

# In Extenso

tourisme, hôtellerie et restauration

## French Hotel Industry Performances

April 2013



Membre de **Deloitte**.

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## Publications

Le tourisme golfe en France : trésor caché ou trésor gâché ?



Depuis que la France a été sélectionnée pour accueillir la Ryder Cup en 2018 sur le Golf National près de Versailles, même les non-golfistes trouvent un intérêt croissant pour ce sport ! Lors de sa dernière édition, la « World Cup » de golf – qui se classe sur la 3<sup>e</sup> marche du podium des événements sportifs les plus regardés sur la planète, après la Coupe du monde de football et les Jeux Olympiques – a généré environ 90 millions d'euros selon les estimations pour le Pays de Galles, qui l'a hébergée. Et lorsque l'on sait qu'un touriste golfeur en Europe dépense en moyenne 120% de plus qu'un touriste non-golfeur (soit un montant estimé de 170€ par jour), la France pourrait bien être assise sur un filon.

L'hôtellerie demain : mobile et self-service au cœur des enjeux

La transformation digitale est à l'œuvre : nos comportements évoluent lorsque nous sommes clients, et les entreprises doivent à minima suivre, voire anticiper ces changements.



La fiscalité est-elle devenue un frein à la compétitivité de l'hôtellerie française ?

Avec quatre fois de finances votées dans l'année, 2012 aura été particulièrement chargée pour nos parlementaires. Dans un contexte de crise et de réductions de déficit, la tendance globale aura été à l'augmentation des prélèvements, que ce soit pour les particuliers (toutefois s'ils ont un peu de bon sens) ou pour les entreprises. Qui ne le sait pas ? Évidemment, le secteur de l'hôtellerie n'échappe pas à la pression : hausse de la TVA, limitation à la déductibilité des charges financières, limitation du droit au report des déductions... Chacun doit percevoir à l'effort collectif.



## Agenda

- September 2013, Morocco – Hospitality Trends, in partnership with ANIT

### ESSEC Luxe

- April 2013, Maison Champs-Élysées: "New ultra-luxury hotel concepts", with the participation of Philippe GAUGUIER

### Les Tendances de l'hôtellerie

Gathering over 500 participants at the Palais de la Bourse, the 2013 edition of Hospitality Trends now takes place in three regional cities:

- April 2013, Nice: "Constructing a hotel, at what price?"
- April 2013, Nantes: "Meeting the online travel agency challenge: a question of balance"
- April 2013, Strasbourg: "Transactions in the hotel sector", in partnership with the Chamber of Commerce of Strasbourg and Bas-Rhin

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# Sluggish performance of the French hotel industry

Directly dependent on the economic context, the hotel industry saw a further drop in rooms revenue in April. Even Paris and the Côte d'Azur – who have up till now managed to resist – experienced a decline in revenues. Occupancy continues to suffer as a result of the gloomy economic environment, but more worryingly, average rates are now starting to fall, which does not herald good news for the industry.

This spring, the economy seems to be mirroring the weather forecast . Day after day, we hope for sun... day after day, they announce more cold, wet weather! Stagnating GDP, declining business investments, falling household consumption, rising unemployment – the economic news isn't good. Directly dependent on economic activity and household purchasing power, the hotel industry is strongly affected by the economic context.

April ended with almost all segments recording a decline in performances. With the exception of the Parisian Luxury segment, RevPAR fell significantly in almost all categories (down -3% to -4%). Up till now, regions and cities have shown a certain amount of diversity with regard to hotel performances, yet this month, the decline in revenues appears more general. Even destinations such as Paris or the Côte d'Azur saw a drop in RevPAR. Admittedly, the Parisian Luxury segment progressed, but other categories in Paris experienced revenue declines of 2% to 7%.

The drop in revenues is essentially the result of falling occupancy, a trend observed for a number of months now. More worrying, however, is the dip in average rates. With a recession that seems never-ending and occupancy in the doldrums, it's hardly surprising that average rates have come under pressure. Yet, this situation mustn't be allowed to go on for too long: not to go over the top, but there is a real risk of triggering a price war which will be detrimental to all hoteliers.

## Monthly performance

April	Luxury	Upscale	Midscale	Budget	Super Budget
<b>OR 2013</b>	62,3%	66,5%	64,7%	65,4%	65,8%
<b>Var. /n-1</b>	<b>-2,4%</b>	<b>-2,9%</b>	<b>-1,2%</b>	<b>-1,6%</b>	<b>-2,5%</b>
<b>ADR 2013</b>	334 €	171 €	96 €	64 €	39 €
<b>Var. /n-1</b>	<b>3,8%</b>	<b>0,3%</b>	<b>-2,2%</b>	<b>-2,6%</b>	<b>-1,0%</b>
<b>RevPAR 2013</b>	208 €	114 €	62 €	42 €	26 €
<b>Var. /n-1</b>	<b>1,3%</b>	<b>-2,7%</b>	<b>-3,4%</b>	<b>-4,1%</b>	<b>-3,5%</b>

## Year To Date performance

Jan. to April	Luxury	Upscale	Midscale	Budget	Super Budget
<b>OR 2013</b>	55,8%	57,5%	57,4%	58,6%	60,8%
<b>Var. /n-1</b>	<b>-0,6%</b>	<b>-2,1%</b>	<b>-2,2%</b>	<b>-1,7%</b>	<b>-2,4%</b>
<b>ADR 2013</b>	322 €	166 €	95 €	64 €	39 €
<b>Var. /n-1</b>	<b>3,6%</b>	<b>-0,7%</b>	<b>-2,1%</b>	<b>-2,0%</b>	<b>-0,6%</b>
<b>RevPAR 2013</b>	179 €	95 €	54 €	38 €	24 €
<b>Var. /n-1</b>	<b>3,0%</b>	<b>-2,8%</b>	<b>-4,3%</b>	<b>-3,7%</b>	<b>-3,0%</b>

### Definitions

OR = Occupancy Rate  
 ADR = Average Daily Rate  
 RevPAR = Revenue per available room

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# Performances Paris

## April 2013



### Paris-City

#### Monthly performance

April	OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
Paris - Luxury	82,4%	-2,4%	471 €	8,3%	388 €	5,7%
Paris - Boutique Hotels	81,8%	0,4%	290 €	2,0%	237 €	2,4%
Paris - Upscale	76,7%	-8,1%	190 €	1,3%	146 €	-6,9%
<b>Paris - Luxury &amp; Upscale</b>	<b>78,1%</b>	<b>-6,5%</b>	<b>248 €</b>	<b>4,6%</b>	<b>194 €</b>	<b>-2,2%</b>
Paris - Superior midscale	86,2%	-3,4%	151 €	-0,2%	130 €	-3,5%
Paris - Standard midscale	84,1%	-0,9%	112 €	-0,1%	95 €	-1,0%
<b>Paris - Midscale</b>	<b>84,9%</b>	<b>-1,9%</b>	<b>128 €</b>	<b>-0,2%</b>	<b>108 €</b>	<b>-2,1%</b>
<b>Paris - Budget</b>	<b>85,8%</b>	<b>-3,5%</b>	<b>86 €</b>	<b>0,7%</b>	<b>73 €</b>	<b>-2,7%</b>

