

In Extenso

tourisme, hôtellerie et restauration

French Hotel Industry Performances

January 2014



Membre de **Deloitte**.

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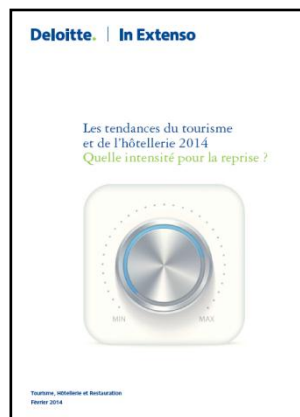
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Publications



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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Agenda 2014

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

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

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January follows 2013 trends

A bad start to the year for the French hotel industry, with rooms revenue down on last year: January is traditionally a quiet month, more so given the economic context. Even more problematic, Paris, too, experienced a decrease in trading, although to a lesser extent than the Regions and the Côte d'Azur.

January was not a good month for the French hotel industry, as RevPAR declined. Although business did not fall dramatically, RevPAR stagnated at best, and dropped by almost 5% at worst. Never a good month for French hotels, occupancy and average rates are often low in January – a situation not helped by the current economic climate. All the same, this is the third year in a row that January's performances have dropped in comparison to the previous year (1). In short, the decline in January 2014 – although moderate – only serves to prolong a difficult situation.

Rather worryingly, Parisian hotels also posted a drop in RevPAR. Although the Luxury segment managed to increase rooms revenue by +2.7%, this remained an exception.

Throughout regional France, the situation was even worse, as practically all destinations and segments slumped. While Luxury hotels posted stable rooms revenue, the decline in other categories was pronounced: between -4% and -6%.

The Côte d'Azur was badly hit, with occupancy and average rates dropping significantly. RevPAR fell between -7% and -24%, compared to January 2013. During the winter, hotels on the Côte d'Azur are particularly dependent on the MICE market and the slightest drop in business in this arena makes itself very strongly felt.

(1) With the exception of Luxury hotels who, in January 2012, posted +10% growth in RevPAR compared with 2011.

(2) MICE : Meetings, Incentives, Conferences and Exhibitions.

Monthly performance

January	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2014	48,9%	51,1%	49,4%	51,6%	52,6%
Var. /n-1	-6,1%	1,7%	-2,2%	1,9%	-2,5%
ADR 2014	322 €	164 €	96 €	64 €	39 €
Var. /n-1	4,6%	-0,4%	-1,5%	-3,8%	-2,5%
RevPAR 2014	158 €	84 €	48 €	33 €	21 €
Var. /n-1	-1,8%	1,2%	-3,6%	-2,0%	-4,9%

Year To Date performance

Jan. to January	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2014	48,9%	51,1%	49,4%	51,6%	52,6%
Var. /n-1	-6,1%	1,7%	-2,2%	1,9%	-2,5%
ADR 2014	322 €	164 €	96 €	64 €	39 €
Var. /n-1	4,6%	-0,4%	-1,5%	-3,8%	-2,5%
RevPAR 2014	158 €	84 €	48 €	33 €	21 €
Var. /n-1	-1,8%	1,2%	-3,6%	-2,0%	-4,9%

Definitions

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

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Performances Paris

January 2014



Paris-City

Monthly performance

January	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris - Luxury	70,4%	-1,8%	422 €	4,6%	297 €	2,7%
Paris - Boutique Hotels	68,5%	3,6%	258 €	-6,6%	177 €	-3,2%
Paris - Upscale	66,0%	2,1%	180 €	-1,3%	119 €	0,7%
Paris - Luxury & Upscale	66,9%	1,6%	228 €	-0,2%	153 €	1,4%
Paris - Superior midscale	75,7%	1,3%	143 €	-1,7%	108 €	-0,4%
Paris - Standard midscale	66,1%	-1,2%	103 €	0,3%	68 €	-0,9%
Paris - Midscale	69,8%	-0,1%	120 €	-0,1%	84 €	-0,2%
Paris - Budget	71,9%	0,0%	79 €	0,2%	56 €	0,1%

Year To Date performance

Jan. to January	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris - Luxury	70,4%	-1,8%	422 €	4,6%	297 €	2,7%
Paris - Boutique Hotels	68,5%	3,6%	258 €	-6,6%	177 €	-3,2%
Paris - Upscale	66,0%	2,1%	180 €	-1,3%	119 €	0,7%
Paris - Haut de gamme & Gd luxe	66,9%	1,6%	228 €	-0,2%	153 €	1,4%
Paris - Superior midscale	75,7%	1,3%	143 €	-1,7%	108 €	-0,4%
Paris - Standard midscale	66,1%	-1,2%	103 €	0,3%	68 €	-0,9%
Paris - Midscale	69,8%	-0,1%	120 €	-0,1%	84 €	-0,2%
Paris - Budget	71,9%	0,0%	79 €	0,2%	56 €	0,1%

Paris suburbs (excluding Paris) – Luxury and upscale

Monthly performance

January	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris	66,9%	1,6%	228 €	-0,2%	153 €	1,4%
La Défense	57,9%	9,9%	159 €	-5,6%	92 €	0,03742
Roissy CdG	67,6%	0,5%	112 €	-0,8%	76 €	-0,3%
IDF (exc.Paris and poles)	58,4%	1,7%	191 €	-3,8%	111 €	-2,2%

Year To Date performance

Jan. to January	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris	66,9%	1,6%	228 €	-0,2%	153 €	1,4%
La Défense	57,9%	9,9%	159 €	-5,6%	92 €	3,7%
Roissy CdG	67,6%	0,5%	112 €	-0,8%	76 €	-0,3%
IDF (exc.Paris and poles)	58,4%	1,7%	191 €	-3,8%	111 €	-2,2%

