville	97%
NJ - Northern New Jersey	95%
PA - Philadelphia	93%
FL - Miami	92%
FL - Orlando	89%
TX - Dallas / Fort Worth	88%
TX - Austin	88%
CA - Los Angeles	88%
MA - Boston	88%
LA - New Orleans	82%
MN - Minneapolis / St. Paul	82%
TX - Houston	81%
CO - Denver	78%
NY - New York	78%
GA - Atlanta	77%
IL - Chicago	73%
WA - Seattle	71%
DC - Washington	71%
CA - San Francisco	68%

2021 - 2023 Market Demand Pace

*Weaker 2021/22,
Stronger 2023*

*Stronger all
years*

Los Angeles
Kansas City

Orlando
Phoenix / Scottsdale
Caribbean
Miami
Tampa / Clearwater
Nashville
Dallas / Ft. Worth

Orange County
San Diego
Las Vegas
Salt Lake / Park City
Charleston
Austin
San Antonio

**2023
Demand
Pace – 62%**

San Fran
Wash DC
Atlanta
Charlotte
Baltimore
Philadelphia
Chicago
Minneapolis / St. Paul
Portland

Seattle
Denver
Indianapolis
St. Louis

New York City

New Orleans
Boston
Houston
Louisville

Northern New Jersey
Ft. Lauderdale

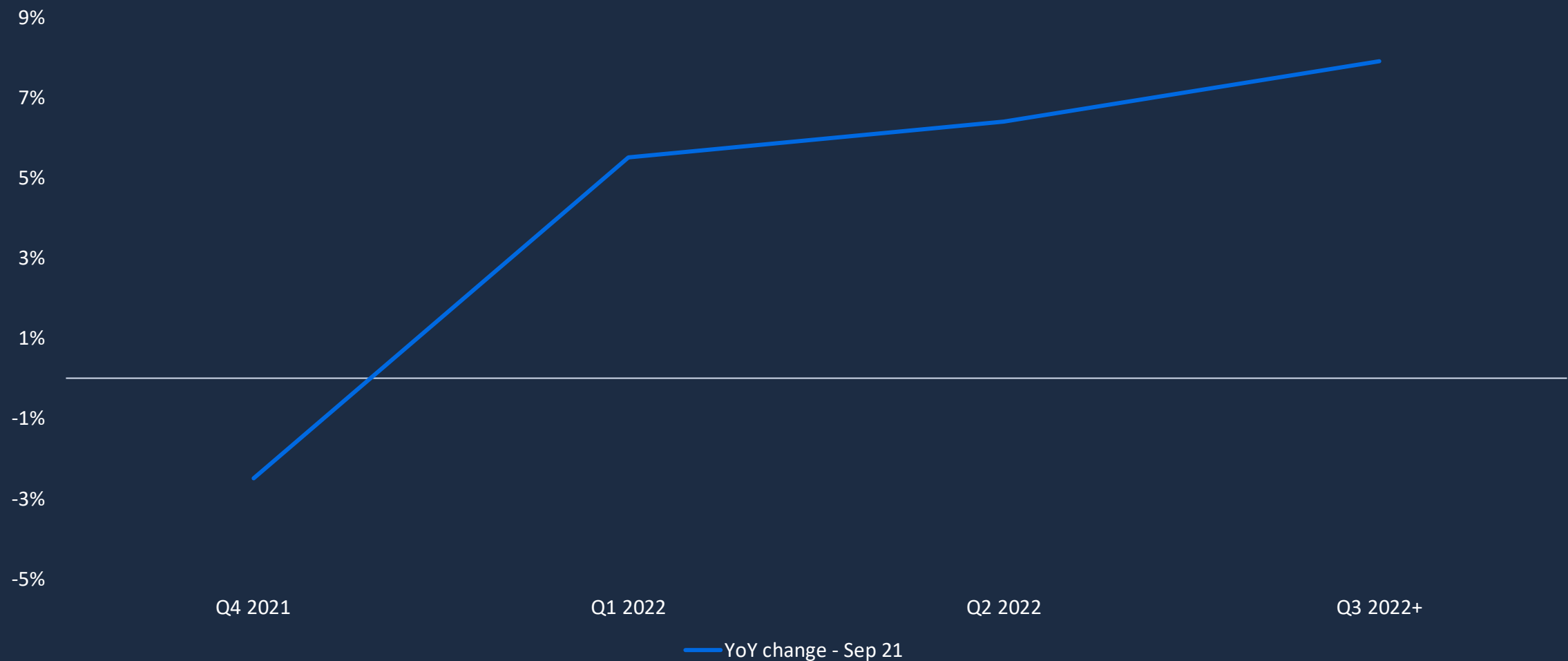
Weaker all years

*Stronger 2021/22,
Weaker 2023*

2021/22 Demand Pace – 64%

Global Proposed ADR by Arrival Date

Weighted Average ADR Across Hotel Proposals in CSN by Arrival Date of Q4 2021 and Later