#### Year To Date performance

Jan. to April	OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
Paris - Luxury	75,5%	1,6%	453 €	4,0%	342 €	5,6%
Paris - Boutique Hotels	72,2%	2,3%	288 €	2,4%	208 €	4,8%
Paris - Upscale	70,9%	-5,2%	182 €	-0,1%	129 €	-5,3%
<b>Paris - Haut de gamme &amp; Gd luxe</b>	<b>71,8%</b>	<b>-3,5%</b>	<b>239 €</b>	<b>2,6%</b>	<b>171 €</b>	<b>-1,0%</b>
Paris - Superior midscale	79,6%	-1,7%	144 €	0,6%	115 €	-1,2%
Paris - Standard midscale	74,9%	-1,6%	107 €	2,0%	80 €	0,3%
<b>Paris - Midscale</b>	<b>76,8%</b>	<b>-1,6%</b>	<b>122 €</b>	<b>1,5%</b>	<b>94 €</b>	<b>-0,1%</b>
<b>Paris - Budget</b>	<b>79,1%</b>	<b>-4,4%</b>	<b>80 €</b>	<b>1,8%</b>	<b>64 €</b>	<b>-2,7%</b>

### Paris suburbs (excluding Paris) – Luxury and upscale

#### Monthly performance

April	OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
Paris	78,1%	-6,5%	248 €	4,6%	194 €	-2,2%
La Défense	n.d.	-	n.d.	-	n.d.	-
Roissy CdG	64,6%	-11,6%	103 €	-12,8%	67 €	-22,9%
IDF (exc.Paris and poles)	74,6%	-4,7%	244 €	-8,1%	182 €	-12,4%

#### Year To Date performance

Jan. to April	OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
Paris	71,8%	-3,5%	239 €	2,6%	171 €	-1,0%
La Défense	n.d.	-	n.d.	-	n.d.	-
Roissy CdG	65,7%	-3,7%	108 €	-5,5%	71 €	-9,0%
IDF (exc.Paris and poles)	67,0%	-4,3%	209 €	-1,2%	140 €	-5,4%

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# Performance Regions

April 2013



## Regions

Regions (excl. French Riviera)

### Monthly performance

April	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2013	53,4%	54,5%	56,7%	60,0%	63,9%
Var. /n-1	1,2%	-2,2%	-1,8%	-1,2%	-2,3%
ADR 2013	226 €	126 €	86 €	61 €	38 €
Var. /n-1	-10,0%	-1,1%	-3,1%	-3,3%	-1,8%
RevPAR 2013	121 €	69 €	49 €	37 €	24 €
Var. /n-1	-8,9%	-3,2%	-4,8%	-4,5%	-4,1%

### Year To Date performance

Jan. to April	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2013	46,2%	47,3%	50,7%	59,1%	58,7%
Var. /n-1	-3,9%	-3,2%	-3,7%	6,4%	-2,3%
ADR 2013	215 €	124 €	86 €	61 €	38 €
Var. /n-1	-0,7%	-1,8%	-3,5%	-4,5%	-1,5%
RevPAR 2013	99 €	59 €	43 €	36 €	22 €
Var. /n-1	-4,6%	-4,9%	-7,0%	1,6%	-3,7%

French Riviera

### Monthly performance

April	Luxury	Upscale *	Midscale	Budget	Super Budget
OR 2013	50,4%	54,7%	64,9%	n.d.	63,1%
Var. /n-1	-6,2%	-2,2%	-4,7%	-	-10,9%
ADR 2013	279 €	143 €	94 €	n.d.	45 €
Var. /n-1	1,2%	2,9%	1,7%	-	-3,1%
RevPAR 2013	141 €	78 €	61 €	n.d.	29 €
Var. /n-1	-5,1%	0,6%	-3,1%	-	-13,6%

### Year To Date performance

Jan. to April	Luxury	Upscale *	Midscale	Budget	Super Budget
OR 2013	43,0%	41,7%	52,0%	n.d.	56,5%
Var. /n-1	-2,2%	-3,5%	-1,7%	-	-8,5%
ADR 2013	257 €	130 €	86 €	n.d.	43 €
Var. /n-1	-0,1%	-0,6%	1,0%	-	-1,9%
RevPAR 2013	111 €	54 €	44 €	n.d.	25 €
Var. /n-1	-2,2%	-4,0%	-0,7%	-	4,5%

\* Upscale : = sample groups upscale boutique hotels and standard four star hotels

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# Performances Suburbs

April 2013



Paris suburbs (excluding Paris)

