

In Extenso

tourisme, hôtellerie et restauration

French Hotel Industry Performances

May 2014



Membre de **Deloitte**.

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Find out more at <http://www.inextenso-thr.com> and <http://www.transaxio.fr>

Publication



Annual study: "The French Urban Hotel Residence Market", 8th edition. Despite 2013's gloomy economic context, national urban hotel residences achieved relatively satisfactory performances. In Extenso THR's 8th annual edition dedicated to the sector offers a comprehensive analysis of the market:

- Profile of supply and its development
- Breakdown of supply by territory
- Key market actors, brands and positioning
- Global commercial performance + focus on main markets.

STUDY AVAILABLE – INFORMATION AND ORDERS:

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Articles

Companies in trouble: a reform favouring an amicable settlement. Jean-Pascal Beauchamp – Associate Director of Financial Restructuring, Deloitte <http://dviews.deloitte-france.fr/actualites-reglementaires/entreprises-en-difficulte-une-reforme-en-faveur-des-procedures-amiables>

Customer loyalty is in the numbers. Just not the ones you think. <http://www.deloitte.com/us/thl/hotelloyalty2014>

Financing in risk-adverse times: what solutions are available to hoteliers? Edouard Guibert – Directeur Financial Advisory Services, Deloitte <http://dviews.deloitte-france.fr/management/hotellerie-se-financer-en-periode-daversion-au-risque-quelles-solutions>

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Recovery derailed in May!

After a slight upturn in April (leading to great hopes for a recovery), May finished on a negative note, with most destinations recording a drop in performance. Trading was affected by an unfavourable agenda for business tourism. The numerous bank holidays reduced business demand, and the leisure segment – still cautious given the economic climate – remained insufficient to offset this decline.

April saw slightly better performances, with occupancy rises recorded for the first time in many months. Although modest, the upturn was sufficient to raise hopes throughout the country that recovery was imminent. At least we emphasised last month that a little blue sky does not necessarily mean spring has arrived, and that May was going to be tricky!

May (a traditionally complicated month) did, in fact, see almost all French hotels record a drop in trading. However, some destinations and categories resisted better than others – Marseille's hotels recorded RevPAR increases in almost all categories, for instance. However, this was an exception.

Occupancy rates, in particular, penalised hoteliers, as most recorded declines compared with last year. Depending on the destination, occupancy drops were partly offset by a rise in average rates, but when this was not possible, the impact on RevPAR was heavy.

So why did all this happen? An unfavourable calendar for business tourism. In contrast to 2013, when almost all bank holidays fell on a Wednesday, May this year saw three holidays fall on a Thursday – a blessing for employees wanting a long weekend, but a disaster for hoteliers. Business guests were few, and leisure guests not present in sufficient numbers to compensate. In an on-going difficult economic climate, the leisure segment is still not travelling much – which reminds us that French cities are still predominantly business destinations.

Let's hope that May was just a blip, and that recovery will not be jeopardised by strikes and social unrest (train, entertainment industry, etc.), with repercussions for the hotel industry.

Monthly performance

May	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2014	69,3%	72,3%	69,3%	69,6%	65,2%
Var. /n-1	-5,1%	-0,6%	-2,1%	-1,3%	-4,3%
ADR 2014	517 €	207 €	104 €	64 €	40 €
Var. /n-1	7,0%	-0,9%	0,3%	-1,1%	-2,5%
RevPAR 2014	358 €	150 €	72 €	44 €	26 €
Var. /n-1	1,5%	-1,5%	-1,8%	-2,3%	-6,7%

Year To Date performance

Jan. to May	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2014	58,0%	60,5%	59,3%	61,8%	61,1%
Var. /n-1	-2,6%	0,7%	-1,4%	0,8%	-2,2%
ADR 2014	379 €	172 €	98 €	63 €	39 €
Var. /n-1	3,9%	-0,8%	-0,5%	-2,2%	-2,4%
RevPAR 2014	220 €	104 €	58 €	39 €	24 €
Var. /n-1	1,3%	-0,2%	-2,0%	-1,4%	-4,5%

Definitions

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

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Performances Paris

May 2014



Paris-City

Monthly performance

May	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris - Luxury	87,6%	0,4%	494 €	-7,1%	433 €	-6,7%
Paris - Boutique Hotels	82,4%	-2,0%	297 €	-5,4%	245 €	-7,3%
Paris - Upscale	83,3%	0,9%	211 €	-1,1%	176 €	-0,2%
Paris - Luxury & Upscale	83,9%	0,5%	268 €	-4,5%	225 €	-4,1%
Paris - Superior midscale	87,8%	-0,1%	170 €	-1,8%	149 €	-1,9%
Paris - Standard midscale	85,7%	-0,4%	123 €	0,5%	105 €	0,1%
Paris - Midscale	86,5%	-0,2%	141 €	0,0%	122 €	-0,2%
Paris - Budget	87,3%	0,2%	92 €	1,2%	80 €	1,5%

Year To Date performance

Jan. to May	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris - Luxury	77,5%	-0,5%	431 €	-8,5%	334 €	-9,0%
Paris - Boutique Hotels	74,7%	0,0%	263 €	-5,9%	196 €	-5,9%
Paris - Upscale	73,5%	1,8%	185 €	-0,7%	136 €	1,1%
Paris - Haut de gamme & Gd luxe	74,3%	1,2%	235 €	-5,3%	175 €	-4,2%
Paris - Superior midscale	80,9%	-0,7%	150 €	-1,6%	121 €	-2,3%
Paris - Standard midscale	76,8%	-0,4%	109 €	-0,2%	83 €	-0,6%
Paris - Midscale	78,4%	-0,4%	125 €	-0,5%	98 €	-0,9%
Paris - Budget	80,8%	-0,2%	84 €	0,3%	68 €	0,1%

Paris suburbs (excluding Paris) – Luxury and upscale

Monthly performance

May	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris	83,9%	0,5%	268 €	-4,5%	225 €	-4,1%
La Défense	76,9%	2,9%	170 €	-3,8%	131 €	-1,1%
Roissy CdG	74,7%	8,1%	104 €	-2,7%	78 €	5,1%
IDF (exc.Paris and poles)	82,8%	1,0%	250 €	-2,9%	207 €	-1,9%

