

In Extenso

tourisme, hôtellerie et restauration

French Hotel Industry Performances

December 2013



Membre de **Deloitte**.

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

Publications



French thalassotherapy benchmark, published monthly.

In partnership with France Thalasso, the industry's principal federation, In Extenso THR has introduced the first monthly benchmark of the thalassotherapy sector. Currently in full development, the benchmark includes around 20 participating centres and monitors the thalasso industry's performances on a monthly basis. These indicators include:

- Treatment types
- Client profiles
- Revenues
- Payroll

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Agenda 2014

3 - 5 March: IHIF Hotel Investment Forum, Intercontinental Berlin. Participation of Philippe Gauguier and Guy Boulo

11 - 14 March: MIPIM, Palais des Festivals Cannes. Participation of Olivier Petit

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2013, waiting for recovery...

For the French hotel industry, 2013 is not likely to go down in history, either in a good or a bad way. The key word of the year is unquestionably, “stagnation”: for the majority of categories and territories, RevPAR generally remained at 2012 levels, with only limited variations. Even Paris remained listless, as rooms revenue grew only slightly.

Was 2013 all for nothing? Looking at cumulated year-end performances in December, it appears so. The variation in rooms revenue between 2012 and 2013 is desperately close to zero. From Super-budget hotels to Upscale hotels, rooms revenue stagnated, with evolutions of just -0.6% to +0.6%. The only exception to this was the Luxury segment, whose RevPAR grew by a little over 5%.

Paris did, however, post some growth, although to a lesser extent than in previous years. Rooms revenue generally increased by less than 2%. Here again, the Luxury segment stood out, benefiting from the economic growth recorded in several of the world’s countries, as well as the “must-see” status of Paris.

2013 was neither particularly good nor bad for the Côte d’Azur. In general, RevPAR progressed, but occupancy fell. Once again, the driver was higher room rates. To sum up, the year was fairly difficult on the Côte d’Azur, particularly for Upscale hotels.

In regional France, the status quo was maintained. Rooms revenue hardly evolved and when it did, any changes were marginal. Regional hotels remain penalised by an anxiety-inducing economic context, as businesses – like individual travellers – paid attention to their budgets, limiting hotel stays. However, an interesting evolution was the slight progression in RevPAR in the Luxury segment. Although modest and driven by increasing average rates, are hoteliers beginning to anticipate a slight recovery?

Monthly performance

December	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2013	54,4%	54,3%	53,3%	54,3%	53,4%
Var. /n-1	1,4%	3,1%	1,5%	1,2%	-2,2%
ADR 2013	369 €	173 €	98 €	64 €	40 €
Var. /n-1	5,1%	2,5%	0,6%	0,9%	0,7%
RevPAR 2013	201 €	94 €	52 €	35 €	21 €
Var. /n-1	6,6%	5,7%	2,1%	2,1%	-1,5%

Year To Date performance

Jan. to December	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2013	66,1%	66,7%	65,3%	65,0%	65,3%
Var. /n-1	-0,1%	-0,9%	-0,3%	0,2%	-2,3%
ADR 2013	403 €	187 €	101 €	66 €	41 €
Var. /n-1	5,4%	1,5%	0,6%	0,0%	1,7%
RevPAR 2013	266 €	125 €	66 €	43 €	27 €
Var. /n-1	5,2%	0,6%	0,2%	0,2%	-0,6%

Definitions

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

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Performances Paris

December 2013



Paris-City

Monthly performance

December	OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
Paris - Luxury	73,5%	1,2%	470 €	5,4%	345 €	6,7%
Paris - Boutique Hotels	72,0%	-0,7%	265 €	-1,4%	191 €	-2,1%
Paris - Upscale	69,5%	0,2%	184 €	1,6%	128 €	1,8%
Paris - Luxury & Upscale	70,4%	0,3%	240 €	3,0%	169 €	3,4%
Paris - Superior midscale	79,4%	-0,8%	149 €	1,6%	118 €	0,8%
Paris - Standard midscale	75,1%	-1,0%	109 €	3,0%	82 €	2,0%
Paris - Midscale	76,7%	-0,9%	124 €	2,6%	95 €	1,7%
Paris - Budget	75,1%	-3,0%	85 €	4,7%	64 €	1,5%

Year To Date performance

Jan. to December	OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
Paris - Luxury	82,5%	0,2%	469 €	4,6%	387 €	4,8%
Paris - Boutique Hotels	79,6%	2,0%	296 €	1,4%	235 €	3,4%
Paris - Upscale	77,0%	-1,2%	201 €	0,6%	155 €	-0,6%
Paris - Haut de gamme & Gd luxe	78,1%	-0,7%	254 €	2,0%	198 €	1,3%
Paris - Superior midscale	84,6%	-1,4%	158 €	2,1%	134 €	0,8%
Paris - Standard midscale	80,1%	-0,6%	115 €	3,2%	92 €	2,6%
Paris - Midscale	81,7%	-0,8%	131 €	2,8%	107 €	1,9%
Paris - Budget	83,2%	-2,4%	87 €	3,7%	73 €	1,2%

Paris suburbs (excluding Paris) – Luxury and upscale

Monthly performance

December	OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
Paris	70,4%	0,3%	240 €	3,0%	169 €	3,4%
La Défense	61,8%	3,7%	154 €	0,3%	95 €	0,04008
Roissy CdG	58,1%	-5,0%	105 €	4,6%	61 €	-0,7%
IDF (exc.Paris and poles)	72,5%	0,4%	260 €	5,3%	189 €	5,7%

