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tourisme, culture & hôtellerie

French Hotel Industry Performance

July 2015



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2015 - 9^{ème} édition



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- Breakdown of supply in France
- Key players in the market, brand characteristics
- General trading levels + focus on main markets

STUDY AVAILABLE FROM 15 JUNE 2015, PRICED 800 € EXC. VAT

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In the July sunshine, the recovery takes hold

Looking at June's results, we had dare hope that the French hotel industry was on the road to recovery – July's performance helped confirm our hopes, particularly at the upper end of the scale. The clement weather in July was obviously one reason for this. However, depending on the region and the hotel category, the shift in Ramadan also had a positive effect. The only fly in the ointment was the Budget and Super-budget categories who failed to benefit from this bright spell.

The Luxury and Upscale sectors have been marking time since the beginning of the year. Further to a hopeful-looking June, July was a very good vintage for these categories. Growth was strong, both in terms of average rates and occupancy. RevPAR ultimately rose by 23,9% for Luxury hotels and 14,3% for Upscale hotels. These respectable monthly results enabled Luxury hotels to finally wipe out the decline in year-to-date RevPAR that persisted up until June (+1,2% at the end of July, compared to -4,5% at the end of June).

The favourable context brought about by the good weather in July was further strengthened by Ramadan having taken place in June this year. Given this, the comparison with July 2014 was particularly flattering for those areas popular with this clientele (+69% growth in RevPAR in July on the Côte d'Azur!). Yet, upper-end hotels in other coastal areas and main cities also recorded RevPAR progressions.

The picture was more disparate for the Midscale and Budget categories. Midscale hotels finished July on a slight positive note, thanks to higher demand (RevPAR growth of +2,2%). However, it should be noted that although the clement weather helped regional hotels in all categories to record good results in July, Midscale hotels in Ile de France ran into trouble (RevPAR declined by -1,7% in Paris and by -2% elsewhere in Ile de France).

Super-budget hotels also confirmed the drop in occupancy (-3,6% in July; -2,1% since the start of the year) in the face of increasing prices. At the end of July, rate adjustments (ARR growth of +1,6%) failed to offset the decline in occupancy.

Monthly performance

July	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2015	83,0%	82,1%	75,4%	72,9%	69,5%
Var. /n-1	8,1%	7,1%	2,7%	1,7%	-3,6%
ADR 2015	514 €	202 €	98 €	61 €	43 €
Var. /n-1	14,6%	6,7%	-0,5%	-2,1%	2,0%
RevPAR 2015	427 €	165 €	74 €	44 €	30 €
Var. /n-1	23,9%	14,3%	2,2%	-0,4%	-1,7%

Year To Date performance

Jan. to July	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2015	63,5%	67,8%	64,9%	66,5%	63,2%
Var. /n-1	0,0%	3,0%	1,4%	1,7%	-2,1%
ADR 2015	423 €	184 €	101 €	64 €	41 €
Var. /n-1	1,2%	1,9%	0,4%	-0,5%	1,6%
RevPAR 2015	269 €	125 €	65 €	43 €	26 €
Var. /n-1	1,2%	4,9%	1,8%	1,1%	-0,6%

Definitions

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

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Performances Paris

July 2015



Paris-City

Monthly performance

July	OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
Paris - Luxury	88,9%	0,0%	511 €	10,2%	454 €	10,1%
Paris - Boutique Hotels	86,5%	4,1%	271 €	1,2%	235 €	5,3%
Paris - Upscale	89,5%	4,7%	199 €	3,6%	178 €	8,4%
Paris - Luxury & Upscale	89,1%	3,6%	272 €	6,7%	242 €	10,5%
Paris - Superior midscale	88,8%	-1,1%	150 €	-3,3%	133 €	-4,3%
Paris - Standard midscale	83,0%	-3,6%	108 €	1,4%	89 €	-2,2%
Paris - Midscale	85,3%	-2,6%	125 €	-0,5%	107 €	-3,1%
Paris - Budget	86,6%	2,0%	80 €	-2,7%	70 €	-0,7%

