

BRAND  
**USA**

# BOARD OF DIRECTORS MEETING

PUBLIC SESSION



A wide-angle photograph of the Golden Gate Bridge in San Francisco, taken from a high vantage point on the left side of the bridge. The bridge's iconic orange-red towers and suspension cables are prominent. The bridge spans the Golden Gate Strait, with the city of San Francisco visible in the distance under a vibrant sunset sky with hues of pink, orange, and blue. The water of the strait is dark and calm.

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# GOVERNANCE



# Robert O'Leary

Deputy Assistant Secretary  
for Travel and Tourism  
U.S. Department of Commerce



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# CEO REPORT



# AMERICA 250 EUROPE ROAD SHOW & JAPAN AND KOREA SALES MISSION



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# CEO REPORT



A low-angle photograph of the St. Louis Gateway Arch, a massive stainless steel catenary arch, reaching towards a sky filled with dramatic, orange and blue sunset clouds. The arch's base is visible at the bottom, and the city skyline of St. Louis, including several skyscrapers and a bridge, is visible in the background.

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# FY26 YTD FINANCIAL UPDATE

# FY26 FINANCIAL HIGHLIGHTS

(As of June 30, 2026)

**TOTAL YTD REVENUE:** **\$10.5M**  
53% of goal

**TOTAL YTD EXPENSES:** **\$86.9M**  
55% of budget

**CASH: REMAINS STRONG**

**TRAVEL PROMOTION FUND: 100% MATCHED**





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# UNITED STATES VISITATION SNAPSHOT

# OVERSEAS VISITATION REACHED 15.2M THROUGH JUNE

Arrivals are down 4% year-over-year



**15.2M**

YTD OVERSEAS VISITORS



**-4%**

YOY – ALL MARKETS



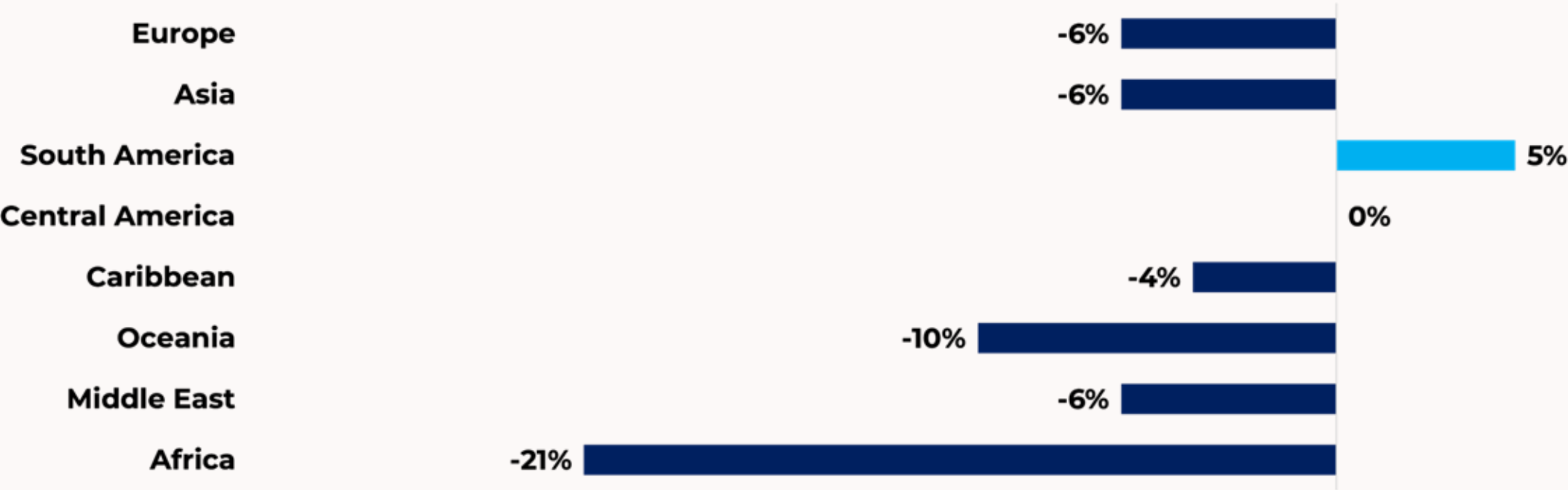
**-3%**

YOY – TOP 20 MARKETS

# REGIONAL PERFORMANCE REMAINS UNEVEN

South and Central America continue to outperform, while declines persist across all other regions.

**Overseas Arrivals – YOY% Change (Jan – Jun 2026 YTD)**  
regions ordered by arrival volume



# SELECT MARKETS CONTINUE TO OUTPERFORM

Colombia, Japan, Argentina, Brazil, and the UK are driving overseas growth.

| Market                | Jan – Jun 2026 YTD | YOY % Change |
|-----------------------|--------------------|--------------|
| UK                    | 1,865,073          | 1%           |
| India                 | 971,771            | -11%         |
| Brazil                | 960,046            | 1%           |
| Japan                 | 901,885            | 5%           |
| China                 | 748,925            | -1%          |
| Germany               | 692,684            | -14%         |
| France                | 647,902            | -11%         |
| South Korea           | 632,117            | -15%         |
| Colombia              | 566,162            | 17%          |
| Italy                 | 444,045            | -12%         |
| Australia             | 438,052            | -6%          |
| Argentina             | 421,466            | 2%           |
| <b>Total Overseas</b> | <b>15,241,650</b>  | <b>-4%</b>   |

# 2026 FORECAST REVISED DOWNWARD

**69.9M**

PROJECTED 2026  
INTERNATIONAL  
ARRIVALS

**-711,000**

Arrivals removed  
vs. March forecast

**3.4% → 2.4%**

2026 growth rate,  
revised lower

**85.0M**

Projected arrivals  
by 2030

# WHERE THE CHANGE IS HAPPENING

42 markets revised up · 139 revised down

## REVISED UP ↑

|           |              |
|-----------|--------------|
| Mexico    | <b>+709k</b> |
| Colombia  | <b>+59k</b>  |
| Ecuador   | <b>+32k</b>  |
| Turkey    | <b>+28k</b>  |
| Japan     | <b>+26k</b>  |
| Taiwan    | <b>+20k</b>  |
| Venezuela | <b>+15k</b>  |
| Argentina | <b>+12k</b>  |

## REVISED DOWN ↓

|             |              |
|-------------|--------------|
| Canada      | <b>-300k</b> |
| South Korea | <b>-196k</b> |
| Germany     | <b>-145k</b> |
| France      | <b>-126k</b> |
| UK          | <b>-108k</b> |
| Italy       | <b>-82k</b>  |
| India       | <b>-67k</b>  |
| Netherlands | <b>-52k</b>  |

# TOP INBOUND MARKETS: 2026 OUTLOOK

| Market                     | 2026 Forecast     | YOY % Change |
|----------------------------|-------------------|--------------|
| Mexico                     | 19,200,000        | 7%           |
| Canada                     | 16,700,000        | 4%           |
| UK                         | 4,100,000         | 1%           |
| Japan                      | 2,100,000         | 5%           |
| Brazil                     | 2,000,000         | 4%           |
| India                      | 1,900,000         | -7%          |
| Germany                    | 1,700,000         | -5%          |
| China                      | 1,600,000         | 3%           |
| South Korea                | 1,500,000         | -6%          |
| France                     | 1,500,000         | -4%          |
| Colombia                   | 1,200,000         | 7%           |
| Italy                      | 1,100,000         | -4%          |
| <b>Total International</b> | <b>69,900,000</b> | <b>+2%</b>   |

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# CONSUMER SENTIMENT



# METHODOLOGY

Monthly omnibus study tracking international leisure travel intent among the general population

- **Sample:** ~1,000 per market per month across 11 international markets (n=11,000)
- **Latest Fielding Dates:** July 10 - 15, 2026