Year To Date performance

Jan. to May	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris	74,3%	1,2%	235 €	-5,3%	175 €	-4,2%
La Défense	67,0%	1,6%	163 €	-2,1%	109 €	-0,5%
Roissy CdG	68,9%	3,6%	105 €	-3,3%	72 €	0,2%
IDF (exc.Paris and poles)	71,3%	1,7%	225 €	1,5%	160 €	3,2%

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Performance Regions

May 2014



Regions

Regions (excl. French Riviera)	Monthly performance					
	May	Luxury	Upscale	Midscale	Budget	Super Budget
	OR 2014	56,1%	61,9%	62,2%	62,9%	63,3%
	Var. /n-1	-5,3%	-0,1%	-2,3%	-3,7%	-5,0%
	ADR 2014	271 €	138 €	89 €	61 €	38 €
	Var. /n-1	-2,7%	-2,4%	-1,2%	-1,0%	-2,2%
	RevPAR 2014	152 €	86 €	56 €	39 €	24 €
	Var. /n-1	-7,9%	-2,5%	-3,6%	-4,6%	-7,1%
	Year To Date performance					
	Jan. to May	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2014	49,2%	49,9%	53,1%	55,9%	58,9%	
Var. /n-1	0,0%	-0,7%	-1,0%	-1,3%	-2,7%	
ADR 2014	230 €	128 €	87 €	61 €	38 €	
Var. /n-1	-0,9%	-1,6%	-1,4%	-2,0%	-2,0%	
RevPAR 2014	113 €	64 €	46 €	34 €	22 €	
Var. /n-1	-1,0%	-2,3%	-2,3%	-3,2%	-4,7%	

French Riviera	Monthly performance					
	May	Luxury	Upscale *	Midscale	Budget	Super Budget
	OR 2014	69,5%	68,7%	75,8%	n.d.	75,5%
	Var. /n-1	-5,6%	-1,6%	-2,8%	-	-4,1%
	ADR 2014	665 €	222 €	128 €	n.d.	49 €
	Var. /n-1	2,9%	-0,9%	2,3%	-	-3,3%
	RevPAR 2014	462 €	152 €	97 €	n.d.	37 €
	Var. /n-1	-2,8%	-2,6%	-0,5%	-	-7,2%
	Year To Date performance					
	Jan. to May	Luxury	Upscale *	Midscale	Budget	Super Budget
OR 2014	48,2%	47,7%	54,5%	n.d.	58,0%	
Var. /n-1	-3,0%	-0,7%	-4,0%	-	-4,2%	
ADR 2014	383 €	156 €	99 €	n.d.	44 €	
Var. /n-1	0,8%	-1,9%	0,8%	-	-3,8%	
RevPAR 2014	185 €	75 €	54 €	n.d.	26 €	
Var. /n-1	-2,3%	-2,6%	-3,3%	-	-7,8%	

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

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Performances Suburbs

May 2014



Paris suburbs (excluding Paris)

Midscale market	Monthly performance								
	May	departments						Average suburbs	
		77	78	91	92	93	94		95
	OR 2014	71,7%	60,6%	65,1%	79,1%	72,3%	78,9%	71,9%	72,4%
	Var. /n-1	18,6%	-8,8%	-6,4%	-2,9%	-3,0%	-4,7%	-2,8%	-3,6%
	ADR 2014	109 €	92 €	82 €	107 €	69 €	85 €	90 €	93 €
	Var. /n-1	6,3%	5,6%	0,7%	0,9%	-4,6%	6,1%	-1,8%	1,4%
	RevPAR 2014	78 €	56 €	54 €	85 €	50 €	67 €	64 €	67 €
	Var. /n-1	26,1%	-3,8%	-5,7%	-2,1%	-7,5%	1,0%	-4,5%	-2,3%
Midscale market	Year To Date performance								
	Jan. to May	departments						Average suburbs	
		77	78	91	92	93	94		95
	OR 2014	51,3%	59,0%	57,5%	66,7%	59,1%	71,4%	65,8%	63,3%
	Var. /n-1	10,3%	-0,3%	-5,9%	-0,1%	-8,4%	-2,6%	0,7%	-1,7%
	ADR 2014	103 €	99 €	91 €	107 €	75 €	82 €	95 €	96 €
	Var. /n-1	-1,4%	-1,1%	0,7%	-1,9%	-2,0%	0,7%	-2,1%	-1,0%
	RevPAR 2014	53 €	59 €	52 €	72 €	44 €	58 €	63 €	61 €
	Var. /n-1	8,8%	-1,5%	-5,2%	-2,0%	-10,2%	-1,9%	-1,4%	-2,6%
Budget market	Monthly performance								
	May	departments						Average suburbs	
		77	78	91	92	93	94		95
	OR 2014	81,5%	76,3%	61,4%	73,3%	80,0%	78,3%	73,8%	76,3%
	Var. /n-1	2,9%	10,4%	-2,1%	-3,8%	-1,5%	1,1%	1,1%	0,3%
	ADR 2014	59 €	73 €	63 €	73 €	55 €	65 €	50 €	60 €
	Var. /n-1	-5,4%	-3,8%	3,3%	0,8%	1,1%	-2,5%	-5,9%	-1,8%
	RevPAR 2014	48 €	56 €	39 €	53 €	44 €	51 €	37 €	46 €
	Var. /n-1	-2,7%	6,2%	1,1%	-3,0%	-0,5%	-1,4%	-4,9%	-1,5%
Budget market	Year To Date performance								
	Jan. to May	departments						Average suburbs	
		77	78	91	92	93	94		95
	OR 2014	69,0%	67,2%	60,6%	69,1%	67,0%	70,0%	69,4%	68,2%
	Var. /n-1	0,8%	6,6%	-1,8%	6,7%	-1,0%	0,3%	5,7%	2,7%
	ADR 2014	59 €	77 €	64 €	75 €	57 €	67 €	53 €	62 €
	Var. /n-1	-5,4%	-4,6%	-1,5%	-1,2%	-0,7%	-3,2%	-9,4%	-3,9%
	RevPAR 2014	41 €	52 €	39 €	52 €	38 €	47 €	37 €	42 €
	Var. /n-1	-4,6%	1,7%	-3,3%	5,5%	-1,6%	-2,9%	-4,2%	-1,3%
Super Budget market	Monthly performance								
	May	departments						IDF (hors Paris)	
		77	78	91	92	93	94		95
	OR 2014	72,0%	71,8%	66,9%	n.d.	78,2%	77,0%	76,2%	73,5%
	Var. /n-1	-0,6%	3,9%	-2,3%	-	-0,9%	-1,4%	3,0%	-0,5%
	ADR 2014	42 €	42 €	38 €	n.d.	45 €	44 €	44 €	44 €
	Var. /n-1	-2,5%	-1,3%	-6,6%	-	2,5%	-1,5%	-2,3%	-1,8%
	RevPAR 2014	30 €	30 €	25 €	n.d.	35 €	34 €	33 €	32 €
	Var. /n-1	-3,1%	2,5%	-8,7%	-	1,5%	-2,8%	0,6%	-2,4%
Super Budget market	Year To Date performance								
	Jan. to May	departments						IDF (hors Paris)	
		77	78	91	92	93	94		95
	OR 2014	69,2%	70,0%	66,7%	n.d.	73,8%	73,7%	74,1%	71,5%
	Var. /n-1	1,4%	0,5%	-0,9%	-	-1,2%	-3,8%	2,5%	0,2%
	ADR 2014	41 €	43 €	39 €	n.d.	45 €	44 €	44 €	44 €
	Var. /n-1	-2,6%	0,0%	-4,4%	-	0,6%	-0,1%	-3,3%	-2,3%
	RevPAR 2014	28 €	30 €	26 €	n.d.	33 €	33 €	33 €	31 €
	Var. /n-1	-1,3%	0,5%	-5,2%	-	-0,6%	-3,9%	-0,9%	-2,2%

