

# In Extenso

tourisme, hôtellerie et restauration

## French Hotel Industry Performances

April 2014



Membre de **Deloitte**.

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*Sales instruction for a 2\* hotel without restaurant (leasehold)*

Bordeaux, France

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hôtel tourisme, hôtellerie et restauration

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Hautes-Pyrénées, France

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Paris 12, France

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## Publication

**In Extenso**  
tourisme, hôtellerie et restauration

Le marché français des résidences de tourisme urbaines  
2014 - 8<sup>ème</sup> édition



**Deloitte.**

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 FROM THE 16<sup>th</sup> JUNE 2014 – INFORMATION AND ORDERS:**

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## Agenda 2014

**In Extenso** ANIT L'ECONOMISTE  
tourisme, hôtellerie et restauration Association Nationale des Investisseurs Touristes

Les Tendances de l'Hôtellerie au Maroc  
Concepts-produits et financements :  
la reprise va réinventer l'hôtellerie



**Deloitte.**

9<sup>th</sup> June 2014, Casablanca

### Moroccan Hotel Trends

*Conference organised in partnership with the National Tourist Investment Association (ANIT)*

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# April: somewhat better and a lot of hope

Further to a difficult first trimester, the French hospitality industry recovered in April. National occupancy progressed by 2% to 6%, as did RevPAR. Average rates were still under pressure, although to a lesser extent than in previous months. Another positive point: this was felt throughout most of the country and not just in a few specific areas. The slight improvement in the economy was behind this albeit fragile growth, which has nonetheless raised hopes for a recovery.

April saw welcome growth in hotel demand indicators: nothing exceptional, but a slight improvement felt by almost all categories. The situation is all the more heartening since occupancy growth is not the result of school holidays or bank holidays falling favourably. Instead, April's growth can be essentially explained by an improvement in the economy and the resulting "catch-up effects". Further to several years of recession, the European economy is starting to recover, as are hotel overnights.

This improvement in hotel demand was felt throughout most of the market. Paris, the Côte d'Azur, Regional France and large cities thus posted occupancy increases. Admittedly, some hotel categories in certain towns recorded drops in performance, but the general trend was higher occupancy.

Unfortunately, average rates are not following the same pattern – stagnating in April or even falling in a number of categories and destinations. Although regrettable, this is far from catastrophic. First, declines remain modest, and secondly, it is hardly surprising that hoteliers are maintaining prudent pricing strategies, given the results of the first trimester. Average rates are only likely to grow once recovery has had time to properly take effect.

The only exception during this rather encouraging month was the Super-budget sector that continued to post declining occupancy and RevPAR. Competition from alternative products and increased demand from budget guests for higher-positioned hotels left the Super-budget sector by the wayside.

Ultimately, April was favourable for the French hotel sector – not exceptional, but for the first time in several months, occupancy grew. Moreover, growth was observed throughout France, rather than being just a one-off event. For all that, progressions were modest and the economic context remains difficult, particularly in France. May – with its bank holiday weekends– will be the acid test to see whether or not the industry is really out of the woods, as is hoped by so many.

## Monthly performance

April	Luxury	Upscale	Midscale	Budget	Super Budget
<b>OR 2014</b>	65,4%	68,3%	66,3%	69,4%	64,1%
<b>Var. /n-1</b>	<b>4,9%</b>	<b>3,8%</b>	<b>2,2%</b>	<b>5,6%</b>	<b>-2,9%</b>
<b>ADR 2014</b>	336 €	167 €	98 €	63 €	42 €
<b>Var. /n-1</b>	<b>0,7%</b>	<b>-1,0%</b>	<b>-0,8%</b>	<b>-2,2%</b>	<b>5,0%</b>
<b>RevPAR 2014</b>	220 €	114 €	65 €	44 €	27 €
<b>Var. /n-1</b>	<b>5,7%</b>	<b>2,8%</b>	<b>1,4%</b>	<b>3,3%</b>	<b>2,0%</b>

## Year To Date performance

Jan. to April	Luxury	Upscale	Midscale	Budget	Super Budget
<b>OR 2014</b>	54,9%	57,1%	56,7%	59,8%	60,4%
<b>Var. /n-1</b>	<b>-1,5%</b>	<b>0,7%</b>	<b>-1,2%</b>	<b>1,5%</b>	<b>-1,0%</b>
<b>ADR 2014</b>	330 €	160 €	96 €	63 €	41 €
<b>Var. /n-1</b>	<b>2,7%</b>	<b>-1,0%</b>	<b>-0,8%</b>	<b>-2,6%</b>	<b>1,1%</b>
<b>RevPAR 2014</b>	181 €	92 €	55 €	38 €	25 €
<b>Var. /n-1</b>	<b>1,1%</b>	<b>-0,3%</b>	<b>-2,0%</b>	<b>-1,1%</b>	<b>0,1%</b>

### Definitions

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

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# Performances Paris

## April 2014



### Paris-City

#### Monthly performance

April	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris - Luxury	84,6%	1,0%	420 €	-2,7%	356 €	-1,8%
Paris - Boutique Hotels	81,1%	-1,0%	262 €	-2,8%	212 €	-3,8%
Paris - Upscale	81,8%	7,5%	184 €	-0,3%	151 €	7,1%
<b>Paris - Luxury &amp; Upscale</b>	<b>82,2%</b>	<b>5,6%</b>	<b>233 €</b>	<b>-1,2%</b>	<b>192 €</b>	<b>4,4%</b>
Paris - Superior midscale	87,3%	1,3%	152 €	-1,1%	133 €	0,2%
Paris - Standard midscale	84,9%	0,8%	112 €	1,8%	95 €	2,7%
<b>Paris - Midscale</b>	<b>85,9%</b>	<b>1,1%</b>	<b>128 €</b>	<b>1,1%</b>	<b>110 €</b>	<b>2,1%</b>
<b>Paris - Budget</b>	<b>86,9%</b>	<b>0,7%</b>	<b>88 €</b>	<b>1,6%</b>	<b>77 €</b>	<b>2,3%</b>