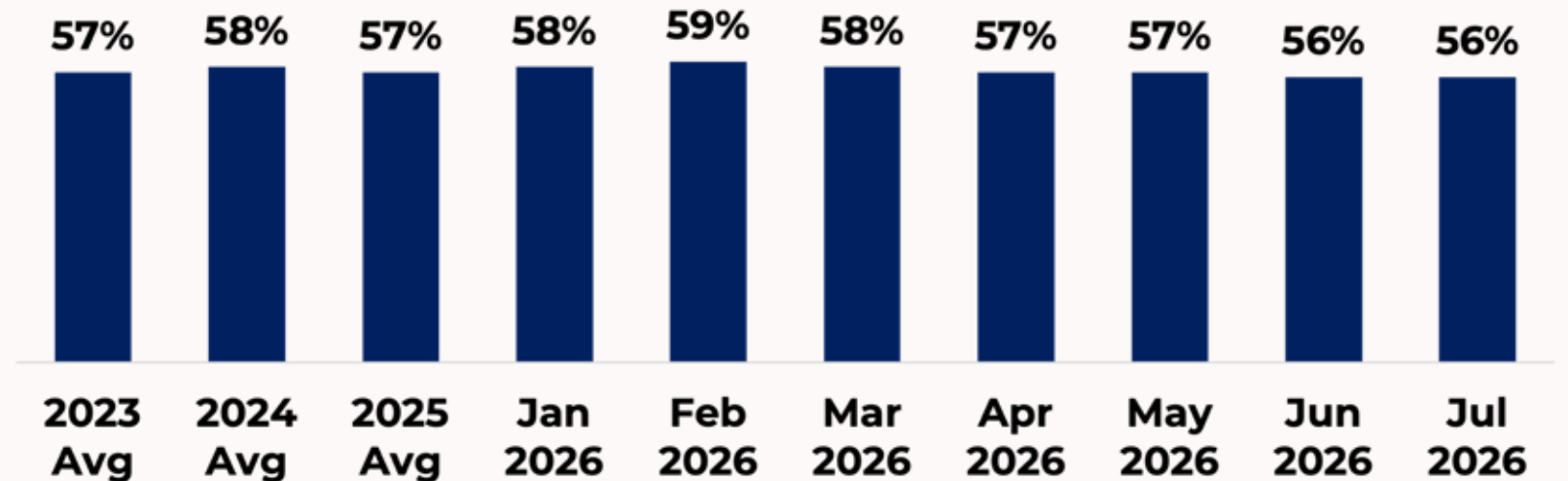
## Markets Surveyed

| APAC        | EUROPE  | NORTH AMERICA | SOUTH AMERICA |
|-------------|---------|---------------|---------------|
| Australia   | France  | Canada        | Argentina     |
| India       | Germany | Mexico        | Brazil        |
| Japan       | U.K.    |               |               |
| South Korea |         |               |               |

# GLOBAL LEISURE TRAVEL INTENT HOLDS STEADY

## Likelihood to Travel Internationally in the Next 12 Months (% Very or Somewhat Likely)

Global travel intent remains resilient — holding steady despite ongoing economic and geopolitical uncertainty



# BARRIERS TO TRAVEL ARE EVOLVING – BUT COST REMAINS THE PRIMARY CONSTRAINT

Cost remains the primary barrier, cited at roughly twice the level of any other factor, while safety and political concerns continue to rise

## Reasons for Not Traveling Internationally in the Next 12 Months – 2026 YTD





# U.S. REMAINS TOP DESTINATION GLOBALLY

## #1

### OVERALL

**Top destination likely to be visited** among international travelers (11-market average)

## #1

### DESTINATION

Most likely destination to visit in **Brazil, Canada, and Mexico**

## #1

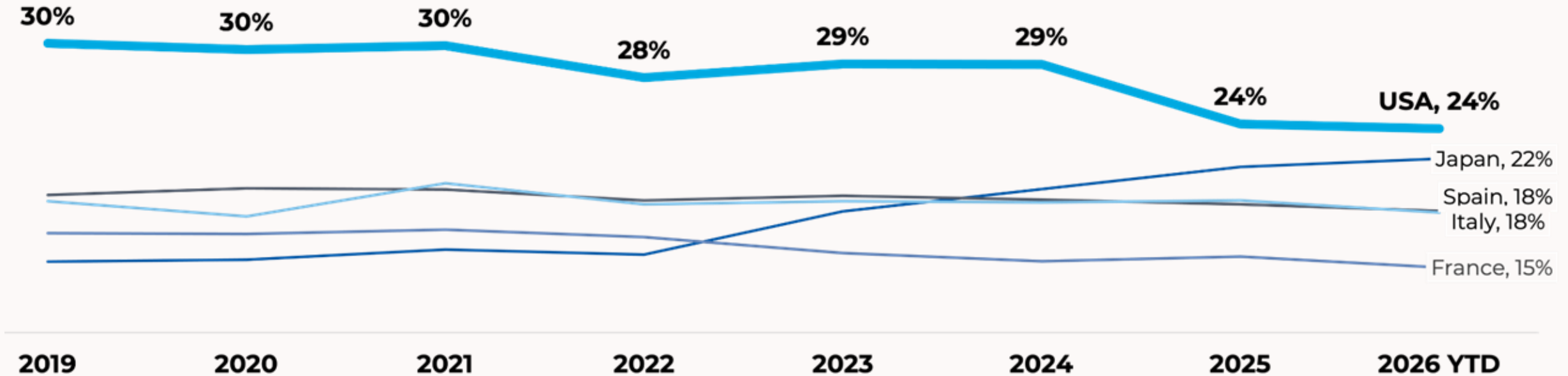
### LONG HAUL DESTINATION

Highest-ranked long-haul destination in **Argentina, France, Germany, Japan, and the UK**

# U.S. LEADS CONSIDERATION WITH A NARROWING GAP

The gap between the U.S. and the next most considered destination has narrowed significantly.

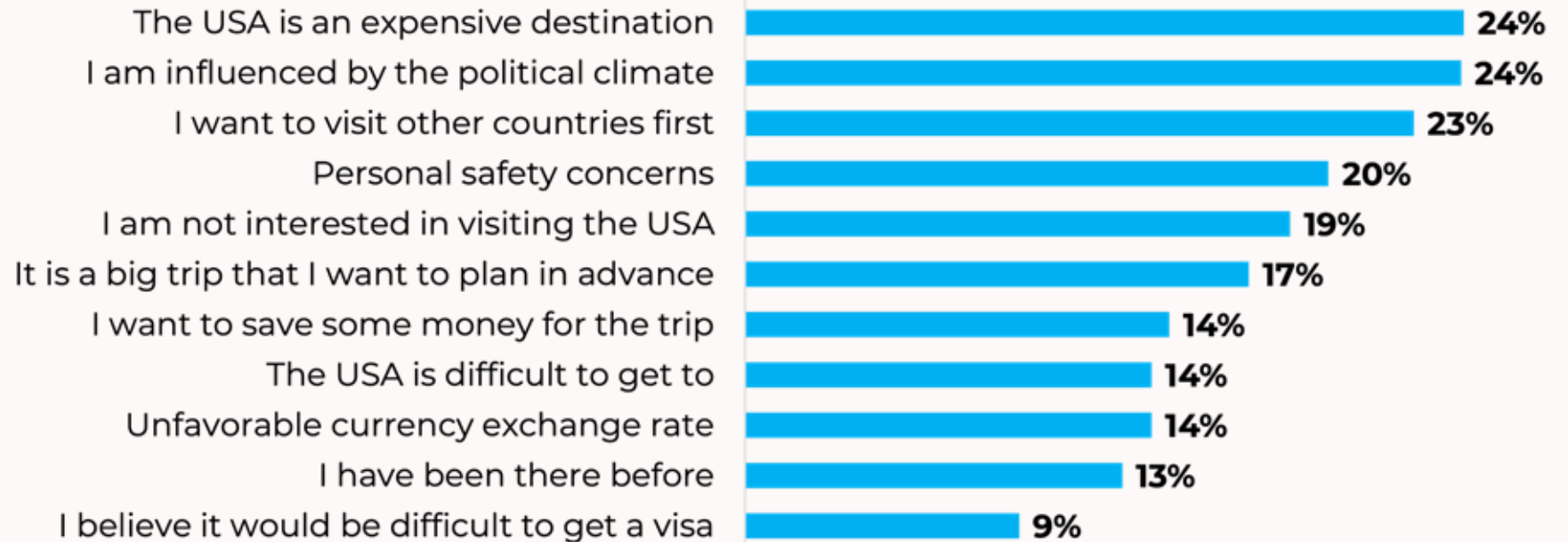
**Top 5 Destinations Likely to Visit (2019 – 2026 YTD)**



# THE U.S. FACES A BROADER SET OF BARRIERS

Primary barriers to visiting the U.S. go beyond cost—reflecting a broader mix of political, safety, and competitive considerations

## Reasons for Not Traveling to the United States in the Next 12 Months – 2026 YTD





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# AMERICA THE BEAUTIFUL PERFORMANCE TRACKING

FROM LAUNCH-TO-DATE

# METHODOLOGY

Monthly advertising tracking study measuring campaign performance, delivering topline insights on creative effectiveness and impact on intent to visit the United States.

