

In Extenso

tourisme, hôtellerie et restauration

French Hotel Industry Performances

December



Membre de **Deloitte**.

2011 ends on a mixed note

After December 2011 was marked by a slowdown in growth for the budget and 2 star sectors. In the 3 star market, the pattern varied throughout France, with Paris and a number of regional towns resisting well and others experiencing sharp declines in occupancy. However, average RevPAR did grow in this category. In the 4 star market, the upswing continued.

2011 won't beat any records, although the French hotel industry did post improving results. Rooms revenue grew for all categories – a phenomenon common to most areas in France. Paris, the Côte d'Azur and French regions all experienced increasing average rates and occupancy. The return of guests – although sometimes modest – is good news during these difficult economic times.

French market

Monthly performance

December	5* - 4 *	3 *	2 *
OR 2011	55,5%	54,3%	53,8%
Var. /n-1	-0,6%	-1,5%	-1,2%
ADR 2011	229 €	96 €	63 €
Var. /n-1	7,9%	2,8%	0,2%
RevPAR 2011	127 €	52 €	34 €
Var. /n-1	7,2%	1,2%	-1,0%

Year To Date performance

December	5* - 4 *	3 *	2 *
OR 2011	68,8%	67,2%	64,8%
Var. /n-1	4,0%	2,2%	0,8%
ADR 2011	242 €	99 €	65 €
Var. /n-1	5,4%	3,9%	2,1%
RevPAR 2011	167 €	66 €	42 €
Var. /n-1	9,6%	6,1%	2,9%

Definitions

OR = Occupancy Rate

ADR = Average Daily Rate

RevPAR = Revenue per available room

In accordance with the ongoing economic gloom, growth in the budget and 2 star sectors ran out of steam in December 2011. However, a number of agglomerations escaped this general trend: Paris, Avignon, Le Havre, Montpellier and Strasbourg, for instance, experienced RevPAR growth of over 5%. In the 3 star segment, falling occupancy was more widespread, occasionally coupled with lower ARR (-5.5% in Rennes, for example). Four star hotels posted positive results, although the significant drop in RevPAR for upscale hotels in Roissy (-33%) can be noted – however, these hotels did benefit from exceptional activity in December 2010.

In 2011, the 3 star market was boosted by the slight economic improvement and by a full MICE calendar. The return of the individual business segment, along with an active MICE market, led to rising rooms revenues in most destinations. RevPAR growth stemmed from the combined rise in occupancy and average rates. Since 2007, the 4 star segment has gone through a rather turbulent period. Nevertheless, in 2011 this market recorded its second consecutive year of RevPAR growth. Paris, the Côte d'Azur and several agglomerations (Avignon, Bordeaux, Toulouse) even recorded growth in excess of 10%. Large cities thus confirmed their international appeal. One good indicator of this is that international airline traffic in many regional is on the rise. This is the case for Bordeaux (+15%), Nantes (+20%), Nice (+10%) and Paris (+5%).

As for the budget and 2 star sectors, they posted lower growth rates in 2011. However, such establishments were less affected by the international recession.

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Performances Paris

December 2011



Paris-City

Monthly performance

December	OR		ADR		RevPAR	
	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1
Paris Superior 5* - 4*	70,0%	4,0%	573 €	9,0%	401 €	13,3%
Paris Boutique Hotels	66,9%	-5,5%	285 €	8,3%	191 €	2,3%
Paris Standard 5* - 4*	70,9%	2,9%	183 €	6,3%	130 €	9,4%
Paris average - 5* - 4 *	70,4%	2,5%	266 €	7,7%	187 €	10,5%
Paris Superior 3*	80,6%	2,8%	141 €	0,1%	113 €	2,9%
Paris Standard 3*	76,0%	1,4%	102 €	4,2%	78 €	5,7%
Paris - 3*	77,2%	1,8%	113 €	3,0%	87 €	4,9%
Paris - 2*	77,2%	0,7%	80 €	6,1%	61 €	6,9%

Year To Date performance

December	OR		ADR		RevPAR	
	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1
Paris Superior 5* - 4*	78,1%	3,9%	580 €	4,5%	453 €	8,6%
Paris Boutique Hotels	78,1%	2,3%	298 €	5,3%	233 €	7,7%
Paris Standard 5* - 4*	78,6%	4,2%	194 €	8,1%	153 €	12,7%
Paris average - 5* - 4 *	78,5%	4,0%	277 €	6,4%	217 €	10,7%
Paris Superior 3*	85,9%	4,3%	153 €	5,5%	131 €	10,0%
Paris Standard 3*	82,2%	1,6%	108 €	6,6%	89 €	8,3%
Paris - 3*	83,2%	2,3%	120 €	6,5%	100 €	9,0%
Paris - 2*	85,2%	1,2%	81 €	4,6%	69 €	5,9%

Paris suburbs (excluding Paris)