Year To Date performance

Jan. to December	OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
Paris	78,1%	-0,7%	254 €	2,0%	198 €	1,3%
La Défense	73,3%	15,0%	166 €	-2,1%	122 €	12,6%
Roissy CdG	68,9%	-4,2%	113 €	-0,4%	78 €	-4,6%
IDF (exc.Paris and poles)	73,9%	-3,9%	239 €	1,8%	176 €	-2,1%

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Performance Regions

December 2013



Regions

Regions (excl. French Riviera)

Monthly performance

December	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2013	45,1%	46,5%	46,2%	49,0%	50,9%
Var. /n-1	-3,7%	3,0%	1,1%	-0,1%	-1,5%
ADR 2013	249 €	133 €	89 €	62 €	38 €
Var. /n-1	-0,7%	-0,8%	-0,4%	0,7%	0,0%
RevPAR 2013	112 €	62 €	41 €	31 €	19 €
Var. /n-1	-4,4%	2,1%	0,7%	0,6%	-1,5%

Year To Date performance

Jan. to December	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2013	56,9%	57,1%	59,3%	62,3%	63,7%
Var. /n-1	-0,8%	-1,0%	-0,7%	2,5%	-1,8%
ADR 2013	273 €	137 €	91 €	63 €	39 €
Var. /n-1	3,4%	0,6%	-0,4%	-1,5%	0,9%
RevPAR 2013	155 €	78 €	54 €	40 €	25 €
Var. /n-1	2,6%	-0,3%	-1,1%	0,9%	-1,0%

French Riviera

Monthly performance

December	Luxury	Upscale *	Midscale	Budget	Super Budget
OR 2013	37,8%	29,0%	38,1%	n.d.	43,4%
Var. /n-1	-4,4%	-4,3%	-6,3%	-	-7,2%
ADR 2013	216 €	121 €	84 €	n.d.	43 €
Var. /n-1	1,3%	5,1%	0,4%	-	-0,1%
RevPAR 2013	81 €	35 €	32 €	n.d.	19 €
Var. /n-1	-3,2%	0,6%	-6,0%	-	-7,3%

Year To Date performance

Jan. to December	Luxury	Upscale *	Midscale	Budget	Super Budget
OR 2013	58,9%	57,3%	65,7%	n.d.	65,7%
Var. /n-1	-0,9%	-2,4%	-1,6%	-	-4,7%
ADR 2013	421 €	171 €	106 €	n.d.	49 €
Var. /n-1	2,8%	2,9%	5,0%	-	1,5%
RevPAR 2013	248 €	98 €	70 €	n.d.	32 €
Var. /n-1	1,9%	0,5%	3,4%	-	-3,3%

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

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Performances Suburbs

December 2013



Paris suburbs (excluding Paris)

Midscale market	Monthly performance							
	December	departments						Average suburbs
		77	78	91	92	93	94	
OR 2013	37,8%	51,9%	53,6%	65,5%	53,7%	71,5%	60,1%	59,6%
Var. /n-1	19,6%	2,7%	6,5%	6,2%	12,9%	11,3%	6,1%	7,3%
ADR 2013	92 €	94 €	95 €	103 €	77 €	79 €	91 €	94 €
Var. /n-1	-7,9%	-2,7%	5,0%	-0,1%	2,0%	-1,3%	-3,2%	-0,2%
RevPAR 2013	35 €	49 €	51 €	68 €	41 €	57 €	55 €	56 €
Var. /n-1	10,1%	-0,1%	11,7%	6,1%	15,2%	9,9%	2,7%	7,2%
Midscale market	Year To Date performance							
	Jan. to December	departments						Average suburbs
		77	78	91	92	93	94	
OR 2013	55,2%	63,5%	64,3%	72,8%	67,8%	75,8%	69,7%	69,0%
Var. /n-1	-2,9%	2,2%	1,4%	1,3%	5,3%	2,5%	0,6%	1,7%
ADR 2013	102 €	98 €	89 €	106 €	81 €	82 €	99 €	96 €
Var. /n-1	-1,1%	-3,2%	0,5%	-0,3%	-2,0%	-1,5%	-2,2%	-1,2%
RevPAR 2013	56 €	62 €	57 €	77 €	55 €	62 €	69 €	66 €
Var. /n-1	-3,9%	-1,1%	1,9%	1,0%	3,2%	0,9%	-1,6%	0,5%
Budget market	Monthly performance							
	December	departments						Average suburbs
		77	78	91	92	93	94	
OR 2013	63,2%	56,4%	59,0%	66,7%	52,5%	65,2%	60,3%	60,0%
Var. /n-1	0,9%	-5,8%	2,6%	8,6%	-3,7%	-3,0%	11,9%	2,7%
ADR 2013	67 €	77 €	63 €	76 €	59 €	66 €	53 €	64 €
Var. /n-1	4,5%	2,6%	8,5%	4,3%	6,7%	-0,3%	-0,7%	3,3%
RevPAR 2013	42 €	44 €	37 €	51 €	31 €	43 €	32 €	38 €
Var. /n-1	5,4%	-3,3%	11,3%	13,3%	2,8%	-3,4%	11,2%	6,0%
Budget market	Year To Date performance							
	Jan. to December	departments						Average suburbs
		77	78	91	92	93	94	
OR 2013	73,1%	66,2%	61,7%	69,3%	68,5%	72,6%	68,0%	69,2%
Var. /n-1	2,7%	1,5%	-0,5%	-1,6%	-3,7%	2,3%	3,2%	0,4%
ADR 2013	64 €	79 €	62 €	76 €	60 €	68 €	61 €	65 €
Var. /n-1	0,6%	-2,1%	0,9%	2,2%	3,6%	1,4%	-0,4%	1,2%
RevPAR 2013	46 €	52 €	39 €	53 €	41 €	50 €	41 €	45 €
Var. /n-1	3,3%	-0,7%	0,4%	0,5%	-0,2%	3,8%	2,8%	1,6%
Super Budget market	Monthly performance							
	December	departments						IDF (hors Paris)
		77	78	91	92	93	94	
OR 2013	69,5%	66,3%	61,1%	n.d.	69,7%	69,6%	67,8%	67,7%
Var. /n-1	-2,7%	2,2%	-4,0%	-	-1,7%	-3,6%	1,9%	-1,2%
ADR 2013	43 €	42 €	41 €	n.d.	45 €	44 €	44 €	45 €
Var. /n-1	0,1%	1,4%	4,1%	-	4,8%	3,6%	1,3%	2,1%
RevPAR 2013	30 €	28 €	25 €	n.d.	32 €	31 €	30 €	30 €
Var. /n-1	-2,6%	3,6%	-0,1%	-	3,0%	-0,2%	3,2%	0,9%
Super Budget market	Year To Date performance							
	Jan. to December	departments						IDF (hors Paris)
		77	78	91	92	93	94	
OR 2013	70,2%	70,9%	66,7%	n.d.	76,2%	76,0%	74,8%	72,6%
Var. /n-1	0,9%	1,4%	-5,0%	-	-3,0%	-0,8%	-1,7%	-1,9%
ADR 2013	43 €	42 €	41 €	n.d.	45 €	44 €	46 €	45 €
Var. /n-1	1,8%	0,6%	3,6%	-	4,0%	3,2%	5,2%	3,4%
RevPAR 2013	30 €	30 €	27 €	n.d.	34 €	34 €	35 €	33 €
Var. /n-1	2,7%	2,1%	-1,5%	-	0,9%	2,4%	3,4%	1,4%