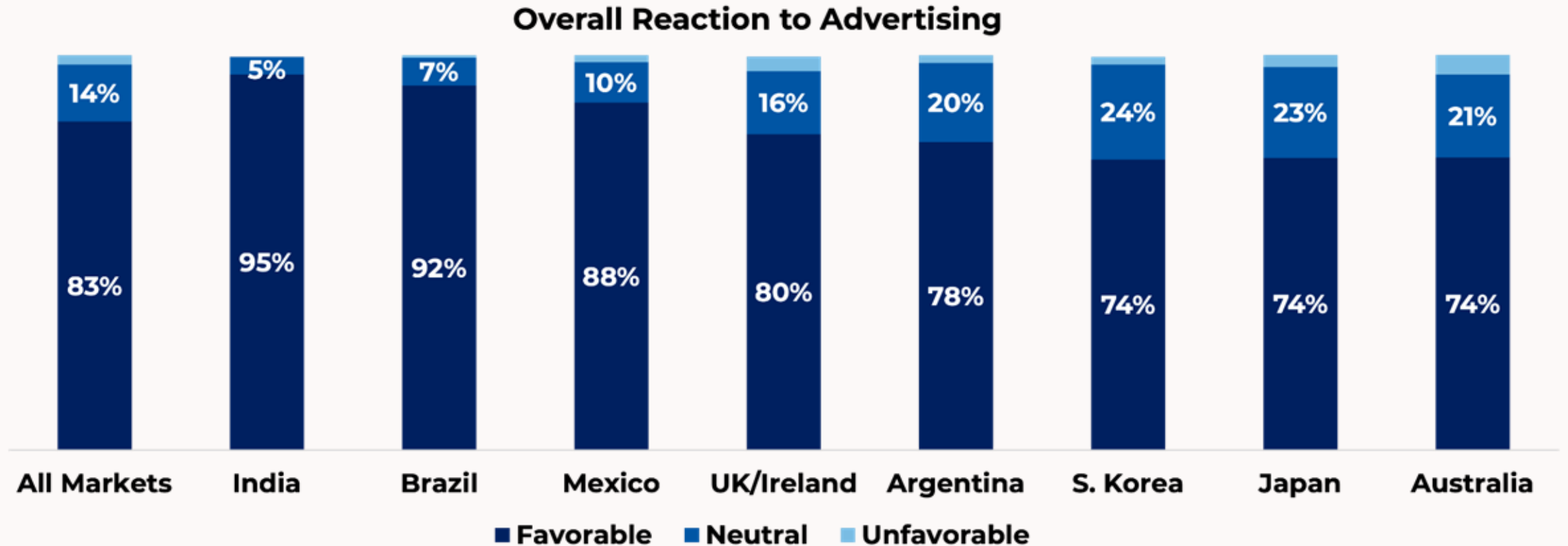
- Sample: ~250 per market per month across 8 paid media markets (n=2,000)
- Fielding Dates YTD:  
November 2025 - June 2026

## Markets Surveyed

| ASIA<br>PACIFIC | EUROPE     | NORTH<br>AMERICA | SOUTH<br>AMERICA |
|-----------------|------------|------------------|------------------|
| Australia       | UK/Ireland | Mexico           | Argentina        |
| India           |            |                  | Brazil           |
| Japan           |            |                  |                  |
| South Korea     |            |                  |                  |

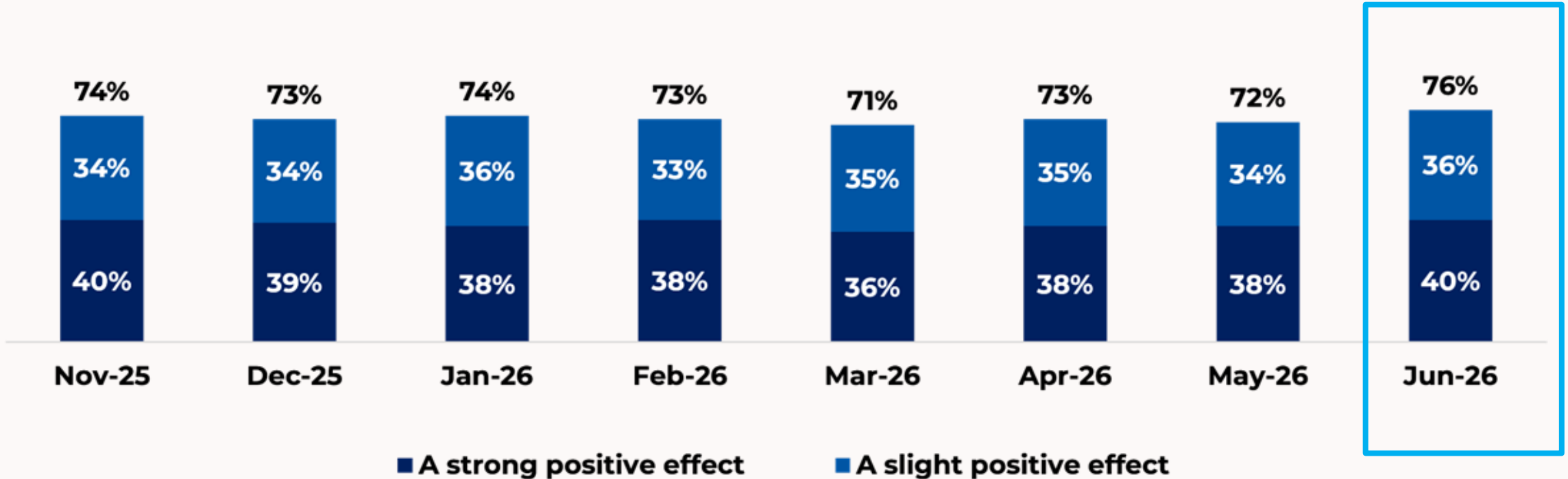
# THE CAMPAIGN DRIVES HIGH FAVORABILITY

Advertising resonates strongly across all markets, with over 80% favorability.



# CREATIVE INFLUENCE REACHES A NEW HIGH

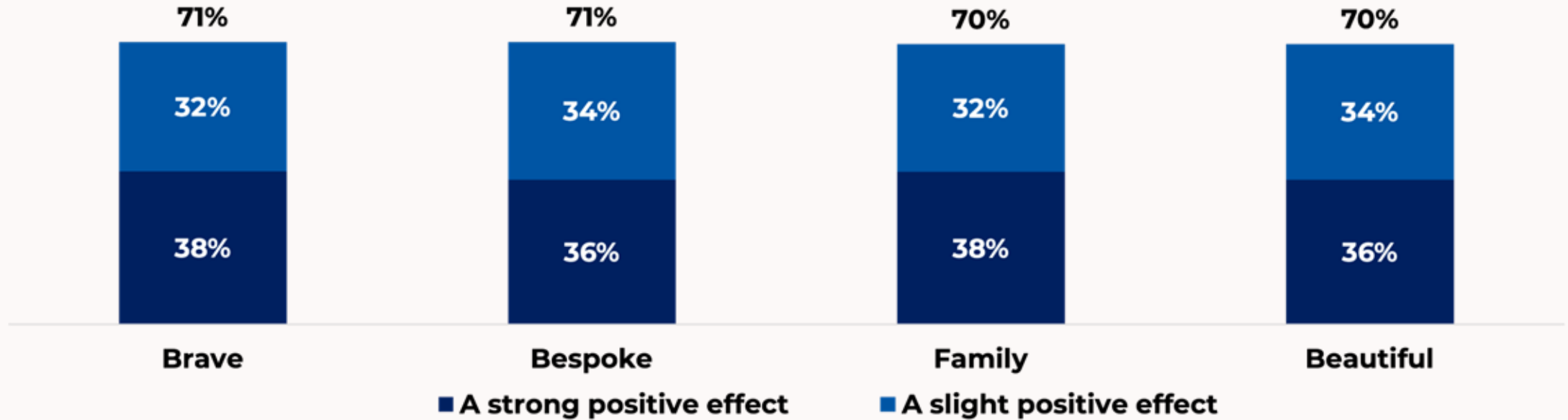
Overall Video Influence on Interest in Visiting the USA



# ALL EXECUTIONS PERFORM IN LOCKSTEP

70%+ of audiences report a positive impact on interest in visiting the United States.