NYC Trends

cvent

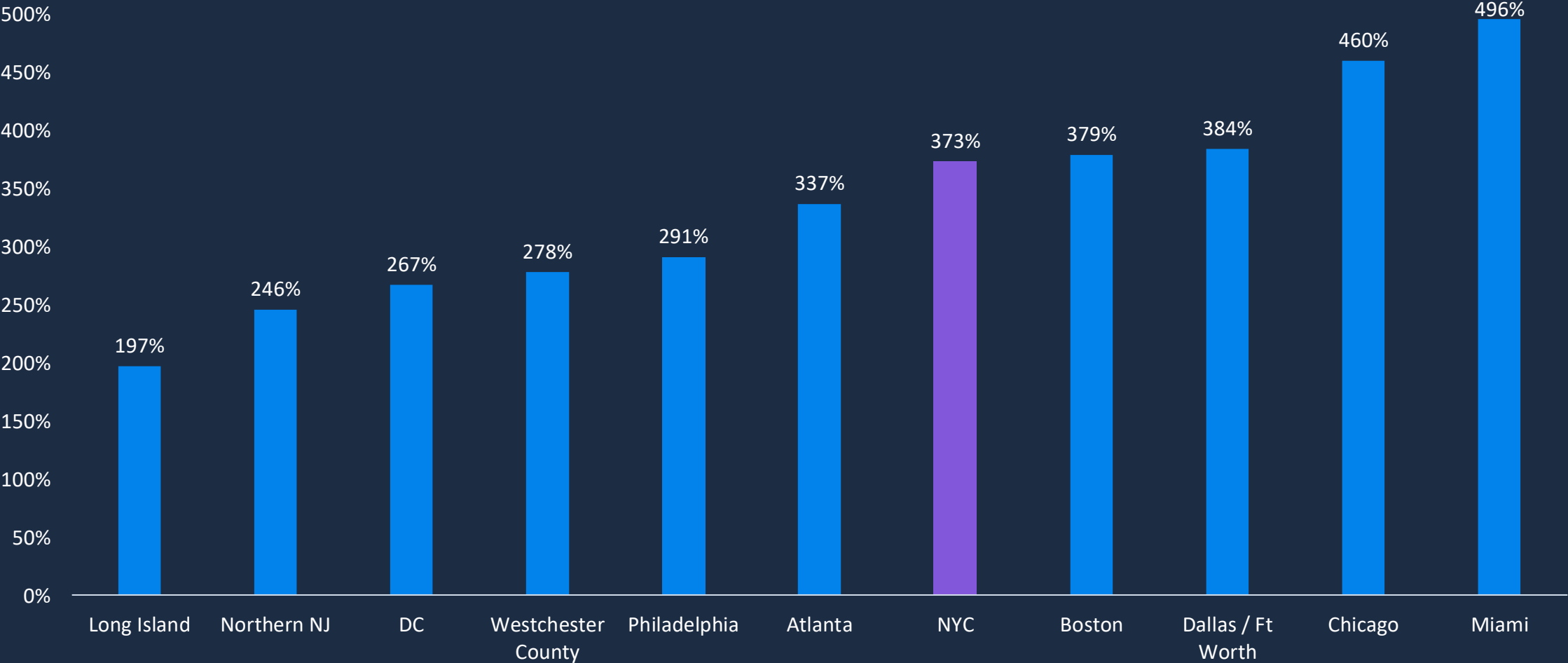
New York City RFP volume



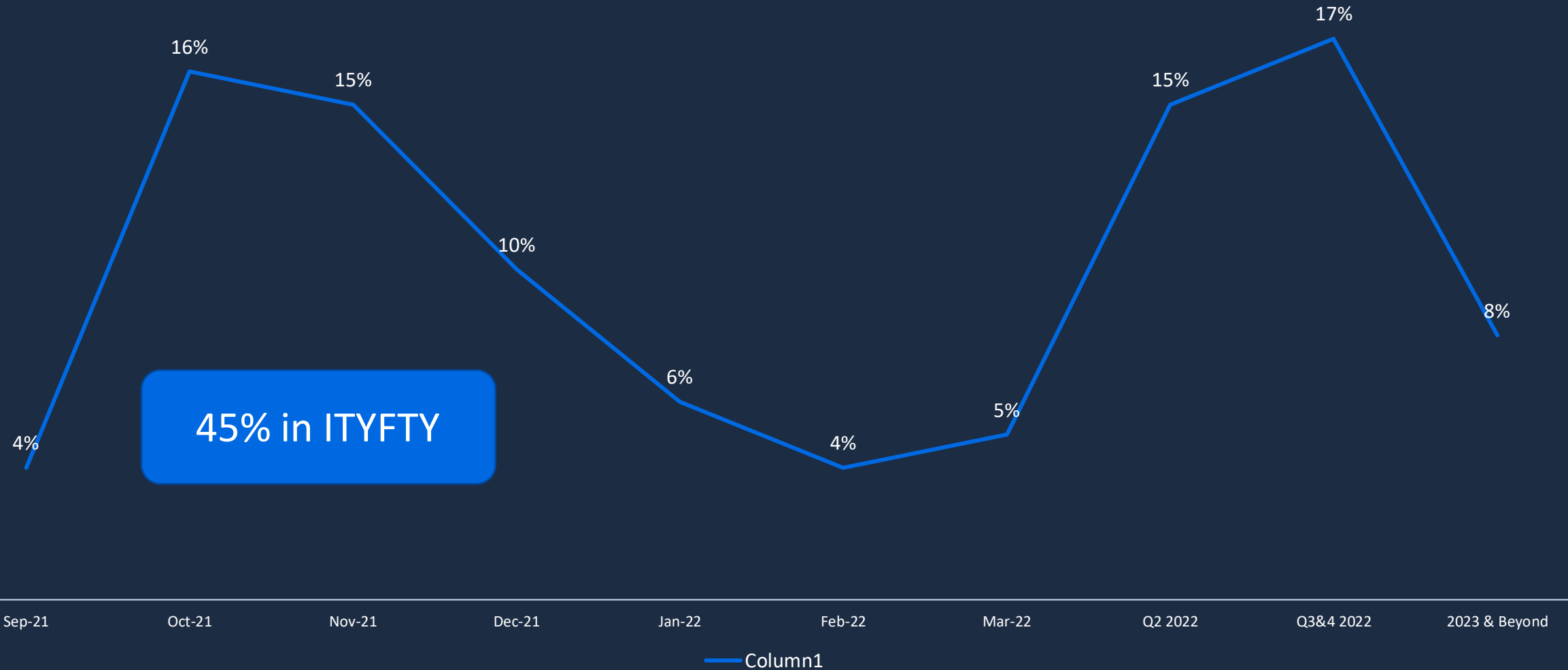
***Data through Sept 24

NYC RFP volume compared to competitive metros

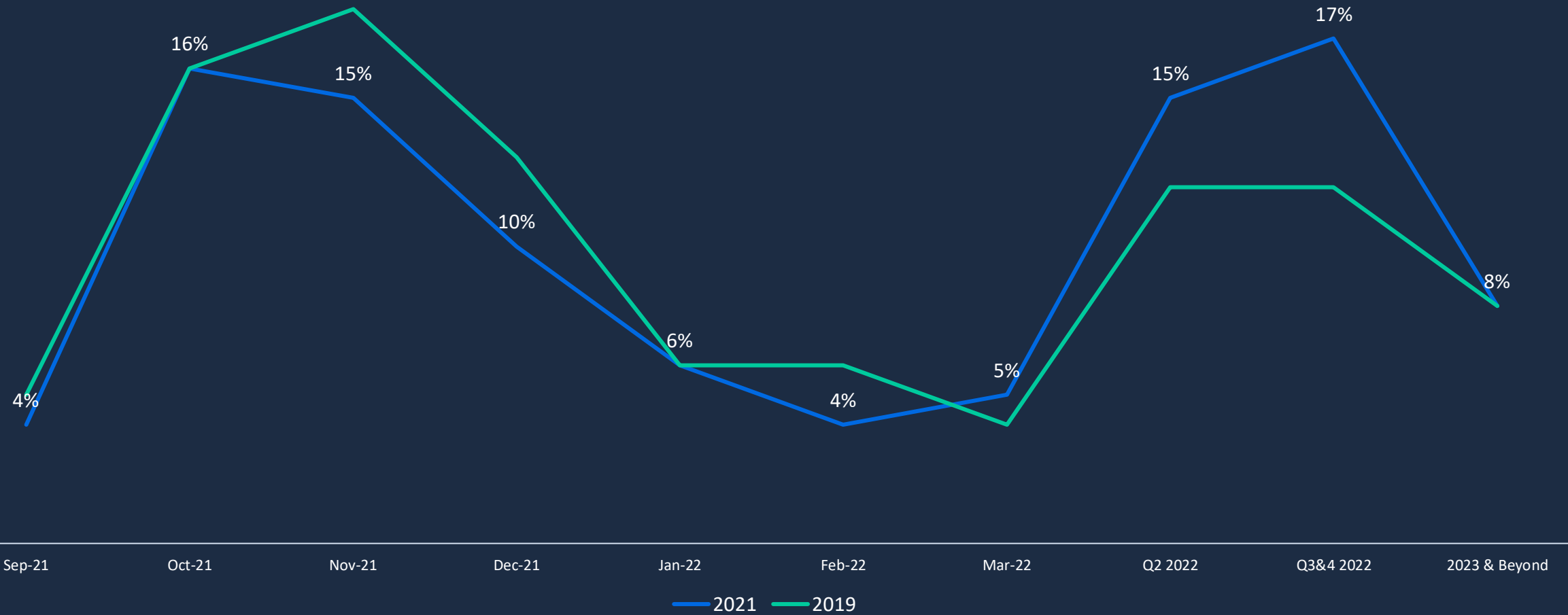
YoY change in RFP volume from Jan 1 – Sep 26 2021 vs 2020



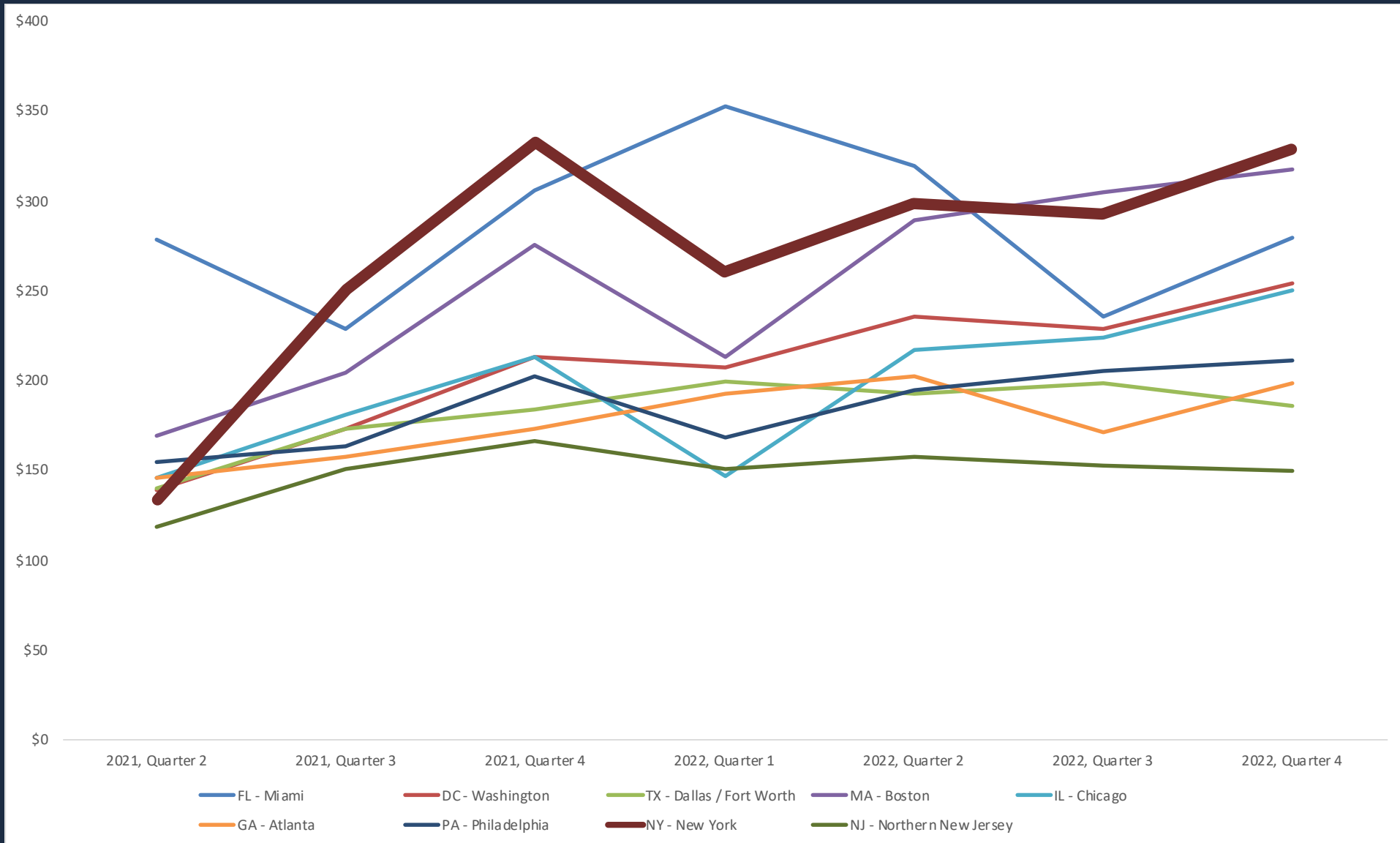
NYC - When are planners sourcing for?