#### Year To Date performance

Jan. to April	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris - Luxury	74,9%	-2,7%	412 €	0,8%	309 €	-1,9%
Paris - Boutique Hotels	72,8%	0,7%	253 €	-5,9%	184 €	-5,2%
Paris - Upscale	70,9%	2,1%	178 €	-0,5%	126 €	1,5%
<b>Paris - Haut de gamme &amp; Gd luxe</b>	<b>71,8%</b>	<b>1,1%</b>	<b>226 €</b>	<b>-0,6%</b>	<b>162 €</b>	<b>0,6%</b>
Paris - Superior midscale	79,1%	-0,9%	144 €	-1,6%	114 €	-2,5%
Paris - Standard midscale	74,4%	-0,4%	104 €	-0,5%	78 €	-0,9%
<b>Paris - Midscale</b>	<b>76,2%</b>	<b>-0,5%</b>	<b>120 €</b>	<b>-0,7%</b>	<b>92 €</b>	<b>-1,2%</b>
<b>Paris - Budget</b>	<b>78,6%</b>	<b>-1,1%</b>	<b>81 €</b>	<b>-0,1%</b>	<b>64 €</b>	<b>-1,1%</b>

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

#### Monthly performance

April	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris	82,2%	5,6%	233 €	-1,2%	192 €	4,4%
La Défense	79,2%	3,4%	159 €	-1,2%	126 €	2,2%
Roissy CdG	71,0%	9,9%	99 €	-4,8%	71 €	4,6%
IDF (exc.Paris and poles)	82,8%	11,1%	263 €	6,9%	217 €	18,8%

#### Year To Date performance

Jan. to April	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris	71,8%	1,1%	226 €	-0,6%	162 €	0,6%
La Défense	64,4%	1,3%	161 €	-1,6%	104 €	-0,3%
Roissy CdG	67,3%	2,4%	105 €	-3,5%	71 €	-1,2%
IDF (exc.Paris and poles)	68,3%	1,8%	217 €	3,2%	148 €	5,1%

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# Performance Regions

April 2014



## Regions

Regions (excl. French Riviera)

### Monthly performance

April	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2014	54,3%	64,6%	59,4%	62,5%	61,7%
Var. /n-1	1,7%	14,5%	3,9%	4,0%	-4,2%
ADR 2014	237 €	84 €	88 €	62 €	40 €
Var. /n-1	5,0%	22,3%	-0,2%	-0,9%	4,2%
RevPAR 2014	129 €	55 €	52 €	39 €	25 €
Var. /n-1	6,8%	40,1%	3,6%	3,1%	-0,2%

### Year To Date performance

Jan. to April	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2014	47,4%	46,7%	50,7%	54,1%	57,9%
Var. /n-1	2,5%	-1,2%	-0,5%	-0,5%	-1,8%
ADR 2014	216 €	125 €	86 €	62 €	39 €
Var. /n-1	0,4%	-1,4%	-1,4%	-2,2%	0,8%
RevPAR 2014	102 €	58 €	44 €	33 €	22 €
Var. /n-1	2,9%	-2,6%	-1,9%	-2,6%	-1,0%

French Riviera

### Monthly performance

April	Luxury	Upscale *	Midscale	Budget	Super Budget
OR 2014	56,9%	59,0%	65,3%	n.d.	59,8%
Var. /n-1	12,6%	7,1%	2,1%	-	-4,2%
ADR 2014	277 €	139 €	97 €	n.d.	43 €
Var. /n-1	0,7%	-3,6%	0,6%	-	-7,9%
RevPAR 2014	158 €	82 €	63 €	n.d.	26 €
Var. /n-1	13,4%	3,2%	2,7%	-	-11,7%

### Year To Date performance

Jan. to April	Luxury	Upscale *	Midscale	Budget	Super Budget
OR 2014	42,3%	41,8%	49,1%	n.d.	54,2%
Var. /n-1	-1,8%	-0,4%	-4,1%	-	-2,8%
ADR 2014	255 €	126 €	87 €	n.d.	43 €
Var. /n-1	0,1%	-2,8%	0,2%	-	-4,6%
RevPAR 2014	108 €	53 €	43 €	n.d.	23 €
Var. /n-1	-1,7%	-3,2%	-3,9%	-	-7,3%

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

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# Performances Suburbs

April 2014



Paris suburbs (excluding Paris)