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Performance Regions

January 2014



Regions

Monthly performance

Regions (excl. French Riviera)	January	Luxury	Upscale	Midscale	Budget	Super Budget	
	OR 2014	38,5%	40,4%	43,7%	46,9%	50,0%	
	Var. /n-1	-1,0%	1,7%	-1,7%	-1,0%	-2,9%	
	ADR 2014	211 €	122 €	85 €	61 €	37 €	
	Var. /n-1	1,6%	-5,5%	-2,8%	-5,2%	-2,4%	
	RevPAR 2014	81 €	49 €	37 €	29 €	19 €	
	Var. /n-1	0,6%	-3,9%	-4,5%	-6,1%	-5,2%	
	<i>Year To Date performance</i>						
	Jan. to January	Luxury	Upscale	Midscale	Budget	Super Budget	
	OR 2014	38,5%	40,4%	43,7%	46,9%	50,0%	
Var. /n-1	-1,0%	1,7%	-1,7%	-1,0%	-2,9%		
ADR 2014	211 €	122 €	85 €	61 €	37 €		
Var. /n-1	1,6%	-5,5%	-2,8%	-5,2%	-2,4%		
RevPAR 2014	81 €	49 €	37 €	29 €	19 €		
Var. /n-1	0,6%	-3,9%	-4,5%	-6,1%	-5,2%		

Monthly performance

French Riviera	January	Luxury	Upscale *	Midscale	Budget	Super Budget	
	OR 2014	35,3%	27,7%	34,9%	n.d.	43,4%	
	Var. /n-1	-10,1%	-4,9%	-6,9%	-	-8,2%	
	ADR 2014	164 €	113 €	78 €	n.d.	41 €	
	Var. /n-1	-15,2%	-2,2%	-5,0%	-	-5,1%	
	RevPAR 2014	58 €	31 €	27 €	n.d.	18 €	
	Var. /n-1	-23,8%	-7,0%	-11,5%	-	-12,8%	
	<i>Year To Date performance</i>						
	Jan. to January	Luxury	Upscale *	Midscale	Budget	Super Budget	
	OR 2014	35,3%	27,7%	34,9%	n.d.	43,4%	
Var. /n-1	-10,1%	-4,9%	-6,9%	-	-8,2%		
ADR 2014	164 €	113 €	78 €	n.d.	41 €		
Var. /n-1	-15,2%	-2,2%	-5,0%	-	-5,1%		
RevPAR 2014	58 €	31 €	27 €	n.d.	18 €		
Var. /n-1	-23,8%	-7,0%	-11,5%	-	-12,8%		

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

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Performances Suburbs

January 2014



Paris suburbs (excluding Paris)

Midscale market	Monthly performance								
	January	departments							Average suburbs
		77	78	91	92	93	94	95	
OR 2014	30,6%	52,1%	50,6%	52,7%	48,8%	64,2%	62,7%	54,1%	
Var. /n-1	-20,4%	-2,2%	-6,2%	3,0%	-9,3%	3,7%	3,5%	-0,5%	
ADR 2014	97 €	108 €	99 €	115 €	79 €	85 €	104 €	103 €	
Var. /n-1	-7,2%	-3,6%	-0,9%	0,5%	-5,0%	-2,7%	-0,5%	-0,8%	
RevPAR 2014	30 €	56 €	50 €	60 €	39 €	55 €	65 €	56 €	
Var. /n-1	-26,2%	-5,7%	-7,1%	3,5%	-13,9%	0,8%	3,0%	-1,3%	
Midscale market	Year To Date performance								
	Jan. to January	departments							Average suburbs
		77	78	91	92	93	94	95	
OR 2014	30,6%	52,1%	50,6%	52,7%	48,8%	64,2%	62,7%	54,1%	
Var. /n-1	-20,4%	-2,2%	-6,2%	3,0%	-9,3%	3,7%	3,5%	-0,5%	
ADR 2014	97 €	108 €	99 €	115 €	79 €	85 €	104 €	103 €	
Var. /n-1	-7,2%	-3,6%	-0,9%	0,5%	-5,0%	-2,7%	-0,5%	-0,8%	
RevPAR 2014	30 €	56 €	50 €	60 €	39 €	55 €	65 €	56 €	
Var. /n-1	-26,2%	-5,7%	-7,1%	3,5%	-13,9%	0,8%	3,0%	-1,3%	
Budget market	Monthly performance								
	January	departments							Average suburbs
		77	78	91	92	93	94	95	
OR 2014	51,1%	56,0%	57,1%	61,5%	51,0%	60,1%	63,7%	57,2%	
Var. /n-1	1,6%	-1,9%	6,6%	15,6%	3,3%	-4,8%	8,5%	5,4%	
ADR 2014	60 €	81 €	66 €	76 €	63 €	68 €	60 €	66 €	
Var. /n-1	-1,7%	-3,6%	-4,2%	-4,7%	0,0%	-2,9%	-8,1%	-3,6%	
RevPAR 2014	31 €	45 €	37 €	47 €	32 €	41 €	38 €	38 €	
Var. /n-1	-0,2%	-5,4%	2,1%	10,2%	3,3%	-7,6%	-0,3%	1,5%	
Budget market	Year To Date performance								
	Jan. to January	departments							Average suburbs
		77	78	91	92	93	94	95	
OR 2014	51,1%	56,0%	57,1%	61,5%	51,0%	60,1%	63,7%	57,2%	
Var. /n-1	1,6%	-1,9%	6,6%	15,6%	3,3%	-4,8%	8,5%	5,4%	
ADR 2014	60 €	81 €	66 €	76 €	63 €	68 €	60 €	66 €	
Var. /n-1	-1,7%	-3,6%	-4,2%	-4,7%	0,0%	-2,9%	-8,1%	-3,6%	
RevPAR 2014	31 €	45 €	37 €	47 €	32 €	41 €	38 €	38 €	
Var. /n-1	-0,2%	-5,4%	2,1%	10,2%	3,3%	-7,6%	-0,3%	1,5%	
Super Budget market	Monthly performance								
	January	departments							IDF (hors Paris)
		77	78	91	92	93	94	95	
OR 2014	61,6%	65,7%	64,2%	n.d.	65,0%	68,8%	71,2%	66,5%	
Var. /n-1	0,3%	-1,4%	0,8%	-	-3,9%	-3,2%	3,1%	1,3%	
ADR 2014	40 €	43 €	40 €	n.d.	44 €	45 €	46 €	44 €	
Var. /n-1	-5,7%	0,8%	-2,8%	-	0,2%	0,3%	-3,1%	-2,6%	
RevPAR 2014	24 €	28 €	25 €	n.d.	29 €	31 €	33 €	29 €	
Var. /n-1	-5,5%	-0,6%	-2,1%	-	-3,7%	-2,9%	-0,1%	-1,3%	
Super Budget market	Year To Date performance								
	Jan. to January	departments							IDF (hors Paris)
		77	78	91	92	93	94	95	
OR 2014	61,6%	65,7%	64,2%	n.d.	65,0%	68,8%	71,2%	66,5%	
Var. /n-1	0,3%	-1,4%	0,8%	-	-3,9%	-3,2%	3,1%	1,3%	
ADR 2014	40 €	43 €	40 €	n.d.	44 €	45 €	46 €	44 €	
Var. /n-1	-5,7%	0,8%	-2,8%	-	0,2%	0,3%	-3,1%	-2,6%	
RevPAR 2014	24 €	28 €	25 €	n.d.	29 €	31 €	33 €	29 €	
Var. /n-1	-5,5%	-0,6%	-2,1%	-	-3,7%	-2,9%	-0,1%	-1,3%	