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Performances North-East

December 2013



North-east & Cities

	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
Luxury Upscale												
North-east	49,9%	-8,1%	143 €	3,1%	71 €	-5,3%	56,0%	-2,8%	133 €	1,1%	75 €	-1,7%
Dijon	37,1%	-6,5%	123 €	-3,8%	45 €	-10,1%	62,6%	2,1%	128 €	-1,5%	80 €	0,6%
Lille	56,9%	-1,9%	119 €	-4,3%	68 €	-6,1%	53,2%	-0,9%	122 €	0,2%	65 €	-0,7%
Metz	insufficient supply						insufficient supply					
Nancy	insufficient supply						insufficient supply					
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	83,5%	-3,7%	146 €	6,5%	122 €	2,6%	65,7%	1,8%	117 €	-0,8%	77 €	0,9%
Midscale												
North-east	51,0%	1,8%	93 €	-0,4%	47 €	1,4%	57,1%	-0,6%	88 €	-0,3%	50 €	-0,9%
Dijon	48,7%	13,2%	74 €	-8,1%	36 €	4,0%	62,2%	-0,1%	85 €	-0,2%	53 €	-0,4%
Lille	60,6%	-2,1%	87 €	-3,4%	53 €	-5,4%	61,3%	2,2%	91 €	0,6%	56 €	2,8%
Metz	in progress						in progress					
Nancy	47,2%	-13,9%	77 €	-0,8%	37 €	-14,7%	56,2%	-0,4%	79 €	-3,0%	44 €	-3,4%
Reims	48,2%	3,4%	90 €	0,5%	43 €	4,0%	62,8%	3,6%	97 €	3,1%	61 €	6,8%
Strasbourg	85,4%	7,5%	124 €	-1,2%	106 €	6,2%	65,8%	0,6%	98 €	-0,4%	64 €	0,2%
Budget												
North-east	54,3%	1,0%	63 €	-0,3%	34 €	0,7%	67,9%	9,1%	61 €	-3,0%	41 €	5,9%
Dijon	60,6%	11,4%	59 €	-5,3%	36 €	5,4%	72,7%	3,4%	63 €	-0,8%	46 €	2,6%
Lille	59,0%	-6,7%	71 €	-3,4%	42 €	-9,8%	63,9%	-3,7%	73 €	-1,7%	46 €	-5,3%
Metz	52,3%	8,7%	64 €	-3,0%	33 €	5,4%	61,1%	-3,4%	66 €	1,2%	40 €	-2,2%
Nancy	49,8%	0,5%	60 €	-1,0%	30 €	-0,5%	58,3%	4,1%	60 €	-3,8%	35 €	0,1%
Reims	50,5%	3,9%	63 €	2,8%	32 €	6,9%	62,2%	5,4%	68 €	3,7%	42 €	9,2%
Strasbourg	87,9%	-0,4%	83 €	4,2%	73 €	3,7%	70,8%	0,2%	65 €	-0,2%	46 €	0,0%
Super Budget												
North-east	54,0%	0,3%	37 €	-1,1%	20 €	-0,8%	63,0%	-0,9%	38 €	0,0%	24 €	-0,9%
Dijon	58,5%	0,0%	39 €	0,1%	23 €	0,1%	72,6%	-0,1%	39 €	-0,2%	28 €	-0,3%
Lille	56,1%	-6,7%	40 €	-0,4%	22 €	-7,0%	61,7%	-7,1%	41 €	0,5%	25 €	-6,7%
Metz	61,3%	9,2%	36 €	-5,1%	22 €	3,7%	70,3%	2,6%	38 €	-2,9%	26 €	-0,4%
Nancy	49,2%	-7,0%	38 €	-1,2%	19 €	-8,1%	59,4%	-9,2%	39 €	1,3%	23 €	-8,0%
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	81,6%	0,0%	45 €	4,7%	37 €	4,7%	67,5%	6,1%	41 €	3,4%	28 €	9,7%