Midscale market	Monthly performance								
	April	departments							Average suburbs
		77	78	91	92	93	94	95	
	OR 2014	62,6%	65,0%	65,1%	78,0%	68,0%	79,3%	70,9%	71,7%
	Var. /n-1	29,0%	1,6%	-5,7%	5,2%	-0,3%	1,7%	6,5%	2,7%
	ADR 2014	102 €	92 €	88 €	99 €	73 €	82 €	90 €	91 €
	Var. /n-1	-6,4%	-6,5%	-2,1%	-13,7%	-1,6%	-0,3%	-3,0%	-7,0%
	RevPAR 2014	64 €	60 €	57 €	77 €	49 €	65 €	64 €	65 €
	Var. /n-1	20,8%	-4,9%	-7,7%	-9,2%	-1,9%	1,4%	3,3%	-4,5%
Midscale market	Year To Date performance								
	Jan. to April	departments							Average suburbs
		77	78	91	92	93	94	95	
	OR 2014	46,0%	58,6%	55,5%	63,5%	55,7%	69,4%	64,2%	61,0%
	Var. /n-1	7,3%	2,3%	-5,7%	0,8%	-10,1%	-1,9%	1,8%	-1,0%
	ADR 2014	101 €	101 €	94 €	108 €	77 €	81 €	97 €	97 €
	Var. /n-1	-4,3%	-3,2%	0,7%	-2,8%	-1,0%	-0,9%	-2,3%	-1,7%
	RevPAR 2014	47 €	59 €	52 €	68 €	43 €	56 €	62 €	59 €
	Var. /n-1	2,7%	-1,0%	-5,0%	-2,0%	-11,0%	-2,8%	-0,5%	-2,7%
Budget market	Monthly performance								
	April	departments							Average suburbs
		77	78	91	92	93	94	95	
	OR 2014	83,5%	73,4%	63,8%	76,1%	79,1%	81,2%	77,5%	78,1%
	Var. /n-1	9,0%	8,1%	-10,5%	3,6%	5,6%	10,0%	14,6%	7,9%
	ADR 2014	61 €	75 €	60 €	73 €	56 €	65 €	50 €	61 €
	Var. /n-1	-4,7%	-8,8%	-4,7%	-3,1%	4,1%	-5,4%	-7,8%	-3,9%
	RevPAR 2014	51 €	55 €	38 €	56 €	44 €	53 €	39 €	47 €
	Var. /n-1	4,0%	-1,4%	-14,7%	0,4%	9,9%	4,1%	5,7%	3,7%
Budget market	Year To Date performance								
	Jan. to April	departments							Average suburbs
		77	78	91	92	93	94	95	
	OR 2014	65,8%	64,9%	60,4%	68,0%	63,6%	67,9%	68,4%	66,2%
	Var. /n-1	0,2%	5,5%	-1,7%	10,1%	-0,7%	0,0%	7,2%	3,5%
	ADR 2014	59 €	78 €	64 €	75 €	58 €	68 €	54 €	63 €
	Var. /n-1	-5,4%	-4,8%	-2,7%	-1,9%	-1,2%	-3,3%	-10,4%	-4,5%
	RevPAR 2014	39 €	51 €	39 €	51 €	37 €	46 €	37 €	42 €
	Var. /n-1	-5,2%	0,5%	-4,4%	8,0%	-1,9%	-3,3%	-3,9%	-1,2%
Super Budget market	Monthly performance								
	April	departments							IDF (hors Paris)
		77	78	91	92	93	94	95	
	OR 2014	78,3%	70,8%	64,5%	n.d.	77,3%	76,2%	75,9%	74,0%
	Var. /n-1	9,5%	-2,7%	-8,6%	-	-1,3%	-5,5%	4,4%	-0,7%
	ADR 2014	45 €	46 €	44 €	n.d.	49 €	48 €	48 €	48 €
	Var. /n-1	6,0%	8,1%	5,7%	-	11,8%	7,6%	8,0%	7,4%
	RevPAR 2014	35 €	33 €	28 €	n.d.	38 €	36 €	36 €	35 €
	Var. /n-1	16,1%	5,3%	-3,4%	-	10,4%	1,6%	12,8%	6,7%
Super Budget market	Year To Date performance								
	Jan. to April	departments							IDF (hors Paris)
		77	78	91	92	93	94	95	
	OR 2014	70,2%	69,4%	65,5%	n.d.	72,8%	73,1%	73,3%	71,2%
	Var. /n-1	4,5%	-0,7%	-2,2%	-	-1,1%	-4,1%	2,1%	0,7%
	ADR 2014	42 €	44 €	41 €	n.d.	46 €	46 €	46 €	45 €
	Var. /n-1	0,5%	3,8%	0,4%	-	4,0%	3,3%	-0,1%	1,4%
	RevPAR 2014	29 €	31 €	27 €	n.d.	34 €	33 €	34 €	32 €
	Var. /n-1	5,0%	3,1%	-1,8%	-	2,9%	-0,9%	2,0%	2,1%

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# Performances North-East

April 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	54,1%	4,3%	128 €	-2,1%	69 €	2,2%	45,0%	-3,6%	124 €	-0,3%	56 €	-3,9%
Dijon	54,6%	-2,6%	126 €	0,3%	69 €	-2,4%	43,1%	-6,0%	120 €	-1,2%	52 €	-7,1%
Lille	52,5%	5,7%	113 €	-2,8%	59 €	2,7%	50,7%	3,2%	115 €	-4,7%	59 €	-1,7%
Metz	insufficient supply						insufficient supply					
Nancy	insufficient supply						insufficient supply					
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	62,6%	6,4%	120 €	6,4%	75 €	13,2%	53,2%	2,6%	117 €	5,9%	62 €	8,6%

  

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	57,4%	3,1%	87 €	-0,3%	50 €	2,8%	47,8%	-0,3%	87 €	0,0%	41 €	-0,3%
Dijon	63,4%	4,6%	83 €	2,7%	53 €	7,5%	48,1%	-6,7%	82 €	1,5%	40 €	-5,2%
Lille	62,2%	5,6%	81 €	-6,4%	50 €	-1,1%	56,8%	-0,3%	86 €	-7,3%	49 €	-7,6%
Metz	in progress						in progress					
Nancy	71,2%	33,0%	78 €	-1,3%	55 €	31,3%	52,6%	5,2%	80 €	-0,3%	42 €	4,9%
Reims	62,5%	-0,9%	101 €	4,0%	63 €	3,1%	51,2%	-2,2%	98 €	2,8%	50 €	0,5%
Strasbourg	65,4%	3,2%	99 €	7,3%	64 €	10,7%	56,9%	10,4%	97 €	3,6%	55 €	14,4%

  