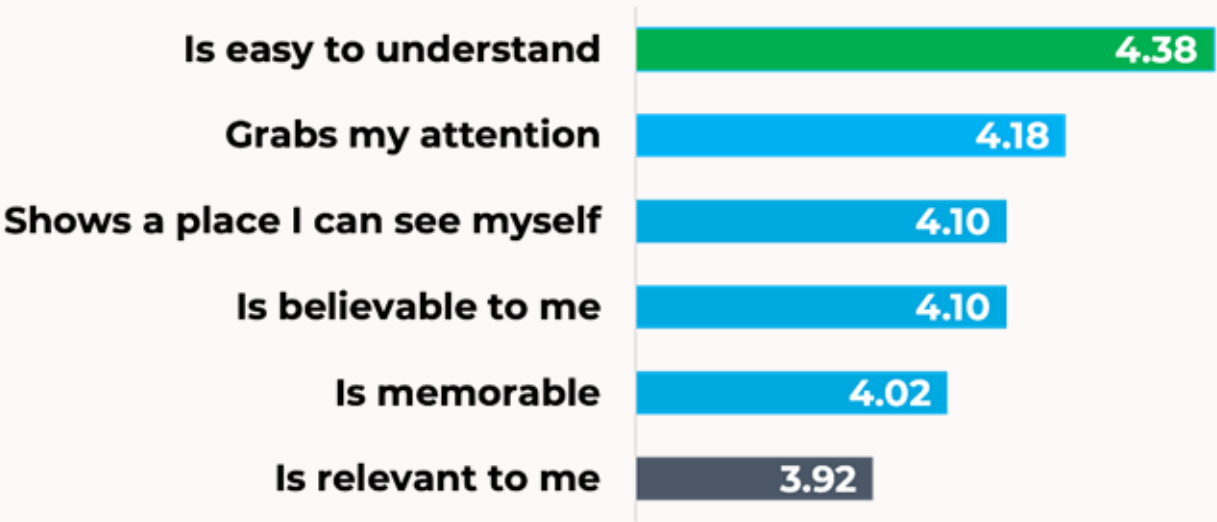
## Overall Video Influence on Interest in Visiting the USA



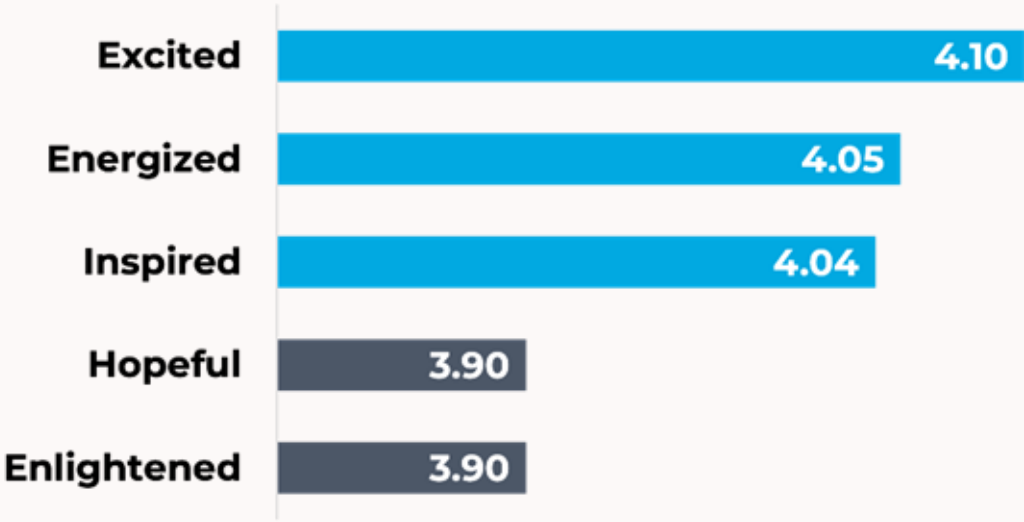
# CREATIVE PERFORMS CONSISTENTLY ACROSS CORE METRICS

The creative communicates strong clarity and emotional resonance.

## What the Ad Communicates (5-point scale)



## Emotional Response to the Ad (5-point scale)



|                                            |                                          |                                   |
|--------------------------------------------|------------------------------------------|-----------------------------------|
| $\geq 4.2 =$<br><b>Excellent</b> (Top 10%) | $4.19 - 4.00 =$<br><b>Good</b> (Top 25%) | $3.99 - 3.80 =$<br><b>Average</b> |
|--------------------------------------------|------------------------------------------|-----------------------------------|

# THE CAMPAIGN PROMPTS REAL NEXT STEPS

The creative doesn't just resonate — it prompts action, with over 70% motivated to learn more about and to start planning trips to the USA.

72%

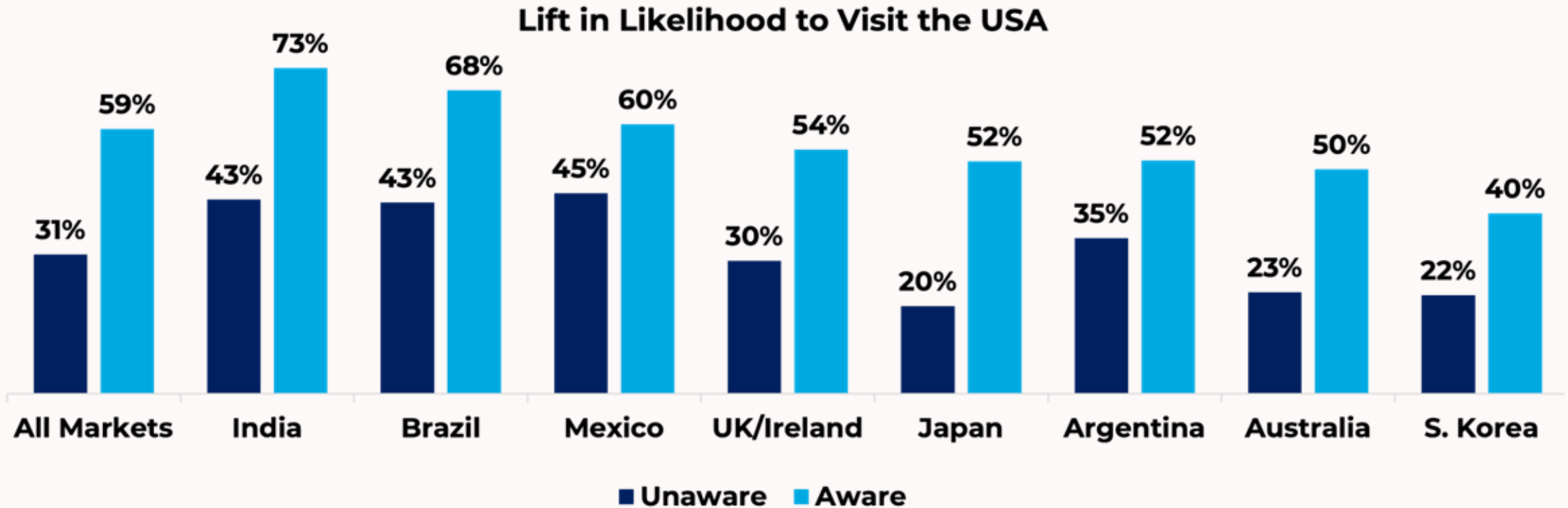
Agree the advertising  
makes them want to  
**learn more about  
things to see and do in  
the United States**

71%

Agree the advertising  
makes them want to  
**research a trip to the  
United States**

# AWARENESS OF THE CAMPAIGN NEARLY DOUBLES LIKELIHOOD TO VISIT

Across every paid media market, those aware of the Brand USA creative are far more likely to visit.



