

In Extenso

tourisme, hôtellerie et restauration

French Hotel Industry Performances

November



Membre de **Deloitte**.

A rebound in activity for November

After October's dip, performances in Paris began improving again, with hotels achieving high growth rates – RevPAR rose by an average of 13% in the capital. In particular, the Batimat trade show attracted 352 000 visitors and contributed to these positive results. Not to be outdone, upscale hotels on the Côte d'Azur recorded RevPAR growth of almost 29%. The G20 summit held in Cannes at the beginning of November enabled hoteliers to maximize average rates.

Performances were more contrasted throughout the rest of France. While a number of cities recorded strong growth, many hotels stagnated or posted declining rooms revenue.

French market

Monthly performance

November	5* - 4 *	3 *	2 *
OR 2011	63,2%	62,3%	61,1%
Var. /n-1	6,0%	3,6%	3,9%
ADR 2011	224 €	101 €	66 €
Var. /n-1	9,2%	4,7%	2,0%
RevPAR 2011	141 €	63 €	40 €
Var. /n-1	15,7%	8,4%	6,0%

Year To Date performance

November	5* - 4 *	3 *	2 *
OR 2011	70,0%	68,3%	65,9%
Var. /n-1	4,3%	2,5%	0,9%
ADR 2011	243 €	99 €	65 €
Var. /n-1	5,2%	3,9%	2,3%
RevPAR 2011	170 €	67 €	43 €
Var. /n-1	9,7%	6,5%	3,2%

Definitions

OR = Occupancy Rate

ADR = Average Daily Rate

RevPAR = Revenue per available room

Regional hotel performances were rather a mixed bag. Several cities experienced spectacular growth and the hosting of major events boosted demand and/or average rates. Consequently, the cultural G20-G8 summit held in Avignon, the G20 summit in Cannes and the Jacques Vabre transatlantic race in Le Havre, all contributed to enhancing RevPAR. Four and five star hotels in these towns achieved the best results, posting rooms revenue growth between 25% and 43%. Additionally, Monaco, Montpellier, Strasburg, Toulouse and Nancy – with a full MICE calendar in November – all posted encouraging results.

Conversely, November was more difficult for hoteliers in Grenoble, Lyon, Metz, Nantes, Reims and Rennes. While, declining demand in the budget sector was somewhat cushioned by a slight increase in average rates, occupancy drops in the midscale segment were often accompanied by a decline in average rates. However, on the whole, regional RevPAR (excluding the Côte d'Azur) grew by 4% to 5%, depending on the category.

Further to a dip in activity in October, performances in Paris were once again on the up in November, with hotels posting an average RevPAR growth of 13% and occupancy rates in excess of 79% for all categories. This was also the case for other departments in the Ile de France region.

Reproduction or distribution in whole or part without written permission of In Extenso TH&R is prohibited and subject to legal action

FOR FURTHER INFORMATION, PLEASE CONTACT FLORENT DANIEL (+33 (0)1 72 29 68 05 OR florent.daniel@inextenso.fr)

In Extenso Tourism, Hotels & Restaurants - 7 rue Ernest Renan - 92136 Issy Les Moulineaux - France

Tél : +33 (0)1 72 29 68 12 - Fax : +33 (0)1 72 29 61 24

Performances Paris

November 2011



Paris-City

Monthly performance

November	OR		ADR		RevPAR	
	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1
Paris Superior 5* - 4*	79,3%	12,0%	539 €	3,7%	427 €	16,1%
Paris Boutique Hotels	79,5%	7,1%	278 €	3,7%	221 €	11,1%
Paris Standard 5* - 4*	79,7%	6,9%	189 €	5,2%	151 €	12,5%
Paris average - 5* - 4 *	79,6%	7,9%	264 €	5,5%	210 €	13,9%
Paris Superior 3*	85,2%	2,3%	155 €	9,1%	132 €	11,6%
Paris Standard 3*	81,5%	2,6%	112 €	10,4%	91 €	13,2%
Paris - 3*	82,5%	2,5%	124 €	10,1%	102 €	12,9%
Paris - 2*	82,3%	0,3%	85 €	12,8%	70 €	13,1%

Year To Date performance

November	OR		ADR		RevPAR	
	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1
Paris Superior 5* - 4*	78,8%	3,9%	581 €	4,2%	458 €	8,3%
Paris Boutique Hotels	79,1%	2,9%	299 €	5,0%	236 €	8,1%
Paris Standard 5* - 4*	79,3%	4,4%	195 €	8,3%	155 €	13,0%
Paris average - 5* - 4 *	79,2%	4,2%	278 €	6,3%	220 €	10,8%
Paris Superior 3*	86,4%	4,4%	154 €	6,0%	133 €	10,6%
Paris Standard 3*	82,8%	1,6%	108 €	6,8%	90 €	8,4%
Paris - 3*	83,7%	2,4%	121 €	6,8%	101 €	9,3%
Paris - 2*	85,9%	1,3%	81 €	4,5%	69 €	5,8%

Paris suburbs (excluding Paris)

Monthly performance

November	OR		ADR		RevPAR	
	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1
Paris - 5* - 4*	79,6%	7,9%	264 €	5,5%	210 €	13,9%
La Défense - 5* - 4*	n.d.	-	n.d.	-	n.d.	-
Roissy CdG - 5* - 4*	68,6%	5,1%	114 €	8,0%	78 €	13,5%
Paris suburbs* - 5* - 4*	74,2%	1,0%	196 €	7,4%	146 €	8,5%

