



Travel & Tourism

ECONOMIC IMPACT 2015
PERU



For more information, please contact:

Rochelle Turner
Head of Research
rochelle.turner@wttc.org

©2015 World Travel & Tourism Council

Foreword

The World Travel & Tourism Council (WTTC) is the global authority on the economic and social contribution of Travel & Tourism. WTTC promotes sustainable growth for the sector, working with governments and international institutions to create jobs, to drive exports and to generate prosperity.

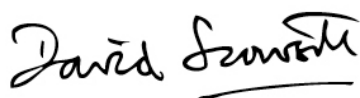
Travel & Tourism's impact on the economic and social development of a country can be enormous; opening it up for business, trade and capital investment, creating jobs and entrepreneurialism for the workforce and protecting heritage and cultural values. To fully understand its impact, however, governments, policy makers and businesses around the world require accurate and reliable data on the impact of the sector. Data is needed to help assess policies that govern future industry development and to provide knowledge to help guide successful and sustainable Travel & Tourism investment decisions.

For 25 years, WTTC has been quantifying the economic impact of Travel & Tourism. This year, the 2015 Annual Economic Reports cover 184 countries and 25 regions of the world, including, for the first time, the Pacific Alliance.

Travel & Tourism generated US\$7.6 trillion (10% of global GDP) and 277 million jobs (1 in 11 jobs) for the global economy in 2014. Recent years have seen Travel & Tourism growing at a faster rate than both the wider economy and other significant sectors such as automotive, financial services and health care. Last year was no exception. International tourist arrivals also surged, reaching nearly 1.14 billion and visitor spending more than matched that growth. Visitors from emerging economies now represent a 46% share of these international arrivals (up from 38% in 2000), proving the growth and increased opportunities for travel from those in these new markets.

The sector faces challenges every year and this year is likely to be no different. The weakness and potential volatility of many currencies against the US dollar and a deep recession in Russia, a key outbound market, will slow outbound spending in line with slower world trade overall in 2015. However, falling oil prices will bring significant improvements for net oil importers in 2015, easing upward pressure on living costs, increasing disposable household incomes and domestic consumer spending, and lowering air fares. As a result, Travel & Tourism expansion is forecast to continue at a stronger rate than last year, with the total contribution to GDP expected to increase by 3.7%. New destinations and investment opportunities will also continue to emerge as tourism becomes increasingly affordable across the developing world. This growth will require countries to adopt a concerted and coordinated approach to talent planning and development between their industry, governments and educational institutions to ensure they fulfil their potential in the years ahead.

WTTC is proud to continue to provide this clear and empirical data in order to help both public and private bodies make the right decisions for the future growth of a sustainable Travel & Tourism sector.



David Scowsill
President & CEO
WTTC

Contents

The Economic Impact of Travel & Tourism 2015

Foreword

2015 Annual Research: Key Facts	1
Defining the Economic Contribution of Travel & Tourism	2
Travel & Tourism's Contribution to GDP	3
Travel & Tourism's Contribution to Employment	4
Visitor Exports and Investment	5
Different Components of Travel & Tourism	6
Country Rankings: Absolute Contribution, 2014	7
Country Rankings: Relative Contribution, 2014	8
Country Rankings: Real Growth, 2015	9
Country Rankings: Long Term Growth, 2015-2025	10
Summary Tables: Estimates & Forecasts	11
The Economic Contribution of Travel & Tourism: Real 2014 Prices	12
The Economic Contribution of Travel & Tourism: Nominal Prices	13
The Economic Contribution of Travel & Tourism: Growth	14
Glossary	15
Methodological Note	16
Regions, Sub-regions, Countries	17

2015 ANNUAL RESEARCH: KEY FACTS¹

2015 forecast

GDP: DIRECT CONTRIBUTION

The direct contribution of Travel & Tourism to GDP was PEN21.4bn (3.6% of total GDP) in 2014, and is forecast to rise by 4.9% in 2015, and to rise by 6.2% pa, from 2015-2025, to PEN40.9bn (4.2% of total GDP) in 2025.

GDP: TOTAL CONTRIBUTION

The total contribution of Travel & Tourism to GDP was PEN56.9bn (9.7% of GDP) in 2014, and is forecast to rise by 4.5% in 2015, and to rise by 6.1% pa to PEN107.2bn (11.1% of GDP) in 2025.

EMPLOYMENT: DIRECT CONTRIBUTION

In 2014 Travel & Tourism directly supported 374,500 jobs (2.4% of total employment). This is expected to rise by 2.9% in 2015 and rise by 3.6% pa to 550,000 jobs (2.9% of total employment) in 2025.

EMPLOYMENT: TOTAL CONTRIBUTION

In 2014, the total contribution of Travel & Tourism to employment, including jobs indirectly supported by the industry, was 7.9% of total employment (1,247,000 jobs). This is expected to rise by 2.4% in 2015 to 1,276,500 jobs and rise by 3.4% pa to 1,780,000 jobs in 2025 (9.2% of total).

VISITOR EXPORTS

Visitor exports generated PEN11.3bn (8.9% of total exports) in 2014. This is forecast to grow by 5.6% in 2015, and grow by 8.4% pa, from 2015-2025, to PEN26.6bn in 2025 (13.1% of total).

INVESTMENT

Travel & Tourism investment in 2014 was PEN7.6bn, or 4.9% of total investment. It should rise by 2.0% in 2015, and rise by 4.9% pa over the next ten years to PEN12.4bn in 2025 (5.0% of total).

¹All values are in constant 2014 prices & exchange rates

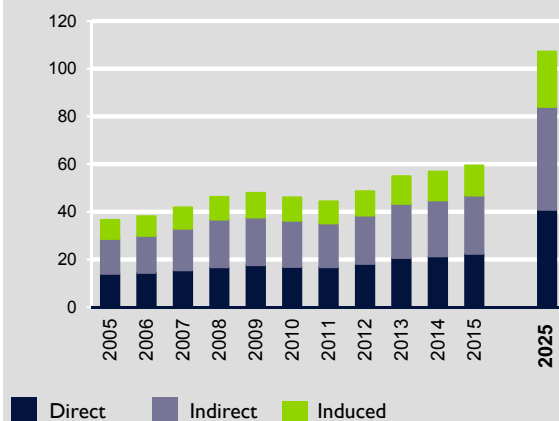
WORLD RANKING (OUT OF 184 COUNTRIES):

Relative importance of Travel & Tourism's total contribution to GDP

48 ABSOLUTE Size in 2014	87 RELATIVE SIZE Contribution to GDP in 2014	60 GROWTH 2015 forecast	22 LONG-TERM GROWTH Forecast 2015-2025
---------------------------------------	---	--------------------------------------	---

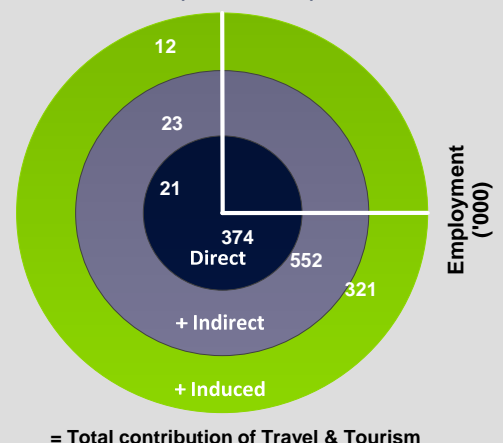
Total Contribution of Travel & Tourism to GDP

2014 PENbn



Breakdown of Travel & Tourism's Total Contribution to GDP and Employment 2014

GDP (2014 PENbn)



Defining the economic contribution of Travel & Tourism

Travel & Tourism is an important economic activity in most countries around the world. As well as its direct economic impact, the sector has significant indirect and induced impacts. The UN Statistics Division-approved Tourism Satellite Accounting methodology (TSA:RMF 2008) quantifies only the direct contribution of Travel & Tourism. WTTC recognises that Travel & Tourism's total contribution is much greater however, and aims to capture its indirect and induced impacts through its annual research.

DIRECT Travel & Tourism contribution

COMMODITIES

- Accommodation
- Transportation
- Entertainment
- Attractions

INDUSTRIES

- Accommodation services
- Food & beverage services
- Retail Trade
- Transportation services
- Cultural, sports & recreational services

SOURCES OF SPENDING

- Residents' domestic T&T spending
- Businesses' domestic travel spending
- Visitor exports
- Individual government T&T spending

INDIRECT Travel & Tourism contribution

- T&T investment spending
- Government collective T&T spending
- Impact of purchases from suppliers

INDUCED contribution (spending of direct and indirect employees)

- Food and beverages
- Recreation
- Clothing
- Housing
- Household goods

TOTAL Travel & Tourism contribution

- To GDP
- To employment

DIRECT CONTRIBUTION

The direct contribution of Travel & Tourism to GDP reflects the 'internal' spending on Travel & Tourism (total spending within a particular country on Travel & Tourism by residents and non-residents for business and leisure purposes) as well as government 'individual' spending - spending by government on Travel & Tourism services directly linked to visitors, such as cultural (eg museums) or recreational (eg national parks).

The direct contribution of Travel & Tourism to GDP is calculated to be consistent with the output, as expressed in National Accounting, of tourism-characteristic sectors such as hotels, airlines, airports, travel agents and leisure and recreation services that deal directly with tourists. The direct contribution of Travel & Tourism to GDP is calculated from total internal spending by 'netting out' the purchases made by the different tourism industries. This measure is consistent with the definition of Tourism GDP, specified in the 2008 Tourism Satellite Account: Recommended Methodological Framework (TSA: RMF 2008).