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	67,0%	5,4%	60 €	-0,9%	40 €	4,4%	57,3%	1,6%	60 €	-1,8%	35 €	-0,3%
Dijon	74,0%	2,6%	61 €	-4,8%	45 €	-2,3%	64,6%	3,1%	61 €	-5,0%	39 €	-2,1%
Lille	68,0%	-0,3%	65 €	-6,2%	44 €	-6,5%	61,5%	-3,2%	69 €	-6,1%	42 €	-9,1%
Metz	66,6%	9,9%	62 €	-6,9%	41 €	2,3%	54,1%	3,9%	64 €	-6,0%	34 €	-2,4%
Nancy	70,6%	18,7%	62 €	3,6%	44 €	23,0%	56,6%	8,0%	62 €	1,1%	35 €	9,1%
Reims	63,3%	2,3%	66 €	-1,9%	42 €	0,3%	54,6%	4,1%	65 €	-3,2%	35 €	0,8%
Strasbourg	74,1%	10,7%	65 €	3,4%	48 €	14,5%	64,5%	13,5%	65 €	1,5%	42 €	15,2%

  

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	63,0%	-2,7%	40 €	5,0%	25 €	2,1%	58,4%	0,8%	38 €	1,0%	22 €	1,8%
Dijon	65,3%	-7,2%	41 €	7,2%	27 €	-0,5%	62,0%	-9,0%	40 €	3,1%	25 €	-6,2%
Lille	65,9%	1,9%	43 €	5,0%	28 €	7,0%	61,1%	-0,3%	41 €	-0,8%	25 €	-1,1%
Metz	65,6%	-10,4%	40 €	6,0%	26 €	-5,0%	62,9%	-4,0%	38 €	0,2%	24 €	-3,8%
Nancy	54,0%	-8,4%	39 €	0,0%	21 €	-8,4%	53,7%	-9,0%	38 €	-2,2%	21 €	-11,0%
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	59,0%	-14,0%	41 €	-0,4%	24 €	-14,4%	60,3%	1,4%	40 €	-1,6%	24 €	-0,2%

### 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

April 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	55,0%	8,4%	195 €	7,8%	107 €	16,8%	51,7%	17,1%	182 €	4,9%	94 €	22,9%
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	56,5%	5,2%	88 €	3,4%	50 €	8,8%	48,7%	1,6%	85 €	-0,1%	42 €	1,5%
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	68,6%	7,6%	82 €	-4,5%	56 €	2,8%	58,7%	-6,6%	84 €	-2,1%	49 €	-8,6%
Nantes	55,2%	3,1%	82 €	-1,4%	45 €	1,7%	53,9%	-0,7%	84 €	0,0%	45 €	-0,7%
Niort	53,3%	-10,4%	86 €	3,7%	46 €	-7,1%	51,6%	-7,6%	85 €	-2,2%	44 €	-9,6%
Rennes	60,4%	5,4%	83 €	-4,4%	50 €	0,8%	53,2%	1,8%	89 €	-3,7%	47 €	-1,9%
Rouen	60,0%	3,6%	88 €	-1,2%	53 €	2,4%	53,3%	-0,5%	88 €	-0,3%	47 €	-0,8%

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	58,0%	1,7%	62 €	0,2%	36 €	1,9%	51,1%	-1,5%	63 €	-1,2%	32 €	-2,7%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	60,6%	-3,9%	67 €	5,6%	41 €	1,5%	56,1%	-2,3%	69 €	1,4%	39 €	-1,0%
Le Havre	51,6%	0,2%	57 €	-3,8%	29 €	-3,7%	51,0%	4,9%	58 €	-11,9%	30 €	-7,6%
Nantes	59,3%	7,7%	63 €	-5,4%	37 €	1,9%	53,1%	-3,1%	65 €	-3,1%	34 €	-6,1%
Niort	51,9%	0,9%	62 €	0,4%	32 €	1,3%	49,9%	-1,0%	61 €	-0,1%	31 €	-1,1%
Rennes	66,7%	3,3%	66 €	4,4%	44 €	7,8%	60,8%	-0,4%	68 €	-0,9%	41 €	-1,3%
Rouen	58,7%	-1,4%	61 €	-0,9%	36 €	-2,3%	54,7%	3,6%	61 €	-2,2%	33 €	1,3%

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	58,4%	-6,9%	41 €	3,2%	24 €	-3,9%	55,2%	-3,3%	39 €	0,6%	22 €	-2,6%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	59,2%	-9,7%	41 €	2,0%	24 €	-7,9%	56,6%	-6,4%	41 €	1,0%	23 €	-5,4%
Le Havre	66,2%	-1,7%	42 €	3,6%	28 €	1,8%	66,7%	4,1%	41 €	1,5%	27 €	5,6%
Nantes	64,7%	-2,0%	45 €	4,4%	29 €	2,3%	61,4%	-3,5%	44 €	1,5%	27 €	-2,1%
Niort	62,9%	-8,9%	36 €	-2,4%	22 €	-11,1%	54,5%	-7,4%	36 €	-2,2%	20 €	-9,4%
Rennes	61,4%	1,1%	42 €	4,8%	26 €	6,0%	59,2%	2,5%	41 €	2,6%	24 €	5,2%
Rouen	62,9%	-0,9%	44 €	1,6%	28 €	0,7%	58,1%	-3,3%	44 €	1,0%	25 €	-2,3%