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Performances North-East

May 2014



North-east & Cities

Luxury Upscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
North-east	59,3%	2,4%	131 €	-3,7%	78 €	-1,4%	47,9%	-2,1%	126 €	-1,1%	60 €	-3,2%
Dijon	61,7%	-15,8%	130 €	-2,6%	80 €	-18,0%	47,0%	-8,7%	123 €	-1,8%	58 €	-10,4%
Lille	61,3%	12,8%	121 €	2,9%	74 €	16,1%	52,9%	5,3%	117 €	-3,0%	62 €	2,2%
Metz	insufficient supply						insufficient supply					
Nancy	insufficient supply						insufficient supply					
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	69,4%	7,3%	107 €	-11,6%	74 €	-5,1%	56,5%	3,7%	114 €	1,3%	65 €	5,0%

Midscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
North-east	60,3%	-2,5%	84 €	-2,9%	51 €	-5,3%	50,4%	-0,8%	86 €	-0,8%	43 €	-1,6%
Dijon	66,7%	-3,4%	86 €	-0,6%	57 €	-4,0%	51,9%	-5,9%	83 €	1,0%	43 €	-5,0%
Lille	68,3%	3,9%	87 €	0,3%	59 €	4,2%	59,2%	0,7%	86 €	-5,6%	51 €	-5,0%
Metz	in progress						in progress					
Nancy	53,5%	-15,3%	84 €	-2,4%	45 €	-17,4%	53,6%	5,7%	79 €	-0,5%	42 €	5,1%
Reims	71,5%	0,0%	99 €	3,7%	71 €	3,7%	55,3%	-1,8%	99 €	3,0%	55 €	1,1%
Strasbourg	67,1%	-5,7%	88 €	-8,7%	59 €	-13,9%	59,0%	6,2%	95 €	0,6%	56 €	6,8%

Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
North-east	67,4%	-1,7%	60 €	-0,8%	40 €	-2,5%	59,3%	0,7%	60 €	-1,7%	36 €	-1,0%
Dijon	81,0%	-3,9%	63 €	0,3%	51 €	-3,6%	67,9%	1,3%	61 €	-3,7%	42 €	-2,4%
Lille	72,0%	1,9%	71 €	2,8%	51 €	4,7%	63,6%	-2,1%	69 €	-4,2%	44 €	-6,2%
Metz	61,1%	-9,0%	61 €	-8,7%	37 €	-16,9%	55,5%	0,7%	63 €	-6,6%	35 €	-6,0%
Nancy	53,2%	-4,4%	62 €	-4,0%	33 €	-8,2%	57,6%	6,8%	61 €	1,1%	35 €	7,9%
Reims	71,3%	-0,2%	66 €	-3,6%	47 €	-3,8%	58,2%	3,3%	65 €	-3,3%	38 €	-0,1%
Strasbourg	74,8%	-5,6%	59 €	-5,6%	44 €	-10,9%	66,6%	8,4%	64 €	0,0%	43 €	8,4%

Super Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
North-east	62,4%	-4,8%	37 €	-1,7%	23 €	-6,4%	58,6%	-1,5%	37 €	-1,8%	22 €	-3,3%
Dijon	68,9%	-3,8%	38 €	-3,3%	26 €	-6,9%	63,4%	-7,9%	38 €	-1,8%	24 €	-9,6%
Lille	66,9%	4,0%	40 €	-2,7%	27 €	1,1%	61,8%	-0,2%	39 €	-4,1%	24 €	-4,3%
Metz	69,4%	-6,2%	36 €	-3,0%	25 €	-9,0%	64,8%	-3,7%	36 €	-3,7%	23 €	-7,3%
Nancy	63,0%	-3,5%	42 €	0,3%	27 €	-3,3%	55,0%	-7,4%	38 €	-3,4%	21 €	-10,5%
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	64,5%	-9,1%	39 €	-4,0%	25 €	-12,8%	62,9%	1,8%	40 €	-2,9%	25 €	-1,2%