Monthly performance

December	OR		ADR		RevPAR	
	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1
Paris - 5* - 4*	70,4%	2,5%	266 €	7,7%	187 €	10,5%
La Défense - 5* - 4*	n.d.	-	n.d.	-	n.d.	-
Roissy CdG - 5* - 4*	57,8%	-24,3%	91 €	-11,3%	53 €	-32,8%
Paris suburbs* - 5* - 4*	74,3%	4,5%	258 €	4,6%	192 €	9,3%

Year To Date performance

December	OR		ADR		RevPAR	
	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1
Paris - 5* - 4*	78,5%	4,0%	277 €	6,4%	217 €	10,7%
La Défense - 5* - 4*	n.d.	-	n.d.	-	n.d.	-
Roissy CdG - 5* - 4*	70,3%	0,1%	104 €	-1,8%	73 €	-1,6%
Paris suburbs* - 5* - 4*	78,3%	1,0%	226 €	6,0%	177 €	7,1%

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Performance Regions

December 2011



Regions

		<i>Monthly performance</i>				
		<i>December</i>	5* - 4 *	3 *	2 *	
Regions (excl. French Riviera)	OR 2011		47,3%	48,7%	49,8%	
	<i>Var. /n-1</i>		4,2%	1,4%	-0,5%	
	ADR 2011		152 €	90 €	63 €	
	<i>Var. /n-1</i>		3,3%	2,7%	-0,4%	
	RevPAR 2011		72 €	44 €	31 €	
	<i>Var. /n-1</i>		7,7%	4,2%	-1,0%	
	<i>Year To Date performance</i>					
			<i>December</i>	5* - 4 *	3 *	2 *
	OR 2011			60,3%	61,7%	62,0%
	<i>Var. /n-1</i>			4,6%	2,8%	1,1%
ADR 2011			158 €	90 €	65 €	
<i>Var. /n-1</i>			2,8%	2,2%	1,6%	
RevPAR 2011			95 €	56 €	40 €	
<i>Var. /n-1</i>			7,5%	5,0%	2,7%	
French Riviera	<i>Monthly performance</i>					
			<i>December</i>	5* - 4 *	3 *	2 *
	OR 2011			31,1%	37,4%	n.d.
	<i>Var. /n-1</i>			-0,1%	-1,5%	n.d.
	ADR 2011			174 €	79 €	n.d.
	<i>Var. /n-1</i>			3,7%	1,0%	n.d.
	RevPAR 2011			54 €	30 €	n.d.
	<i>Var. /n-1</i>			3,6%	-0,5%	n.d.
	<i>Year To Date performance</i>					
			<i>December</i>	5* - 4 *	3 *	2 *
OR 2011			57,4%	66,1%	n.d.	
<i>Var. /n-1</i>			4,9%	3,5%	n.d.	
ADR 2011			258 €	96 €	n.d.	
<i>Var. /n-1</i>			4,4%	3,3%	n.d.	
RevPAR 2011			148 €	63 €	n.d.	
<i>Var. /n-1</i>			9,4%	6,9%	n.d.	

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Performances Suburbs

December 2011



Paris suburbs (excluding Paris)