Midscale market	Monthly performance								
	April	departments						Average suburbs	
		77	78	91	92	93	94		95
	OR 2013	48,5%	64,8%	69,0%	73,2%	62,4%	83,0%	66,6%	69,7%
	Var. /n-1	-9,5%	6,3%	13,3%	-2,1%	-8,9%	-0,6%	-5,4%	0,3%
	ADR 2013	102 €	97 €	85 €	112 €	65 €	78 €	89 €	94 €
	Var. /n-1	-4,5%	-0,2%	0,0%	15,1%	-14,7%	0,0%	-17,8%	0,4%
	RevPAR 2013	50 €	63 €	59 €	82 €	41 €	65 €	60 €	66 €
	Var. /n-1	-13,5%	6,1%	13,3%	12,7%	-22,3%	-0,6%	-22,2%	0,7%
Midscale market	Year To Date performance								
	Jan. to April	departments						Average suburbs	
		77	78	91	92	93	94		95
	OR 2013	42,6%	57,4%	59,2%	62,5%	59,5%	75,5%	63,1%	61,8%
	Var. /n-1	1,0%	-0,5%	2,8%	0,6%	5,9%	0,8%	-2,3%	0,8%
	ADR 2013	100 €	103 €	89 €	109 €	72 €	77 €	96 €	96 €
	Var. /n-1	-4,7%	-4,2%	-4,7%	-0,7%	-8,1%	-4,8%	-8,1%	-4,3%
	RevPAR 2013	43 €	59 €	53 €	68 €	43 €	58 €	61 €	59 €
	Var. /n-1	-3,7%	-4,7%	-2,0%	-0,1%	-2,7%	-4,0%	-10,3%	-3,5%
Budget market	Monthly performance								
	April	departments						Average suburbs	
		77	78	91	92	93	94		95
	OR 2013	76,3%	65,8%	67,4%	73,5%	74,2%	71,9%	67,6%	71,7%
	Var. /n-1	0,2%	3,3%	11,2%	-4,3%	-8,3%	-4,3%	-3,9%	-3,3%
	ADR 2013	63 €	79 €	61 €	73 €	53 €	68 €	54 €	62 €
	Var. /n-1	-3,9%	-0,6%	0,8%	6,0%	-10,4%	6,3%	-14,2%	-4,2%
	RevPAR 2013	48 €	52 €	41 €	54 €	39 €	49 €	37 €	44 €
	Var. /n-1	-3,7%	2,6%	12,0%	1,5%	-17,8%	1,7%	-17,5%	-7,4%
Budget market	Year To Date performance								
	Jan. to April	departments						Average suburbs	
		77	78	91	92	93	94		95
	OR 2013	65,6%	59,9%	58,6%	61,7%	62,8%	66,8%	63,8%	63,3%
	Var. /n-1	3,9%	-1,9%	-1,4%	-6,1%	-5,1%	-1,2%	3,4%	-1,0%
	ADR 2013	61 €	80 €	64 €	75 €	58 €	69 €	60 €	65 €
	Var. /n-1	0,1%	-4,2%	-4,9%	-1,0%	-4,1%	1,4%	-3,0%	-2,3%
	RevPAR 2013	40 €	48 €	37 €	47 €	36 €	46 €	39 €	41 €
	Var. /n-1	4,0%	-6,0%	-6,2%	-7,0%	-9,0%	0,2%	0,2%	-3,3%
Super Budget market	Monthly performance								
	April	departments						IDF (hors Paris)	
		77	78	91	92	93	94		95
	OR 2013	71,5%	72,8%	69,7%	n.d.	78,3%	80,6%	72,7%	74,3%
	Var. /n-1	0,2%	4,3%	1,1%	-	-9,4%	-0,5%	-9,4%	-3,2%
	ADR 2013	42 €	41 €	40 €	n.d.	42 €	43 €	43 €	43 €
	Var. /n-1	0,3%	-2,9%	0,8%	-	-2,8%	-0,6%	-2,5%	-1,0%
	RevPAR 2013	30 €	30 €	28 €	n.d.	33 €	34 €	31 €	32 €
	Var. /n-1	0,5%	1,3%	1,9%	-	-12,0%	-1,1%	-11,7%	-4,1%
Super Budget market	Year To Date performance								
	Jan. to April	departments						IDF (hors Paris)	
		77	78	91	92	93	94		95
	OR 2013	67,1%	69,8%	66,4%	n.d.	73,6%	76,2%	71,8%	70,6%
	Var. /n-1	3,2%	3,1%	-1,9%	-	-5,4%	0,7%	-4,7%	-2,2%
	ADR 2013	41 €	41 €	40 €	n.d.	43 €	43 €	45 €	43 €
	Var. /n-1	1,9%	-2,4%	0,0%	-	-0,6%	-0,9%	3,7%	0,4%
	RevPAR 2013	28 €	29 €	26 €	n.d.	32 €	33 €	32 €	31 €
	Var. /n-1	5,1%	0,6%	-1,9%	-	-5,9%	-0,1%	-1,2%	-1,8%

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# Performances North-East

April 2013



## North-east & Cities

Luxury Upscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
North-east	51,8%	-6,3%	130 €	2,4%	68 €	-4,0%	46,6%	-1,9%	125 €	-0,3%	58 €	-2,3%
Dijon	56,1%	-9,6%	126 €	1,4%	71 €	-8,3%	45,8%	-5,0%	121 €	-0,8%	55 €	-5,8%
Lille	49,7%	-6,0%	114 €	3,6%	57 €	-2,6%	49,2%	-3,0%	120 €	1,5%	59 €	-1,6%
Metz	insufficient supply						insufficient supply					
Nancy	insufficient supply						insufficient supply					
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	58,8%	2,9%	113 €	1,0%	66 €	4,0%	51,9%	7,6%	110 €	-3,8%	57 €	3,5%

  

Midscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
North-east	55,3%	-0,9%	84 €	-2,7%	46 €	-3,5%	47,5%	-2,9%	84 €	-4,2%	40 €	-7,0%
Dijon	60,6%	-0,7%	78 €	-4,7%	47 €	-5,4%	51,5%	-5,9%	79 €	-3,5%	41 €	-9,2%
Lille	58,9%	-6,9%	82 €	-4,7%	48 €	-11,3%	57,0%	-1,0%	89 €	-2,7%	51 €	-3,7%
Metz	in progress						in progress					
Nancy	53,5%	2,0%	76 €	-7,0%	41 €	-5,2%	50,0%	1,8%	78 €	-6,2%	39 €	-4,5%
Reims	63,1%	-6,8%	98 €	8,6%	62 €	1,2%	51,8%	-5,4%	93 €	3,2%	48 €	-2,4%
Strasbourg	63,4%	-0,1%	89 €	-3,8%	56 €	-3,9%	50,8%	-4,5%	91 €	-3,9%	46 €	-8,2%

  

Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
North-east	63,5%	1,7%	59 €	-4,9%	38 €	-3,3%	71,5%	29,2%	58 €	-7,4%	42 €	19,6%
Dijon	72,2%	5,0%	64 €	-1,2%	47 €	3,7%	62,6%	0,7%	64 €	0,0%	40 €	0,7%
Lille	68,2%	-6,6%	67 €	-3,2%	46 €	-9,6%	63,7%	-3,8%	71 €	-2,8%	45 €	-6,5%
Metz	60,7%	-7,4%	63 €	-1,4%	38 €	-8,7%	52,1%	-10,6%	65 €	-2,8%	34 €	-13,1%
Nancy	59,4%	14,3%	58 €	-8,6%	34 €	4,4%	52,4%	6,3%	59 €	-8,3%	31 €	-2,5%
Reims	61,9%	-1,9%	66 €	1,3%	41 €	-0,6%	52,4%	-3,7%	65 €	3,3%	34 €	-0,5%
Strasbourg	67,0%	0,6%	60 €	-0,7%	40 €	-0,1%	56,8%	-3,4%	62 €	-1,2%	35 €	-4,5%

  

