

In Extenso

tourisme, hôtellerie et restauration

French Hotel Industry Performances

February 2014



Membre de **Deloitte**.

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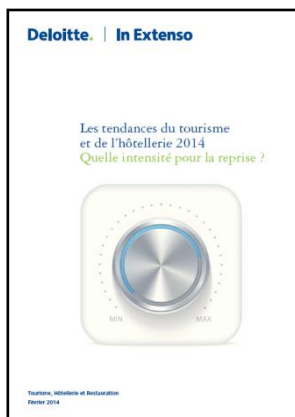
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Publications



2014 Tourism and Hotel Trends, how strong will the recovery be?

Annual publication

Each year, Deloitte and In Extenso THR publish their analysis of the French hotel industry. The 2014 edition focuses on the following themes:

- Employment Tax Credit (CICE): benefits for the hotel industry
- Human capital: major THR salary trends
- Urban apart-hotels: all the indicators are positive
- Local authorities and the lodging sector: hotel development strategies
- The French casino industry: a serious crisis or a return to reality?

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Study

Second edition of the Hotel Commission Study: underway

2014 Agenda

17 April: Hotel Trends conference, "Grand-Ouest", Nantes (invitation only)

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February, a mixed bag

The month of February saw mixed results. At the national level, occupancy and average rates dropped slightly, without, however, entirely collapsing. The Luxury segment was the only one to stay on course, posting positive results. Paris - usually spared from downturns - did not manage to escape during February. Conversely, other destinations benefited from bright spells, giving rise to contrasted results.

Traditionally acclaimed, and in spite of the number of major events held (Agricultural Trade Show, etc.), the Capital saw a stark decrease in trading in February. Occupancy was down in all categories: -0,3% to -7.7%. The same was true of average rates, with the exception of the Luxury segment whose rates grew by 4.7%.

The results were somewhat mixed on the Côte d'Azur: Luxury and Midscale performances were up: ARR grew by up to +13% for the Luxury segment, for instance. In contrast, Upscale and Super-budget hotels posted a decline, reaching a -13.6% drop in RevPAR for Upscale hotels. Cannes managed to stay on course, with satisfactory results thanks to the city hosting MIDEM and the International Games Festival in February: in the Upscale, Midscale and Luxury categories, occupancy grew by around 21% and ARR by 8%.

Concerning other main destinations, Strasbourg experienced a bright spell (as in January), notably in the Midscale and Budget segments (RevPAR grow by 29.4% ad 26.3%, respectively). The holding of two parliamentary sessions, instead of the usual one per month, as well as the "Strasbourg mon amour" marketing campaign, strongly contributed to these results, attracting increasing numbers of visitors in a traditionally calm month.

Furthermore, the organisation of tradeshow such as the CFIA and the Salon Bio in Rennes, or Vinisud and the Salon Vintage in Montpellier, enabled these two cities to pull hotel performances up and post encouraging increases over the first two months of the year. To illustrate, occupancy in Rennes' Midscale hotels grew by 19.7%. RevPAR followed this trend, rising by 34%. In Montpellier, the Luxury and Upscale categories posted the best results, with an occupancy rate that grew by 34.6%, leading to a 42.6% rise in RevPAR.

Lastly, even if indicators vary from city to city, February's results give some hope for improvement at the end of the first trimester 2014, further to a long period of stagnation. This could, however, be more difficult for smaller cities.

Monthly performance

February	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2014	50,0%	51,1%	53,9%	57,3%	59,2%
Var. /n-1	0,4%	-2,1%	-0,4%	1,2%	-1,3%
ADR 2014	301 €	152 €	93 €	63 €	39 €
Var. /n-1	4,4%	-1,3%	-1,4%	-4,1%	-2,8%
RevPAR 2014	151 €	78 €	50 €	36 €	23 €
Var. /n-1	4,9%	-3,4%	-1,8%	-2,9%	-4,1%

Year To Date performance

Jan. to February	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2014	49,4%	51,1%	51,6%	54,3%	55,8%
Var. /n-1	-3,1%	-0,1%	-1,2%	1,4%	-1,9%
ADR 2014	312 €	158 €	95 €	63 €	39 €
Var. /n-1	4,5%	-1,1%	-1,5%	-4,0%	-2,6%
RevPAR 2014	154 €	81 €	49 €	34 €	22 €
Var. /n-1	1,3%	-1,2%	-2,6%	-2,6%	-4,5%

Definitions

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

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Performances Paris

February 2014



Paris-City

Monthly performance

February	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris - Luxury	64,5%	-7,7%	391 €	4,7%	252 €	-3,3%
Paris - Boutique Hotels	65,6%	-0,3%	240 €	-7,7%	157 €	-8,0%
Paris - Upscale	62,6%	-2,1%	169 €	0,0%	106 €	-2,1%
Paris - Luxury & Upscale	63,2%	-2,8%	212 €	0,2%	134 €	-2,6%
Paris - Superior midscale	72,0%	-5,4%	135 €	-0,7%	97 €	-6,0%
Paris - Standard midscale	68,6%	-2,6%	97 €	-2,4%	67 €	-4,9%
Paris - Midscale	69,9%	-3,7%	112 €	-1,9%	78 €	-5,5%
Paris - Budget	75,6%	-1,4%	77 €	-2,2%	58 €	-3,5%

Year To Date performance

Jan. to February	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris - Luxury	67,6%	-4,5%	410 €	5,3%	277 €	0,5%
Paris - Boutique Hotels	67,1%	1,8%	250 €	-7,0%	168 €	-5,4%
Paris - Upscale	64,4%	0,2%	175 €	-1,0%	113 €	-0,8%
Paris - Haut de gamme & Gd luxe	65,2%	-0,5%	221 €	0,0%	144 €	-0,4%
Paris - Superior midscale	73,9%	-1,9%	139 €	-1,2%	103 €	-3,0%
Paris - Standard midscale	67,3%	-1,8%	100 €	-1,0%	67 €	-2,8%
Paris - Midscale	69,8%	-1,8%	116 €	-1,0%	81 €	-2,7%
Paris - Budget	73,6%	-0,7%	78 €	-0,9%	57 €	-1,6%