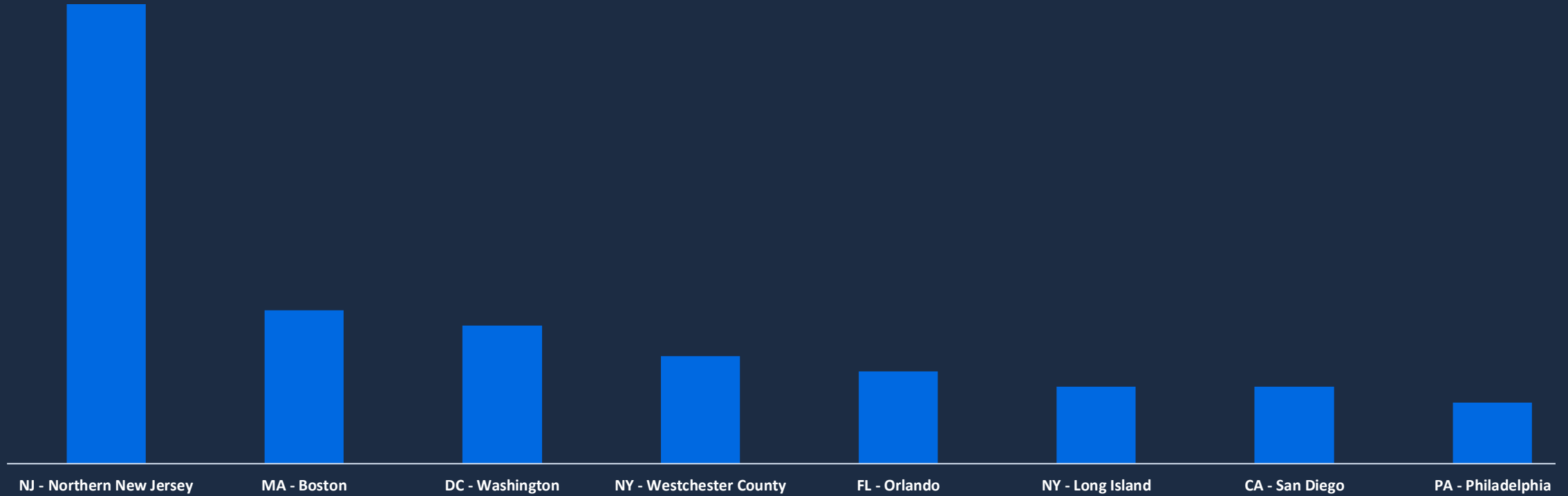
Comparison to same time 2019



NYC rates vs other competitive markets



Lost Business



■ 2021 since April 1

ALAN STEEL

**PRESIDENT AND CEO
JAVITS CENTER**

State of the Center

Alan Steel, President + CEO

10.19.21



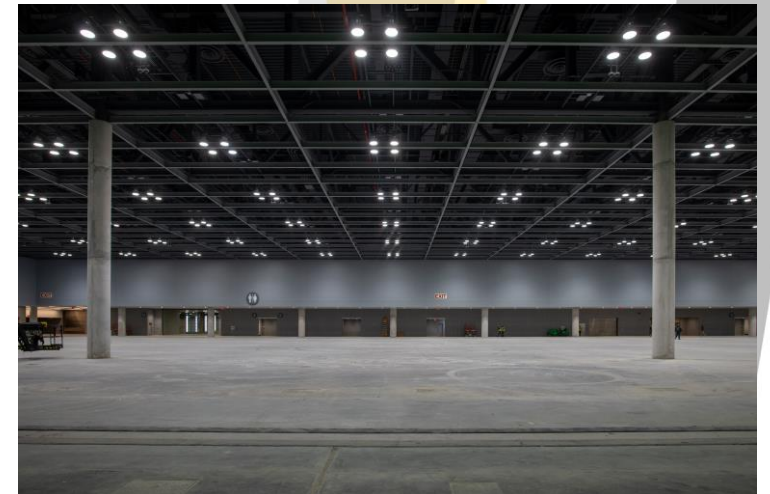
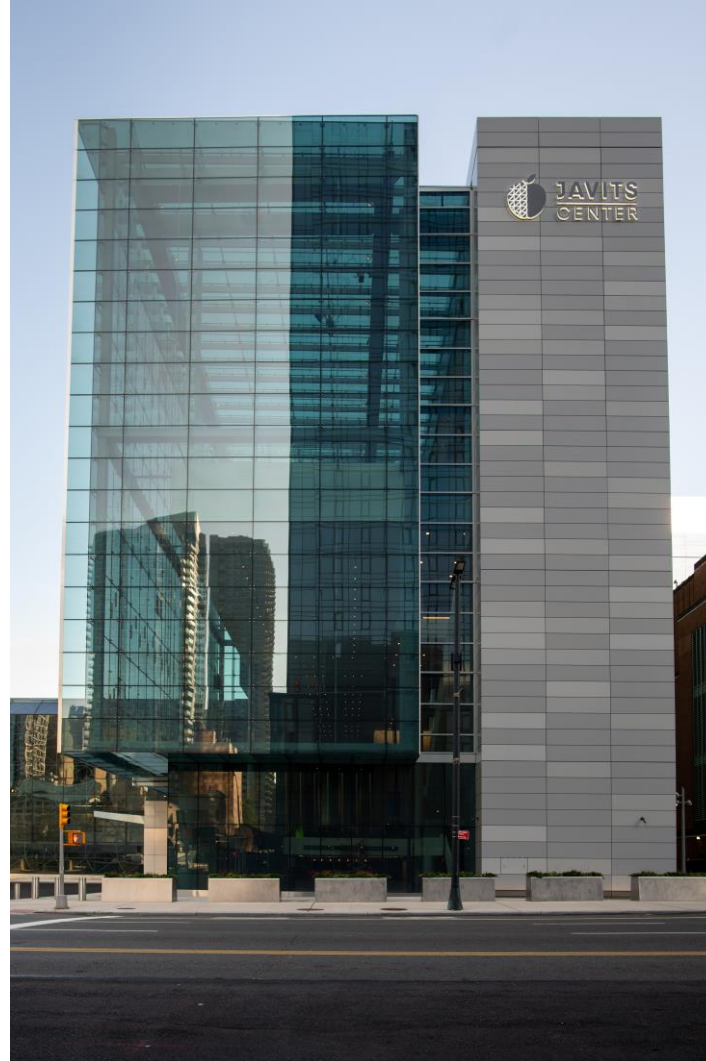
COVID-19 Response

- Vaccination center closed in July 2021
- More than 646,000 vaccines distributed in less than six months
- Largest site of its kind in the United States
- Also operated as the nation's first COVID-19 field hospital
- Nearly 1,100 patients treated and released



Expansion Completed

- Main construction completed in May 2021
- Rooftop completed in September 2021
- Addition of 1.2 million sq ft of total space
- New 11th Ave. entrance at W. 38th Street
- 200K sq ft of meeting/pre-function space
- 90K sq ft exhibit hall on Level 3
- 15K sq ft rooftop pavilion and terrace
- 4-level truck marshaling facility
- One-acre rooftop farm
- Project certified as LEED Gold by U.S. Green Building Council



Events Operations

- Events operations resumed in August 2021
- More than 40 events booked from August to December 2021
- Proof of vaccination and face coverings required for all events
- Recent examples include
 - NY NOW
 - The Armory Show
 - SALT Conference
 - Coterie, MAGIC
 - New York Comic Con



Sustainability

- The Farm will generate 40,000 pounds of produce a year
- More than 50 crops to be planted this year and incorporated into the meals we serve – creating a true roof-to-table experience
- More than 3,000 solar panels to be installed on rooftops
- Two underground retention cisterns capture and treat rainwater to be used for irrigation on the roof



January and February 2022

- CannaCon New York
- NRF 2022: Retail's BIG Show
- New York Boat Show
- Travel and Adventure Show
- Travmedia's International Media Marketplace USA
- NY NOW: The Market for Home and Lifestyle
- North American International Toy Fair
- Curve New York
- MODA/Accessories The Show/FAME/EDIT/STITCH/Coterie/Sole Commerce/TMRW
- New York Build Expo

Upcoming Expansion Bookings

- 75th CFA Institute Annual Conference – May 2022
- AILA Annual Conference – June 2022
- America Society of Retina Specialist Annual Meeting – July 2022
- International Gynecologic Cancer Society Annual Meeting – September 2022
- ServiceNOW's Now at Work – October 2022
- YPO Edge – November 2022

State of the Center

Alan Steel, President + CEO

10.19.21



FRED DIXON

PRESIDENT AND CEO
NYC & COMPANY

MEETINGS & CONVENTIONS

- Currently working **509 OPEN LEADS**, which equates to nearly **1M** room nights
- From June through August there are **127 confirmed programs** doubling production of definite room nights compared to the first five months of the year
- **75%** of bookings and open opportunities will actualize before the end of the year
- **60%** of the definite bookings are for groups under 50 rooms on peak
- While cancellations have subsided, DELTA has had an impact over the last 30 days