Year To Date performance

November	OR		ADR		RevPAR	
	2011	Var /n-1	2011	Var /n-1	2011	Var /n-1
Paris - 5* - 4*	79,2%	4,2%	278 €	6,3%	220 €	10,8%
La Défense - 5* - 4*	n.d.	-	n.d.	-	n.d.	-
Roissy CdG - 5* - 4*	71,4%	2,6%	105 €	-1,1%	75 €	1,5%
Paris suburbs* - 5* - 4*	79,1%	1,3%	222 €	5,4%	175 €	6,8%

Reproduction or distribution in whole or part without written permission of In Extenso TH&R is prohibited and subject to legal action

FOR FURTHER INFORMATION, PLEASE CONTACT FLORENT DANIEL (+33 (0)1 72 29 68 05 OR florent.daniel@inextenso.fr)

In Extenso Tourism, Hotels & Restaurants - 7 rue Ernest Renan - 92136 Issy Les Moulineaux - France

Tél : +33 (0)1 72 29 68 12 - Fax : +33 (0)1 72 29 61 24

Performance Regions

November 2011



Regions

		<i>Monthly performance</i>				
		<i>November</i>	5* - 4 *	3 *	2 *	
Regions (excl. French Riviera)	OR 2011		55,9%	56,0%	57,7%	
	<i>Var. /n-1</i>		7,5%	3,3%	2,9%	
	ADR 2011		138 €	88 €	65 €	
	<i>Var. /n-1</i>		-2,0%	1,5%	1,4%	
	RevPAR 2011		77 €	50 €	37 €	
	<i>Var. /n-1</i>		5,4%	4,9%	4,4%	
	<i>Year To Date performance</i>					
			<i>November</i>	5* - 4 *	3 *	2 *
	OR 2011		61,5%	62,8%	63,0%	
	<i>Var. /n-1</i>		4,6%	3,0%	1,1%	
ADR 2011		158 €	90 €	65 €		
<i>Var. /n-1</i>		2,8%	2,2%	1,8%		
RevPAR 2011		97 €	57 €	41 €		
<i>Var. /n-1</i>		7,5%	5,2%	3,0%		
		<i>Monthly performance</i>				
		<i>November</i>	5* - 4 *	3 *	2 *	
French Riviera	OR 2011		37,7%	45,9%	n.d.	
	<i>Var. /n-1</i>		0,4%	5,7%	n.d.	
	ADR 2011		209 €	77 €	n.d.	
	<i>Var. /n-1</i>		28,3%	-1,8%	n.d.	
	RevPAR 2011		79 €	35 €	n.d.	
	<i>Var. /n-1</i>		28,8%	3,8%	n.d.	
	<i>Year To Date performance</i>					
			<i>November</i>	5* - 4 *	3 *	2 *
	OR 2011		59,6%	68,7%	n.d.	
	<i>Var. /n-1</i>		5,1%	3,8%	n.d.	
ADR 2011		262 €	97 €	n.d.		
<i>Var. /n-1</i>		4,4%	3,4%	n.d.		
RevPAR 2011		156 €	66 €	n.d.		
<i>Var. /n-1</i>		9,7%	7,3%	n.d.		

Reproduction or distribution in whole or part without written permission of In Extenso TH&R is prohibited and subject to legal action

FOR FURTHER INFORMATION, PLEASE CONTACT FLORENT DANIEL (+33 (0)1 72 29 68 05 OR florent.daniel@inextenso.fr)

In Extenso Tourism, Hotels & Restaurants - 7 rue Ernest Renan - 92136 Issy Les Moulineaux - France

Tél : +33 (0)1 72 29 68 12 - Fax : +33 (0)1 72 29 61 24

Performances Suburbs

November 2011



Paris suburbs (excluding Paris)

