



TOURISM INVESTMENT 2022

Global greenfield investment trends in tourism

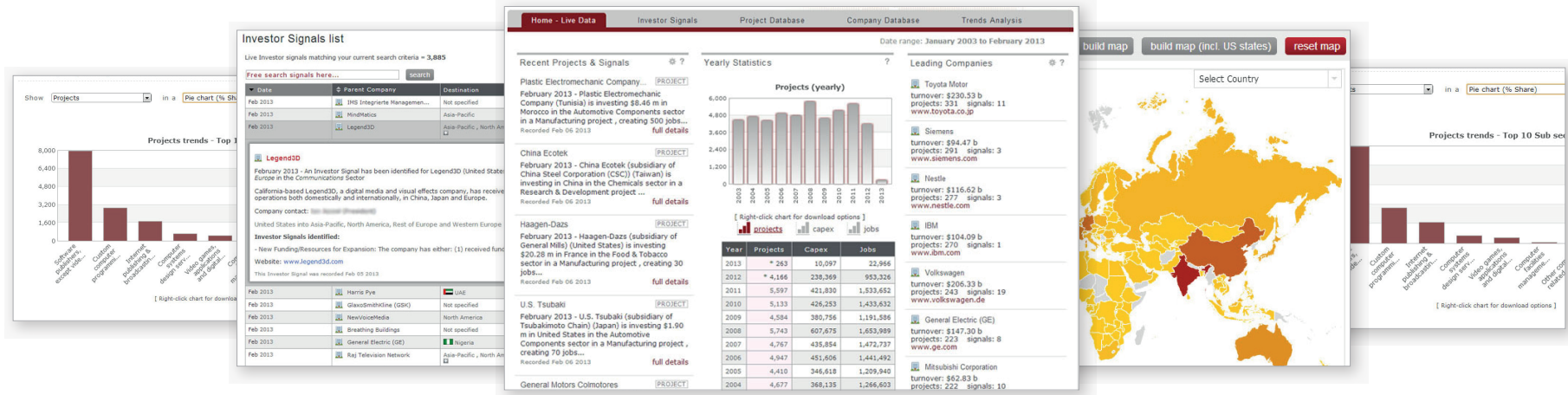


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Tourism is back. Will investment follow suit?



Tourism is back. The eerie stillness of the pandemic years is a bad memory in most countries. Airports, railway stations and highways are all bustling with activity as millions of people flock to touristic destinations. Ironically, after resilience became everyone's mantra in the post-Covid recovery, the holiday season in

the US and Europe found many unprepared, with thousands of flights cancelled and kilometric queues and bottlenecks on main roads. Hiccups aside, the comparison is day and night: in Europe alone, airport traffic increased by a factor of 3.5 times in the first half of 2022 from the same period of 2021, according to figures from Airports Council International (ACI). Traffic levels remain below pre-Covid levels, but major airport hubs such as Istanbul, and touristic locations like Palma de Mallorca, Lisbon and Athens were the closest to fully recovering traffic levels.

This pent-up demand for passenger traffic has not translated into a recovery in tourism investment yet. As the data in this report, produced in partnership with the UN World Tourism Organization, suggest, foreign direct investment (FDI) into the tourism industry fell further in 2021, and remains on a downward trajectory in the first half of 2022.

There are contingent, as well as structural reasons, that explain these subdued levels of investment.

Covid-related restrictions remain in place in major markets in east Asia — notably China. The country used to be one of the world's largest recipients of tourism investment, but FDI has all but dried up since the beginning of the pandemic as Beijing sticks to its draconian zero-Covid policy.

On a more structural level, the market demand for tourism

services is still in recovery mode while capacity is abundant, particularly in developed economies, following the boom years that preceded the pandemic. Italy is a case in point: it has the highest capacity of hotel and touristic accommodations among all EU members, according to figures from the European Commission. It has not recorded a single greenfield FDI project in the sector since July 2020. There would be capacity for more investment into developing economies, but investors remain conservative in their capital allocation strategies, particularly in the current inflationary environment.

At the same time, global merger and acquisitions in the tourism accommodation sector have picked up from the record lows of 2020. This suggests that while there is little space for new capacity, existing capacity is changing hands and consolidating as market demand picks up.

Another major structural shift relates to the sustainability imperative. As discussed in previous editions of this report,



The pent-up demand for passenger traffic has not translated into a recovery in tourism investment yet

the pandemic hit the 'reset' button on an industry that has traditionally struggled with its sustainability profile. Policy-makers have adjusted accordingly. Caps on the number of visitors and reservation systems have been introduced in marquee tourist destinations such as Yosemite National Park in the US and the Calanques National Park in France, while cities such as Barcelona and Venice have put in place regulations to combat overtourism.

Tourists have adjusted accordingly too. The number of vacation rentals have gone through the roof as travellers seek a deeper connection with the places they visit, sometimes seeking more convenient prices over bigger properties. The recovery is well reflected by the strong financials and capital expenditure plans reported by online booking services and budget airlines. They are all riding the recovery, as well as filling the gaps left by the legacy competitors that went under water during the pandemic.

As expected, the tourism industry that is emerging from the pandemic is different to the one that entered it, and is increasingly dominated by disrupting technologies and businesses, as well as new standards of sustainability. From an FDI perspective, the hangover from the pre-pandemic years is not over yet. It's difficult to forecast FDI bouncing back to pre-Covid levels any time soon, particularly in today's fractious geopolitical environment and inflationary global economy. But the recovery in global tourism is guaranteed, and once that recovery comes full circle, companies will start pulling the trigger on new investment campaigns and thus set in motion a new FDI cycle.

*Jacopo Dettoni is editor-in-chief of **fdi** Intelligence, the Financial Times's specialist unit dedicated to foreign direct investment*

Global overview

• Foreign investors announced a total of 2232 foreign direct investment (FDI) projects in the tourism cluster between 2017 and 2021, according to **fDi** Markets, the greenfield investment monitor of the *Financial Times*. These projects involved a total capital investment of \$178.2bn and created more than 381,000 jobs.

• While international travel picked up in 2021, foreign direct investment (FDI) in the tourism cluster remained largely subdued, as the sector continues to stagnate following the coronavirus pandemic and the ensuing economic volatility. FDI project numbers in the tourism cluster fell by a further 8% in 2021, from 271 investments in 2020 to 250 in 2021. Job creation and capital investment in tourism FDI over the period also declined by 34% and 42%, respectively.

• Tourism FDI was one of the sectors hit hardest by the coronavirus pandemic. The sector entered 2020 after posting a very strong FDI performance in 2019, with 711 greenfield projects announced — a 9% increase from 2018 and the peak year for tourism projects since **fDi** Markets began recording data in 2003.

• In 2020, cross-border announcements in the tourism cluster declined by 62% from 2019, with just 271 investments announced. Over the same period, capital investment in the cluster fell by 72% to \$16.4bn and job creation also fell by 70% to almost 37,000 new jobs.

• Western Europe was the top destination region for tourism FDI in 2021, with 109 investment projects worth more than \$3.2bn.

• Second only to western Europe was the Middle East region, which attracted 75% more projects in 2021 than in 2020. The Middle East welcomed 70% more capital investment, with 58% more jobs created, in 2021 than in 2020.

TOP 10 COUNTRIES FOR TOURISM FDI PROJECTS, 2017–2021

Destination country	Total
UK	162
US	160
Germany	124
Spain	118
Mexico	108
China	89
UAE	87
France	69
Japan	65
Portugal	59

Source: **fDi** Markets (www.fdimarkets.com)

TOURISM FDI GLOBALLY, 2017–2021

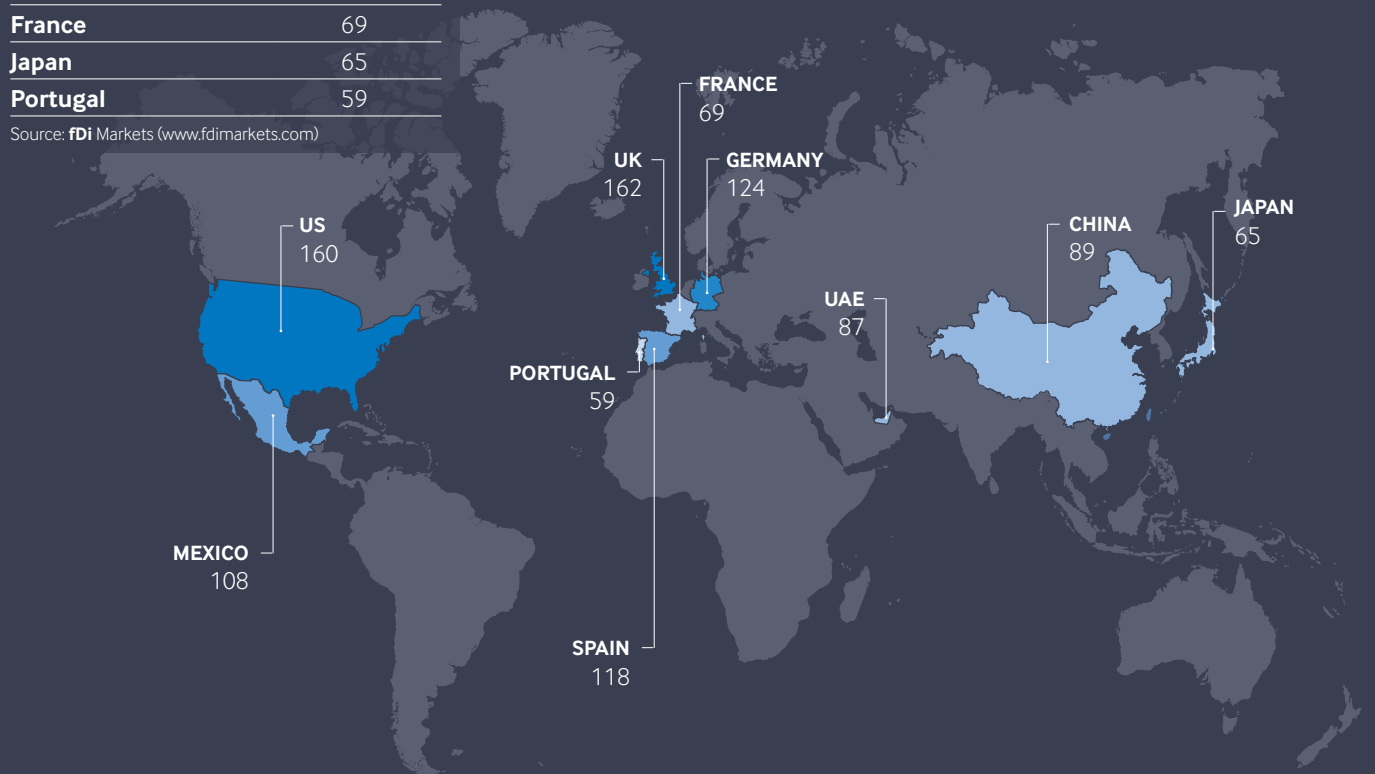
Year	Investment (\$bn)*
2017	22.1
2018	70.8
2019	59.3
2020	16.4
2021	9.5
Total	178.2

Source: **fDi** Markets (www.fdimarkets.com)

* Includes estimates

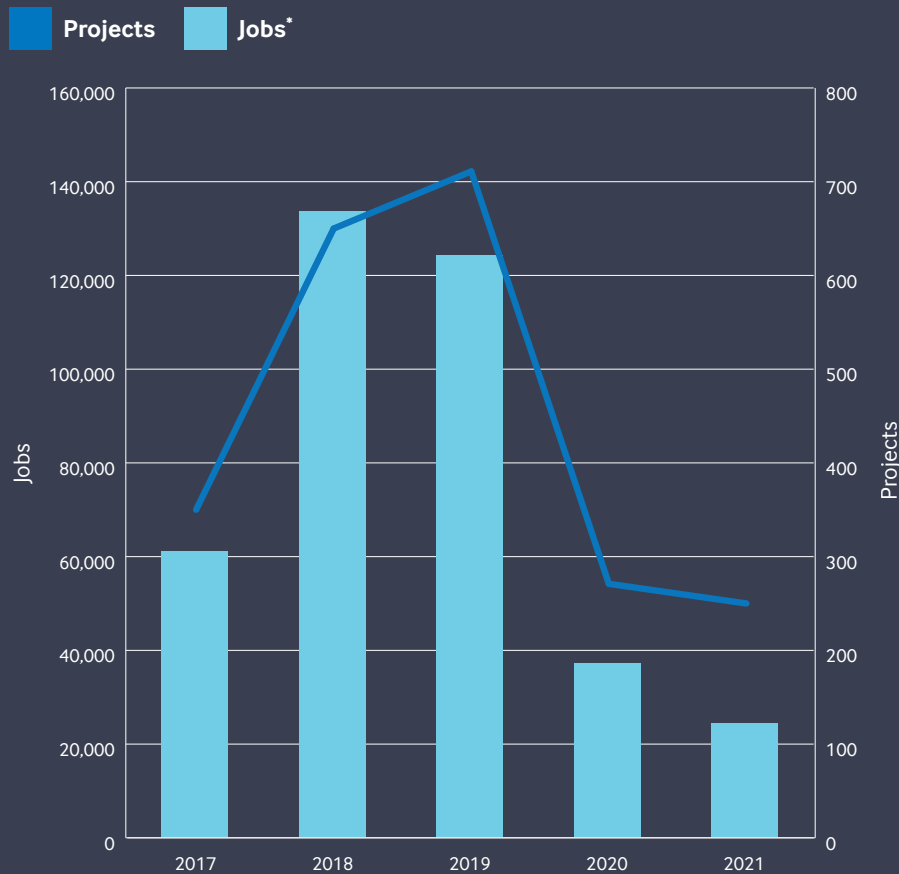
TOP 10 COUNTRIES FOR TOURISM FDI PROJECTS, 2017–2021