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Performances North-East

January 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	40,1%	-2,3%	125 €	1,5%	50 €	-0,9%	40,1%	-2,3%	125 €	1,5%	50 €	-0,9%
Dijon	28,3%	-7,7%	119 €	-0,6%	34 €	-8,2%	28,3%	-7,7%	119 €	-0,6%	34 €	-8,2%
Lille	48,2%	9,2%	119 €	-5,1%	58 €	3,7%	48,2%	9,2%	119 €	-5,1%	58 €	3,7%
Metz	insufficient supply						insufficient supply					
Nancy	insufficient supply						insufficient supply					
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	50,6%	9,5%	114 €	0,7%	57 €	10,3%	50,6%	9,5%	114 €	0,7%	57 €	10,3%

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	39,9%	-0,5%	87 €	-0,3%	35 €	-0,8%	39,9%	-0,5%	87 €	-0,3%	35 €	-0,8%
Dijon	34,5%	-5,1%	77 €	-4,1%	26 €	-9,1%	34,5%	-5,1%	77 €	-4,1%	26 €	-9,1%
Lille	52,7%	1,0%	90 €	-5,9%	47 €	-5,0%	52,7%	1,0%	90 €	-5,9%	47 €	-5,0%
Metz	in progress						in progress					
Nancy	41,1%	-3,5%	83 €	-1,6%	34 €	-5,1%	41,1%	-3,5%	83 €	-1,6%	34 €	-5,1%
Reims	42,3%	4,3%	101 €	2,8%	43 €	7,3%	42,3%	4,3%	101 €	2,8%	43 €	7,3%
Strasbourg	53,8%	41,5%	97 €	3,0%	52 €	45,8%	53,8%	41,5%	97 €	3,0%	52 €	45,8%

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	49,2%	1,4%	61 €	-3,1%	30 €	-1,7%	49,2%	1,4%	61 €	-3,1%	30 €	-1,7%
Dijon	51,3%	2,1%	61 €	-4,1%	31 €	-2,0%	51,3%	2,1%	61 €	-4,1%	31 €	-2,0%
Lille	55,7%	-7,5%	71 €	-5,5%	40 €	-12,6%	55,7%	-7,5%	71 €	-5,5%	40 €	-12,6%
Metz	44,2%	1,5%	67 €	-3,8%	30 €	-2,3%	44,2%	1,5%	67 €	-3,8%	30 €	-2,3%
Nancy	44,7%	-6,1%	60 €	1,9%	27 €	-4,3%	44,7%	-6,1%	60 €	1,9%	27 €	-4,3%
Reims	48,4%	13,0%	64 €	-1,6%	31 €	11,2%	48,4%	13,0%	64 €	-1,6%	31 €	11,2%
Strasbourg	58,0%	27,1%	64 €	-2,3%	37 €	24,2%	58,0%	27,1%	64 €	-2,3%	37 €	24,2%

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	50,8%	2,1%	36 €	-3,1%	18 €	-1,1%	50,8%	2,1%	36 €	-3,1%	18 €	-1,1%
Dijon	52,3%	-11,4%	38 €	-2,8%	20 €	-13,9%	52,3%	-11,4%	38 €	-2,8%	20 €	-13,9%
Lille	54,1%	-5,4%	39 €	-4,2%	21 €	-9,4%	54,1%	-5,4%	39 €	-4,2%	21 €	-9,4%
Metz	57,5%	5,7%	36 €	-7,4%	21 €	-2,1%	57,5%	5,7%	36 €	-7,4%	21 €	-2,1%
Nancy	48,6%	-11,8%	37 €	-5,0%	18 €	-16,2%	48,6%	-11,8%	37 €	-5,0%	18 €	-16,2%
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	57,8%	19,8%	40 €	-2,8%	23 €	16,5%	57,8%	19,8%	40 €	-2,8%	23 €	16,5%