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

December 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	47,8%	25,1%	205 €	1,3%	98 €	26,7%	55,5%	1,8%	205 €	1,3%	114 €	3,1%
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	
	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	40,5%	1,6%	86 €	-0,1%	35 €	1,4%	56,1%	-1,7%	91 €	-0,3%	51 €	-2,0%
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	43,7%	-1,3%	85 €	-0,3%	37 €	-1,6%	66,3%	8,3%	87 €	0,4%	58 €	8,7%
Nantes	48,6%	11,8%	82 €	-2,6%	40 €	8,9%	58,2%	3,6%	84 €	-3,5%	49 €	0,0%
Niort	40,6%	-3,2%	85 €	-5,9%	35 €	-8,9%	59,0%	4,3%	83 €	-7,1%	49 €	-3,1%
Rennes	45,8%	-1,3%	86 €	2,6%	39 €	1,2%	53,3%	-2,6%	86 €	-4,0%	46 €	-6,4%
Rouen	42,1%	2,5%	88 €	2,6%	37 €	5,2%	59,3%	-0,5%	94 €	2,4%	56 €	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	44,1%	-1,2%	62 €	0,9%	27 €	-0,2%	57,5%	-1,8%	64 €	-1,0%	37 €	-2,8%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	49,1%	4,3%	65 €	7,3%	32 €	11,9%	59,6%	-1,2%	64 €	-2,6%	38 €	-3,8%
Le Havre	36,2%	-5,7%	59 €	-17,3%	22 €	-22,1%	54,3%	-10,1%	63 €	-1,7%	34 €	-11,6%
Nantes	43,8%	-10,7%	66 €	1,9%	29 €	-9,0%	56,6%	0,2%	66 €	-2,2%	37 €	-2,0%
Niort	44,7%	1,1%	63 €	2,8%	28 €	3,9%	55,4%	-4,1%	61 €	-0,1%	34 €	-4,2%
Rennes	55,4%	-2,3%	67 €	3,1%	37 €	0,7%	61,3%	-0,3%	67 €	0,6%	41 €	0,2%
Rouen	47,0%	-3,0%	59 €	2,3%	28 €	-0,7%	58,8%	0,5%	64 €	3,9%	37 €	4,5%

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	45,9%	-4,7%	38 €	0,8%	18 €	-4,0%	61,5%	-4,0%	40 €	1,3%	25 €	-2,8%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	48,5%	-5,8%	40 €	0,6%	19 €	-5,2%	61,9%	-8,7%	40 €	0,2%	25 €	-8,5%
Le Havre	52,8%	-5,0%	40 €	2,0%	21 €	-3,1%	69,5%	-6,5%	40 €	1,3%	28 €	-5,3%
Nantes	53,7%	2,0%	42 €	0,2%	23 €	2,2%	64,5%	0,4%	43 €	1,5%	28 €	1,9%
Niort	53,4%	5,3%	36 €	12,5%	19 €	18,5%	66,3%	3,3%	37 €	1,1%	25 €	4,4%
Rennes	47,7%	-4,9%	40 €	1,5%	19 €	-3,4%	56,6%	-3,0%	40 €	0,0%	23 €	-3,1%
Rouen	44,7%	-19,4%	45 €	6,2%	20 €	-14,4%	62,6%	-3,3%	45 €	5,5%	28 €	2,0%