Niort : in development, sample subject to change

### Departments in the North-Western set :

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

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# Performances South-East

April 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	61,5%	8,2%	141 €	-3,3%	87 €	4,6%	47,7%	-3,3%	134 €	-4,5%	64 €	-7,7%
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	67,3%	24,5%	127 €	-1,1%	86 €	23,1%	40,9%	1,5%	115 €	-2,2%	47 €	-0,8%
Grenoble	insufficient supply						insufficient supply					
Lyon	62,0%	-3,3%	124 €	-0,1%	77 €	-3,3%	57,4%	-9,8%	121 €	-8,2%	69 €	-17,3%
Marseille	70,6%	10,3%	133 €	4,6%	94 €	15,3%	53,2%	7,4%	130 €	3,6%	69 €	11,3%
Montpellier	57,5%	11,6%	144 €	-6,1%	83 €	4,8%	47,3%	14,9%	139 €	-4,7%	66 €	9,5%
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	63,3%	6,0%	89 €	1,0%	56 €	7,1%	54,1%	-0,8%	87 €	-1,8%	47 €	-2,6%
Aix en Provence	61,2%	-2,6%	82 €	0,7%	50 €	-1,9%	48,4%	-7,2%	83 €	0,2%	40 €	-7,0%
Avignon	77,8%	13,9%	91 €	5,6%	71 €	20,3%	53,9%	2,7%	81 €	-1,7%	44 €	0,9%
Grenoble	56,8%	15,5%	100 €	-1,6%	57 €	13,6%	53,0%	4,4%	99 €	-2,2%	53 €	2,0%
Lyon	64,0%	5,8%	93 €	-1,9%	59 €	3,9%	57,1%	-4,7%	94 €	-6,3%	54 €	-10,7%
Marseille	73,9%	7,0%	90 €	-1,4%	67 €	5,5%	60,7%	0,2%	89 €	-0,8%	54 €	-0,6%
Montpellier	67,1%	14,4%	85 €	-5,9%	57 €	7,6%	55,4%	7,5%	83 €	-6,6%	46 €	0,4%
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	63,5%	5,9%	64 €	-0,8%	41 €	5,0%	54,7%	-1,6%	63 €	-3,0%	35 €	-4,6%
Aix en Provence	66,0%	18,6%	64 €	-2,8%	42 €	15,3%	52,5%	13,2%	64 €	-3,9%	33 €	8,8%
Avignon	63,1%	-0,2%	64 €	3,4%	40 €	3,2%	49,0%	-4,9%	61 €	2,7%	30 €	-2,3%
Grenoble	59,1%	12,1%	61 €	-3,3%	36 €	8,3%	55,4%	-2,2%	62 €	-1,8%	34 €	-4,0%
Lyon	68,0%	3,4%	68 €	-5,3%	47 €	-2,1%	60,9%	-6,1%	69 €	-8,9%	42 €	-14,4%
Marseille	73,2%	15,4%	68 €	-0,8%	50 €	14,4%	56,5%	0,7%	66 €	-0,8%	37 €	0,0%
Montpellier	73,6%	6,9%	73 €	4,0%	53 €	11,2%	63,7%	6,6%	68 €	-0,4%	43 €	6,2%
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	63,0%	-1,8%	40 €	3,9%	25 €	2,0%	58,5%	-3,8%	39 €	0,6%	23 €	-3,2%
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	66,0%	1,3%	37 €	5,7%	25 €	7,1%	61,4%	1,8%	35 €	2,6%	22 €	4,5%
Grenoble	54,2%	0,0%	42 €	4,4%	23 €	4,5%	54,2%	-11,1%	40 €	0,1%	22 €	-11,0%
Lyon	70,5%	3,9%	44 €	9,1%	31 €	13,3%	66,9%	-2,9%	41 €	0,0%	28 €	-2,9%
Marseille	69,1%	3,7%	44 €	5,3%	31 €	9,2%	61,7%	3,2%	42 €	0,3%	26 €	3,5%
Montpellier	62,5%	-6,0%	41 €	10,2%	25 €	3,6%	61,2%	-1,0%	37 €	3,3%	23 €	2,3%
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

April 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	52,8%	-5,7%	190 €	4,2%	100 €	-1,7%	45,8%	1,9%	170 €	-1,9%	78 €	-0,1%
Bayonne-Anglet-Biarritz	47,9%	-12,6%	230 €	14,6%	110 €	0,1%	40,7%	-3,5%	193 €	0,0%	79 €	-3,6%
Bordeaux	42,9%	-12,9%	207 €	8,9%	89 €	-5,1%	37,0%	-4,1%	183 €	2,1%	68 €	-2,1%
Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Toulouse	62,9%	-0,4%	126 €	-4,3%	79 €	-4,7%	58,5%	-1,6%	129 €	-1,3%	76 €	-2,8%
<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	57,9%	-1,1%	85 €	-6,5%	49 €	-7,6%	50,7%	-2,6%	85 €	-4,1%	43 €	-6,6%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Bordeaux	60,7%	5,1%	82 €	-7,5%	50 €	-2,8%	52,3%	0,9%	82 €	-1,1%	43 €	-0,2%
Pau	54,3%	1,9%	78 €	-1,1%	42 €	0,8%	52,6%	5,7%	78 €	-1,3%	41 €	4,3%
Toulouse	59,8%	-2,3%	97 €	-3,3%	58 €	-5,6%	55,7%	-1,5%	97 €	-4,5%	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	58,3%	0,7%	61 €	-3,5%	35 €	-2,8%	51,2%	-1,3%	60 €	-2,8%	31 €	-4,1%
Bayonne-Anglet-Biarritz	57,5%	3,0%	58 €	-5,7%	33 €	-2,9%	44,1%	-13,2%	55 €	0,6%	24 €	-12,7%
Bordeaux	63,1%	-2,6%	63 €	-5,8%	40 €	-8,3%	57,1%	4,1%	64 €	-4,0%	37 €	-0,1%
Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Toulouse	66,3%	7,5%	64 €	-4,3%	43 €	2,9%	60,5%	1,1%	64 €	-5,7%	39 €	-4,7%
<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	63,2%	-6,1%	41 €	4,3%	26 €	-2,1%	60,1%	-0,7%	39 €	1,0%	23 €	0,3%
Bayonne-Anglet-Biarritz	n.d.	-	-	-	-	-	n.d.	-	n.d.	-	-	-
Bordeaux	67,9%	-8,2%	41 €	9,0%	28 €	0,1%	64,8%	-1,8%	38 €	3,4%	25 €	1,5%
Pau	56,8%	-3,9%	37 €	11,6%	21 €	7,3%	52,4%	-7,1%	34 €	4,0%	18 €	-3,4%
Toulouse	68,6%	-0,3%	42 €	5,3%	29 €	5,0%	65,9%	3,9%	39 €	0,7%	26 €	4,6%
<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