TOTAL CONTRIBUTION

The total contribution of Travel & Tourism includes its 'wider impacts' (ie the indirect and induced impacts) on the economy. The 'indirect' contribution includes the GDP and jobs supported by:

- Travel & Tourism investment spending – an important aspect of both current and future activity that includes investment activity such as the purchase of new aircraft and construction of new hotels;
- Government 'collective' spending, which helps Travel & Tourism activity in many different ways as it is made on behalf of the 'community at large' – eg tourism marketing and promotion, aviation, administration, security services, resort area security services, resort area sanitation services, etc;
- Domestic purchases of goods and services by the sectors dealing directly with tourists - including, for example, purchases of food and cleaning services by hotels, of fuel and catering services by airlines, and IT services by travel agents.

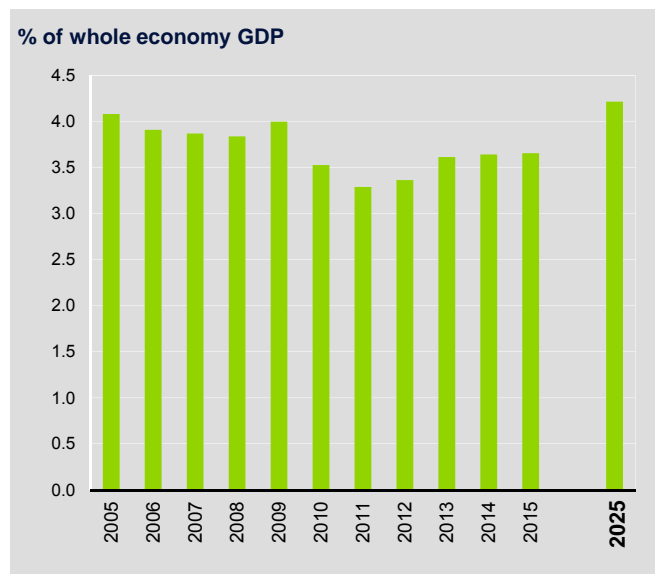
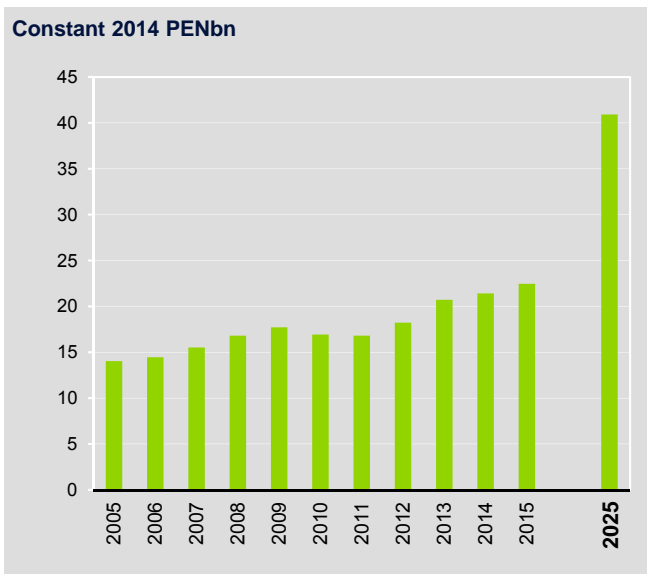
The 'induced' contribution measures the GDP and jobs supported by the spending of those who are directly or indirectly employed by the Travel & Tourism sector.

Travel & Tourism's contribution to GDP¹

The direct contribution of Travel & Tourism to GDP in 2014 was PEN21.4bn (3.6% of GDP). This is forecast to rise by 4.9% to PEN22.5bn in 2015. This primarily reflects the economic activity generated by industries such as hotels, travel agents, airlines and other passenger transportation services (excluding commuter services). But it also includes, for example, the activities of the restaurant and leisure industries directly supported

The direct contribution of Travel & Tourism to GDP is expected to grow by 6.2% pa to PEN40.9bn (4.2% of GDP) by 2025.

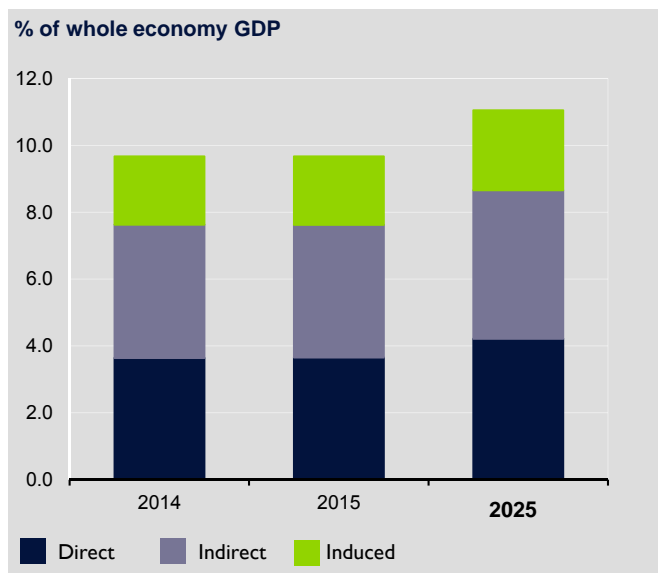
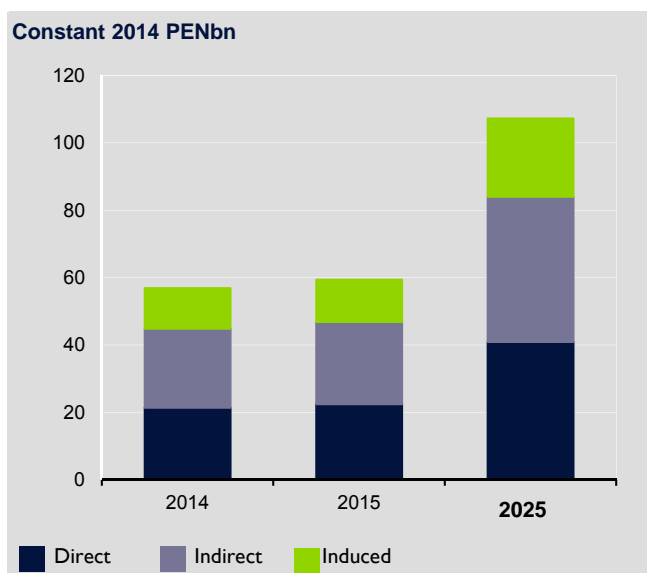
PERU: DIRECT CONTRIBUTION OF TRAVEL & TOURISM TO GDP



The total contribution of Travel & Tourism to GDP (including wider effects from investment, the supply chain and induced income impacts, see page 2) was PEN56.9bn in 2014 (9.7% of GDP) and is expected to grow by 4.5% to PEN59.4bn (9.7% of GDP) in 2015.

It is forecast to rise by 6.1% pa to PEN107.2bn by 2025 (11.1% of GDP).

PERU: TOTAL CONTRIBUTION OF TRAVEL & TOURISM TO GDP



¹ All values are in constant 2014 prices & exchange rates

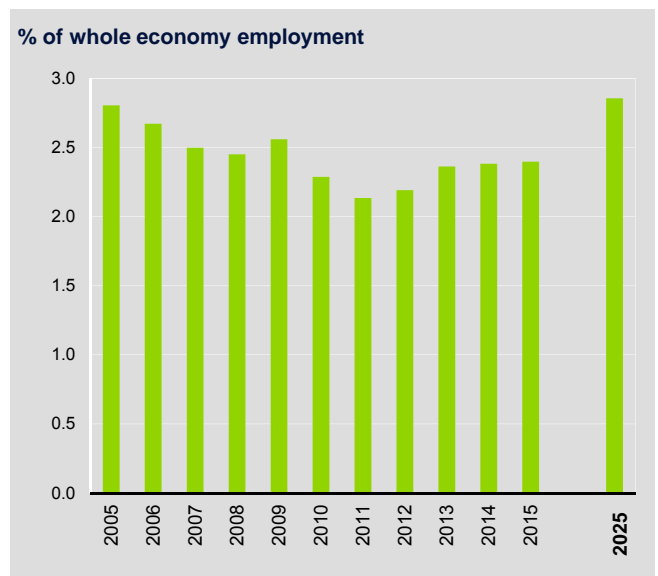
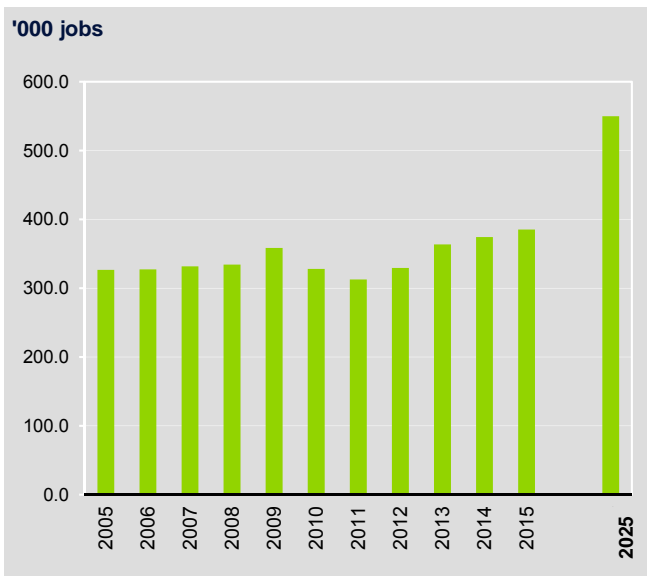
Travel & Tourism's contribution to employment

Travel & Tourism generated 374,500 jobs directly in 2014 (2.4% of total employment) and this is forecast to grow by 2.9% in 2015 to 385,500 (2.4% of total employment).