Year To Date performance

Jan. to July	OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
Paris - Luxury	76,9%	-4,0%	494 €	6,6%	380 €	2,3%
Paris - Boutique Hotels	78,0%	-1,3%	261 €	-2,3%	204 €	-3,5%
Paris - Upscale	78,2%	0,7%	202 €	2,8%	158 €	3,5%
Paris - Haut de gamme & Gd luxe	77,9%	-0,4%	268 €	4,1%	209 €	3,6%
Paris - Superior midscale	81,6%	-2,0%	157 €	0,0%	128 €	-2,0%
Paris - Standard midscale	77,7%	-4,1%	116 €	2,7%	90 €	-1,5%
Paris - Midscale	79,2%	-3,3%	133 €	1,6%	105 €	-1,7%
Paris - Budget	82,1%	-1,6%	89 €	1,6%	73 €	0,0%

Paris suburbs (excluding Paris) – Luxury and upscale

Monthly performance

July	OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
Paris	89,1%	3,6%	272 €	6,7%	242 €	10,5%
La Défense	86,4%	6,0%	131 €	-6,9%	113 €	-1,3%
Roissy CdG	83,1%	2,9%	99 €	4,3%	82 €	7,4%
IDF (exc.Paris and poles)	85,4%	7,9%	301 €	11,9%	257 €	20,8%

Year To Date performance

Jan. to July	OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
Paris	77,9%	-0,4%	268 €	4,1%	209 €	3,6%
La Défense	74,1%	3,1%	155 €	-6,4%	115 €	-3,5%
Roissy CdG	75,2%	3,0%	110 €	3,2%	83 €	6,4%
IDF (exc.Paris and poles)	78,2%	3,7%	242 €	1,5%	189 €	5,3%

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Performance Regions

July 2015



Regions

Regions (excl. French Riviera)

Monthly performance

July	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2015	75,2%	71,0%	69,7%	67,5%	68,7%
Var. /n-1	7,3%	13,4%	4,3%	1,7%	-3,5%
ADR 2015	339 €	147 €	92 €	61 €	42 €
Var. /n-1	3,2%	1,0%	0,4%	-2,1%	1,8%
RevPAR 2015	255 €	104 €	64 €	41 €	29 €
Var. /n-1	10,7%	14,5%	4,8%	-0,4%	-1,8%

Year To Date performance

Jan. to July	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2015	56,8%	59,0%	59,5%	61,1%	61,1%
Var. /n-1	2,1%	7,3%	2,9%	1,7%	-2,4%
ADR 2015	268 €	137 €	90 €	62 €	39 €
Var. /n-1	4,0%	1,7%	0,9%	-0,7%	1,7%
RevPAR 2015	152 €	81 €	53 €	38 €	24 €
Var. /n-1	6,2%	9,2%	3,8%	1,0%	-0,8%

French Riviera

Monthly performance

July	Luxury	Upscale *	Midscale	Budget	Super Budget
OR 2015	89,1%	87,2%	89,3%	n.d.	81,1%
Var. /n-1	15,8%	10,4%	3,6%	-	2,9%
ADR 2015	698 €	213 €	124 €	n.d.	57 €
Var. /n-1	46,0%	15,0%	4,6%	-	1,4%
RevPAR 2015	622 €	185 €	111 €	n.d.	46 €
Var. /n-1	69,0%	27,0%	8,3%	-	4,3%

Year To Date performance

Jan. to July	Luxury	Upscale *	Midscale	Budget	Super Budget
OR 2015	59,1%	62,5%	66,9%	n.d.	63,8%
Var. /n-1	4,0%	9,8%	4,7%	-	-0,2%
ADR 2015	478 €	177 €	107 €	n.d.	49 €
Var. /n-1	14,1%	4,0%	0,9%	-	2,4%
RevPAR 2015	283 €	111 €	72 €	n.d.	31 €
Var. /n-1	18,6%	14,2%	5,7%	-	2,2%

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

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Performances Suburbs

July 2015



Paris suburbs (excluding Paris)

