

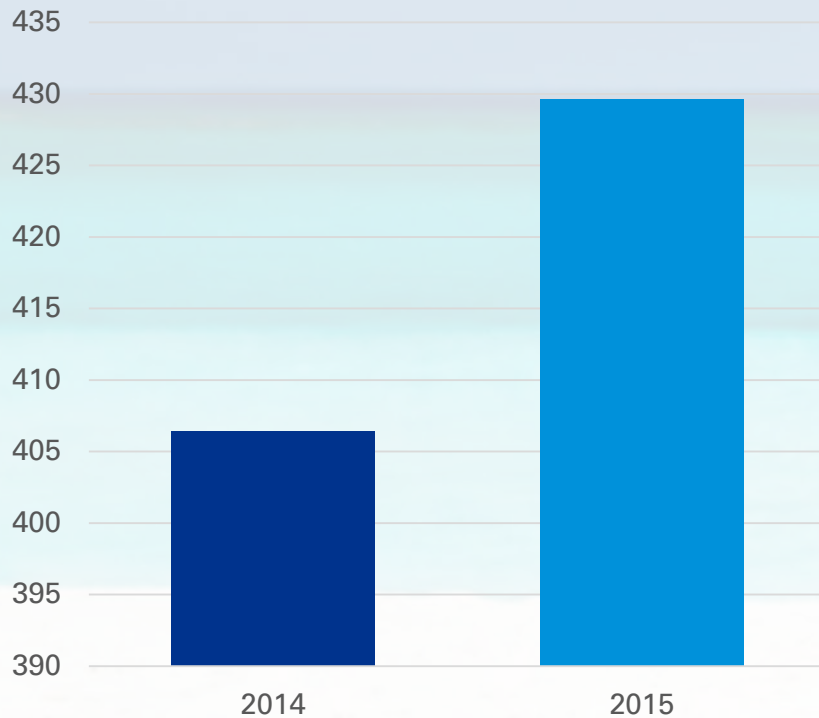


2016 Caribbean Resort Benchmarking Survey

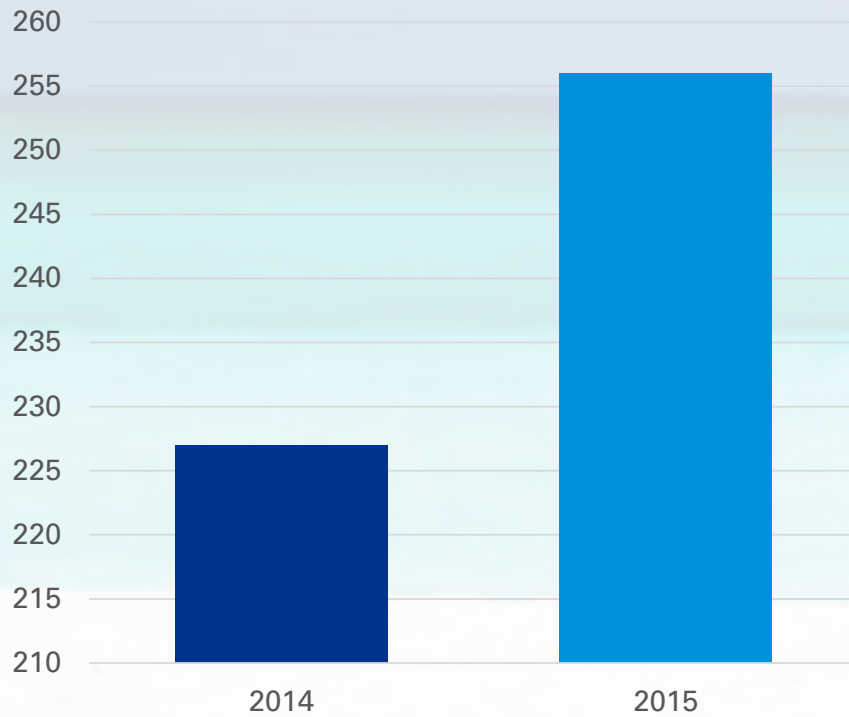


CARIBBEAN
HOTEL & TOURISM
ASSOCIATION

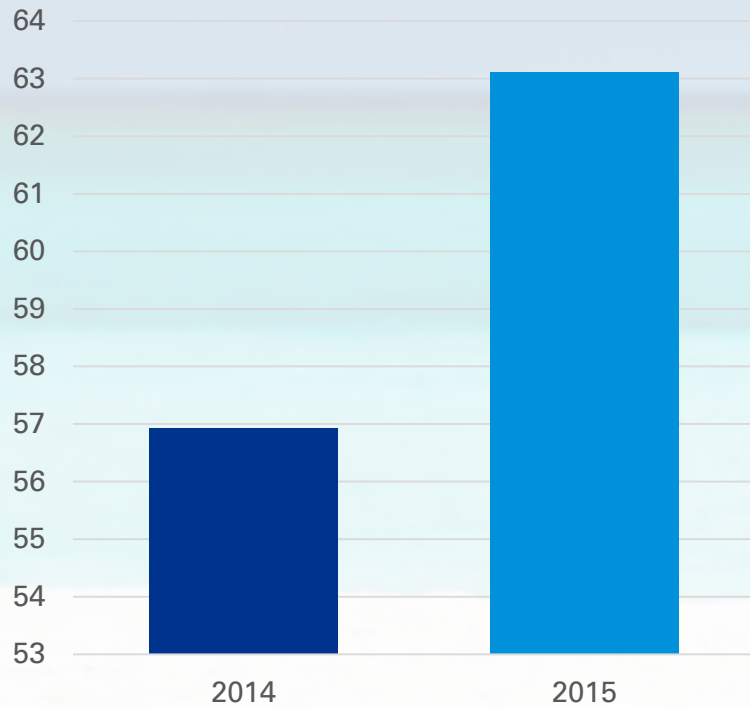
KPIs - Average Daily Rate (US\$)