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

May 2014



North-West & Cities

Luxury Upscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
North-West	53,4%	-7,7%	211 €	-4,2%	113 €	-11,6%	52,2%	10,0%	191 €	1,9%	100 €	12,1%
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	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
North-West	60,0%	-1,6%	94 €	1,2%	56 €	-0,4%	51,1%	0,7%	87 €	0,2%	45 €	0,9%
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	67,1%	-1,9%	86 €	-2,3%	58 €	-4,1%	60,4%	-5,5%	85 €	-2,1%	51 €	-7,6%
Nantes	52,3%	-14,8%	82 €	-2,7%	43 €	-17,1%	54,6%	-3,8%	85 €	-0,2%	46 €	-4,0%
Niort	50,1%	-0,6%	85 €	2,3%	43 €	1,6%	50,9%	-6,9%	84 €	-1,3%	43 €	-8,2%
Rennes	55,2%	-2,8%	82 €	-4,5%	45 €	-7,1%	53,6%	0,8%	87 €	-3,8%	47 €	-3,0%
Rouen	67,3%	6,4%	95 €	0,6%	64 €	7,0%	56,2%	1,2%	90 €	0,0%	50 €	1,1%

Niort : in development, sample subject to change

Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
North-West	59,1%	-4,2%	62 €	-0,3%	37 €	-4,5%	52,8%	-2,2%	62 €	-1,0%	33 €	-3,2%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	58,7%	-0,9%	60 €	-4,8%	35 €	-5,7%	56,6%	-2,0%	67 €	0,1%	38 €	-1,9%
Le Havre	54,9%	-5,6%	64 €	5,8%	35 €	-0,2%	51,8%	2,4%	59 €	-8,2%	31 €	-5,9%
Nantes	53,4%	-6,6%	62 €	-3,4%	33 €	-9,8%	53,3%	-2,6%	65 €	-3,2%	34 €	-5,8%
Niort	60,0%	-6,7%	59 €	4,8%	36 €	-2,1%	51,4%	-7,8%	62 €	1,6%	32 €	-6,3%
Rennes	60,3%	1,8%	62 €	0,3%	38 €	2,1%	60,7%	0,0%	67 €	-0,6%	40 €	-0,6%
Rouen	62,5%	-4,6%	62 €	2,1%	39 €	-2,6%	56,3%	1,6%	61 €	-1,2%	34 €	0,4%

Niort : in development, sample subject to change

Super Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
North-West	62,7%	-4,5%	39 €	-2,4%	24 €	-6,8%	57,0%	-3,1%	38 €	-2,3%	22 €	-5,4%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	59,6%	-3,5%	39 €	-2,8%	23 €	-6,2%	57,6%	-5,2%	40 €	-0,7%	23 €	-5,9%
Le Havre	71,7%	2,2%	39 €	-3,1%	28 €	-0,9%	68,4%	4,7%	39 €	-2,2%	27 €	2,4%
Nantes	62,4%	-3,7%	43 €	0,4%	27 €	-3,3%	61,8%	-4,2%	43 €	-1,0%	26 €	-5,2%
Niort	62,0%	-20,8%	33 €	-1,4%	21 €	-21,9%	57,5%	-13,7%	33 €	-1,6%	19 €	-15,0%
Rennes	54,0%	-1,1%	39 €	-0,8%	21 €	-1,9%	57,4%	0,6%	40 €	-0,1%	23 €	0,5%
Rouen	58,5%	-14,8%	44 €	0,5%	26 €	-14,4%	55,9%	-9,6%	44 €	0,9%	24 €	-8,7%

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

May 2014



South-East (excl. French Riviera) & Cities

	Monthly performance						Year To Date performance					
Luxury Upscale	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
South-East	67,5%	2,3%	162 €	-2,8%	110 €	-0,6%	51,8%	-2,0%	142 €	-4,0%	74 €	-5,9%
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	81,2%	-1,2%	150 €	0,9%	122 €	-0,3%	49,4%	0,3%	127 €	-1,2%	63 €	-0,9%
Grenoble	insufficient supply						insufficient supply					
Lyon	64,3%	0,6%	125 €	-4,1%	81 €	-3,5%	58,8%	-7,7%	122 €	-7,3%	72 €	-14,4%
Marseille	75,7%	8,3%	158 €	3,4%	119 €	12,0%	57,9%	7,6%	137 €	3,6%	79 €	11,5%
Montpellier	66,7%	7,9%	140 €	-7,5%	93 €	-0,2%	51,3%	12,8%	139 €	-5,5%	72 €	6,5%
St Etienne	insufficient supply						insufficient supply					
Midscale	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
South-East	64,6%	-2,8%	91 €	-1,2%	59 €	-3,9%	56,3%	-1,3%	88 €	-1,7%	49 €	-3,0%
Aix en Provence	64,8%	-12,8%	81 €	-1,3%	53 €	-14,0%	52,1%	-8,2%	82 €	-0,2%	43 €	-8,4%
Avignon	83,1%	2,7%	102 €	9,0%	85 €	11,9%	59,5%	1,9%	87 €	1,2%	52 €	3,1%
Grenoble	42,6%	-11,2%	95 €	-3,5%	40 €	-14,3%	50,8%	1,3%	98 €	-2,3%	50 €	-1,1%
Lyon	54,8%	-6,9%	91 €	2,8%	50 €	-4,3%	56,6%	-5,3%	93 €	-4,8%	53 €	-9,8%
Marseille	78,4%	0,1%	99 €	3,2%	78 €	3,3%	64,4%	0,2%	92 €	0,3%	59 €	0,5%
Montpellier	64,7%	-2,3%	84 €	-6,1%	54 €	-8,3%	57,3%	5,1%	83 €	-6,5%	48 €	-1,8%
St Etienne	in progress						in progress					
Budget	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
South-East	64,0%	-3,7%	64 €	0,4%	41 €	-3,4%	56,6%	-2,2%	63 €	-2,3%	36 €	-4,4%
Aix en Provence	78,6%	11,4%	63 €	-7,5%	50 €	3,1%	56,4%	9,8%	63 €	-4,9%	36 €	4,4%
Avignon	69,2%	-5,0%	66 €	2,2%	46 €	-2,9%	53,2%	-4,9%	62 €	2,6%	33 €	-2,5%
Grenoble	44,7%	-19,3%	58 €	-1,6%	26 €	-20,5%	53,2%	-5,7%	61 €	-1,6%	33 €	-7,2%
Lyon	62,5%	-2,0%	67 €	-2,1%	42 €	-4,0%	61,2%	-5,2%	68 €	-7,6%	42 €	-12,4%
Marseille	77,5%	5,9%	68 €	-1,9%	52 €	3,9%	60,8%	2,0%	66 €	-1,1%	40 €	1,0%
Montpellier	74,9%	-3,3%	77 €	11,0%	57 €	7,4%	65,8%	3,7%	69 €	1,9%	46 €	5,7%
St Etienne	in progress						in progress					
Super Budget	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
South-East	63,4%	-5,9%	38 €	-2,3%	24 €	-8,1%	59,2%	-4,8%	38 €	-1,7%	23 €	-6,5%
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	71,0%	-6,6%	35 €	-2,8%	25 €	-9,2%	62,8%	-1,2%	34 €	-1,4%	22 €	-2,6%
Grenoble	46,2%	-18,2%	37 €	-9,7%	17 €	-26,1%	53,4%	-11,1%	38 €	-5,0%	20 €	-15,5%
Lyon	57,8%	-8,3%	40 €	-3,2%	23 €	-11,2%	63,7%	-5,8%	40 €	-3,9%	25 €	-9,5%
Marseille	73,3%	3,8%	42 €	-1,5%	30 €	2,2%	63,3%	2,1%	41 €	-3,0%	26 €	-0,9%
Montpellier	67,0%	-7,4%	37 €	-3,7%	25 €	-10,8%	63,7%	-0,4%	35 €	-3,4%	22 €	-3,8%
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 South West