Midscale market	Monthly performance								
	July	departments						Average suburbs	
		77	78	91	92	93	94		95
	OR 2015	74,7%	78,6%	74,4%	85,6%	83,4%	86,9%	81,8%	81,6%
	Var. /n-1	4,1%	5,9%	0,5%	2,9%	11,0%	0,5%	7,4%	3,9%
	ADR 2015	100 €	80 €	72 €	81 €	65 €	73 €	79 €	78 €
	Var. /n-1	1,1%	-6,6%	-6,1%	-7,3%	3,8%	-4,4%	-5,6%	-5,7%
	RevPAR 2015	75 €	63 €	54 €	69 €	54 €	63 €	64 €	63 €
	Var. /n-1	5,2%	-1,1%	-5,7%	-4,6%	15,2%	-3,9%	1,3%	-2,0%
Midscale market	Year To Date performance								
	Jan. to July	departments						Average suburbs	
		77	78	91	92	93	94		95
	OR 2015	56,1%	68,4%	66,9%	70,1%	73,4%	76,5%	69,7%	69,6%
	Var. /n-1	-3,5%	7,3%	6,2%	-2,4%	14,6%	0,7%	-0,5%	1,9%
	ADR 2015	105 €	97 €	88 €	106 €	76 €	83 €	96 €	96 €
	Var. /n-1	0,8%	-0,8%	-1,2%	-1,3%	-2,3%	-3,4%	0,0%	-1,6%
	RevPAR 2015	59 €	66 €	59 €	74 €	56 €	63 €	67 €	67 €
	Var. /n-1	-2,7%	6,5%	4,9%	-3,7%	11,9%	-2,7%	-0,5%	0,3%
Budget market	Monthly performance								
	July	departments						Average suburbs	
		77	78	91	92	93	94		95
	OR 2015	87,1%	68,7%	63,9%	76,2%	75,8%	78,4%	79,8%	78,0%
	Var. /n-1	3,0%	-7,1%	-1,6%	1,8%	-2,4%	3,5%	5,0%	1,3%
	ADR 2015	68 €	70 €	56 €	59 €	47 €	53 €	45 €	55 €
	Var. /n-1	4,0%	-3,6%	1,4%	-6,1%	-2,6%	-6,0%	-6,2%	-2,8%
	RevPAR 2015	59 €	48 €	36 €	45 €	36 €	41 €	36 €	43 €
	Var. /n-1	7,1%	-10,5%	-0,2%	-4,4%	-4,9%	-2,7%	-1,6%	-1,6%
Budget market	Year To Date performance								
	Jan. to July	departments						Average suburbs	
		77	78	91	92	93	94		95
	OR 2015	77,2%	69,1%	65,4%	69,8%	71,7%	74,6%	76,1%	73,2%
	Var. /n-1	5,5%	-1,5%	3,0%	-2,7%	2,0%	2,9%	4,2%	2,3%
	ADR 2015	61 €	80 €	61 €	74 €	59 €	63 €	54 €	62 €
	Var. /n-1	-0,5%	3,2%	-3,6%	-1,9%	0,7%	-4,5%	0,5%	-0,8%
	RevPAR 2015	47 €	55 €	40 €	51 €	42 €	47 €	41 €	46 €
	Var. /n-1	5,0%	1,7%	-0,7%	-4,6%	2,7%	-1,7%	4,7%	1,5%
Super Budget market	Monthly performance								
	July	departments						IDF (hors Paris)	
		77	78	91	92	93	94		95
	OR 2015	66,6%	65,9%	61,4%	n.d.	68,8%	71,5%	76,7%	68,5%
	Var. /n-1	-11,3%	-9,2%	-9,0%	-	-3,9%	-5,4%	-0,6%	-6,6%
	ADR 2015	46 €	41 €	40 €	n.d.	43 €	42 €	44 €	43 €
	Var. /n-1	4,0%	2,6%	4,2%	-	-0,1%	2,0%	-0,8%	1,6%
	RevPAR 2015	31 €	27 €	24 €	n.d.	30 €	30 €	34 €	30 €
	Var. /n-1	-7,7%	-6,9%	-5,2%	-	-4,0%	-3,5%	-1,3%	-5,2%
Super Budget market	Year To Date performance								
	Jan. to July	departments						IDF (hors Paris)	
		77	78	91	92	93	94		95
	OR 2015	69,9%	70,5%	69,1%	n.d.	71,6%	74,2%	74,2%	71,6%
	Var. /n-1	-4,5%	-2,0%	0,9%	-	-5,2%	-1,8%	-3,0%	-3,1%
	ADR 2015	43 €	43 €	40 €	n.d.	46 €	44 €	46 €	45 €
	Var. /n-1	2,8%	2,1%	0,9%	-	2,7%	-0,8%	3,7%	1,8%
	RevPAR 2015	30 €	30 €	27 €	n.d.	33 €	32 €	34 €	32 €
	Var. /n-1	-1,8%	0,1%	1,7%	-	-2,7%	-2,5%	0,5%	-1,4%