Paris suburbs (excluding Paris) – Luxury and upscale

Monthly performance

February	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris	63,2%	-2,8%	212 €	0,2%	134 €	-2,6%
La Défense	56,6%	-0,7%	158 €	-0,7%	89 €	-0,01468
Roissy CdG	64,2%	-4,8%	106 €	-7,2%	68 €	-11,7%
IDF (exc.Paris and poles)	62,9%	-4,2%	190 €	0,9%	119 €	-3,4%

Year To Date performance

Jan. to February	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris	65,2%	-0,5%	221 €	0,0%	144 €	-0,4%
La Défense	57,3%	4,7%	158 €	-3,3%	91 €	1,2%
Roissy CdG	66,0%	-2,0%	109 €	-3,8%	72 €	-5,7%
IDF (exc.Paris and poles)	60,6%	-1,3%	190 €	-1,5%	115 €	-2,7%

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Performance Regions

February 2014



Regions

Regions (excl. French Riviera)

Monthly performance

February	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2014	48,7%	43,1%	49,3%	53,3%	57,1%
Var. /n-1	17,7%	-0,3%	3,1%	2,0%	-0,9%
ADR 2014	203 €	121 €	86 €	62 €	38 €
Var. /n-1	-2,2%	-1,2%	-0,4%	-1,2%	-2,0%
RevPAR 2014	99 €	52 €	42 €	33 €	21 €
Var. /n-1	15,1%	-1,5%	2,7%	0,7%	-2,8%

Year To Date performance

Jan. to February	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2014	43,1%	41,7%	46,4%	49,9%	53,3%
Var. /n-1	7,4%	0,7%	0,7%	0,4%	-1,9%
ADR 2014	207 €	122 €	86 €	62 €	37 €
Var. /n-1	-0,3%	-3,4%	-1,6%	-3,3%	-2,2%
RevPAR 2014	89 €	51 €	40 €	31 €	20 €
Var. /n-1	7,1%	-2,7%	-0,9%	-2,8%	-4,1%

French Riviera

Monthly performance

February	Luxury	Upscale *	Midscale	Budget	Super Budget
OR 2014	35,9%	34,4%	45,3%	n.d.	50,3%
Var. /n-1	0,2%	-6,6%	0,1%	-	-5,9%
ADR 2014	181 €	103 €	80 €	n.d.	42 €
Var. /n-1	13,0%	-7,5%	0,3%	-	-3,8%
RevPAR 2014	65 €	35 €	36 €	n.d.	21 €
Var. /n-1	13,2%	-13,6%	0,4%	-	-9,4%

Year To Date performance

Jan. to February	Luxury	Upscale *	Midscale	Budget	Super Budget
OR 2014	35,6%	31,0%	40,0%	n.d.	46,4%
Var. /n-1	-5,5%	-5,3%	-3,2%	-	-6,9%
ADR 2014	172 €	108 €	79 €	n.d.	42 €
Var. /n-1	-3,8%	-5,1%	-2,2%	-	-4,4%
RevPAR 2014	61 €	33 €	32 €	n.d.	19 €
Var. /n-1	-9,0%	-10,1%	-5,3%	-	-11,0%

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

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Performances Suburbs

February 2014



Paris suburbs (excluding Paris)