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

January 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	37,4%	15,1%	170 €	1,8%	63 €	17,2%	37,4%	15,1%	170 €	1,8%	63 €	17,2%
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	43,5%	1,3%	81 €	-4,3%	35 €	-3,0%	43,5%	1,3%	81 €	-4,3%	35 €	-3,0%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Le Havre	49,7%	-9,0%	86 €	-1,4%	43 €	-10,3%	49,7%	-9,0%	86 €	-1,4%	43 €	-10,3%
Nantes	51,4%	-0,4%	84 €	0,2%	43 €	-0,3%	51,4%	-0,4%	84 €	0,2%	43 €	-0,3%
Niort	48,2%	-10,0%	83 €	-5,6%	40 €	-15,0%	48,2%	-10,0%	83 €	-5,6%	40 €	-15,0%
Rennes	47,2%	0,7%	85 €	-1,2%	40 €	-0,6%	47,2%	0,7%	85 €	-1,2%	40 €	-0,6%
Rouen	54,3%	7,8%	83 €	-7,5%	45 €	-0,3%	54,3%	7,8%	83 €	-7,5%	45 €	-0,3%

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	45,3%	0,7%	63 €	-3,2%	29 €	-2,6%	45,3%	0,7%	63 €	-3,2%	29 €	-2,6%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	50,8%	-3,0%	72 €	-2,4%	36 €	-5,3%	50,8%	-3,0%	72 €	-2,4%	36 €	-5,3%
Le Havre	45,7%	13,9%	62 €	-10,4%	28 €	2,1%	45,7%	13,9%	62 €	-10,4%	28 €	2,1%
Nantes	47,5%	-6,8%	68 €	0,2%	32 €	-6,6%	47,5%	-6,8%	68 €	0,2%	32 €	-6,6%
Niort	46,5%	-2,5%	62 €	-0,6%	29 €	-3,1%	46,5%	-2,5%	62 €	-0,6%	29 €	-3,1%
Rennes	56,2%	-6,3%	69 €	-4,4%	39 €	-10,4%	56,2%	-6,3%	69 €	-4,4%	39 €	-10,4%
Rouen	49,8%	4,7%	61 €	-3,3%	31 €	1,3%	49,8%	4,7%	61 €	-3,3%	31 €	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	48,2%	-4,0%	38 €	-1,3%	18 €	-5,2%	48,2%	-4,0%	38 €	-1,3%	18 €	-5,2%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	52,5%	-7,5%	42 €	1,7%	22 €	-5,9%	52,5%	-7,5%	42 €	1,7%	22 €	-5,9%
Le Havre	60,1%	7,3%	40 €	0,2%	24 €	7,5%	60,1%	7,3%	40 €	0,2%	24 €	7,5%
Nantes	55,6%	-4,8%	43 €	-0,3%	24 €	-5,1%	55,6%	-4,8%	43 €	-0,3%	24 €	-5,1%
Niort	51,5%	13,2%	36 €	-7,2%	19 €	5,0%	51,5%	13,2%	36 €	-7,2%	19 €	5,0%
Rennes	53,2%	-1,9%	41 €	2,1%	22 €	0,2%	53,2%	-1,9%	41 €	2,1%	22 €	0,2%
Rouen	51,6%	-4,3%	44 €	0,8%	23 €	-3,5%	51,6%	-4,3%	44 €	0,8%	23 €	-3,5%

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

January 2014



South-East (excl. French Riviera) & Cities

Luxury Upscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
South-East	39,2%	-4,4%	128 €	-10,5%	50 €	-14,5%	39,2%	-4,4%	128 €	-10,5%	50 €	-14,5%
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	28,0%	-7,4%	100 €	-7,6%	28 €	-14,4%	28,0%	-7,4%	100 €	-7,6%	28 €	-14,4%
Grenoble	insufficient supply						insufficient supply					
Lyon	53,5%	-16,0%	121 €	-19,1%	65 €	-32,0%	53,5%	-16,0%	121 €	-19,1%	65 €	-32,0%
Marseille	40,9%	18,7%	140 €	1,7%	57 €	20,7%	40,9%	18,7%	140 €	1,7%	57 €	20,7%
Montpellier	43,2%	44,1%	118 €	-3,7%	51 €	38,8%	43,2%	44,1%	118 €	-3,7%	51 €	38,8%
St Etienne	insufficient supply						insufficient supply					

Midscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
South-East	46,3%	-4,5%	86 €	-3,8%	40 €	-8,1%	46,3%	-4,5%	86 €	-3,8%	40 €	-8,1%
Aix en Provence	34,9%	-24,4%	87 €	2,9%	30 €	-22,2%	34,9%	-24,4%	87 €	2,9%	30 €	-22,2%
Avignon	39,4%	-12,2%	79 €	-0,9%	31 €	-13,0%	39,4%	-12,2%	79 €	-0,9%	31 €	-13,0%
Grenoble	50,7%	10,7%	99 €	-6,6%	50 €	3,5%	50,7%	10,7%	99 €	-6,6%	50 €	3,5%
Lyon	49,9%	-15,1%	95 €	-17,2%	47 €	-29,7%	49,9%	-15,1%	95 €	-17,2%	47 €	-29,7%
Marseille	51,9%	-5,7%	94 €	2,2%	48 €	-3,6%	51,9%	-5,7%	94 €	2,2%	48 €	-3,6%
Montpellier	45,9%	-2,9%	82 €	-5,4%	38 €	-8,2%	45,9%	-2,9%	82 €	-5,4%	38 €	-8,2%
St Etienne	in progress						in progress					

Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
South-East	45,6%	-8,3%	63 €	-7,5%	29 €	-15,2%	45,6%	-8,3%	63 €	-7,5%	29 €	-15,2%
Aix en Provence	44,1%	19,3%	64 €	-6,9%	28 €	11,0%	44,1%	19,3%	64 €	-6,9%	28 €	11,0%
Avignon	40,9%	-1,6%	59 €	-0,8%	24 €	-2,4%	40,9%	-1,6%	59 €	-0,8%	24 €	-2,4%
Grenoble	49,2%	-5,8%	64 €	-0,6%	31 €	-6,3%	49,2%	-5,8%	64 €	-0,6%	31 €	-6,3%
Lyon	52,4%	-15,7%	68 €	-21,0%	36 €	-33,4%	52,4%	-15,7%	68 €	-21,0%	36 €	-33,4%
Marseille	44,8%	-8,6%	66 €	1,6%	29 €	-7,1%	44,8%	-8,6%	66 €	1,6%	29 €	-7,1%
Montpellier	56,1%	4,8%	65 €	-4,5%	37 €	0,1%	56,1%	4,8%	65 €	-4,5%	37 €	0,1%
St Etienne	in progress						in progress					

Super Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
South-East	49,9%	-7,4%	38 €	-2,1%	19 €	-9,3%	49,9%	-7,4%	38 €	-2,1%	19 €	-9,3%
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	55,1%	0,9%	35 €	-1,8%	19 €	-0,9%	55,1%	0,9%	35 €	-1,8%	19 €	-0,9%
Grenoble	48,8%	-15,2%	38 €	-4,9%	19 €	-19,3%	48,8%	-15,2%	38 €	-4,9%	19 €	-19,3%
Lyon	58,2%	-10,3%	39 €	-7,1%	23 €	-16,7%	58,2%	-10,3%	39 €	-7,1%	23 €	-16,7%
Marseille	50,9%	-6,3%	41 €	-2,5%	21 €	-8,7%	50,9%	-6,3%	41 €	-2,5%	21 €	-8,7%
Montpellier	51,3%	-7,1%	37 €	-4,1%	19 €	-10,9%	51,3%	-7,1%	37 €	-4,1%	19 €	-10,9%
St Etienne	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-

Departments in the South-Eastern set :

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

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Performances South West

January 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	39,3%	11,3%	163 €	-0,3%	64 €	10,9%	39,3%	11,3%	163 €	-0,3%	64 €	10,9%
Bayonne-Anglet-Biarritz	37,6%	18,5%	182 €	-0,9%	68 €	17,5%	37,6%	18,5%	182 €	-0,9%	68 €	17,5%
Bordeaux	28,6%	-13,1%	174 €	6,3%	50 €	-7,6%	28,6%	-13,1%	174 €	6,3%	50 €	-7,6%
Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Toulouse	55,0%	1,3%	130 €	-3,1%	71 €	-1,8%	55,0%	1,3%	130 €	-3,1%	71 €	-1,8%
<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	44,8%	-0,6%	84 €	-2,9%	38 €	-3,5%	44,8%	-0,6%	84 €	-2,9%	38 €	-3,5%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Bordeaux	46,9%	7,7%	84 €	5,0%	39 €	13,0%	46,9%	7,7%	84 €	5,0%	39 €	13,0%
Pau	47,1%	2,5%	75 €	-4,8%	35 €	-2,4%	47,1%	2,5%	75 €	-4,8%	35 €	-2,4%
Toulouse	51,2%	-3,2%	95 €	-5,8%	49 €	-8,8%	51,2%	-3,2%	95 €	-5,8%	49 €	-8,8%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												
Budget	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
South-West	46,7%	6,0%	59 €	-4,4%	28 €	1,3%	46,7%	6,0%	59 €	-4,4%	28 €	1,3%
Bayonne-Anglet-Biarritz	37,8%	-5,6%	53 €	2,2%	20 €	-3,5%	37,8%	-5,6%	53 €	2,2%	20 €	-3,5%
Bordeaux	50,1%	4,3%	65 €	-5,8%	33 €	-1,7%	50,1%	4,3%	65 €	-5,8%	33 €	-1,7%
Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Toulouse	52,0%	-7,2%	65 €	-6,0%	34 €	-12,8%	52,0%	-7,2%	65 €	-6,0%	34 €	-12,8%
<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	51,7%	-1,3%	37 €	-2,5%	19 €	-3,8%	51,7%	-1,3%	37 €	-2,5%	19 €	-3,8%
Bayonne-Anglet-Biarritz	n.d.	-	-	-	-	-	n.d.	-	n.d.	-	-	-
Bordeaux	57,9%	2,1%	37 €	-1,9%	21 €	0,2%	57,9%	2,1%	37 €	-1,9%	21 €	0,2%
Pau	44,5%	-11,7%	33 €	-0,6%	15 €	-12,3%	44,5%	-11,7%	33 €	-0,6%	15 €	-12,3%
Toulouse	57,6%	0,0%	37 €	-4,5%	21 €	-4,5%	57,6%	0,0%	37 €	-4,5%	21 €	-4,5%
<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