## April 2014



### French Riviera

April	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	56,9%	12,6%	277 €	0,7%	158 €	13,4%	42,3%	-1,8%	255 €	0,1%	108 €	-1,7%
French Riviera - Boutique Hotels**	67,8%	4,1%	142 €	-0,6%	96 €	3,4%	56,5%	1,0%	122 €	0,2%	69 €	1,2%
French Riviera - Upscale	57,9%	7,4%	138 €	-4,0%	80 €	3,1%	40,2%	-0,7%	127 €	-3,2%	51 €	-3,8%
Average Upscale & Luxury	58,3%	8,7%	183 €	-0,5%	107 €	8,2%	42,0%	-0,9%	169 €	-1,3%	71 €	-2,1%
Average Midscale	65,3%	2,1%	97 €	0,6%	63 €	2,7%	49,1%	-4,1%	87 €	0,2%	43 €	-3,9%
Average Budget	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Average Super-Budget	59,8%	-4,2%	43 €	-7,9%	26 €	-11,7%	54,2%	-2,8%	43 €	-4,6%	23 €	-7,3%

### French Riviera Cities

April	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	54,2%	12,2%	269 €	-3,6%	146 €	8,1%	40,0%	3,7%	264 €	-3,0%	106 €	0,5%
Cannes - Boutique Hotels	46,9%	17,1%	158 €	-10,5%	74 €	4,8%	44,1%	22,4%	193 €	-2,6%	85 €	19,3%
Cannes - Upscale	44,3%	8,9%	140 €	-1,6%	62 €	7,1%	31,2%	1,2%	143 €	-0,3%	45 €	0,9%
Cannes - Upscale & Luxury	49,5%	10,9%	213 €	-2,9%	105 €	7,7%	36,1%	3,0%	216 €	-2,3%	78 €	0,7%
Cannes - Midscale	50,6%	2,9%	97 €	-0,9%	49 €	2,0%	40,4%	0,7%	96 €	0,7%	39 €	1,4%
Nice - Upscale & Luxury	69,9%	6,7%	156 €	0,4%	109 €	7,2%	47,9%	-5,4%	134 €	-2,5%	64 €	-7,8%
Nice - Midscale	73,3%	-0,1%	96 €	0,1%	70 €	0,0%	52,9%	-8,5%	84 €	-0,6%	44 €	-9,1%
Monaco - Luxury	62,0%	11,9%	393 €	-2,5%	244 €	9,1%	46,7%	-3,3%	336 €	1,0%	157 €	-2,3%
Monaco - Upscale	77,3%	35,6%	220 €	1,7%	170 €	37,9%	50,1%	0,1%	175 €	5,7%	87 €	5,9%
Monaco - Upscale & Luxury	72,0%	27,5%	272 €	-2,8%	196 €	23,9%	48,9%	-1,0%	227 €	2,8%	111 €	1,8%

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

\*\* Boutique Hotels: sample excludes Luxury hotels

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# Performances Coast

April 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	42,7%	11,0%	180 €	6,9%	77 €	18,7%	36,6%	4,2%	182 €	9,1%	67 €	13,6%
Average Midscale	68,4%	25,4%	106 €	-2,8%	73 €	21,9%	53,6%	5,7%	101 €	-1,7%	54 €	3,9%
Average Budget	60,0%	5,9%	63 €	-4,6%	38 €	1,0%	52,3%	0,8%	62 €	-5,3%	33 €	-4,6%
Average Super-Budget	58,9%	-3,2%	40 €	1,9%	24 €	-1,4%	53,4%	2,6%	38 €	-1,1%	21 €	1,5%

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	57,6%	-3,3%	205 €	6,0%	118 €	2,5%	53,1%	-2,3%	193 €	3,9%	102 €	1,5%
Average Midscale	55,7%	2,2%	100 €	1,0%	56 €	3,2%	47,3%	0,8%	92 €	-1,7%	43 €	-1,0%
Average Budget	45,3%	-12,0%	54 €	-5,4%	24 €	-16,8%	39,9%	-6,4%	53 €	-3,6%	21 €	-9,8%
Average Super-Budget	49,9%	-16,6%	42 €	1,5%	21 €	-15,4%	49,1%	-8,6%	41 €	0,6%	20 €	-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	48,7%	-11,7%	221 €	10,9%	107 €	-2,1%	41,0%	-3,5%	189 €	-1,0%	78 €	-4,5%
Average Midscale	53,7%	7,1%	99 €	-0,5%	53 €	6,6%	41,8%	-6,6%	90 €	-1,7%	38 €	-8,2%
Average Budget	51,7%	2,0%	58 €	-11,6%	30 €	-9,8%	35,9%	-12,5%	57 €	-7,0%	21 €	-18,6%
Average Super-Budget	56,1%	-9,8%	46 €	-0,3%	26 €	-10,1%	52,2%	-1,3%	43 €	0,3%	23 €	-1,0%