3 star market	Monthly performance							
	December	departments						Average suburbs
		77	78	91	92	93	94	
OR 2011	71,2%	48,6%	52,8%	60,7%	41,5%	69,2%	50,4%	57,8%
Var. /n-1	-3,4%	3,8%	-4,0%	1,3%	-28,3%	0,1%	-28,1%	-7,3%
ADR 2011	143 €	100 €	90 €	102 €	71 €	76 €	93 €	102 €
Var. /n-1	0,0%	-0,8%	-0,7%	5,0%	-3,5%	-1,2%	2,3%	2,1%
RevPAR 2011	102 €	49 €	47 €	62 €	29 €	53 €	47 €	59 €
Var. /n-1	-3,3%	3,0%	-4,7%	6,4%	-30,9%	-1,1%	-26,4%	-5,3%
3 star market	Year To Date performance							
	December	departments						Average suburbs
		77	78	91	92	93	94	
OR 2011	77,4%	63,8%	64,2%	70,4%	62,1%	75,9%	69,5%	69,7%
Var. /n-1	-1,6%	7,9%	4,9%	-0,1%	-3,6%	1,9%	-1,7%	0,6%
ADR 2011	129 €	104 €	90 €	106 €	75 €	79 €	99 €	102 €
Var. /n-1	4,6%	0,6%	3,0%	6,3%	5,4%	5,0%	4,4%	4,5%
RevPAR 2011	100 €	66 €	58 €	75 €	47 €	60 €	69 €	71 €
Var. /n-1	2,9%	8,6%	8,0%	6,2%	1,7%	6,9%	2,7%	5,2%
2 star market	Monthly performance							
	December	departments						Average suburbs
		77	78	91	92	93	94	
OR 2011	58,5%	60,0%	50,7%	60,8%	60,3%	67,8%	54,5%	58,8%
Var. /n-1	-2,4%	6,6%	2,5%	-0,3%	-1,8%	-0,2%	-18,8%	-5,2%
ADR 2011	60 €	77 €	67 €	70 €	57 €	64 €	55 €	61 €
Var. /n-1	-2,3%	0,8%	-0,2%	1,7%	-6,3%	2,9%	3,3%	0,3%
RevPAR 2011	35 €	46 €	34 €	42 €	34 €	43 €	30 €	36 €
Var. /n-1	-4,7%	7,5%	2,3%	1,3%	-7,9%	2,7%	-16,2%	-4,9%
2 star market	Year To Date performance							
	December	départements						IDF (hors Paris)
		77	78	91	92	93	94	
OR 2011	66,9%	65,0%	58,9%	69,4%	72,6%	76,0%	64,3%	68,2%
Var. /n-1	2,4%	-1,7%	2,1%	2,9%	3,7%	-0,8%	-2,8%	0,9%
ADR 2011	60 €	80 €	66 €	69 €	57 €	65 €	59 €	63 €
Var. /n-1	1,4%	3,3%	-1,0%	2,9%	-1,1%	4,4%	3,4%	1,9%
RevPAR 2011	40 €	52 €	39 €	48 €	42 €	49 €	38 €	43 €
Var. /n-1	3,8%	1,6%	1,1%	5,9%	2,6%	3,5%	0,5%	2,8%
0/1 star market	Monthly performance							
	December	departments						IDF (hors Paris)
		77	78	91	92	93	94	
OR 2011	67,4%	67,9%	62,4%	n.d.	76,6%	73,1%	71,4%	70,4%
Var. /n-1	5,8%	4,2%	3,7%	-	3,0%	-5,3%	-7,7%	0,5%
ADR 2011	40 €	42 €	39 €	n.d.	42 €	44 €	40 €	42 €
Var. /n-1	-0,3%	2,4%	0,2%	-	4,7%	4,3%	1,0%	2,6%
RevPAR 2011	27 €	28 €	24 €	n.d.	32 €	32 €	29 €	30 €
Var. /n-1	5,5%	6,6%	3,8%	-	7,9%	-1,2%	-6,7%	3,0%
0/1 star market	Year To Date performance							
	December	departments						IDF (hors Paris)
		77	78	91	92	93	94	
OR 2011	66,0%	72,7%	68,9%	n.d.	79,0%	77,3%	77,7%	74,3%
Var. /n-1	-0,2%	1,8%	4,6%	-	3,2%	-3,3%	1,2%	1,5%
ADR 2011	41 €	42 €	39 €	n.d.	42 €	44 €	41 €	42 €
Var. /n-1	4,2%	3,2%	3,6%	-	2,7%	4,9%	2,1%	3,4%
RevPAR 2011	27 €	30 €	27 €	n.d.	33 €	34 €	32 €	31 €
Var. /n-1	4,0%	5,0%	8,4%	-	6,0%	1,5%	3,3%	5,0%

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Performances North-East

December 2011



North-east & Cities

5/4-star	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1
North-East - 5* - 4*	55,1%	5,4%	137 €	3,0%	76 €	8,5%	59,2%	5,6%	130 €	-0,8%	77 €	4,8%
Dijon	41,6%	-5,7%	122 €	4,1%	51 €	-1,8%	63,3%	3,7%	123 €	2,8%	78 €	6,6%
Lille	55,3%	1,6%	119 €	-1,0%	66 €	0,6%	56,2%	4,6%	117 €	1,4%	66 €	6,1%
Metz	insufficient supply						insufficient supply					
Nancy	insufficient supply						insufficient supply					
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	87,9%	11,2%	138 €	2,1%	122 €	13,5%	66,5%	9,4%	120 €	-2,3%	80 €	6,9%

3-star	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1
North-East - 3*	51,9%	1,8%	92 €	3,4%	48 €	5,2%	59,0%	2,0%	87 €	1,5%	52 €	3,5%
Dijon	49,3%	10,7%	74 €	-1,5%	37 €	9,1%	62,2%	-0,9%	83 €	1,3%	52 €	0,4%
Lille	55,1%	-6,1%	90 €	5,8%	50 €	-0,6%	64,9%	1,9%	89 €	3,4%	58 €	5,4%
Metz	in progress						in progress					
Nancy	46,1%	-3,9%	81 €	1,4%	37 €	-2,6%	57,6%	4,8%	80 €	3,9%	46 €	8,9%
Reims	54,4%	1,6%	91 €	3,1%	50 €	4,8%	66,1%	1,1%	94 €	1,4%	62 €	2,5%
Strasbourg	81,2%	1,3%	121 €	4,0%	98 €	5,3%	65,7%	1,0%	96 €	1,3%	63 €	2,3%