Midscale market	Monthly performance								
	February	departments						Average suburbs	
		77	78	91	92	93	94		95
	OR 2014	36,0%	57,7%	51,1%	56,8%	49,7%	62,3%	60,4%	55,8%
	Var. /n-1	-15,3%	-1,5%	-8,3%	-2,5%	-15,5%	-11,3%	-5,7%	-6,3%
	ADR 2014	99 €	100 €	92 €	109 €	78 €	78 €	98 €	97 €
	Var. /n-1	-5,2%	-6,4%	-1,9%	-0,7%	-7,0%	-2,1%	-6,7%	-3,0%
	RevPAR 2014	35 €	58 €	47 €	62 €	39 €	49 €	59 €	54 €
	Var. /n-1	-19,7%	-7,8%	-10,0%	-3,2%	-21,4%	-13,1%	-12,0%	-9,1%
Midscale market	Year To Date performance								
	Jan. to February	departments						Average suburbs	
		77	78	91	92	93	94		95
	OR 2014	33,1%	54,8%	50,9%	54,6%	49,2%	63,3%	61,6%	54,9%
	Var. /n-1	-17,9%	-1,8%	-7,2%	0,0%	-12,0%	-3,9%	-1,0%	-3,4%
	ADR 2014	98 €	104 €	96 €	112 €	79 €	82 €	101 €	100 €
	Var. /n-1	-6,2%	-5,0%	-1,3%	-0,4%	-4,1%	-2,1%	-3,4%	-1,9%
	RevPAR 2014	32 €	57 €	49 €	61 €	39 €	52 €	62 €	55 €
	Var. /n-1	-23,0%	-6,8%	-8,4%	-0,3%	-15,6%	-5,9%	-4,4%	-5,3%
Budget market	Monthly performance								
	February	departments						Average suburbs	
		77	78	91	92	93	94		95
	OR 2014	56,2%	61,1%	59,2%	64,4%	56,6%	60,3%	63,6%	60,2%
	Var. /n-1	-11,8%	1,4%	1,0%	16,3%	-6,1%	-3,8%	-2,6%	-2,1%
	ADR 2014	57 €	78 €	63 €	75 €	55 €	68 €	54 €	62 €
	Var. /n-1	-7,7%	-6,5%	-6,4%	-3,9%	-15,7%	-6,8%	-21,0%	-11,1%
	RevPAR 2014	32 €	48 €	37 €	48 €	31 €	41 €	35 €	37 €
	Var. /n-1	-18,5%	-5,1%	-5,4%	11,7%	-20,8%	-10,3%	-23,1%	-12,9%
Budget market	Year To Date performance								
	Jan. to February	departments						Average suburbs	
		77	78	91	92	93	94		95
	OR 2014	53,5%	58,4%	58,1%	62,9%	53,7%	60,2%	63,7%	58,6%
	Var. /n-1	-5,2%	-0,3%	0,1%	16,0%	-2,7%	-4,3%	2,9%	1,2%
	ADR 2014	59 €	79 €	64 €	76 €	59 €	68 €	57 €	64 €
	Var. /n-1	-5,5%	-5,0%	-5,8%	-4,3%	-8,0%	-4,8%	-14,5%	-7,5%
	RevPAR 2014	31 €	46 €	37 €	48 €	32 €	41 €	37 €	38 €
	Var. /n-1	-10,4%	-5,3%	-5,6%	10,9%	-10,5%	-8,9%	-12,0%	-6,5%
Super Budget market	Monthly performance								
	February	departments						IDF (hors Paris)	
		77	78	91	92	93	94		95
	OR 2014	67,4%	67,5%	67,8%	n.d.	70,8%	72,2%	70,4%	69,9%
	Var. /n-1	4,4%	-5,6%	0,8%	-	-3,9%	-5,4%	-3,9%	-1,3%
	ADR 2014	40 €	43 €	40 €	n.d.	44 €	44 €	44 €	43 €
	Var. /n-1	-1,2%	1,4%	-3,3%	-	-3,8%	0,8%	-9,8%	-3,9%
	RevPAR 2014	27 €	29 €	27 €	n.d.	31 €	32 €	31 €	30 €
	Var. /n-1	3,2%	-4,3%	-2,6%	-	-7,5%	-4,6%	-13,3%	-5,2%
Super Budget market	Year To Date performance								
	Jan. to February	departments						IDF (hors Paris)	
		77	78	91	92	93	94		95
	OR 2014	64,2%	66,5%	65,9%	n.d.	67,4%	70,4%	70,8%	68,0%
	Var. /n-1	2,1%	-3,5%	0,8%	-	-4,0%	-4,3%	-0,3%	-0,3%
	ADR 2014	40 €	43 €	40 €	n.d.	44 €	44 €	45 €	44 €
	Var. /n-1	-3,6%	1,1%	-3,1%	-	-1,8%	0,6%	-6,3%	-3,2%
	RevPAR 2014	26 €	29 €	26 €	n.d.	30 €	31 €	32 €	30 €
	Var. /n-1	-1,6%	-2,4%	-2,3%	-	-5,8%	-3,7%	-6,6%	-3,4%

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Performances North-East

February 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	41,3%	-9,4%	125 €	1,7%	51 €	-7,9%	40,7%	-5,9%	125 €	1,6%	51 €	-4,4%
Dijon	39,3%	-2,5%	116 €	0,8%	45 €	-1,7%	35,4%	0,4%	117 €	-0,4%	41 €	0,0%
Lille	51,0%	6,0%	111 €	-12,5%	56 €	-7,3%	49,3%	7,2%	116 €	-8,2%	57 €	-1,6%
Metz	insufficient supply						insufficient supply					
Nancy	insufficient supply						insufficient supply					
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	50,0%	-2,6%	120 €	10,9%	60 €	8,0%	50,3%	3,4%	117 €	5,5%	59 €	9,1%

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	46,2%	4,7%	87 €	0,8%	40 €	5,5%	42,9%	2,0%	87 €	0,2%	37 €	2,3%
Dijon	48,2%	-2,7%	86 €	3,5%	41 €	0,8%	41,0%	-3,8%	82 €	0,2%	34 €	-3,6%
Lille	55,9%	2,8%	87 €	-11,0%	48 €	-8,6%	54,2%	1,9%	88 €	-8,5%	48 €	-6,8%
Metz	in progress						in progress					
Nancy	48,1%	-10,5%	80 €	3,1%	39 €	-7,7%	44,4%	-7,3%	81 €	0,9%	36 €	-6,5%
Reims	46,2%	1,0%	94 €	-0,2%	43 €	0,9%	44,2%	2,2%	98 €	1,6%	43 €	3,8%
Strasbourg	55,8%	24,2%	99 €	4,2%	55 €	29,4%	54,7%	32,6%	98 €	3,6%	53 €	37,4%

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	56,1%	3,4%	60 €	-1,5%	34 €	1,8%	52,3%	2,1%	60 €	-2,5%	32 €	-0,5%
Dijon	67,8%	11,4%	59 €	-6,1%	40 €	4,6%	59,2%	7,0%	60 €	-5,2%	36 €	1,4%
Lille	60,7%	0,2%	69 €	-6,8%	42 €	-6,6%	58,0%	-3,9%	70 €	-6,2%	41 €	-9,8%
Metz	49,9%	-3,2%	65 €	-4,6%	33 €	-7,7%	46,9%	-0,9%	66 €	-4,1%	31 €	-5,0%
Nancy	55,6%	11,8%	62 €	-1,9%	34 €	9,7%	49,8%	2,6%	61 €	0,1%	30 €	2,7%
Reims	47,6%	2,0%	65 €	0,4%	31 €	2,4%	48,1%	7,5%	65 €	-0,6%	31 €	6,9%
Strasbourg	62,3%	19,2%	68 €	5,9%	42 €	26,3%	60,1%	23,1%	66 €	1,7%	40 €	25,2%