May 2014



South-West & Cities

	Monthly performance						Year To Date performance					
Luxury Upscale	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
South-West	58,4%	-5,6%	211 €	-2,8%	123 €	-8,3%	48,3%	-0,6%	181 €	-2,4%	87 €	-3,0%
Bayonne-Anglet-Biarritz	54,6%	-10,8%	261 €	1,7%	143 €	-9,3%	43,8%	-5,7%	212 €	0,1%	93 €	-5,5%
Bordeaux	53,9%	-8,1%	213 €	1,1%	115 €	-7,1%	40,8%	-5,0%	192 €	1,7%	78 €	-3,3%
Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Toulouse	62,5%	-2,9%	122 €	3,1%	76 €	0,1%	59,3%	-1,9%	128 €	-0,4%	76 €	-2,2%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												
Midscale	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
South-West	62,3%	-2,4%	87 €	-1,9%	54 €	-4,2%	53,2%	-2,4%	85 €	-3,5%	45 €	-5,9%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Bordeaux	68,0%	4,6%	83 €	-0,5%	56 €	4,1%	55,6%	1,8%	82 €	-0,9%	46 €	0,8%
Pau	56,6%	-0,5%	80 €	-3,7%	46 €	-4,2%	53,5%	4,4%	79 €	-1,9%	42 €	2,4%
Toulouse	56,6%	-5,6%	96 €	-0,6%	55 €	-6,2%	55,9%	-2,3%	97 €	-3,7%	54 €	-5,9%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												
Budget	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
South-West	57,4%	-7,5%	59 €	-5,6%	34 €	-12,6%	52,5%	-2,7%	59 €	-3,7%	31 €	-6,3%
Bayonne-Anglet-Biarritz	60,7%	-3,8%	58 €	-4,6%	35 €	-8,3%	47,5%	-10,9%	56 €	-0,7%	27 €	-11,5%
Bordeaux	64,2%	2,8%	63 €	-4,1%	40 €	-1,4%	58,5%	3,8%	64 €	-4,0%	37 €	-0,4%
Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Toulouse	57,9%	-7,8%	62 €	-4,2%	36 €	-11,7%	60,0%	-0,8%	64 €	-5,4%	38 €	-6,1%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												
Super Budget	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
South-West	66,2%	-4,0%	39 €	-2,9%	26 €	-6,8%	61,6%	-1,0%	38 €	-2,2%	23 €	-3,2%
Bayonne-Anglet-Biarritz	n.d.	-	-	-	-	-	n.d.	-	n.d.	-	-	-
Bordeaux	70,3%	-5,8%	37 €	-3,6%	26 €	-9,2%	65,7%	-2,9%	37 €	-1,7%	24 €	-4,6%
Pau	55,0%	-6,7%	33 €	-1,6%	18 €	-8,2%	51,9%	-8,8%	33 €	-0,5%	17 €	-9,2%
Toulouse	66,5%	2,5%	38 €	-4,3%	25 €	-2,0%	66,8%	4,8%	38 €	-2,9%	25 €	1,8%
<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 French Riviera

May 2014



French Riviera

May	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
French Riviera - Luxury	69,5%	-5,6%	665 €	2,9%	462 €	-2,8%	48,2%	-3,0%	383 €	0,8%	185 €	-2,3%
French Riviera - Boutique Hotels**	75,7%	2,1%	207 €	-1,1%	156 €	1,0%	61,0%	1,4%	147 €	-0,1%	90 €	1,3%
French Riviera - Upscale	67,9%	-2,1%	224 €	-0,9%	152 €	-3,0%	46,2%	-1,0%	158 €	-2,1%	73 €	-3,1%
Average Upscale & Luxury	69,0%	-3,0%	368 €	0,4%	253 €	-2,6%	47,9%	-1,4%	231 €	-0,6%	111 €	-2,0%
Average Midscale	75,8%	-2,8%	128 €	2,3%	97 €	-0,5%	54,5%	-4,0%	99 €	0,8%	54 €	-3,3%
Average Budget	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Average Super-Budget	75,5%	-4,1%	49 €	-3,3%	37 €	-7,2%	58,0%	-4,2%	44 €	-3,8%	26 €	-7,8%