This includes employment by hotels, travel agents, airlines and other passenger transportation services (excluding commuter services). It also includes, for example, the activities of the restaurant and leisure industries directly supported by tourists.

By 2025, Travel & Tourism will account for 550,000 jobs directly, an increase of 3.6% pa over the next ten years.

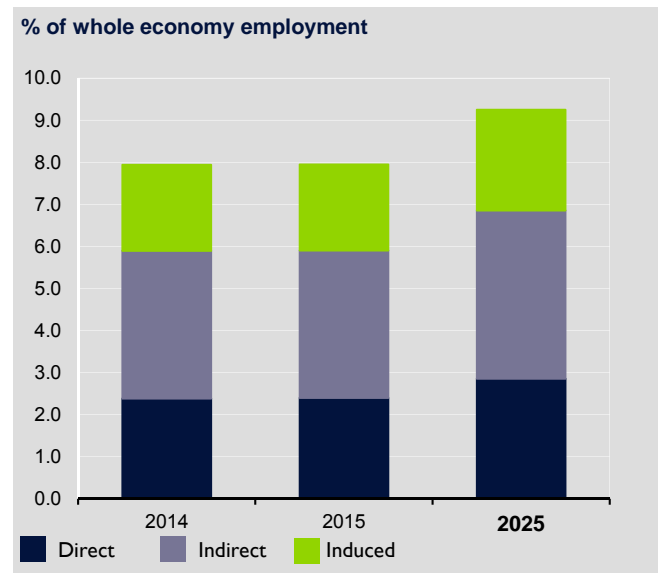
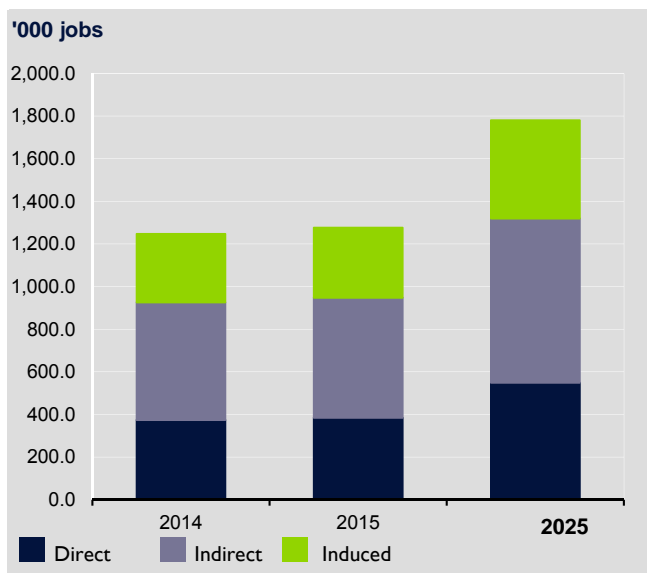
PERU: DIRECT CONTRIBUTION OF TRAVEL & TOURISM TO EMPLOYMENT



The total contribution of Travel & Tourism to employment (including wider effects from investment, the supply chain and induced income impacts, see page 2) was 1,247,000 jobs in 2014 (7.9% of total employment). This is forecast to rise by 2.4% in 2015 to 1,276,500 jobs (7.9% of total employment).

By 2025, Travel & Tourism is forecast to support 1,780,000 jobs (9.2% of total employment), an increase of 3.4% pa over the period.

PERU: TOTAL CONTRIBUTION OF TRAVEL & TOURISM TO EMPLOYMENT



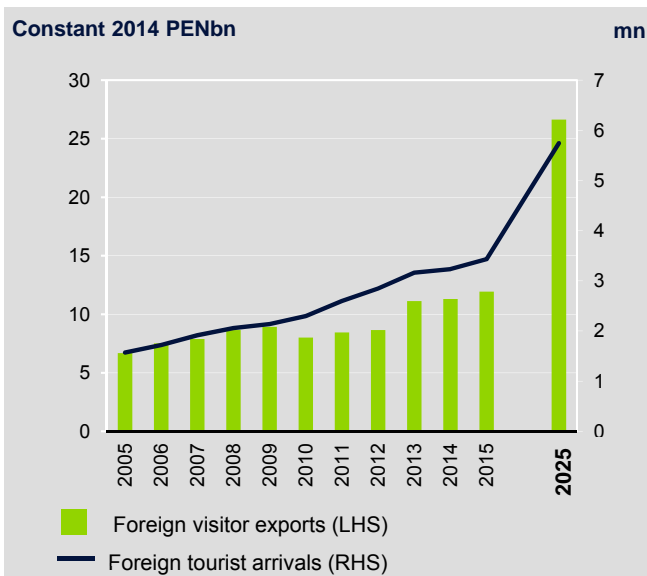
Visitor Exports and Investment¹

VISITOR EXPORTS

Money spent by foreign visitors to a country (or visitor exports) is a key component of the direct contribution of Travel & Tourism. In 2014, Peru generated PEN11.3bn in visitor exports. In 2015, this is expected to grow by 5.6%, and the country is expected to attract 3,432,000 international tourist arrivals.

By 2025, international tourist arrivals are forecast to total 5,745,000, generating expenditure of PEN26.6bn, an increase of 8.4% pa.

PERU: VISITOR EXPORTS AND INTERNATIONAL TOURIST ARRIVALS

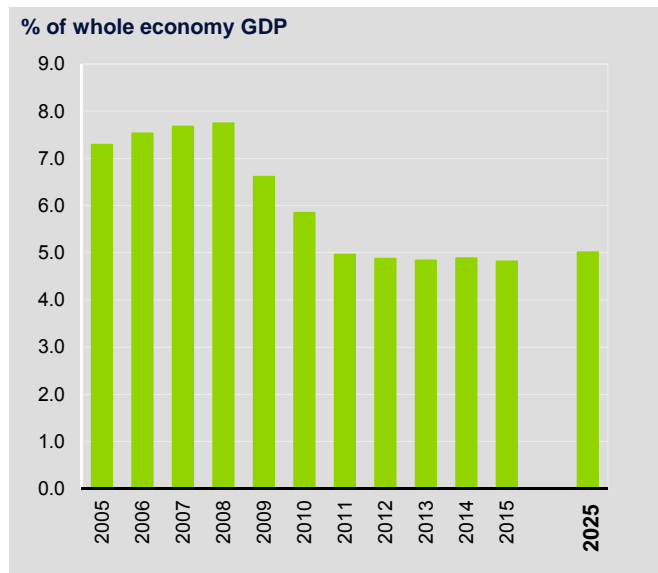
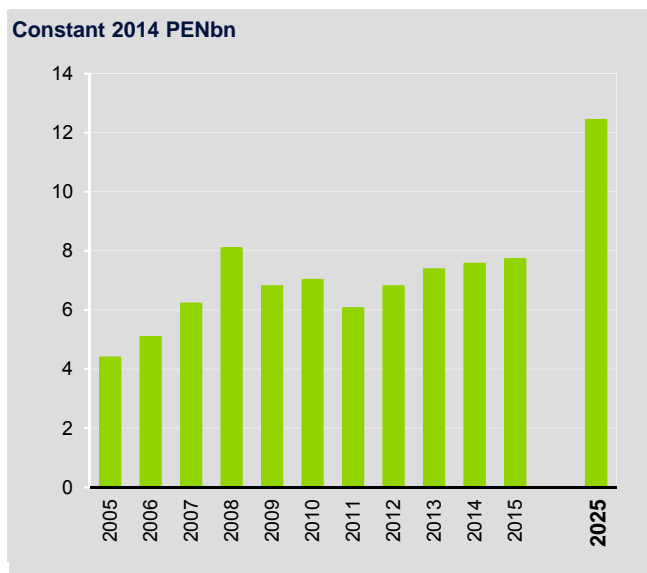


INVESTMENT

Travel & Tourism is expected to have attracted capital investment of PEN7.6bn in 2014. This is expected to rise by 2.0% in 2015, and rise by 4.9% pa over the next ten years to PEN12.4bn in 2025.

Travel & Tourism's share of total national investment will rise from 4.8% in 2015 to 5.0% in 2025.

