

# In Extenso

tourisme, hôtellerie et restauration

## French Hotel Industry Performances

October 2014



Membre de **Deloitte**.

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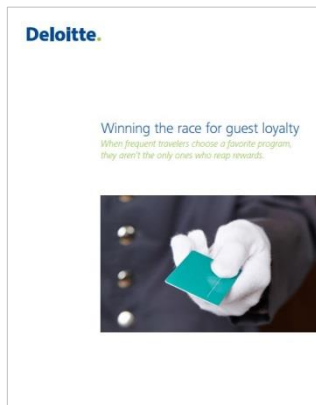
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## Publication



### Winning the race for guest loyalty

Deloitte US TH&L study

A study of consumer behaviour and loyalty programmes, and how to develop a strategy that stands out from the rest.

Download study here (in English) :

<http://www2.deloitte.com/us/en/pages/consumer-business/articles/winning-the-race-for-guest-loyalty-hotels.html>

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# October: encouraging for Ile-de-France and coastal hotels; less so for city hotels

October's hotel industry performances confirmed September's observations: the results were encouraging for hotels in Ile-de-France, yet the picture was much more varied (and at times discouraging) throughout regional France. October did, however, bring a pleasant surprise for coastal hotels, where the good weather boosted trading.

For many French hoteliers, October is one of the most important months of the year, as business and leisure demand tend to combine. Eagerly-awaited, October 2014's results brought two pieces of good news. The first was that recovery on the Ile-de-France market has been confirmed: in Paris and in most of its inner and outer suburbs, hotels achieved high levels of activity, often driven by significant increases in average rates. Hotels in Seine-Saint-Denis, the Val-d'Oise and in western Seine-et-Marne recorded spectacular growth, thanks to two major events held at Villepinte – the SIAL (food processing) and the CPHI (pharmaceuticals).

The second piece of good news concerned coastal hotels: on the Côte d'Azur and in seaside resorts easily accessible from Paris (Normandy, Brittany, Pays de la Loire), the exceptionally good weather in October boosted the short-stay market and occupancy rates. Although this was insufficient to reverse annual trends, the high post-season occupancy has helped improve the overall outlook for 2014, particularly in Brittany and the Pays de la Loire.

Throughout the rest of France (with the exception of the Côte d'Azur), it was more difficult to find reasons for satisfaction. Although higher-end categories posted increases in occupancy, the gap between current and pre-recession levels remained wide – around 5 to 10 points compared with October 2008, for example. In addition, average rates continued to fall. This was also the case for Super-budget and Budget hotels, whose occupancy continued to decline in October.

Observing results on a destination by destination basis, the picture varies depending on the city, and the gloomy economic context still weighs heavily. As already evoked in previous months, the effects of the recession on hotel indicators is often amplified by an increase in supply. Consequently, trading levels in October were much lower than normal in cities such as Marseille, Montpellier, Nantes and Toulouse. In this context, suburban hotels are more vulnerable and are still eagerly awaiting a lasting recovery in business tourism demand.

## Monthly performance

October	Luxury	Upscale	Midscale	Budget	Super Budget
<b>OR 2014</b>	67,7%	73,9%	71,0%	71,5%	66,2%
<b>Var. /n-1</b>	-1,9%	2,0%	1,3%	1,3%	-2,2%
<b>ADR 2014</b>	397 €	195 €	109 €	70 €	40 €
<b>Var. /n-1</b>	-4,5%	5,3%	3,7%	2,6%	-0,8%
<b>RevPAR 2014</b>	269 €	144 €	77 €	50 €	27 €
<b>Var. /n-1</b>	-6,3%	7,4%	5,0%	3,9%	-3,0%

## Year To Date performance

Jan. to October	Luxury	Upscale	Midscale	Budget	Super Budget
<b>OR 2014</b>	67,3%	69,6%	66,8%	67,3%	66,2%
<b>Var. /n-1</b>	1,0%	1,6%	-0,2%	0,4%	-1,4%
<b>ADR 2014</b>	436 €	187 €	102 €	65 €	40 €
<b>Var. /n-1</b>	1,9%	0,4%	0,0%	-1,9%	-1,9%
<b>RevPAR 2014</b>	294 €	130 €	68 €	44 €	27 €
<b>Var. /n-1</b>	2,9%	1,9%	-0,2%	-1,6%	-3,3%

### Definitions

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

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# Performances Paris

## October 2014



### Paris-City

#### Monthly performance

October	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris - Luxury	86,4%	-4,0%	561 €	11,0%	484 €	6,5%
Paris - Boutique Hotels	89,0%	1,7%	314 €	0,1%	279 €	1,7%
Paris - Upscale	87,2%	4,1%	230 €	10,2%	201 €	14,7%
<b>Paris - Luxury &amp; Upscale</b>	<b>87,2%</b>	<b>2,4%</b>	<b>297 €</b>	<b>9,7%</b>	<b>259 €</b>	<b>12,3%</b>
Paris - Superior midscale	92,0%	0,3%	188 €	10,3%	173 €	10,7%
Paris - Standard midscale	87,1%	-0,6%	141 €	10,5%	122 €	9,8%
<b>Paris - Midscale</b>	<b>89,1%</b>	<b>-0,2%</b>	<b>161 €</b>	<b>10,7%</b>	<b>143 €</b>	<b>10,5%</b>
<b>Paris - Budget</b>	<b>89,1%</b>	<b>-0,6%</b>	<b>107 €</b>	<b>13,0%</b>	<b>95 €</b>	<b>12,2%</b>