- 1–30 ■ 91–120
- 31–60 ■ 121–150
- 61–90 ■ 151–180

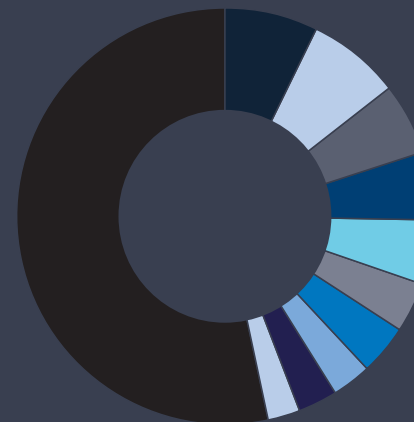


Source: **fDi** Markets (www.fdimarkets.com)

TOURISM FDI GLOBALLY, 2017–2021



PROPORTION OF GLOBAL FDI PROJECTS, 2017–2021



- 7.3% UK
- 7.2% US
- 5.6% Germany
- 5.3% Spain
- 4.8% Mexico
- 4% China
- 3.9% UAE
- 3.1% France
- 2.9% Japan
- 2.6% Portugal
- 53% Other

Source: fDi Markets (www.fdimarkets.com)

Facts and figures

- **The UK** was the largest recipient of tourism FDI between 2017 and 2021, with 162 projects, followed by the US (160) and Germany (124).
- **The top 10 countries** for tourism FDI attraction made up almost half (47%) of all tourism investment globally, on a project basis, between 2017 and 2021.
- **By capital investment, Spain** was the largest recipient of investment, attracting \$21.2bn in tourism investment between 2017 and 2021, followed by China (\$11.7bn) and the Philippines (\$11bn). While China was the single largest attractor of tourism investment in 2020, China-bound capital investment in tourism fell from \$2.4bn in 2020 to less than \$271m in 2021.
- **By job creation, Mexico** ranks first with almost 34,000 jobs created between 2017 and 2021, followed by China second (24,700) and Spain third (22,900).

Total projects
2232

Total jobs*
381,059

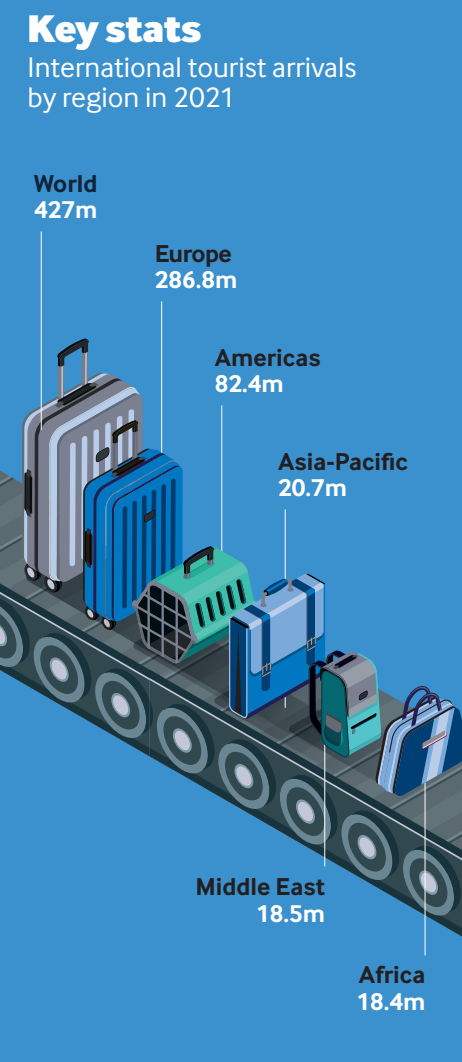
Source: fDi Markets (www.fdimarkets.com)
* Estimates included

International tourist arrivals

INTERNATIONAL TOURIST ARRIVALS BY REGION IN 2019–2022*

	(million)			Share	Change		Monthly/quarterly data series change over same period of the previous year							
	2019	2020*	2021*	(%)	(%)	2022 over 2021 (%)				2022 over 2019 (%)				
				2021*	21/20*	21/19*	1Q22	Jan	Feb	Mar	1Q22	Jan	Feb	Mar
World	1466	405	427	100	5.3	-70.9	182.2	138.7	213.9	196.3	-60.8	-65.9	-60.4	-56.4
Advanced economies ¹	777	218	225	52.8	3.4	-71.0	318.0	236.3	370.3	349.3	-57.5	-64.2	-56.0	-53.2
Emerging economies ¹	689	187	201	47.2	7.6	-70.7	107.4	85.7	126.8	111.9	-63.8	-67.5	-64.5	-59.7
By UNWTO regions:														
Europe	745.0	238.5	286.8	67.2	20.2	-61.5	279.7	217.4	303.1	313.5	-42.9	-50.7	-40.5	-38.6
Northern Europe	83.5	23.3	20.8	4.9	-10.8	-75.1	254.7	187.2	263.8	309.8	-64.7	-70.2	-64.2	-60.3
Western Europe	204.2	79.8	72.4	17.0	-9.3	-64.6	425.4	340.5	482.7	447.1	-48.8	-55.8	-45.5	-46.0
Central/Eastern Eur.	153.3	47.1	54.7	12.8	16.2	-64.3	142.7	122.0	142.1	161.9	-48.4	-54.1	-47.8	-43.5
Southern/Medit. Eur.	304.0	88.3	138.9	32.5	57.3	-54.3	322.9	242.1	362.2	359.3	-26.5	-36.1	-22.3	-22.7
— of which EU-27	540.3	181.4	209.5	49.1	15.5	-61.2	363.7	272.5	395.2	418.2	-41.2	-49.4	-38.9	-36.7
Asia-Pacific	360.1	59.1	20.7	4.8	-65.0	-94.3	64.5	45.3	101.5	60.7	-92.6	-92.9	-93.7	-91.4
North-East Asia	170.3	20.3	11.3	2.7	-44.1	-93.3	-16.5	-14.0	22.7	-33.2	-95.6	-94.5	-96.6	-95.6
South-East Asia	138.6	25.5	3.0	0.7	-88.1	-97.8	146.7	121.8	132.4	181.4	-95.7	-96.1	-96.4	-94.6
Oceania	17.5	3.6	0.7	0.2	-80.0	-95.9	639.0	294.3	564.5	↑	-89.7	-93.1	-92.3	-83.6
South Asia	33.7	9.7	5.6	1.3	-42.4	-83.4	148.4	135.3	142.2	163.8	-67.9	72.5	-70.9	-60.3
Americas	219.3	69.8	82.4	19.3	18.0	-62.4	117.5	98.4	150.1	110.7	-46.4	-52.5	-45.3	-41.5
North America	146.6	46.5	57.0	13.4	22.8	-61.1	98.2	77.2	123.2	99.8	-44.5	-47.6	-44.8	-41.5
Caribbean	26.3	10.3	15.0	3.5	44.6	-43.2	112.9	121.8	156.4	79.0	-26.1	-34.3	-19.0	-25.3
Central America	10.9	3.1	4.9	1.1	58.1	-55.2	182.7	182.3	245.4	145.6	-34.1	-47.1	-29.2	-24.4
South America	35.4	9.9	5.5	1.3	-44.5	-84.5	278.2	198.3	301.7	345.4	-70.0	-77.3	-69.4	-61.5
Africa	68.1	18.0	18.4	4.3	2.4	-72.9	95.8	68.0	116.7	106.4	-61.1	-65.5	-58.2	-59.4
North Africa	25.6	5.6	6.1	1.4	10.3	-76.0	46.4	0.7	82.7	61.8	-73.3	-78.6	-64.3	-76.5
Sub-Saharan Africa	42.5	12.4	12.3	2.9	-1.1	-71.1	116.3	97.2	133.3	121.3	-55.4	-60.0	-55.3	-50.6
Middle East	73.0	19.8	18.5	4.3	-6.4	-74.6	131.7	88.4	137.3	173.3	-58.5	-62.8	-61.7	-51.7

Source: UN World Tourism Organization *Provisional data †Classification based on the International Monetary Fund (IMF), see the Statistical Annex of the IMF World Economic Outlook of April 2017, page 175, at www.imf.org/external/ns/cs.aspx?id=29. ‡Arrows (↑) indicate percentage change above 1000. See methodological notes. See box in page Annex 1 for explanation of abbreviations and symbols used



The double challenge for tourism's recovery

Zurab Pololikashvili, secretary general of the UN World Tourism Organization



The resilience of tourism has been evident over the past couple of years, and more recently, the sector has been showing clear signs of recovery. This is

expected to continue throughout the rest of 2022 as more destinations ease or lift travel restrictions, and pent-up demand is unleashed. As of June 1, 2022, some 46 destinations (31 in Europe) had no Covid-19-related restrictions in place. Even in Asia, an increasing number of destinations have started to ease their travel restrictions; furthermore, international air capacity across the Americas, Africa, Europe and the Middle East has reached almost 80% of pre-crisis levels, which will increase international tourism demand, as the UN World Tourism Organization's (UNWTO's) data analysis confirms.

The lifting or relaxing of rules will allow our sector to build on a strong start to the year. World arrivals nearly tripled between January and March 2022 (+182%) compared to the same period of

2021, with Europe leading the way — the region accounted for 50 million of the 76 million additional international arrivals recorded in the first quarter of the year. But even then, global international tourism remained 61% below 2019 levels, showing just how far the sector has to go before we reach pre-pandemic numbers again.

Total export revenues from international tourism, including passenger transport receipts, reached \$713bn in 2021 — a 4% increase in real terms from 2020, but 61% below 2019, when revenues exceeded \$1.7tn. This follows a 63% drop in 2020.

The total loss in tourism revenues exceeds \$2tn for 2020 and 2021. Therefore, based on the UNWTO data and expert analysis, our scenarios regarding international tourism for 2022 point to it hitting between 55% and 70% of 2019 levels.

As the recovery gathers pace, we now face a double challenge of a tough economic environment coupled with the Russian military offensive in Ukraine. The conflict is having a major global economic impact, exacerbating already



Consumer inflation and workforce shortages also represent growing challenges for tourism to address

high oil prices and rates of overall inflation, and disrupting international supply chains, which results in higher transport and accommodation costs for the tourism sector. At the same time, consumer inflation and workforce shortages also represent growing challenges for tourism to address.

Since these current and ongoing challenges contributed to the vulnerability of the tourism sector in the face of the pandemic, affecting small and medium-sized enterprises, the livelihoods of women and the youth, and

rural communities in particular, we believe that investments and innovation are now more important than ever. These will allow us to strengthen tourism as a powerful instrument of peace and enable us to better live up to the commitments we have made to achieve the UN Sustainable Development Goals and the Paris Agreement on Climate Change.

As such, UNWTO is proud to once again partner with fDi Intelligence. This report provides trusted data on investments for reigniting and renewing the commitment of governments, private sector partners, the international community, and all relevant stakeholders towards building a more resilient, inclusive, and sustainable global tourism sector.

Regional travel underpins Europe's tourism FDI resilience

Nicola Allen, research assistant, **fDi** Markets



Data from **fDi** Markets, a cross-border investment monitor from the *Financial Times*, shows that global tourism foreign direct investment (FDI) projects dropped

by 8% in 2021 from the previous year, resulting in an almost 42% fall of capital expenditure (capex). However, the regional picture is very different. Tourism capex in western Europe declined by just 2% between 2020 and 2021. The Middle East saw an increase of 70% over the same period. Meanwhile, emerging Europe, Asia-Pacific, Latin America and the Caribbean and North America witnessed significant declines.

Furthermore, western Europe's share of global tourism FDI projects has significantly increased. Between 2017 and 2020, the region accounted for less than 35%. In 2021, that rose to 44%. Meanwhile, the share held by Asia-Pacific has declined from almost 30% in 2018 to less than 13% in 2021. The share of global tourism FDI projects has doubled in the Middle East to reach 14% in 2021.

Investments into the UK, Spain and France underpinned much of the growth in western Europe during 2021. What's more, Spain attracted more than triple the capital investment it welcomed in 2020, increasing from \$360m to \$1.1bn in 2021. This can mostly be attributed to an announcement in the fourth quarter of last year by Belgium-based ImmoBiel. The real estate company engaged in residential and commercial projects announced it will build a new €740m Four Seasons resort in Marbella, Spain with US-based real estate and hospitality firm Fort Partners. This was the single largest investment made during 2021 and the second-largest



The most resilient regions welcomed the majority of hotel investments

project recorded in Europe since the third quarter of 2019.