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	57,2%	2,0%	36 €	-2,8%	21 €	-0,8%	53,6%	1,7%	36 €	-2,9%	19 €	-1,3%
Dijon	64,7%	-5,9%	39 €	0,8%	25 €	-5,1%	58,2%	-8,5%	38 €	-0,9%	22 €	-9,4%
Lille	59,8%	-0,1%	39 €	-4,9%	23 €	-5,0%	56,8%	-2,8%	39 €	-4,6%	22 €	-7,3%
Metz	64,1%	-3,2%	36 €	-4,0%	23 €	-7,1%	60,6%	1,0%	36 €	-5,7%	22 €	-4,7%
Nancy	55,5%	-9,8%	38 €	-4,4%	21 €	-13,8%	51,9%	-10,8%	37 €	-4,7%	19 €	-15,0%
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	64,6%	12,6%	40 €	-2,7%	26 €	9,6%	61,0%	16,1%	40 €	-2,7%	24 €	12,9%

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

February 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	56,1%	51,1%	182 €	11,4%	102 €	68,2%	46,5%	34,3%	177 €	7,3%	82 €	44,1%
Amiens			insufficient supply				insufficient supply					
Angers			insufficient supply				insufficient supply					
Le Havre			insufficient supply				insufficient supply					
Niort			insufficient supply				insufficient supply					
Nantes			insufficient supply				insufficient supply					
Rennes			insufficient supply				insufficient supply					
Rouen			insufficient supply				insufficient supply					

Midscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
North-West	47,4%	5,4%	86 €	1,9%	41 €	7,4%	45,4%	3,4%	84 €	-1,1%	38 €	2,3%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Le Havre	56,1%	-9,7%	87 €	3,3%	49 €	-6,8%	52,7%	-9,4%	87 €	0,9%	46 €	-8,6%
Nantes	57,7%	1,2%	84 €	2,7%	49 €	4,0%	54,4%	0,4%	84 €	1,4%	46 €	1,8%
Niort	53,5%	-3,6%	85 €	-2,9%	46 €	-6,4%	50,7%	-6,9%	84 €	-4,3%	43 €	-10,9%
Rennes	54,7%	19,7%	95 €	12,0%	52 €	34,0%	50,8%	9,7%	90 €	5,5%	46 €	15,6%
Rouen	48,8%	-5,1%	91 €	4,0%	44 €	-1,3%	51,7%	1,7%	86 €	-2,4%	45 €	-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	51,6%	3,4%	64 €	-0,8%	33 €	2,6%	48,3%	2,0%	64 €	-2,0%	31 €	0,0%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	58,0%	0,4%	74 €	0,3%	43 €	0,6%	54,3%	-1,3%	73 €	-1,0%	40 €	-2,3%
Le Havre	53,2%	16,8%	57 €	-23,0%	30 €	-10,1%	49,3%	15,3%	59 €	-17,1%	29 €	-4,4%
Nantes	55,0%	-2,4%	66 €	-1,5%	36 €	-3,8%	51,1%	-4,5%	67 €	-0,7%	34 €	-5,1%
Niort	51,1%	0,6%	61 €	0,2%	31 €	0,8%	48,7%	-1,0%	62 €	-0,2%	30 €	-1,2%
Rennes	64,2%	10,3%	73 €	4,5%	47 €	15,2%	60,0%	1,4%	71 €	0,0%	43 €	1,4%
Rouen	54,2%	14,8%	60 €	-2,4%	33 €	12,0%	51,9%	9,5%	61 €	-2,9%	32 €	6,3%

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	54,7%	-2,0%	38 €	-2,6%	21 €	-4,5%	51,3%	-2,9%	38 €	-1,9%	20 €	-4,8%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	59,6%	0,2%	41 €	0,2%	25 €	0,5%	55,9%	-3,7%	41 €	1,0%	23 €	-2,8%
Le Havre	68,7%	2,7%	39 €	-1,7%	27 €	1,0%	64,2%	4,9%	40 €	-0,8%	25 €	4,2%
Nantes	60,7%	-7,3%	43 €	-2,6%	26 €	-9,7%	58,0%	-5,8%	43 €	-1,4%	25 €	-7,2%
Niort	51,3%	-11,8%	39 €	3,8%	20 €	-8,4%	51,4%	-0,2%	38 €	-1,8%	19 €	-2,0%
Rennes	59,0%	7,6%	42 €	5,0%	25 €	13,0%	55,9%	2,6%	41 €	3,6%	23 €	6,3%
Rouen	52,5%	-9,2%	43 €	0,5%	23 €	-8,7%	52,0%	-6,7%	43 €	0,7%	23 €	-6,1%