#### Year To Date performance

Jan. to October	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris - Luxury	83,3%	1,7%	487 €	-5,5%	406 €	-3,9%
Paris - Boutique Hotels	80,6%	0,8%	285 €	-4,3%	230 €	-3,5%
Paris - Upscale	80,0%	3,1%	203 €	1,4%	162 €	4,6%
<b>Paris - Haut de gamme &amp; Gd luxe</b>	<b>80,6%</b>	<b>2,6%</b>	<b>261 €</b>	<b>-2,5%</b>	<b>210 €</b>	<b>0,0%</b>
Paris - Superior midscale	85,4%	0,5%	161 €	1,2%	138 €	1,7%
Paris - Standard midscale	82,5%	1,7%	117 €	1,1%	97 €	2,8%
<b>Paris - Midscale</b>	<b>83,7%</b>	<b>1,2%</b>	<b>136 €</b>	<b>1,3%</b>	<b>113 €</b>	<b>2,5%</b>
<b>Paris - Budget</b>	<b>83,9%</b>	<b>-0,9%</b>	<b>89 €</b>	<b>1,5%</b>	<b>75 €</b>	<b>0,6%</b>

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

#### Monthly performance

October	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris	87,2%	2,4%	297 €	9,7%	259 €	12,3%
La Défense	86,2%	-0,6%	183 €	1,5%	157 €	0,9%
Roissy CdG	80,3%	11,0%	150 €	30,0%	121 €	44,2%
IDF (exc.Paris and poles)	86,8%	4,7%	268 €	14,0%	233 €	19,3%

#### Year To Date performance

Jan. to October	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris	80,6%	2,6%	261 €	-2,5%	210 €	0,0%
La Défense	76,3%	1,8%	165 €	-1,3%	125 €	0,5%
Roissy CdG	75,0%	7,0%	112 €	0,3%	84 €	7,3%
IDF (exc.Paris and poles)	77,7%	2,3%	248 €	2,9%	193 €	5,3%

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# Performance Regions

October 2014



## Regions

Regions (excl. French Riviera)

### Monthly performance

October	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2014	62,6%	66,6%	65,2%	64,6%	63,3%
Var. /n-1	5,6%	1,0%	2,3%	-1,7%	-4,3%
ADR 2014	238 €	136 €	90 €	63 €	38 €
Var. /n-1	-4,7%	-4,3%	-2,0%	-2,7%	-0,8%
RevPAR 2014	149 €	91 €	59 €	41 €	24 €
Var. /n-1	0,6%	-3,4%	0,3%	-4,3%	-5,1%

### Year To Date performance

Jan. to October	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2014	60,3%	59,1%	61,1%	61,8%	64,3%
Var. /n-1	3,4%	0,9%	-0,1%	-1,6%	-2,2%
ADR 2014	276 €	135 €	90 €	63 €	39 €
Var. /n-1	-0,8%	-2,8%	-1,3%	-2,3%	-1,4%
RevPAR 2014	167 €	80 €	55 €	39 €	25 €
Var. /n-1	2,5%	-1,9%	-1,4%	-3,8%	-3,6%

French Riviera

### Monthly performance

October	Luxury	Upscale *	Midscale	Budget	Super Budget
OR 2014	64,0%	62,6%	67,6%	n.d.	54,5%
Var. /n-1	2,2%	8,4%	1,1%	-	-8,7%
ADR 2014	353 €	148 €	95 €	n.d.	44 €
Var. /n-1	-3,9%	-6,2%	-3,5%	-	-3,7%
RevPAR 2014	226 €	93 €	65 €	n.d.	24 €
Var. /n-1	-1,8%	1,7%	-2,4%	-	-12,0%

### Year To Date performance

Jan. to October	Luxury	Upscale *	Midscale	Budget	Super Budget
OR 2014	62,0%	63,2%	69,2%	n.d.	66,7%
Var. /n-1	-0,6%	1,9%	-1,6%	-	-3,5%
ADR 2014	451 €	173 €	109 €	n.d.	49 €
Var. /n-1	1,3%	-1,7%	0,4%	-	-3,3%
RevPAR 2014	280 €	109 €	75 €	n.d.	32 €
Var. /n-1	0,8%	0,2%	-1,2%	-	-6,7%