2-star	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1
North-East - 2*	53,4%	0,1%	64 €	-0,6%	34 €	-0,5%	62,4%	2,2%	63 €	0,7%	39 €	3,0%
Dijon	51,6%	5,0%	62 €	1,2%	32 €	6,3%	64,2%	-2,8%	65 €	3,0%	41 €	0,0%
Lille	61,5%	2,8%	71 €	0,4%	44 €	3,2%	67,7%	7,1%	73 €	1,8%	49 €	9,0%
Metz	55,6%	-7,5%	65 €	0,9%	36 €	-6,6%	65,6%	-1,1%	67 €	2,0%	44 €	0,9%
Nancy	47,6%	-8,3%	57 €	-1,1%	27 €	-9,3%	55,9%	0,0%	58 €	0,3%	33 €	0,3%
Reims	54,6%	-5,9%	65 €	6,2%	35 €	-0,1%	66,7%	6,1%	64 €	1,4%	43 €	7,5%
Strasbourg	85,6%	7,5%	77 €	1,1%	66 €	8,6%	67,7%	3,0%	66 €	0,7%	44 €	3,7%

0/1-star	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1
North-East - 0/1 star	55,9%	-1,3%	40 €	2,8%	22 €	1,4%	66,1%	-0,2%	40 €	3,3%	26 €	3,1%
Dijon	61,1%	-2,7%	39 €	3,0%	24 €	0,3%	76,4%	2,6%	39 €	3,7%	30 €	6,3%
Lille	61,3%	-2,3%	37 €	0,8%	23 €	-1,5%	68,4%	1,3%	38 €	1,8%	26 €	3,1%
Metz	59,1%	-2,1%	38 €	5,1%	22 €	2,9%	74,2%	6,3%	37 €	2,7%	28 €	9,2%
Nancy	54,0%	4,9%	38 €	3,1%	21 €	8,2%	61,9%	-1,9%	38 €	5,0%	24 €	3,0%
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	79,1%	3,1%	41 €	1,6%	33 €	4,7%	64,0%	2,5%	39 €	4,5%	25 €	7,1%

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 2011



North-West & Cities

5/4-star	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1
North-West - 5* - 4*	49,5%	4,8%	191 €	3,7%	95 €	8,6%	63,8%	2,8%	185 €	3,2%	118 €	6,1%
Amiens			insufficient supply						insufficient supply			
Angers			insufficient supply						insufficient supply			
Le Havre			insufficient supply						insufficient supply			
Nantes			insufficient supply						insufficient supply			
Rennes			insufficient supply						insufficient supply			
Rouen			insufficient supply						insufficient supply			
3-star	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1
	North-West - 3*	43,2%	4,4%	88 €	6,1%	38 €	10,7%	59,7%	4,2%	90 €	1,9%	54 €
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	39,1%	-4,0%	89 €	2,6%	35 €	-1,5%	61,9%	1,3%	90 €	4,5%	56 €	5,9%
Nantes	49,4%	6,1%	82 €	-1,4%	41 €	4,7%	58,8%	2,0%	89 €	3,9%	53 €	5,9%
Rennes	50,3%	-4,5%	84 €	-5,5%	42 €	-9,7%	62,2%	1,4%	85 €	2,7%	53 €	4,2%
Rouen	40,3%	-4,7%	92 €	2,1%	37 €	-2,7%	58,8%	1,2%	94 €	1,4%	55 €	2,7%
2-star	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1
	North-West - 2*	46,9%	-1,0%	62 €	1,3%	29 €	0,4%	60,2%	0,5%	64 €	2,0%	39 €
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	48,1%	3,2%	64 €	3,4%	31 €	6,6%	57,7%	2,4%	66 €	3,2%	38 €	5,6%
Le Havre	43,3%	20,2%	60 €	1,6%	26 €	22,2%	56,8%	2,0%	61 €	3,0%	34 €	5,0%
Nantes	50,8%	-1,8%	67 €	4,1%	34 €	2,3%	60,5%	-0,6%	68 €	3,9%	41 €	3,2%
Rennes	52,2%	-2,8%	65 €	-4,4%	34 €	-7,1%	60,3%	1,6%	65 €	3,2%	39 €	4,8%
Rouen	48,9%	3,1%	58 €	-2,6%	29 €	0,4%	60,0%	0,7%	61 €	2,2%	37 €	2,9%
0/1-star	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1
	North-West - 0/1 star	52,0%	0,3%	40 €	1,0%	21 €	1,3%	66,9%	1,6%	41 €	1,8%	27 €
Amiens	71,6%	20,3%	42 €	2,9%	30 €	23,9%	76,4%	8,4%	41 €	0,7%	31 €	9,2%
Angers	57,6%	4,0%	37 €	1,4%	21 €	5,5%	69,6%	3,9%	37 €	0,7%	25 €	4,6%
Le Havre	52,9%	-2,9%	39 €	2,2%	21 €	-0,7%	72,8%	6,9%	39 €	4,7%	29 €	11,9%
Nantes	53,8%	-10,1%	41 €	1,9%	22 €	-8,3%	66,4%	-1,9%	42 €	2,6%	28 €	0,6%
Rennes	51,3%	-4,2%	38 €	0,1%	20 €	-4,0%	59,2%	-1,3%	38 €	0,8%	23 €	-0,5%
Rouen	57,5%	2,1%	40 €	1,3%	23 €	3,4%	68,0%	2,5%	40 €	1,0%	27 €	3,5%