# PARTNER INTEGRATION: EARLY RESULTS EXCEED BENCHMARKS

**+20%**

OVER GUARANTEED IMPRESSIONS

**12K+**

CLICKS TO DESTINATION PAGE

**30.4MM**

TOTAL IMPRESSIONS  
DELIVERED  
UK + AUSTRALIA



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# SUMMER OF TRAVEL

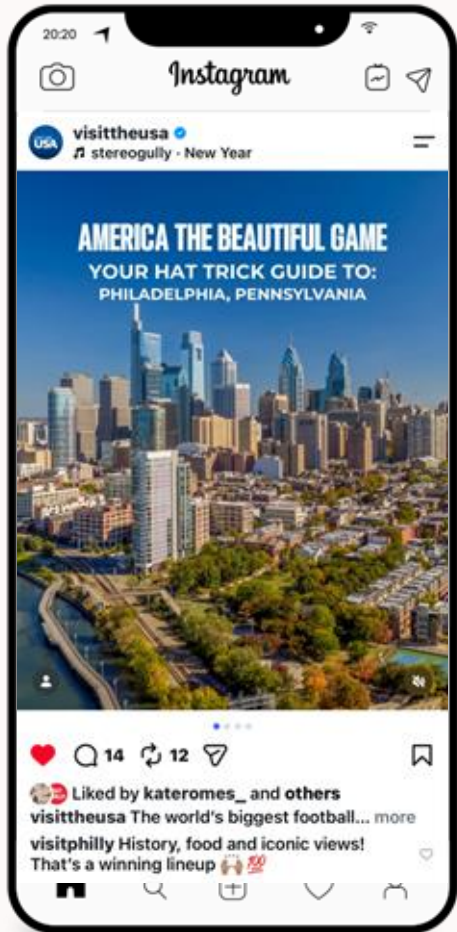




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# LEVERAGING THE WORLD CUP IN THE USA

# THE CONTENT



HAT TRICK  
SERIES



FOR THE LOVE OF  
THE GAME SERIES



TIMELY AND SOCIAL-FIRST  
CONTENT

# 7.4M

IMPRESSIONS\*  
PAID & ORGANIC

\*As of 9:30 a.m., 7/21

# PARTNERING WITH INFLUENCERS

Already on the ground and authentically experiencing the USA

## THE PARTNERSHIP

- We partnered with Lewis Bowden and Ollie Fletcher of Pitchside, a UK football podcast, as they road-tripped across the U.S.

## THE APPROACH

- Lean into the genuine enthusiasm of football fans experiencing an American summer firsthand, through third-party voices.
- Showcased Boston, New York and Miami



# AMERICA THE BEAUTIFUL GAME ON SOCIAL

Everything we posted before and during the World Cup

## PRE-WORLD CUP · DEC 1 – JUN 10

16

Instagram  
Posts

59

Instagram  
Stories

16

TikTok  
Posts

*Built on the Hat Trick Guide series across all 12 host cities, rolling into multi-city Road Trip Guides as the tournament approached.*

## DURING WORLD CUP · JUN 11 – 30

11

In-Feed  
IG Posts

50

IG  
Stories

151

IG  
Reposts

9

In-Feed  
TikTok  
Posts

84

TikTok  
Reposts

*The focus shifted from original city-by-city content to amplifying the volume of fan and partner UGC arriving in real time.*

**THE TAKEAWAY** Steady, city-by-city storytelling built the foundation. Once fans were on the ground, our content strategy shifted to amplification, letting real voices carry the moment.



OUTKICK SPORTS

# The USA is a FIFA World Cup hit as visitors from around the globe are in love with Americana

Japanese awed by Texas, Brazilians party in Times Square, Ecuadoreans rally at Rocky statue

By [Armando Salguero](#) · OutKick

Published June 16, 2026 6:57am EDT

A photograph of a large crowd of people at a concert or festival. Many people have their hands raised in the air, some making peace signs. The background is a bright, hazy sky with some clouds. The overall mood is energetic and joyful.

THE INVITATION TO RETURN:

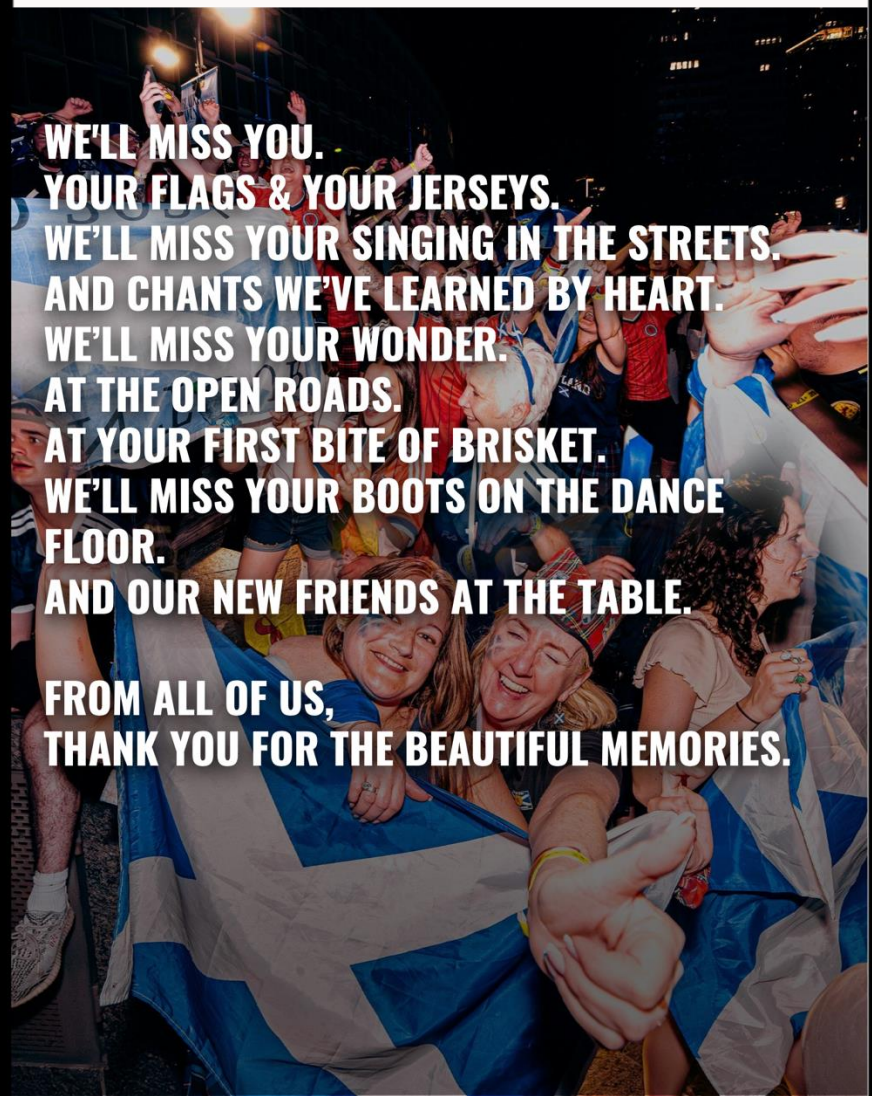
**THERE'S SO MUCH MORE TO LOVE**

# SAYING THANK YOU

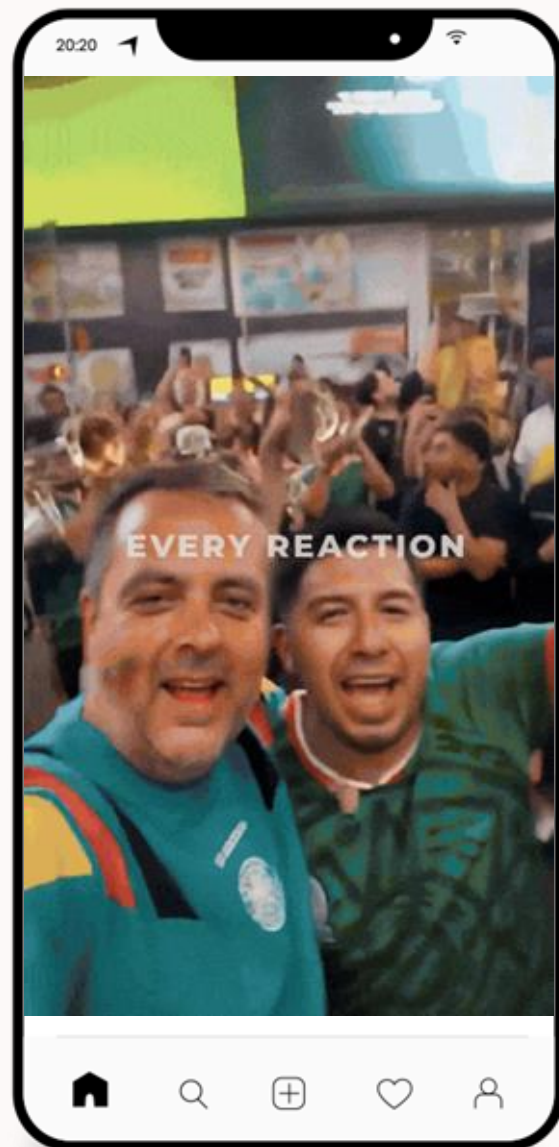


Visit The USA

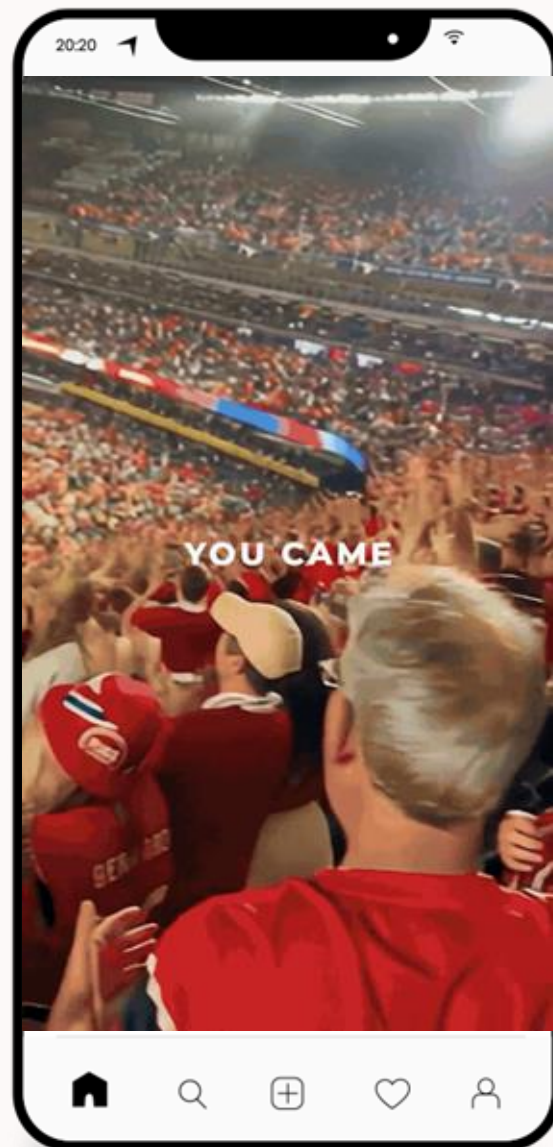
Not to be dramatic, but it's going to be a lot quieter here without you. Thanks for the beautiful moments.

A photograph of a large crowd of people at night, many holding and waving American flags. The scene is illuminated by streetlights and the glow of phone screens, creating a festive and celebratory atmosphere.

**WE'LL MISS YOU.  
YOUR FLAGS & YOUR JERSEYS.  
WE'LL MISS YOUR SINGING IN THE STREETS.  
AND CHANTS WE'VE LEARNED BY HEART.  
WE'LL MISS YOUR WONDER.  
AT THE OPEN ROADS.  
AT YOUR FIRST BITE OF BRISKET.  
WE'LL MISS YOUR BOOTS ON THE DANCE  
FLOOR.  
AND OUR NEW FRIENDS AT THE TABLE.  
FROM ALL OF US,  
THANK YOU FOR THE BEAUTIFUL MEMORIES.**



THANK YOU  
FOR VISITING



YOU'VE ONLY SEEN  
A FRACTION



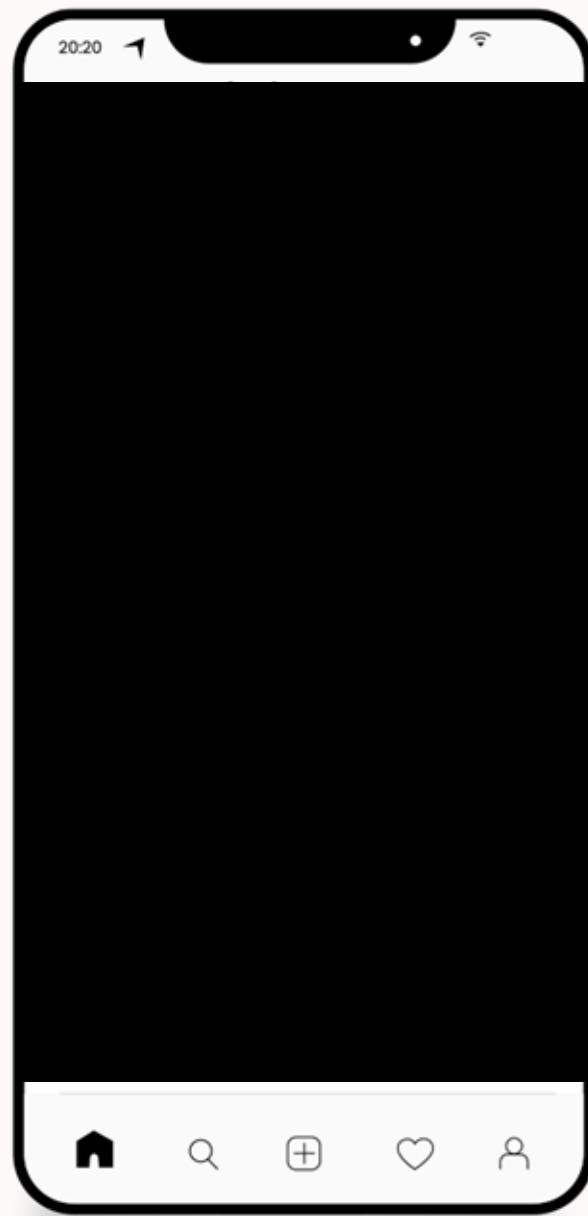
COME BACK FOR MORE

### VIDEO SERIES | 3 VIDEOS

Live: July 19 - August 8

#### Platforms:

- Facebook
- Instagram
- TikTok



WORLD CUP CLOSING

THANK YOU  
FOR VISITING

# MAINTAINING THE MOMENTUM: THIRD-PARTY VOICES

Influencers from 8 key markets joining us on the road this summer

## Route 66's Centennial

- Five road trips across different parts of the legendary route

## Road Trips Across the USA

- More than 15 road trips across the USA, highlighting the uniquely American road trip, from National Parks to the quirky detours that await on the open road.



A scenic view of a dirt road lined with large, moss-covered trees, with two women walking in the distance. The trees are heavily draped in Spanish moss, creating a canopy effect. The road is flanked by white wooden fences. Two women are walking away from the camera down the center of the road. One woman is wearing a light-colored dress and a hat, and the other is wearing a red dress. The overall atmosphere is peaceful and summery.

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**USA**

# AMPLIFYING SUMMER CONTENT

VISIT THE USA

# HIGH LIFE

**INSIDE: YOUR USA SPECIAL**  
Convertible-worthy American road trips  
Where to be on the Fourth of July  
Fifty unmissable US experiences

**PLUS**  
Pop legends Duran Duran in LA



Los Angeles, California

CONVERSATION

Forget the Great American Novel – it's time to write the Great American Checklist. From new icons to famous festivals, high-altitude doughnuts in New Mexico to Indigenous-led canoe trips in Maine, we've crisscrossed the United States to come up with the definitive American events to experience right now

1. The 100th anniversary of the 19th Amendment, which gave women the right to vote, is celebrated on August 18th. Join the parade in Washington, DC, or attend a virtual event.

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7. The 100th anniversary of the 19th Amendment, which gave women the right to vote, is celebrated on August 18th. Join the parade in Washington, DC, or attend a virtual event.

50 UNMISSABLE US EXPERIENCES

BRITISH AIRWAYS HIGH LIFE

DESTINATIONS • EXPERIENCES • HOTELS • TRAVEL TIPS • BA STORIES • INSIDE THE CLUB

The ultimate American adventures

The once-in-a-lifetime trips that show the USA at 250 – from the scale of the Grand Canyon to the waterways of the Deep South and the country's last true wilderness – can be experienced by sea, sky, rail, road and on foot

INSIDE: YOUR REGULAR SATURDAY SECTION

telegraph.co.uk/saturday

The Daily Telegraph

SATURDAY

AMERICA THE BEAUTIFUL

12:06

Film

AMERICA THE BOUNDLESS

What to watch >

Two famous couples, one boozy night - The Invite is too good to refuse

★★★★☆ 4 Stars

Share Save

Home Search Library

TRAVEL SECTION OF THE YEAR

telegraph.co.uk/travel

The Daily Telegraph

TRAVEL

State secrets: the USA at 250

Today's landmark anniversary of American independence shines a star-spangled spotlight on an incomparable destination. Our writers venture deep into its lesser-known corners to tell the untold stories of the United States

Simon Calder: children left to sleep on airport floors is shameful ...