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

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# Performances Suburbs

## October 2014



### Paris suburbs (excluding Paris)

Midscale market	Monthly performance								Average suburbs
	October	departments							
		77	78	91	92	93	94	95	
OR 2014	73,7%	71,6%	73,5%	83,5%	78,7%	84,5%	75,9%	78,3%	
Var. /n-1	29,2%	4,6%	9,8%	1,1%	14,2%	4,1%	2,6%	5,0%	
ADR 2014	102 €	105 €	89 €	127 €	102 €	96 €	122 €	112 €	
Var. /n-1	1,9%	-4,5%	-5,8%	11,5%	22,7%	5,4%	18,1%	7,6%	
RevPAR 2014	75 €	75 €	66 €	106 €	81 €	81 €	93 €	87 €	
Var. /n-1	31,7%	-0,1%	3,4%	12,7%	40,1%	9,8%	21,1%	13,0%	
Midscale market	Year To Date performance								Average suburbs
	Jan. to October	departments							
		77	78	91	92	93	94	95	
OR 2014	62,2%	64,6%	65,1%	74,6%	68,4%	78,3%	71,3%	70,5%	
Var. /n-1	9,6%	-0,5%	-1,2%	0,6%	-1,2%	-0,1%	0,8%	0,2%	
ADR 2014	101 €	97 €	88 €	107 €	78 €	85 €	98 €	97 €	
Var. /n-1	-1,5%	-0,8%	0,2%	1,2%	-2,2%	1,8%	-0,1%	0,4%	
RevPAR 2014	63 €	62 €	57 €	80 €	54 €	67 €	70 €	68 €	
Var. /n-1	8,0%	-1,3%	-1,0%	1,8%	-3,4%	1,7%	0,8%	0,6%	
Budget market	Monthly performance								Average suburbs
	October	departments							
		77	78	91	92	93	94	95	
OR 2014	88,7%	77,4%	66,0%	81,4%	80,9%	78,2%	80,6%	81,0%	
Var. /n-1	12,0%	7,5%	-5,3%	5,5%	9,5%	2,6%	8,2%	7,6%	
ADR 2014	63 €	83 €	71 €	86 €	75 €	72 €	70 €	74 €	
Var. /n-1	0,9%	-0,4%	4,9%	3,6%	17,9%	3,4%	12,8%	7,6%	
RevPAR 2014	56 €	64 €	47 €	70 €	61 €	56 €	56 €	60 €	
Var. /n-1	13,0%	7,0%	-0,7%	9,3%	29,2%	6,2%	22,1%	15,8%	
Budget market	Year To Date performance								Average suburbs
	Jan. to October	departments							
		77	78	91	92	93	94	95	
OR 2014	77,1%	70,0%	62,4%	72,7%	72,4%	73,7%	73,5%	73,0%	
Var. /n-1	3,5%	4,4%	-2,2%	4,3%	0,9%	1,4%	6,7%	3,4%	
ADR 2014	62 €	78 €	64 €	76 €	60 €	65 €	56 €	64 €	
Var. /n-1	-3,1%	-1,9%	1,0%	-0,1%	0,8%	-3,1%	-6,0%	-2,1%	
RevPAR 2014	48 €	54 €	40 €	55 €	43 €	48 €	41 €	47 €	
Var. /n-1	0,2%	2,5%	-1,2%	4,2%	1,7%	-1,7%	0,3%	1,2%	
Super Budget market	Monthly performance								IDF (hors Paris)
	October	departments							
		77	78	91	92	93	94	95	
OR 2014	77,9%	79,7%	76,1%	n.d.	85,4%	84,1%	86,8%	81,7%	
Var. /n-1	11,7%	6,3%	8,8%	-	3,0%	4,4%	7,7%	6,3%	
ADR 2014	44 €	43 €	39 €	n.d.	48 €	44 €	49 €	46 €	
Var. /n-1	0,5%	-0,6%	-6,4%	-	3,5%	-1,6%	6,2%	-0,3%	
RevPAR 2014	34 €	35 €	30 €	n.d.	41 €	37 €	43 €	37 €	
Var. /n-1	12,3%	5,7%	1,8%	-	6,6%	2,8%	14,4%	6,0%	
Super Budget market	Year To Date performance								IDF (hors Paris)
	Jan. to October	departments							
		77	78	91	92	93	94	95	
OR 2014	72,8%	72,3%	68,8%	n.d.	76,3%	75,7%	78,1%	74,3%	
Var. /n-1	3,3%	1,5%	2,0%	-	-0,6%	-1,0%	3,4%	1,7%	
ADR 2014	42 €	42 €	39 €	n.d.	45 €	44 €	46 €	44 €	
Var. /n-1	-2,0%	-0,7%	-5,3%	-	1,1%	-1,4%	0,1%	-2,0%	
RevPAR 2014	31 €	30 €	27 €	n.d.	35 €	33 €	36 €	33 €	
Var. /n-1	1,2%	0,8%	-3,4%	-	0,5%	-2,3%	3,5%	-0,4%	

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# Performances North-East

## October 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	66,9%	4,0%	135 €	-4,9%	90 €	-1,1%	56,4%	-0,4%	129 €	-2,6%	73 €	-3,0%
Dijon	72,2%	2,2%	133 €	-4,7%	96 €	-2,6%	60,6%	-5,6%	127 €	-2,0%	77 €	-7,5%
Lille	65,6%	-1,5%	130 €	-4,1%	86 €	-5,6%	53,8%	3,6%	119 €	-2,3%	64 €	1,3%
Metz	insufficient supply						insufficient supply					
Nancy	insufficient supply						insufficient supply					
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	75,5%	-4,3%	123 €	-4,1%	93 €	-8,2%	64,2%	0,4%	111 €	-1,1%	71 €	-0,8%

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	65,0%	1,6%	89 €	-2,8%	58 €	-1,2%	58,5%	0,2%	86 €	-1,3%	51 €	-1,1%
Dijon	66,6%	-5,2%	85 €	-6,6%	56 €	-11,5%	61,6%	-5,0%	86 €	-0,4%	53 €	-5,3%
Lille	74,3%	1,4%	96 €	-3,3%	71 €	-2,0%	62,2%	2,5%	86 €	-5,6%	54 €	-3,3%
Metz	in progress						in progress					
Nancy	66,0%	5,5%	82 €	0,8%	54 €	6,4%	58,9%	3,4%	80 €	1,3%	47 €	4,8%
Reims	72,7%	-0,2%	104 €	-2,7%	75 €	-2,9%	65,3%	0,3%	100 €	1,9%	65 €	2,2%
Strasbourg	73,4%	-0,1%	102 €	-4,9%	75 €	-5,0%	65,5%	1,1%	95 €	-0,2%	62 €	0,9%

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	69,8%	1,6%	62 €	-3,2%	44 €	-1,6%	64,8%	0,2%	61 €	-1,7%	39 €	-1,5%
Dijon	73,2%	-7,7%	64 €	-2,6%	47 €	-10,1%	73,6%	-1,4%	63 €	-1,2%	46 €	-2,6%
Lille	77,1%	2,9%	74 €	-3,7%	57 €	-0,9%	63,9%	1,1%	70 €	-4,5%	45 €	-3,5%
Metz	73,9%	8,4%	63 €	-8,2%	47 €	-0,5%	63,2%	1,1%	62 €	-6,2%	39 €	-5,2%
Nancy	67,2%	6,4%	62 €	-2,1%	42 €	4,1%	61,1%	3,3%	61 €	1,5%	37 €	4,8%
Reims	49,5%	-27,6%	59 €	0,7%	29 €	-27,1%	55,6%	1,4%	55 €	-7,0%	31 €	-5,7%
Strasbourg	81,9%	-0,1%	66 €	-6,1%	54 €	-6,2%	72,3%	2,3%	63 €	1,1%	46 €	3,4%