French Riviera Cities

May	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Cannes - Luxury	67,0%	-6,6%	734 €	5,0%	492 €	-2,0%	45,8%	0,4%	411 €	-0,7%	188 €	-0,3%
Cannes - Boutique Hotels	62,1%	-9,8%	285 €	-1,4%	177 €	-11,0%	49,2%	11,3%	226 €	-3,2%	111 €	7,8%
Cannes - Upscale	60,7%	0,3%	238 €	-4,5%	145 €	-4,2%	37,9%	1,0%	178 €	-2,5%	67 €	-1,5%
Cannes - Upscale & Luxury	64,0%	-3,8%	506 €	1,1%	324 €	-2,7%	42,3%	0,8%	313 €	-1,5%	133 €	-0,7%
Cannes - Midscale	66,5%	-2,0%	131 €	-2,3%	87 €	-4,3%	45,5%	-1,0%	106 €	-1,3%	48 €	-2,2%
Nice - Upscale & Luxury	77,6%	-1,1%	233 €	-0,4%	181 €	-1,5%	54,0%	-4,2%	163 €	-1,1%	88 €	-5,3%
Nice - Midscale	81,9%	-2,6%	125 €	3,2%	102 €	0,5%	58,9%	-6,9%	96 €	1,2%	56 €	-5,8%
Monaco - Luxury	64,2%	-6,9%	732 €	4,7%	470 €	-2,6%	50,4%	-4,3%	443 €	1,9%	223 €	-2,4%
Monaco - Upscale	73,1%	-1,9%	419 €	3,6%	307 €	1,6%	54,8%	-0,4%	242 €	4,3%	132 €	3,8%
Monaco - Upscale & Luxury	70,0%	-3,6%	519 €	3,4%	363 €	-0,3%	53,3%	-1,7%	307 €	2,6%	163 €	0,8%

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

** Boutique Hotels: sample excludes Luxury hotels

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Performances Coast

May 2014



Normandy – Nord-Pas-de-Calais coast

Normandy – Nord-Pas-de-Calais coast	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Average Upscale & Luxury	43,9%	-12,5%	199 €	-1,8%	88 €	-14,1%	38,4%	0,6%	187 €	5,9%	72 €	6,5%
Average Midscale	67,2%	2,3%	113 €	-3,0%	76 €	-0,8%	56,5%	4,8%	104 €	-2,2%	59 €	2,6%
Average Budget	61,0%	-0,9%	67 €	1,9%	41 €	1,0%	54,1%	0,3%	63 €	-3,6%	34 €	-3,3%
Average Super-Budget	63,6%	-3,2%	39 €	-2,8%	25 €	-5,8%	55,3%	0,9%	38 €	-3,7%	21 €	-2,8%

Coast: benchmark based on hotel supply in coastal communes, as defined by INSEE
Benchmark under development and likely to evolve

Brittany – Pays-de-la-Loire coast

Brittany – Pays-de-la-Loire coast	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Average Upscale & Luxury	52,2%	-12,8%	228 €	-4,4%	119 €	-16,7%	52,9%	-5,2%	202 €	1,0%	107 €	-4,2%
Average Midscale	57,1%	-6,4%	104 €	-2,9%	59 €	-9,1%	49,5%	-1,1%	95 €	-2,2%	47 €	-3,3%
Average Budget	57,9%	-0,2%	62 €	-2,7%	36 €	-2,9%	44,1%	-3,8%	56 €	-2,7%	25 €	-6,4%
Average Super-Budget	58,9%	-7,3%	42 €	-3,9%	25 €	-10,9%	52,4%	-6,1%	41 €	-2,1%	21 €	-8,1%

Coast: benchmark based on hotel supply in coastal communes, as defined by INSEE
Benchmark under development and likely to evolve

Charente-Maritime – Aquitaine coast

Charente-Maritime – Aquitaine coast	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Average Upscale & Luxury	54,9%	-11,1%	253 €	1,6%	139 €	-9,6%	44,2%	-5,7%	208 €	-0,5%	92 €	-6,2%
Average Midscale	57,6%	-4,9%	106 €	-2,4%	61 €	-7,2%	45,3%	-5,9%	95 €	-1,7%	43 €	-7,5%
Average Budget	59,7%	-7,4%	61 €	-13,9%	36 €	-20,3%	40,2%	-12,3%	58 €	-9,4%	23 €	-20,5%
Average Super-Budget	68,2%	-8,3%	49 €	-0,7%	34 €	-8,9%	55,5%	-3,1%	44 €	-2,6%	24 €	-5,7%

Coast: benchmark based on hotel supply in coastal communes, as defined by INSEE
Benchmark under development and likely to evolve

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Performances Main cities in Regions