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Performances North-East

July 2015



North-east & Cities

Luxury Upscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
North-east	62,4%	10,7%	135 €	2,2%	84 €	13,1%	54,1%	4,7%	134 €	3,9%	73 €	8,7%
Dijon	78,5%	9,8%	129 €	6,8%	101 €	17,2%	60,4%	11,7%	125 €	-0,7%	75 €	10,9%
Lille	47,9%	13,7%	121 €	4,3%	58 €	18,6%	53,3%	-0,3%	130 €	4,5%	69 €	4,2%
Metz	insufficient supply						insufficient supply					
Nancy	insufficient supply						insufficient supply					
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	71,2%	19,2%	105 €	-0,4%	75 €	18,7%	60,3%	2,1%	116 €	2,6%	70 €	4,8%

Midscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
North-east	68,9%	5,9%	85 €	-1,2%	59 €	4,6%	57,2%	3,3%	88 €	1,5%	50 €	4,8%
Dijon	78,4%	2,3%	92 €	3,4%	72 €	5,8%	59,3%	1,2%	86 €	-0,1%	51 €	1,1%
Lille	54,7%	-0,4%	80 €	2,2%	44 €	1,8%	60,0%	-1,0%	90 €	3,4%	54 €	2,4%
Metz	in progress						in progress					
Nancy	81,8%	36,7%	83 €	4,6%	68 €	43,0%	64,0%	13,4%	86 €	7,4%	55 €	21,8%
Reims	70,7%	-2,0%	104 €	10,5%	74 €	8,3%	60,5%	-0,8%	103 €	4,4%	62 €	3,5%
Strasbourg	71,5%	9,9%	90 €	-3,0%	64 €	6,6%	60,1%	-2,6%	97 €	0,4%	58 €	-2,2%

Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
North-east	71,4%	1,3%	57 €	-3,6%	41 €	-2,4%	64,7%	1,9%	60 €	-1,4%	39 €	0,4%
Dijon	86,0%	3,9%	61 €	-6,1%	53 €	-2,4%	71,7%	-0,7%	61 €	-2,4%	44 €	-3,0%
Lille	59,6%	11,5%	62 €	-1,0%	37 €	10,4%	66,9%	4,3%	70 €	1,0%	47 €	5,3%
Metz	78,4%	8,6%	54 €	-4,4%	42 €	3,9%	66,1%	10,7%	58 €	-6,7%	39 €	3,3%
Nancy	73,7%	7,5%	54 €	-8,5%	40 €	-1,6%	69,5%	4,5%	62 €	-1,7%	43 €	2,7%
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	79,9%	9,6%	58 €	-6,5%	46 €	2,4%	68,2%	-0,8%	63 €	-2,1%	43 €	-2,9%

Super Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
North-east	66,4%	-5,3%	39 €	2,2%	26 €	-3,3%	60,6%	-2,8%	38 €	2,3%	23 €	-0,6%
Dijon	74,1%	-3,9%	41 €	3,8%	30 €	-0,2%	64,7%	-4,4%	39 €	1,8%	25 €	-2,6%
Lille	55,3%	-2,1%	38 €	3,4%	21 €	1,2%	60,4%	-3,1%	40 €	2,2%	24 €	-1,0%
Metz	69,7%	-9,2%	37 €	1,8%	26 €	-7,6%	63,1%	-7,7%	38 €	3,3%	24 €	-4,7%
Nancy	59,1%	-2,2%	40 €	1,1%	24 €	-1,1%	60,0%	2,9%	39 €	2,5%	23 €	5,4%
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	63,9%	2,7%	41 €	5,5%	26 €	8,3%	60,0%	-5,1%	41 €	3,2%	24 €	-2,1%