3 star market	Monthly performance								
	November	departments						Average suburbs	
		77	78	91	92	93	94		95
	OR 2011	77,0%	61,8%	60,6%	68,9%	59,0%	73,3%	65,7%	67,5%
	Var. /n-1	11,4%	7,8%	6,4%	8,2%	6,1%	0,5%	-2,0%	5,8%
	ADR 2011	96 €	115 €	102 €	125 €	87 €	83 €	109 €	107 €
	Var. /n-1	4,3%	5,1%	6,5%	5,1%	11,4%	3,1%	7,1%	5,8%
	RevPAR 2011	74 €	71 €	62 €	86 €	52 €	61 €	72 €	72 €
	Var. /n-1	16,2%	13,2%	13,4%	13,7%	18,1%	3,7%	5,0%	11,9%
3 star market	Year To Date performance								
	November	departments						Average suburbs	
		77	78	91	92	93	94		95
	OR 2011	78,0%	65,3%	65,2%	71,3%	64,0%	76,5%	71,3%	70,8%
	Var. /n-1	-1,5%	8,2%	5,6%	-0,2%	-1,5%	2,0%	0,7%	1,3%
	ADR 2011	128 €	104 €	90 €	106 €	76 €	80 €	99 €	102 €
	Var. /n-1	5,0%	0,7%	3,3%	6,4%	6,0%	5,5%	4,4%	4,7%
	RevPAR 2011	100 €	68 €	58 €	76 €	48 €	61 €	71 €	72 €
	Var. /n-1	3,5%	9,0%	9,1%	6,2%	4,4%	7,7%	5,2%	6,1%
2 star market	Monthly performance								
	November	departments						Average suburbs	
		77	78	91	92	93	94		95
	OR 2011	59,9%	63,9%	57,5%	67,5%	72,1%	69,6%	64,9%	65,9%
	Var. /n-1	7,3%	5,5%	-2,6%	3,7%	13,4%	-3,9%	5,3%	6,0%
	ADR 2011	55 €	85 €	70 €	76 €	61 €	74 €	66 €	67 €
	Var. /n-1	-1,5%	3,4%	0,5%	5,1%	-3,9%	9,6%	0,4%	0,8%
	RevPAR 2011	33 €	54 €	40 €	52 €	44 €	52 €	43 €	44 €
	Var. /n-1	5,7%	9,1%	-2,1%	9,0%	8,9%	5,3%	5,7%	6,8%
2 star market	Year To Date performance								
	November	départements						IDF (hors Paris)	
		77	78	91	92	93	94		95
	OR 2011	67,7%	65,4%	59,6%	70,2%	73,7%	76,7%	65,3%	69,0%
	Var. /n-1	2,8%	-2,3%	2,1%	3,2%	4,1%	-0,9%	-1,3%	1,4%
	ADR 2011	60 €	81 €	66 €	68 €	57 €	65 €	60 €	63 €
	Var. /n-1	1,7%	3,5%	-1,0%	3,0%	-0,7%	4,5%	3,3%	2,0%
	RevPAR 2011	40 €	53 €	39 €	48 €	42 €	50 €	39 €	43 €
	Var. /n-1	4,6%	1,1%	1,0%	6,3%	3,4%	3,6%	2,0%	3,4%
0/1 star market	Monthly performance								
	November	departments						IDF (hors Paris)	
		77	78	91	92	93	94		95
	OR 2011	65,1%	73,4%	69,1%	n.d.	80,2%	76,4%	75,1%	74,2%
	Var. /n-1	8,9%	6,6%	3,3%	-	5,4%	-3,1%	4,0%	4,1%
	ADR 2011	40 €	43 €	40 €	n.d.	43 €	44 €	42 €	43 €
	Var. /n-1	-0,1%	3,7%	2,6%	-	4,0%	5,2%	2,0%	3,7%
	RevPAR 2011	26 €	31 €	27 €	n.d.	34 €	34 €	31 €	32 €
	Var. /n-1	8,9%	10,5%	6,0%	-	9,7%	2,0%	6,1%	8,0%
0/1 star market	Year To Date performance								
	November	departments						IDF (hors Paris)	
		77	78	91	92	93	94		95
	OR 2011	65,9%	73,1%	69,5%	n.d.	79,2%	77,7%	78,3%	74,6%
	Var. /n-1	-0,8%	1,5%	4,8%	-	3,2%	-3,1%	5,5%	2,2%
	ADR 2011	41 €	42 €	39 €	n.d.	42 €	44 €	41 €	42 €
	Var. /n-1	4,7%	3,3%	3,9%	-	2,5%	5,0%	1,8%	3,4%
	RevPAR 2011	27 €	31 €	27 €	n.d.	33 €	34 €	32 €	32 €
	Var. /n-1	3,9%	4,9%	8,8%	-	5,8%	1,7%	7,4%	5,7%

Reproduction or distribution in whole or part without written permission of In Extenso TH&R is prohibited and subject to legal action

FOR FURTHER INFORMATION, PLEASE CONTACT FLORENT DANIEL (+33 (0)1 72 29 68 05 OR florent.daniel@inextenso.fr)

In Extenso Tourism, Hotels & Restaurants - 7 rue Ernest Renan - 92136 Issy Les Moulineaux - France

Tél : +33 (0)1 72 29 68 12 - Fax : +33 (0)1 72 29 61 24

Performances North-East

November 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*	55,4%	7,7%	129 €	-3,0%	72 €	4,5%	59,6%	5,7%	129 €	-1,1%	77 €	4,5%
Dijon	56,5%	-12,4%	117 €	3,4%	66 €	-9,4%	65,4%	4,4%	124 €	2,7%	81 €	7,1%
Lille	60,2%	7,4%	117 €	-0,6%	70 €	6,7%	56,3%	4,9%	116 €	1,7%	66 €	6,7%
Metz	insufficient supply						insufficient supply					
Nancy	insufficient supply						insufficient supply					
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	67,6%	16,2%	130 €	-4,3%	88 €	11,2%	64,6%	9,1%	118 €	-2,9%	76 €	6,0%
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
	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*	54,2%	1,1%	88 €	1,8%	48 €	2,9%	59,7%	1,7%	87 €	1,3%	52 €	3,1%
Dijon	47,4%	0,4%	82 €	-3,1%	39 €	-2,7%	63,4%	-1,6%	84 €	1,6%	53 €	-0,1%
Lille	65,8%	-2,3%	92 €	7,3%	61 €	4,8%	65,8%	2,6%	89 €	3,3%	59 €	5,9%
Metz	in progress						in progress					
Nancy	57,0%	11,9%	82 €	3,7%	47 €	16,0%	58,7%	5,5%	80 €	4,1%	47 €	9,8%
Reims	59,9%	-6,6%	90 €	-4,6%	54 €	-10,9%	67,2%	1,1%	94 €	1,3%	63 €	2,4%
Strasbourg	62,9%	0,0%	105 €	8,0%	66 €	8,0%	64,2%	0,9%	93 €	0,9%	59 €	1,8%
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
	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*	59,1%	2,9%	64 €	0,9%	38 €	3,7%	63,2%	2,3%	63 €	0,9%	40 €	3,2%
Dijon	63,3%	8,9%	64 €	3,1%	41 €	12,2%	65,3%	-3,5%	65 €	3,1%	42 €	-0,5%
Lille	74,2%	7,3%	75 €	3,1%	56 €	10,6%	68,3%	7,4%	73 €	1,9%	50 €	9,5%
Metz	63,5%	-10,2%	68 €	-2,7%	43 €	-12,7%	66,6%	-0,5%	67 €	2,1%	45 €	1,5%
Nancy	61,3%	3,1%	59 €	0,6%	36 €	3,7%	56,7%	0,7%	58 €	0,4%	33 €	1,1%
Reims	56,0%	-1,3%	64 €	3,7%	36 €	2,4%	67,6%	6,8%	64 €	1,0%	43 €	7,9%
Strasbourg	65,3%	2,7%	71 €	4,1%	46 €	6,9%	66,2%	2,7%	64 €	0,8%	43 €	3,6%
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
	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	61,5%	1,6%	40 €	3,5%	24 €	5,1%	67,0%	-0,1%	40 €	3,3%	27 €	3,2%
Dijon	79,7%	6,6%	39 €	3,8%	31 €	10,7%	77,8%	3,0%	39 €	3,7%	30 €	6,8%
Lille	71,9%	1,3%	38 €	2,5%	27 €	3,8%	69,0%	1,6%	38 €	1,9%	26 €	3,5%
Metz	67,5%	-5,7%	38 €	2,7%	25 €	-3,2%	75,5%	7,0%	37 €	2,5%	28 €	9,7%
Nancy	65,0%	13,2%	38 €	4,8%	25 €	18,6%	62,6%	-2,4%	38 €	5,2%	24 €	2,6%
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	61,2%	-5,1%	39 €	2,0%	24 €	-3,2%	62,6%	2,4%	39 €	4,8%	24 €	7,3%