Ireland also saw strong growth in capital investment in 2021. UK-based Whitbread, the owner of hotel chain Premier Inn, aims to open 2500 rooms in Dublin, with three new hotels in Ireland's capital city, not including the recently opened €19m (\$21.9m) Premier Inn Dublin City Centre hotel.

The direction of investment flows indicates that the most resilient regions — those accounting for the highest proportion of regional travellers — welcomed the majority of hotel investments in 2021.

Based on the latest available full-year data on inbound tourism by region of origin from the UN World Tourism Organization, the ratio of regional travellers to international arrivals into Europe and the Americas in 2020 outperformed the previous four years. The proportion of regional travellers in Europe rose from 79% in 2019 to 84% in 2020. The same trend played out in the Americas, where the share of regional travel jumped from 73% in 2019 to 82% in 2020. On the other hand, the Asia-

Pacific region witnessed a significant drop of 10 percentage points, from 81% to 71%. Regional travel figures indicate that the majority of travel to destinations within Europe, the Americas and Asia-Pacific originates within each single region.

The tourism industry still faces several headwinds. On top of the difficulties posed by the Covid-19 recovery, the Russia-Ukraine conflict brings significant ramifications. It has perpetuated already high inflation, bringing additional pressures on consumers' cost of living. One dominating factor is energy and fuel prices. As of August 5, 2022, average jet fuel prices were 65% higher than a year earlier, according to figures from the International Air Transport Association.

Richard Dawes, a director of hotel capital markets for Europe, the Middle East and Africa at Savills, has stated that hotel investment activity will continue to be selective, too. This is due to financing costs, the rise in utility and staff costs and the Ukraine crisis playing a part in impeding activity in certain regional markets. Yet, he believes that despite the current headwinds, future driving demand and investors' appetite, particularly in European markets, will endure.

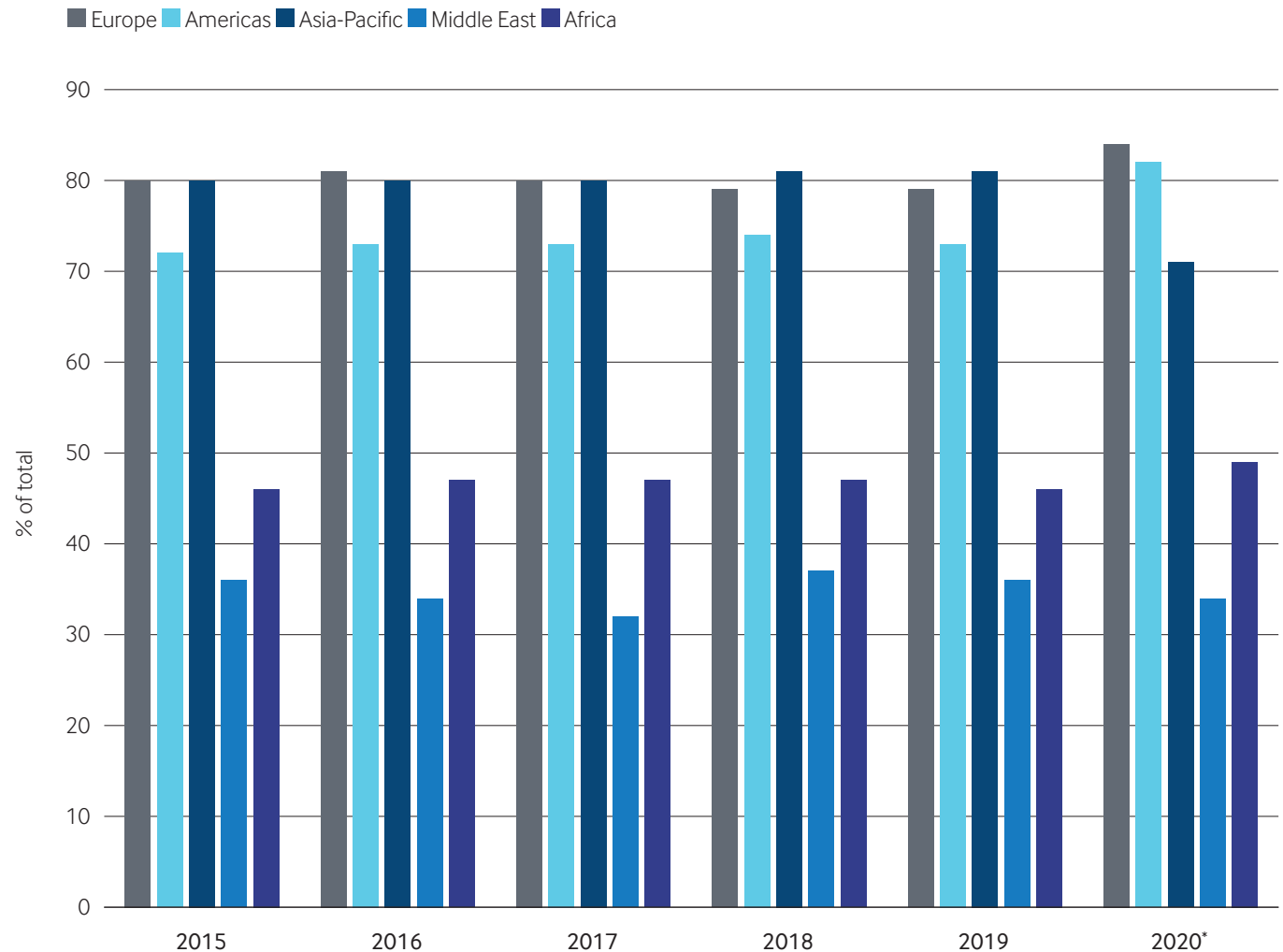
The resilience of European travel is reflected by Ryanair, one of the largest operating airlines in Europe. Ryanair has enjoyed steady growth in 2022, with the company announcing it reached 16.8 million passengers in July, an increase of

14% compared to July 2019. Michael O’Leary, CEO of Ryanair, stated that lower capacity and strong forward bookings had shown a driving demand for June bookings onwards, with prices for airfares estimated to be 5% to 10% higher during Europe’s peak summer months.

If Europe stood out for its resilience, the Asia-Pacific region is expected to bounce back once Covid-related restrictions in major markets such as China and Japan are fully withdrawn.

JLL has predicted that hotel investment in 2022 will accelerate with global transactions increasing between 35% and 40% from the levels witnessed in 2021. This is backed up by large hotelier conglomerates announcing their commitments to invest in certain regions and opening new hotels. fDi Markets’ investor signals database, which monitors early indications by companies considering future investment in foreign markets, has tracked several major hotel expansion strategies so far this year. This includes Radisson Hotel Group signalling they are planning to add 150 hotels in the Asia-Pacific region over the next year with the hope that strict lockdowns are a thing of the past in the region. In addition, CBRE, a US-based real estate and investment firm, has highlighted that hotel investors are demonstrating an optimistic view towards the bounce back of higher regional and eventual international travel in the Asia-Pacific region, with south-east Asia leading that recovery from pent-up travel demand.

EUROPE AND THE AMERICAS SAW INCREASED REGIONAL TRAVEL IN 2020
THE PROPORTION OF INBOUND REGIONAL TRAVELLERS, 2015–2020*



Source: UN World Tourism Organization
 *Latest available full year data

Asia-Pacific

FDI projects into Asia-Pacific

• A total of 529 tourism foreign direct investment (FDI) projects were recorded in the Asia-Pacific region between 2017 and 2021, representing \$65.8bn of capital investment and creating more than 114,000 jobs.

• Tourism FDI into the Asia-Pacific region, as measured by projects, peaked in 2018, when 194 investments were announced. From 2018 to 2021, the number of recorded projects fell by 84%.

• Capital investment and job creation also peaked in 2018. The level of capital investment into the region dropped from \$28.6bn in 2018 to just \$1.6bn in 2021, while the number of jobs created fell from approximately 47,400 to 3300.

• China attracted the largest portion of tourism FDI projects in Asia-Pacific between 2017 and 2021, receiving 89 related investments or a market share of 17%. The country also experienced project growth of 26% between 2018 and 2019, yet project numbers dropped to four in 2021. The drop in 2021 represents a decline of 86% from 2019. China is followed by Japan (65) and India (48) for project numbers in the tourism sector between 2017 and 2021.

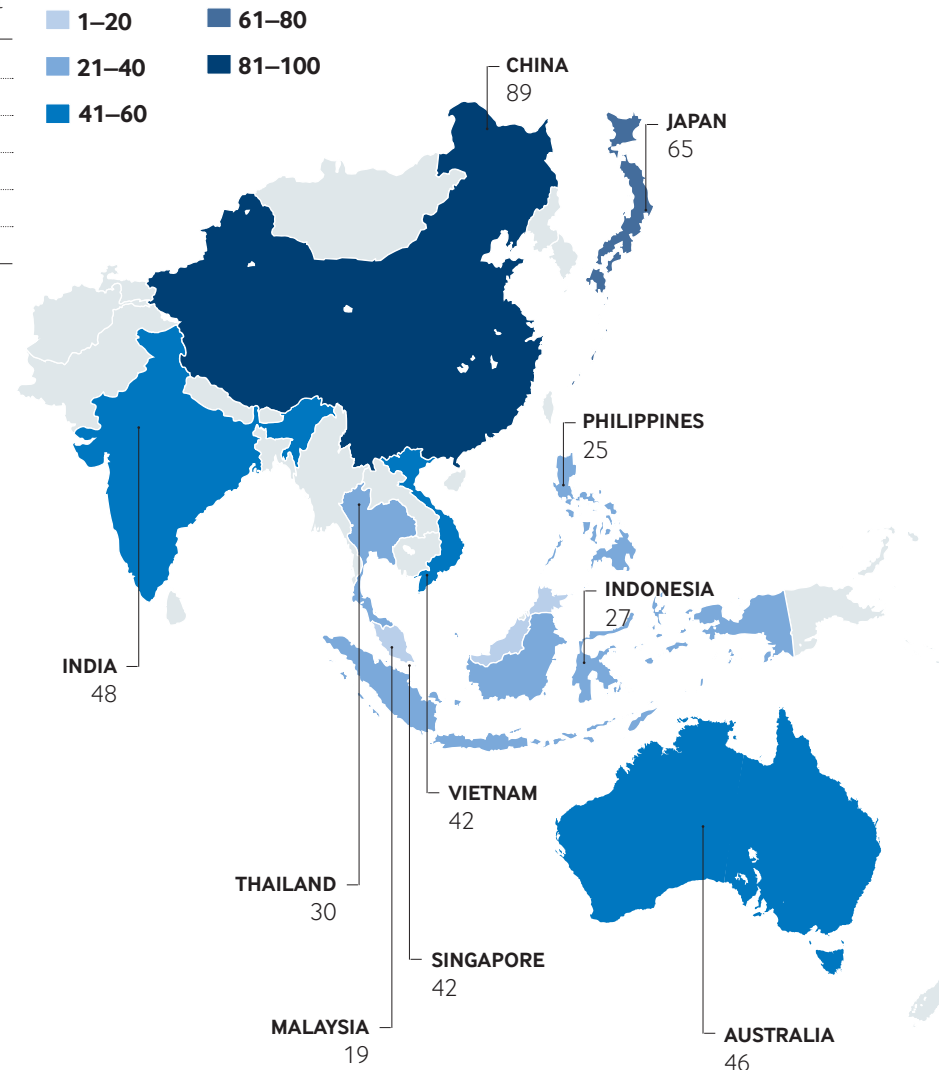
• Singapore witnessed an increase in the number of projects during 2021, doubling the number of tourism investments it garnered in 2020. The six projects in 2021 represented a total capital investment of \$25m and 168 jobs created. The city-state received the highest number of tourism investments of any Asia-Pacific nation in 2021. This remained half of what Singapore received in 2019.