Super Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
North-east	64,0%	-0,2%	37 €	-2,7%	23 €	-2,9%	57,7%	-1,3%	36 €	-2,6%	21 €	-3,8%
Dijon	70,4%	4,5%	38 €	-4,3%	27 €	0,0%	68,1%	1,7%	38 €	-4,9%	26 €	-3,2%
Lille	64,7%	-12,2%	39 €	-3,3%	25 €	-15,1%	61,3%	-8,7%	40 €	-2,5%	24 €	-10,9%
Metz	73,2%	6,7%	36 €	-5,2%	27 €	1,2%	65,6%	0,1%	37 €	-4,2%	24 €	-4,1%
Nancy	60,8%	-6,7%	39 €	4,6%	24 €	-2,4%	59,6%	-6,8%	39 €	3,9%	23 €	-3,2%
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	68,7%	9,9%	40 €	2,2%	27 €	12,3%	59,4%	12,1%	40 €	3,4%	24 €	15,9%

### Departments in the North-Eastern set :

Aisne; Allier; Ardennes; Aube; Cher; Côte-d'Or; Doubs; Jura; Loiret; Marne; Haute-Marne; Meurthe-et-Moselle; Meuse; Moselle; Nièvre; Nord; Oise; Pas-de-Calais; Bas-Rhin; Haut-Rhin; Haute-Saône; Saône-et-Loire; Vosges; Yonne; Territoire-de-Belfort

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# Performances North-West

April 2013



## North-West & Cities

Luxury Upscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
North-West	50,6%	-1,4%	180 €	-10,5%	91 €	-11,7%	43,9%	-5,9%	173 €	-4,3%	76 €	-10,0%
Amiens			insufficient supply						insufficient supply			
Angers			insufficient supply						insufficient supply			
Le Havre			insufficient supply						insufficient supply			
Niort			insufficient supply						insufficient supply			
Nantes			insufficient supply						insufficient supply			
Rennes			insufficient supply						insufficient supply			
Rouen			insufficient supply						insufficient supply			

Midscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
North-West	52,5%	-4,8%	85 €	-6,1%	45 €	-10,6%	47,8%	-5,2%	84 €	-2,5%	40 €	-7,6%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Le Havre	63,4%	5,4%	86 €	-1,0%	55 €	4,3%	62,7%	6,8%	86 €	1,1%	54 €	8,0%
Nantes	54,2%	1,5%	82 €	-4,7%	44 €	-3,2%	55,0%	0,3%	83 €	-7,0%	45 €	-6,7%
Niort	59,5%	12,2%	83 €	-11,6%	50 €	-0,9%	57,0%	4,1%	87 €	-8,1%	50 €	-4,4%
Rennes	56,2%	8,1%	80 €	-3,4%	45 €	4,5%	50,2%	-6,7%	87 €	-3,6%	44 €	-10,1%
Rouen	57,9%	3,5%	86 €	-3,6%	50 €	-0,3%	53,5%	3,3%	86 €	-5,1%	46 €	-1,9%

Niort : in development, sample subject to change

Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
North-West	57,2%	-4,2%	61 €	-3,4%	35 €	-7,5%	51,9%	-5,5%	62 €	-2,1%	32 €	-7,5%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	63,1%	6,3%	62 €	-3,8%	39 €	2,3%	57,4%	-3,4%	67 €	-4,4%	39 €	-7,6%
Le Havre	51,5%	-24,4%	59 €	-7,6%	31 €	-30,2%	48,6%	-20,2%	66 €	4,5%	32 €	-16,6%
Nantes	55,2%	-2,8%	66 €	-0,8%	36 €	-3,6%	55,0%	-2,5%	67 €	-3,1%	37 €	-5,5%
Niort	51,4%	-5,8%	61 €	2,1%	31 €	-3,8%	50,5%	-7,8%	60 €	0,3%	30 €	-7,6%
Rennes	64,5%	10,9%	64 €	1,7%	41 €	12,8%	60,9%	-2,3%	69 €	3,8%	42 €	1,3%
Rouen	59,6%	-0,8%	61 €	0,3%	36 €	-0,5%	52,8%	-2,2%	61 €	-0,2%	32 €	-2,4%

Niort : in development, sample subject to change

Super Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
North-West	62,6%	-5,5%	39 €	0,2%	24 €	-5,3%	57,0%	-4,2%	38 €	0,1%	22 €	-4,1%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	63,9%	-10,2%	38 €	-0,5%	24 €	-10,6%	59,0%	-15,4%	38 €	0,6%	22 €	-14,9%
Le Havre	67,4%	-9,6%	40 €	-0,9%	27 €	-10,4%	64,1%	-7,4%	40 €	-0,8%	25 €	-8,2%
Nantes	66,3%	4,5%	43 €	2,4%	29 €	7,1%	63,7%	0,3%	43 €	1,4%	27 €	1,7%
Niort	69,0%	3,3%	36 €	-0,9%	25 €	2,4%	58,9%	2,8%	37 €	1,5%	22 €	4,4%
Rennes	60,7%	12,6%	40 €	-1,1%	24 €	11,4%	57,7%	-3,1%	40 €	-0,5%	23 €	-3,6%
Rouen	70,0%	-1,9%	43 €	2,5%	30 €	0,5%	66,4%	5,1%	42 €	0,7%	28 €	5,8%

Niort : in development, sample subject to change

### Departments in the North-Western set :

Calvados; Côtes; Eure; Eure-et-Loir; Finistère; Ille-et-Vilaine; Indre; Indre-et-Loire; Loir-et-Cher; Loire-Atlantique; Maine-et-Loire; Manche; Mayenne; Morbihan; Orne; Sarthe; Seine-Maritime; Deux-Sèvres; Somme; Vendée; Vienne