PERU: CAPITAL INVESTMENT IN TRAVEL & TOURISM

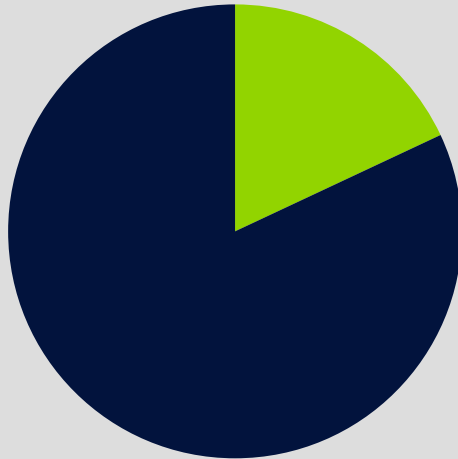


¹ All values are in constant 2014 prices & exchange rates

Different components of Travel & Tourism¹

Peru
Travel & Tourism's Contribution to GDP:
Business vs Leisure, 2014

Leisure spending **82.0%**
Business spending **18.0%**



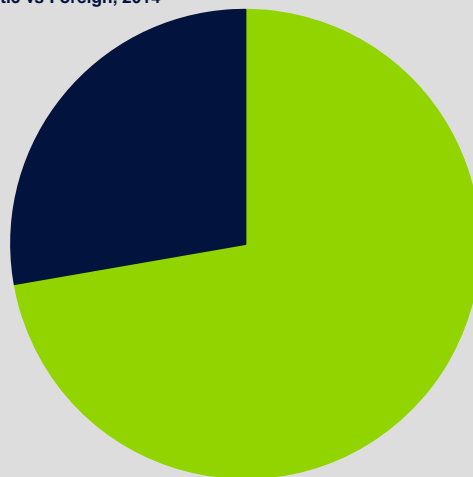
Leisure travel spending (inbound and domestic) generated 82.0% of direct Travel & Tourism GDP in 2014 (PEN33.4bn) compared with 18.0% for business travel spending (PEN7.3bn).

Leisure travel spending is expected to grow by 4.6% in 2015 to PEN34.9bn, and rise by 6.0% pa to PEN62.8bn in 2025.

Business travel spending is expected to grow by 6.3% in 2015 to PEN7.8bn, and rise by 5.2% pa to PEN13.0bn in 2025.

Peru
Travel & Tourism's Contribution to GDP:
Domestic vs Foreign, 2014

Foreign visitor spending **27.7%**
Domestic spending **72.3%**



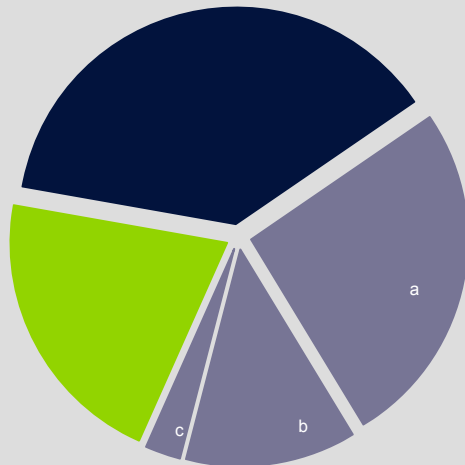
Domestic travel spending generated 72.3% of direct Travel & Tourism GDP in 2014 compared with 27.7% for visitor exports (ie foreign visitor spending or international tourism receipts).

Domestic travel spending is expected to grow by 4.6% in 2015 to PEN30.8bn, and rise by 4.8% pa to PEN49.2bn in 2025.

Visitor exports are expected to grow by 5.6% in 2015 to PEN11.9bn, and rise by 8.4% pa to PEN26.6bn in 2025.

Peru
Breakdown of Travel & Tourism's Total Contribution to GDP, 2014

Direct **37.7%**
Induced **21.1%**
Indirect **41.2%**
Indirect is the sum of:
(a) Supply chain **25.9%**
(b) Investment **12.7%**
(c) Government collective **2.6%**



The Travel & Tourism industry contributes to GDP and employment in many ways as detailed on page 2.

The total contribution of Travel & Tourism to GDP is its direct contribution.

¹ All values are in constant 2014 prices & exchange rates

Country rankings: Absolute contribution, 2014

Travel & Tourism's Direct Contribution to GDP	2014 (US\$bn)
8 Mexico	86.7
10 Brazil	77.4
22 Argentina	20.6
World Average	19.4
Americas Average	16.3
29 Venezuela	15.6
44 Chile	8.3
46 Peru	7.6
82 Guatemala	2.0
83 Ecuador	2.0
89 Uruguay	1.6
135 Paraguay	0.4

Travel & Tourism's Total Contribution to GDP	2014 (US\$bn)
9 Brazil	209.2
10 Mexico	189.0
World Average	58.3
22 Argentina	55.9
Americas Average	47.6
28 Venezuela	43.7
41 Chile	24.6
48 Peru	20.1
79 Ecuador	5.7
80 Guatemala	5.1
84 Uruguay	4.9
135 Paraguay	1.2

Travel & Tourism's Direct Contribution to Employment	2014 '000 jobs
4 Mexico	3692.4
6 Brazil	3140.7
World Average	827.0
26 Argentina	628.4
38 Peru	374.4
Americas Average	366.9
40 Venezuela	353.3
51 Chile	253.0
62 Guatemala	182.8
77 Ecuador	127.5
114 Uruguay	46.0
119 Paraguay	39.6

Travel & Tourism's Total Contribution to Employment	2014 '000 jobs
5 Brazil	8828.9
6 Mexico	7857.1
World Average	2076.6
26 Argentina	1686.1
33 Peru	1247.2
39 Venezuela	967.0
Americas Average	943.1
44 Chile	720.9
61 Guatemala	488.8
72 Ecuador	369.5
109 Uruguay	137.2
114 Paraguay	113.7

Travel & Tourism Capital Investment	2014 (US\$bn)
7 Brazil	25.3
19 Mexico	8.0
22 Argentina	6.3
27 Chile	5.7
Americas Average	4.9
30 Venezuela	4.7
World Average	4.5
49 Peru	2.7
65 Ecuador	1.0
67 Uruguay	0.9
77 Guatemala	0.7
156 Paraguay	0.1

Visitor Exports	2014 (US\$bn)
27 Mexico	16.4
World Average	7.5
42 Brazil	7.2
Americas Average	6.6
54 Argentina	5.3
57 Peru	4.0
61 Chile	3.1
81 Uruguay	1.9
92 Guatemala	1.6
94 Ecuador	1.4
103 Venezuela	1.2
144 Paraguay	0.3

The tables on pages 7-10 provide brief extracts from the full WTTC Country League Table Rankings, highlighting comparisons with competing destinations as well as with the world and regional average. Averages in above tables are simple cross-country averages. The competing destinations selected are those that offer a similar tourism product and compete for tourists from the same set of origin markets. These tend to be, but are not exclusively, geographical neighbours.

Country rankings: Relative contribution, 2014

Travel & Tourism's Direct Contribution to GDP		2014 % share
38	Mexico	6.8
80	Argentina	3.8
83	Peru	3.6
88	Brazil	3.5
94	Guatemala	3.4
97	Chile	3.2
	World	3.1
103	Venezuela	3.1
	Americas	2.9
112	Uruguay	2.9
153	Ecuador	1.9
170	Paraguay	1.5

Travel & Tourism's Total Contribution to GDP		2014 % share
52	Mexico	14.8
75	Argentina	10.4
	World	9.8
87	Peru	9.7
88	Brazil	9.6
89	Chile	9.6
103	Guatemala	8.8
104	Uruguay	8.8
107	Venezuela	8.6
	Americas	8.4
151	Ecuador	5.5
166	Paraguay	4.1

Travel & Tourism's Direct Contribution to Employment		2014 % share
33	Mexico	7.4
	Americas	3.7
84	Argentina	3.6
	World	3.6
100	Chile	3.2
103	Brazil	3.1
112	Guatemala	2.9
116	Uruguay	2.8
118	Venezuela	2.7
135	Peru	2.4
160	Ecuador	1.7
173	Paraguay	1.3

Travel & Tourism's Total Contribution to Employment		2014 % share
46	Mexico	15.7
86	Argentina	9.7
	Americas	9.6
	World	9.4
93	Chile	9.1
96	Brazil	8.8
106	Uruguay	8.3
111	Peru	7.9
113	Guatemala	7.9
121	Venezuela	7.4
155	Ecuador	5.0
170	Paraguay	3.6

Travel & Tourism Investment Contribution to Total Capital Investment		2014 % share
44	Chile	10.0
59	Guatemala	8.2
65	Uruguay	7.3
70	Argentina	7.0
74	Brazil	6.8
86	Venezuela	5.7
92	Peru	4.9
	Americas	4.5
	World	4.3
124	Ecuador	3.6
142	Mexico	3.0
179	Paraguay	1.4

Visitor Exports Contribution to Total Exports		2014 % share
74	Uruguay	13.1
78	Guatemala	12.0
86	Peru	8.9
	Americas	7.0
106	Argentina	6.7
	World	5.7
122	Ecuador	5.1
136	Mexico	3.9
141	Chile	3.5
155	Brazil	2.7
161	Paraguay	2.0
167	Venezuela	1.6

Country rankings: Real growth, 2015

Travel & Tourism's Direct Contribution to GDP	2015 % growth
24 Mexico	6.2
56 Peru	4.9
64 Chile	4.4
World	3.7
91 Venezuela	3.4
95 Uruguay	3.3
Americas	3.2
116 Guatemala	2.9
132 Paraguay	2.5
157 Brazil	1.2
168 Argentina	-0.3
170 Ecuador	-0.4

Travel & Tourism's Total Contribution to GDP	2015 % growth
22 Mexico	6.1
35 Chile	5.4
60 Peru	4.5
72 Venezuela	3.9
World	3.7
90 Uruguay	3.4
Americas	3.3
95 Guatemala	3.2
128 Paraguay	2.4
140 Brazil	1.9
161 Ecuador	1.0
164 Argentina	0.7

Travel & Tourism's Direct Contribution to Employment	2015 % growth
5 Venezuela	7.3
18 Mexico	5.6
59 Chile	3.3
66 Peru	2.9
Americas	2.7
80 Brazil	2.5
84 Guatemala	2.3
World	2.0
114 Argentina	1.3
121 Uruguay	1.2
124 Paraguay	1.1
158 Ecuador	-0.5