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 2011



South-East (excl. French Riviera) & Cities

5/4-star	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1
South-East - 5* - 4*	44,4%	0,9%	146 €	1,3%	65 €	2,3%	62,3%	3,7%	150 €	2,4%	93 €	6,2%
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	35,6%	3,6%	110 €	-5,6%	39 €	-2,1%	63,7%	16,9%	138 €	-3,3%	88 €	13,1%
Grenoble	insufficient supply						insufficient supply					
Lyon	56,8%	-6,4%	140 €	2,5%	79 €	-4,0%	64,5%	2,8%	127 €	4,9%	82 €	7,9%
Marseille	38,3%	-4,4%	129 €	3,5%	50 €	-1,0%	60,4%	4,8%	138 €	1,4%	84 €	6,3%
Montpellier	57,0%	6,1%	141 €	13,1%	81 €	20,0%	69,6%	-0,8%	145 €	4,9%	101 €	4,1%
St Etienne	insufficient supply						insufficient supply					
3-star	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1
	South-East - 3*	50,1%	-0,5%	90 €	1,1%	45 €	0,6%	65,1%	2,6%	92 €	2,6%	60 €
Aix en Provence	40,0%	-15,4%	85 €	-1,3%	34 €	-16,5%	63,3%	-3,6%	89 €	4,5%	57 €	0,7%
Avignon	41,0%	5,4%	79 €	4,3%	32 €	9,9%	66,5%	5,2%	92 €	3,9%	61 €	9,3%
Grenoble	46,3%	-1,9%	98 €	1,6%	46 €	-0,4%	56,4%	-1,6%	103 €	4,6%	58 €	3,0%
Lyon	60,8%	2,4%	107 €	-4,0%	65 €	-1,7%	64,5%	2,6%	102 €	4,1%	66 €	6,8%
Marseille	47,0%	-11,3%	95 €	-2,5%	45 €	-13,5%	68,0%	-1,2%	98 €	1,7%	67 €	0,4%
Montpellier	48,2%	-0,1%	92 €	1,2%	44 €	1,1%	68,6%	2,2%	94 €	1,9%	65 €	4,1%
St Etienne	in progress						in progress					
2-star	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1
	South-East - 2*	50,0%	-0,8%	64 €	-0,7%	32 €	-1,4%	63,3%	0,6%	66 €	2,2%	42 €
Aix en Provence	44,2%	-10,2%	64 €	-3,2%	28 €	-13,0%	64,1%	2,7%	71 €	1,9%	45 €	4,6%
Avignon	39,0%	12,0%	55 €	0,9%	21 €	13,0%	64,3%	6,9%	65 €	2,7%	41 €	9,8%
Grenoble	51,6%	-8,2%	66 €	2,9%	34 €	-5,6%	63,2%	-3,2%	67 €	4,3%	42 €	1,0%
Lyon	58,2%	-6,6%	76 €	2,9%	44 €	-3,9%	64,8%	-2,4%	73 €	4,7%	47 €	2,3%
Marseille	47,2%	-7,1%	67 €	-1,9%	32 €	-8,9%	65,5%	1,4%	69 €	-1,0%	45 €	0,4%
Montpellier	62,3%	6,5%	66 €	1,8%	41 €	8,5%	74,5%	0,2%	69 €	3,8%	52 €	4,0%
St Etienne	in progress						in progress					
0/1-star	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1
	South-East - 0/1 star	52,4%	0,2%	40 €	0,5%	21 €	0,7%	66,4%	-0,1%	41 €	1,5%	27 €
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	51,8%	13,9%	35 €	0,6%	18 €	14,6%	71,7%	2,8%	37 €	2,4%	26 €	5,2%
Grenoble	61,9%	-5,0%	40 €	1,2%	25 €	-3,9%	72,6%	-2,5%	41 €	0,8%	30 €	-1,8%
Lyon	64,5%	-1,5%	40 €	2,6%	26 €	1,1%	70,4%	1,7%	39 €	2,2%	28 €	3,9%
Marseille	55,9%	-8,8%	39 €	0,2%	22 €	-8,6%	70,6%	-4,9%	41 €	-1,5%	29 €	-6,3%
Montpellier	55,6%	-7,6%	37 €	3,3%	21 €	-4,6%	77,0%	4,4%	38 €	2,3%	30 €	6,8%
St Etienne	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-

Departments in the South-Eastern set :