May 2014



Main cities in Regions – Luxury upscale and midscale

Luxury Upscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Avignon	81,2%	-1,2%	150 €	0,9%	122 €	-0,3%	49,4%	0,3%	127 €	-1,2%	63 €	-0,9%
Bayonne-Anglet-Biarritz	54,6%	-10,8%	261 €	1,7%	143 €	-9,3%	43,8%	-5,7%	212 €	0,1%	93 €	-5,5%
Bordeaux	53,9%	-8,1%	213 €	1,1%	115 €	-7,1%	40,8%	-5,0%	192 €	1,7%	78 €	-3,3%
Cannes	64,0%	-3,8%	506 €	1,1%	324 €	-2,7%	42,3%	0,8%	313 €	-1,5%	133 €	-0,7%
Dijon	61,7%	-15,8%	130 €	-2,6%	80 €	-18,0%	47,0%	-8,7%	123 €	-1,8%	58 €	-10,4%
Lille	61,3%	12,8%	121 €	2,9%	74 €	16,1%	52,9%	5,3%	117 €	-3,0%	62 €	2,2%
Lyon	64,3%	0,6%	125 €	-4,1%	81 €	-3,5%	58,8%	-7,7%	122 €	-7,3%	72 €	-14,4%
Marseille	75,7%	8,3%	158 €	3,4%	119 €	12,0%	57,9%	7,6%	137 €	3,6%	79 €	11,5%
Monaco	70,0%	-3,6%	519 €	3,4%	363 €	-0,3%	53,3%	-1,7%	307 €	2,6%	163 €	0,8%
Montpellier	66,7%	7,9%	140 €	-7,5%	93 €	-0,2%	51,3%	12,8%	139 €	-5,5%	72 €	6,5%
Nice	77,6%	-1,1%	233 €	-0,4%	181 €	-1,5%	54,0%	-4,2%	163 €	-1,1%	88 €	-5,3%
Strasbourg	69,4%	7,3%	107 €	-11,6%	74 €	-5,1%	56,5%	3,7%	114 €	1,3%	65 €	5,0%
Toulouse	62,5%	-2,9%	122 €	3,1%	76 €	0,1%	59,3%	-1,9%	128 €	-0,4%	76 €	-2,2%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												
Midscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Aix en Provence	64,8%	-12,8%	81 €	-1,3%	53 €	-14,0%	52,1%	-8,2%	82 €	-0,2%	43 €	-8,4%
Avignon	83,1%	2,7%	102 €	9,0%	85 €	11,9%	59,5%	1,9%	87 €	1,2%	52 €	3,1%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	68,0%	4,6%	83 €	-0,5%	56 €	4,1%	55,6%	1,8%	82 €	-0,9%	46 €	0,8%
Cannes	66,5%	-2,0%	131 €	-2,3%	87 €	-4,3%	45,5%	-1,0%	106 €	-1,3%	48 €	-2,2%
Dijon	66,7%	-3,4%	86 €	-0,6%	57 €	-4,0%	51,9%	-5,9%	83 €	1,0%	43 €	-5,0%
Grenoble	42,6%	-11,2%	95 €	-3,5%	40 €	-14,3%	50,8%	1,3%	98 €	-2,3%	50 €	-1,1%
Le Havre	67,1%	-1,9%	86 €	-2,3%	58 €	-4,1%	60,4%	-5,5%	85 €	-2,1%	51 €	-7,6%
Lille	68,3%	3,9%	87 €	0,3%	59 €	4,2%	59,2%	0,7%	86 €	-5,6%	51 €	-5,0%
Lyon	54,8%	-6,9%	91 €	2,8%	50 €	-4,3%	56,6%	-5,3%	93 €	-4,8%	53 €	-9,8%
Marseille	78,4%	0,1%	99 €	3,2%	78 €	3,3%	64,4%	0,2%	92 €	0,3%	59 €	0,5%
Montpellier	64,7%	-2,3%	84 €	-6,1%	54 €	-8,3%	57,3%	5,1%	83 €	-6,5%	48 €	-1,8%
Nancy	53,5%	-15,3%	84 €	-2,4%	45 €	-17,4%	53,6%	5,7%	79 €	-0,5%	42 €	5,1%
Nantes	52,3%	-14,8%	82 €	-2,7%	43 €	-17,1%	54,6%	-3,8%	85 €	-0,2%	46 €	-4,0%
Niort	50,1%	-0,6%	85 €	2,3%	43 €	1,6%	50,9%	-6,9%	84 €	-1,3%	43 €	-8,2%
Nice	81,9%	-2,6%	125 €	3,2%	102 €	0,5%	58,9%	-6,9%	96 €	1,2%	56 €	-5,8%
Pau	56,6%	-0,5%	80 €	-3,7%	46 €	-4,2%	53,5%	4,4%	79 €	-1,9%	42 €	2,4%
Reims	71,5%	0,0%	99 €	3,7%	71 €	3,7%	55,3%	-1,8%	99 €	3,0%	55 €	1,1%
Rennes	55,2%	-2,8%	82 €	-4,5%	45 €	-7,1%	53,6%	0,8%	87 €	-3,8%	47 €	-3,0%
Rouen	67,3%	6,4%	95 €	0,6%	64 €	7,0%	56,2%	1,2%	90 €	0,0%	50 €	1,1%
Strasbourg	67,1%	-5,7%	88 €	-8,7%	59 €	-13,9%	59,0%	6,2%	95 €	0,6%	56 €	6,8%
Toulouse	56,6%	-5,6%	96 €	-0,6%	55 €	-6,2%	55,9%	-2,3%	97 €	-3,7%	54 €	-5,9%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												

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Performances Main cities in Regions