Travel & Tourism's Total Contribution to Employment	2015 % growth
3 Venezuela	7.8
10 Mexico	5.5
33 Chile	4.1
Americas	2.9
59 Brazil	2.8
66 Guatemala	2.6
World	2.6
75 Peru	2.4
96 Argentina	1.9
124 Uruguay	1.0
127 Paraguay	1.0
132 Ecuador	0.8

Travel & Tourism Investment	2015 % growth
24 Chile	9.1
54 Guatemala	6.3
59 Mexico	6.0
62 Venezuela	5.8
66 Brazil	5.6
World	4.8
Americas	4.8
118 Uruguay	3.5
124 Paraguay	3.1
127 Ecuador	2.9
142 Peru	2.0
163 Argentina	1.1

Visitor Exports	2015 % growth
6 Mexico	9.5
17 Venezuela	8.0
45 Peru	5.6
51 Brazil	5.3
77 Chile	4.1
World	2.8
114 Guatemala	2.4
124 Uruguay	2.0
Americas	1.4
163 Paraguay	-1.8
175 Argentina	-4.6
178 Ecuador	-6.2

Country rankings: Long term growth, 2015 - 2025

Travel & Tourism's Direct Contribution to GDP	2015 - 2025 % growth pa
16 Peru	6.2
85 Venezuela	4.3
89 Uruguay	4.2
91 Mexico	4.2
World	3.9
Americas	3.8
114 Ecuador	3.8
123 Chile	3.6
129 Paraguay	3.5
134 Guatemala	3.3
139 Brazil	3.2
157 Argentina	2.7

Travel & Tourism's Total Contribution to GDP	2015 - 2025 % growth pa
22 Peru	6.1
89 Mexico	4.2
95 Venezuela	4.1
103 Uruguay	3.9
104 Ecuador	3.9
World	3.8
111 Chile	3.7
119 Paraguay	3.6
125 Guatemala	3.5
Americas	3.5
154 Argentina	2.8
162 Brazil	2.6

Travel & Tourism's Direct Contribution to Employment	2015 - 2025 % growth pa
26 Peru	3.6
44 Argentina	3.0
49 Venezuela	2.9
55 Guatemala	2.8
58 Ecuador	2.7
91 Mexico	2.1
96 Uruguay	2.1
Americas	2.1
World	2.0
105 Paraguay	1.9
109 Chile	1.8
132 Brazil	1.4

Travel & Tourism's Total Contribution to Employment	2015 - 2025 % growth pa
30 Peru	3.4
44 Guatemala	3.0
53 Ecuador	2.7
56 Argentina	2.7
58 Venezuela	2.6
World	2.3
81 Mexico	2.1
86 Paraguay	2.0
Americas	2.0
106 Chile	1.7
112 Uruguay	1.7
135 Brazil	1.3

Travel & Tourism Investment Contribution to Capital Investment	2015 - 2025 % growth pa
15 Mexico	6.5
20 Brazil	6.4
67 Peru	4.9
72 Paraguay	4.8
75 Venezuela	4.7
World	4.6
Americas	4.2
104 Ecuador	4.0
115 Guatemala	3.7
128 Chile	3.5
136 Argentina	3.3
169 Uruguay	2.1

Visitor Exports Contribution to Exports	2015 - 2025 % growth pa
2 Peru	8.4
6 Brazil	7.5
7 Venezuela	7.3
42 Mexico	5.5
72 Argentina	4.6
86 Uruguay	4.3
89 Ecuador	4.2
World	4.2
Americas	4.0
103 Guatemala	3.9
129 Paraguay	3.3
131 Chile	3.2

Summary tables: Estimates & Forecasts

Peru	2014 US\$mn ¹	2014 % of total	2015 Growth ²	US\$mn ¹	2025 % of total	Growth ³
Direct contribution to GDP	7,562.7	3.6	4.9	14,451.4	4.2	6.2
Total contribution to GDP	20,079.7	9.7	4.5	37,868.1	11.1	6.1
Direct contribution to employment ⁴	374.4	2.4	2.9	549.9	2.9	3.6
Total contribution to employment ⁴	1,247.2	7.9	2.4	1,780.1	9.2	3.4
Visitor exports	3,989.6	9.2	5.6	9,404.1	14.9	8.4
Domestic spending	10,393.4	5.0	4.6	17,362.4	5.1	4.8
Leisure spending	11,792.3	3.0	4.6	22,177.3	3.5	6.0
Business spending	2,590.7	0.7	6.3	4,589.2	0.7	5.2
Capital investment	2,671.4	4.9	2.0	4,387.8	5.0	4.9

¹2014 constant prices & exchange rates; ²2015 real growth adjusted for inflation (%); ³2015-2025 annualised real growth adjusted for inflation (%); ⁴'000 jobs

Americas	2014 US\$bn ¹	2014 % of total	2015 Growth ²	US\$bn ¹	2025 % of total	Growth ³
Direct contribution to GDP	734.0	2.9	3.2	1,098.5	3.2	3.8
Total contribution to GDP	2,141.2	8.4	3.3	3,109.1	9.2	3.5
Direct contribution to employment ⁴	16,509	3.7	2.7	20,763	4.1	2.1
Total contribution to employment ⁴	42,440	9.6	2.9	53,330	10.6	2.0
Visitor exports	298.3	7.0	1.4	447.8	6.3	4.0
Domestic spending	1,164.4	4.6	3.2	1,736.6	5.1	3.8
Leisure spending	1,094.1	2.1	2.8	1,683.1	2.4	4.1
Business spending	368.5	0.7	3.0	501.2	0.7	2.8
Capital investment	222.3	4.5	4.8	350.3	4.6	4.2

¹2014 constant prices & exchange rates; ²2015 real growth adjusted for inflation (%); ³2015-2025 annualised real growth adjusted for inflation (%); ⁴'000 jobs

Worldwide	2014 US\$bn ¹	2014 % of total	2015 Growth ²	US\$bn ¹	2025 % of total	Growth ³
Direct contribution to GDP	2,364.8	3.1	3.7	3,593.2	3.3	3.9
Total contribution to GDP	7,580.9	9.8	3.7	11,381.9	10.5	3.8
Direct contribution to employment ⁴	105,408	3.6	2.0	130,694	3.9	2.0
Total contribution to employment ⁴	276,845	9.4	2.6	356,911	10.7	2.3
Visitor exports	1,383.8	5.7	2.8	2,140.1	5.6	4.2
Domestic spending	3,642.1	4.7	3.7	5,465.0	5.0	3.8
Leisure spending	3,850.2	2.3	3.3	5,928.8	2.5	4.1
Business spending	1,175.7	0.7	4.0	1,679.0	0.7	3.2
Capital investment	814.4	4.3	4.8	1,336.4	4.9	4.6

¹2014 constant prices & exchange rates; ²2015 real growth adjusted for inflation (%); ³2015-2025 annualised real growth adjusted for inflation (%); ⁴'000 jobs

% of total refers to each indicator's share of the relevant whole economy indicator such as GDP and employment. Visitor exports is shown relative to total exports of goods and Domestic spending is expressed relative to whole economy GDP. For leisure and business spending, their direct contribution to Travel & Tourism GDP is calculated as a share of whole economy GDP (the sum of these shares equals the direct contribution). Investment is relative to whole economy investment.

The economic contribution of Travel & Tourism: Real 2014 prices

Peru (PENbn, real 2014 prices)	2009	2010	2011	2012	2013	2014	2015E	2025F
1. Visitor exports	8.9	8.0	8.4	8.7	11.1	11.3	11.9	26.6
2. Domestic expenditure (includes government individual spending)	24.2	24.0	24.3	26.3	28.5	29.4	30.8	49.2
3. Internal tourism consumption (= 1 + 2)	33.1	32.0	32.8	34.9	39.6	40.7	42.7	75.8
4. Purchases by tourism providers, including imported goods (supply chain)	-15.4	-15.0	-16.0	-16.7	-18.9	-19.3	-20.3	-34.9
5. Direct contribution of Travel & Tourism to GDP (= 3 + 4)	17.7	16.9	16.8	18.2	20.7	21.4	22.5	40.9
Other final impacts (indirect & induced)	12.7	12.1	12.0	13.0	14.8	15.3	16.1	29.2
6. Domestic supply chain								
7. Capital investment	6.8	7.0	6.1	6.8	7.4	7.6	7.7	12.4
8. Government collective spending	1.2	1.2	1.2	1.4	1.5	1.6	1.6	2.7
9. Imported goods from indirect spending	-0.7	-0.9	-1.0	-1.0	-1.0	-1.0	-1.0	-1.2
10. Induced	10.2	9.7	9.2	10.1	11.5	12.0	12.5	23.2
11. Total contribution of Travel & Tourism to GDP (= 5 + 6 + 7 + 8 + 9 + 10)	47.9	46.1	44.4	48.6	54.9	56.9	59.4	107.2
Employment impacts ('000)								
12. Direct contribution of Travel & Tourism to employment	358.5	328.1	312.8	329.5	363.8	374.4	385.4	549.9
13. Total contribution of Travel & Tourism to employment	1,168.4	1,074.2	994.9	1,103.8	1,208.5	1,247.2	1,276.7	1,780.1
Other indicators								
14. Expenditure on outbound travel	4.1	4.3	4.4	4.6	5.2	5.6	5.7	10.8