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

Reproduction or distribution in whole or part without written permission of In Extenso TH&R is prohibited and subject to legal action

FOR FURTHER INFORMATION, PLEASE CONTACT FLORENT DANIEL (+33 (0)1 72 29 68 05 OR florent.daniel@inextenso.fr)

In Extenso Tourism, Hotels & Restaurants - 7 rue Ernest Renan - 92136 Issy Les Moulineaux - France

Tél : +33 (0)1 72 29 68 12 - Fax : +33 (0)1 72 29 61 24

Performances North-West

November 2011



North-West & Cities

	Monthly performance						Year To Date performance					
5/4-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 - 5* - 4*	55,2%	7,2%	157 €	0,5%	87 €	7,7%	64,7%	2,7%	185 €	3,2%	120 €	5,9%
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*	50,9%	4,1%	85 €	2,9%	44 €	7,1%	61,1%	4,2%	90 €	1,7%	55 €	5,9%
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	63,1%	17,8%	93 €	6,5%	59 €	25,4%	64,0%	1,6%	90 €	4,6%	58 €	6,3%
Nantes	58,7%	-4,9%	86 €	2,1%	51 €	-2,9%	59,7%	1,7%	90 €	4,2%	54 €	6,0%
Rennes	61,6%	-2,5%	85 €	-0,8%	53 €	-3,3%	63,2%	1,8%	85 €	3,4%	54 €	5,3%
Rouen	54,7%	4,0%	94 €	0,8%	52 €	4,9%	60,6%	1,6%	94 €	1,4%	57 €	3,0%
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*	55,8%	3,4%	64 €	2,6%	36 €	6,1%	61,4%	0,6%	64 €	2,0%	39 €	2,5%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	57,9%	9,9%	67 €	5,9%	39 €	16,4%	58,6%	2,3%	66 €	3,2%	39 €	5,6%
Le Havre	59,4%	16,2%	62 €	7,3%	37 €	24,8%	58,0%	0,9%	61 €	3,0%	35 €	4,0%
Nantes	60,3%	-2,4%	69 €	5,6%	42 €	3,0%	61,4%	-0,6%	68 €	3,9%	42 €	3,3%
Rennes	62,0%	2,3%	64 €	-2,3%	40 €	-0,1%	60,8%	1,5%	65 €	3,5%	40 €	5,0%
Rouen	56,2%	3,0%	62 €	0,6%	35 €	3,7%	61,0%	0,4%	62 €	2,6%	38 €	3,0%
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	60,9%	3,0%	40 €	0,7%	24 €	3,6%	68,3%	1,7%	41 €	1,9%	28 €	3,6%
Amiens	74,7%	13,6%	42 €	3,3%	31 €	17,3%	76,9%	7,5%	41 €	0,5%	32 €	8,1%
Angers	67,4%	5,8%	37 €	2,0%	25 €	7,9%	70,7%	3,9%	37 €	0,6%	26 €	4,5%
Le Havre	67,7%	6,5%	40 €	2,8%	27 €	9,5%	74,6%	7,5%	39 €	4,9%	29 €	12,8%
Nantes	62,7%	-7,9%	42 €	0,5%	26 €	-7,5%	67,6%	-1,3%	42 €	2,6%	28 €	1,3%
Rennes	59,2%	0,7%	38 €	-0,7%	22 €	0,0%	60,0%	-1,1%	38 €	0,9%	23 €	-0,2%
Rouen	65,6%	9,3%	40 €	-0,5%	26 €	8,8%	69,0%	2,5%	40 €	1,0%	28 €	3,6%

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

Reproduction or distribution in whole or part without written permission of In Extenso TH&R is prohibited and subject to legal action

FOR FURTHER INFORMATION, PLEASE CONTACT FLORENT DANIEL (+33 (0)1 72 29 68 05 OR florent.daniel@inextenso.fr)
In Extenso Tourism, Hotels & Restaurants - 7 rue Ernest Renan - 92136 Issy Les Moulineaux - France
Tél : +33 (0)1 72 29 68 12 - Fax : +33 (0)1 72 29 61 24