TOURISM FDI INTO ASIA-PACIFIC, 2017–2021

Year	Capital investment (\$bn)*
2017	6.3
2018	28.6
2019	24.3
2020	5.0
2021	1.6
Total	65.8

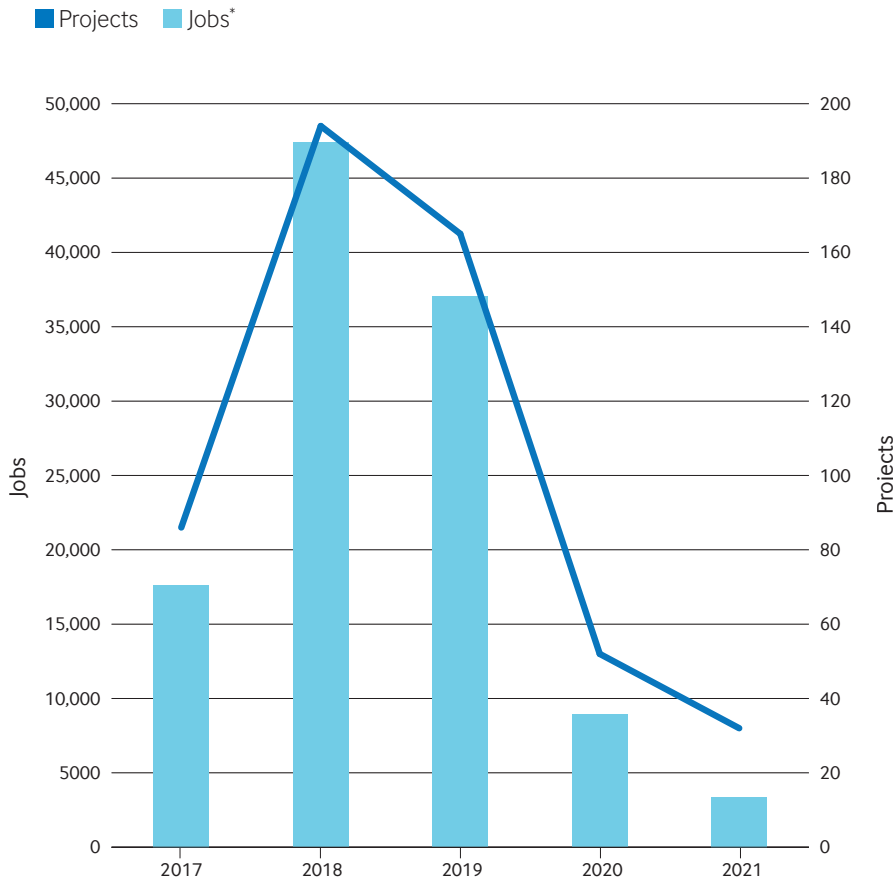
Source: fDi Markets (www.fdimarkets.com)
*Estimates included

TOP 10 COUNTRIES IN ASIA-PACIFIC FOR TOURISM FDI, 2017–2021



Source: fDi Markets (www.fdimarkets.com)

TOURISM FDI INTO ASIA-PACIFIC, 2017–2021

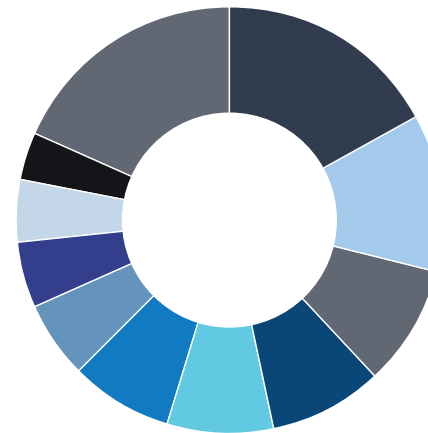


Total projects
529

Total jobs*
114,328

Source: fDi Markets (www.fdimarkets.com)
* Estimates included

PROPORTION OF TOURISM FDI PROJECTS INTO ASIA-PACIFIC, 2017–2021



- 17% China
- 12% India
- 9% Japan
- 8.7% Australia
- 7.9% Vietnam
- 7.9% Singapore
- 5.7% Indonesia
- 5.1% Thailand
- 4.7% Philippines
- 3.6% Hong Kong
- 18% Other

Source: fDi Markets (www.fdimarkets.com)

Facts and figures

- ▶ **India** attracted its lowest number of tourism projects in 2021, receiving only two investment projects. This signals an 88% drop in capital expenditure from 2019, when India achieved its highest level of investment.
- ▶ **Japan's** top year for inbound projects was in 2018, when 28 investments were announced. Between 2018 and 2021, projects have fallen significantly, with just one investment made in 2021. The levels of capital investment and jobs created also reached an apex in 2018.
- ▶ **China and India** both experienced growth for outbound projects in 2021. China-based firms announced 18 tourism investments overseas, an increase of 125% from 2020, while the number of projects outgoing from India jumped from three to eight.
- ▶ **Firms from Hong Kong** were responsible for \$7.4bn of outbound capital investment, the second-highest level of any Asia-Pacific nation and representing a market share of 17%.

Europe

FDI projects into Europe

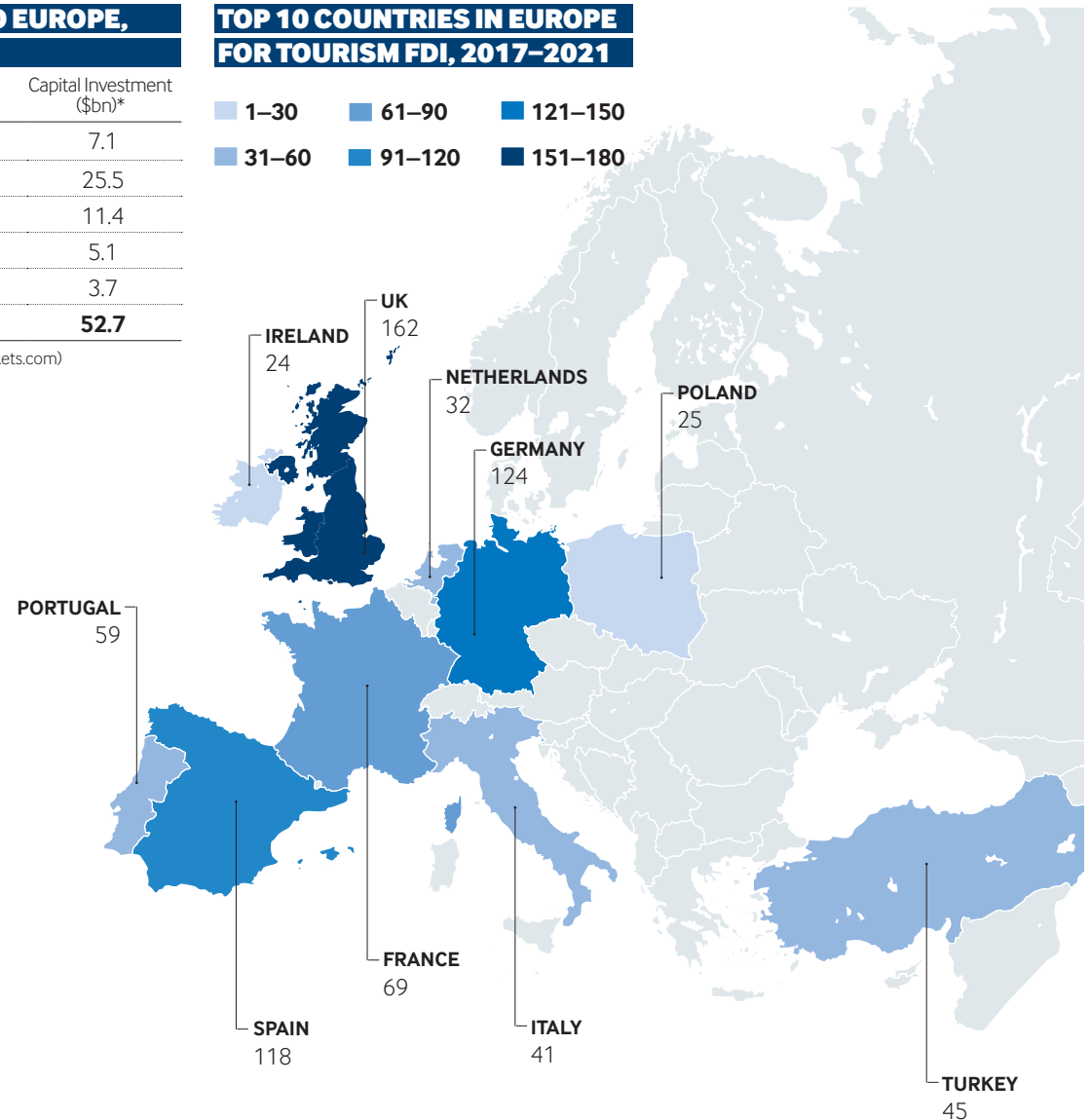
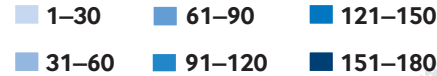
- Europe attracted 909 tourism foreign direct investment (FDI) projects between 2017 and 2021. During this period, more than \$52.7bn was invested and 99,800 jobs were created.
- In 2021, Europe drew in 128 tourism investment projects, down from the 137 investments attracted during 2020. Despite this drop, western Europe experienced project growth of 16% between 2020 and 2021.
- Capital investment and the number of jobs created by tourism FDI both peaked in 2018. Between 2018 and 2021, capital investment into Europe dropped by \$21.7bn, while job creation fell by 70%.
- The UK was the top destination for tourism FDI in Europe between 2017 and 2021, attracting 162 projects or a market share of 18%. The UK was also the top source market, with 258 outbound tourism projects tracked.
- Spain and Germany ranked second and third for inbound project numbers, respectively. Combined, the two countries attracted 242 projects and held a market share of 27%.
- The top destination market for capital investment and new jobs between 2017 and 2021 was Spain. Projects into the country generated capital investment of \$21.2bn and created 22,900 jobs
- The top destination market by number of projects in emerging Europe was Turkey. Between 2017 and 2021, Turkey received 45 tourism investments, representing a total capital investment of \$332.5m and 2200 newly created jobs.

TOURISM FDI INTO EUROPE, 2017–2021

Year	Capital Investment (\$bn)*
2017	7.1
2018	25.5
2019	11.4
2020	5.1
2021	3.7
Total	52.7

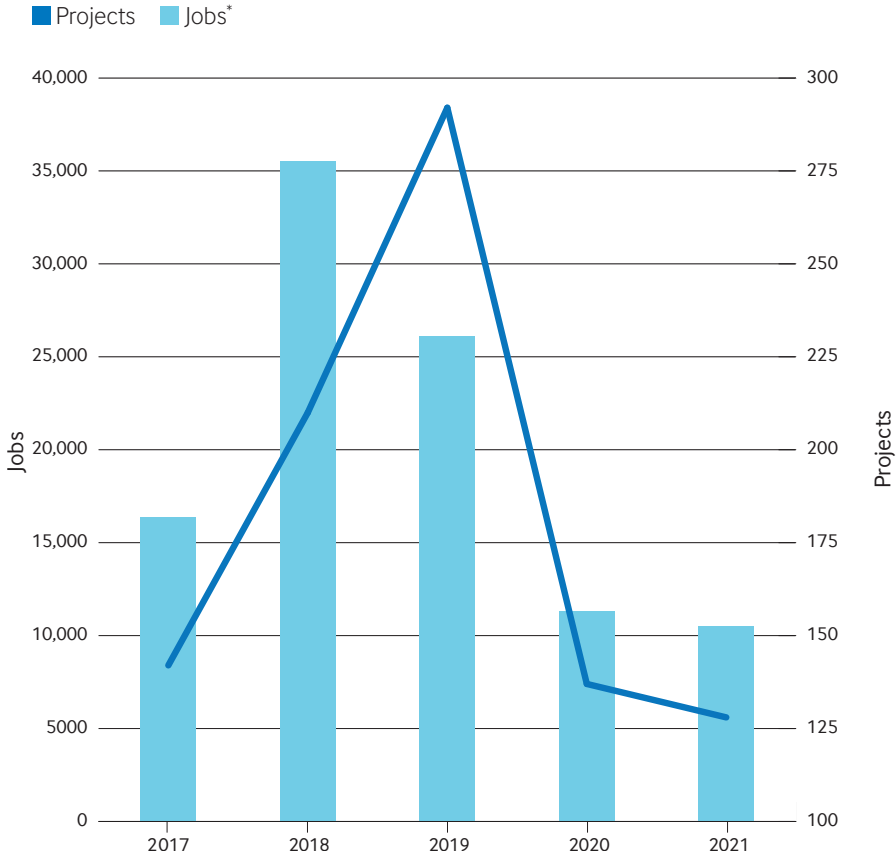
Source: fDi Markets (www.fdimarkets.com)
*Estimates included

TOP 10 COUNTRIES IN EUROPE FOR TOURISM FDI, 2017–2021

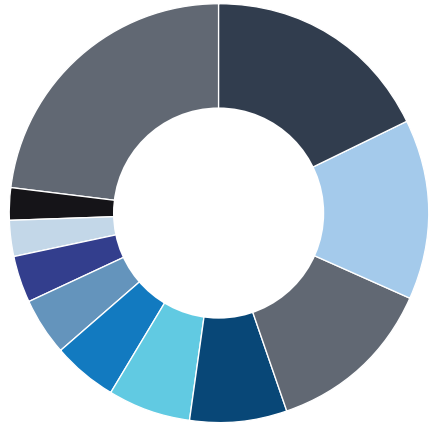


Source: fDi Markets (www.fdimarkets.com)

TOURISM FDI INTO EUROPE, 2017–2021



PROPORTION OF TOURISM FDI PROJECTS INTO EUROPE, 2017–2021



- 18% UK
- 14% Germany
- 13% Spain
- 7.6% France
- 6.5% Portugal
- 5% Turkey
- 4.5% Italy
- 3.5% Netherlands
- 2.8% Poland
- 2.6% Ireland
- 23% Other

Source: fDi Markets (www.fdimarkets.com)

Facts and figures

- **Ireland** attracted eight tourism projects in 2021, a peak figure for the 2017–2021 period. This represents project growth of 300% from 2020, with projects in 2021 creating 1225 jobs and generating capital investment of \$411.9m.
- **Projects into Austria** created 200 jobs during 2021, the most created locally by inbound tourism projects since 2018.
- **Cyprus** placed seventh for the number of jobs created by tourism FDI. Between 2017 and 2021, projects into Cyprus generated 4908 roles. This represents a market share of 4.9% for jobs created in Europe by tourism investments during the period.
- **Germany** experienced growth as a source market, with seven more outbound projects in 2021 compared to 2020. The country's apex as a source destination was in 2019, when local investors announced 36 tourism projects overseas.