January 2014



French Riviera

January	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	35,3%	-10,1%	164 €	-15,2%	58 €	-23,8%	35,3%	-10,1%	164 €	-15,2%	58 €	-23,8%
French Riviera - Boutique Hotels**	40,2%	5,5%	101 €	-8,3%	40 €	-3,2%	40,2%	5,5%	101 €	-8,3%	40 €	-3,2%
French Riviera - Upscale	26,3%	-6,5%	115 €	-1,1%	30 €	-7,5%	26,3%	-6,5%	115 €	-1,1%	30 €	-7,5%
Average Upscale & Luxury	30,3%	-6,1%	134 €	-8,1%	41 €	-13,7%	30,3%	-6,1%	134 €	-8,1%	41 €	-13,7%
Average Midscale	34,9%	-6,9%	78 €	-5,0%	27 €	-11,5%	34,9%	-6,9%	78 €	-5,0%	27 €	-11,5%
Average Budget	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Average Super-Budget	43,4%	-8,2%	41 €	-5,1%	18 €	-12,8%	43,4%	-8,2%	41 €	-5,1%	18 €	-12,8%

French Riviera Cities

January	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	34,5%	-8,1%	161 €	-16,7%	56 €	-23,4%	34,5%	-8,1%	161 €	-16,7%	56 €	-23,4%
Cannes - Boutique Hotels	38,0%	7,2%	84 €	-46,8%	32 €	-43,0%	38,0%	7,2%	84 €	-46,8%	32 €	-43,0%
Cannes - Upscale	19,7%	-17,3%	106 €	-6,1%	21 €	-22,4%	19,7%	-17,3%	106 €	-6,1%	21 €	-22,4%
Cannes - Upscale & Luxury	28,9%	-8,8%	146 €	-13,0%	42 €	-20,6%	28,9%	-8,8%	146 €	-13,0%	42 €	-20,6%
Cannes - Midscale	31,1%	-6,1%	83 €	-10,2%	26 €	-15,6%	31,1%	-6,1%	83 €	-10,2%	26 €	-15,6%

January	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	30,2%	-9,9%	123 €	-0,5%	37 €	-10,4%	30,2%	-9,9%	123 €	-0,5%	37 €	-10,4%
Nice - Midscale	36,1%	-12,0%	75 €	-4,3%	27 €	-15,8%	36,1%	-12,0%	75 €	-4,3%	27 €	-15,8%

January	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	39,0%	-13,3%	332 €	8,5%	129 €	-6,0%	39,0%	-13,3%	332 €	8,5%	129 €	-6,0%
Monaco - Upscale	41,8%	-20,6%	149 €	2,5%	62 €	-18,6%	41,8%	-20,6%	149 €	2,5%	62 €	-18,6%
Monaco - Upscale & Luxury	40,9%	-18,4%	207 €	7,0%	84 €	-12,7%	40,9%	-18,4%	207 €	7,0%	84 €	-12,7%

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

** Boutique Hotels: sample excludes Luxury hotels

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Performances Coast

January 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	31,9%	-4,2%	199 €	21,9%	64 €	16,8%	31,9%	-4,2%	199 €	21,9%	64 €	16,8%
Average Midscale	40,8%	-2,4%	92 €	0,1%	37 €	-2,2%	40,8%	-2,4%	92 €	0,1%	37 €	-2,2%
Average Budget	43,1%	2,4%	62 €	-3,4%	27 €	-1,1%	43,1%	2,4%	62 €	-3,4%	27 €	-1,1%
Average Super-Budget	42,3%	4,1%	37 €	-5,2%	15 €	-1,3%	42,3%	4,1%	37 €	-5,2%	15 €	-1,3%

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	34,9%	-16,2%	185 €	4,9%	64 €	-12,1%	34,9%	-16,2%	185 €	4,9%	64 €	-12,1%
Average Midscale	39,5%	5,1%	85 €	2,2%	34 €	7,4%	39,5%	5,1%	85 €	2,2%	34 €	7,4%
Average Budget	30,5%	-3,4%	53 €	-7,1%	16 €	-10,2%	30,5%	-3,4%	53 €	-7,1%	16 €	-10,2%
Average Super-Budget	40,9%	-13,0%	40 €	-1,5%	16 €	-14,3%	40,9%	-13,0%	40 €	-1,5%	16 €	-14,3%

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	37,6%	18,5%	182 €	-0,9%	68 €	17,5%	37,6%	18,5%	182 €	-0,9%	68 €	17,5%
Average Midscale	32,4%	-4,5%	86 €	-14,8%	28 €	-18,7%	32,4%	-4,5%	86 €	-14,8%	28 €	-18,7%
Average Budget	27,7%	-3,6%	54 €	-11,9%	15 €	-15,1%	27,7%	-3,6%	54 €	-11,9%	15 €	-15,1%
Average Super-Budget	40,1%	-7,8%	39 €	-4,3%	16 €	-11,8%	40,1%	-7,8%	39 €	-4,3%	16 €	-11,8%