MEETINGS & CONVENTIONS

- The team is currently working on roughly **100 Javits prospects** and **20+ active opportunities** for the building
- Approximately **20 large programs** (both conventions and annuals) still on the books through the end of this year
- Decision timelines for larger programs has slowed, with many companies extending travel restrictions into Q1 of 2022



MEETINGS & CONVENTIONS ACTIVITIES

September

- 15: Destination Celebration (Kansas City, MO)
- 19-23: ConferenceDirect APM (Orlando, FL)
- 21-23: SGMP National Education Conference (Huntsville, Alabama, Virtual)
- 30: Meet NY (NYC)
- 9/30 – 10/1: The Meeting Show UK (London, UK)

October

- 3-6: HPN Annual (Cabo San Lucas)
- 6: Destination Showcase (National Harbor, Maryland)
- 14-15: Destination Celebration (Indianapolis, IN)
- 17-19: PCMA Convene EMEA (Switzerland)
- 20-22: NECVB Reps client event (Cape May, NJ)
- 29: NYSAE Synergy Awards (NYC)

November

- 1: PCMAN Y Education Day (NYC)
- 4-5: PCMA GMC Annual Meeting* (Chicago, IL)
- 5-7: Pre IMEX FAM* (NYC)
- 9-11: IMEX* (Las Vegas)
- 10-13: National Coalition of Black Meeting Planners (Cincinnati, OH)
- 14-17: FICP Annual Conference (Phoenix, AZ)
- 15-17: Destination Celebration (Minneapolis, MN)
- 11/30-12/2: IBTM Barcelona (Barcelona)

December

- 2: Radio City Fam* (NYC)
- 7-9: IAEE Expo Expo (Philadelphia, PA)
- 13-15: Holiday Showcase (Chicago, IL)
- 14-16: AMEX InterAction (Atlantic City, NJ)

NANCY MAMMANA

CHIEF MARKETING OFFICER
NYC & COMPANY

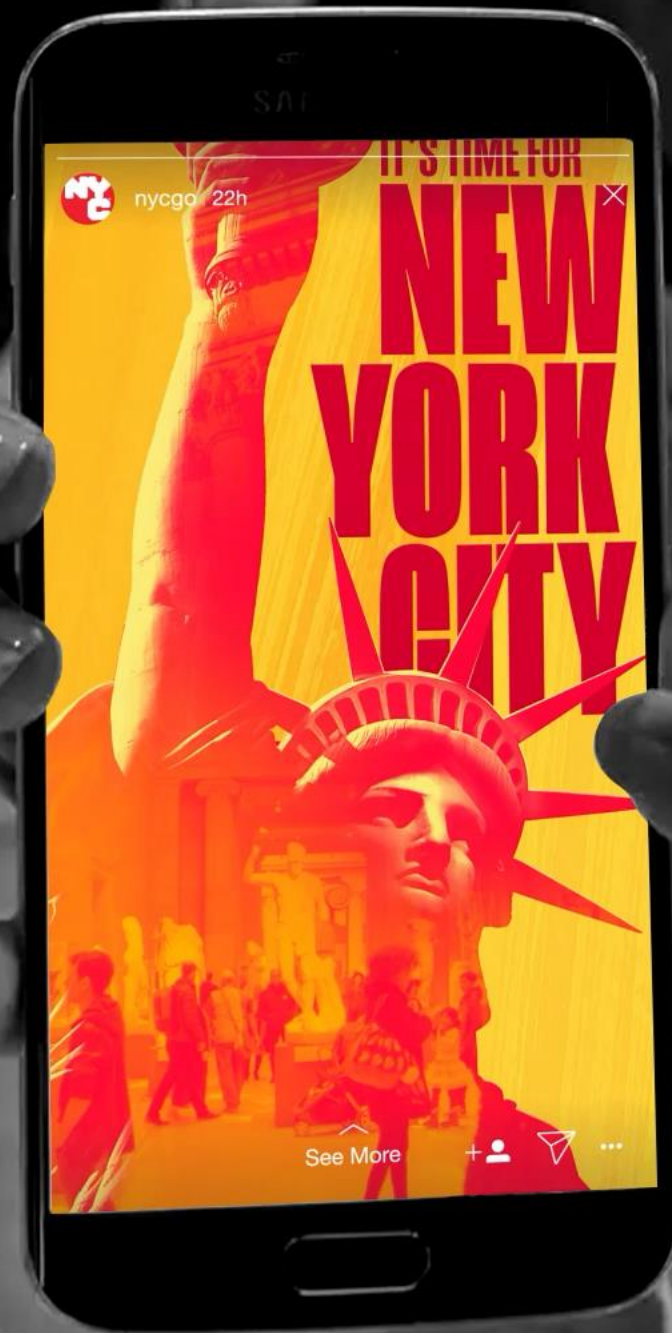


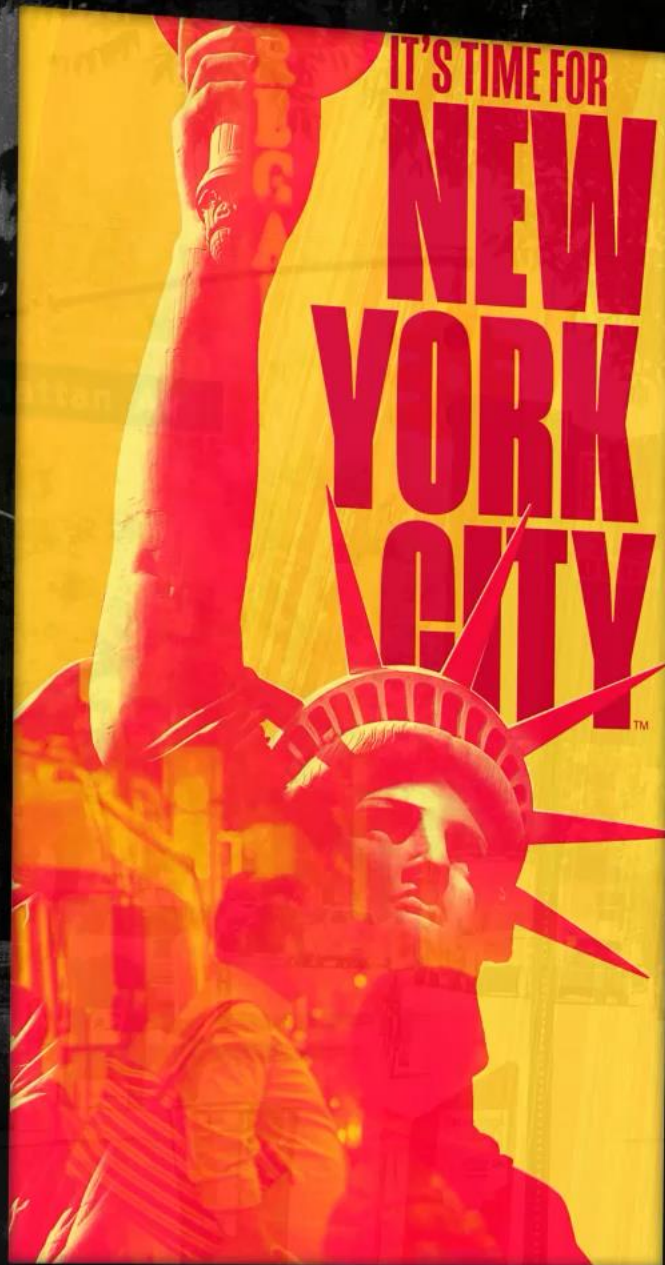
2021 TOURISM CAMPAIGN

STRATEGY

To create awareness and FOMO, through ongoing, in-real-time content across owned and paid channels.

320M IMPRESSIONS







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metro

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→

S 11th St
9th St

ONE WAY
→





- You gotta be here to see this.



CONTACT TLC DIAL 3-1-1



The New York Times

narration and commentary. The author is also frequently within the narrative structure, sometimes as a writer and a person being mocked, and sometimes as Mo Yan. The character of Mo Yan the reporter is not to be trusted. "Mo Yan, much of a farmer," we are told, may have been on the farm, was in the city, Lincun, he becoming rich and famous, he sought the company of generally ill-informed, self-off as a knowledgeable and with all that, he managed himself as a writer, someone savvy post stalkers in Beijing by the end of the novel. Mo developed a separate existence, main characters. It is at the time of Xi'an that Lan Lian takes shelter with his lover, salt years. Mo Yan even at the couple have a supply of money.