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

December 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	40,4%	3,2%	139 €	-4,0%	56 €	-1,0%	59,7%	0,1%	162 €	0,0%	97 €	0,1%
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	29,8%	-15,5%	117 €	7,7%	35 €	-9,0%	60,7%	-1,6%	149 €	-0,3%	91 €	-1,9%
Grenoble	insufficient supply						insufficient supply					
Lyon	54,3%	-7,8%	135 €	-2,2%	73 €	-9,8%	61,9%	-4,2%	132 €	1,6%	82 €	-2,7%
Marseille	41,7%	47,1%	127 €	2,6%	53 €	50,9%	64,9%	12,6%	147 €	-0,5%	96 €	12,0%
Montpellier	44,3%	26,9%	124 €	-23,1%	55 €	-2,4%	56,7%	-1,7%	138 €	-3,2%	78 €	-4,8%
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	46,6%	1,3%	87 €	-1,4%	41 €	-0,1%	62,4%	-0,1%	92 €	-0,7%	57 €
Aix en Provence	36,1%	-7,8%	83 €	2,3%	30 €	-5,7%	63,3%	-1,2%	84 €	-3,2%	53 €	-4,4%
Avignon	38,2%	-3,9%	81 €	-1,5%	31 €	-5,3%	68,5%	-1,0%	96 €	2,2%	66 €	1,1%
Grenoble	43,4%	-6,4%	97 €	0,0%	42 €	-6,4%	49,7%	-5,2%	100 €	-3,4%	49 €	-8,4%
Lyon	55,0%	-3,1%	103 €	1,8%	57 €	-1,4%	61,7%	0,2%	97 €	0,0%	60 €	0,2%
Marseille	52,6%	23,6%	90 €	6,1%	48 €	31,1%	70,8%	11,0%	97 €	0,1%	69 €	11,1%
Montpellier	46,4%	3,0%	85 €	-13,0%	40 €	-10,3%	61,7%	-6,9%	92 €	-0,3%	57 €	-7,2%
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	49,4%	-0,3%	63 €	1,5%	31 €	1,1%	62,2%	0,2%	66 €	-0,6%	41 €
Aix en Provence	44,3%	15,2%	63 €	1,2%	28 €	16,6%	61,4%	-0,7%	70 €	-0,9%	43 €	-1,6%
Avignon	40,4%	-0,2%	57 €	-0,6%	23 €	-0,9%	62,8%	-2,3%	67 €	1,1%	42 €	-1,2%
Grenoble	51,0%	-0,6%	60 €	-1,7%	31 €	-2,3%	56,9%	-2,8%	62 €	-2,3%	35 €	-5,0%
Lyon	59,6%	0,8%	76 €	-0,1%	45 €	0,7%	65,4%	2,4%	73 €	-1,5%	48 €	0,8%
Marseille	48,7%	6,4%	65 €	0,2%	31 €	6,5%	67,3%	5,3%	68 €	-1,8%	46 €	3,4%
Montpellier	63,7%	5,4%	66 €	2,1%	42 €	7,6%	71,4%	-1,2%	72 €	0,5%	51 €	-0,7%
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	51,0%	-1,5%	38 €	0,6%	20 €	-0,9%	65,0%	-0,9%	40 €	1,4%	26 €
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	50,8%	6,2%	33 €	-1,5%	17 €	4,5%	67,6%	-0,2%	36 €	-0,5%	24 €	-0,7%
Grenoble	47,7%	-11,8%	39 €	3,1%	19 €	-9,0%	56,8%	-8,4%	40 €	1,2%	23 €	-7,3%
Lyon	62,2%	0,8%	42 €	1,6%	26 €	2,4%	67,5%	1,0%	41 €	2,8%	28 €	3,8%
Marseille	52,8%	-3,8%	41 €	-0,9%	22 €	-4,7%	66,8%	-3,8%	43 €	1,6%	29 €	-2,3%
Montpellier	48,7%	-8,0%	37 €	0,4%	18 €	-7,6%	68,4%	-7,1%	41 €	3,5%	28 €	-3,9%
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 South West

December 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	41,3%	3,1%	171 €	-5,2%	70 €	-2,2%	56,4%	-1,3%	217 €	2,7%	122 €	1,3%
Bayonne-Anglet-Biarritz	42,4%	12,3%	207 €	-6,1%	88 €	5,5%	59,5%	3,5%	272 €	0,3%	162 €	3,8%
Bordeaux	33,0%	-1,5%	192 €	3,7%	63 €	2,1%	48,8%	-7,7%	206 €	7,9%	100 €	-0,4%
Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Toulouse	49,3%	0,6%	122 €	-4,0%	60 €	-3,4%	62,3%	1,0%	128 €	0,6%	80 €	1,6%
<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	43,4%	-3,0%	86 €	0,5%	38 €	-2,5%	60,0%	-0,8%	91 €	-0,8%	54 €	-1,6%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Bordeaux	48,3%	8,2%	84 €	3,4%	41 €	11,9%	60,7%	-0,9%	87 €	0,4%	53 €	-0,4%
Pau	53,2%	8,8%	78 €	-1,0%	41 €	7,8%	56,9%	2,1%	78 €	-2,2%	45 €	-0,1%
Toulouse	44,2%	-3,6%	96 €	-0,9%	42 €	-4,5%	59,5%	-0,6%	98 €	-1,1%	59 €	-1,6%
<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	44,4%	-1,3%	60 €	1,0%	27 €	-0,4%	58,7%	-0,6%	64 €	-0,4%	37 €	-1,0%
Bayonne-Anglet-Biarritz	41,8%	-16,3%	56 €	8,0%	23 €	-9,6%	60,7%	-2,2%	66 €	-1,1%	40 €	-3,3%
Bordeaux	47,0%	6,9%	68 €	0,7%	32 €	7,6%	60,3%	0,2%	68 €	-0,8%	41 €	-0,6%
Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Toulouse	51,9%	0,4%	63 €	-1,7%	33 €	-1,3%	60,8%	2,8%	66 €	-1,2%	40 €	1,5%
<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	51,8%	-0,6%	38 €	0,0%	20 €	-0,6%	66,1%	-2,2%	40 €	1,1%	27 €	-1,1%
Bayonne-Anglet-Biarritz	n.d.	-	-	-	-	-	n.d.	-	n.d.	-	-	-
Bordeaux	57,3%	2,1%	37 €	2,0%	21 €	4,1%	70,6%	-1,7%	38 €	4,3%	27 €	2,5%
Pau	44,1%	-10,0%	32 €	-1,9%	14 €	-11,7%	58,3%	1,4%	34 €	-2,2%	20 €	-0,9%
Toulouse	58,7%	1,2%	38 €	-2,7%	22 €	-1,6%	66,5%	-3,8%	40 €	-0,9%	26 €	-4,7%
<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