Performances South-East November 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*	59,2%	7,8%	131 €	-3,2%	77 €	4,4%	63,9%	3,7%	150 €	2,5%	96 €	6,3%
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	49,6%	34,6%	107 €	-6,9%	53 €	25,4%	66,3%	17,6%	139 €	-3,3%	92 €	13,7%
Grenoble	insufficient supply						insufficient supply					
Lyon	62,8%	-12,4%	130 €	-4,1%	82 €	-16,0%	65,2%	3,6%	126 €	5,3%	82 €	9,1%
Marseille	57,1%	13,7%	130 €	-3,5%	74 €	9,7%	62,4%	5,4%	139 €	1,2%	87 €	6,7%
Montpellier	74,4%	24,0%	135 €	6,4%	101 €	31,9%	70,8%	-1,3%	146 €	4,4%	103 €	3,0%
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*	59,7%	5,2%	90 €	1,1%	54 €	6,4%	66,4%	3,4%	92 €	3,0%	61 €
Aix en Provence	49,7%	-6,2%	91 €	4,9%	45 €	-1,7%	65,4%	-2,9%	90 €	4,9%	59 €	1,9%
Avignon	45,0%	1,1%	83 €	8,0%	38 €	9,1%	68,6%	4,8%	93 €	3,8%	63 €	8,7%
Grenoble	59,1%	-5,7%	106 €	5,6%	63 €	-0,4%	57,3%	-1,5%	103 €	4,8%	59 €	3,2%
Lyon	67,8%	-0,3%	107 €	-3,2%	72 €	-3,5%	64,8%	2,6%	101 €	4,9%	66 €	7,6%
Marseille	65,9%	-0,6%	98 €	3,3%	64 €	2,8%	69,9%	-0,5%	98 €	2,0%	69 €	1,4%
Montpellier	67,2%	4,7%	91 €	1,0%	61 €	5,8%	70,5%	2,4%	94 €	1,9%	67 €	4,3%
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*	58,4%	4,1%	66 €	0,4%	38 €	4,5%	64,5%	0,7%	66 €	2,4%	43 €
Aix en Provence	51,3%	4,5%	69 €	1,1%	35 €	5,6%	66,0%	3,4%	71 €	2,1%	47 €	5,6%
Avignon	44,7%	5,6%	57 €	3,8%	25 €	9,6%	66,4%	6,6%	65 €	2,8%	43 €	9,6%
Grenoble	63,0%	-5,5%	68 €	3,8%	43 €	-1,9%	64,3%	-2,8%	67 €	4,4%	43 €	1,6%
Lyon	67,1%	-4,9%	75 €	-0,4%	51 €	-5,3%	65,4%	-2,0%	73 €	4,9%	48 €	2,8%
Marseille	60,1%	5,2%	70 €	-0,7%	42 €	4,5%	67,2%	2,0%	70 €	-0,9%	47 €	1,0%
Montpellier	76,3%	5,2%	70 €	10,5%	53 €	16,2%	75,6%	-0,2%	70 €	4,0%	53 €	3,8%
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	57,4%	-0,1%	40 €	0,7%	23 €	0,6%	67,7%	-0,2%	42 €	1,6%	28 €
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	58,3%	11,6%	35 €	1,1%	20 €	12,8%	73,5%	2,0%	37 €	2,5%	27 €	4,6%
Grenoble	70,2%	-0,2%	40 €	0,5%	28 €	0,3%	73,7%	-2,3%	41 €	0,8%	30 €	-1,6%
Lyon	69,8%	-2,4%	40 €	3,1%	28 €	0,6%	70,9%	2,0%	39 €	2,2%	28 €	4,2%
Marseille	63,4%	-8,4%	40 €	-0,2%	25 €	-8,6%	71,9%	-4,7%	41 €	-1,6%	29 €	-6,2%
Montpellier	66,1%	-2,0%	37 €	3,5%	25 €	1,4%	79,0%	5,3%	38 €	2,1%	30 €	7,6%
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

Reproduction or distribution in whole or part without written permission of In Extenso TH&R is prohibited and subject to legal action

FOR FURTHER INFORMATION, PLEASE CONTACT FLORENT DANIEL (+33 (0)1 72 29 68 05 OR florent.daniel@inextenso.fr)
In Extenso Tourism, Hotels & Restaurants - 7 rue Ernest Renan - 92136 Issy Les Moulineaux - France
Tél : +33 (0)1 72 29 68 12 - Fax : +33 (0)1 72 29 61 24

Performances French Riviera

November 2011



French Riviera

November	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*	39,0%	2,2%	321 €	42,7%	125 €	45,9%	59,5%	10,3%	389 €	2,5%	231 €	13,1%
Boutique Hotel	46,4%	5,0%	101 €	2,3%	47 €	7,4%	66,9%	4,0%	145 €	0,2%	97 €	4,2%
Standard 5* - 4*	35,7%	-1,6%	143 €	11,5%	51 €	9,7%	58,5%	1,9%	193 €	3,7%	113 €	5,6%
Average 5/4 star	37,7%	0,4%	209 €	28,3%	79 €	28,8%	59,6%	5,1%	262 €	4,4%	156 €	9,7%
Average 3 star	45,9%	5,7%	77 €	-1,8%	35 €	3,8%	68,7%	3,8%	97 €	3,4%	66 €	7,3%