"ath Are Wearing Me Out"
tingly hostile to the Com-
ing, and at times Mo Yan
rebuild the very bridges
urning. "I have nothing
munist Party," Lan Jian
pairing stage," and I defi-
thing against Chairman
opposed to the People's
to collectivization. I just
done to work for myself."
urances of party loyalty
context of such a vast,
ex story.

critique that we find in Mao's many echoes within it. In his new novel, "Wild Swans" (1991), the author includes a ferocious battle between a starving herd of wild horses that ended with the horses devouring the leader to show the value of living in the steppe, in ultimately disastrous by the Party. Mo Yan of such a battle in his novels' struggle against the collective farm. "The People" gives a comestress, the wife of a commander, a summer of passion, culminating in a wild which they smash all artifacts and merriment, and his outmoded, such antipolitical pain many of the sexual Mo Yan describes in "Life Me Out." It seems are coming into their of expression are their authors. Mao has in. One wonders how cessors will be implementation. □

ILLUSTRATION BY JOHN BARNES

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IT'S TIME FOR
NEW
YORK
CITY

RESTAURANT
ROW

BRONX ZOO

CREATE AN ITINERARY AND
ENTER FOR A CHANCE TO
WIN IT IN REAL LIFE AT
NYCGO.COM

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ENTRIES

NYC

The Official Guide

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Neighborhoods

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Doir


Take a Cue from Notable New Yorkers

NYC has plenty of local celebrities, each with their own version of an epic NYC itinerary in mind. Check out their favorite spots and add them to your