December 2013



French Riviera

December	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	37,8%	-4,4%	216 €	1,3%	81 €	-3,2%	58,9%	-0,9%	421 €	2,8%	248 €	1,9%
French Riviera - Boutique Hotels**	38,1%	-12,7%	122 €	13,5%	46 €	-0,9%	63,5%	5,1%	160 €	4,7%	102 €	10,0%
French Riviera - Upscale	27,8%	-2,8%	121 €	3,6%	34 €	0,8%	56,5%	-3,4%	173 €	2,8%	98 €	-0,7%
Average Upscale & Luxury	31,8%	-3,9%	157 €	4,3%	50 €	0,2%	57,8%	-1,9%	254 €	3,2%	147 €	1,3%
Average Midscale	38,1%	-6,3%	84 €	0,4%	32 €	-6,0%	65,7%	-1,6%	106 €	5,0%	70 €	3,4%
Average Budget	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Average Super-Budget	43,4%	-7,2%	43 €	-0,1%	19 €	-7,3%	65,7%	-4,7%	49 €	1,5%	32 €	-3,3%

French Riviera Cities

December	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	35,9%	-4,7%	221 €	5,3%	79 €	0,3%	55,2%	-1,6%	418 €	3,0%	231 €	1,4%
Cannes - Boutique Hotels	28,4%	-32,2%	159 €	44,3%	45 €	-2,2%	48,0%	-3,8%	196 €	7,1%	94 €	3,0%
Cannes - Upscale	28,0%	-1,8%	130 €	8,1%	36 €	6,1%	50,1%	-2,9%	183 €	2,9%	92 €	0,0%
Cannes - Upscale & Luxury	32,8%	-3,9%	191 €	10,6%	63 €	6,3%	52,7%	-2,2%	311 €	3,4%	164 €	1,1%
Cannes - Midscale	37,7%	15,2%	91 €	-1,3%	34 €	13,8%	58,1%	-3,2%	108 €	5,1%	63 €	1,7%

December	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	30,8%	-9,0%	131 €	1,3%	40 €	-7,8%	64,2%	-2,3%	191 €	3,5%	123 €	1,1%
Nice - Midscale	38,8%	-13,8%	80 €	-1,2%	31 €	-14,8%	69,7%	-1,9%	105 €	4,5%	73 €	2,6%

December	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	43,5%	7,6%	353 €	-8,8%	154 €	-1,8%	60,6%	1,8%	478 €	5,7%	290 €	7,5%
Monaco - Upscale	31,9%	5,1%	162 €	-1,2%	52 €	3,8%	62,2%	3,4%	252 €	-1,7%	156 €	1,6%
Monaco - Upscale & Luxury	35,8%	6,1%	240 €	-5,5%	86 €	0,3%	61,7%	2,8%	328 €	1,7%	202 €	4,6%

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

** Boutique Hotels: sample excludes Luxury hotels

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Performances Coast

December 2013



Normandy – Nord-Pas-de-Calais coast

Normandy – Nord-Pas-de-Calais coast	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
Average Upscale & Luxury	41,4%	29,3%	222 €	-0,4%	92 €	28,7%	46,2%	-5,4%	198 €	5,5%	92 €	-0,2%
Average Midscale	40,6%	-0,3%	105 €	-4,5%	43 €	-4,8%	59,6%	1,1%	111 €	-1,1%	66 €	-0,1%
Average Budget	39,4%	-7,6%	64 €	-5,1%	25 €	-12,3%	57,9%	-3,7%	66 €	0,0%	38 €	-3,6%
Average Super-Budget	44,1%	-4,8%	37 €	-2,2%	16 €	-6,9%	59,3%	-7,9%	41 €	1,2%	24 €	-6,8%

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	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
Average Upscale & Luxury	58,0%	-2,0%	228 €	2,7%	132 €	0,6%	62,4%	3,9%	223 €	0,6%	139 €	4,5%
Average Midscale	37,5%	-18,9%	86 €	-2,6%	32 €	-21,0%	57,5%	-3,9%	99 €	-0,6%	57 €	-4,5%
Average Budget	34,4%	2,5%	54 €	0,4%	18 €	2,9%	52,3%	-0,6%	60 €	-1,0%	32 €	-1,6%
Average Super-Budget	41,2%	-10,6%	41 €	3,6%	17 €	-7,5%	59,7%	-7,9%	43 €	3,2%	26 €	-4,9%

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	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
Average Upscale & Luxury	42,4%	12,3%	207 €	-6,1%	88 €	5,5%	60,3%	3,8%	266 €	0,6%	160 €	4,4%
Average Midscale	36,3%	-8,9%	96 €	5,1%	35 €	-4,3%	58,2%	-0,6%	109 €	1,9%	64 €	1,2%
Average Budget	32,7%	-4,0%	62 €	5,3%	20 €	1,1%	56,5%	0,5%	72 €	-0,4%	41 €	0,1%
Average Super-Budget	41,1%	-6,7%	41 €	1,1%	17 €	-5,7%	64,6%	-10,1%	50 €	7,3%	32 €	-3,5%