French Riviera Cities

November	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*	34,6%	-15,4%	415 €	87,6%	144 €	58,8%	58,5%	8,7%	415 €	3,7%	243 €	12,7%
Cannes Boutique Hotels	33,9%	1,8%	119 €	-0,8%	40 €	1,0%	58,2%	8,6%	165 €	-7,0%	96 €	1,0%
Cannes Standard 5* - 4*	34,2%	-1,8%	155 €	17,4%	53 €	15,3%	54,4%	5,5%	175 €	3,4%	95 €	9,1%
Cannes - 5* - 4*	34,4%	-8,9%	283 €	57,4%	97 €	43,3%	56,6%	7,3%	297 €	4,4%	168 €	12,0%
Cannes - 3*	39,1%	5,2%	121 €	17,2%	47 €	23,3%	60,2%	7,9%	109 €	8,8%	66 €	17,4%
Nice - 5* - 4*	44,7%	4,1%	130 €	8,4%	58 €	12,8%	68,5%	2,7%	177 €	3,3%	121 €	6,1%
Nice - 3*	49,5%	2,9%	69 €	-7,6%	34 €	-4,9%	73,3%	2,4%	96 €	1,8%	70 €	4,2%
Monaco Superior 5* - 4*	39,2%	25,2%	268 €	-1,4%	105 €	23,4%	54,8%	17,9%	430 €	-2,4%	235 €	15,0%
Monaco Standard 5* - 4*	38,4%	11,2%	155 €	0,2%	59 €	11,4%	59,9%	2,1%	260 €	3,6%	156 €	5,8%
Monaco - 5* - 4*	38,7%	16,4%	200 €	1,0%	77 €	17,5%	57,9%	7,6%	323 €	2,2%	187 €	9,9%

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

Reproduction or distribution in whole or part without written permission of In Extenso TH&R is prohibited and subject to legal action

FOR FURTHER INFORMATION, PLEASE CONTACT FLORENT DANIEL (+33 (0)1 72 29 68 05 OR florent.daniel@inextenso.fr)
In Extenso Tourism, Hotels & Restaurants - 7 rue Ernest Renan - 92136 Issy Les Moulineaux - France
Tél : +33 (0)1 72 29 68 12 - Fax : +33 (0)1 72 29 61 24

Performances South West

November 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*	50,7%	6,9%	155 €	-0,5%	79 €	6,4%	57,1%	6,0%	195 €	7,3%	111 €	13,7%
Bordeaux	41,8%	2,0%	176 €	0,0%	74 €	2,0%	50,4%	7,6%	199 €	9,8%	100 €	18,2%
Toulouse	67,4%	9,7%	122 €	-0,7%	82 €	8,9%	63,9%	9,4%	121 €	1,2%	77 €	10,8%
3-star												
South-West - 3*	58,7%	3,2%	90 €	1,0%	53 €	4,3%	63,6%	3,4%	91 €	2,7%	58 €	6,2%
Bordeaux	57,3%	0,8%	82 €	-2,0%	47 €	-1,2%	62,3%	2,2%	84 €	3,7%	52 €	6,0%
Toulouse	68,4%	1,8%	105 €	2,9%	72 €	4,8%	66,8%	4,6%	100 €	1,6%	67 €	6,2%
2-star												
South-West - 2*	55,4%	0,6%	64 €	0,4%	36 €	1,0%	61,1%	0,0%	67 €	2,5%	41 €	2,6%
Bordeaux	60,9%	-2,5%	69 €	-1,8%	42 €	-4,3%	64,3%	0,8%	69 €	2,7%	44 €	3,6%
Toulouse	65,0%	0,9%	68 €	1,9%	44 €	2,8%	60,9%	2,7%	68 €	2,9%	42 €	5,6%
0/1-star												
South-West - 0/1 star	60,9%	1,3%	39 €	0,1%	24 €	1,4%	68,4%	1,3%	40 €	1,4%	27 €	2,7%
Bordeaux	67,8%	1,5%	37 €	-0,8%	25 €	0,6%	70,4%	1,0%	37 €	0,9%	26 €	1,9%
Toulouse	72,5%	2,2%	40 €	0,3%	29 €	2,5%	74,1%	4,7%	39 €	-1,8%	29 €	2,8%

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

Reproduction or distribution in whole or part without written permission of In Extenso TH&R is prohibited and subject to legal action

FOR FURTHER INFORMATION, PLEASE CONTACT FLORENT DANIEL (+33 (0)1 72 29 68 05 OR florent.daniel@inextenso.fr)
In Extenso Tourism, Hotels & Restaurants - 7 rue Ernest Renan - 92136 Issy Les Moulineaux - France
Tél : +33 (0)1 72 29 68 12 - Fax : +33 (0)1 72 29 61 24

Performances Main cities in Regions

November 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	49,6%	34,6%	107 €	-6,9%	53 €	25,4%	66,3%	17,6%	139 €	-3,3%	92 €	13,7%
Bordeaux	41,8%	2,0%	176 €	0,0%	74 €	2,0%	50,4%	7,6%	199 €	9,8%	100 €	18,2%
Cannes	34,4%	-8,9%	283 €	57,4%	97 €	43,3%	56,6%	7,3%	297 €	4,4%	168 €	12,0%
Lille	60,2%	7,4%	117 €	-0,6%	70 €	6,7%	56,3%	4,9%	116 €	1,7%	66 €	6,7%
Lyon	62,8%	-12,4%	130 €	-4,1%	82 €	-16,0%	65,2%	3,6%	126 €	5,3%	82 €	9,1%
Marseille	57,1%	13,7%	130 €	-3,5%	74 €	9,7%	62,4%	5,4%	139 €	1,2%	87 €	6,7%
Monaco	38,7%	16,4%	200 €	1,0%	77 €	17,5%	57,9%	7,6%	323 €	2,2%	187 €	9,9%
Montpellier	74,4%	24,0%	135 €	6,4%	101 €	31,9%	70,8%	-1,3%	146 €	4,4%	103 €	3,0%
Nice	44,7%	4,1%	130 €	8,4%	58 €	12,8%	68,5%	2,7%	177 €	3,3%	121 €	6,1%
Strasbourg	67,6%	16,2%	130 €	-4,3%	88 €	11,2%	64,6%	9,1%	118 €	-2,9%	76 €	6,0%
Toulouse	67,4%	9,7%	122 €	-0,7%	82 €	8,9%	63,9%	9,4%	121 €	1,2%	77 €	10,8%