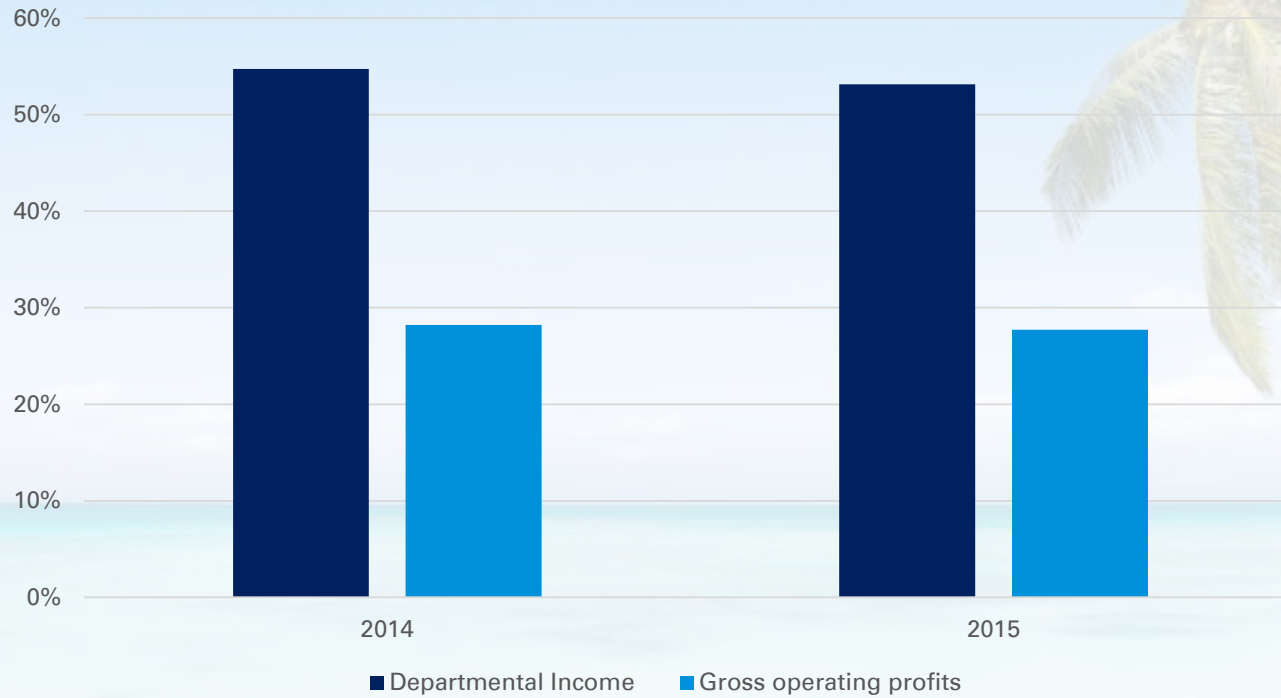
KPIs - RevPAR



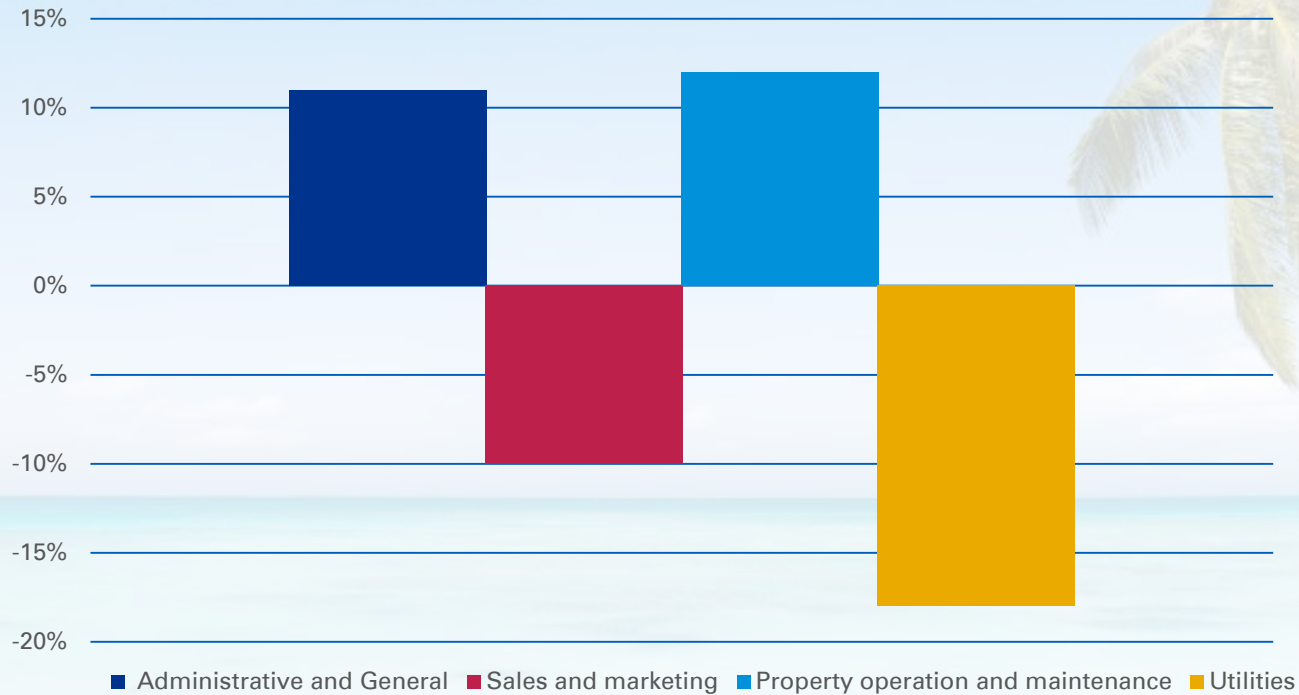
KPIs - Occupancy