The economic contribution of Travel & Tourism: Nominal prices

Peru (PENbn, nominal prices)	2009	2010	2011	2012	2013	2014	2015E	2025F
1. Visitor exports	7.3	7.0	7.8	8.1	10.6	11.3	12.4	36.1
2. Domestic expenditure (includes government individual spending)	19.9	20.9	22.3	24.6	27.1	29.4	32.1	66.6
3. Internal tourism consumption (= 1 + 2)	27.2	27.9	30.1	32.7	37.7	40.7	44.6	102.6
4. Purchases by tourism providers, including imported goods (supply chain)	-12.6	-13.1	-14.6	-15.7	-18.0	-19.3	-21.1	-47.2
5. Direct contribution of Travel & Tourism to GDP (= 3 + 4)	14.6	14.8	15.4	17.1	19.7	21.4	23.4	55.4
Other final impacts (indirect & induced)	10.4	10.6	11.0	12.2	14.1	15.3	16.8	39.6
6. Domestic supply chain								
7. Capital investment	5.6	6.1	5.6	6.4	7.0	7.6	8.1	16.8
8. Government collective spending	1.0	1.0	1.1	1.3	1.4	1.6	1.7	3.6
9. Imported goods from indirect spending	-0.6	-0.8	-0.9	-0.9	-1.0	-1.0	-1.0	-1.6
10. Induced	8.4	8.5	8.5	9.5	11.0	12.0	13.1	31.4
11. Total contribution of Travel & Tourism to GDP (= 5 + 6 + 7 + 8 + 9 + 10)	39.4	40.2	40.8	45.6	52.3	56.9	62.0	145.2
Employment impacts ('000)								
12. Direct contribution of Travel & Tourism to employment	358.5	328.1	312.8	329.5	363.8	374.4	385.4	549.9
13. Total contribution of Travel & Tourism to employment	1,168.4	1,074.2	994.9	1,103.8	1,208.5	1,247.2	1,276.7	1,780.1
Other indicators								
14. Expenditure on outbound travel	3.4	3.8	4.1	4.3	4.9	5.6	6.0	14.7

*Concepts shown in this table align with the standard table totals as described in the *2008 Tourism Satellite Account: Recommended Methodological Framework* (TSA: RMF 2008) developed by the United Nations Statistical Division (UNSD), the Statistical Office of the European Communities (EUROSTAT), the Organisation for Economic Co-operation and Development (OECD) and the World Tourism Organization (UNWTO).

Historical data for concepts has been benchmarked to match reported TSA data where available.

The economic contribution of Travel & Tourism: Growth

Peru Growth ¹ (%)	2009	2010	2011	2012	2013	2014	2015E	2025F ²
1. Visitor exports	3.1	-10.2	5.4	2.4	28.7	1.5	5.6	8.4
2. Domestic expenditure (includes government individual spending)	0.0	-0.8	1.5	8.0	8.3	3.3	4.6	4.8
3. Internal tourism consumption (= 1 + 2)	0.8	-3.3	2.5	6.6	13.4	2.8	4.9	5.9
4. Purchases by tourism providers, including imported goods (supply chain)	-3.9	-2.1	6.1	4.8	13.0	2.3	4.8	5.6
5. Direct contribution of Travel & Tourism to GDP (= 3 + 4)	5.3	-4.4	-0.7	8.3	13.7	3.3	4.9	6.2
Other final impacts (indirect & induced)	5.3	-4.4	-0.7	8.3	13.7	3.3	4.9	6.2
6. Domestic supply chain								
7. Capital investment	-15.9	3.1	-13.6	12.2	8.4	2.6	2.0	4.9
8. Government collective spending	12.9	0.1	2.7	11.4	10.2	2.9	4.8	5.0
9. Imported goods from indirect spending	0.2	-1.5	0.2	7.7	12.6	2.8	4.7	5.8
10. Induced	8.1	-5.2	-4.9	9.7	13.3	4.4	4.5	6.3
11. Total contribution of Travel & Tourism to GDP (= 5 + 6 + 7 + 8 + 9 + 10)	3.5	-3.9	-3.6	9.4	12.9	3.6	4.5	6.1
Employment impacts ('000)								
12. Direct contribution of Travel & Tourism to employment	7.2	-8.5	-4.7	5.3	10.4	2.9	2.9	3.6
13. Total contribution of Travel & Tourism to employment	5.5	-8.1	-7.4	10.9	9.5	3.2	2.4	3.4
Other indicators								
14. Expenditure on outbound travel	-0.5	4.5	2.5	3.5	13.4	7.9	2.5	6.6

¹2009-2014 real annual growth adjusted for inflation (%); ²2015-2025 annualised real growth adjusted for inflation (%)

Glossary

KEY DEFINITIONS

Travel & Tourism – relates to the activity of travellers on trips outside their usual environment with a duration of less than one year. Economic activity related to all aspects of such trips is measured within the research.

Direct contribution to GDP – GDP generated by industries that deal directly with tourists, including hotels, travel agents, airlines and other passenger transport services, as well as the activities of restaurant and leisure industries that deal directly with tourists. It is equivalent to total internal Travel & Tourism spending (see below) within a country less the purchases made by those industries (including imports). In terms of the UN's Tourism Satellite Account methodology it is consistent with total GDP calculated in table 6 of the TSA: RMF 2008.

Direct contribution to employment – the number of direct jobs within Travel & Tourism. This is consistent with total employment calculated in table 7 of the TSA: RMF 2008.

Total contribution to GDP – GDP generated directly by the Travel & Tourism sector plus its indirect and induced impacts (see below).

Total contribution to employment – the number of jobs generated directly in the Travel & Tourism sector plus the indirect and induced contributions (see below).

DIRECT SPENDING IMPACTS

Visitor exports – spending within the country by international tourists for both business and leisure trips, including spending on transport, but excluding international spending on education. This is consistent with total inbound tourism expenditure in table 1 of the TSA: RMF 2008.

Domestic Travel & Tourism spending – spending within a country by that country's residents for both business and leisure trips. Multi-use consumer durables are not included since they are not purchased solely for tourism purposes. This is consistent with total domestic tourism expenditure in table 2 of the TSA: RMF 2008. Outbound spending by residents abroad is not included here, but is separately identified according to the TSA: RMF 2008 (see below).

Government individual spending – spending by government on Travel & Tourism services directly linked to visitors, such as cultural services (eg museums) or recreational services (eg national parks).

Internal tourism consumption – total revenue generated within a country by industries that deal directly with tourists including visitor exports, domestic spending and government individual spending. This does not include spending abroad by residents. This is consistent with total internal tourism expenditure in table 4 of the TSA: RMF 2008.

Business Travel & Tourism spending – spending on business travel within a country by residents and international visitors.

Leisure Travel & Tourism spending – spending on leisure travel within a country by residents and international visitors.

INDIRECT AND INDUCED IMPACTS

Indirect contribution – the contribution to GDP and jobs of the following three factors:

- **Capital investment** – includes capital investment spending by all industries directly involved in Travel & Tourism. This also constitutes investment spending by other industries on specific tourism assets such as new visitor accommodation and passenger transport equipment, as well as restaurants and leisure facilities for specific tourism use. This is consistent with total tourism gross fixed capital formation in table 8 of the TSA: RMF 2008.
- **Government collective spending** – government spending in support of general tourism activity. This can include national as well as regional and local government spending. For example, it includes tourism promotion, visitor information services, administrative services and other public services. This is consistent with total collective tourism consumption in table 9 of TSA: RMF 2008.
- **Supply-chain effects** – purchases of domestic goods and services directly by different industries within Travel & Tourism as inputs to their final tourism output.

Induced contribution – the broader contribution to GDP and employment of spending by those who are directly or indirectly employed by Travel & Tourism.

OTHER INDICATORS

Outbound expenditure – spending outside the country by residents on all trips abroad. This is fully aligned with total outbound tourism expenditure in table 3 of the TSA: RMF 2008.

Foreign visitor arrivals – the number of arrivals of foreign visitors, including same-day and overnight visitors (tourists) to the country.



Methodological note

WTTC has an on-going commitment to align its economic impact research with the UN Statistics Division-approved 2008 Tourism Satellite Account: Recommended Methodological Framework (TSA:RMF 2008). This involves benchmarking of country reports to official, published TSAs, including for countries which are reporting data for the first time, as well as existing countries reporting an additional year's data. New country TSAs incorporated this year include France, Germany, Japan, Malaysia, Mexico, Oman, Qatar and Saudi Arabia.

In addition to producing data on 184 countries, WTTC also produces reports on 24 other regions, sub-regions and economic and geographic groups. This year, there are 8 reports for special economic and geographic groups with Pacific Alliance being included for the first time. Please also note that from this year, the report for Sudan no longer includes data on South Sudan.

ECONOMIC AND GEOGRAPHIC GROUPS

APEC (ASIA-PACIFIC ECONOMIC COOPERATION)

Australia, Brunei, Canada, Chile, China, Hong Kong, Indonesia, Japan, South Korea, Malaysia, Mexico, New Zealand, Papua New Guinea, Peru, Philippines, Russian Federation, Singapore, Taiwan, Thailand, USA, Vietnam.