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

December 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	29,8%	-15,5%	117 €	7,7%	35 €	-9,0%	60,7%	-1,6%	149 €	-0,3%	91 €	-1,9%
Bayonne-Anglet-Biarritz	42,4%	12,3%	207 €	-6,1%	88 €	5,5%	59,5%	3,5%	272 €	0,3%	162 €	3,8%
Bordeaux	33,0%	-1,5%	192 €	3,7%	63 €	2,1%	48,8%	-7,7%	206 €	7,9%	100 €	-0,4%
Cannes	32,8%	-3,9%	191 €	10,6%	63 €	6,3%	52,7%	-2,2%	311 €	3,4%	164 €	1,1%
Dijon	37,1%	-6,5%	123 €	-3,8%	45 €	-10,1%	62,6%	2,1%	128 €	-1,5%	80 €	0,6%
Lille	56,9%	-1,9%	119 €	-4,3%	68 €	-6,1%	53,2%	-0,9%	122 €	0,2%	65 €	-0,7%
Lyon	54,3%	-7,8%	135 €	-2,2%	73 €	-9,8%	61,9%	-4,2%	132 €	1,6%	82 €	-2,7%
Marseille	41,7%	47,1%	127 €	2,6%	53 €	50,9%	64,9%	12,6%	147 €	-0,5%	96 €	12,0%
Monaco	35,8%	6,1%	240 €	-5,5%	86 €	0,3%	61,7%	2,8%	328 €	1,7%	202 €	4,6%
Montpellier	44,3%	26,9%	124 €	-23,1%	55 €	-2,4%	56,7%	-1,7%	138 €	-3,2%	78 €	-4,8%
Nice	30,8%	-9,0%	131 €	1,3%	40 €	-7,8%	64,2%	-2,3%	191 €	3,5%	123 €	1,1%
Strasbourg	83,5%	-3,7%	146 €	6,5%	122 €	2,6%	65,7%	1,8%	117 €	-0,8%	77 €	0,9%
Toulouse	49,3%	0,6%	122 €	-4,0%	60 €	-3,4%	62,3%	1,0%	128 €	0,6%	80 €	1,6%
<i>Bayonne-Anglet-Biarritz : 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	36,1%	-7,8%	83 €	2,3%	30 €	-5,7%	63,3%	-1,2%	84 €	-3,2%	53 €	-4,4%
Avignon	38,2%	-3,9%	81 €	-1,5%	31 €	-5,3%	68,5%	-1,0%	96 €	2,2%	66 €	1,1%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	48,3%	8,2%	84 €	3,4%	41 €	11,9%	60,7%	-0,9%	87 €	0,4%	53 €	-0,4%
Cannes	37,7%	15,2%	91 €	-1,3%	34 €	13,8%	58,1%	-3,2%	108 €	5,1%	63 €	1,7%
Dijon	48,7%	13,2%	74 €	-8,1%	36 €	4,0%	62,2%	-0,1%	85 €	-0,2%	53 €	-0,4%
Grenoble	43,4%	-6,4%	97 €	0,0%	42 €	-6,4%	49,7%	-5,2%	100 €	-3,4%	49 €	-8,4%
Le Havre	43,7%	-1,3%	85 €	-0,3%	37 €	-1,6%	66,3%	8,3%	87 €	0,4%	58 €	8,7%
Lille	60,6%	-2,1%	87 €	-3,4%	53 €	-5,4%	61,3%	2,2%	91 €	0,6%	56 €	2,8%
Lyon	55,0%	-3,1%	103 €	1,8%	57 €	-1,4%	61,7%	0,2%	97 €	0,0%	60 €	0,2%
Marseille	52,6%	23,6%	90 €	6,1%	48 €	31,1%	70,8%	11,0%	97 €	0,1%	69 €	11,1%
Montpellier	46,4%	3,0%	85 €	-13,0%	40 €	-10,3%	61,7%	-6,9%	92 €	-0,3%	57 €	-7,2%
Nancy	47,2%	-13,9%	77 €	-0,8%	37 €	-14,7%	56,2%	-0,4%	79 €	-3,0%	44 €	-3,4%
Nantes	48,6%	11,8%	82 €	-2,6%	40 €	8,9%	58,2%	3,6%	84 €	-3,5%	49 €	0,0%
Niort	40,6%	-3,2%	85 €	-5,9%	35 €	-8,9%	59,0%	4,3%	83 €	-7,1%	49 €	-3,1%
Nice	38,8%	-13,8%	80 €	-1,2%	31 €	-14,8%	69,7%	-1,9%	105 €	4,5%	73 €	2,6%
Pau	53,2%	8,8%	78 €	-1,0%	41 €	7,8%	56,9%	2,1%	78 €	-2,2%	45 €	-0,1%
Reims	48,2%	3,4%	90 €	0,5%	43 €	4,0%	62,8%	3,6%	97 €	3,1%	61 €	6,8%
Rennes	45,8%	-1,3%	86 €	2,6%	39 €	1,2%	53,3%	-2,6%	86 €	-4,0%	46 €	-6,4%
Rouen	42,1%	2,5%	88 €	2,6%	37 €	5,2%	59,3%	-0,5%	94 €	2,4%	56 €	1,9%
Strasbourg	85,4%	7,5%	124 €	-1,2%	106 €	6,2%	65,8%	0,6%	98 €	-0,4%	64 €	0,2%
Toulouse	44,2%	-3,6%	96 €	-0,9%	42 €	-4,5%	59,5%	-0,6%	98 €	-1,1%	59 €	-1,6%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												

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Performances Main cities in Regions