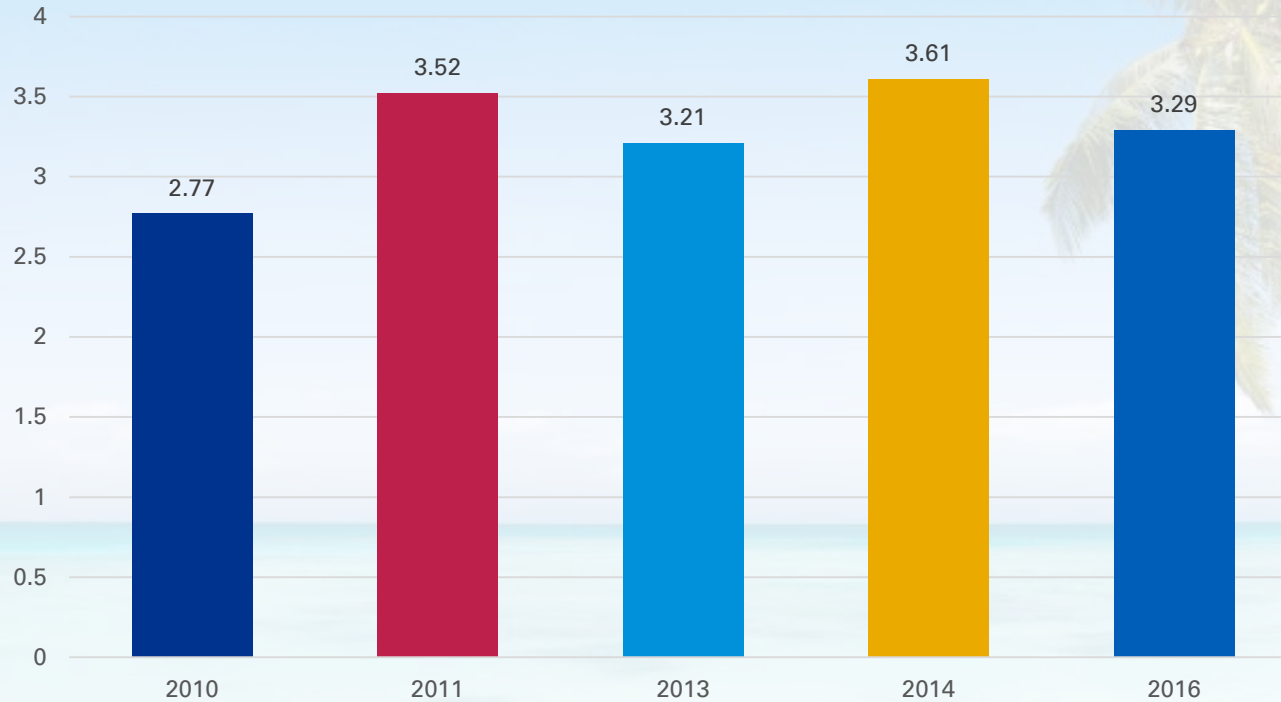
Profitability



Undistributed expenses



Confidence Barometer



Major global uncertainties

- **Cuba**
- **Brexit**