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	64,6%	-5,2%	37 €	-0,3%	24 €	-5,5%	63,7%	-1,4%	37 €	-1,0%	24 €	-2,4%
Dijon	68,2%	-12,8%	37 €	-4,1%	25 €	-16,4%	68,6%	-7,6%	38 €	-2,3%	26 €	-9,8%
Lille	73,2%	1,4%	40 €	-1,1%	29 €	0,4%	63,0%	1,7%	39 €	-3,4%	25 €	-1,7%
Metz	78,1%	-0,4%	38 €	1,1%	30 €	0,7%	71,4%	0,0%	37 €	-2,6%	26 €	-2,6%
Nancy	60,8%	-0,9%	39 €	1,5%	23 €	0,6%	58,2%	-3,8%	39 €	-1,4%	22 €	-5,2%
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	72,1%	-5,8%	39 €	-4,6%	28 €	-10,2%	65,8%	-0,6%	40 €	-2,4%	26 €	-3,0%

#### 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

## October 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	58,0%	1,6%	190 €	0,6%	111 €	2,2%	61,4%	7,5%	210 €	0,8%	129 €	8,4%
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	60,8%	7,5%	91 €	1,1%	55 €	8,7%	60,3%	2,7%	93 €	0,6%	56 €	3,3%
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	66,7%	0,0%	86 €	-7,0%	57 €	-7,0%	67,7%	-0,8%	86 €	-0,3%	58 €	-1,1%
Nantes	60,1%	-9,6%	88 €	-6,0%	53 €	-15,0%	58,2%	-2,1%	85 €	-1,3%	49 €	-3,4%
Niort	57,3%	0,5%	80 €	-5,5%	46 €	-5,1%	58,5%	-4,1%	80 €	-1,3%	47 €	-5,4%
Rennes	65,2%	3,6%	93 €	5,4%	61 €	9,2%	58,0%	3,3%	88 €	-2,7%	51 €	0,5%
Rouen	65,1%	10,6%	96 €	3,4%	63 €	14,4%	62,4%	1,0%	93 €	-2,0%	58 €	-1,0%

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	59,6%	-1,9%	64 €	-1,9%	38 €	-3,8%	58,5%	-2,2%	64 €	-1,3%	37 €	-3,5%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	63,8%	3,0%	63 €	-4,3%	40 €	-1,4%	59,9%	-1,8%	64 €	-0,1%	39 €	-1,9%
Le Havre	55,2%	-6,4%	59 €	-5,6%	33 €	-11,6%	57,1%	2,7%	60 €	-5,1%	34 €	-2,4%
Nantes	57,9%	-12,2%	66 €	-3,2%	38 €	-15,1%	54,4%	-3,9%	64 €	-2,4%	35 €	-6,2%
Niort	55,7%	-0,7%	52 €	-10,8%	29 €	-11,4%	56,6%	0,1%	58 €	-3,9%	33 €	-3,8%
Rennes	72,3%	10,7%	71 €	7,1%	51 €	18,5%	64,2%	4,1%	66 €	0,4%	42 €	4,5%
Rouen	63,8%	14,5%	65 €	-0,8%	41 €	13,6%	61,8%	3,2%	62 €	-4,6%	38 €	-1,6%

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	62,8%	-0,7%	38 €	-1,1%	24 €	-1,9%	63,0%	-1,4%	40 €	-1,2%	25 €	-2,6%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	64,2%	-1,6%	40 €	1,5%	26 €	-0,1%	62,1%	-2,1%	40 €	-0,5%	25 €	-2,6%
Le Havre	69,0%	-5,9%	38 €	-3,3%	26 €	-9,0%	71,4%	0,6%	39 €	-2,5%	28 €	-2,0%
Nantes	67,5%	-6,8%	42 €	-2,9%	28 €	-9,5%	63,8%	-3,1%	42 €	-1,5%	27 €	-4,5%
Niort	64,6%	-0,7%	34 €	-8,4%	22 €	-9,0%	61,4%	-10,2%	37 €	-3,0%	22 €	-12,9%
Rennes	66,7%	10,7%	41 €	3,5%	27 €	14,5%	59,2%	3,3%	40 €	0,1%	24 €	3,5%
Rouen	69,8%	15,9%	45 €	0,1%	31 €	15,9%	62,6%	-4,1%	44 €	-2,1%	27 €	-6,2%

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

## October 2014



### South-East (excl. French Riviera) & 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
South-East	67,7%	-1,0%	154 €	-4,3%	104 €	-5,3%	62,5%	0,4%	161 €	-4,9%	101 €	-4,5%
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	65,2%	-6,8%	146 €	9,0%	95 €	1,6%	66,4%	0,1%	153 €	0,0%	102 €	0,1%
Grenoble	insufficient supply						insufficient supply					
Lyon	75,0%	6,6%	143 €	1,6%	107 €	8,3%	63,9%	-0,7%	129 €	-4,2%	83 €	-4,9%
Marseille	65,6%	-12,7%	138 €	-13,0%	91 €	-24,1%	67,1%	-1,0%	144 €	-3,4%	97 €	-4,3%
Montpellier	66,3%	9,4%	151 €	-1,6%	100 €	7,6%	63,5%	10,0%	144 €	-8,0%	92 €	1,1%
St Etienne	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
South-East	66,0%	-0,5%	90 €	-3,0%	60 €	-3,5%	63,5%	-1,6%	91 €	-1,7%	58 €	-3,3%
Aix en Provence	62,6%	-6,7%	80 €	-4,5%	50 €	-10,9%	64,3%	-4,9%	83 €	-1,5%	54 €	-6,3%
Avignon	74,1%	-6,2%	95 €	4,6%	70 €	-1,8%	73,3%	-1,2%	101 €	1,9%	74 €	0,7%
Grenoble	56,8%	8,7%	100 €	-1,8%	57 €	6,8%	50,1%	-0,9%	98 €	-2,1%	49 €	-3,0%
Lyon	69,1%	-0,3%	102 €	2,4%	70 €	2,0%	59,7%	-3,8%	94 €	-2,7%	56 €	-6,4%
Marseille	75,8%	-7,1%	95 €	-9,1%	72 €	-15,5%	71,0%	-2,4%	94 €	-3,0%	67 €	-5,3%
Montpellier	63,2%	-0,2%	91 €	-1,7%	58 €	-1,8%	64,4%	2,2%	87 €	-4,1%	56 €	-2,0%
St Etienne	in progress						in progress					