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

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Performances French Riviera

December 2011



French Riviera

December	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1
Superior 5* - 4*	33,8%	1,4%	228 €	5,3%	77 €	6,7%	57,3%	7,9%	365 €	3,9%	209 €	12,1%
Boutique Hotel	32,9%	5,7%	106 €	12,7%	35 €	19,1%	64,9%	4,5%	142 €	0,2%	92 €	4,7%
Standard 5* - 4*	27,6%	-2,8%	112 €	-5,2%	31 €	-7,9%	56,3%	1,6%	161 €	2,0%	91 €	3,6%
Average 5/4 star	31,1%	-0,1%	174 €	3,7%	54 €	3,6%	57,4%	4,9%	258 €	4,4%	148 €	9,4%
Average 3 star	37,4%	-1,5%	79 €	1,0%	30 €	-0,5%	66,1%	3,5%	96 €	3,3%	63 €	6,9%

French Riviera Cities

December	Monthly performance						Year To date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1
Cannes Superior 5* - 4*	33,4%	-12,2%	221 €	9,5%	74 €	-3,9%	56,6%	7,2%	406 €	4,0%	230 €	11,5%
Cannes Boutique Hotels	25,2%	-7,6%	107 €	-1,9%	27 €	-9,3%	56,0%	8,4%	158 €	-9,6%	89 €	-2,0%
Cannes Standard 5* - 4*	23,9%	-11,4%	110 €	-3,9%	26 €	-14,9%	52,4%	4,4%	173 €	3,2%	91 €	7,8%
Cannes - 5* - 4*	29,1%	-11,5%	178 €	6,7%	52 €	-5,6%	54,7%	6,1%	292 €	4,5%	160 €	10,9%
Cannes - 3*	30,3%	-3,4%	92 €	6,7%	28 €	3,0%	57,9%	7,2%	108 €	8,8%	63 €	16,6%
Nice - 5* - 4*	35,8%	2,5%	127 €	1,4%	45 €	3,9%	66,0%	3,1%	174 €	3,2%	115 €	6,4%
Nice - 3*	40,6%	-2,0%	78 €	-0,4%	32 €	-2,4%	70,5%	2,2%	95 €	1,7%	67 €	4,0%
Monaco Superior 5* - 4*	30,6%	12,7%	248 €	-0,7%	76 €	11,9%	55,1%	9,4%	344 €	2,4%	189 €	12,0%
Monaco Standard 5* - 4*	32,0%	30,7%	142 €	-8,4%	45 €	19,7%	59,2%	1,1%	190 €	-1,1%	112 €	0,0%
Monaco - 5* - 4*	30,7%	15,1%	235 €	-0,5%	72 €	14,6%	55,7%	8,1%	319 €	2,1%	178 €	10,4%

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

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Performances South West

December 2011



South-West & Cities

	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1
5/4-star												
South-West - 5* - 4*	42,0%	8,2%	172 €	6,8%	72 €	15,6%	55,8%	6,1%	193 €	7,2%	108 €	13,7%
Bordeaux	34,1%	8,6%	197 €	5,6%	67 €	14,6%	48,9%	7,6%	199 €	9,6%	97 €	17,9%
Toulouse	50,1%	5,9%	119 €	-5,2%	60 €	0,4%	62,7%	9,2%	121 €	0,7%	76 €	10,0%
3-star												
South-West - 3*	45,5%	0,4%	88 €	2,5%	40 €	2,8%	62,1%	3,2%	91 €	2,8%	57 €	6,2%
Bordeaux	42,2%	-5,1%	79 €	-2,3%	33 €	-7,3%	60,6%	1,8%	84 €	3,4%	51 €	5,2%
Toulouse	53,1%	4,9%	96 €	1,2%	51 €	6,2%	65,7%	4,6%	100 €	1,6%	66 €	6,2%
2-star												
South-West - 2*	45,8%	0,9%	62 €	-1,4%	28 €	-0,6%	59,8%	0,1%	67 €	2,3%	40 €	2,4%
Bordeaux	47,0%	0,0%	68 €	-3,4%	32 €	-3,4%	62,9%	0,8%	69 €	2,3%	43 €	3,2%
Toulouse	53,7%	2,2%	62 €	-1,9%	33 €	0,2%	60,2%	2,6%	68 €	2,6%	41 €	5,2%
0/1-star												
South-West - 0/1 star	50,8%	-2,2%	38 €	-0,1%	19 €	-2,3%	66,9%	1,0%	40 €	1,3%	27 €	2,4%
Bordeaux	56,1%	-4,3%	35 €	-0,6%	20 €	-4,9%	69,1%	0,5%	37 €	0,8%	26 €	1,4%
Toulouse	60,5%	-3,4%	38 €	-1,8%	23 €	-5,1%	73,0%	4,1%	39 €	-1,8%	28 €	2,3%

Departments in the South-Western set :

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

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Performances Main cities in Regions