- **Zika**
- **Security**

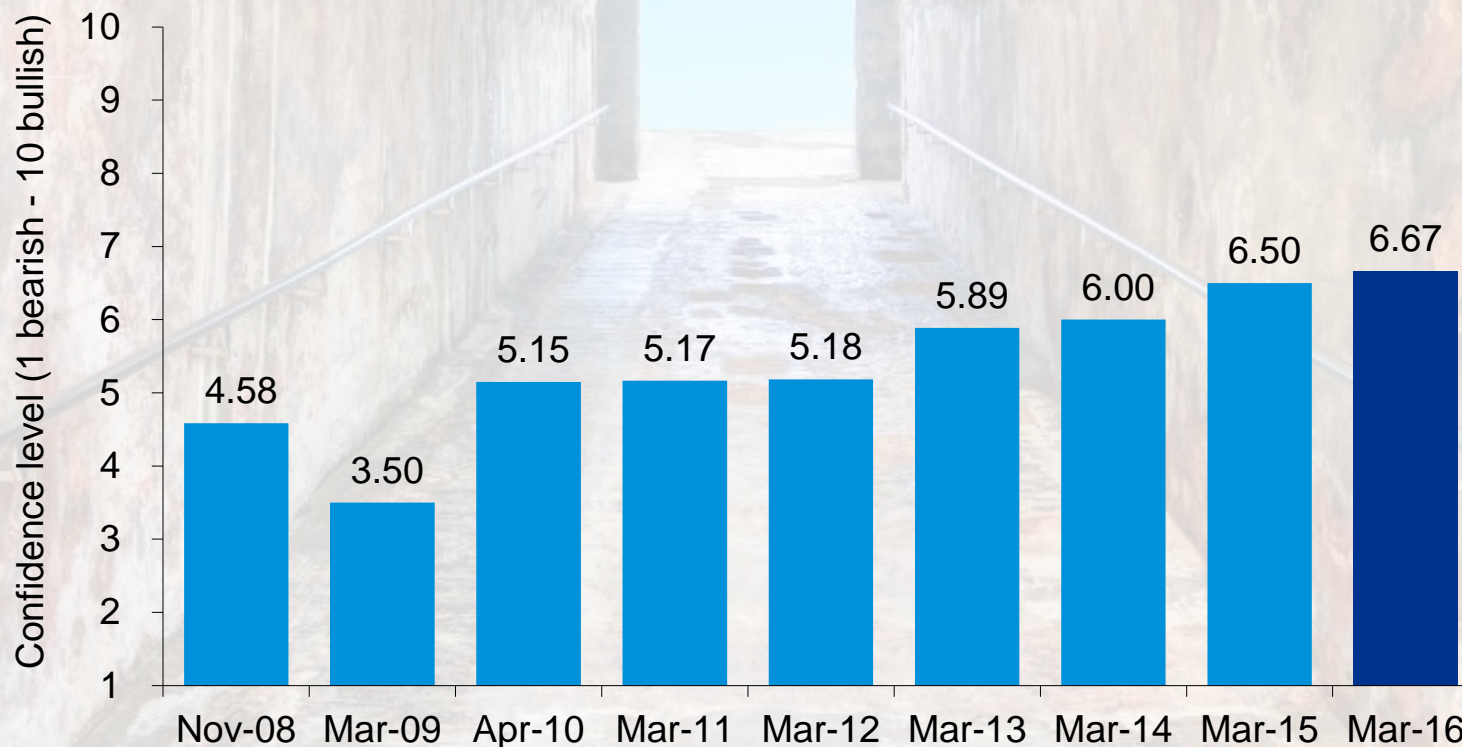
Significant challenges for resorts



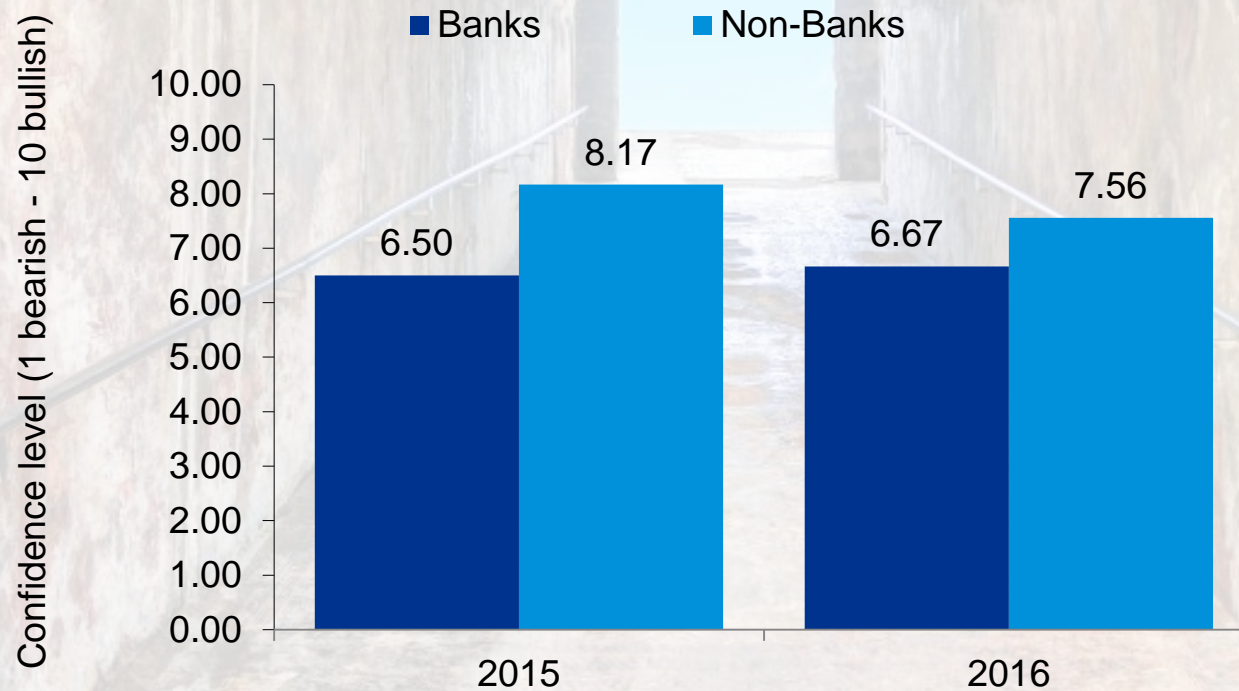
Window of opportunity

- **Lack of readily available financing = little new room inventory**
- **Lower oil prices**
- **Cuba**