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

February 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	44,9%	6,5%	125 €	-1,8%	56 €	4,6%	41,9%	0,8%	127 €	-6,6%	53 €	-5,8%
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	35,2%	4,7%	102 €	0,5%	36 €	5,2%	31,2%	-1,5%	101 €	-4,0%	32 €	-5,4%
Grenoble	insufficient supply						insufficient supply					
Lyon	57,2%	-6,8%	116 €	-8,9%	66 €	-15,1%	55,3%	-11,7%	118 €	-14,8%	65 €	-24,7%
Marseille	51,3%	23,6%	126 €	7,4%	65 €	32,7%	45,6%	20,6%	131 €	3,3%	60 €	24,6%
Montpellier	47,4%	34,6%	128 €	5,9%	61 €	42,6%	45,2%	39,2%	123 €	1,1%	56 €	40,7%
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	52,9%	3,3%	86 €	-1,9%	45 €	1,4%	49,5%	-0,6%	86 €	-2,9%	43 €	-3,5%
Aix en Provence	47,8%	7,9%	82 €	-0,8%	39 €	7,1%	42,1%	-7,0%	84 €	0,3%	35 €	-6,7%
Avignon	45,4%	5,4%	74 €	-6,9%	34 €	-1,9%	42,7%	-3,0%	76 €	-4,4%	33 €	-7,3%
Grenoble	55,0%	8,0%	99 €	-1,4%	54 €	6,6%	52,8%	9,4%	99 €	-4,0%	52 €	5,0%
Lyon	60,0%	1,4%	94 €	-4,9%	56 €	-3,6%	54,8%	-7,2%	94 €	-11,8%	52 €	-18,1%
Marseille	53,9%	0,5%	87 €	-2,3%	47 €	-1,8%	52,8%	-2,8%	90 €	0,0%	48 €	-2,8%
Montpellier	54,5%	16,1%	87 €	-0,3%	47 €	15,7%	50,0%	6,1%	85 €	-2,7%	42 €	3,2%
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	54,5%	2,5%	63 €	-2,2%	34 €	0,2%	50,0%	-2,7%	63 €	-5,2%	31 €	-7,8%
Aix en Provence	48,3%	17,6%	63 €	-3,1%	31 €	14,0%	46,1%	18,5%	63 €	-5,1%	29 €	12,5%
Avignon	41,3%	-4,2%	60 €	7,7%	25 €	3,1%	41,1%	-2,9%	60 €	3,2%	25 €	0,2%
Grenoble	60,1%	0,9%	62 €	0,0%	37 €	0,9%	54,4%	-2,4%	63 €	-0,3%	34 €	-2,7%
Lyon	61,6%	-4,5%	69 €	-7,1%	42 €	-11,3%	56,8%	-10,3%	68 €	-14,7%	39 €	-23,5%
Marseille	50,8%	-1,4%	64 €	-2,5%	33 €	-3,8%	47,7%	-5,1%	65 €	-0,5%	31 €	-5,5%
Montpellier	65,4%	23,6%	68 €	2,4%	45 €	26,6%	60,6%	13,7%	67 €	-1,1%	41 €	12,5%
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	57,5%	-4,9%	38 €	-0,6%	22 €	-5,5%	53,4%	-6,3%	38 €	-1,3%	20 €	-7,5%
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	56,3%	-1,2%	34 €	-0,5%	19 €	-1,7%	55,7%	-0,1%	34 €	-1,2%	19 €	-1,3%
Grenoble	62,1%	-7,3%	39 €	-3,0%	24 €	-10,1%	55,1%	-11,2%	38 €	-3,9%	21 €	-14,6%
Lyon	68,5%	-2,4%	39 €	-4,1%	27 €	-6,4%	63,1%	-6,4%	39 €	-5,6%	25 €	-11,7%
Marseille	57,8%	4,6%	40 €	-4,8%	23 €	-0,5%	54,2%	-1,1%	41 €	-3,7%	22 €	-4,7%
Montpellier	64,3%	5,6%	37 €	-1,0%	24 €	4,6%	57,5%	-0,8%	37 €	-2,5%	21 €	-3,2%
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

February 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	40,9%	-1,1%	153 €	-10,9%	63 €	-11,9%	40,0%	4,4%	159 €	-5,6%	63 €	-1,4%
Bayonne-Anglet-Biarritz	36,4%	2,6%	155 €	-19,9%	56 €	-17,8%	37,2%	9,6%	172 €	-9,2%	64 €	-0,5%
Bordeaux	30,8%	-15,6%	175 €	-2,6%	54 €	-17,8%	29,6%	-14,2%	175 €	1,9%	52 €	-12,6%
Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Toulouse	55,2%	-8,4%	131 €	1,2%	72 €	-7,3%	55,1%	-3,5%	130 €	-1,0%	72 €	-4,5%
<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	49,2%	-1,9%	84 €	-2,1%	42 €	-4,0%	46,9%	-1,3%	84 €	-2,5%	40 €	-3,8%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Bordeaux	46,2%	-8,3%	81 €	0,3%	38 €	-8,0%	46,6%	-0,5%	83 €	2,7%	39 €	2,2%
Pau	51,3%	-4,4%	79 €	-1,6%	40 €	-5,9%	49,1%	-1,0%	77 €	-3,2%	38 €	-4,2%
Toulouse	58,7%	7,5%	96 €	-4,9%	56 €	2,3%	54,8%	2,0%	95 €	-5,4%	52 €	-3,4%
<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	48,2%	-3,4%	61 €	0,1%	29 €	-3,3%	47,4%	1,1%	60 €	-2,9%	28 €	-1,9%
Bayonne-Anglet-Biarritz	38,1%	-20,5%	53 €	1,8%	20 €	-19,1%	37,9%	-13,3%	53 €	2,0%	20 €	-11,6%
Bordeaux	54,3%	-0,1%	64 €	-4,6%	35 €	-4,6%	52,1%	2,1%	64 €	-5,1%	34 €	-3,1%
Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Toulouse	63,9%	8,2%	64 €	-3,6%	41 €	4,3%	57,6%	-0,2%	65 €	-5,1%	37 €	-5,3%
<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	59,6%	2,3%	37 €	-1,9%	22 €	0,3%	55,5%	0,5%	37 €	-2,2%	21 €	-1,7%
Bayonne-Anglet-Biarritz	n.d.	-	-	-	-	-	n.d.	-	n.d.	-	-	-
Bordeaux	63,9%	1,9%	36 €	-1,8%	23 €	0,0%	60,7%	2,0%	36 €	-1,9%	22 €	0,1%
Pau	51,9%	-10,1%	33 €	-1,6%	17 €	-11,5%	48,0%	-10,9%	33 €	-1,1%	16 €	-11,9%
Toulouse	67,0%	9,9%	38 €	-2,1%	25 €	7,6%	62,1%	4,8%	38 €	-3,3%	23 €	1,4%
<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