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# Performances South-East

April 2013



## South-East (excl. French Riviera) & Cities

Luxury Upscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
South-East	56,8%	-5,3%	141 €	-4,5%	80 €	-9,5%	49,0%	-4,0%	137 €	-3,8%	67 €	-7,7%
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	54,0%	-14,8%	129 €	-1,9%	69 €	-16,4%	40,3%	-11,3%	118 €	-0,4%	47 €	-11,6%
Grenoble	insufficient supply						insufficient supply					
Lyon	61,6%	-3,8%	118 €	-1,7%	73 €	-5,4%	61,6%	2,6%	127 €	4,1%	78 €	6,8%
Marseille	64,0%	0,5%	124 €	-2,1%	79 €	-1,7%	49,6%	-3,5%	123 €	-14,3%	61 €	-17,3%
Montpellier	53,2%	-1,4%	132 €	2,3%	70 €	0,9%	41,5%	-15,9%	130 €	0,4%	54 €	-15,5%
St Etienne	insufficient supply						insufficient supply					
Midscale	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
	South-East	59,7%	-2,6%	86 €	-3,5%	51 €	-6,0%	54,6%	-4,1%	87 €	-3,8%	47 €
Aix en Provence	60,7%	-3,7%	80 €	-6,5%	49 €	-9,9%	51,9%	-4,8%	82 €	-8,4%	42 €	-12,9%
Avignon	68,3%	-7,7%	85 €	0,6%	58 €	-7,2%	52,6%	-13,2%	81 €	0,7%	43 €	-12,6%
Grenoble	49,2%	-2,6%	97 €	-8,0%	48 €	-10,4%	50,9%	-6,9%	99 €	-6,7%	50 €	-13,2%
Lyon	60,0%	4,7%	92 €	-1,1%	55 €	3,6%	59,5%	-0,6%	98 €	1,4%	58 €	0,8%
Marseille	70,1%	12,5%	88 €	-6,5%	62 €	5,2%	60,8%	6,3%	88 €	-12,4%	53 €	-6,9%
Montpellier	59,1%	3,5%	91 €	2,6%	54 €	6,2%	51,8%	-9,4%	90 €	0,1%	46 €	-9,3%
St Etienne	in progress						in progress					
Budget	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
	South-East	59,9%	-1,7%	63 €	-2,5%	38 €	-4,2%	55,6%	-3,1%	64 €	-3,1%	35 €
Aix en Provence	55,7%	-11,5%	65 €	-5,3%	36 €	-16,1%	46,4%	-12,1%	65 €	-7,4%	30 €	-18,6%
Avignon	63,2%	-11,3%	60 €	0,2%	38 €	-11,2%	51,6%	-8,3%	58 €	-0,4%	30 €	-8,7%
Grenoble	52,7%	-10,3%	62 €	-2,1%	33 €	-12,2%	56,7%	-3,9%	62 €	-4,3%	35 €	-8,0%
Lyon	66,0%	8,6%	71 €	-3,2%	47 €	5,0%	65,1%	3,9%	74 €	-0,8%	48 €	3,1%
Marseille	63,4%	-5,6%	66 €	-4,0%	42 €	-9,3%	56,1%	-5,9%	65 €	-9,1%	36 €	-14,4%
Montpellier	68,2%	0,8%	69 €	0,2%	47 €	1,0%	59,1%	-8,9%	67 €	-1,5%	40 €	-10,3%
St Etienne	in progress						in progress					
Super Budget	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
	South-East	63,4%	-1,7%	38 €	-2,5%	24 €	-4,1%	60,3%	-1,4%	38 €	-1,7%	23 €
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	65,1%	-15,9%	35 €	-3,3%	23 €	-18,7%	60,3%	-5,8%	34 €	-1,4%	21 €	-7,1%
Grenoble	54,2%	-7,3%	39 €	-4,8%	21 €	-11,8%	60,9%	-5,4%	39 €	-4,0%	24 €	-9,2%
Lyon	67,3%	7,6%	39 €	-1,0%	26 €	6,6%	68,6%	4,2%	40 €	0,6%	28 €	4,8%
Marseille	66,7%	-6,4%	41 €	-0,5%	27 €	-6,9%	59,8%	-10,3%	41 €	-0,4%	25 €	-10,7%
Montpellier	66,1%	-2,9%	39 €	-2,6%	26 €	-5,5%	61,7%	-8,6%	38 €	0,8%	24 €	-7,9%
St Etienne	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-

### Departments in the South-Eastern set :

Ain; Alpes; Hautes-Alpes; Alpes-Maritimes; Ardèche; Aude; Aveyron; Bouches-du-Rhône; Cantal; Drôme; Gard; Hérault; Isère; Loire; Haute-Loire; Lozère; Puy-de-Dôme; Pyrénées-Orientales; Rhône; Savoie; Savoie; Haute-Savoie; Var; Vaucluse

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# Performances French Riviera

## April 2013



### French Riviera

April	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
French Riviera - Luxury	50,4%	-6,2%	279 €	1,2%	141 €	-5,1%	43,0%	-2,2%	257 €	-0,1%	111 €	-2,2%
French Riviera - Boutique Hotels**	60,8%	2,9%	143 €	3,4%	87 €	6,3%	53,7%	15,0%	125 €	0,2%	67 €	15,2%
French Riviera - Upscale	54,0%	-2,9%	143 €	2,9%	77 €	-0,1%	40,4%	-5,6%	131 €	-0,6%	53 €	-6,2%
Average Upscale & Luxury	53,3%	-3,5%	185 €	1,3%	99 €	-2,2%	42,1%	-3,0%	172 €	0,0%	73 €	-3,0%
Average Midscale	64,9%	-4,7%	94 €	1,7%	61 €	-3,1%	52,0%	-1,7%	86 €	1,0%	44 €	-0,7%
Average Budget	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Average Super-Budget	63,1%	-10,9%	45 €	-3,1%	29 €	-13,6%	56,5%	-8,5%	43 €	-1,9%	25 €	-10,3%

### French Riviera Cities

April	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2012	Var /n-1	2012	Var /n-1	2012	Var /n-1	2012	Var /n-1	2012	Var /n-1	2012	Var /n-1
Cannes - Luxury	48,3%	-3,4%	279 €	4,8%	135 €	1,2%	38,6%	-3,4%	272 €	1,4%	105 €	-2,0%
Cannes - Boutique Hotels	36,4%	-6,8%	159 €	-0,9%	58 €	-7,6%	30,3%	-9,1%	180 €	6,0%	55 €	-3,6%
Cannes - Upscale	40,7%	8,4%	140 €	1,1%	57 €	9,5%	30,8%	-3,2%	142 €	-2,9%	44 €	-6,0%
Cannes - Upscale & Luxury	44,4%	1,0%	217 €	2,1%	96 €	3,1%	34,9%	-3,7%	219 €	0,1%	77 €	-3,5%
Cannes - Midscale	50,2%	-11,0%	97 €	6,5%	49 €	-5,2%	41,4%	-10,0%	94 €	4,7%	39 €	-5,7%

April	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2012	Var /n-1	2012	Var /n-1	2012	Var /n-1	2012	Var /n-1	2012	Var /n-1	2012	Var /n-1
Nice - Upscale & Luxury	65,5%	-5,9%	155 €	0,2%	102 €	-5,7%	50,5%	-1,2%	137 €	-1,1%	69 €	-2,3%
Nice - Midscale	72,7%	-2,8%	93 €	0,8%	68 €	-2,0%	57,6%	0,1%	83 €	0,4%	48 €	0,5%

April	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2012	Var /n-1	2012	Var /n-1	2012	Var /n-1	2012	Var /n-1	2012	Var /n-1	2012	Var /n-1
Monaco - Luxury	55,4%	-8,9%	404 €	7,0%	224 €	-2,5%	48,3%	1,3%	333 €	3,5%	161 €	4,8%
Monaco - Upscale	57,0%	-19,7%	217 €	3,1%	124 €	-17,3%	50,4%	3,6%	167 €	-5,0%	84 €	-1,6%
Monaco - Upscale & Luxury	56,4%	-16,4%	281 €	7,1%	158 €	-10,5%	49,6%	2,8%	223 €	-0,7%	111 €	2,1%