Caribbean Financier Confidence Barometer - banks



Caribbean Financier Confidence Barometer - banks and non-banks



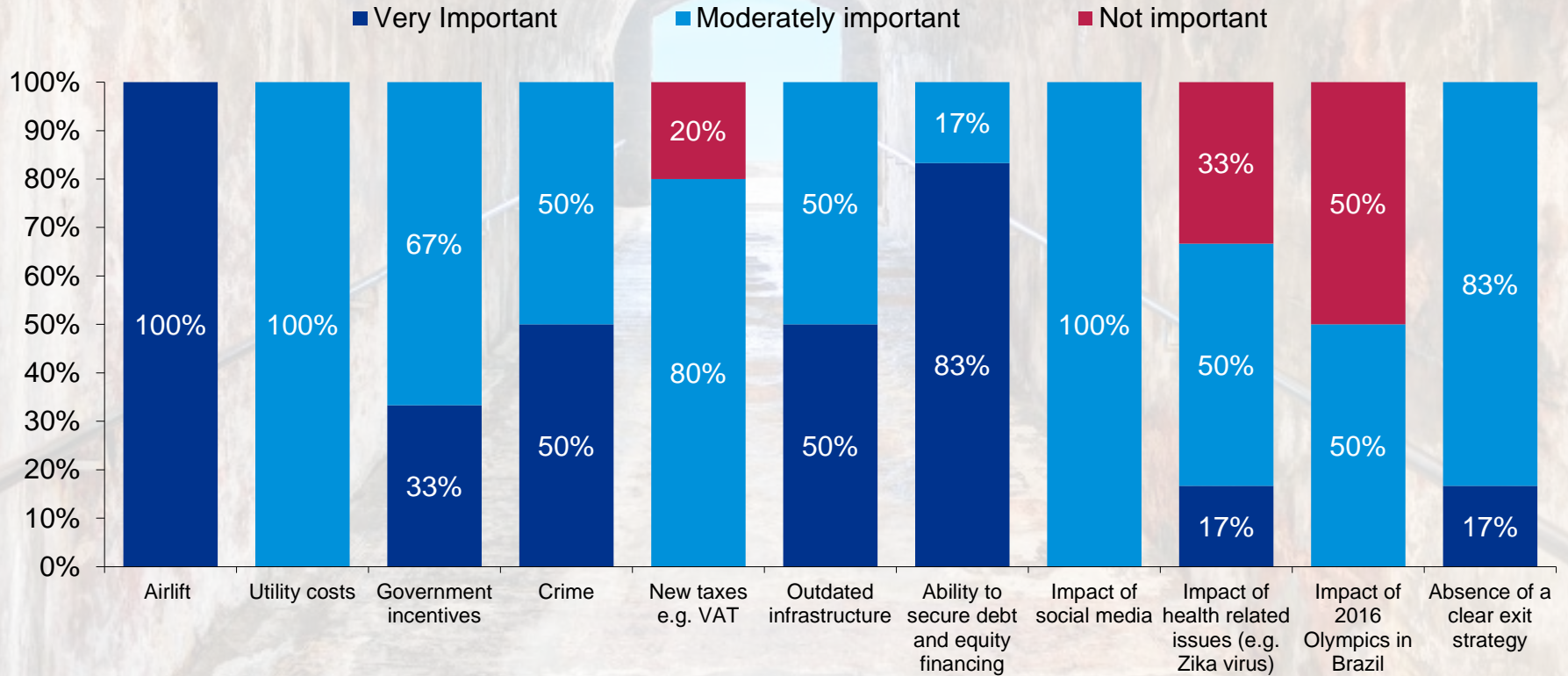
Why so conservative?

“...bank debt is scarce and very limited. Likely banks will continue to have a reduced appetite for large hospitality loans going forward.”