Total projects
909

Total jobs*
99,838

Source: fDi Markets (www.fdimarkets.com)
*Estimates included

Digital nomads offer a path to resilient tourism

Jonathan Wildsmith, production manager, **fDi** Markets



In the wake of the Covid-19 pandemic, the tourism industry is looking to build back better with more resilience and competitiveness.

There has been a pivot away from over-reliance on the consumer travel market in order to withstand shocks, and many have teamed up with investment promotion agencies (IPAs).

The recently established Riga Investment and Tourism Agency offers a case in point. It commenced operations in April 2021, with the dual purpose of attracting foreign direct investment (FDI) into the capital, all the while promoting Riga internationally to develop its tourism sector. "Our agency was only established in 2021 in the capacity where both tourism promotion and investment attraction are under one roof," Ieva Lasmane, the head of tourism of Riga Investment and Tourism Agency, tells **fDi**.

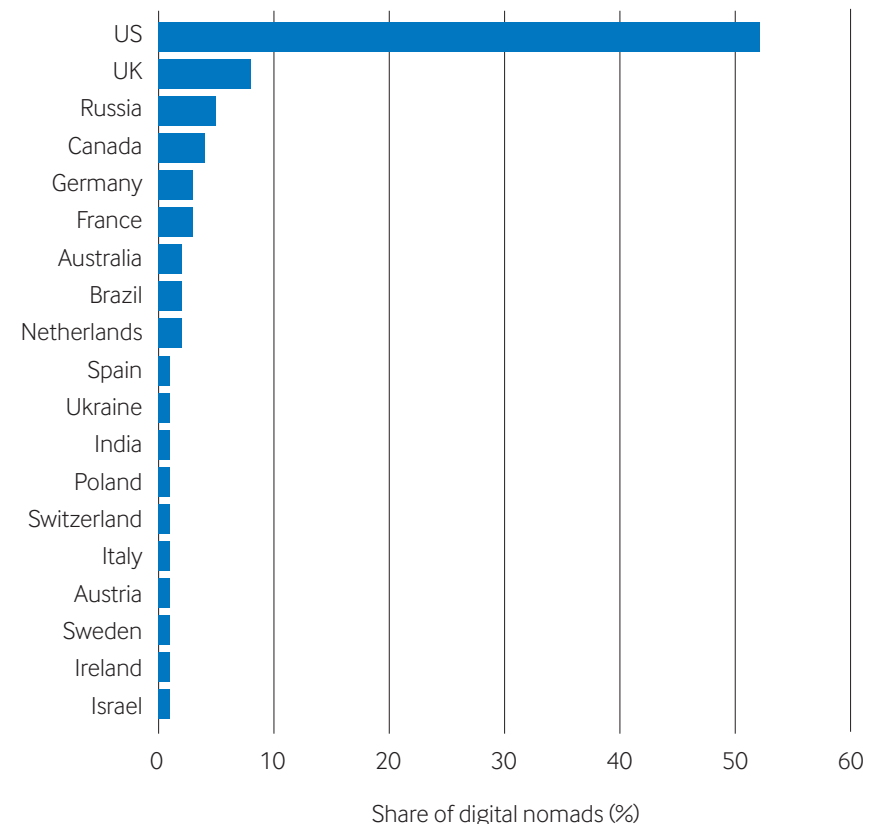
Prior to this, brand management and investment attraction were delegated to various institutions of Riga City Council, the Foreign Affairs Office, the City Development Department and the Riga Tourism Development Bureau. By

aligning the various departments into a single body, the city is aiming to make better use of administrative and financial resources and ensure greater efficiency in the performance of tasks, avoiding the potential risk of overlapping competencies.

While numerous IPAs are mandated with tourism promotion, the sector generally lies alongside or under several other focus sectors, depending on the agencies' objectives. A survey by the World Bank Group and the World Association of Investment Promotion Agencies from September 2020 found that foreign investment promotion was the most common function performed by 97% of IPAs, while only 23% of IPAs stated tourism promotion was a part of their mandate. Moreover, less than 50% of IPAs targeted hotels and restaurants, and approximately 37% of IPAs focused on other travel and tourism-related services as part of their priority sectors. Thus, there are fewer agencies prioritising tourism promotion alongside investment promotion.

Clayton Reid, CEO of MMGY, an integrated marketing company specialising in the travel, tourism and hospitality industry, says there is a mismatch. He claims: "Efforts to attract

SHARE OF DIGITAL NOMADS WORLDWIDE AS OF MARCH 2022, BY NATIONALITY



Source: Statista

travellers have been largely disconnected from the mission of luring corporate investment.”

One such way that the Riga Investment and Tourism Agency is combining tourism and investment promotion is its ‘workation’ programme. “It offers business representatives the chance to enjoy a reimbursed stay in Riga, to see how it is to stay and work here, [while also] scheduling valuable meetings with local industry leaders and government representatives, all organised by our agency,” says Ms Lasmane. The programme promotes the immigration of qualified persons with the aim of taking advantage of the growing work-from-anywhere movement.

While remote working is nothing new, the number of people doing so has grown massively since the onset of the pandemic, and is seemingly here to stay in some capacity. Companies such as Twitter have announced that its employees can work remotely permanently. Airbnb has gone one step further, allowing its employees to work from anywhere. The work-from-anywhere movement (or digital nomad trend) has also been accelerated by the pandemic. A study by MBO Partners, a



There is a growing understanding that what attracts tourists can also lure talent and industry

provider of a freelance management solution, found that 15.5 million American workers described themselves as digital nomads in 2021, increasing 42% from 2020 and 112% from the pre-pandemic year 2019.

Communities and businesses quickly looked to scale digital capacities to support working from home. Georgios Filiopoulos, CEO of Enterprise Greece, stresses: “One element that has become increasingly important since the outbreak of the pandemic is digital connectivity. People are increasingly looking to take advantage of flexible working; looking for locations that provide an opportunity to relax and the

infrastructure for remote working. In a response to this and to further boost the economy, Greece is undertaking a major upgrading of 5G infrastructure to support a thriving economy.”

To a certain extent, FDI attraction is shifting from an over-dependence on attracting companies towards attracting talent. Several other countries are announcing similar digital nomad attraction programmes. In March, Portugal announced a two-year residence visa; in July, Indonesia started to offer a similar digital nomad visa and Italy is in the process of introducing new policies to take advantage of the work-from-anywhere movement.

What’s more, Airbnb, the US-based online vacation rental marketplace, has announced the launch of its ‘Live and Work Anywhere’ initiative, which will partner with destinations to help support the attraction of digital nomads. Nathan Blecharczyk, Airbnb’s chief strategy officer, said following the launch of the initiative: “In collaborating with these destinations, we want to make it easier for workers to enjoy this flexibility and support the return of safe and responsible travel. We know that travel brings significant economic opportunity

to local communities and connects people around the world.”

As for why investment promotion agencies are targeting digital nomads, Prithwiraj Choudhury, a Harvard Business School professor who specialises in the future of work, noted in his May 2022 Harvard Business Review article that “digital nomads could act as catalysts for knowledge and resource flows between regions, benefiting themselves, their organisations, and their host countries”. He also emphasised that “digital nomads might play a key role in fostering entrepreneurship and the creation of technology clusters around the world”.

There is a growing understanding that what attracts tourists can also lure talent and industry. More and more investment promotion professionals are convinced that the antidote to the ailing tourism sector is the attraction of digital nomads. While the consumer travel market suffered during the pandemic, it had an opposite effect on working practices spurring a shift en masse to remote working. Digital nomads offer economic developers a ripe opportunity to leverage the work-from-anywhere movement for their locations.

North America

FDI projects into North America

• North America attracted 188 tourism foreign direct investment (FDI) projects between 2017 and 2021. During this period, more than \$9.7bn was invested and more than 22,300 jobs were created.

• In 2021, 28 tourism projects were recorded — a 4% increase from 2020. These projects generated \$776m (a 37% decrease from 2020) and saw the creation of approximately 2400 jobs (31% fewer than 2020). Tourism FDI by capital investment into North America increased from \$2bn in 2017 to more than \$3.4bn in 2019, before decreasing in 2020 to \$1.2bn. Capital investment in the region fell to \$776m in 2021.

• Tourism FDI in North America peaked in 2019. The region welcomed 56 tourism FDI projects. FDI into North America generated more than 6300 jobs in 2019.

• Between 2017 and 2021, New York was North America's leading state for tourism FDI projects (34), followed by Florida (32) and California (25). These three states represent almost half of all tourism FDI projects in the region.

• Florida recorded more tourism projects, garnered more capital investment and created more jobs in 2020 than in 2019. While capital investment into Florida fell from \$480m in 2020 to \$220m in 2021, it maintained top spot as the most attractive destination market in North America for tourism FDI in 2021.

• While New York saw its inbound tourism FDI (by number of projects) decrease in 2020, they rose by 67% in 2021. However, this figure was half of what the state recorded in 2018.

TOURISM FDI INTO NORTH AMERICA, 2017–2021

Year	Capital investment (\$bn)*
2017	2.0
2018	2.4
2019	3.4
2020	1.2
2021	0.8
Total	9.8

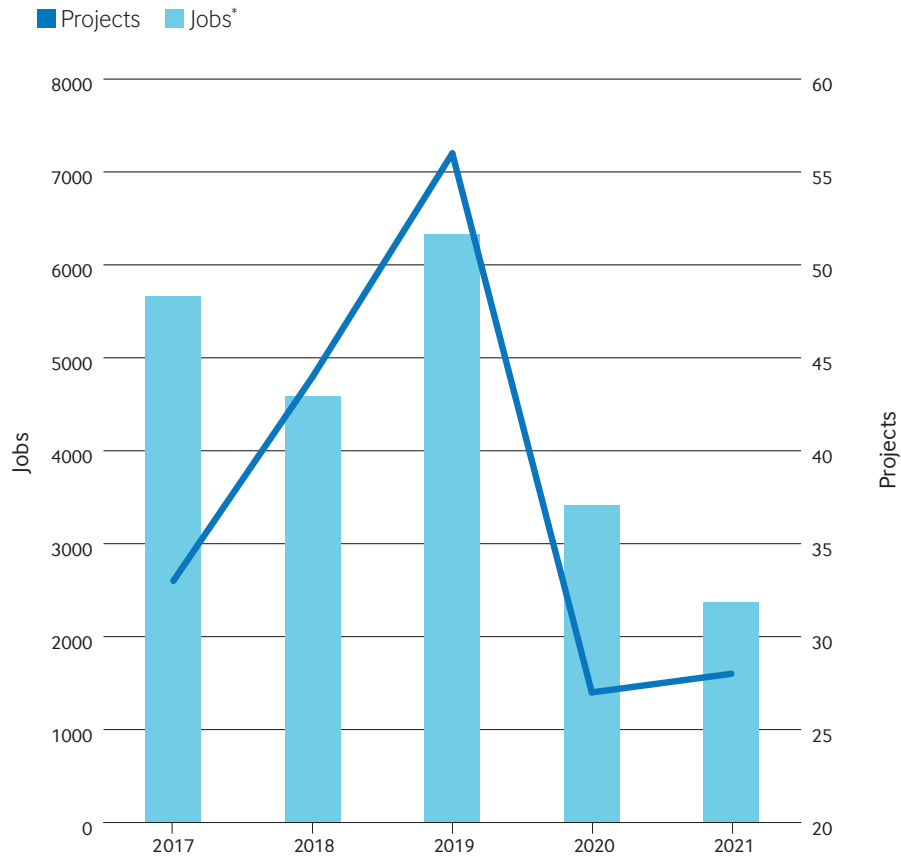
Source: fDi Markets (www.fdimarkets.com)
*Estimates included

TOP 10 STATES/PROVINCES IN NORTH AMERICA FOR TOURISM FDI, 2017–2021



Source: fDi Markets (www.fdimarkets.com)

TOURISM FDI INTO NORTH AMERICA, 2017–2021

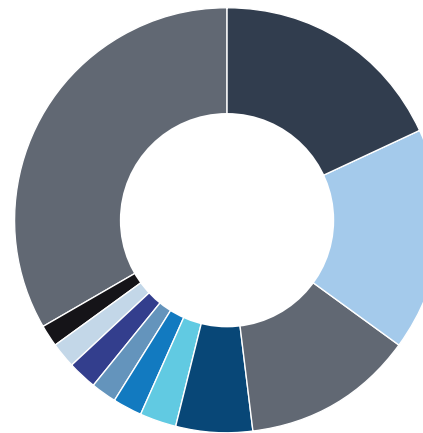


Total projects
188

Total jobs*
22,392

Source: fDi Markets (www.fdimarkets.com)
*Estimates included

PROPORTION OF TOURISM FDI PROJECTS INTO NORTH AMERICA, 2017–2021



- 18% New York
- 17% Florida
- 13% California
- 5.9% Ontario
- 2.7% British Columbia
- 2.1% Alberta
- 2.1% New Jersey
- 2.1% Quebec
- 2.1% Illinois
- 1.6% Colorado
- 33% Other

Source: fDi Markets (www.fdimarkets.com)

Facts and figures

- **The state of New York** attracted the highest proportion of capital expenditure and job creation in the region between 2017 and 2021, with a 17% share of tourism capital investment and job creation.
- **California and Florida** held a collective 30% market share of tourism FDI projects and 33% of tourism capital investment in North America between 2017 and 2021. During this period, Florida overshadowed its west coast rival, welcoming more tourism projects, capital investment and jobs.
- **Ontario, Canada** was the fourth-largest attractor of tourism FDI by project numbers between 2017 and 2021, thanks to a record-breaking year for tourism investment in 2019. It attracted six projects in 2019, worth approximately 650 jobs and \$338m in capital investment.
- **The state of Maryland** was North America's largest source market for tourism FDI projects and jobs. Between 2017 and 2021, Maryland-based companies were responsible for the creation of 98 tourism FDI projects, followed by California (59) and Illinois (47).