May 2014



Main cities in regions – Budget and Super Budget

Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Aix en Provence	78,6%	11,4%	63 €	-7,5%	50 €	3,1%	56,4%	9,8%	63 €	-4,9%	36 €	4,4%
Angers	58,7%	-0,9%	60 €	-4,8%	35 €	-5,7%	56,6%	-2,0%	67 €	0,1%	38 €	-1,9%
Avignon	69,2%	-5,0%	66 €	2,2%	46 €	-2,9%	53,2%	-4,9%	62 €	2,6%	33 €	-2,5%
Bayonne-Anglet-Biarritz	60,7%	-3,8%	58 €	-4,6%	35 €	-8,3%	47,5%	-10,9%	56 €	-0,7%	27 €	-11,5%
Bordeaux	64,2%	2,8%	63 €	-4,1%	40 €	-1,4%	58,5%	3,8%	64 €	-4,0%	37 €	-0,4%
Dijon	81,0%	-3,9%	63 €	0,3%	51 €	-3,6%	67,9%	1,3%	61 €	-3,7%	42 €	-2,4%
Grenoble	44,7%	-19,3%	58 €	-1,6%	26 €	-20,5%	53,2%	-5,7%	61 €	-1,6%	33 €	-7,2%
Le Havre	54,9%	-5,6%	64 €	5,8%	35 €	-0,2%	51,8%	2,4%	59 €	-8,2%	31 €	-5,9%
Lille	72,0%	1,9%	71 €	2,8%	51 €	4,7%	63,6%	-2,1%	69 €	-4,2%	44 €	-6,2%
Lyon	62,5%	-2,0%	67 €	-2,1%	42 €	-4,0%	61,2%	-5,2%	68 €	-7,6%	42 €	-12,4%
Marseille	77,5%	5,9%	68 €	-1,9%	52 €	3,9%	60,8%	2,0%	66 €	-1,1%	40 €	1,0%
Metz	61,1%	-9,0%	61 €	-8,7%	37 €	-16,9%	55,5%	0,7%	63 €	-6,6%	35 €	-6,0%
Montpellier	74,9%	-3,3%	77 €	11,0%	57 €	7,4%	65,8%	3,7%	69 €	1,9%	46 €	5,7%
Nancy	53,2%	-4,4%	62 €	-4,0%	33 €	-8,2%	57,6%	6,8%	61 €	1,1%	35 €	7,9%
Nantes	53,4%	-6,6%	62 €	-3,4%	33 €	-9,8%	53,3%	-2,6%	65 €	-3,2%	34 €	-5,8%
Niort	60,0%	-6,7%	59 €	4,8%	36 €	-2,1%	51,4%	-7,8%	62 €	1,6%	32 €	-6,3%
Pau	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Reims	71,3%	-0,2%	66 €	-3,6%	47 €	-3,8%	58,2%	3,3%	65 €	-3,3%	38 €	-0,1%
Rennes	60,3%	1,8%	62 €	0,3%	38 €	2,1%	60,7%	0,0%	67 €	-0,6%	40 €	-0,6%
Rouen	62,5%	-4,6%	62 €	2,1%	39 €	-2,6%	56,3%	1,6%	61 €	-1,2%	34 €	0,4%
Strasbourg	74,8%	-5,6%	59 €	-5,6%	44 €	-10,9%	66,6%	8,4%	64 €	0,0%	43 €	8,4%
Toulouse	57,9%	-7,8%	62 €	-4,2%	36 €	-11,7%	60,0%	-0,8%	64 €	-5,4%	38 €	-6,1%

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

Super Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Angers	59,6%	-3,5%	39 €	-2,8%	23 €	-6,2%	57,6%	-5,2%	40 €	-0,7%	23 €	-5,9%
Avignon	71,0%	-6,6%	35 €	-2,8%	25 €	-9,2%	62,8%	-1,2%	34 €	-1,4%	22 €	-2,6%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	70,3%	-5,8%	37 €	-3,6%	26 €	-9,2%	65,7%	-2,9%	37 €	-1,7%	24 €	-4,6%
Dijon	68,9%	-3,8%	38 €	-3,3%	26 €	-6,9%	63,4%	-7,9%	38 €	-1,8%	24 €	-9,6%
Grenoble	46,2%	-18,2%	37 €	-9,7%	17 €	-26,1%	53,4%	-11,1%	38 €	-5,0%	20 €	-15,5%
Le Havre	71,7%	2,2%	39 €	-3,1%	28 €	-0,9%	68,4%	4,7%	39 €	-2,2%	27 €	2,4%
Lille	66,9%	4,0%	40 €	-2,7%	27 €	1,1%	61,8%	-0,2%	39 €	-4,1%	24 €	-4,3%
Lyon	57,8%	-8,3%	40 €	-3,2%	23 €	-11,2%	63,7%	-5,8%	40 €	-3,9%	25 €	-9,5%
Marseille	73,3%	3,8%	42 €	-1,5%	30 €	2,2%	63,3%	2,1%	41 €	-3,0%	26 €	-0,9%
Metz	69,4%	-6,2%	36 €	-3,0%	25 €	-9,0%	64,8%	-3,7%	36 €	-3,7%	23 €	-7,3%
Montpellier	67,0%	-7,4%	37 €	-3,7%	25 €	-10,8%	63,7%	-0,4%	35 €	-3,4%	22 €	-3,8%
Nancy	63,0%	-3,5%	42 €	0,3%	27 €	-3,3%	55,0%	-7,4%	38 €	-3,4%	21 €	-10,5%
Nantes	62,4%	-3,7%	43 €	0,4%	27 €	-3,3%	61,8%	-4,2%	43 €	-1,0%	26 €	-5,2%
Niort	62,0%	-20,8%	33 €	-1,4%	21 €	-21,9%	57,5%	-13,7%	33 €	-1,6%	19 €	-15,0%
Pau	55,0%	-6,7%	33 €	-1,6%	18 €	-8,2%	51,9%	-8,8%	33 €	-0,5%	17 €	-9,2%
Rennes	54,0%	-1,1%	39 €	-0,8%	21 €	-1,9%	57,4%	0,6%	40 €	-0,1%	23 €	0,5%
Rouen	58,5%	-14,8%	44 €	0,5%	26 €	-14,4%	55,9%	-9,6%	44 €	0,9%	24 €	-8,7%
Strasbourg	64,5%	-9,1%	39 €	-4,0%	25 €	-12,8%	62,9%	1,8%	40 €	-2,9%	25 €	-1,2%
Toulouse	66,5%	2,5%	38 €	-4,3%	25 €	-2,0%	66,8%	4,8%	38 €	-2,9%	25 €	1,8%

Bayonne-Anglet-Biarritz : 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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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"> Detailed market study Operational recommendations to respond to the requirements of potential clients Determination of the product-service concept Determination of client target the price positioning Revenue estimations (accommodation, food and beverage, other...) Operating forecasts over several years : establishment of expense items to determine the project's profitability (GOP, cash-flows) 	<ul style="list-style-type: none"> A detailed market study Product analysis (strengths, weaknesses, necessary renovations and refurbishments Forecasts over several years 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). 	<ul style="list-style-type: none"> Dynamic review of existing supply Analysis of the impact of development factors (economy, transportation, tourist markets, etc.) Analysis of supply/demand situation Assessment of development ambitions and objectives Recommendations on strategy 	<ul style="list-style-type: none"> Aligning Human Resources with the strategic goals of the company Mastering operational risks in terms of HR and abiding by the regulations Incorporating the human dimension in all your reorganization and transformation processes Developing an attractive and incentive remuneration policy 	<ul style="list-style-type: none"> Hotel benchmark survey Identification of operators and investors Optimize your information systems Marketing audits Quality control Organizational audits and management support Etc.

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