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
South-East	64,2%	-4,7%	66 €	-2,7%	42 €	-7,3%	62,5%	-2,4%	65 €	-3,3%	40 €	-5,6%
Aix en Provence	62,6%	0,1%	64 €	-6,1%	40 €	-6,0%	66,0%	5,2%	65 €	-3,8%	43 €	1,2%
Avignon	60,0%	-4,1%	63 €	2,5%	38 €	-1,8%	64,0%	-3,3%	70 €	0,6%	45 €	-2,7%
Grenoble	58,2%	-2,6%	63 €	-4,3%	37 €	-6,7%	54,0%	-6,4%	61 €	-3,1%	33 €	-9,3%
Lyon	73,5%	-2,3%	77 €	2,5%	56 €	0,1%	64,2%	-2,2%	69 €	-5,0%	44 €	-7,1%
Marseille	70,5%	-12,4%	68 €	-5,1%	48 €	-16,8%	68,4%	-1,8%	67 €	-2,7%	46 €	-4,4%
Montpellier	69,2%	-8,2%	72 €	-2,0%	50 €	-10,0%	70,8%	-1,2%	71 €	-0,6%	50 €	-1,8%
St Etienne	in progress						in progress					

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
South-East	60,7%	-6,4%	38 €	-1,1%	23 €	-7,4%	64,5%	-4,1%	40 €	-1,6%	26 €	-5,6%
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	55,5%	-14,9%	34 €	4,1%	19 €	-11,4%	66,7%	-4,6%	37 €	0,9%	25 €	-3,7%
Grenoble	60,5%	4,5%	38 €	-5,5%	23 €	-1,2%	55,9%	-3,3%	38 €	-5,8%	21 €	-8,9%
Lyon	67,2%	-7,9%	41 €	0,9%	28 €	-7,1%	64,6%	-4,8%	40 €	-3,0%	26 €	-7,6%
Marseille	67,2%	-7,7%	41 €	-5,8%	27 €	-13,0%	67,7%	-1,6%	41 €	-3,4%	28 €	-4,9%
Montpellier	60,8%	-5,1%	35 €	-0,1%	22 €	-5,2%	69,6%	-1,6%	38 €	-2,1%	26 €	-3,7%
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

## October 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	64,4%	1,3%	183 €	-7,3%	118 €	-6,0%	59,3%	2,4%	219 €	-3,5%	130 €	-1,1%
Bayonne-Anglet-Biarritz	56,4%	-8,5%	198 €	-14,0%	112 €	-21,3%	60,5%	-3,0%	292 €	-2,3%	177 €	-5,3%
Bordeaux	57,0%	5,3%	214 €	3,9%	122 €	9,4%	51,4%	0,3%	206 €	-0,4%	106 €	-0,2%
Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Toulouse	73,4%	0,1%	122 €	-7,4%	89 €	-7,4%	63,1%	-0,8%	123 €	-3,3%	78 €	-4,1%
<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	68,7%	4,1%	87 €	-2,8%	60 €	1,2%	61,3%	-0,7%	88 €	-3,1%	54 €	-3,8%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Bordeaux	69,5%	1,8%	90 €	0,4%	63 €	2,2%	65,4%	3,4%	88 €	-3,7%	57 €	-0,4%
Pau	75,0%	12,2%	77 €	-4,3%	58 €	7,3%	59,0%	3,7%	79 €	1,6%	47 €	5,4%
Toulouse	66,6%	-3,0%	100 €	-1,9%	66 €	-4,8%	59,0%	-3,0%	96 €	-2,8%	57 €	-5,8%
<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	62,4%	-2,0%	60 €	-2,5%	38 €	-4,5%	59,3%	-2,5%	62 €	-3,0%	37 €	-5,4%
Bayonne-Anglet-Biarritz	60,5%	4,2%	54 €	-6,2%	33 €	-2,2%	61,1%	-4,6%	66 €	-3,1%	40 €	-7,6%
Bordeaux	63,6%	0,0%	67 €	-0,5%	43 €	-0,5%	64,1%	2,6%	64 €	-4,7%	41 €	-2,2%
Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Toulouse	70,6%	-1,0%	66 €	-2,3%	47 €	-3,2%	61,4%	-0,4%	64 €	-4,2%	39 €	-4,6%
<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	65,9%	-4,4%	39 €	-1,0%	26 €	-5,4%	66,8%	-1,5%	40 €	-2,2%	26 €	-3,7%
Bayonne-Anglet-Biarritz	n.d.	-	-	-	-	-	n.d.	-	n.d.	-	-	-
Bordeaux	68,4%	-2,1%	37 €	-1,4%	26 €	-3,5%	70,7%	-2,1%	37 €	-3,7%	26 €	-5,7%
Pau	57,1%	-8,6%	33 €	-1,3%	19 €	-9,8%	57,0%	-5,7%	34 €	0,1%	19 €	-5,6%
Toulouse	73,3%	-1,8%	40 €	-2,1%	29 €	-3,9%	69,1%	3,6%	38 €	-3,2%	27 €	0,3%
<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 French Riviera