A Chef's Guide to Food and Culture in NYC
Marcus Samuelsson

See Itinerary




Bikes, Bridges, Tacos and Tunes
Sara Bareilles

See Itinerary




A Manhattan Restaurant Crawl
Geoffrey Zakarian

See Itinerary




Let the Lib Way
New York Libe

See Itinerary




A Funny Thing Happened On The Way To...
Caroline Hirsch

See Itinerary




Best Eats and Iconic Haunts
A\$AP Ferg

See Itinerary



The Ultimate NYC Summer
Ravi Roth

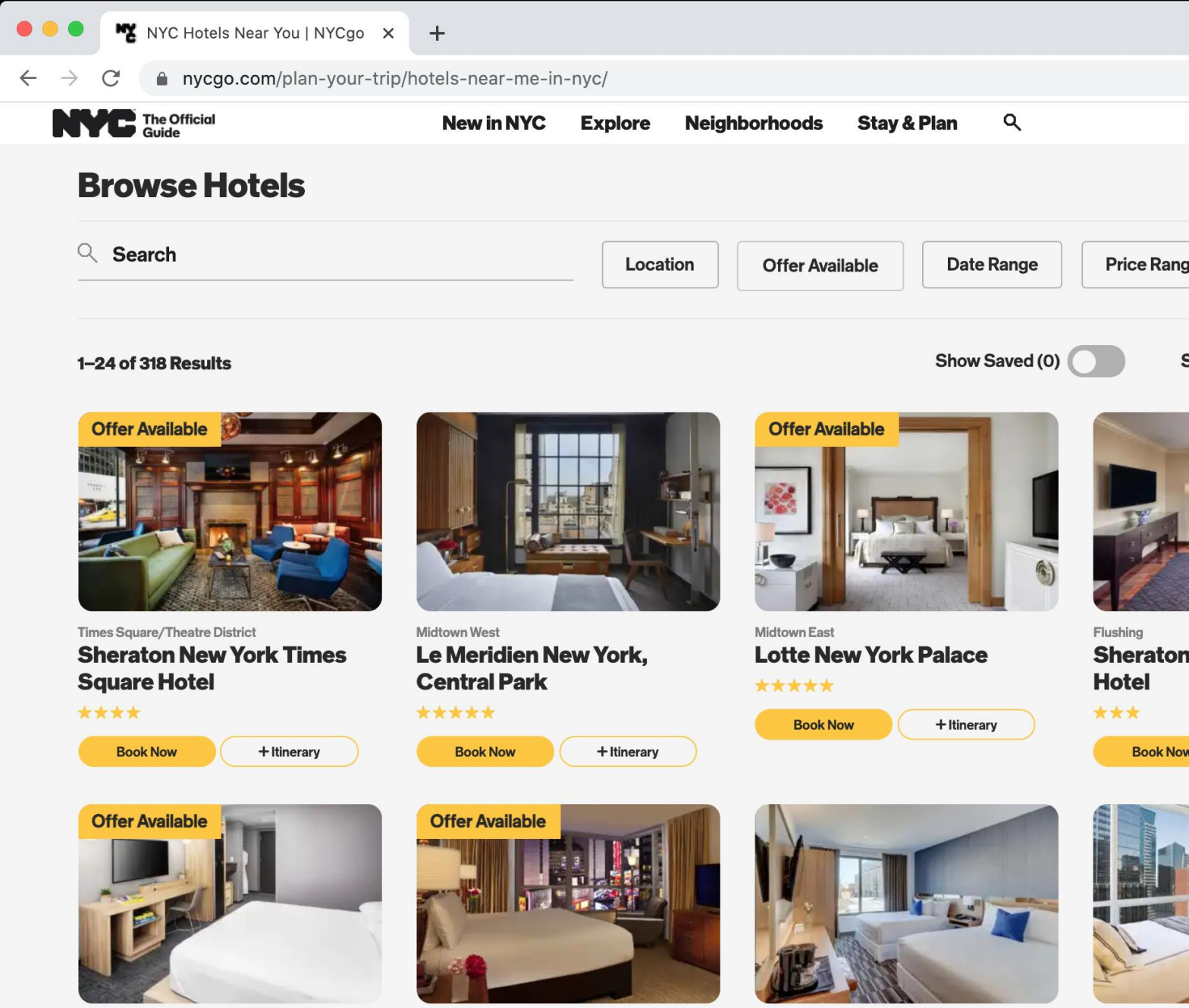
See Itinerary

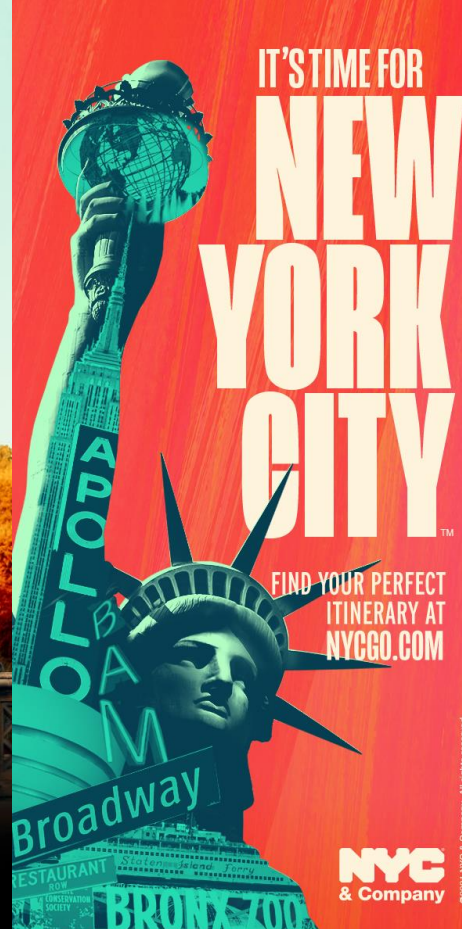


The New Y Manhattan
New York Jets

See Itinerary

\$73M
PREDICTED
HOTEL REVENUE







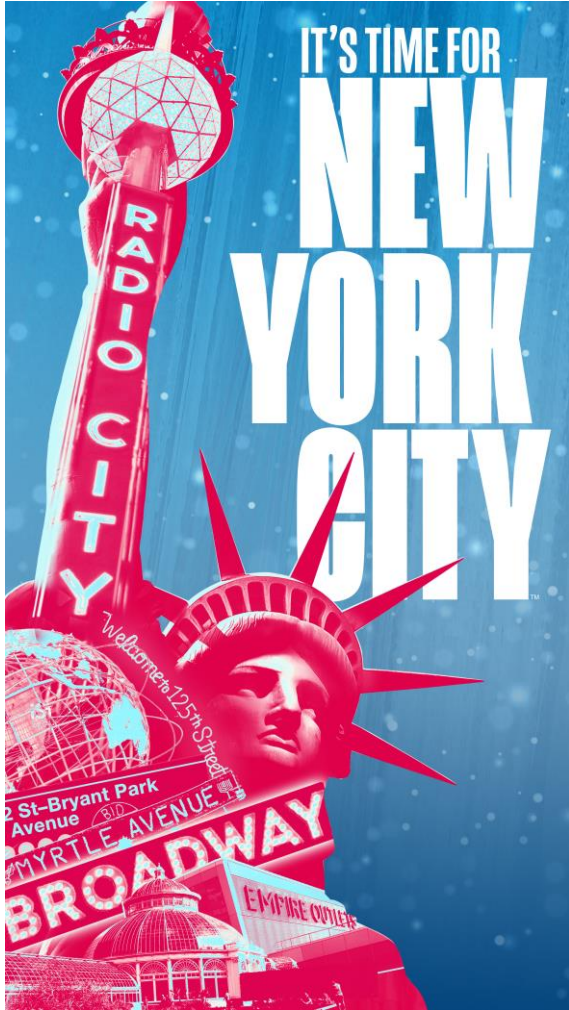
MESSAGING STRATEGY



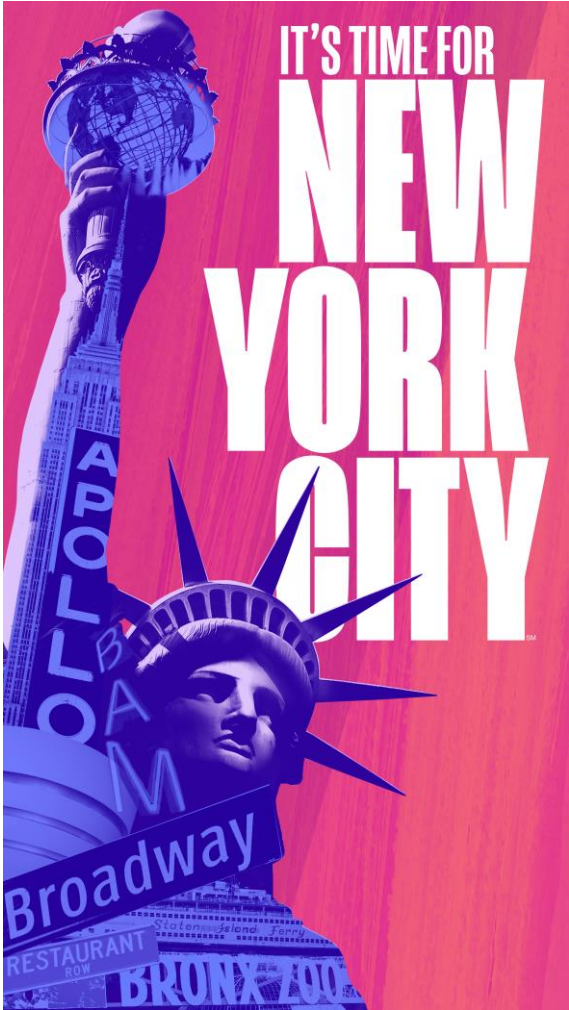
SUMMER



FALL



HOLIDAY



WINTER (Q1)

GLOBAL OOH PRESENCE

2021 MARKETS

The UK
Mexico
Japan
Sweden



NEW YORK CITY
TAMBIÉN TE ECHA DE MENOS
HASTA QUE PODAMOS VOLVER A RECORRER
SUS CALLES Y AVENIDAS INSPÍRATE EN
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The Official Guide
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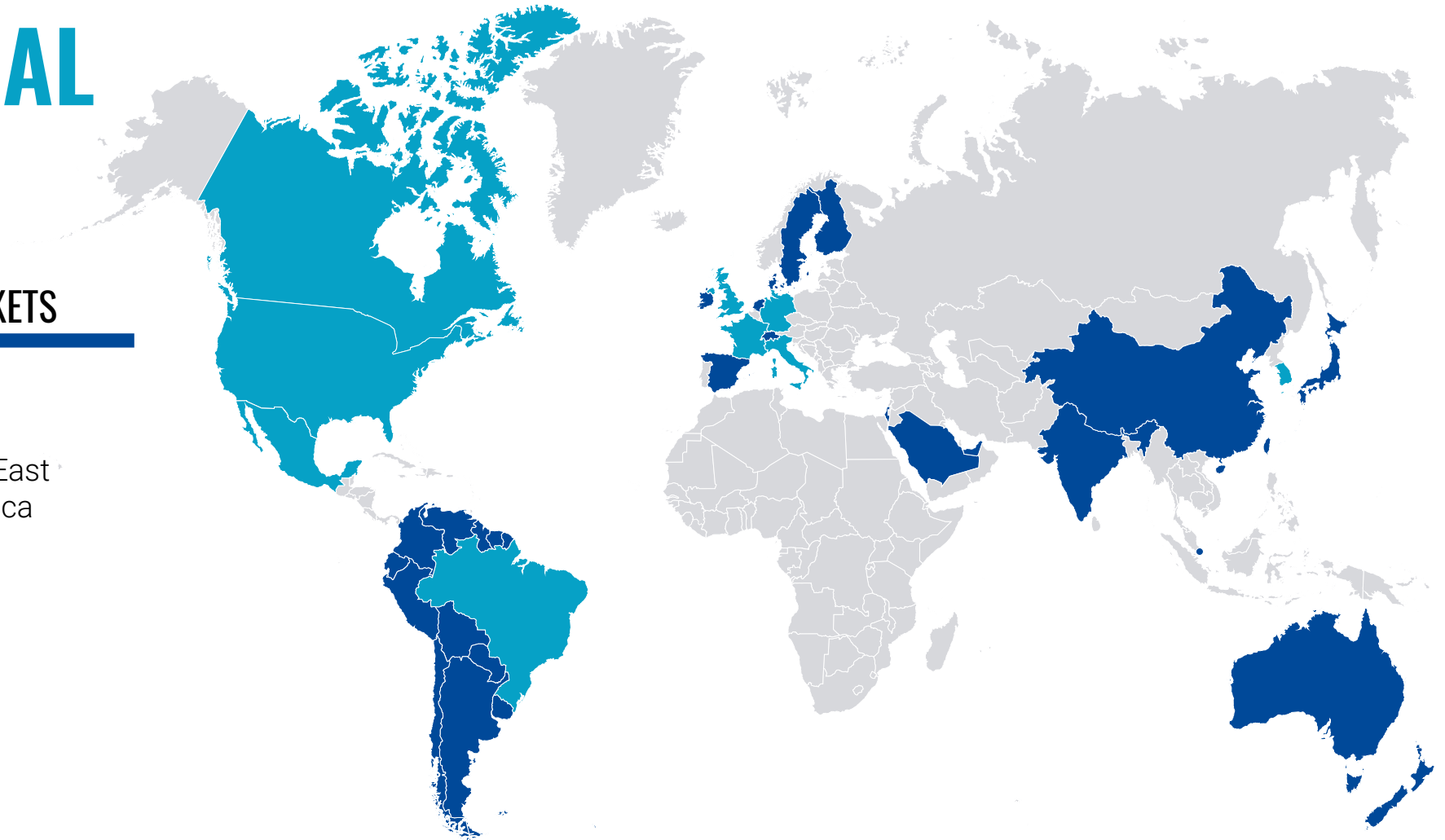
INTERNATIONAL PROMOTION

2021 MARKETS

US
Canada
Mexico
Brazil
UK
France
Italy
Germany
South Korea

2022 MARKETS

Spain
Australia
The Middle East
South America
Ireland
Norway
Denmark
Sweden
India
China
Japan
Singapore
Hong Kong
Switzerland
The Netherlands
New Zealand



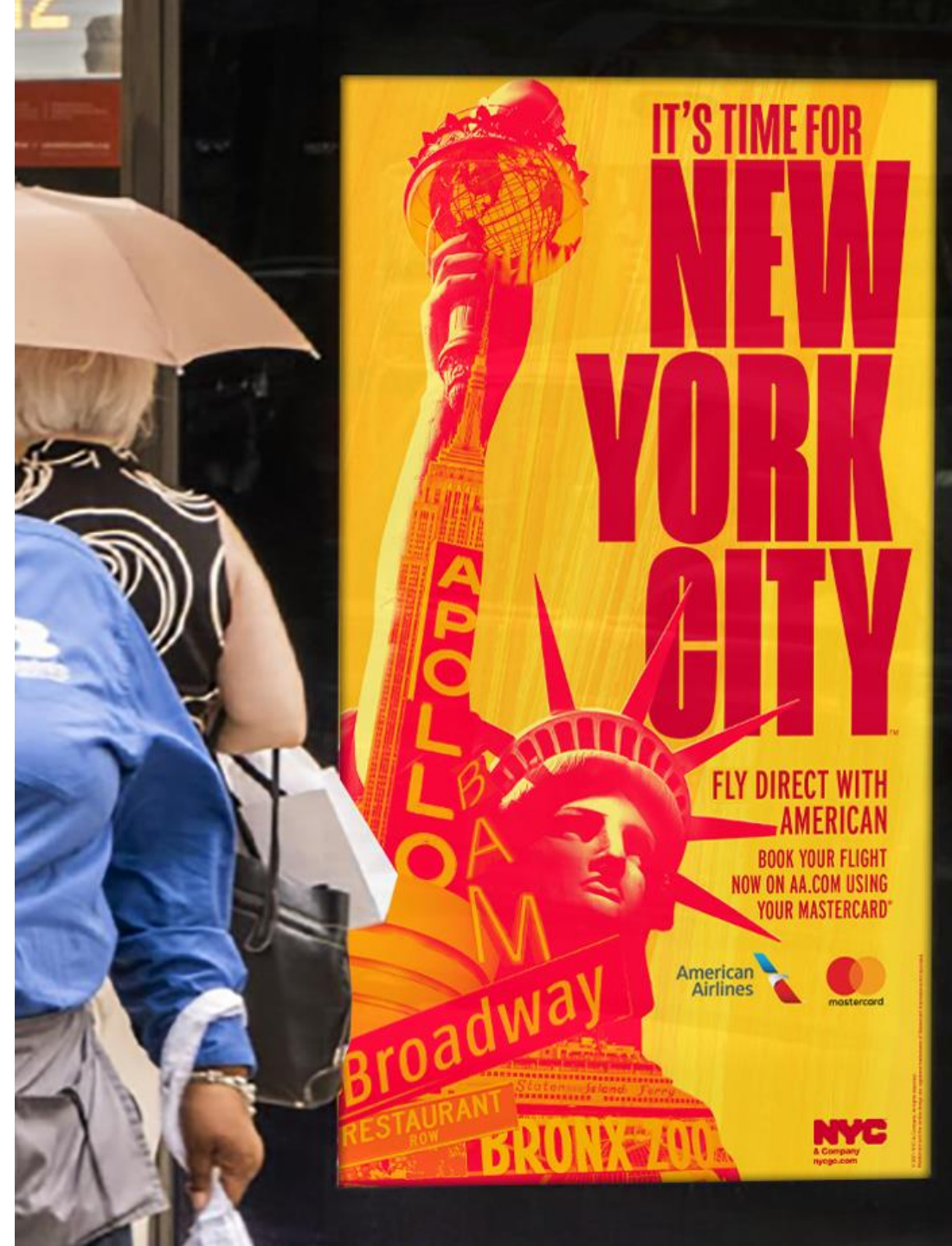
PARTNERSHIPS

We continue to collaborate with key travel partners to promote attractive deals and packages to help drive incremental visitation through Q1 2022:

Launched:

- AAA Northeast (June 24 – end of September)
- American Airlines (end of June – end of September)

Upcoming:



PROMOTIONAL PROGRAMS



IT'S TIME FOR CULTURE

- **It's Time for Culture**, a new fall program celebrating the official return of vibrant cultural offerings across New York City with deals on museums, cultural institutions, performing arts and Off-Broadway.
- **40+ deals**—on offer now through October 31—include one of three discount options: 2 for 1, 25% off or value-add, and are available at nycgo.com/cultureoffers
- Promoted via advertisements on LinkNYC screens and bus shelters, and digital and social media advertisements.



NYC WINTER OUTING

- **NYC Winter Outing** is back for its 3rd season with overlapping dates for three marquee programs: NYC Broadway Week, NYC Restaurant Week, and NYC Must-See Week.
- **New this year** - a Hotel program, to give out-of-town visitors an incentive to plan overnight trips to NYC in January and February.



CONTENT HUBS





THE BLACK EXPERIENCE IN NYC





THE LATINO EXPERIENCE IN NYC

An aerial photograph of New York City at dusk or dawn. The image shows a dense urban landscape with numerous skyscrapers and buildings. In the foreground, several prominent buildings are visible, including one with a distinctive blue and white patterned facade. To the right, the lush green expanse of Central Park is visible, with its winding paths and trees. In the background, the Hudson River and the Manhattan Bridge can be seen, along with the distant hills of New Jersey. The sky is a soft, hazy orange, suggesting the time is either early morning or late evening. The text "TRAVEL TRADE" is overlaid in large, white, bold, sans-serif capital letters across the center of the image.

TRAVEL TRADE

TRAVEL TRADE

- Reopened International offices:
 - Mexico
 - Spanish Speaking South America
 - Brazil
 - Canada
 - Korea
 - India
- Upcoming Reopenings by the end of 2021:
 - UK/Ireland
 - France
 - Italy
 - Germany/Switzerland/Austria
 - Spain
 - Netherlands
 - Japan
- Tactical promotions with key organizations Tiqets, Hotelbeds, Student & Youth Travel Association, Black Meetings & Tourism, Destinations of New York State and Bus Association of New York State.



TRAVEL TRADE ACTIVITIES

September

8/31-9/1: Travel Ability Summit (Tampa)

8-11: IGLTA Annual Global Convention (Atlanta)

18-22: IPW (Las Vegas)

9/30 – 10/1: ACTA 2021 Canadian Travel Industry Summit (Virtual)

October

25-28: Brand USA Travel Week Europe (London)

26-29: ILTM Latin America and client dinner (Sao Paulo)

November

1-3: World Travel Market (London)

1-2: OMCA Marketplace (Toronto - Hybrid)

9-12: Signature Travel Conference

9-10: Tour Radar: Adventure Together event (Virtual)

14-17: NTA Travel Exchange w/ sponsored breakfast ft.

Thoughts of A Colored Man panel (Cleveland)

11/29-12/2: Japan Korea Virtual Sales Mission

December

4-6: Traveller Made President's Club Conference (Marseille)

6-9: ILTM Cannes (Cannes)

7-8: Brand USA Global Marketplace Asia One to one business meetings



MEETINGS & CONVENTIONS

IT'S TIME TO
MAKE IT NYC



IT'S TIME TO
MAKE IT NYC

NYC
& Company

Meetings
& Events



Plan a meeting for any moment.

IT'S TIME TO
MAKE IT NYC



IT'S TIME TO
MAKE IT NYC

Plan a meeting
for any moment.

NYC
& Company

Meetings
& Events



PROMOTION

We've identified key partners in the meetings and events industry to engage in opportunities that will amplify campaign messaging and promote New York City as a safe and desirable destination for meetings.

Launched:

- Google SEM, Facebook, LinkedIn and programmatic

Upcoming:

- ASAE, Black Meetings & Tourism, Connect/Bizbash, CVENT, FICP, Meetings Today, MeetingsNet, MPI, Northstar, PCMA, Prevue, SITE, SmartMeetings, TSNN/Corporate Event News, USAE



IT'S TIME TO
MAKE IT NYC

New York City is safe, thriving and
more desirable than ever.

CHRIS HEYWOOD

EXECUTIVE VICE PRESIDENT, GLOBAL COMMUNICATIONS
NYC & COMPANY

GLOBAL COMMUNICATIONS

DAILY NEWS

NYC event venues making comeback from COVID pandemic

The New York Times

N.Y.C.'s tourism industry, hit hard by the pandemic, sees a reason for hope with changes to travel rules.

TRAVEL+ LEISURE

New York City Is Offering Deals on Its Biggest Cultural Attractions This Month

Travel Industry TODAY

SNAPSHOT NEW YORK: What's new in the Big Apple



NYC ofrece diferentes eventos para celebrar el Mes de la Herencia Hispana



Rediscover Times Square as Broadway Reopens

TRAVEL AGENT CENTRAL

Broadway Shows Begin Reopening; New Hotels Debut

GLOBAL COMMUNICATIONS

THE STRAITS TIMES

New York reinvents travel with new attractions and vaccine mandates, while marking Sept 11



Here are ways to rediscover Times Square this fall season



NYC & COMPANY LAUNCHES CAMPAIGN TO BOOST FACE-TO-FACE MEETINGS AND EVENTS IN NEW YORK CITY



Return of international travel could accelerate the city's tourism recovery



Nova York apresenta novidades da cidade durante IPW 2021

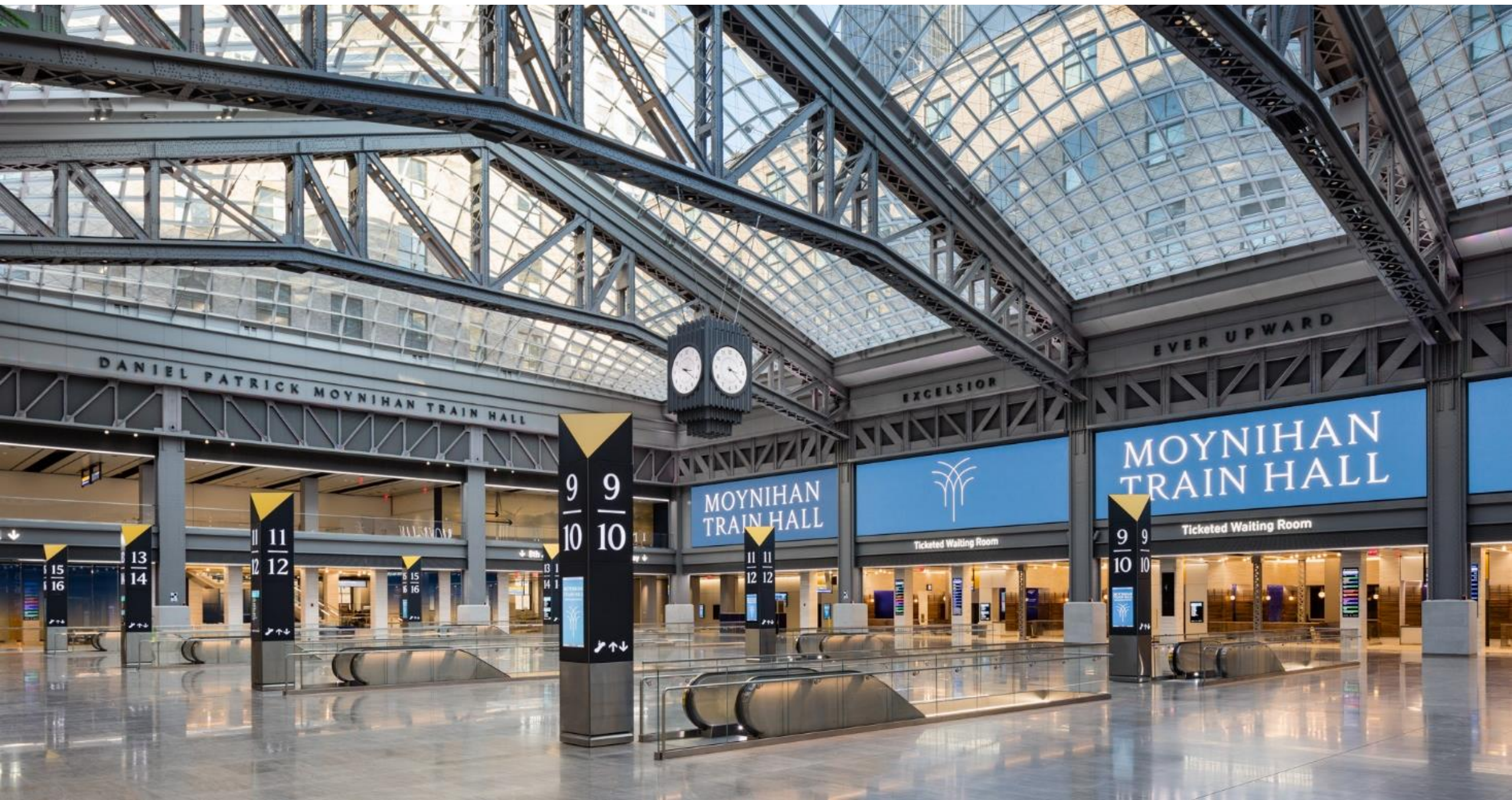
The Washington Post

New York City's new tourist attractions range from precious gems to a man-made island