December 2011



Main cities in Regions – 5/4* and 3*

5/4-star	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1
Avignon	35,6%	3,6%	110 €	-5,6%	39 €	-2,1%	63,7%	16,9%	138 €	-3,3%	88 €	13,1%
Bordeaux	34,1%	8,6%	197 €	5,6%	67 €	14,6%	48,9%	7,6%	199 €	9,6%	97 €	17,9%
Cannes	29,1%	-11,5%	178 €	6,7%	52 €	-5,6%	54,7%	6,1%	292 €	4,5%	160 €	10,9%
Lille	55,3%	1,6%	119 €	-1,0%	66 €	0,6%	56,2%	4,6%	117 €	1,4%	66 €	6,1%
Lyon	56,8%	-6,4%	140 €	2,5%	79 €	-4,0%	64,5%	2,8%	127 €	4,9%	82 €	7,9%
Marseille	38,3%	-4,4%	129 €	3,5%	50 €	-1,0%	60,4%	4,8%	138 €	1,4%	84 €	6,3%
Monaco	30,7%	15,1%	235 €	-0,5%	72 €	14,6%	55,7%	8,1%	319 €	2,1%	178 €	10,4%
Montpellier	57,0%	6,1%	141 €	13,1%	81 €	20,0%	69,6%	-0,8%	145 €	4,9%	101 €	4,1%
Nice	35,8%	2,5%	127 €	1,4%	45 €	3,9%	66,0%	3,1%	174 €	3,2%	115 €	6,4%
Strasbourg	87,9%	11,2%	138 €	2,1%	122 €	13,5%	66,5%	9,4%	120 €	-2,3%	80 €	6,9%
Toulouse	50,1%	5,9%	119 €	-5,2%	60 €	0,4%	62,7%	9,2%	121 €	0,7%	76 €	10,0%

3-star	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1
Aix en Provence	40,0%	-15,4%	85 €	-1,3%	34 €	-16,5%	63,3%	-3,6%	89 €	4,5%	57 €	0,7%
Avignon	41,0%	5,4%	79 €	4,3%	32 €	9,9%	66,5%	5,2%	92 €	3,9%	61 €	9,3%
Bordeaux	42,2%	-5,1%	79 €	-2,3%	33 €	-7,3%	60,6%	1,8%	84 €	3,4%	51 €	5,2%
Cannes	30,3%	-3,4%	92 €	6,7%	28 €	3,0%	57,9%	7,2%	108 €	8,8%	63 €	16,6%
Grenoble	46,3%	-1,9%	98 €	1,6%	46 €	-0,4%	56,4%	-1,6%	103 €	4,6%	58 €	3,0%
Lille	55,1%	-6,1%	90 €	5,8%	50 €	-0,6%	64,9%	1,9%	89 €	3,4%	58 €	5,4%
Lyon	60,8%	2,4%	107 €	-4,0%	65 €	-1,7%	64,5%	2,6%	102 €	4,1%	66 €	6,8%
Marseille	47,0%	-11,3%	95 €	-2,5%	45 €	-13,5%	68,0%	-1,2%	98 €	1,7%	67 €	0,4%
Montpellier	48,2%	-0,1%	92 €	1,2%	44 €	1,1%	68,6%	2,2%	94 €	1,9%	65 €	4,1%
Nancy	46,1%	-3,9%	81 €	1,4%	37 €	-2,6%	57,6%	4,8%	80 €	3,9%	46 €	8,9%
Nantes	49,4%	6,1%	82 €	-1,4%	41 €	4,7%	58,8%	2,0%	89 €	3,9%	53 €	5,9%
Nice	40,6%	-2,0%	78 €	-0,4%	32 €	-2,4%	70,5%	2,2%	95 €	1,7%	67 €	4,0%
Reims	54,4%	1,6%	91 €	3,1%	50 €	4,8%	66,1%	1,1%	94 €	1,4%	62 €	2,5%
Rennes	50,3%	-4,5%	84 €	-5,5%	42 €	-9,7%	62,2%	1,4%	85 €	2,7%	53 €	4,2%
Rouen	40,3%	-4,7%	92 €	2,1%	37 €	-2,7%	58,8%	1,2%	94 €	1,4%	55 €	2,7%
Strasbourg	81,2%	1,3%	121 €	4,0%	98 €	5,3%	65,7%	1,0%	96 €	1,3%	63 €	2,3%
Toulouse	53,1%	4,9%	96 €	1,2%	51 €	6,2%	65,7%	4,6%	100 €	1,6%	66 €	6,2%

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Performances Main cities in Regions