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	49,7%	-6,2%	91 €	4,9%	45 €	-1,7%	65,4%	-2,9%	90 €	4,9%	59 €	1,9%
Avignon	45,0%	1,1%	83 €	8,0%	38 €	9,1%	68,6%	4,8%	93 €	3,8%	63 €	8,7%
Bordeaux	57,3%	0,8%	82 €	-2,0%	47 €	-1,2%	62,3%	2,2%	84 €	3,7%	52 €	6,0%
Cannes	39,1%	5,2%	121 €	17,2%	47 €	23,3%	60,2%	7,9%	109 €	8,8%	66 €	17,4%
Grenoble	59,1%	-5,7%	106 €	5,6%	63 €	-0,4%	57,3%	-1,5%	103 €	4,8%	59 €	3,2%
Lille	65,8%	-2,3%	92 €	7,3%	61 €	4,8%	65,8%	2,6%	89 €	3,3%	59 €	5,9%
Lyon	67,8%	-0,3%	107 €	-3,2%	72 €	-3,5%	64,8%	2,6%	101 €	4,9%	66 €	7,6%
Marseille	65,9%	-0,6%	98 €	3,3%	64 €	2,8%	69,9%	-0,5%	98 €	2,0%	69 €	1,4%
Montpellier	67,2%	4,7%	91 €	1,0%	61 €	5,8%	70,5%	2,4%	94 €	1,9%	67 €	4,3%
Nancy	57,0%	11,9%	82 €	3,7%	47 €	16,0%	58,7%	5,5%	80 €	4,1%	47 €	9,8%
Nantes	58,7%	-4,9%	86 €	2,1%	51 €	-2,9%	59,7%	1,7%	90 €	4,2%	54 €	6,0%
Nice	49,5%	2,9%	69 €	-7,6%	34 €	-4,9%	73,3%	2,4%	96 €	1,8%	70 €	4,2%
Reims	59,9%	-6,6%	90 €	-4,6%	54 €	-10,9%	67,2%	1,1%	94 €	1,3%	63 €	2,4%
Rennes	61,6%	-2,5%	85 €	-0,8%	53 €	-3,3%	63,2%	1,8%	85 €	3,4%	54 €	5,3%
Rouen	54,7%	4,0%	94 €	0,8%	52 €	4,9%	60,6%	1,6%	94 €	1,4%	57 €	3,0%
Strasbourg	62,9%	0,0%	105 €	8,0%	66 €	8,0%	64,2%	0,9%	93 €	0,9%	59 €	1,8%
Toulouse	68,4%	1,8%	105 €	2,9%	72 €	4,8%	66,8%	4,6%	100 €	1,6%	67 €	6,2%

Reproduction or distribution in whole or part without written permission of In Extenso TH&R is prohibited and subject to legal action

FOR FURTHER INFORMATION, PLEASE CONTACT FLORENT DANIEL (+33 (0)1 72 29 68 05 OR florent.daniel@inextenso.fr)

In Extenso Tourism, Hotels & Restaurants - 7 rue Ernest Renan - 92136 Issy Les Moulineaux - France

Tél : +33 (0)1 72 29 68 12 - Fax : +33 (0)1 72 29 61 24

Performances Main cities in Regions

November 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	51,3%	4,5%	69 €	1,1%	35 €	5,6%	66,0%	3,4%	71 €	2,1%	47 €	5,6%
Angers	57,9%	9,9%	67 €	5,9%	39 €	16,4%	58,6%	2,3%	66 €	3,2%	39 €	5,6%
Avignon	44,7%	5,6%	57 €	3,8%	25 €	9,6%	66,4%	6,6%	65 €	2,8%	43 €	9,6%
Bordeaux	60,9%	-2,5%	69 €	-1,8%	42 €	-4,3%	64,3%	0,8%	69 €	2,7%	44 €	3,6%
Grenoble	63,0%	-5,5%	68 €	3,8%	43 €	-1,9%	64,3%	-2,8%	67 €	4,4%	43 €	1,6%
Lille	74,2%	7,3%	75 €	3,1%	56 €	10,6%	68,3%	7,4%	73 €	1,9%	50 €	9,5%
Lyon	67,1%	-4,9%	75 €	-0,4%	51 €	-5,3%	65,4%	-2,0%	73 €	4,9%	48 €	2,8%
Marseille	60,1%	5,2%	70 €	-0,7%	42 €	4,5%	67,2%	2,0%	70 €	-0,9%	47 €	1,0%
Metz	63,5%	-10,2%	68 €	-2,7%	43 €	-12,7%	66,6%	-0,5%	67 €	2,1%	45 €	1,5%
Montpellier	76,3%	5,2%	70 €	10,5%	53 €	16,2%	75,6%	-0,2%	70 €	4,0%	53 €	3,8%
Nancy	61,3%	3,1%	59 €	0,6%	36 €	3,7%	56,7%	0,7%	58 €	0,4%	33 €	1,1%
Nantes	60,3%	-2,4%	69 €	5,6%	42 €	3,0%	61,4%	-0,6%	68 €	3,9%	42 €	3,3%
Reims	56,0%	-1,3%	64 €	3,7%	36 €	2,4%	67,6%	6,8%	64 €	1,0%	43 €	7,9%
Rennes	62,0%	2,3%	64 €	-2,3%	40 €	-0,1%	60,8%	1,5%	65 €	3,5%	40 €	5,0%
Rouen	56,2%	3,0%	62 €	0,6%	35 €	3,7%	61,0%	0,4%	62 €	2,6%	38 €	3,0%
Strasbourg	65,3%	2,7%	71 €	4,1%	46 €	6,9%	66,2%	2,7%	64 €	0,8%	43 €	3,6%
Toulouse	65,0%	0,9%	68 €	1,9%	44 €	2,8%	60,9%	2,7%	68 €	2,9%	42 €	5,6%