February 2014



French Riviera

February	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	35,9%	0,2%	181 €	13,0%	65 €	13,2%	35,6%	-5,5%	172 €	-3,8%	61 €	-9,0%
French Riviera - Boutique Hotels**	49,9%	1,7%	95 €	-1,0%	47 €	0,6%	45,0%	3,8%	98 €	-4,6%	44 €	-1,0%
French Riviera - Upscale	32,6%	-7,8%	104 €	-8,3%	34 €	-15,5%	29,4%	-6,6%	109 €	-5,1%	32 €	-11,3%
Average Upscale & Luxury	34,9%	-4,5%	128 €	1,3%	45 €	-3,3%	32,5%	-5,1%	131 €	-3,8%	43 €	-8,8%
Average Midscale	45,3%	0,1%	80 €	0,3%	36 €	0,4%	40,0%	-3,2%	79 €	-2,2%	32 €	-5,3%
Average Budget	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Average Super-Budget	50,3%	-5,9%	42 €	-3,8%	21 €	-9,4%	46,4%	-6,9%	42 €	-4,4%	19 €	-11,0%

French Riviera Cities

February	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	33,6%	26,3%	187 €	17,0%	63 €	47,8%	34,1%	4,2%	173 €	-4,9%	59 €	-0,9%
Cannes - Boutique Hotels	27,1%	79,7%	104 €	0,1%	28 €	79,8%	31,2%	2,1,3%	95 €	-33,7%	30 €	-19,5%
Cannes - Upscale	24,7%	13,4%	105 €	-9,2%	26 €	3,0%	22,3%	-2,3%	106 €	-7,6%	24 €	-9,7%
Cannes - Upscale & Luxury	29,3%	21,9%	153 €	8,8%	45 €	32,7%	29,1%	3,1%	149 €	-4,9%	44 €	-1,9%
Cannes - Midscale	38,1%	21,0%	86 €	8,3%	33 €	31,1%	34,5%	6,7%	85 €	-2,1%	29 €	4,5%

February	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
Nice - Upscale & Luxury	39,9%	-17,4%	112 €	-7,0%	45 €	-23,2%	34,9%	-14,4%	117 €	-3,9%	41 €	-17,8%
Nice - Midscale	48,0%	-10,0%	76 €	-3,5%	37 €	-13,1%	41,6%	-11,2%	76 €	-3,9%	32 €	-14,6%

February	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
Monaco - Luxury	36,9%	-19,0%	302 €	14,6%	111 €	-7,1%	38,0%	-16,0%	318 €	11,4%	121 €	-6,5%
Monaco - Upscale	36,1%	-12,7%	145 €	2,5%	52 €	-10,5%	39,1%	-17,3%	147 €	2,4%	57 €	-15,3%
Monaco - Upscale & Luxury	36,3%	-14,9%	198 €	7,1%	72 €	-8,9%	38,7%	-16,9%	203 €	7,0%	79 €	-11,1%

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

** Boutique Hotels: sample excludes Luxury hotels

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Performances Coast

February 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	37,0%	9,0%	186 €	7,9%	69 €	17,5%	34,3%	2,1%	192 €	14,7%	66 €	17,1%
Average Midscale	48,6%	4,0%	104 €	1,9%	51 €	6,0%	44,6%	1,0%	98 €	1,3%	44 €	2,3%
Average Budget	51,8%	1,5%	62 €	-7,6%	32 €	-6,2%	47,2%	1,7%	62 €	-5,7%	29 €	-4,2%
Average Super-Budget	50,1%	-0,5%	37 €	-4,8%	18 €	-5,2%	46,0%	1,7%	37 €	-5,0%	17 €	-3,4%

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	58,8%	16,0%	193 €	9,5%	113 €	27,0%	46,4%	1,8%	190 €	7,7%	88 €	9,7%
Average Midscale	46,5%	8,6%	86 €	-4,9%	40 €	3,3%	42,9%	6,6%	86 €	-1,8%	37 €	4,6%
Average Budget	40,6%	0,1%	53 €	-1,1%	22 €	-1,1%	35,4%	-1,6%	53 €	-3,9%	19 €	-5,4%
Average Super-Budget	51,5%	-1,4%	40 €	-1,3%	21 €	-2,7%	45,9%	-7,2%	40 €	-1,4%	19 €	-8,5%

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	36,4%	2,6%	155 €	-19,9%	56 €	-17,8%	37,2%	9,6%	172 €	-9,2%	64 €	-0,5%
Average Midscale	36,8%	-17,0%	82 €	1,3%	30 €	-15,9%	34,5%	-11,9%	84 €	-6,3%	29 €	-17,5%
Average Budget	31,4%	-10,1%	60 €	0,8%	19 €	-9,3%	29,9%	-5,0%	58 €	-4,0%	17 €	-8,8%
Average Super-Budget	47,1%	-3,6%	40 €	-2,4%	19 €	-6,0%	43,4%	-5,7%	39 €	-3,4%	17 €	-8,9%

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

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Performances Main cities in Regions