\* Monaco set include the following cities : Monaco, Roquebrune and Cap d'Ail

\*\* Boutique Hotels: sample excludes Luxury hotels

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# Performances South West

## April 2013



### South-West & Cities

	Monthly performance						Year To Date performance					
Luxury Upscale	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
South-West	56,5%	13,1%	171 €	-7,9%	97 €	4,2%	46,1%	-0,4%	163 €	-3,0%	75 €	-3,4%
Bayonne-Anglet-Biarritz	54,9%	14,8%	200 €	-16,2%	110 €	-3,9%	42,2%	3,2%	192 €	-6,6%	81 €	-3,6%
Bordeaux	49,2%	2,0%	190 €	-3,4%	93 €	-1,4%	38,6%	-7,7%	180 €	-2,9%	69 €	-10,4%
Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Toulouse	62,3%	16,4%	121 €	4,6%	75 €	21,7%	58,7%	3,6%	122 €	2,1%	72 €	5,8%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												
Midscale	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2012	Var /n-1	2012	Var /n-1	2012	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
South-West	58,1%	4,5%	88 €	0,0%	51 €	4,6%	51,9%	-1,7%	86 €	-3,3%	44 €	-4,9%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Bordeaux	59,7%	4,8%	86 €	0,7%	52 €	5,6%	51,8%	0,9%	82 €	-5,9%	42 €	-5,1%
Pau	53,3%	13,6%	77 €	-0,4%	41 €	13,2%	49,4%	-1,0%	79 €	0,1%	39 €	-1,0%
Toulouse	61,6%	3,4%	93 €	-3,6%	57 €	-0,3%	56,4%	-4,8%	94 €	-4,8%	53 €	-9,3%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												
Budget	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2012	Var /n-1	2012	Var /n-1	2012	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
South-West	57,6%	-1,7%	62 €	-1,3%	36 €	-3,0%	52,1%	-2,7%	61 €	-2,3%	32 €	-4,9%
Bayonne-Anglet-Biarritz	47,3%	-19,9%	62 €	-0,1%	29 €	-20,0%	48,9%	1,4%	55 €	-5,2%	27 €	-3,9%
Bordeaux	65,7%	11,5%	66 €	-2,3%	44 €	8,9%	55,7%	-4,3%	67 €	-3,9%	37 €	-8,0%
Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Toulouse	61,3%	0,7%	66 €	0,0%	40 €	0,7%	59,2%	0,4%	67 €	0,8%	40 €	1,2%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												
Super Budget	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2012	Var /n-1	2012	Var /n-1	2012	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
South-West	67,2%	-2,1%	38 €	-1,9%	26 €	-4,0%	60,5%	-2,1%	38 €	-1,8%	23 €	-3,9%
Bayonne-Anglet-Biarritz	n.d.	-	-	-	-	-	n.d.	-	n.d.	-	-	-
Bordeaux	74,0%	6,0%	37 €	0,8%	27 €	6,8%	66,0%	0,6%	36 €	0,6%	24 €	1,2%
Pau	59,1%	4,0%	33 €	-2,9%	19 €	1,0%	56,4%	11,7%	33 €	-3,9%	18 €	7,3%
Toulouse	68,3%	-2,8%	38 €	-4,1%	26 €	-6,8%	63,2%	-6,6%	38 €	-5,1%	24 €	-11,3%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												

#### Departments in the South-Western set :

Ariège; Charente; Charente-Maritime; Corrèze; Creuse; Dordogne; Haute-Garonne; Gers; Gironde; Landes; Lot; Lot-et-Garonne; Pyrénées-Atlantiques; Hautes-Pyrénées; Tarn; Tarn-et-Garonne; Haute-Vienne

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# Performances Main cities in Regions