TELEGRAPH MEDIA GROUP

Advertiser content for VISIT THE USA

Plan your trip

250 BEAUTIFUL PLACES TO SEE IN THE USA

To celebrate the United States' 250th birthday in 2026, this interactive tool showcases the diverse beauty and rich history of the US

ARIZONA Expect hot springs, scenic hikes and much more

MASSACHUSETTS Explore history in Boston and beautiful beaches in Cape Cod

FLORIDA An unrivalled mix of sun-kissed beaches and timeless glamour

Home Search Library

The Telegraph Magazine

YOUR REGULAR MAGAZINE STARTS INSIDE

AMERICA THE BEAUTIFUL

17:21

The Telegraph

LIFESTYLE

Recipes Food & Drink Family Fashion Beauty Luxury Cars Gardening

Today's essential reads

The best (and worst) crémant to buy this summer

Prices for this delightful sparkling wine may have risen in line with sales, but there are still some great-value bottles to be had

GOING

Going braless in midlife? Here's how to do it

Enhancing the easy-breezy bosom with nipple covers, a clip strap dress or low-cut bodysuits can look bold and beautiful no matter your age

Coming Soon: The Travel Expert

Join veteran travel journalist Simon Calder for an exciting new adventure - The Travel Expert, a new weekly podcast from the Telegraph

Places & Travel - Updated weekly

Episodes

Coming Soon: The Travel Expert

Join Simon Calder and Greg Dickinson on The Travel Expert - a new podcast from The Telegraph

Coming Soon: The Travel Expert

27 May

Home Search Library

# SUMMER IN THE CITY

With stunning sands and vibrant art and food scenes, Miami is a must-visit city escape

LEARN MORE

32°C  
Live weather

# SUMMER IN THE CITY

With world-class attractions, leafy landscapes and a warm southern feel, Atlanta beckons for summer fun

LEARN MORE

21°C  
Live weather

# SUMMER IN THE CITY

Plan your escape to Philadelphia

LEARN MORE

# SUMMER IN THE CITY

Plan your escape to San Francisco

14°C  
Live weather

LEARN MORE

# SUMMER IN THE CITY

Plan your escape to New York

24°C  
Live weather

LEARN MORE

# SUMMER IN THE CITY

Saddle up to sample the sights and southern charm of Houston, Texas's biggest city

LEARN MORE

28°C  
Live weather

[Plan your trip](#)

# 250 BEAUTIFUL PLACES TO SEE IN THE USA

To celebrate the United States' 250th birthday in 2026, this interactive tool showcases the diverse beauty and rich history of the US

 SIMPLY SELECT A STATE OR SCROLL TO BEGIN EXPLORING

States 

## PENNSYLVANIA

The state's serene surroundings offer a moment of tranquility



## WASHINGTON DC

Immerse yourself in the historic heart of the country



BRAND  
USA

# AMERICAN ORIGINALS



# BRAND USA STORYTELLING: AMERICAN ORIGINALS

For 250 years, America's greatest export hasn't been a product; it's been the culture created by its people.

Experience the places and meet the people who originated the styles, sounds, and tastes the world loves.



**THE SPARK**



**THE ECHO**



**THE BRIDGE**



# RESULTS SHOW POWERFUL IMPACT ACROSS CONTENT ECOSYSTEM

Initial Results: March – July

**197M**

VIEWS ACROSS ALL  
CHANNELS

**3:17**

AVG TIME VIEWED  
(52% OF VIDEO)

**22%+**

AI ENGAGEMENT RATE  
EXCEEDS BENCHMARK

# AMERICAN ORIGINALS

Cinematic Partner Program



## LOUISIANA

**PARTNER**

with Louisiana Office of Tourism



## CHICAGO, ILLINOIS

**PARTNER**

with Choose Chicago



## SAN FRANCISCO, CALIFORNIA

**PARTNER**

with San Francisco Travel



VISIT THE USA  
PRESENTS  
AMERICAN ORIGINALS  
LOUISIANA



GET **FACTS.**

GET **GOING.**



# GET FACTS. GET GOING. TOOLKIT



BRAND  
**USA**

Route 66 Museum

# THE BEAUTIFUL DETOUR: ROAD TRIP STRATEGY



# CELEBRATING 100 YEARS OF ROUTE 66

Brand USA will capitalize on the upcoming Route 66 Centennial by bringing the iconic American road trip to life for international travelers, showcasing its history, unique wonders and sights while also highlighting its modern-day relevance and importance for travelers.



**American Originals**



**Influencer Road Trip Program**



**New Content Series**



**Media Partnerships**

# THE CHANNELS

Each channel plays a distinct role. Together they move travelers from dreaming to consideration.

## SOCIAL

*Inspire. Spark. Circulate.*

Drive awareness and desire for Route 66 as a living road trip experience — not a museum piece.

## INFLUENCERS

*Humanize. Expand reach. Drive trust.*

Five trips along different segments of the route.

**Markets:** Australia · UK/Ireland · Brazil · Argentina.

## WEBSITE

*Inform. Deepen. Convert.*

AmericaTheBeautiful.com works as the planning destination. Social and AO inspire — the website makes the trip real.

# CENTENNIAL TIMELINE

## + THE OFF-RAMP

Route 66 is our platform for 2026. Road Trips is the evergreen destination beyond it.

**Key deadlines:** Travel Week UK & Europe Sept 28–Oct 1 · Route 66 Anniversary Nov. 11



A person wearing a red jacket and a light-colored hat is seen from behind, paddling a canoe on a calm lake. The water reflects the sky and the surrounding green forested hills. The scene is peaceful and scenic.

BRAND  
**USA**

# CANADA UPDATE

# ENGAGING CANADA WITH A BRAND MESSAGE

- Highly targeted digital effort.
- Upper and mid-funnel tactics.
- Targeting a younger audience whose online behaviors suggest openness to visiting the United States.