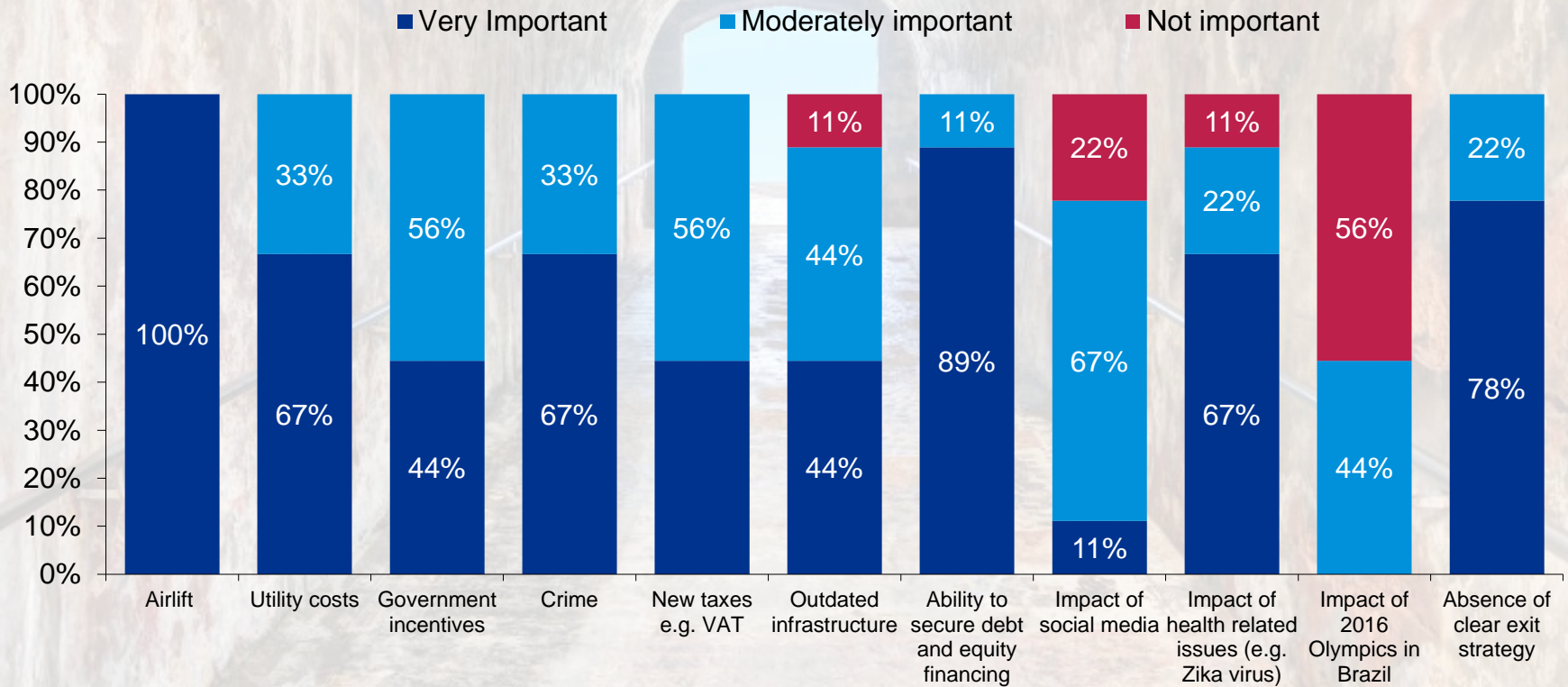
“....there is a fear of non-completion of projects.”

“...As the product turns to B assets or B markets, the availability of capital dries up very quickly.”

Critical issues - banks



Critical issues - non-banks



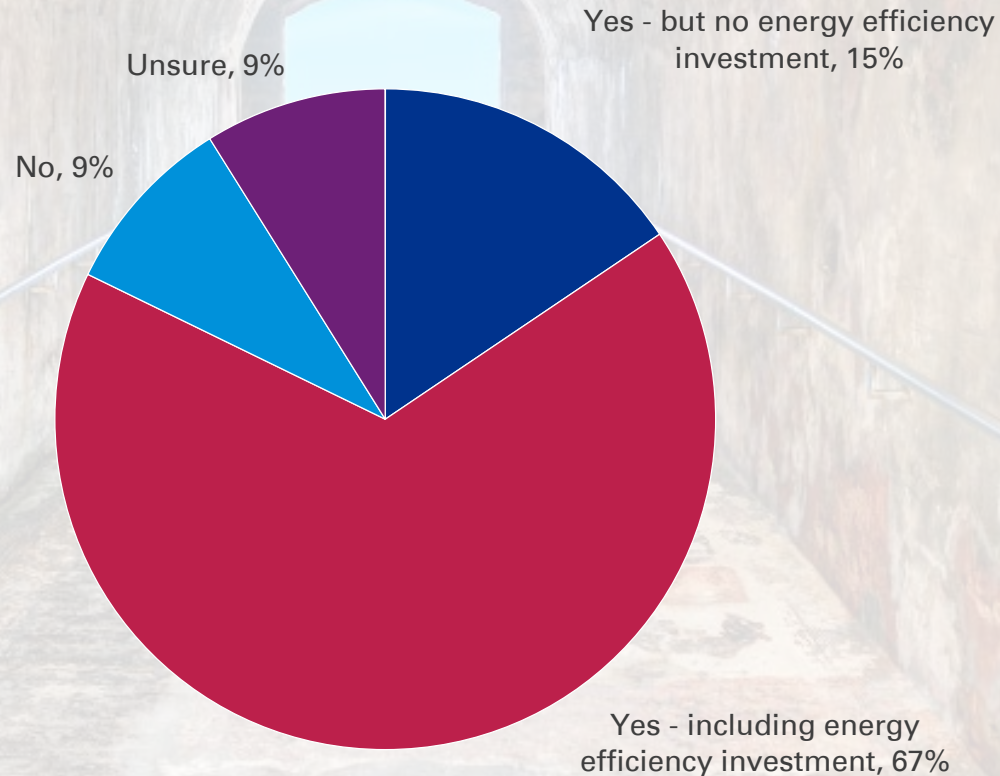
Emerging Opportunities

“..... fundamentals such as ADR, and REVPAR are improving, and airlift is improving. These are the items that influence optimism.”