## April 2013



### Main cities in Regions – Luxury upscale and midscale

Luxury Upscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
Avignon	54,0%	-14,8%	129 €	-1,9%	69 €	-16,4%	40,3%	-11,3%	118 €	-0,4%	47 €	-11,6%
Bayonne-Anglet-Biarritz	54,9%	14,8%	200 €	-16,2%	110 €	-3,9%	42,2%	3,2%	192 €	-6,6%	81 €	-3,6%
Bordeaux	49,2%	2,0%	190 €	-3,4%	93 €	-1,4%	38,6%	-7,7%	180 €	-2,9%	69 €	-10,4%
Cannes	44,4%	1,0%	217 €	2,1%	96 €	3,1%	34,9%	-3,7%	219 €	0,1%	77 €	-3,5%
Dijon	56,1%	-9,6%	126 €	1,4%	71 €	-8,3%	45,8%	-5,0%	121 €	-0,8%	55 €	-5,8%
Lille	49,7%	-6,0%	114 €	3,6%	57 €	-2,6%	49,2%	-3,0%	120 €	1,5%	59 €	-1,6%
Lyon	61,6%	-3,8%	118 €	-1,7%	73 €	-5,4%	61,6%	2,6%	127 €	4,1%	78 €	6,8%
Marseille	64,0%	0,5%	124 €	-2,1%	79 €	-1,7%	49,6%	-3,5%	123 €	-14,3%	61 €	-17,3%
Monaco	56,4%	-16,4%	281 €	7,1%	158 €	-10,5%	49,6%	2,8%	223 €	-0,7%	111 €	2,1%
Montpellier	53,2%	-1,4%	132 €	2,3%	70 €	0,9%	41,5%	-15,9%	130 €	0,4%	54 €	-15,5%
Nice	65,5%	-5,9%	155 €	0,2%	102 €	-5,7%	50,5%	-1,2%	137 €	-1,1%	69 €	-2,3%
Strasbourg	58,8%	2,9%	113 €	1,0%	66 €	4,0%	51,9%	7,6%	110 €	-3,8%	57 €	3,5%
Toulouse	62,3%	16,4%	121 €	4,6%	75 €	21,7%	58,7%	3,6%	122 €	2,1%	72 €	5,8%
<i>Bayonne-Anglet-Biarritz &amp; Niort : in development, sample subject to change</i>												
Midscale	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
Aix en Provence	60,7%	-3,7%	80 €	-6,5%	49 €	-9,9%	51,9%	-4,8%	82 €	-8,4%	42 €	-12,9%
Avignon	68,3%	-7,7%	85 €	0,6%	58 €	-7,2%	52,6%	-13,2%	81 €	0,7%	43 €	-12,6%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	59,7%	4,8%	86 €	0,7%	52 €	5,6%	51,8%	0,9%	82 €	-5,9%	42 €	-5,1%
Cannes	50,2%	-11,0%	97 €	6,5%	49 €	-5,2%	41,4%	-10,0%	94 €	4,7%	39 €	-5,7%
Dijon	60,6%	-0,7%	78 €	-4,7%	47 €	-5,4%	51,5%	-5,9%	79 €	-3,5%	41 €	-9,2%
Grenoble	49,2%	-2,6%	97 €	-8,0%	48 €	-10,4%	50,9%	-6,9%	99 €	-6,7%	50 €	-13,2%
Le Havre	63,4%	5,4%	86 €	-1,0%	55 €	4,3%	62,7%	6,8%	86 €	1,1%	54 €	8,0%
Lille	58,9%	-6,9%	82 €	-4,7%	48 €	-11,3%	57,0%	-1,0%	89 €	-2,7%	51 €	-3,7%
Lyon	60,0%	4,7%	92 €	-1,1%	55 €	3,6%	59,5%	-0,6%	98 €	1,4%	58 €	0,8%
Marseille	70,1%	12,5%	88 €	-6,5%	62 €	5,2%	60,8%	6,3%	88 €	-12,4%	53 €	-6,9%
Montpellier	59,1%	3,5%	91 €	2,6%	54 €	6,2%	51,8%	-9,4%	90 €	0,1%	46 €	-9,3%
Nancy	53,5%	2,0%	76 €	-7,0%	41 €	-5,2%	50,0%	1,8%	78 €	-6,2%	39 €	-4,5%
Nantes	54,2%	1,5%	82 €	-4,7%	44 €	-3,2%	55,0%	0,3%	83 €	-7,0%	45 €	-6,7%
Niort	59,5%	12,2%	83 €	-11,6%	50 €	-0,9%	57,0%	4,1%	87 €	-8,1%	50 €	-4,4%
Nice	72,7%	-2,8%	93 €	0,8%	68 €	-2,0%	57,6%	0,1%	83 €	0,4%	48 €	0,5%
Pau	53,3%	13,6%	77 €	-0,4%	41 €	13,2%	49,4%	-1,0%	79 €	0,1%	39 €	-1,0%
Reims	63,1%	-6,8%	98 €	8,6%	62 €	1,2%	51,8%	-5,4%	93 €	3,2%	48 €	-2,4%
Rennes	56,2%	8,1%	80 €	-3,4%	45 €	4,5%	50,2%	-6,7%	87 €	-3,6%	44 €	-10,1%
Rouen	57,9%	3,5%	86 €	-3,6%	50 €	-0,3%	53,5%	3,3%	86 €	-5,1%	46 €	-1,9%
Strasbourg	63,4%	-0,1%	89 €	-3,8%	56 €	-3,9%	50,8%	-4,5%	91 €	-3,9%	46 €	-8,2%
Toulouse	61,6%	3,4%	93 €	-3,6%	57 €	-0,3%	56,4%	-4,8%	94 €	-4,8%	53 €	-9,3%
<i>Bayonne-Anglet-Biarritz &amp; Niort : in development, sample subject to change</i>												

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# Performances Main cities in Regions

## April 2013



### Main cities in regions – Budget and Super Budget

Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
Aix en Provence	55,7%	-11,5%	65 €	-5,3%	36 €	-16,1%	46,4%	-12,1%	65 €	-7,4%	30 €	-18,6%
Angers	63,1%	6,3%	62 €	-3,8%	39 €	2,3%	57,4%	-3,4%	67 €	-4,4%	39 €	-7,6%
Avignon	63,2%	-11,3%	60 €	0,2%	38 €	-11,2%	51,6%	-8,3%	58 €	-0,4%	30 €	-8,7%
Bayonne-Anglet-Biarritz	47,3%	-19,9%	62 €	-0,1%	29 €	-20,0%	48,9%	1,4%	55 €	-5,2%	27 €	-3,9%
Bordeaux	65,7%	11,5%	66 €	-2,3%	44 €	8,9%	55,7%	-4,3%	67 €	-3,9%	37 €	-8,0%
Dijon	72,2%	5,0%	64 €	-1,2%	47 €	3,7%	62,6%	0,7%	64 €	0,0%	40 €	0,7%
Grenoble	52,7%	-10,3%	62 €	-2,1%	33 €	-12,2%	56,7%	-3,9%	62 €	-4,3%	35 €	-8,0%
Le Havre	51,5%	-24,4%	59 €	-7,6%	31 €	-30,2%	48,6%	-20,2%	66 €	4,5%	32 €	-16,6%
Lille	68,2%	-6,6%	67 €	-3,2%	46 €	-9,6%	63,7%	-3,8%	71 €	-2,8%	45 €	-6,5%
Lyon	66,0%	8,6%	71 €	-3,2%	47 €	5,0%	65,1%	3,9%	74 €	-0,8%	48 €	3,1%
Marseille	63,4%	-5,6%	66 €	-4,0%	42 €	-9,3%	56,1%	-5,9%	65 €	-9,1%	36 €	-14,4%
Metz	60,7%	-7,4%	63 €	-1,4%	38 €	-8,7%	52,1%	-10,6%	65 €	-2,8%	34 €	-13,1%
Montpellier	68,2%	0,8%	69 €	0,2%	47 €	1,0%	59,1%	-8,9%	67 €	-1,5%	40 €	-10,3%
Nancy	59,4%	14,3%	58 €	-8,6%	34 €	4,4%	52,4%	6,3%	59 €	-8,3%	31 €	-2,5%
Nantes	55,2%	-2,8%	66 €	-0,8%	36 €	-3,6%	55,0%	-2,5%	67 €	-3,1%	37 €	-5,5%
Niort	51,4%	-5,8%	61 €	2,1%	31 €	-3,8%	50,5%	-7,8%	60 €	0,3%	30 €	-7,6%
Pau	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Reims	61,9%	-1,9%	66 €	1,3%	41 €	-0,6%	52,4%	-3,7%	65 €	3,3%	34 €	-0,5%
Rennes	64,5%	10,9%	64 €	1,7%	41 €	12,8%	60,9%	-2,3%	69 €	3,8%	42 €	1,3%
Rouen	59,6%	-0,8%	61 €	0,3%	36 €	-0,5%	52,8%	-2,2%	61 €	-0,2%	32 €	-2,4%
Strasbourg	67,0%	0,6%	60 €	-0,7%	40 €	-0,1%	56,8%	-3,4%	62 €	-1,2%	35 €	-4,5%
Toulouse	61,3%	0,7%	66 €	0,0%	40 €	0,7%	59,2%	0,4%	67 €	0,8%	40 €	1,2%