BRAND  
**USA Travel Week**



**TORONTO &  
MONTREAL  
OCTOBER 26-29**

CANADA 2026

TORONTO & MONTREAL



BRAND  
**USA Travel Week**

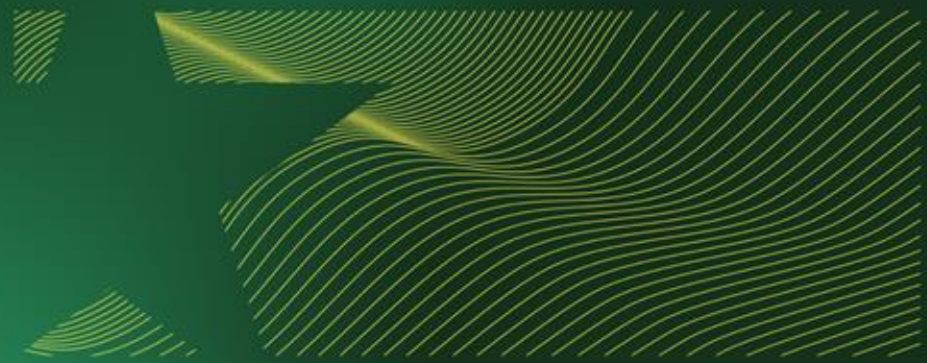
**CHENNAI**  
**JANUARY 17-21**

INDIA 2027

CHENNAI



BRAND  
**USA Travel Week**



# PANAMA CITY

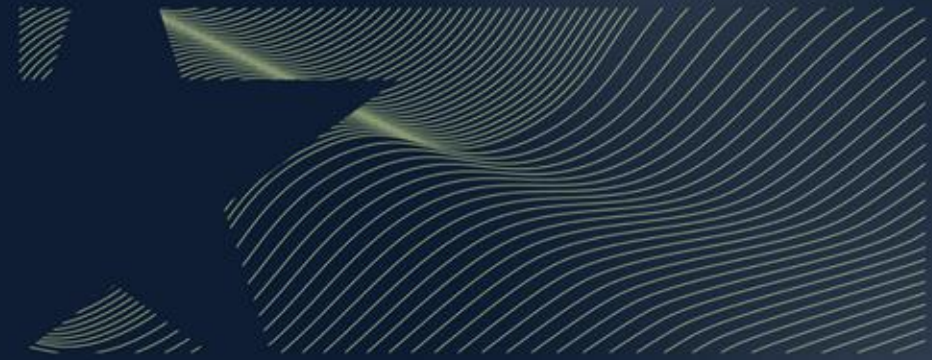
## MARCH 14-18

LATIN AMERICA 2027

PANAMA CITY



BRAND  
**USA Travel Week**



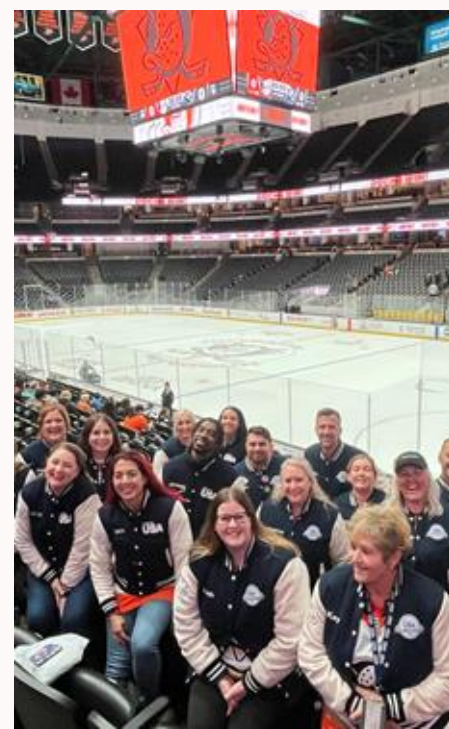
AMSTERDAM

SEPTEMBER 28  
-OCTOBER 1

U.K. & EUROPE 2026

AMSTERDAM





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**USA**

# FY27 BUDGET & OBJECTIVES



PROPOSED FY27

# ECONOMIC IMPACT

Drive

**\$3.3 BILLION**

in U.S. travel and tourism export revenues,  
representing a return on investment of at least

**20:1**

Generating at least

**\$524 MILLION**

in new federal tax receipts, reducing the budget deficit

Sustaining more than

**45,000**

American jobs

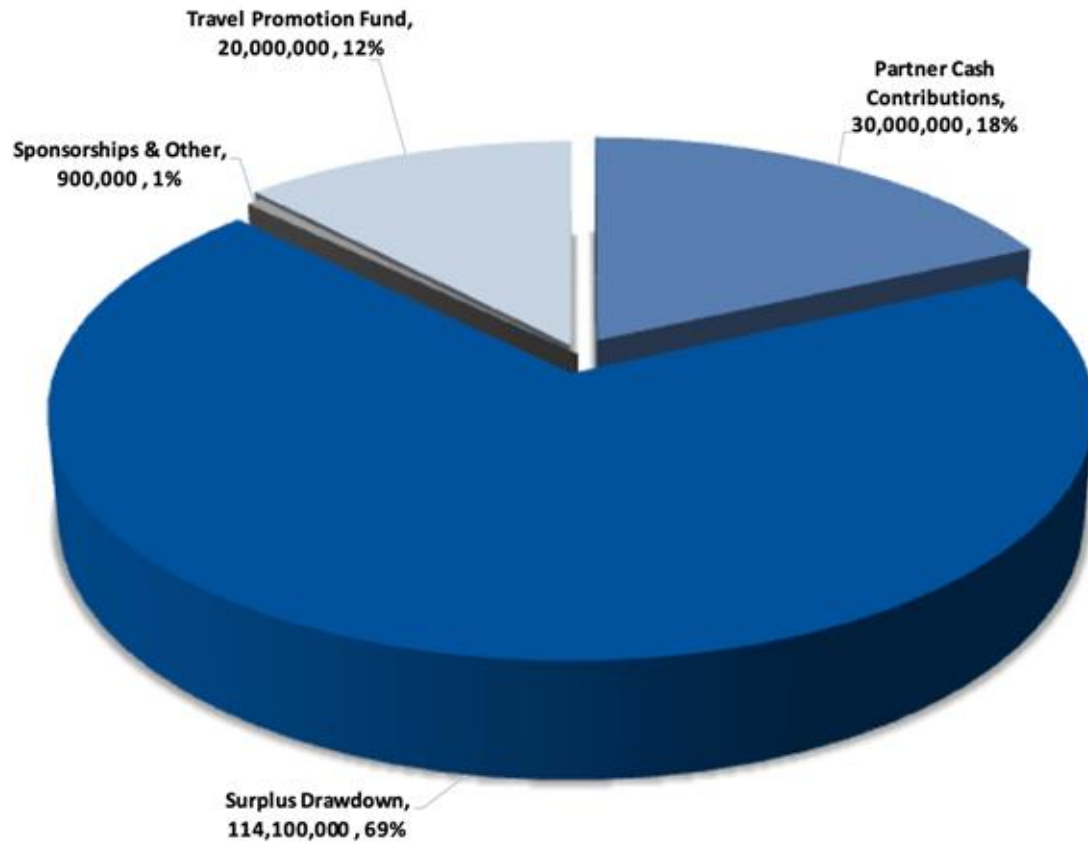
Producing a total economic output of

**\$7.2 BILLION**

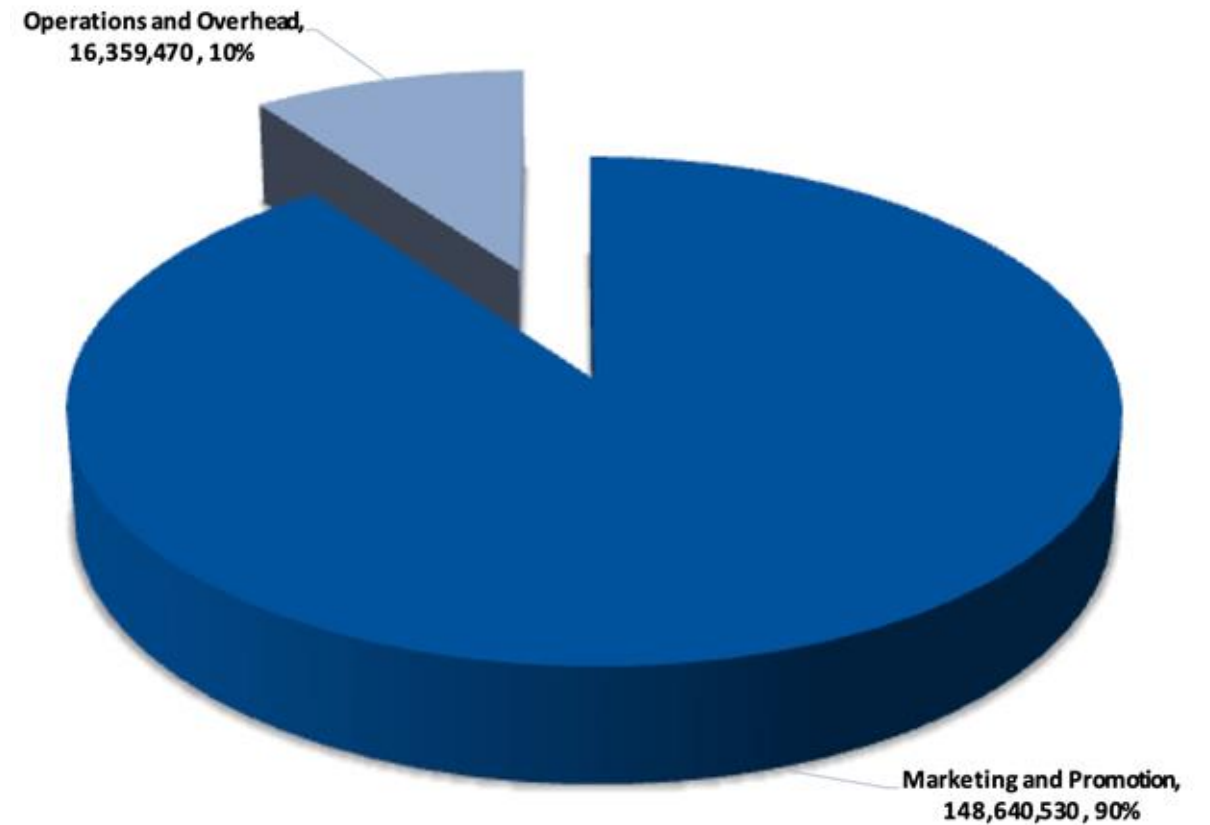
These results will be independently calculated on official data from the Department of Commerce by a third-party assessor. This best-in-class approach uses a transparent econometric analysis that is validated and refined by market surveys and mobile device tracking.

# FY27 REVENUE AND EXPENSE BUDGET

FY 2027 REVENUE BUDGET \$165M



FY 2027 EXPENSE BUDGET \$165M



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# CEO CLOSING REMARKS





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# ADJOURNMENT



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**THANK YOU FOR JOINING!**