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	74,7%	13,6%	42 €	3,3%	31 €	17,3%	76,9%	7,5%	41 €	0,5%	32 €	8,1%
Angers	67,4%	5,8%	37 €	2,0%	25 €	7,9%	70,7%	3,9%	37 €	0,6%	26 €	4,5%
Avignon	58,3%	11,6%	35 €	1,1%	20 €	12,8%	73,5%	2,0%	37 €	2,5%	27 €	4,6%
Bordeaux	67,8%	1,5%	37 €	-0,8%	25 €	0,6%	70,4%	1,0%	37 €	0,9%	26 €	1,9%
Grenoble	70,2%	-0,2%	40 €	0,5%	28 €	0,3%	73,7%	-2,3%	41 €	0,8%	30 €	-1,6%
Lille	71,9%	1,3%	38 €	2,5%	27 €	3,8%	69,0%	1,6%	38 €	1,9%	26 €	3,5%
Lyon	69,8%	-2,4%	40 €	3,1%	28 €	0,6%	70,9%	2,0%	39 €	2,2%	28 €	4,2%
Marseille	63,4%	-8,4%	40 €	-0,2%	25 €	-8,6%	71,9%	-4,7%	41 €	-1,6%	29 €	-6,2%
Metz	67,5%	-5,7%	38 €	2,7%	25 €	-3,2%	75,5%	7,0%	37 €	2,5%	28 €	9,7%
Montpellier	66,1%	-2,0%	37 €	3,5%	25 €	1,4%	79,0%	5,3%	38 €	2,1%	30 €	7,6%
Nancy	65,0%	13,2%	38 €	4,8%	25 €	18,6%	62,6%	-2,4%	38 €	5,2%	24 €	2,6%
Nantes	62,7%	-7,9%	42 €	0,5%	26 €	-7,5%	67,6%	-1,3%	42 €	2,6%	28 €	1,3%
Rennes	59,2%	0,7%	38 €	-0,7%	22 €	0,0%	60,0%	-1,1%	38 €	0,9%	23 €	-0,2%
Rouen	65,6%	9,3%	40 €	-0,5%	26 €	8,8%	69,0%	2,5%	40 €	1,0%	28 €	3,6%
Strasbourg	61,2%	-5,1%	39 €	2,0%	24 €	-3,2%	62,6%	2,4%	39 €	4,8%	24 €	7,3%
Toulouse	72,5%	2,2%	40 €	0,3%	29 €	2,5%	74,1%	4,7%	39 €	-1,8%	29 €	2,8%

Reproduction or distribution in whole or part without written permission of In Extenso TH&R is prohibited and subject to legal action

FOR FURTHER INFORMATION, PLEASE CONTACT FLORENT DANIEL (+33 (0)1 72 29 68 05 OR florent.daniel@inextenso.fr)
In Extenso Tourism, Hotels & Restaurants - 7 rue Ernest Renan - 92136 Issy Les Moulineaux - France
Tél : +33 (0)1 72 29 68 12 - Fax : +33 (0)1 72 29 61 24

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

Reproduction or distribution in whole or part without written permission of In Extenso TH&R is prohibited and subject to legal action

FOR FURTHER INFORMATION, PLEASE CONTACT FLORENT DANIEL (+33 (0)1 72 29 68 05 OR florent.daniel@inextenso.fr)

In Extenso Tourism, Hotels & Restaurants - 7 rue Ernest Renan - 92136 Issy Les Moulineaux - France

Tél : +33 (0)1 72 29 68 12 - Fax : +33 (0)1 72 29 61 24

Informations

In Extenso – member of Deloitte

About Deloitte in France

Deloitte & Associés is the Deloitte Touche Tohmatsu member firm in France and the professional services are delivered by Deloitte & Associés, its subsidiaries and affiliates. Deloitte calls on diversified expertise to cover the scope of services required by its clients of all sizes from all sectors - major multinationals, local micro-companies and medium-sized enterprises. Our 6,000 professionals and partners embody the vigor and success of the Firm in their commitment to clients and their constant concern for service excellence. Deloitte offers a very comprehensive range of services: audit, consulting and risk services, tax and legal, accounting and corporate finance, in accordance with its multidisciplinary strategy and ethical approach. For more information, visit www.deloitte.fr

About In Extenso

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

Tourism, Hotels & Restaurants Desk

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

Market and feasibility studies	Valuation of hotel and tourist assets	Urban tourism development plans	Human Capital	Others services
<ul style="list-style-type: none"> 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.

Reproduction or distribution in whole or part without written permission of In Extenso TH&R is prohibited and subject to legal action

FOR FURTHER INFORMATION, PLEASE CONTACT FLORENT DANIEL (+33 (0)1 72 29 68 05 OR florent.daniel@inextenso.fr)
 In Extenso Tourism, Hotels & Restaurants - 7 rue Ernest Renan - 92136 Issy Les Moulineaux - France
 Tél : +33 (0)1 72 29 68 12 - Fax : +33 (0)1 72 29 61 24