Tourism software FDI rebounds in 2021

Joshua Crawford, production manager, **fDi** Markets



Despite continued decline in the broader tourism sector, the tourism software foreign direct investment (FDI) field rebounded strongly during 2021.

This sub-area witnessed project growth of 41.9% in 2021 from a year earlier, according to greenfield investment monitor **fDi** Markets. This represents an increase of 18 investments on 2020. In comparison, **fDi** Markets recorded fewer non-software tourism projects for 2021.

Measured by projects, the US was the top destination country globally for tourism software FDI during 2021, with 13 investments announced. It also garnered the most projects globally between 2017 and 2021, as 44 investments were attracted. The UN World Tourism Organization (UNWTO) identifies the US as an innovation leader within the tourism software field, with the country being home to 280 funded travel and tourism technology start-ups, as of 2020.

Venture capital (VC) funding for start-ups mirrors this trend. According to Natalia Bayona, director of innovation, education, and investments

at UNWTO: “The amount of [VC] funding towards the tourism tech sector remains not only stable, but experienced a marginal increase during the first semester [of 2020] compared to 2019.”

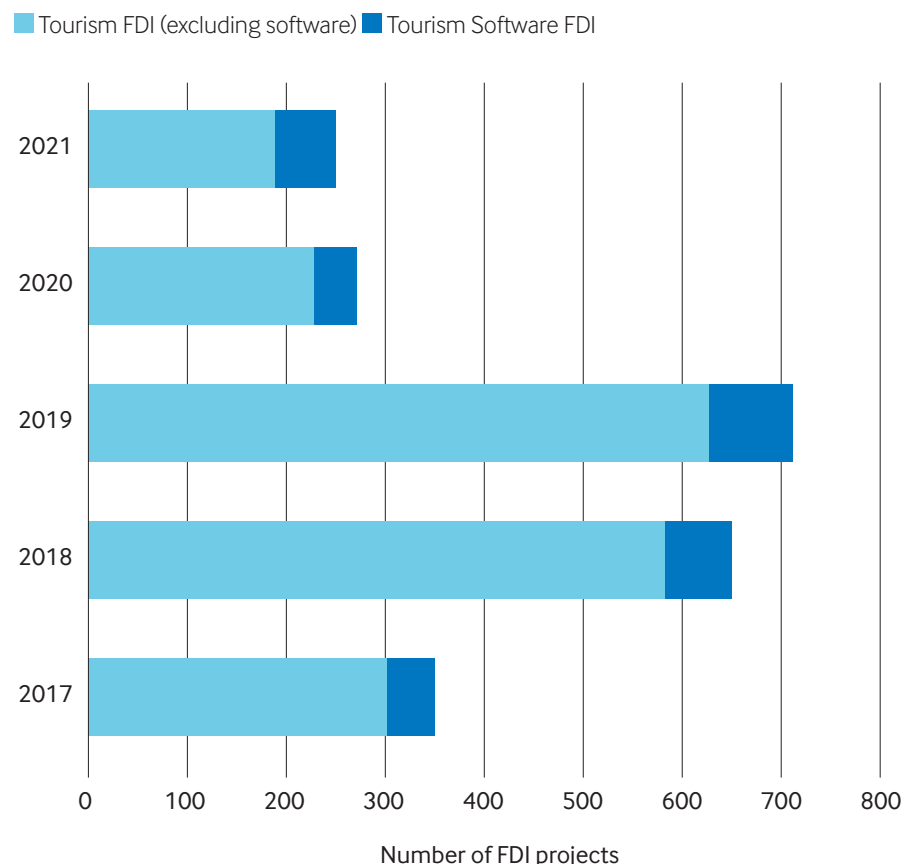
In 2021, tourism software firms raised significant levels of funding, with SiteMinder and Cloudbeds raising \$74m and \$150m respectively.

US-based TripActions, the provider of a corporate travel platform, raised \$275m in October 2021 and more than \$400m throughout the entire year. The company has been strongly active on the FDI front between 2017 and 2021, establishing a Europe, Middle East, and Africa headquarters in Amsterdam, a research and development facility in Tel Aviv, and a London office, among other projects.

In 2021, all world regions, bar Asia-Pacific, matched or exceeded the levels of tourism software FDI that was received in 2020.

Despite the lack of projects seen in the region — besides Australia, which attracted 11 projects between 2017 and 2021 — the impulse is to promote development in the Asia-Pacific tourism software field. In June 2022, the 34th Joint Meeting of the UNWTO

TOURISM FDI VS TOURISM SOFTWARE FDI BY PROJECT NUMBERS (2017–2021)



Source: **fDi** Markets (www.fdimarkets.com)

Commission for East Asia and the Pacific and the UNWTO Commission for South Asia (CAP-CSA) was held in the Maldives. This was the first in-person gathering of CAP-CSA since before the coronavirus pandemic. One of the key focus areas was technology and how the regional tourism industry can be better insulated against future shocks, such as pandemics, through innovation.

At city level, London was the prime destination for tourism software FDI in 2021 and attracted 20 projects over the whole 2017 to 2021 period.

In the UK as a whole, travel tech companies raised £358m in 2020 from 249 deals. An estimated 50% of local travel tech firms are at the seed stage, signalling the potential for growth and innovation.

Emphasis on innovation will open the door to technologies like blockchain and the Internet of Things. For example, **FDI Markets** tracked three blockchain-related projects in the software tourism field during 2021.

Artificial intelligence (AI) currently stands as the key technology for the tourism sector. According to a McKinsey report published in 2019, the travel and tourism industry had a low adoption of AI at the time. Since then, as noted by **FDI Markets**, FDI activity related to AI-based tourism software has experienced a sharp spike, with 14 projects announced during 2021. Luxembourg-based eDreams Odigeo, an online travel company, expanded its technology workforces in Portugal,

Spain and Italy, with the multi-country project creating 100 jobs and placing strong focus on AI.

Convios, an AI company delivering an online booking and buying experience for visitors, also implemented a multi-country strategy. It announced plans to open offices in Germany, France, the UK and the US.

According to UK-based Hotelmize, which provides AI-based technologies for the hotel booking industry, key application areas for AI include data analytics, flight forecasting, and chatbots.

Although R&D project levels failed to recover during 2021 in the tourism software FDI field, nine research investments have already been tracked between January and June 2022, beating the whole of 2020. For example, US-based Airbnb, the provider of an online accommodation marketplace, has announced the opening of a technology hub in Bangalore, India.

Airbnb has achieved huge success, despite the pandemic, when measured by revenues. The company generated \$1.5bn of income during the fourth quarter of 2021 — 38% higher than the revenues achieved in the same three-month period of 2019. This growth is continuing into 2022, with the company posting a profit of \$379m during the second quarter, compared to a loss of \$68m during the same period in 2021. Airbnb cites an “adaptable” business model and becoming a “leaner and more focused” entity as key reasons for this



Emphasis on innovation will open the door to technologies like blockchain and Internet of Things

impressive performance.

In addition to the Bangalore site, Airbnb announced nine overseas projects between 2017 and 2021. This includes a support service centre in Bucharest, which created 200 local jobs. The firm also established a research lab dedicated to sustainable tourism in Igualada, Spain — a country that is creating a conducive environment for tourism software investments and innovation. For example, the Tech Tourism Cluster of Catalonia was formed in April 2022, supported by the regional government and providing for 1700 jobs. US-based Mastercard has also collaborated with the national government, announcing the opening of a tourism innovation centre in Madrid in January 2022.

Airbnb is also one of the world’s foremost proponents of remote working, announcing a new working model in April 2022. The company is

allowing its staff members to work from anywhere within the US and across 170 countries. According to its CEO, Brian Chesky: “The office, as we know it, is over ... if you limit your talent pool to community radius, you’re probably at a disadvantage.”

The company has partnered with the Caribbean Tourism Organization, the Canary Islands Tourist Board, and other agencies to expand its radius. Its willingness to hire remotely and globally creates increased opportunities for potential on-the-ground presences, and thus new FDI patterns.

In spite of the broader tourism sector’s struggling recovery, the tourism software FDI market is well seeded for continued growth. The rebound of FDI levels in 2021, the stability of funding available for the sector throughout the pandemic, focus on technologies like AI, and the jump in research projects during 2022 are different factors indicative of travel tech’s potential.

Latin America and the Caribbean

FDI projects into Latin America and the Caribbean

• Latin America and the Caribbean attracted 328 tourism foreign direct investment (FDI) projects between 2017 and 2021, representing \$27.7bn-worth of capital investment and more than 99,000 new jobs.

• In 2021, the capital investment in Latin America and the Caribbean experienced a decrease of 78% from 2020, dropping from \$3.6bn to \$800m. During this same period, job creation in the region also experienced a significant decline, falling from approximately 10,500 in 2020 to 3200 in 2021.

• The primary destination market in the Latin America and Caribbean region between 2017 and 2021 was Mexico. It represented 33% (108) of all tourism FDI projects into the region. Mexico was also the top country for capital investment, holding a 33% (\$9.3bn) market share and the largest job creation (33,800) in Latin America and the Caribbean.

• Colombia and Peru ranked second and third respectively for FDI tourism projects, attracting 40 and 30 projects between 2017 and 2021, with Colombia equating to a 12% market share and Peru equating to a 9.1% market share. Moreover, Colombia also ranked second for capital investment, attracting \$5.5bn, equivalent to 20% of the regional total in the five-year period.

TOURISM FDI INTO LATIN AMERICA AND THE CARIBBEAN, 2017-2021

Year	Capital investment (\$bn)*
2017	3.7
2018	8.3
2019	11.3
2020	3.6
2021	0.8
Total	27.7

Source: fDi Markets (www.fdimarkets.com)

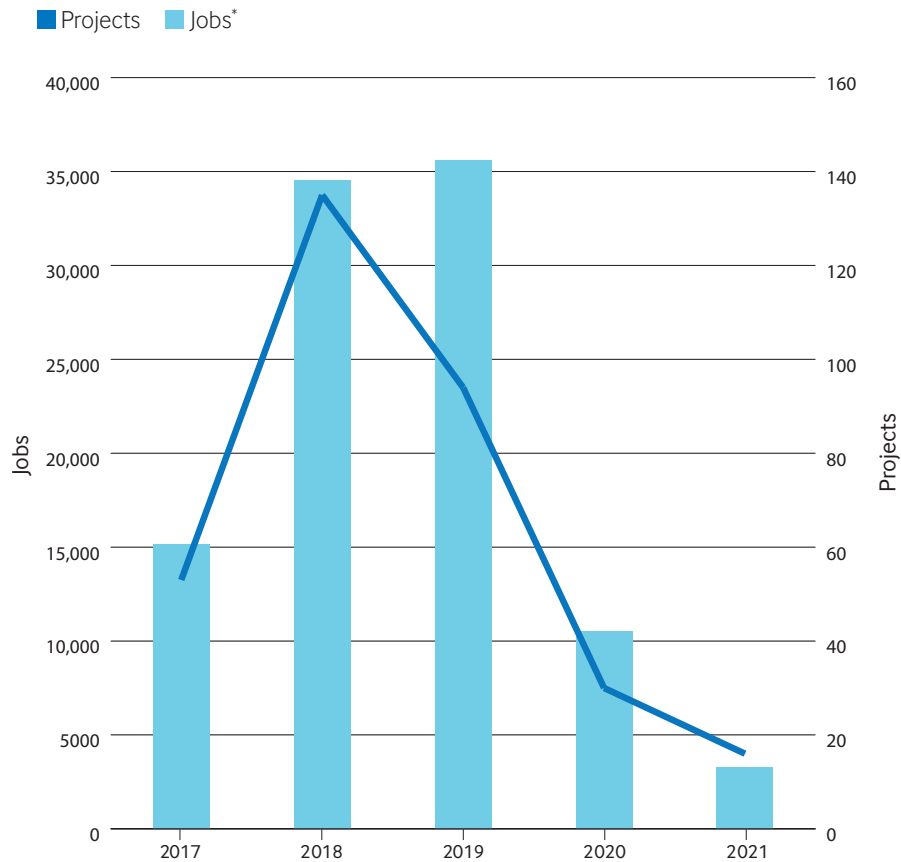
* Estimates included

TOP 10 COUNTRIES IN LATIN AMERICA AND THE CARIBBEAN FOR TOURISM FDI, 2017-2021



Source: fDi Markets (www.fdimarkets.com)