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

## April 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	67,3%	24,5%	127 €	-1,1%	86 €	23,1%	40,9%	1,5%	115 €	-2,2%	47 €	-0,8%
Bayonne-Anglet-Biarritz	47,9%	-12,6%	230 €	14,6%	110 €	0,1%	40,7%	-3,5%	193 €	0,0%	79 €	-3,6%
Bordeaux	42,9%	-12,9%	207 €	8,9%	89 €	-5,1%	37,0%	-4,1%	183 €	2,1%	68 €	-2,1%
Cannes	49,5%	10,9%	213 €	-2,9%	105 €	7,7%	36,1%	3,0%	216 €	-2,3%	78 €	0,7%
Dijon	54,6%	-2,6%	126 €	0,3%	69 €	-2,4%	43,1%	-6,0%	120 €	-1,2%	52 €	-7,1%
Lille	52,5%	5,7%	113 €	-2,8%	59 €	2,7%	50,7%	3,2%	115 €	-4,7%	59 €	-1,7%
Lyon	62,0%	-3,3%	124 €	-0,1%	77 €	-3,3%	57,4%	-9,8%	121 €	-8,2%	69 €	-17,3%
Marseille	70,6%	10,3%	133 €	4,6%	94 €	15,3%	53,2%	7,4%	130 €	3,6%	69 €	11,3%
Monaco	72,0%	27,5%	272 €	-2,8%	196 €	23,9%	48,9%	-1,0%	227 €	2,8%	111 €	1,8%
Montpellier	57,5%	11,6%	144 €	-6,1%	83 €	4,8%	47,3%	14,9%	139 €	-4,7%	66 €	9,5%
Nice	69,9%	6,7%	156 €	0,4%	109 €	7,2%	47,9%	-5,4%	134 €	-2,5%	64 €	-7,8%
Strasbourg	62,6%	6,4%	120 €	6,4%	75 €	13,2%	53,2%	2,6%	117 €	5,9%	62 €	8,6%
Toulouse	62,9%	-0,4%	126 €	-4,3%	79 €	-4,7%	58,5%	-1,6%	129 €	-1,3%	76 €	-2,8%
<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	61,2%	-2,6%	82 €	0,7%	50 €	-1,9%	48,4%	-7,2%	83 €	0,2%	40 €	-7,0%
Avignon	77,8%	13,9%	91 €	5,6%	71 €	20,3%	53,9%	2,7%	81 €	-1,7%	44 €	0,9%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	60,7%	5,1%	82 €	-7,5%	50 €	-2,8%	52,3%	0,9%	82 €	-1,1%	43 €	-0,2%
Cannes	50,6%	2,9%	97 €	-0,9%	49 €	2,0%	40,4%	0,7%	96 €	0,7%	39 €	1,4%
Dijon	63,4%	4,6%	83 €	2,7%	53 €	7,5%	48,1%	-6,7%	82 €	1,5%	40 €	-5,2%
Grenoble	56,8%	15,5%	100 €	-1,6%	57 €	13,6%	53,0%	4,4%	99 €	-2,2%	53 €	2,0%
Le Havre	68,6%	7,6%	82 €	-4,5%	56 €	2,8%	58,7%	-6,6%	84 €	-2,1%	49 €	-8,6%
Lille	62,2%	5,6%	81 €	-6,4%	50 €	-1,1%	56,8%	-0,3%	86 €	-7,3%	49 €	-7,6%
Lyon	64,0%	5,8%	93 €	-1,9%	59 €	3,9%	57,1%	-4,7%	94 €	-6,3%	54 €	-10,7%
Marseille	73,9%	7,0%	90 €	-1,4%	67 €	5,5%	60,7%	0,2%	89 €	-0,8%	54 €	-0,6%
Montpellier	67,1%	14,4%	85 €	-5,9%	57 €	7,6%	55,4%	7,5%	83 €	-6,6%	46 €	0,4%
Nancy	71,2%	33,0%	78 €	-1,3%	55 €	31,3%	52,6%	5,2%	80 €	-0,3%	42 €	4,9%
Nantes	55,2%	3,1%	82 €	-1,4%	45 €	1,7%	53,9%	-0,7%	84 €	0,0%	45 €	-0,7%
Niort	53,3%	-10,4%	86 €	3,7%	46 €	-7,1%	51,6%	-7,6%	85 €	-2,2%	44 €	-9,6%
Nice	73,3%	-0,1%	96 €	0,1%	70 €	0,0%	52,9%	-8,5%	84 €	-0,6%	44 €	-9,1%
Pau	54,3%	1,9%	78 €	-1,1%	42 €	0,8%	52,6%	5,7%	78 €	-1,3%	41 €	4,3%
Reims	62,5%	-0,9%	101 €	4,0%	63 €	3,1%	51,2%	-2,2%	98 €	2,8%	50 €	0,5%
Rennes	60,4%	5,4%	83 €	-4,4%	50 €	0,8%	53,2%	1,8%	89 €	-3,7%	47 €	-1,9%
Rouen	60,0%	3,6%	88 €	-1,2%	53 €	2,4%	53,3%	-0,5%	88 €	-0,3%	47 €	-0,8%
Strasbourg	65,4%	3,2%	99 €	7,3%	64 €	10,7%	56,9%	10,4%	97 €	3,6%	55 €	14,4%
Toulouse	59,8%	-2,3%	97 €	-3,3%	58 €	-5,6%	55,7%	-1,5%	97 €	-4,5%	54 €	-5,9%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												

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# Performances Main cities in Regions