## October 2014



### French Riviera

October	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	64,0%	2,2%	353 €	-3,9%	226 €	-1,8%	62,0%	-0,6%	451 €	1,3%	280 €	0,8%
French Riviera - Boutique Hotels**	72,6%	2,1%	132 €	-4,1%	96 €	-2,0%	71,6%	1,4%	156 €	-1,8%	112 €	-0,5%
French Riviera - Upscale	61,4%	9,2%	150 €	-6,5%	92 €	2,2%	62,2%	2,0%	175 €	-1,7%	109 €	0,3%
Average Upscale & Luxury	63,0%	6,4%	216 €	-6,0%	136 €	0,0%	62,8%	1,1%	263 €	-0,3%	165 €	0,8%
Average Midscale	67,6%	1,1%	95 €	-3,5%	65 €	-2,4%	69,2%	-1,6%	109 €	0,4%	75 €	-1,2%
Average Budget	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Average Super-Budget	54,5%	-8,7%	44 €	-3,7%	24 €	-12,0%	66,7%	-3,5%	49 €	-3,3%	32 €	-6,7%

### French Riviera Cities

October	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	51,5%	9,7%	183 €	-7,4%	94 €	1,6%	59,5%	1,3%	454 €	3,0%	270 €	4,3%
Cannes - Boutique Hotels	59,9%	23,6%	180 €	-12,7%	108 €	7,9%	60,6%	3,7%	171 €	-6,8%	104 €	-3,3%
Cannes - Upscale	51,0%	8,9%	183 €	-7,1%	93 €	1,2%	55,5%	3,3%	183 €	-2,6%	101 €	0,7%
Cannes - Upscale & Luxury	56,8%	5,9%	293 €	-6,0%	166 €	-0,5%	57,7%	2,2%	329 €	1,1%	190 €	3,3%
Cannes - Midscale	56,8%	3,6%	108 €	-2,2%	61 €	1,3%	60,6%	-0,4%	109 €	-0,6%	66 €	-1,0%
Nice - Upscale & Luxury	72,7%	7,2%	151 €	-5,7%	110 €	1,2%	69,4%	-0,1%	196 €	-1,1%	136 €	-1,2%
Nice - Midscale	72,7%	-0,8%	92 €	-2,9%	67 €	-3,7%	72,9%	-2,8%	108 €	0,9%	79 €	-1,9%
Monaco - Luxury	69,7%	10,2%	298 €	-3,1%	208 €	6,8%	62,1%	-0,8%	467 €	1,1%	290 €	0,3%
Monaco - Upscale	67,6%	5,4%	192 €	4,6%	130 €	10,3%	66,1%	-1,0%	266 €	1,3%	176 €	0,3%
Monaco - Upscale & Luxury	68,2%	6,7%	222 €	2,1%	151 €	8,9%	65,0%	-0,9%	318 €	1,3%	207 €	0,3%

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

\*\* Boutique Hotels: sample excludes Luxury hotels

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# Performances Coast

## October 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	53,0%	4,3%	197 €	4,1%	104 €	8,6%	48,2%	3,0%	209 €	6,3%	101 €	9,5%
Average Midscale	67,9%	16,6%	104 €	-3,4%	71 €	12,7%	66,0%	6,5%	111 €	-0,7%	73 €	5,7%
Average Budget	58,0%	0,5%	64 €	-2,0%	37 €	-1,4%	61,4%	2,3%	66 €	-3,2%	40 €	-0,9%
Average Super-Budget	59,0%	5,7%	37 €	-1,9%	22 €	3,7%	62,7%	1,9%	40 €	-1,1%	25 €	0,7%

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	60,9%	4,8%	198 €	-2,5%	120 €	2,1%	62,6%	-0,7%	223 €	-1,0%	139 €	-1,7%
Average Midscale	58,5%	8,3%	95 €	-0,2%	56 €	8,0%	60,6%	1,9%	100 €	-0,5%	61 €	1,4%
Average Budget	52,8%	7,9%	59 €	-0,5%	31 €	7,3%	56,2%	-1,6%	62 €	-2,7%	35 €	-4,3%
Average Super-Budget	56,5%	-0,8%	42 €	0,7%	23 €	-0,1%	59,4%	-3,2%	43 €	-1,2%	26 €	-4,4%

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	57,8%	-6,1%	190 €	-14,0%	110 €	-19,3%	61,2%	-2,8%	283 €	-2,0%	173 €	-4,8%
Average Midscale	59,8%	3,3%	96 €	-0,1%	57 €	3,2%	61,3%	-1,6%	110 €	-3,1%	67 €	-4,6%
Average Budget	54,7%	1,3%	57 €	-1,7%	31 €	-0,5%	58,1%	-4,2%	69 €	-2,1%	40 €	-6,2%
Average Super-Budget	59,2%	-7,0%	45 €	-0,1%	27 €	-7,1%	65,3%	-3,9%	51 €	-1,0%	33 €	-4,9%