*Bayonne-Anglet-Biarritz & Niort : in development, sample subject to change*

Super Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
Angers	63,9%	-10,2%	38 €	-0,5%	24 €	-10,6%	59,0%	-15,4%	38 €	0,6%	22 €	-14,9%
Avignon	65,1%	-15,9%	35 €	-3,3%	23 €	-18,7%	60,3%	-5,8%	34 €	-1,4%	21 €	-7,1%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	74,0%	6,0%	37 €	0,8%	27 €	6,8%	66,0%	0,6%	36 €	0,6%	24 €	1,2%
Dijon	70,4%	4,5%	38 €	-4,3%	27 €	0,0%	68,1%	1,7%	38 €	-4,9%	26 €	-3,2%
Grenoble	54,2%	-7,3%	39 €	-4,8%	21 €	-11,8%	60,9%	-5,4%	39 €	-4,0%	24 €	-9,2%
Le Havre	67,4%	-9,6%	40 €	-0,9%	27 €	-10,4%	64,1%	-7,4%	40 €	-0,8%	25 €	-8,2%
Lille	64,7%	-12,2%	39 €	-3,3%	25 €	-15,1%	61,3%	-8,7%	40 €	-2,5%	24 €	-10,9%
Lyon	67,3%	7,6%	39 €	-1,0%	26 €	6,6%	68,6%	4,2%	40 €	0,6%	28 €	4,8%
Marseille	66,7%	-6,4%	41 €	-0,5%	27 €	-6,9%	59,8%	-10,3%	41 €	-0,4%	25 €	-10,7%
Metz	73,2%	6,7%	36 €	-5,2%	27 €	1,2%	65,6%	0,1%	37 €	-4,2%	24 €	-4,1%
Montpellier	66,1%	-2,9%	39 €	-2,6%	26 €	-5,5%	61,7%	-8,6%	38 €	0,8%	24 €	-7,9%
Nancy	60,8%	-6,7%	39 €	4,6%	24 €	-2,4%	59,6%	-6,8%	39 €	3,9%	23 €	-3,2%
Nantes	66,3%	4,5%	43 €	2,4%	29 €	7,1%	63,7%	0,3%	43 €	1,4%	27 €	1,7%
Niort	69,0%	3,3%	36 €	-0,9%	25 €	2,4%	58,9%	2,8%	37 €	1,5%	22 €	4,4%
Pau	59,1%	4,0%	33 €	-2,9%	19 €	1,0%	56,4%	11,7%	33 €	-3,9%	18 €	7,3%
Rennes	60,7%	12,6%	40 €	-1,1%	24 €	11,4%	57,7%	-3,1%	40 €	-0,5%	23 €	-3,6%
Rouen	70,0%	-1,9%	43 €	2,5%	30 €	0,5%	66,4%	5,1%	42 €	0,7%	28 €	5,8%
Strasbourg	68,7%	9,9%	40 €	2,2%	27 €	12,3%	59,4%	12,1%	40 €	3,4%	24 €	15,9%
Toulouse	68,3%	-2,8%	38 €	-4,1%	26 €	-6,8%	63,2%	-6,6%	38 €	-5,1%	24 €	-11,3%

*Bayonne-Anglet-Biarritz & Niort : in development, sample subject to change*

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# Informations

## Definitions

**Occupancy Rate (OR)** : Rooms sold divided by rooms available multiplied by 100.

**Rooms Available** : The number of rooms times the number of days in the period.

**Average Daily Rate (ADR)** : Room revenue divided by rooms sold.

**Revenue per Available Room (RevPAR)** : Room revenue divided by rooms available.

ADR and RevPAR are expressed in Euros, excluding VAT

## Categories

**Luxury Hotels**: France's most prestigious hotels that distinguish themselves through their exceptional location, building and design, as well their outstanding product and service quality. Highly reputed, these establishments cater to a particularly discerning clientele.

**Upscale Hotels**: Hotels operating at the higher end of the market and consequently offering a wide range of amenities. These establishments are less prestigious than Luxury Hotels and cater to a wider range of guests.

**Midscale Hotels**: Veritable bridge between higher category and entry-level hotels, Midscale Hotels benefit from a wide range of facilities and amenities, but to a lesser extent than Upscale Hotels.

**Budget Hotels**: Hotels that offer a restricted range of facilities and amenities. Budget hotels primarily target those guests particularly preoccupied by value for money.

**Super Budget Hotels**: Hotels that offer a 'no frills' approach, with a very limited range of services. Price is the key decision-factor for guests.

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# Informations

## In Extenso – member of Deloitte

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A member of Deloitte Touche Tohmatsu, In Extenso is an entity dedicated to small and medium-sized businesses. Almost 3 300 employees in 170 agencies in France serve 70 000 clients, including companies, firms, entrepreneurs, tradesmen and women, self-employed lawyers and doctors, associations and local authorities.

### Tourism, Hotels & Restaurants Desk

In Extenso is one of the leading advisors in Tourism, Hospitality and Restaurant industries worldwide. We provide many consulting services for different stakeholders of the tourism industry :

Market and feasibility studies	Valuation of hotel and tourist assets	Urban tourism development plans	Human Capital	Others services
<ul style="list-style-type: none"> <li>• Detailed market study</li> <li>• Operational recommendations to respond to the requirements of potential clients</li> <li>• Determination of the product-service concept</li> <li>• Determination of client target the price positioning</li> <li>• Revenue estimations (accommodation, food and beverage, other...)</li> <li>• Operating forecasts over several years : establishment of expense items to determine the project's profitability (GOP, cash-flows)</li> </ul>	<ul style="list-style-type: none"> <li>• A detailed market study</li> <li>• Product analysis (strengths, weaknesses, necessary renovations and refurbishments)</li> <li>• Forecasts over several years</li> <li>• The application of the discounted cash-flow method, completed by market references (recent and comparable transactions) and the use of the others methods, specially adapted to each case (multiple of turnover or GOP, approaches linked to the real estate market, etc).</li> </ul>	<ul style="list-style-type: none"> <li>• Dynamic review of existing supply</li> <li>• Analysis of the impact of development factors (economy, transportation, tourist markets, etc.)</li> <li>• Analysis of supply/demand situation</li> <li>• Assessment of development ambitions and objectives</li> <li>• Recommendations on strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Aligning Human Resources with the strategic goals of the company</li> <li>• Mastering operational risks in terms of HR and abiding by the regulations</li> <li>• Incorporating the human dimension in all your reorganization and transformation processes</li> <li>• Developing an attractive and incentive remuneration policy</li> </ul>	<ul style="list-style-type: none"> <li>• Hotel benchmark survey</li> <li>• Identification of operators and investors</li> <li>• Optimize your information systems</li> <li>• Marketing audits</li> <li>• Quality control</li> <li>• Organizational audits and management support</li> <li>• Etc.</li> </ul>

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