TOURISM FDI INTO LATIN AMERICA AND THE CARIBBEAN, 2016–2020

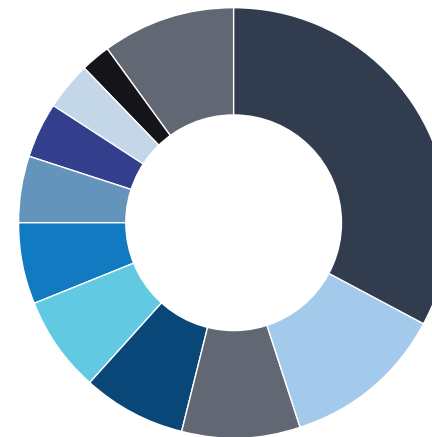


Total projects
328

Total jobs*
99,042

Source: fDi Markets (www.fdimarkets.com)
*Estimates included

PROPORTION OF TOURISM FDI PROJECTS INTO LATIN AMERICA & THE CARIBBEAN, 2017–2021



- **33%** Mexico
- **12%** Colombia
- **9.1%** Brazil
- **7.6%** Peru
- **7.3%** Dominican Republic
- **6.1%** Cuba
- **4.9%** Chile
- **4.3%** Argentina
- **3.4%** Costa Rica
- **2.4%** Ecuador
- **9.8%** Other

Source: fDi Markets (www.fdimarkets.com)

Facts and figures

- **Mexico** ranked first for FDI project numbers in 2021, attracting eight. It also experienced the highest capital investment of \$447m and had the most jobs created, with more than 1400 new roles created in the region.
- **Peru** was the second-highest ranked country in relation to tourism job creation and third-highest for FDI projects between 2017 and 2021. It was also fourth for capital investment during the same period.
- **Panama** retained its position as the primary source market for tourism FDI out of Latin America and the Caribbean between 2017 and 2021. It invested in 71 outward projects, equating to 60% of all FDI sourced from the region. It also maintained top position for the highest source market for capital investment (\$4.6bn) and job creation (14,700).
- **Mexico** was the third-largest source market for tourism FDI projects out of Latin America and the Caribbean. Between 2017 and 2020, it invested in 10 outward projects and more than 2600 jobs, totalling \$949m in capital investment.

Middle East and Africa

FDI projects into Middle East and Africa

- A total of 278 tourism foreign direct investment (FDI) projects were announced in the Middle East and Africa region between 2017 and 2021, equating to \$22.2bn worth of capital investment. During this same period, more than 45,400 new jobs were created in the region.

- Tourism FDI capital investment experienced a 70% increase in the Middle East and Africa region in 2021, totalling \$2.6bn. Moreover, the number of tourism FDI projects grew to 46, an 84% increase on 2020, and tourism jobs also increased to more than 5000, equating to a 59% increase on 2020.

- The UAE was the primary destination for tourism FDI projects (87) and capital investment (\$6.8bn) between 2017 and 2021, with each representing 31% of the regional total across the Middle East and Africa. During the same period, the UAE also created the highest number of tourism jobs, at more than 12,900, representing 29% market share within the region.

- Between 2017 and 2021, Morocco and Saudi Arabia held second and third position in terms of capital investment. Morocco made up 8.9% of the regional total share, followed by Saudi Arabia (8.3%). The two countries combined attracted \$3.8bn worth of FDI pledges in the tourism sector in the five-year period.

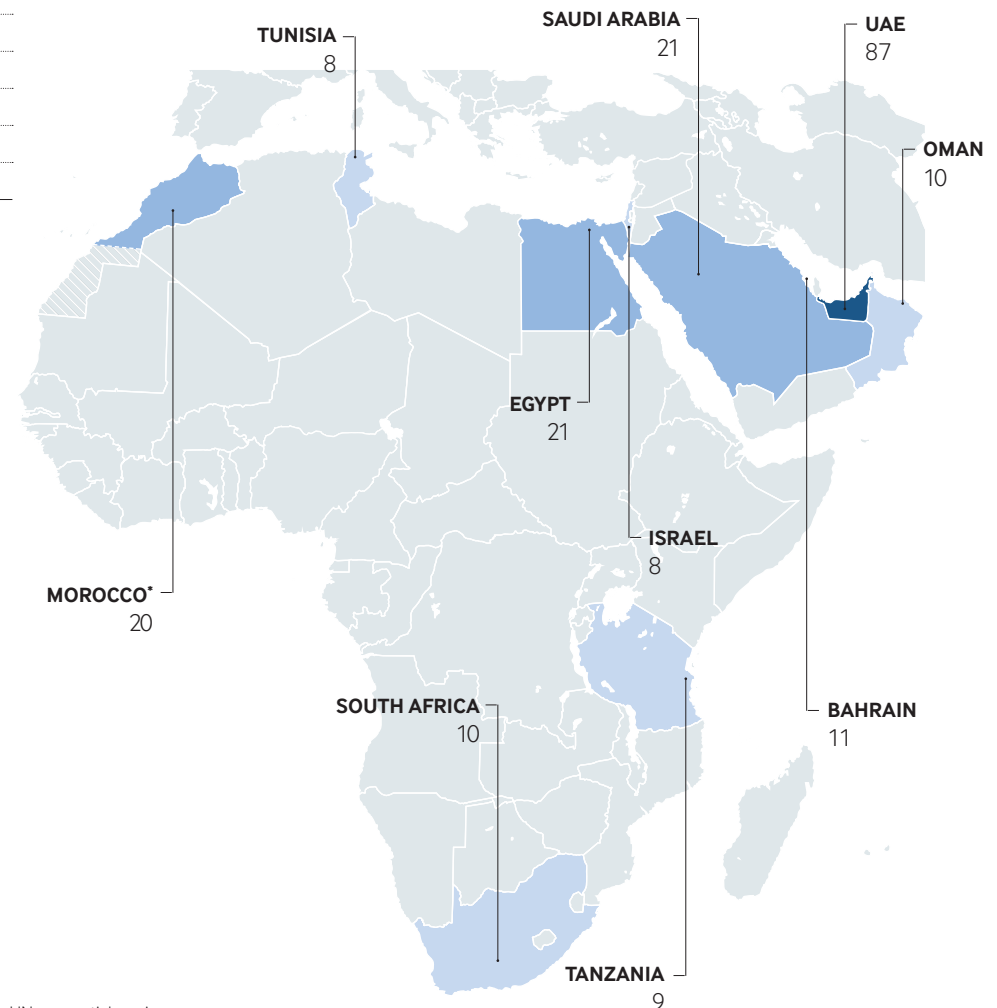
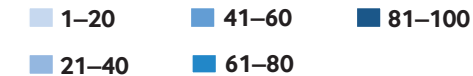
- The UAE, Morocco and Saudi Arabia were the top three nations for the number of tourism jobs created between 2017 and 2021, resulting in more than 20,600 new roles created in the Middle East and Africa region.

TOURISM FDI INTO THE MIDDLE EAST AND AFRICA, 2017–2021

Year	Capital investment (\$bn)*
2017	3.1
2018	6.0
2019	8.9
2020	1.5
2021	2.6
Total	22.2

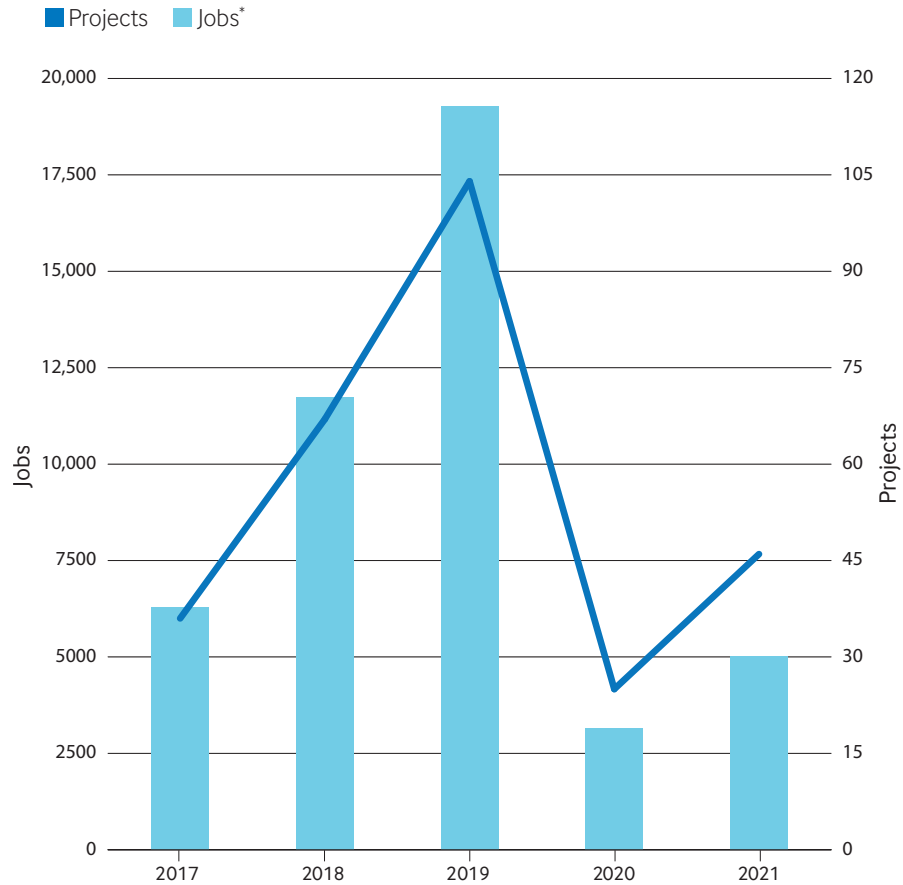
Source: **fDi** Markets (www.fdimarkets.com)
* Estimates included

TOP 10 COUNTRIES IN THE MIDDLE EAST AND AFRICA FOR TOURISM FDI, 2017–2021

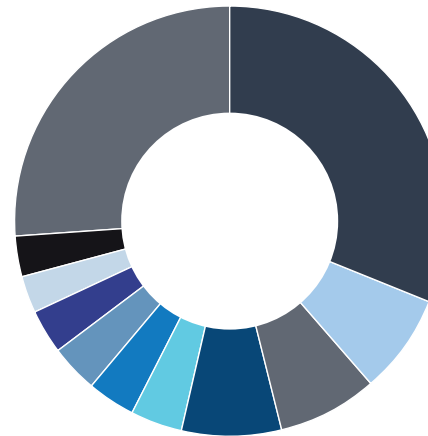


Source: **fDi** Markets (www.fdimarkets.com)
*Morocco's borders are based on the map published by the UN geospatial service

TOURISM FDI INTO THE MIDDLE EAST AND AFRICA, 2017–2021



PROPORTION OF TOURISM FDI PROJECTS INTO THE MIDDLE EAST AND AFRICA, 2017–2021



- 31% UAE
- 7.6% Egypt
- 7.6% Saudi Arabia
- 7.2% Morocco
- 4% Bahrain
- 3.6% Oman
- 3.6% South Africa
- 3.2% Tanzania
- 2.9% Tunisia
- 2.9% Israel
- 26% Other

Source: fDi Markets (www.fdimarkets.com)

Facts and figures

- **The UAE** was the top destination market for tourism FDI projects into the Middle East and Africa region in 2021, with a total of 19 projects. It was followed by Saudi Arabia, South Africa, Oman and Israel.
- **Saudi Arabia** welcomed \$518m worth of tourism capital investment in 2021, placing it second in terms of capital investment in the Middle East and Africa region for the year. This position was also held regarding the number of tourism jobs created, at more than 1000, and number of tourism FDI projects (six) in the tourism cluster in 2021.
- **The UAE** was also the primary source country for tourism investments between 2017 and 2021. The Middle East nation invested in 63 outward FDI tourism projects, equating to 55% of market share in the region. It was also the top source market for outward capital investment (\$3.9bn) and created more than 9000 tourism jobs. The UAE was followed by Qatar for outward tourism capital investment and job creation.



Total projects

278



Total jobs*

45,459

Source: fDi Markets (www.fdimarkets.com)
*Estimates included

Sector overview

• The hotels and tourism sector accounted for more than two-thirds of all projects in the tourism cluster between 2017 and 2021. Within this same period, accommodation remained the largest sub-sector of tourism foreign direct investment (FDI) projects globally. fDi Markets tracked 1254 tourism FDI projects in the accommodation sub-sector between 2017 and 2021, accounting for more than half of all projects in the cluster.

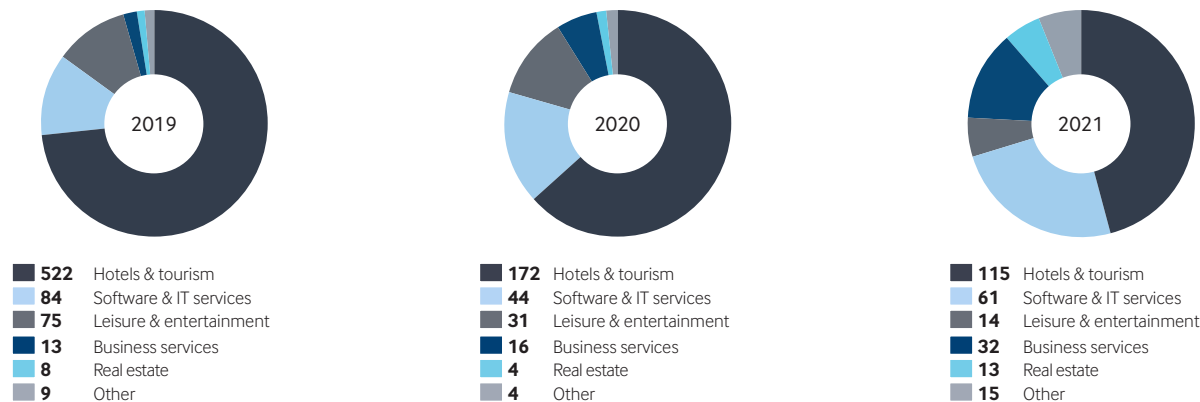
• The accommodation sub-sector generated more than 18,000 jobs in 2021 — less than a tenth of the 266,300 jobs created by companies in the sub-sector since 2017.