February 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	35,2%	4,7%	102 €	0,5%	36 €	5,2%	31,2%	-1,5%	101 €	-4,0%	32 €	-5,4%
Bayonne-Anglet-Biarritz	36,4%	2,6%	155 €	-19,9%	56 €	-17,8%	37,2%	9,6%	172 €	-9,2%	64 €	-0,5%
Bordeaux	30,8%	-15,6%	175 €	-2,6%	54 €	-17,8%	29,6%	-14,2%	175 €	1,9%	52 €	-12,6%
Cannes	29,3%	21,9%	153 €	8,8%	45 €	32,7%	29,1%	3,1%	149 €	-4,9%	44 €	-1,9%
Dijon	39,3%	-2,5%	116 €	0,8%	45 €	-1,7%	35,4%	0,4%	117 €	-0,4%	41 €	0,0%
Lille	51,0%	6,0%	111 €	-12,5%	56 €	-7,3%	49,3%	7,2%	116 €	-8,2%	57 €	-1,6%
Lyon	57,2%	-6,8%	116 €	-8,9%	66 €	-15,1%	55,3%	-11,7%	118 €	-14,8%	65 €	-24,7%
Marseille	51,3%	23,6%	126 €	7,4%	65 €	32,7%	45,6%	20,6%	131 €	3,3%	60 €	24,6%
Monaco	36,3%	-14,9%	198 €	7,1%	72 €	-8,9%	38,7%	-16,9%	203 €	7,0%	79 €	-11,1%
Montpellier	47,4%	34,6%	128 €	5,9%	61 €	42,6%	45,2%	39,2%	123 €	1,1%	56 €	40,7%
Nice	39,9%	-17,4%	112 €	-7,0%	45 €	-23,2%	34,9%	-14,4%	117 €	-3,9%	41 €	-17,8%
Strasbourg	50,0%	-2,6%	120 €	10,9%	60 €	8,0%	50,3%	3,4%	117 €	5,5%	59 €	9,1%
Toulouse	55,2%	-8,4%	131 €	1,2%	72 €	-7,3%	55,1%	-3,5%	130 €	-1,0%	72 €	-4,5%
<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	47,8%	7,9%	82 €	-0,8%	39 €	7,1%	42,1%	-7,0%	84 €	0,3%	35 €	-6,7%
Avignon	45,4%	5,4%	74 €	-6,9%	34 €	-1,9%	42,7%	-3,0%	76 €	-4,4%	33 €	-7,3%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	46,2%	-8,3%	81 €	0,3%	38 €	-8,0%	46,6%	-0,5%	83 €	2,7%	39 €	2,2%
Cannes	38,1%	21,0%	86 €	8,3%	33 €	31,1%	34,5%	6,7%	85 €	-2,1%	29 €	4,5%
Dijon	48,2%	-2,7%	86 €	3,5%	41 €	0,8%	41,0%	-3,8%	82 €	0,2%	34 €	-3,6%
Grenoble	55,0%	8,0%	99 €	-1,4%	54 €	6,6%	52,8%	9,4%	99 €	-4,0%	52 €	5,0%
Le Havre	56,1%	-9,7%	87 €	3,3%	49 €	-6,8%	52,7%	-9,4%	87 €	0,9%	46 €	-8,6%
Lille	55,9%	2,8%	87 €	-11,0%	48 €	-8,6%	54,2%	1,9%	88 €	-8,5%	48 €	-6,8%
Lyon	60,0%	1,4%	94 €	-4,9%	56 €	-3,6%	54,8%	-7,2%	94 €	-11,8%	52 €	-18,1%
Marseille	53,9%	0,5%	87 €	-2,3%	47 €	-1,8%	52,8%	-2,8%	90 €	0,0%	48 €	-2,8%
Montpellier	54,5%	16,1%	87 €	-0,3%	47 €	15,7%	50,0%	6,1%	85 €	-2,7%	42 €	3,2%
Nancy	48,1%	-10,5%	80 €	3,1%	39 €	-7,7%	44,4%	-7,3%	81 €	0,9%	36 €	-6,5%
Nantes	57,7%	1,2%	84 €	2,7%	49 €	4,0%	54,4%	0,4%	84 €	1,4%	46 €	1,8%
Niort	53,5%	-3,6%	85 €	-2,9%	46 €	-6,4%	50,7%	-6,9%	84 €	-4,3%	43 €	-10,9%
Nice	48,0%	-10,0%	76 €	-3,5%	37 €	-13,1%	41,6%	-11,2%	76 €	-3,9%	32 €	-14,6%
Pau	51,3%	-4,4%	79 €	-1,6%	40 €	-5,9%	49,1%	-1,0%	77 €	-3,2%	38 €	-4,2%
Reims	46,2%	1,0%	94 €	-0,2%	43 €	0,9%	44,2%	2,2%	98 €	1,6%	43 €	3,8%
Rennes	54,7%	19,7%	95 €	12,0%	52 €	34,0%	50,8%	9,7%	90 €	5,5%	46 €	15,6%
Rouen	48,8%	-5,1%	91 €	4,0%	44 €	-1,3%	51,7%	1,7%	86 €	-2,4%	45 €	-0,8%
Strasbourg	55,8%	24,2%	99 €	4,2%	55 €	29,4%	54,7%	32,6%	98 €	3,6%	53 €	37,4%
Toulouse	58,7%	7,5%	96 €	-4,9%	56 €	2,3%	54,8%	2,0%	95 €	-5,4%	52 €	-3,4%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												

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Performances Main cities in Regions