December 2011



Main cities in regions – 2* and 0/1*

2-star	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1
Aix en Provence	44,2%	-10,2%	64 €	-3,2%	28 €	-13,0%	64,1%	2,7%	71 €	1,9%	45 €	4,6%
Angers	48,1%	3,2%	64 €	3,4%	31 €	6,6%	57,7%	2,4%	66 €	3,2%	38 €	5,6%
Avignon	39,0%	12,0%	55 €	0,9%	21 €	13,0%	64,3%	6,9%	65 €	2,7%	41 €	9,8%
Bordeaux	47,0%	0,0%	68 €	-3,4%	32 €	-3,4%	62,9%	0,8%	69 €	2,3%	43 €	3,2%
Grenoble	51,6%	-8,2%	66 €	2,9%	34 €	-5,6%	63,2%	-3,2%	67 €	4,3%	42 €	1,0%
Lille	61,5%	2,8%	71 €	0,4%	44 €	3,2%	67,7%	7,1%	73 €	1,8%	49 €	9,0%
Lyon	58,2%	-6,6%	76 €	2,9%	44 €	-3,9%	64,8%	-2,4%	73 €	4,7%	47 €	2,3%
Marseille	47,2%	-7,1%	67 €	-1,9%	32 €	-8,9%	65,5%	1,4%	69 €	-1,0%	45 €	0,4%
Metz	55,6%	-7,5%	65 €	0,9%	36 €	-6,6%	65,6%	-1,1%	67 €	2,0%	44 €	0,9%
Montpellier	62,3%	6,5%	66 €	1,8%	41 €	8,5%	74,5%	0,2%	69 €	3,8%	52 €	4,0%
Nancy	47,6%	-8,3%	57 €	-1,1%	27 €	-9,3%	55,9%	0,0%	58 €	0,3%	33 €	0,3%
Nantes	50,8%	-1,8%	67 €	4,1%	34 €	2,3%	60,5%	-0,6%	68 €	3,9%	41 €	3,2%
Reims	54,6%	-5,9%	65 €	6,2%	35 €	-0,1%	66,7%	6,1%	64 €	1,4%	43 €	7,5%
Rennes	52,2%	-2,8%	65 €	-4,4%	34 €	-7,1%	60,3%	1,6%	65 €	3,2%	39 €	4,8%
Rouen	48,9%	3,1%	58 €	-2,6%	29 €	0,4%	60,0%	0,7%	61 €	2,2%	37 €	2,9%
Strasbourg	85,6%	7,5%	77 €	1,1%	66 €	8,6%	67,7%	3,0%	66 €	0,7%	44 €	3,7%
Toulouse	53,7%	2,2%	62 €	-1,9%	33 €	0,2%	60,2%	2,6%	68 €	2,6%	41 €	5,2%

0/1-star	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1
Amiens	71,6%	20,3%	42 €	2,9%	30 €	23,9%	76,4%	8,4%	41 €	0,7%	31 €	9,2%
Angers	57,6%	4,0%	37 €	1,4%	21 €	5,5%	69,6%	3,9%	37 €	0,7%	25 €	4,6%
Avignon	51,8%	13,9%	35 €	0,6%	18 €	14,6%	71,7%	2,8%	37 €	2,4%	26 €	5,2%
Bordeaux	56,1%	-4,3%	35 €	-0,6%	20 €	-4,9%	69,1%	0,5%	37 €	0,8%	26 €	1,4%
Grenoble	61,9%	-5,0%	40 €	1,2%	25 €	-3,9%	72,6%	-2,5%	41 €	0,8%	30 €	-1,8%
Lille	61,3%	-2,3%	37 €	0,8%	23 €	-1,5%	68,4%	1,3%	38 €	1,8%	26 €	3,1%
Lyon	64,5%	-1,5%	40 €	2,6%	26 €	1,1%	70,4%	1,7%	39 €	2,2%	28 €	3,9%
Marseille	55,9%	-8,8%	39 €	0,2%	22 €	-8,6%	70,6%	-4,9%	41 €	-1,5%	29 €	-6,3%
Metz	59,1%	-2,1%	38 €	5,1%	22 €	2,9%	74,2%	6,3%	37 €	2,7%	28 €	9,2%
Montpellier	55,6%	-7,6%	37 €	3,3%	21 €	-4,6%	77,0%	4,4%	38 €	2,3%	30 €	6,8%
Nancy	54,0%	4,9%	38 €	3,1%	21 €	8,2%	61,9%	-1,9%	38 €	5,0%	24 €	3,0%
Nantes	53,8%	-10,1%	41 €	1,9%	22 €	-8,3%	66,4%	-1,9%	42 €	2,6%	28 €	0,6%
Rennes	51,3%	-4,2%	38 €	0,1%	20 €	-4,0%	59,2%	-1,3%	38 €	0,8%	23 €	-0,5%
Rouen	57,5%	2,1%	40 €	1,3%	23 €	3,4%	68,0%	2,5%	40 €	1,0%	27 €	3,5%
Strasbourg	79,1%	3,1%	41 €	1,6%	33 €	4,7%	64,0%	2,5%	39 €	4,5%	25 €	7,1%
Toulouse	60,5%	-3,4%	38 €	-1,8%	23 €	-5,1%	73,0%	4,1%	39 €	-1,8%	28 €	2,3%

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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

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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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