TRAVEL WEEKLY

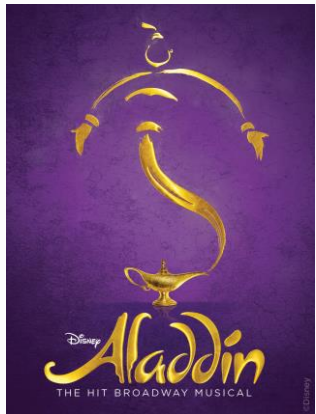
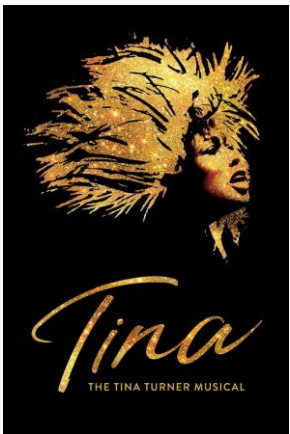
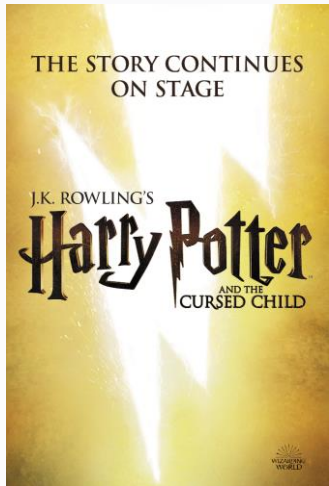
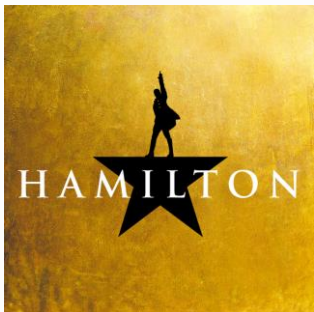
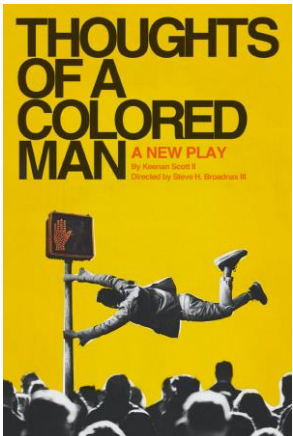
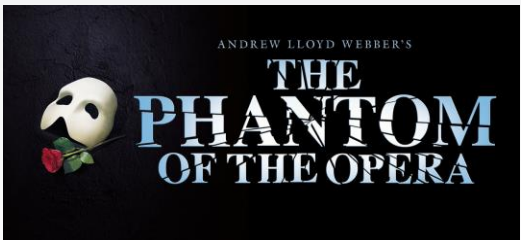
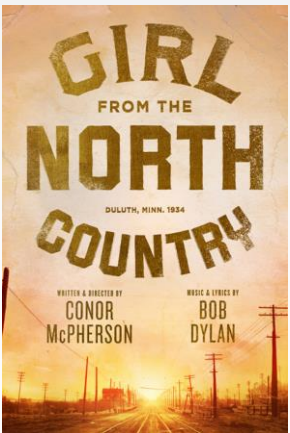
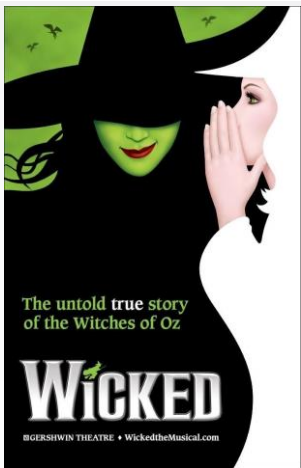
Planned restart of international travel is welcome news indeed





















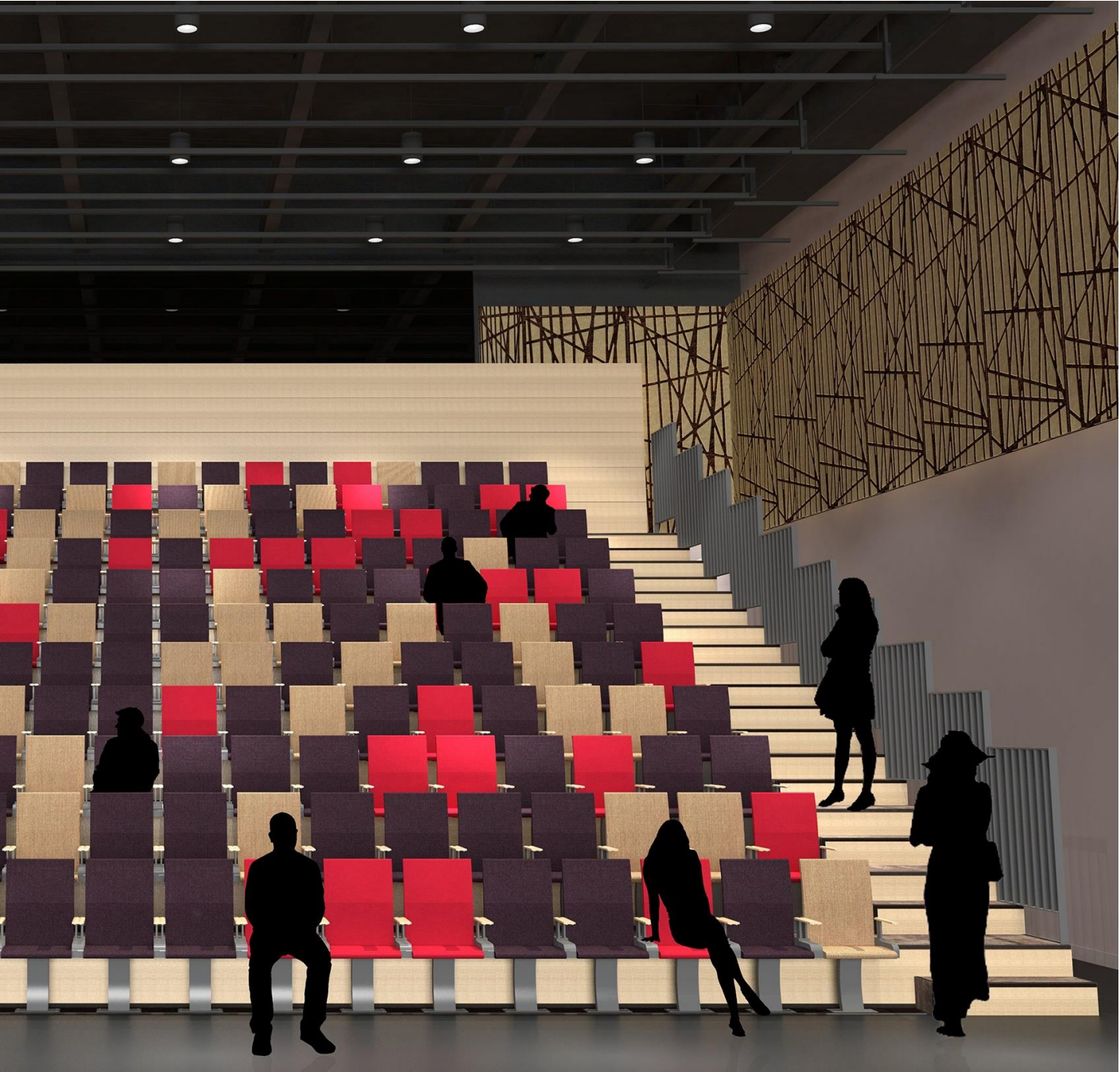






Photo Credit - Walter Włodarczyk - NYC & Company



Q&A



A wide-angle photograph of the Statue of Liberty on Liberty Island, New York. The statue is green and stands on a stone pedestal. In the background, the New York City skyline is visible, including the Freedom Tower. The sky is blue with some clouds. A large crowd of people is gathered on the island in the foreground.

THANK YOU

NYC
& Company