February 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	48,3%	17,6%	63 €	-3,1%	31 €	14,0%	46,1%	18,5%	63 €	-5,1%	29 €	12,5%
Angers	58,0%	0,4%	74 €	0,3%	43 €	0,6%	54,3%	-1,3%	73 €	-1,0%	40 €	-2,3%
Avignon	41,3%	-4,2%	60 €	7,7%	25 €	3,1%	41,1%	-2,9%	60 €	3,2%	25 €	0,2%
Bayonne-Anglet-Biarritz	38,1%	-20,5%	53 €	1,8%	20 €	-19,1%	37,9%	-13,3%	53 €	2,0%	20 €	-11,6%
Bordeaux	54,3%	-0,1%	64 €	-4,6%	35 €	-4,6%	52,1%	2,1%	64 €	-5,1%	34 €	-3,1%
Dijon	67,8%	11,4%	59 €	-6,1%	40 €	4,6%	59,2%	7,0%	60 €	-5,2%	36 €	1,4%
Grenoble	60,1%	0,9%	62 €	0,0%	37 €	0,9%	54,4%	-2,4%	63 €	-0,3%	34 €	-2,7%
Le Havre	53,2%	16,8%	57 €	-23,0%	30 €	-10,1%	49,3%	15,3%	59 €	-17,1%	29 €	-4,4%
Lille	60,7%	0,2%	69 €	-6,8%	42 €	-6,6%	58,0%	-3,9%	70 €	-6,2%	41 €	-9,8%
Lyon	61,6%	-4,5%	69 €	-7,1%	42 €	-11,3%	56,8%	-10,3%	68 €	-14,7%	39 €	-23,5%
Marseille	50,8%	-1,4%	64 €	-2,5%	33 €	-3,8%	47,7%	-5,1%	65 €	-0,5%	31 €	-5,5%
Metz	49,9%	-3,2%	65 €	-4,6%	33 €	-7,7%	46,9%	-0,9%	66 €	-4,1%	31 €	-5,0%
Montpellier	65,4%	23,6%	68 €	2,4%	45 €	26,6%	60,6%	13,7%	67 €	-1,1%	41 €	12,5%
Nancy	55,6%	11,8%	62 €	-1,9%	34 €	9,7%	49,8%	2,6%	61 €	0,1%	30 €	2,7%
Nantes	55,0%	-2,4%	66 €	-1,5%	36 €	-3,8%	51,1%	-4,5%	67 €	-0,7%	34 €	-5,1%
Niort	51,1%	0,6%	61 €	0,2%	31 €	0,8%	48,7%	-1,0%	62 €	-0,2%	30 €	-1,2%
Pau	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Reims	47,6%	2,0%	65 €	0,4%	31 €	2,4%	48,1%	7,5%	65 €	-0,6%	31 €	6,9%
Rennes	64,2%	10,3%	73 €	4,5%	47 €	15,2%	60,0%	1,4%	71 €	0,0%	43 €	1,4%
Rouen	54,2%	14,8%	60 €	-2,4%	33 €	12,0%	51,9%	9,5%	61 €	-2,9%	32 €	6,3%
Strasbourg	62,3%	19,2%	68 €	5,9%	42 €	26,3%	60,1%	23,1%	66 €	1,7%	40 €	25,2%
Toulouse	63,9%	8,2%	64 €	-3,6%	41 €	4,3%	57,6%	-0,2%	65 €	-5,1%	37 €	-5,3%

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

Super Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Angers	59,6%	0,2%	41 €	0,2%	25 €	0,5%	55,9%	-3,7%	41 €	1,0%	23 €	-2,8%
Avignon	56,3%	-1,2%	34 €	-0,5%	19 €	-1,7%	55,7%	-0,1%	34 €	-1,2%	19 €	-1,3%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	63,9%	1,9%	36 €	-1,8%	23 €	0,0%	60,7%	2,0%	36 €	-1,9%	22 €	0,1%
Dijon	64,7%	-5,9%	39 €	0,8%	25 €	-5,1%	58,2%	-8,5%	38 €	-0,9%	22 €	-9,4%
Grenoble	62,1%	-7,3%	39 €	-3,0%	24 €	-10,1%	55,1%	-11,2%	38 €	-3,9%	21 €	-14,6%
Le Havre	68,7%	2,7%	39 €	-1,7%	27 €	1,0%	64,2%	4,9%	40 €	-0,8%	25 €	4,2%
Lille	59,8%	-0,1%	39 €	-4,9%	23 €	-5,0%	56,8%	-2,8%	39 €	-4,6%	22 €	-7,3%
Lyon	68,5%	-2,4%	39 €	-4,1%	27 €	-6,4%	63,1%	-6,4%	39 €	-5,6%	25 €	-11,7%
Marseille	57,8%	4,6%	40 €	-4,8%	23 €	-0,5%	54,2%	-1,1%	41 €	-3,7%	22 €	-4,7%
Metz	64,1%	-3,2%	36 €	-4,0%	23 €	-7,1%	60,6%	1,0%	36 €	-5,7%	22 €	-4,7%
Montpellier	64,3%	5,6%	37 €	-1,0%	24 €	4,6%	57,5%	-0,8%	37 €	-2,5%	21 €	-3,2%
Nancy	55,5%	-9,8%	38 €	-4,4%	21 €	-13,8%	51,9%	-10,8%	37 €	-4,7%	19 €	-15,0%
Nantes	60,7%	-7,3%	43 €	-2,6%	26 €	-9,7%	58,0%	-5,8%	43 €	-1,4%	25 €	-7,2%
Niort	51,3%	-11,8%	39 €	3,8%	20 €	-8,4%	51,4%	-0,2%	38 €	-1,8%	19 €	-2,0%
Pau	51,9%	-10,1%	33 €	-1,6%	17 €	-11,5%	48,0%	-10,9%	33 €	-1,1%	16 €	-11,9%
Rennes	59,0%	7,6%	42 €	5,0%	25 €	13,0%	55,9%	2,6%	41 €	3,6%	23 €	6,3%
Rouen	52,5%	-9,2%	43 €	0,5%	23 €	-8,7%	52,0%	-6,7%	43 €	0,7%	23 €	-6,1%
Strasbourg	64,6%	12,6%	40 €	-2,7%	26 €	9,6%	61,0%	16,1%	40 €	-2,7%	24 €	12,9%
Toulouse	67,0%	9,9%	38 €	-2,1%	25 €	7,6%	62,1%	4,8%	38 €	-3,3%	23 €	1,4%

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

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Informations

Definitions

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

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

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

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

ADR and RevPAR are expressed in Euros, excluding VAT

Categories

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

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

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

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

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

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Tourism, Hotels & Restaurants Desk

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

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

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