December 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	44,3%	15,2%	63 €	1,2%	28 €	16,6%	61,4%	-0,7%	70 €	-0,9%	43 €	-1,6%
Angers	49,1%	4,3%	65 €	7,3%	32 €	11,9%	59,6%	-1,2%	64 €	-2,6%	38 €	-3,8%
Avignon	40,4%	-0,2%	57 €	-0,6%	23 €	-0,9%	62,8%	-2,3%	67 €	1,1%	42 €	-1,2%
Bayonne-Anglet-Biarritz	41,8%	-16,3%	56 €	8,0%	23 €	-9,6%	60,7%	-2,2%	66 €	-1,1%	40 €	-3,3%
Bordeaux	47,0%	6,9%	68 €	0,7%	32 €	7,6%	60,3%	0,2%	68 €	-0,8%	41 €	-0,6%
Dijon	60,6%	11,4%	59 €	-5,3%	36 €	5,4%	72,7%	3,4%	63 €	-0,8%	46 €	2,6%
Grenoble	51,0%	-0,6%	60 €	-1,7%	31 €	-2,3%	56,9%	-2,8%	62 €	-2,3%	35 €	-5,0%
Le Havre	36,2%	-5,7%	59 €	-17,3%	22 €	-22,1%	54,3%	-10,1%	63 €	-1,7%	34 €	-11,6%
Lille	59,0%	-6,7%	71 €	-3,4%	42 €	-9,8%	63,9%	-3,7%	73 €	-1,7%	46 €	-5,3%
Lyon	59,6%	0,8%	76 €	-0,1%	45 €	0,7%	65,4%	2,4%	73 €	-1,5%	48 €	0,8%
Marseille	48,7%	6,4%	65 €	0,2%	31 €	6,5%	67,3%	5,3%	68 €	-1,8%	46 €	3,4%
Metz	52,3%	8,7%	64 €	-3,0%	33 €	5,4%	61,1%	-3,4%	66 €	1,2%	40 €	-2,2%
Montpellier	63,7%	5,4%	66 €	2,1%	42 €	7,6%	71,4%	-1,2%	72 €	0,5%	51 €	-0,7%
Nancy	49,8%	0,5%	60 €	-1,0%	30 €	-0,5%	58,3%	4,1%	60 €	-3,8%	35 €	0,1%
Nantes	43,8%	-10,7%	66 €	1,9%	29 €	-9,0%	56,6%	0,2%	66 €	-2,2%	37 €	-2,0%
Niort	44,7%	1,1%	63 €	2,8%	28 €	3,9%	55,4%	-4,1%	61 €	-0,1%	34 €	-4,2%
Pau	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Reims	50,5%	3,9%	63 €	2,8%	32 €	6,9%	62,2%	5,4%	68 €	3,7%	42 €	9,2%
Rennes	55,4%	-2,3%	67 €	3,1%	37 €	0,7%	61,3%	-0,3%	67 €	0,6%	41 €	0,2%
Rouen	47,0%	-3,0%	59 €	2,3%	28 €	-0,7%	58,8%	0,5%	64 €	3,9%	37 €	4,5%
Strasbourg	87,9%	-0,4%	83 €	4,2%	73 €	3,7%	70,8%	0,2%	65 €	-0,2%	46 €	0,0%
Toulouse	51,9%	0,4%	63 €	-1,7%	33 €	-1,3%	60,8%	2,8%	66 €	-1,2%	40 €	1,5%

Bayonne-Anglet-Biarritz : 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	48,5%	-5,8%	40 €	0,6%	19 €	-5,2%	61,9%	-8,7%	40 €	0,2%	25 €	-8,5%
Avignon	50,8%	6,2%	33 €	-1,5%	17 €	4,5%	67,6%	-0,2%	36 €	-0,5%	24 €	-0,7%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	57,3%	2,1%	37 €	2,0%	21 €	4,1%	70,6%	-1,7%	38 €	4,3%	27 €	2,5%
Dijon	58,5%	0,0%	39 €	0,1%	23 €	0,1%	72,6%	-0,1%	39 €	-0,2%	28 €	-0,3%
Grenoble	47,7%	-11,8%	39 €	3,1%	19 €	-9,0%	56,8%	-8,4%	40 €	1,2%	23 €	-7,3%
Le Havre	52,8%	-5,0%	40 €	2,0%	21 €	-3,1%	69,5%	-6,5%	40 €	1,3%	28 €	-5,3%
Lille	56,1%	-6,7%	40 €	-0,4%	22 €	-7,0%	61,7%	-7,1%	41 €	0,5%	25 €	-6,7%
Lyon	62,2%	0,8%	42 €	1,6%	26 €	2,4%	67,5%	1,0%	41 €	2,8%	28 €	3,8%
Marseille	52,8%	-3,8%	41 €	-0,9%	22 €	-4,7%	66,8%	-3,8%	43 €	1,6%	29 €	-2,3%
Metz	61,3%	9,2%	36 €	-5,1%	22 €	3,7%	70,3%	2,6%	38 €	-2,9%	26 €	-0,4%
Montpellier	48,7%	-8,0%	37 €	0,4%	18 €	-7,6%	68,4%	-7,1%	41 €	3,5%	28 €	-3,9%
Nancy	49,2%	-7,0%	38 €	-1,2%	19 €	-8,1%	59,4%	-9,2%	39 €	1,3%	23 €	-8,0%
Nantes	53,7%	2,0%	42 €	0,2%	23 €	2,2%	64,5%	0,4%	43 €	1,5%	28 €	1,9%
Niort	53,4%	5,3%	36 €	12,5%	19 €	18,5%	66,3%	3,3%	37 €	1,1%	25 €	4,4%
Pau	44,1%	-10,0%	32 €	-1,9%	14 €	-11,7%	58,3%	1,4%	34 €	-2,2%	20 €	-0,9%
Rennes	47,7%	-4,9%	40 €	1,5%	19 €	-3,4%	56,6%	-3,0%	40 €	0,0%	23 €	-3,1%
Rouen	44,7%	-19,4%	45 €	6,2%	20 €	-14,4%	62,6%	-3,3%	45 €	5,5%	28 €	2,0%
Strasbourg	81,6%	0,0%	45 €	4,7%	37 €	4,7%	67,5%	6,1%	41 €	3,4%	28 €	9,7%
Toulouse	58,7%	1,2%	38 €	-2,7%	22 €	-1,6%	66,5%	-3,8%	40 €	-0,9%	26 €	-4,7%

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

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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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