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

## October 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	65,2%	-6,8%	146 €	9,0%	95 €	1,6%	66,4%	0,1%	153 €	0,0%	102 €	0,1%
Bayonne-Anglet-Biarritz	56,4%	-8,5%	198 €	-14,0%	112 €	-21,3%	60,5%	-3,0%	292 €	-2,3%	177 €	-5,3%
Bordeaux	57,0%	5,3%	214 €	3,9%	122 €	9,4%	51,4%	0,3%	206 €	-0,4%	106 €	-0,2%
Cannes	56,8%	5,9%	293 €	-6,0%	166 €	-0,5%	57,7%	2,2%	329 €	1,1%	190 €	3,3%
Dijon	72,2%	2,2%	133 €	-4,7%	96 €	-2,6%	60,6%	-5,6%	127 €	-2,0%	77 €	-7,5%
Lille	65,6%	-1,5%	130 €	-4,1%	86 €	-5,6%	53,8%	3,6%	119 €	-2,3%	64 €	1,3%
Lyon	75,0%	6,6%	143 €	1,6%	107 €	8,3%	63,9%	-0,7%	129 €	-4,2%	83 €	-4,9%
Marseille	65,6%	-12,7%	138 €	-13,0%	91 €	-24,1%	67,1%	-1,0%	144 €	-3,4%	97 €	-4,3%
Monaco	68,2%	6,7%	222 €	2,1%	151 €	8,9%	65,0%	-0,9%	318 €	1,3%	207 €	0,3%
Montpellier	66,3%	9,4%	151 €	-1,6%	100 €	7,6%	63,5%	10,0%	144 €	-8,0%	92 €	1,1%
Nice	72,7%	7,2%	151 €	-5,7%	110 €	1,2%	69,4%	-0,1%	196 €	-1,1%	136 €	-1,2%
Strasbourg	75,5%	-4,3%	123 €	-4,1%	93 €	-8,2%	64,2%	0,4%	111 €	-1,1%	71 €	-0,8%
Toulouse	73,4%	0,1%	122 €	-7,4%	89 €	-7,4%	63,1%	-0,8%	123 €	-3,3%	78 €	-4,1%
<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	62,6%	-6,7%	80 €	-4,5%	50 €	-10,9%	64,3%	-4,9%	83 €	-1,5%	54 €	-6,3%
Avignon	74,1%	-6,2%	95 €	4,6%	70 €	-1,8%	73,3%	-1,2%	101 €	1,9%	74 €	0,7%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	69,5%	1,8%	90 €	0,4%	63 €	2,2%	65,4%	3,4%	88 €	-3,7%	57 €	-0,4%
Cannes	56,8%	3,6%	108 €	-2,2%	61 €	1,3%	60,6%	-0,4%	109 €	-0,6%	66 €	-1,0%
Dijon	66,6%	-5,2%	85 €	-6,6%	56 €	-11,5%	61,6%	-5,0%	86 €	-0,4%	53 €	-5,3%
Grenoble	56,8%	8,7%	100 €	-1,8%	57 €	6,8%	50,1%	-0,9%	98 €	-2,1%	49 €	-3,0%
Le Havre	66,7%	0,0%	86 €	-7,0%	57 €	-7,0%	67,7%	-0,8%	86 €	-0,3%	58 €	-1,1%
Lille	74,3%	1,4%	96 €	-3,3%	71 €	-2,0%	62,2%	2,5%	86 €	-5,6%	54 €	-3,3%
Lyon	69,1%	-0,3%	102 €	2,4%	70 €	2,0%	59,7%	-3,8%	94 €	-2,7%	56 €	-6,4%
Marseille	75,8%	-7,1%	95 €	-9,1%	72 €	-15,5%	71,0%	-2,4%	94 €	-3,0%	67 €	-5,3%
Montpellier	63,2%	-0,2%	91 €	-1,7%	58 €	-1,8%	64,4%	2,2%	87 €	-4,1%	56 €	-2,0%
Nancy	66,0%	5,5%	82 €	0,8%	54 €	6,4%	58,9%	3,4%	80 €	1,3%	47 €	4,8%
Nantes	60,1%	-9,6%	88 €	-6,0%	53 €	-15,0%	58,2%	-2,1%	85 €	-1,3%	49 €	-3,4%
Niort	57,3%	0,5%	80 €	-5,5%	46 €	-5,1%	58,5%	-4,1%	80 €	-1,3%	47 €	-5,4%
Nice	72,7%	-0,8%	92 €	-2,9%	67 €	-3,7%	72,9%	-2,8%	108 €	0,9%	79 €	-1,9%
Pau	75,0%	12,2%	77 €	-4,3%	58 €	7,3%	59,0%	3,7%	79 €	1,6%	47 €	5,4%
Reims	72,7%	-0,2%	104 €	-2,7%	75 €	-2,9%	65,3%	0,3%	100 €	1,9%	65 €	2,2%
Rennes	65,2%	3,6%	93 €	5,4%	61 €	9,2%	58,0%	3,3%	88 €	-2,7%	51 €	0,5%
Rouen	65,1%	10,6%	96 €	3,4%	63 €	14,4%	62,4%	1,0%	93 €	-2,0%	58 €	-1,0%
Strasbourg	73,4%	-0,1%	102 €	-4,9%	75 €	-5,0%	65,5%	1,1%	95 €	-0,2%	62 €	0,9%
Toulouse	66,6%	-3,0%	100 €	-1,9%	66 €	-4,8%	59,0%	-3,0%	96 €	-2,8%	57 €	-5,8%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												

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# Performances Main cities in Regions