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

January 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	28,0%	-7,4%	100 €	-7,6%	28 €	-14,4%	28,0%	-7,4%	100 €	-7,6%	28 €	-14,4%
Bayonne-Anglet-Biarritz	37,6%	18,5%	182 €	-0,9%	68 €	17,5%	37,6%	18,5%	182 €	-0,9%	68 €	17,5%
Bordeaux	28,6%	-13,1%	174 €	6,3%	50 €	-7,6%	28,6%	-13,1%	174 €	6,3%	50 €	-7,6%
Cannes	28,9%	-8,8%	146 €	-13,0%	42 €	-20,6%	28,9%	-8,8%	146 €	-13,0%	42 €	-20,6%
Dijon	28,3%	-7,7%	119 €	-0,6%	34 €	-8,2%	28,3%	-7,7%	119 €	-0,6%	34 €	-8,2%
Lille	48,2%	9,2%	119 €	-5,1%	58 €	3,7%	48,2%	9,2%	119 €	-5,1%	58 €	3,7%
Lyon	53,5%	-16,0%	121 €	-19,1%	65 €	-32,0%	53,5%	-16,0%	121 €	-19,1%	65 €	-32,0%
Marseille	40,9%	18,7%	140 €	1,7%	57 €	20,7%	40,9%	18,7%	140 €	1,7%	57 €	20,7%
Monaco	40,9%	-18,4%	207 €	7,0%	84 €	-12,7%	40,9%	-18,4%	207 €	7,0%	84 €	-12,7%
Montpellier	43,2%	44,1%	118 €	-3,7%	51 €	38,8%	43,2%	44,1%	118 €	-3,7%	51 €	38,8%
Nice	30,2%	-9,9%	123 €	-0,5%	37 €	-10,4%	30,2%	-9,9%	123 €	-0,5%	37 €	-10,4%
Strasbourg	50,6%	9,5%	114 €	0,7%	57 €	10,3%	50,6%	9,5%	114 €	0,7%	57 €	10,3%
Toulouse	55,0%	1,3%	130 €	-3,1%	71 €	-1,8%	55,0%	1,3%	130 €	-3,1%	71 €	-1,8%
<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	34,9%	-24,4%	87 €	2,9%	30 €	-22,2%	34,9%	-24,4%	87 €	2,9%	30 €	-22,2%
Avignon	39,4%	-12,2%	79 €	-0,9%	31 €	-13,0%	39,4%	-12,2%	79 €	-0,9%	31 €	-13,0%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	46,9%	7,7%	84 €	5,0%	39 €	13,0%	46,9%	7,7%	84 €	5,0%	39 €	13,0%
Cannes	31,1%	-6,1%	83 €	-10,2%	26 €	-15,6%	31,1%	-6,1%	83 €	-10,2%	26 €	-15,6%
Dijon	34,5%	-5,1%	77 €	-4,1%	26 €	-9,1%	34,5%	-5,1%	77 €	-4,1%	26 €	-9,1%
Grenoble	50,7%	10,7%	99 €	-6,6%	50 €	3,5%	50,7%	10,7%	99 €	-6,6%	50 €	3,5%
Le Havre	49,7%	-9,0%	86 €	-1,4%	43 €	-10,3%	49,7%	-9,0%	86 €	-1,4%	43 €	-10,3%
Lille	52,7%	1,0%	90 €	-5,9%	47 €	-5,0%	52,7%	1,0%	90 €	-5,9%	47 €	-5,0%
Lyon	49,9%	-15,1%	95 €	-17,2%	47 €	-29,7%	49,9%	-15,1%	95 €	-17,2%	47 €	-29,7%
Marseille	51,9%	-5,7%	94 €	2,2%	48 €	-3,6%	51,9%	-5,7%	94 €	2,2%	48 €	-3,6%
Montpellier	45,9%	-2,9%	82 €	-5,4%	38 €	-8,2%	45,9%	-2,9%	82 €	-5,4%	38 €	-8,2%
Nancy	41,1%	-3,5%	83 €	-1,6%	34 €	-5,1%	41,1%	-3,5%	83 €	-1,6%	34 €	-5,1%
Nantes	51,4%	-0,4%	84 €	0,2%	43 €	-0,3%	51,4%	-0,4%	84 €	0,2%	43 €	-0,3%
Niort	48,2%	-10,0%	83 €	-5,6%	40 €	-15,0%	48,2%	-10,0%	83 €	-5,6%	40 €	-15,0%
Nice	36,1%	-12,0%	75 €	-4,3%	27 €	-15,8%	36,1%	-12,0%	75 €	-4,3%	27 €	-15,8%
Pau	47,1%	2,5%	75 €	-4,8%	35 €	-2,4%	47,1%	2,5%	75 €	-4,8%	35 €	-2,4%
Reims	42,3%	4,3%	101 €	2,8%	43 €	7,3%	42,3%	4,3%	101 €	2,8%	43 €	7,3%
Rennes	47,2%	0,7%	85 €	-1,2%	40 €	-0,6%	47,2%	0,7%	85 €	-1,2%	40 €	-0,6%
Rouen	54,3%	7,8%	83 €	-7,5%	45 €	-0,3%	54,3%	7,8%	83 €	-7,5%	45 €	-0,3%
Strasbourg	53,8%	41,5%	97 €	3,0%	52 €	45,8%	53,8%	41,5%	97 €	3,0%	52 €	45,8%
Toulouse	51,2%	-3,2%	95 €	-5,8%	49 €	-8,8%	51,2%	-3,2%	95 €	-5,8%	49 €	-8,8%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												

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Performances Main cities in Regions