## April 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	66,0%	18,6%	64 €	-2,8%	42 €	15,3%	52,5%	13,2%	64 €	-3,9%	33 €	8,8%
Angers	60,6%	-3,9%	67 €	5,6%	41 €	1,5%	56,1%	-2,3%	69 €	1,4%	39 €	-1,0%
Avignon	63,1%	-0,2%	64 €	3,4%	40 €	3,2%	49,0%	-4,9%	61 €	2,7%	30 €	-2,3%
Bayonne-Anglet-Biarritz	57,5%	3,0%	58 €	-5,7%	33 €	-2,9%	44,1%	-13,2%	55 €	0,6%	24 €	-12,7%
Bordeaux	63,1%	-2,6%	63 €	-5,8%	40 €	-8,3%	57,1%	4,1%	64 €	-4,0%	37 €	-0,1%
Dijon	74,0%	2,6%	61 €	-4,8%	45 €	-2,3%	64,6%	3,1%	61 €	-5,0%	39 €	-2,1%
Grenoble	59,1%	12,1%	61 €	-3,3%	36 €	8,3%	55,4%	-2,2%	62 €	-1,8%	34 €	-4,0%
Le Havre	51,6%	0,2%	57 €	-3,8%	29 €	-3,7%	51,0%	4,9%	58 €	-11,9%	30 €	-7,6%
Lille	68,0%	-0,3%	65 €	-6,2%	44 €	-6,5%	61,5%	-3,2%	69 €	-6,1%	42 €	-9,1%
Lyon	68,0%	3,4%	68 €	-5,3%	47 €	-2,1%	60,9%	-6,1%	69 €	-8,9%	42 €	-14,4%
Marseille	73,2%	15,4%	68 €	-0,8%	50 €	14,4%	56,5%	0,7%	66 €	-0,8%	37 €	0,0%
Metz	66,6%	9,9%	62 €	-6,9%	41 €	2,3%	54,1%	3,9%	64 €	-6,0%	34 €	-2,4%
Montpellier	73,6%	6,9%	73 €	4,0%	53 €	11,2%	63,7%	6,6%	68 €	-0,4%	43 €	6,2%
Nancy	70,6%	18,7%	62 €	3,6%	44 €	23,0%	56,6%	8,0%	62 €	1,1%	35 €	9,1%
Nantes	59,3%	7,7%	63 €	-5,4%	37 €	1,9%	53,1%	-3,1%	65 €	-3,1%	34 €	-6,1%
Niort	51,9%	0,9%	62 €	0,4%	32 €	1,3%	49,9%	-1,0%	61 €	-0,1%	31 €	-1,1%
Pau	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Reims	63,3%	2,3%	66 €	-1,9%	42 €	0,3%	54,6%	4,1%	65 €	-3,2%	35 €	0,8%
Rennes	66,7%	3,3%	66 €	4,4%	44 €	7,8%	60,8%	-0,4%	68 €	-0,9%	41 €	-1,3%
Rouen	58,7%	-1,4%	61 €	-0,9%	36 €	-2,3%	54,7%	3,6%	61 €	-2,2%	33 €	1,3%
Strasbourg	74,1%	10,7%	65 €	3,4%	48 €	14,5%	64,5%	13,5%	65 €	1,5%	42 €	15,2%
Toulouse	66,3%	7,5%	64 €	-4,3%	43 €	2,9%	60,5%	1,1%	64 €	-5,7%	39 €	-4,7%
<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
	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	59,2%	-9,7%	41 €	2,0%	24 €	-7,9%	56,6%	-6,4%	41 €	1,0%	23 €	-5,4%
Avignon	66,0%	1,3%	37 €	5,7%	25 €	7,1%	61,4%	1,8%	35 €	2,6%	22 €	4,5%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	67,9%	-8,2%	41 €	9,0%	28 €	0,1%	64,8%	-1,8%	38 €	3,4%	25 €	1,5%
Dijon	65,3%	-7,2%	41 €	7,2%	27 €	-0,5%	62,0%	-9,0%	40 €	3,1%	25 €	-6,2%
Grenoble	54,2%	0,0%	42 €	4,4%	23 €	4,5%	54,2%	-11,1%	40 €	0,1%	22 €	-11,0%
Le Havre	66,2%	-1,7%	42 €	3,6%	28 €	1,8%	66,7%	4,1%	41 €	1,5%	27 €	5,6%
Lille	65,9%	1,9%	43 €	5,0%	28 €	7,0%	61,1%	-0,3%	41 €	-0,8%	25 €	-1,1%
Lyon	70,5%	3,9%	44 €	9,1%	31 €	13,3%	66,9%	-2,9%	41 €	0,0%	28 €	-2,9%
Marseille	69,1%	3,7%	44 €	5,3%	31 €	9,2%	61,7%	3,2%	42 €	0,3%	26 €	3,5%
Metz	65,6%	-10,4%	40 €	6,0%	26 €	-5,0%	62,9%	-4,0%	38 €	0,2%	24 €	-3,8%
Montpellier	62,5%	-6,0%	41 €	10,2%	25 €	3,6%	61,2%	-1,0%	37 €	3,3%	23 €	2,3%
Nancy	54,0%	-8,4%	39 €	0,0%	21 €	-8,4%	53,7%	-9,0%	38 €	-2,2%	21 €	-11,0%
Nantes	64,7%	-2,0%	45 €	4,4%	29 €	2,3%	61,4%	-3,5%	44 €	1,5%	27 €	-2,1%
Niort	62,9%	-8,9%	36 €	-2,4%	22 €	-11,1%	54,5%	-7,4%	36 €	-2,2%	20 €	-9,4%
Pau	56,8%	-3,9%	37 €	11,6%	21 €	7,3%	52,4%	-7,1%	34 €	4,0%	18 €	-3,4%
Rennes	61,4%	1,1%	42 €	4,8%	26 €	6,0%	59,2%	2,5%	41 €	2,6%	24 €	5,2%
Rouen	62,9%	-0,9%	44 €	1,6%	28 €	0,7%	58,1%	-3,3%	44 €	1,0%	25 €	-2,3%
Strasbourg	59,0%	-14,0%	41 €	-0,4%	24 €	-14,4%	60,3%	1,4%	40 €	-1,6%	24 €	-0,2%
Toulouse	68,6%	-0,3%	42 €	5,3%	29 €	5,0%	65,9%	3,9%	39 €	0,7%	26 €	4,6%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												

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# Informations

## Definitions

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

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

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

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

ADR and RevPAR are expressed in Euros, excluding VAT

## Categories

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

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

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

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

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

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# Informations

## In Extenso – member of Deloitte

### About Deloitte in France

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

### Tourism, Hotels & Restaurants Desk

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

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

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