## October 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	62,6%	0,1%	64 €	-6,1%	40 €	-6,0%	66,0%	5,2%	65 €	-3,8%	43 €	1,2%
Angers	63,8%	3,0%	63 €	-4,3%	40 €	-1,4%	59,9%	-1,8%	64 €	-0,1%	39 €	-1,9%
Avignon	60,0%	-4,1%	63 €	2,5%	38 €	-1,8%	64,0%	-3,3%	70 €	0,6%	45 €	-2,7%
Bayonne-Anglet-Biarritz	60,5%	4,2%	54 €	-6,2%	33 €	-2,2%	61,1%	-4,6%	66 €	-3,1%	40 €	-7,6%
Bordeaux	63,6%	0,0%	67 €	-0,5%	43 €	-0,5%	64,1%	2,6%	64 €	-4,7%	41 €	-2,2%
Dijon	73,2%	-7,7%	64 €	-2,6%	47 €	-10,1%	73,6%	-1,4%	63 €	-1,2%	46 €	-2,6%
Grenoble	58,2%	-2,6%	63 €	-4,3%	37 €	-6,7%	54,0%	-6,4%	61 €	-3,1%	33 €	-9,3%
Le Havre	55,2%	-6,4%	59 €	-5,6%	33 €	-11,6%	57,1%	2,7%	60 €	-5,1%	34 €	-2,4%
Lille	77,1%	2,9%	74 €	-3,7%	57 €	-0,9%	63,9%	1,1%	70 €	-4,5%	45 €	-3,5%
Lyon	73,5%	-2,3%	77 €	2,5%	56 €	0,1%	64,2%	-2,2%	69 €	-5,0%	44 €	-7,1%
Marseille	70,5%	-12,4%	68 €	-5,1%	48 €	-16,8%	68,4%	-1,8%	67 €	-2,7%	46 €	-4,4%
Metz	73,9%	8,4%	63 €	-8,2%	47 €	-0,5%	63,2%	1,1%	62 €	-6,2%	39 €	-5,2%
Montpellier	69,2%	-8,2%	72 €	-2,0%	50 €	-10,0%	70,8%	-1,2%	71 €	-0,6%	50 €	-1,8%
Nancy	67,2%	6,4%	62 €	-2,1%	42 €	4,1%	61,1%	3,3%	61 €	1,5%	37 €	4,8%
Nantes	57,9%	-12,2%	66 €	-3,2%	38 €	-15,1%	54,4%	-3,9%	64 €	-2,4%	35 €	-6,2%
Niort	55,7%	-0,7%	52 €	-10,8%	29 €	-11,4%	56,6%	0,1%	58 €	-3,9%	33 €	-3,8%
Pau	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Reims	49,5%	-27,6%	59 €	0,7%	29 €	-27,1%	55,6%	1,4%	55 €	-7,0%	31 €	-5,7%
Rennes	72,3%	10,7%	71 €	7,1%	51 €	18,5%	64,2%	4,1%	66 €	0,4%	42 €	4,5%
Rouen	63,8%	14,5%	65 €	-0,8%	41 €	13,6%	61,8%	3,2%	62 €	-4,6%	38 €	-1,6%
Strasbourg	81,9%	-0,1%	66 €	-6,1%	54 €	-6,2%	72,3%	2,3%	63 €	1,1%	46 €	3,4%
Toulouse	70,6%	-1,0%	66 €	-2,3%	47 €	-3,2%	61,4%	-0,4%	64 €	-4,2%	39 €	-4,6%

*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	64,2%	-1,6%	40 €	1,5%	26 €	-0,1%	62,1%	-2,1%	40 €	-0,5%	25 €	-2,6%
Avignon	55,5%	-14,9%	34 €	4,1%	19 €	-11,4%	66,7%	-4,6%	37 €	0,9%	25 €	-3,7%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	68,4%	-2,1%	37 €	-1,4%	26 €	-3,5%	70,7%	-2,1%	37 €	-3,7%	26 €	-5,7%
Dijon	68,2%	-12,8%	37 €	-4,1%	25 €	-16,4%	68,6%	-7,6%	38 €	-2,3%	26 €	-9,8%
Grenoble	60,5%	4,5%	38 €	-5,5%	23 €	-1,2%	55,9%	-3,3%	38 €	-5,8%	21 €	-8,9%
Le Havre	69,0%	-5,9%	38 €	-3,3%	26 €	-9,0%	71,4%	0,6%	39 €	-2,5%	28 €	-2,0%
Lille	73,2%	1,4%	40 €	-1,1%	29 €	0,4%	63,0%	1,7%	39 €	-3,4%	25 €	-1,7%
Lyon	67,2%	-7,9%	41 €	0,9%	28 €	-7,1%	64,6%	-4,8%	40 €	-3,0%	26 €	-7,6%
Marseille	67,2%	-7,7%	41 €	-5,8%	27 €	-13,0%	67,7%	-1,6%	41 €	-3,4%	28 €	-4,9%
Metz	78,1%	-0,4%	38 €	1,1%	30 €	0,7%	71,4%	0,0%	37 €	-2,6%	26 €	-2,6%
Montpellier	60,8%	-5,1%	35 €	-0,1%	22 €	-5,2%	69,6%	-1,6%	38 €	-2,1%	26 €	-3,7%
Nancy	60,8%	-0,9%	39 €	1,5%	23 €	0,6%	58,2%	-3,8%	39 €	-1,4%	22 €	-5,2%
Nantes	67,5%	-6,8%	42 €	-2,9%	28 €	-9,5%	63,8%	-3,1%	42 €	-1,5%	27 €	-4,5%
Niort	64,6%	-0,7%	34 €	-8,4%	22 €	-9,0%	61,4%	-10,2%	37 €	-3,0%	22 €	-12,9%
Pau	57,1%	-8,6%	33 €	-1,3%	19 €	-9,8%	57,0%	-5,7%	34 €	0,1%	19 €	-5,6%
Rennes	66,7%	10,7%	41 €	3,5%	27 €	14,5%	59,2%	3,3%	40 €	0,1%	24 €	3,5%
Rouen	69,8%	15,9%	45 €	0,1%	31 €	15,9%	62,6%	-4,1%	44 €	-2,1%	27 €	-6,2%
Strasbourg	72,1%	-5,8%	39 €	-4,6%	28 €	-10,2%	65,8%	-0,6%	40 €	-2,4%	26 €	-3,0%
Toulouse	73,3%	-1,8%	40 €	-2,1%	29 €	-3,9%	69,1%	3,6%	38 €	-3,2%	27 €	0,3%

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

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# Information

## 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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# Information

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### About In Extenso

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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