THE COMMONWEALTH

Anguilla, Antigua and Barbuda, Australia, Bahamas, Bangladesh, Barbados, Belize, Bermuda, Botswana, Brunei, Cameroon, Canada, Cayman Islands, Cyprus, Dominica, Ghana, Grenada, Guyana, India, Jamaica, Kenya, Kiribati, Lesotho, Malawi, Malaysia, Maldives, Malta, Mauritius, Mozambique, Namibia, Nigeria, New Zealand, Pakistan, Papua New Guinea, Rwanda, South Africa, Seychelles, Sierra Leone, Singapore, Solomon Islands, Sri Lanka, St Kitts and Nevis, St Lucia, St Vincent and the Grenadines, Swaziland, Tanzania, Tonga, Trinidad and Tobago, Uganda, UK, British Virgin Islands, Vanuatu, Zambia.

FORMER NETHERLANDS ANTILLES

Bonaire, Curacao, Sint Maarten, Saba and Sint Eustatius.

G20

Argentina, Australia, Brazil, Canada, China, European Union, France*, Germany*, India, Indonesia, Italy*, Japan, Mexico, Russian Federation, Saudi Arabia, South Africa, South Korea, Turkey, UK*, USA.

META (MEDITERRANEAN TRAVEL ASSOCIATION)

Albania, Algeria, Bosnia Herzegovina, Croatia, Cyprus, Egypt, France, Greece, Israel, Italy, Jordan, Lebanon, Libya, Macedonia, Malta, Montenegro, Morocco, Portugal, Serbia, Slovenia, Spain, Syria, Tunisia, Turkey.

OAS (ORGANIZATION OF AMERICAN STATES)

Argentina, Antigua and Barbuda, Bahamas, Barbados, Belize, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Dominica, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, St Kitts and Nevis, Nicaragua, Panama, Paraguay, Peru, St Lucia, St Vincent and the Grenadines, Suriname, Trinidad and Tobago, USA, Uruguay.

OECD (ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT)

Australia, Austria, Belgium, Canada, Chile, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Israel, Italy, Japan, South Korea, Luxembourg, Mexico, Netherlands, New Zealand, Norway, Poland, Portugal, Slovak Republic, Slovenia, Spain, Sweden, Switzerland, Turkey, UK, USA.

OTHER OCEANIA

American Samoa, Cook Islands, French Polynesia, Guam, Marshall Islands, Micronesia (Federated States of), New Caledonia, Niue, Northern Mariana Islands, Palau, Samoa, Tuvalu.

PACIFIC ALLIANCE

Chile, Colombia, Mexico, Peru.

SADC (SOUTHERN AFRICAN DEVELOPMENT COMMUNITY)

Angola, Botswana, Democratic Republic of Congo (DRC), Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia, Zimbabwe.

*included in European Union



Economic impact reports: Regions, sub-regions and countries

WORLD												
REGION	SUB-REGION	COUNTRY	REGION	SUB-REGION	COUNTRY	REGION	SUB-REGION	COUNTRY	REGION	SUB-REGION	COUNTRY	
AFRICA	NORTH AFRICA	Algeria	AMERICAS	CARIBBEAN	Anguilla	ASIA-PACIFIC	NORTHEAST ASIA	Japan	EUROPE	EUROPEAN UNION	Lithuania	
		Egypt			Antigua & Barbuda			China			Luxembourg	
		Libya			Aruba			Hong Kong			Malta	
		Morocco			Bahamas			South Korea			Netherlands	
		Tunisia			Barbados			Macau			Poland	
	SUB-SAHARAN	Angola			Bermuda			OCEANIA			Australia	Portugal
		Benin			Cayman Islands						New Zealand	Romania
		Botswana			Cuba						Fiji	Slovakia
		Burkina Faso			Former Netherlands Antilles						Kiribati	Slovenia
		Burundi			Dominica						Other Oceania	Spain
		Cameroon			Dominican Republic		Papua New Guinea				Sweden	
		Cape Verde			Grenada		Solomon Islands				UK	
		Central African Republic			Guadeloupe		Tonga				OTHER EUROPE	Albania
		Chad			Haiti		Vanuatu					Armenia
		Comoros			Jamaica		Bangladesh					Azerbaijan
		Democratic Republic of Congo			Martinique		India	Belarus				
		Ethiopia			Puerto Rico		Maldives	Bosnia Herzegovina				
		Gabon			St Kitts & Nevis		Nepal	Georgia				
		Gambia			St Lucia		Pakistan	Iceland				
		Ghana			St Vincent & the Grenadines		Sri Lanka	Kazakhstan				
		Guinea			Trinidad & Tobago		Brunei	Kyrgyzstan				
		Ivory Coast			UK Virgin Islands		Cambodia	Macedonia				
		Kenya			US Virgin Islands		Indonesia	Moldova				
		Lesotho			LATIN AMERICA		Laos	Montenegro				
		Madagascar					Argentina	Norway				
		Malawi					Belize	Malaysia		Russian Federation		
		Mali					Bolivia	Myanmar		Serbia		
		Mauritius					Brazil	Philippines		Switzerland		
		Mozambique					Brazil	Singapore		Turkey		
		Namibia					Chile	Thailand		Ukraine		
		Niger					Chile	Vietnam		Uzbekistan		
		Nigeria					Colombia	EUROPEAN UNION		MIDDLE EAST	Bahrain	
		Republic of Congo					Costa Rica				Austria	Iran
		Reunion		El Salvador			Belgium				Iraq	
		Rwanda		Ecuador			Bulgaria				Israel	
		Sao Tome & Principe		Guatemala			Croatia				Jordan	
		Senegal		Guyana			Cyprus				Kuwait	
		Seychelles		Honduras			Czech Republic				Lebanon	
		Sierra Leone		Nicaragua			Denmark				Oman	
		South Africa		Panama			Estonia				Qatar	
		Sudan		Paraguay	Finland		Saudi Arabia					
		Swaziland		Peru	France		Syria					
		Tanzania		Suriname	Germany		UAE					
		Togo		Uruguay	Greece		Yemen					
		Uganda		Venezuela	Hungary							
		Zambia		NORTH AMERICA	Canada							
		Zimbabwe			Mexico							
					USA							

**THE WORLD TRAVEL & TOURISM COUNCIL IS
THE GLOBAL AUTHORITY ON THE ECONOMIC AND
SOCIAL CONTRIBUTION OF TRAVEL & TOURISM.**

WTTC promotes sustainable growth for the sector, working with governments and international institutions to create jobs, to drive exports and to generate prosperity. Council Members are the Chairs, Presidents and Chief Executives of the world's leading, private sector Travel & Tourism businesses.

Together with its research partner, Oxford Economics, WTTC produces annual research that shows Travel & Tourism to be one of the world's largest sectors, supporting over 276 million jobs and generating 9.8% of global GDP in 2014. Comprehensive reports quantify, compare and forecast the economic impact of Travel & Tourism on 184 economies around the world. In addition to the individual country reports, WTTC produces a world report highlighting global trends and 24 further reports that focus on regions, sub-regions and economic and geographic groups.

To download reports or data, please visit www.wttc.org



**ASSISTING WTTC TO PROVIDE TOOLS FOR ANALYSIS,
BENCHMARKING, FORECASTING AND PLANNING.**

Over the last 33 years, Oxford Economics has built a diverse and loyal client base of over 800 international organisations, including leading multinational companies and financial institutions; key government bodies and trade associations; and top universities, consultancies, and think tanks. Headquartered in Oxford, England, with regional centres in London, New York and Singapore, Oxford Economics has offices across the globe in Belfast, Chicago, Dubai, Miami, Milan, Paris, Philadelphia, San Francisco, and Washington DC. The company employs over 140 full-time people, including more than 90 professional economists, industry experts and business editors – one of the largest teams of macroeconomists and thought leadership specialists – underpinned by our heritage with Oxford University and the academic community including a contributor network of over 500 economists, analysts and journalists around the world.

For more information, please take advantage of a free trial on our website, www.oxfordeconomics.com or contact Frances Nicholls, Director of Business Development, Oxford Economics Ltd, Broadwall House, 21 Broadwall, London SE1 9PL.
Email: fnicholls@oxfordeconomics.com