“.....solid investable assets are beginning to present themselves.”

“...variability of each transaction is leading to customized solutions for each project...a refinance or full-exit is unclear so project IRR's cannot be determined upfront.”

Major refurbishments in the next 18 months



Impact of Cuba and the US

“Cuba will attract the curious tourist in the early days, shifting market share from the Caribbean.”

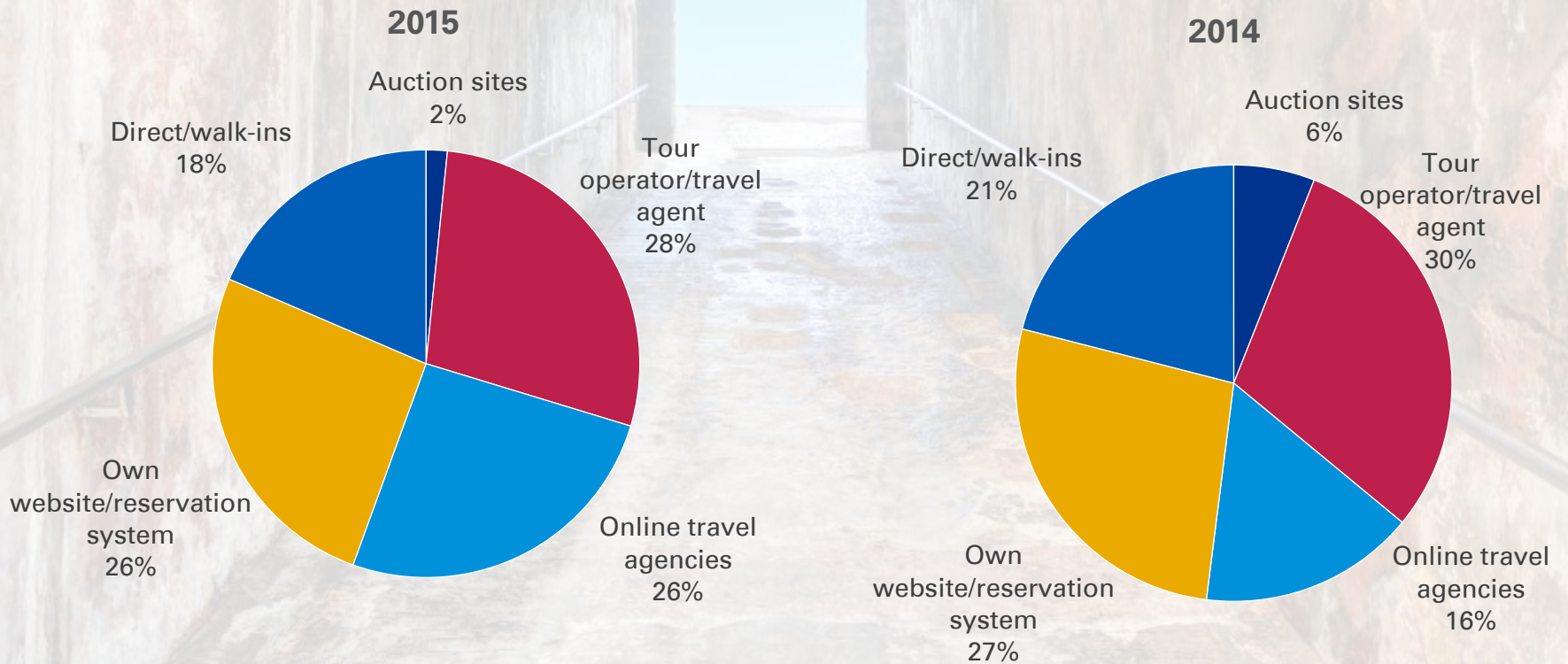
“Cuba will draw interest from Mexico and the Dominican Republic once basic infrastructure is improved”

“A Republican White House has always favoured the Caribbean...”

Potential solutions

- **Data**
- **Distribution channels**
- **Culture and heritage tourism**
- **Experiences**

Distribution channels





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