January 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	44,1%	19,3%	64 €	-6,9%	28 €	11,0%	44,1%	19,3%	64 €	-6,9%	28 €	11,0%
Angers	50,8%	-3,0%	72 €	-2,4%	36 €	-5,3%	50,8%	-3,0%	72 €	-2,4%	36 €	-5,3%
Avignon	40,9%	-1,6%	59 €	-0,8%	24 €	-2,4%	40,9%	-1,6%	59 €	-0,8%	24 €	-2,4%
Bayonne-Anglet-Biarritz	37,8%	-5,6%	53 €	2,2%	20 €	-3,5%	37,8%	-5,6%	53 €	2,2%	20 €	-3,5%
Bordeaux	50,1%	4,3%	65 €	-5,8%	33 €	-1,7%	50,1%	4,3%	65 €	-5,8%	33 €	-1,7%
Dijon	51,3%	2,1%	61 €	-4,1%	31 €	-2,0%	51,3%	2,1%	61 €	-4,1%	31 €	-2,0%
Grenoble	49,2%	-5,8%	64 €	-0,6%	31 €	-6,3%	49,2%	-5,8%	64 €	-0,6%	31 €	-6,3%
Le Havre	45,7%	13,9%	62 €	-10,4%	28 €	2,1%	45,7%	13,9%	62 €	-10,4%	28 €	2,1%
Lille	55,7%	-7,5%	71 €	-5,5%	40 €	-12,6%	55,7%	-7,5%	71 €	-5,5%	40 €	-12,6%
Lyon	52,4%	-15,7%	68 €	-21,0%	36 €	-33,4%	52,4%	-15,7%	68 €	-21,0%	36 €	-33,4%
Marseille	44,8%	-8,6%	66 €	1,6%	29 €	-7,1%	44,8%	-8,6%	66 €	1,6%	29 €	-7,1%
Metz	44,2%	1,5%	67 €	-3,8%	30 €	-2,3%	44,2%	1,5%	67 €	-3,8%	30 €	-2,3%
Montpellier	56,1%	4,8%	65 €	-4,5%	37 €	0,1%	56,1%	4,8%	65 €	-4,5%	37 €	0,1%
Nancy	44,7%	-6,1%	60 €	1,9%	27 €	-4,3%	44,7%	-6,1%	60 €	1,9%	27 €	-4,3%
Nantes	47,5%	-6,8%	68 €	0,2%	32 €	-6,6%	47,5%	-6,8%	68 €	0,2%	32 €	-6,6%
Niort	46,5%	-2,5%	62 €	-0,6%	29 €	-3,1%	46,5%	-2,5%	62 €	-0,6%	29 €	-3,1%
Pau	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Reims	48,4%	13,0%	64 €	-1,6%	31 €	11,2%	48,4%	13,0%	64 €	-1,6%	31 €	11,2%
Rennes	56,2%	-6,3%	69 €	-4,4%	39 €	-10,4%	56,2%	-6,3%	69 €	-4,4%	39 €	-10,4%
Rouen	49,8%	4,7%	61 €	-3,3%	31 €	1,3%	49,8%	4,7%	61 €	-3,3%	31 €	1,3%
Strasbourg	58,0%	27,1%	64 €	-2,3%	37 €	24,2%	58,0%	27,1%	64 €	-2,3%	37 €	24,2%
Toulouse	52,0%	-7,2%	65 €	-6,0%	34 €	-12,8%	52,0%	-7,2%	65 €	-6,0%	34 €	-12,8%

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	52,5%	-7,5%	42 €	1,7%	22 €	-5,9%	52,5%	-7,5%	42 €	1,7%	22 €	-5,9%
Avignon	55,1%	0,9%	35 €	-1,8%	19 €	-0,9%	55,1%	0,9%	35 €	-1,8%	19 €	-0,9%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	57,9%	2,1%	37 €	-1,9%	21 €	0,2%	57,9%	2,1%	37 €	-1,9%	21 €	0,2%
Dijon	52,3%	-11,4%	38 €	-2,8%	20 €	-13,9%	52,3%	-11,4%	38 €	-2,8%	20 €	-13,9%
Grenoble	48,8%	-15,2%	38 €	-4,9%	19 €	-19,3%	48,8%	-15,2%	38 €	-4,9%	19 €	-19,3%
Le Havre	60,1%	7,3%	40 €	0,2%	24 €	7,5%	60,1%	7,3%	40 €	0,2%	24 €	7,5%
Lille	54,1%	-5,4%	39 €	-4,2%	21 €	-9,4%	54,1%	-5,4%	39 €	-4,2%	21 €	-9,4%
Lyon	58,2%	-10,3%	39 €	-7,1%	23 €	-16,7%	58,2%	-10,3%	39 €	-7,1%	23 €	-16,7%
Marseille	50,9%	-6,3%	41 €	-2,5%	21 €	-8,7%	50,9%	-6,3%	41 €	-2,5%	21 €	-8,7%
Metz	57,5%	5,7%	36 €	-7,4%	21 €	-2,1%	57,5%	5,7%	36 €	-7,4%	21 €	-2,1%
Montpellier	51,3%	-7,1%	37 €	-4,1%	19 €	-10,9%	51,3%	-7,1%	37 €	-4,1%	19 €	-10,9%
Nancy	48,6%	-11,8%	37 €	-5,0%	18 €	-16,2%	48,6%	-11,8%	37 €	-5,0%	18 €	-16,2%
Nantes	55,6%	-4,8%	43 €	-0,3%	24 €	-5,1%	55,6%	-4,8%	43 €	-0,3%	24 €	-5,1%
Niort	51,5%	13,2%	36 €	-7,2%	19 €	5,0%	51,5%	13,2%	36 €	-7,2%	19 €	5,0%
Pau	44,5%	-11,7%	33 €	-0,6%	15 €	-12,3%	44,5%	-11,7%	33 €	-0,6%	15 €	-12,3%
Rennes	53,2%	-1,9%	41 €	2,1%	22 €	0,2%	53,2%	-1,9%	41 €	2,1%	22 €	0,2%
Rouen	51,6%	-4,3%	44 €	0,8%	23 €	-3,5%	51,6%	-4,3%	44 €	0,8%	23 €	-3,5%
Strasbourg	57,8%	19,8%	40 €	-2,8%	23 €	16,5%	57,8%	19,8%	40 €	-2,8%	23 €	16,5%
Toulouse	57,6%	0,0%	37 €	-4,5%	21 €	-4,5%	57,6%	0,0%	37 €	-4,5%	21 €	-4,5%

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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In Extenso – member of Deloitte

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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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