CHAIRMAN	OUTRIGGER ENTERPRISES GROUP Richard R Kelley Chairman Emeritus	COSTA CRUISES Michael Thamm CEO	INDIAN HOTELS COMPANY LTD Rakesh K Sarna Managing Director & CEO	TAP PORTUGAL Fernando Pinto CEO	AMBASSADOR HOTEL GROUP Jung-Ho Suh Chairman
TUI DEUTSCHLAND GMBH & TUIFLY GMBH Dr Michael Frenzel Chairman of the Supervisory Boards	REVOLUTION PLACES, LLC Philippe Bourguignon Vice Chairman	CORPORATE TRAVEL SERVICES José Luis Castro Founder & CEO	INTERNATIONAL AIRLINES GROUP Willie Walsh Chief Executive	TRAVEL LEADERS GROUP Michael Batt Founder & Chairman	APPLE LEISURE GROUP Alex Zozaya Chairman & CEO
PRESIDENT & CEO	ROYAL CARIBBEAN CRUISES Richard D Fain Chairman & CEO	CROWN LIMITED Rowen Craigie Managing Director & CEO	JAPAN AIRLINES CO. LTD Masaru Onishi Chairman	TURKISH AIRLINES Temel Kotil CEO	COCHA TRAVEL Mario Fuenzalida CEO
WORLD TRAVEL & TOURISM COUNCIL David Scowill	SABRE HOLDINGS Tom Klein President & CEO	CTrip.COM INTERNATIONAL FAN Min Vice Chairman of the Board and President	KERZNER INTERNATIONAL Alan Leibman CEO	UNITED AIRLINES Jeff Smisek President & CEO Jim Compton Vice Chairman & Chief Revenue Officer	DESPEGAR Roberto Souviron CEO
VICE CHAIRMEN	SHUN TAK HOLDINGS LIMITED Pansy Ho Managing Director	DALLAS FORT WORTH AIRPORT Sean Donohue CEO	KUONI TRAVEL HOLDING LTD Peter Meier CEO	VALUE RETAIL Desiree Bollier CEO	DIETHELM TRAVEL Maarten Groeneveld CEO
BEIJING TOURISM GROUP DUAN Qiang Chairman	TRAVELPORT Gordon Wilson President & CEO	DFS GROUP Philippe Schaus Chairman & CEO	LAS VEGAS SANDS CORP. Robert Goldstein President and Chief Operating Officer	VIRTUOSO Matthew D Upchurch CTC CEO	DOURO AZUL Mário Ferreira President & CEO
ETIHAD AIRWAYS James Hogan CEO	TSOGO SUN GROUP Marcel von Aulock CEO	DEPARTMENT OF TOURISM & COMMERCE MARKETING, GOVERNMENT OF DUBAI H.E. Helal Saeed Khalfan Al Marri Director General	LEBUA HOTELS & RESORTS Narawadee Bualert President Deepak Ohri CEO	ZAGAT SURVEY LLC Tim Zagat Co-Founder, Co-Chair & CEO	EL CID RESORTS Carlos Berdegué CEO
HILTON WORLDWIDE Christopher J Nassetta President & CEO	VISITBRITAIN Christopher Rodrigues, CBE Chairman	DIAMOND RESORTS INTERNATIONAL Stephen J Cloobek Founder & Chairman	LOTTE Dong-Bin Shin Chairman	INDUSTRY PARTNERS	GRUPO MASO Esteban Torbar CEO
JUMEIRAH GROUP Gerald Lawless President & Group CEO	WYNDHAM WORLDWIDE Stephen P Holmes Chairman & CEO	DUBAILAND Mohammed Al Habbai CEO	MESSE BERLIN GMBH Christian Göke President & CEO	BOSTON CONSULTING GROUP Achim Fechtel Senior Partner & Managing Director	HAKUBA HOTEL GROUP Adrian Bell CEO
MANDARIN ORIENTAL Edouard Ettedgui Group Chief Executive	GLOBAL MEMBERS	EAST JAPAN RAILWAY COMPANY Satoshi Seino Chairman & Director	MISSION HILLS GROUP Dr Ken Chu Chairman & CEO	THE COCA-COLA COMPANY Stefanie D Miller Group Vice President, Strategic Partnership Marketing	HELLOWORLD Elizabeth Gaines CEO
SILVERSEA CRUISES Manfredi Lefebvre d'Ovidio di Balsorano de Clunieres Chairman	ABU DHABI TOURISM & CULTURE AUTHORITY Mubarak Hamad Al Muhairi Director General	ENTERPRISE HOLDINGS Pamela Nicholson CEO	NH HOTEL GROUP Federico Gonzalez Tejera CEO	DELOITTE Adam Weissenberg Vice Chairman, Global Travel, Hospitality & Leisure Leader	JA RESORTS AND HOTELS David Thomson COO
THE TRAVEL CORPORATION Brett Tollman President & Chief Executive	AGODA Rob Rosenstein CEO	EXPEDIA INC Dara Khosrowshahi President & CEO	NOEL GROUP, A BERKSHIRE HATHAWAY COMPANY John M. Noel CEO	ECOLAB Michael Hickey Executive Vice President and President, Global Institutional	MINOR HOTEL GROUP Dillip Rajakarier CEO
EXECUTIVE COMMITTEE	ALL NIPPON AIRWAYS (ANA) Osamu Shinobe President & CEO	FAIRMONT HOTELS & RESORTS Jennifer Fox President	NORWEGIAN CRUISE LINES Frank Del Rio President & CEO	GOLDMAN SACHS Ben Leahy Managing Director, Investment Banking Division	NORTHERN CAUCASUS RESORTS Sergey Victorovich Vereshchagin Director General
ABERCROMBIE & KENT Geoffrey J W Kent Founder, Chairman & CEO	ALTOUR Alexandre Chemla President	FINTRAX John Moore Chairman	ORBIZ WORLDWIDE Barney Harford CEO	GOOGLE Rob Torres Managing Director for Travel	NRMA GROUP Tony Stuart Group CEO
ACCOR Sébastien Bazin Chairman & CEO	AMADEUS IT GROUP SA Luis Maroto President & CEO	GLOBAL BLUE GROUP David Baxby President & CEO	OTI HOLDING Ayhan Bektas Chairman	JCB Koremitsu Sannomiya President & Chief Operating Officer	PALACE RESORTS José Chapur Zahoul President
AMERICAN EXPRESS COMPANY William Glenn President & CEO of American Express Global Business Travel	AVIS BUDGET GROUP Ronald L Nelson Chairman & CEO	GLOBAL LEISURE PARTNERS LLP Mark Harms Chairman & CEO	OZALTIN HOLDING Öznur Özdemir Özaltın Chief Executive Özaltın Holding (Tourism Group)	JONES LANG LASALLE HOTELS Arthur de Haast Chairman Hotels & Hospitality Group	PREMIER HOTELS & RESORTS Claudio Silvestri President & CEO
AMERICAN INTERNATIONAL GROUP, INC Jeffrey C Rutledge Chief Executive Officer, AIG Travel	BEIJING CAPITAL INTERNATIONAL AIRPORT CO LIU Xuesong General Manager SHI Boli General Manager	GREATER TORONTO AIRPORTS AUTHORITY Howard Eng President & CEO	PEAK ADVENTURE TRAVEL Darrell Wade CEO	SPENCER STUART Jerry Noonan Global Consumer Leader	ROTANA HOTEL MANAGEMENT CORPORATION Omer Kaddouri President & CEO
BHARAT HOTELS Jyotsna Suri Chairperson & Managing Director	BEIJING TOURISM GROUP LIU YI President	HAWAIIAN AIR Mark Dunkerley President & CEO	QUNAR ZHUANG Chenchao Co-Founder & CEO	TOSHIBA CORPORATION Atsutoshi Nishida Chairman of the Board	SENTOSA DEVELOPMENT CORPORATION Mike Barclay CEO
CARLSON Douglas Anderson President & CEO Carlson Wagonlit Travel	BRITISH AIRWAYS Keith Williams Executive Chairman	HERTZ CORPORATION Michel Taride President, Hertz International	RADISSON EDWARDIAN HOTELS Jasminder Singh Chairman & CEO	VISA WORLDWIDE Ross Jackson Vice President, Cross-Border, Brand, Product & Client Marketing Asia Pacific Region	SHKP HOTELS Ricco De Blank CEO
DUBAI AIRPORTS INTERNATIONAL Paul Griffiths CEO	CANNERY ROW COMPANY Ted J Balestreri Chairman & CEO	HOGG ROBINSON GROUP David Radcliffe Chief Executive	RELAIS & CHÂTEAUX Phillippe Gombert President International, Chairman of the Board	REGIONAL MEMBERS	SONEVA RESORTS Sonu Shivdasani Chairman & CEO
EMIRATES Gary Chapman President Group Services & Dnata, Emirates Group	CHANGI AIRPORT GROUP Lee Seow Hiang CEO	HONG KONG & SHANGHAI HOTELS Clement Kwok Managing Director & CEO	R TAUCK & PARTNER Robin Tauck President	ABACUS INTERNATIONAL Robert Bailey President & CEO	SOUTH AMERICAN TOURS Federico Bueker CEO
HNA GROUP CHEN Feng Chairman of the Board	CHINA EASTERN AIRLINES LIU Shaoyong Chairman	HUANGSHAN TOURISM GROUP HUANG Linmu President and Chairman of the Board	SHANGHAI JIN JIANG INTERNATIONAL HOTELS YANG Weimin CEO	ACTION GROUP HOLDING H E Sheikh Mubarak Al Abdullah Al Mubarak Al Sabah Chairman	SWAIN DESTINATIONS Ian Swain President
INTERCONTINENTAL HOTELS GROUP Richard Solomons CEO	CHINA INTERNATIONAL TRAVEL SERVICE, HEAD OFFICE (CITS) YU Ningning President	HYATT HOTELS CORPORATION Mark S Hoplamzian President and CEO	SHANGHAI SPRING INTERNATIONAL TRAVEL SERVICES XIAO Qianhui General Manager	ALATUR Ricardo Souto Ferreira Vice President	THOMAS COOK INDIA Madhavan Menon Managing Director
JTB CORP Hironi Tagawa Chairman of the Board	CHINA SOUTHERN AIRLINES TAN Wangeng President & CEO	IBM Marty Saffen General Manager, Global Travel & Transportation Industry	STARWOOD HOTELS & RESORTS WORLDWIDE Adam Aron CEO	ALPITOUR Gabriele Burgio CEO	TREND OPERADORA LTDA Luis Paulo Luppá President
MARRIOTT INTERNATIONAL JW Marriott, Jr Chairman Arne M Sorenson President & CEO	CHIMELONG SU Zhigang Chairman & CEO CHEN Wancheng President				



Travel Pays

HOW MONEY TRAVELS



Harlequin Building
 65 Southwark Street
 London, SE1 0HR
 United Kingdom
 Telephone: +44 (0)20 7481 8007
 Fax: +44 (0) 207 488 1008
 Email: enquiries@wttc.org

www.wttc.org