• Travel arrangements and reservation services ranked as the second-largest sub-sector for tourism FDI by number of projects recorded between 2017 and 2021.

• Software and IT services was the second-largest sector for tourism FDI projects. Its share of global FDI projects has remained relatively resilient to the impact of the coronavirus pandemic. Software publishers, excluding the video games sub-sector, came in third with 193 projects, valued at more than \$1.6bn between 2017 and 2021.

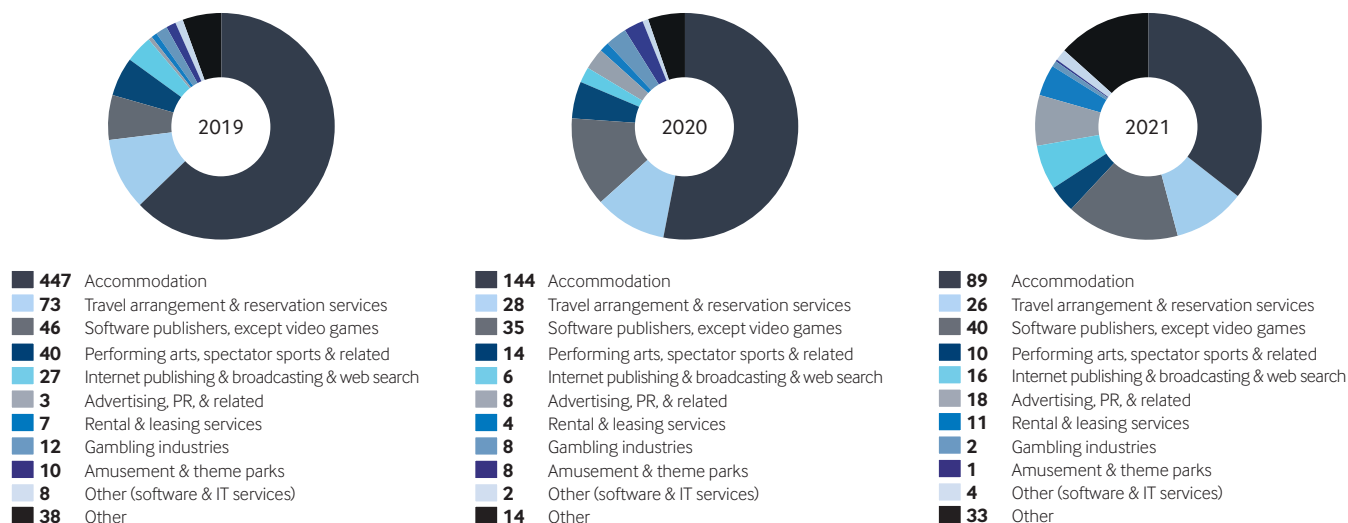
• The gambling industries and amusement and theme parks sub-sectors attracted 52 and 46 tourism FDI projects, respectively, between 2017 and 2020. Gambling industries contributed more than \$6.4bn to the global tourism cluster. Amusement and theme parks was the second-largest sub-sector by capital investment, with projects valued at \$22.5bn.

GLOBAL TOURISM FDI PROJECTS BY SECTOR (TOP FIVE), 2019–2021



Source: fDi Markets (www.fdimarkets.com)

GLOBAL TOURISM FDI PROJECTS BY SUB-SECTOR (TOP 10), 2019–2021



Source: fDi Markets (www.fdimarkets.com)

Companies

Three of the top 10 foreign investors for tourism foreign direct investment (FDI) projects are headquartered in the US: Marriott International, Hyatt International and Travel + Leisure Co (formerly known as Wyndham Destinations). Selina remains the only Latin American hotel group in the top 10. Accor, InterContinental Hotels Group, Barcelo, Melia Hotels International and TUI Group round out the top 10 from Europe while Minor International is the only representative from the Asia-Pacific region.

US-based hotel giant Marriott International maintains its position as the world's largest foreign investor in the tourism sector, investing in 97 projects globally between 2017 and 2021. The Asia-Pacific region was the main destination market for the company in each of the four years preceding 2021, where it has made 60% of its investments since 2017. Equally, Marriott International was Asia-Pacific's top tourism investor during this period.

Marriott International entered 2020 following record revenues of more than \$20.9bn in 2019. Yet the impact of the coronavirus pandemic caused the company's revenue to halve. The company's headcount also declined from approximately 174,000 in 2019 to 121,000 in 2020, as per the company's annual filings. Nevertheless, the company has regained some ground in 2021, increasing its annual revenue from \$10.6bn in 2020 to \$13.9bn in 2021. The company's headcount remained relatively lean in 2021, at 120,000.

Panama-based Selina holds onto second place for the fourth year in a row. The company, which operates a chain of hostels, hotels and co-working spaces, invested in 70 projects globally, between 2017 and 2021. However, the company's rapid global expansion in 2018 and 2019 was curtailed heavily in 2020, when it invested in five projects. The picture remained similar in 2021, with three announced projects. Between 2017 and 2021, Selina

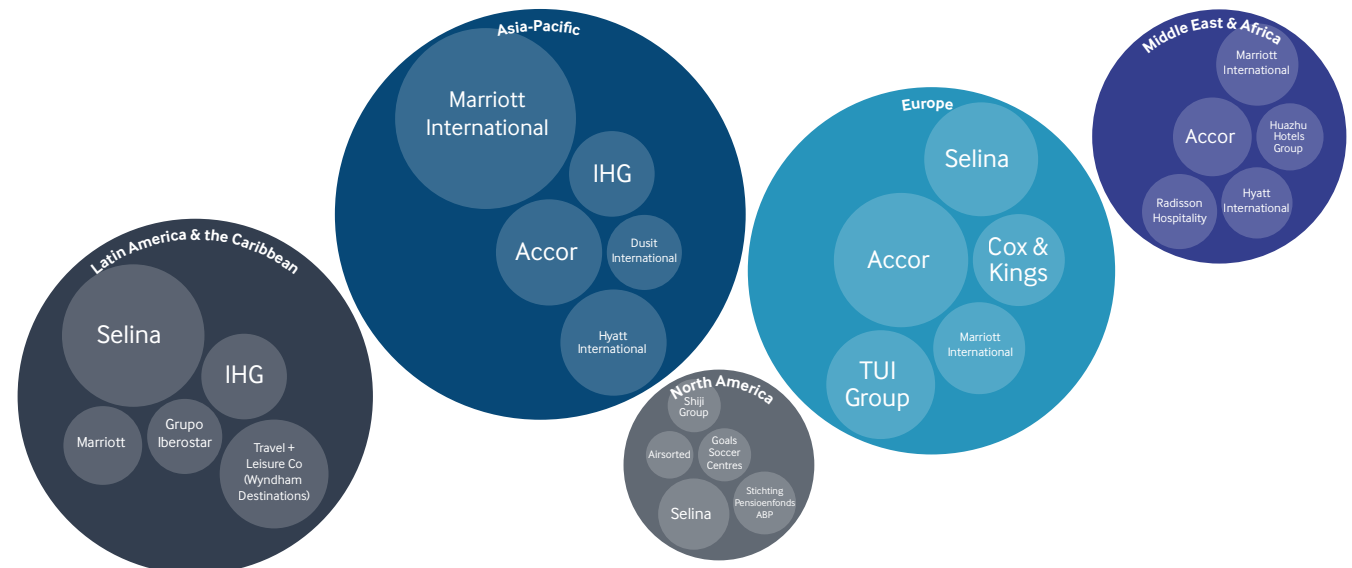


Selina remains the only Latin American hotel group in the top 10 global investors

was the top investor for tourism FDI projects in Latin America and the Caribbean as well as North America.

France-based hospitality group Accor remains the third most active tourism investor between 2017 and 2021, rising from sixth place in the 2019 report. The company invested in 68 projects globally between 2017 and 2021. Emerging Europe was the main destination market for the group, where 35% of its projects were announced. Chains under the hotel brand include Hotel Sofitel, Novotel and Mama Shelter. Accor was the most active tourism FDI investor in Europe.

TOP INVESTORS BY REGION FOR TOURISM FDI (TOP FIVE), BY NUMBER OF PROJECTS, 2017–2021



Source: fDi Markets (www.fdimarkets.com)



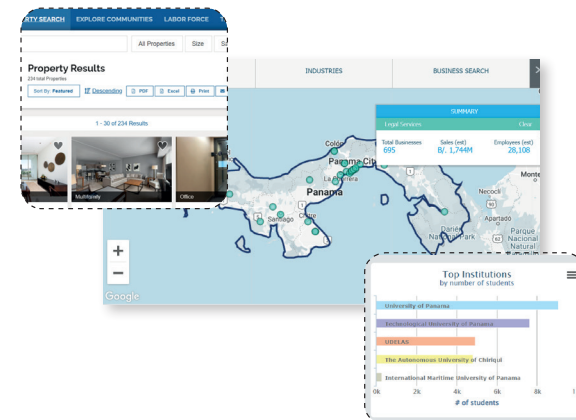
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About fDi Intelligence

fDi Intelligence – part of the Financial Times Group, is recognised globally for its credible full range of investment promotion and research solutions. Relied upon by the most prominent FDI professionals, we have provided in-depth commentary and comprehensive data and intelligence since 2001 and continue to pioneer new groundbreaking products to better serve our clients.

Products and services include:

fDi Markets – is the most comprehensive greenfield FDI tracking database on the market, from the Financial Times. We have an unrivalled track record of real-time data since 2003. Our data is chosen to power the most influential global FDI analytics, decision making and identify future opportunities and trends.

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About the data

The report is based on the **fDi** Markets database of The Financial Times Ltd, which tracks greenfield investment projects. It does not include mergers and acquisitions or other equity-based or non-equity investments. Only new investment projects and significant expansions of existing projects are included. **fDi** Markets is the most authoritative source of intelligence on real investment in the global economy, and the only source of greenfield investment data that covers all countries and industries worldwide. Retail projects have been excluded from this analysis but are tracked by **fDi** Markets.

The data presented includes FDI projects that have either been announced or opened by a company. The data on capital investment and job creation is based on the investment the company is making at the time of the project announcement or opening. As companies can raise capital locally, phase their investment over a period of time, and can channel their investment through different countries for tax efficiency, the data used in this report is different to the official data on FDI flows. The data from **fDi** Markets is more accurate and a real-time indicator of the real investment companies are making in their overseas subsidiaries.

The data shown includes estimates for capital investment and job creation derived from algorithms (patent pending) when a company does not release the information.

Note that the investment projects tracked by **fDi** Markets are being constantly updated and revised based on new intelligence being received and the underlying algorithms are constantly improving their accuracy over time. The data presented in this report may therefore differ slightly from the real-time data available at **fDiMarkets.com**.

The World Bank, Unctad, the Economist Intelligence Unit and more than 100 governments around the world as well as major corporations use the data as the primary source of intelligence on greenfield investment trends.

fDiIntelligence.com



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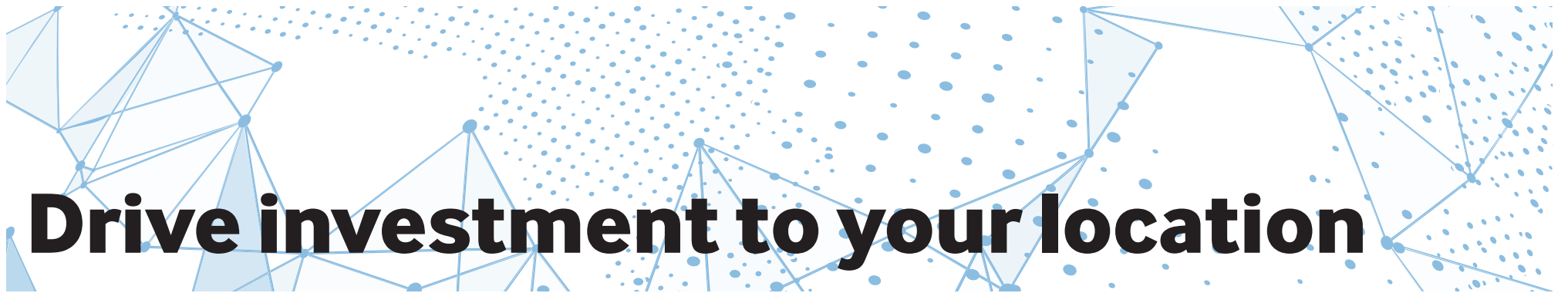
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