Departments in the North-Eastern set :

Aisne; Allier; Ardennes; Aube; Cher; Côte-d'Or; Doubs; Jura; Loiret; Marne; Haute-Marne; Meurthe-et-Moselle; Meuse; Moselle; Nièvre; Nord; Oise; Pas-de-Calais; Bas-Rhin; Haut-Rhin; Haute-Saône; Saône-et-Loire; Vosges; Yonne; Territoire-de-Belfort

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Performances North-West

July 2015



North-West & Cities

Luxury Upscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
North-West	74,9%	6,9%	244 €	5,9%	182 €	13,2%	56,9%	-2,8%	208 €	2,3%	118 €	-0,6%
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	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
North-West	71,0%	6,4%	94 €	2,0%	66 €	8,5%	59,6%	4,7%	89 €	0,9%	53 €	5,7%
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	66,8%	-9,3%	89 €	13,7%	59 €	3,1%	61,8%	-2,6%	86 €	1,4%	53 €	-1,2%
Nantes	62,9%	10,3%	81 €	1,1%	51 €	11,5%	62,1%	6,5%	89 €	1,5%	56 €	8,1%
Niort	59,8%	-18,7%	77 €	8,1%	46 €	-12,2%	52,7%	-7,8%	81 €	-0,6%	42 €	-8,4%
Rennes	56,4%	-3,2%	85 €	9,8%	48 €	6,3%	55,1%	-2,9%	92 €	6,0%	51 €	2,9%
Rouen	77,2%	12,6%	90 €	-1,2%	70 €	11,3%	62,7%	3,9%	92 €	0,3%	58 €	4,2%

Niort : in development, sample subject to change

Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
North-West	62,3%	3,9%	60 €	-2,8%	38 €	0,9%	57,3%	1,1%	63 €	-0,8%	36 €	0,4%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	59,9%	10,5%	52 €	-9,2%	31 €	0,4%	59,7%	1,7%	64 €	-3,3%	38 €	-1,7%
Le Havre	62,3%	4,5%	56 €	-4,3%	35 €	-0,1%	50,4%	-7,6%	57 €	-1,3%	29 €	-8,9%
Nantes	55,9%	8,6%	58 €	-0,7%	32 €	7,8%	58,8%	4,0%	65 €	-0,3%	38 €	3,7%
Niort	60,5%	2,5%	57 €	-5,0%	35 €	-2,6%	52,1%	-5,7%	59 €	-4,5%	31 €	-10,0%
Rennes	59,5%	2,1%	58 €	-4,2%	34 €	-2,1%	63,1%	1,0%	66 €	-0,1%	41 €	0,9%
Rouen	60,1%	-9,8%	59 €	-1,9%	35 €	-11,5%	59,3%	-1,3%	62 €	-0,2%	37 €	-1,5%

Niort : in development, sample subject to change

Super Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
North-West	65,8%	-3,4%	42 €	0,8%	27 €	-2,7%	60,2%	-0,9%	39 €	0,7%	24 €	-0,2%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	55,0%	-11,0%	39 €	3,7%	21 €	-7,7%	56,9%	-6,5%	41 €	2,0%	23 €	-4,7%
Le Havre	71,3%	-4,9%	40 €	-1,3%	28 €	-6,1%	60,9%	-13,0%	38 €	-2,7%	23 €	-15,3%
Nantes	65,6%	6,1%	42 €	-0,8%	28 €	5,3%	67,5%	5,8%	43 €	0,2%	29 €	6,0%
Niort	78,2%	5,0%	36 €	4,0%	28 €	9,2%	63,6%	4,4%	34 €	2,0%	22 €	6,6%
Rennes	52,5%	3,1%	39 €	1,2%	21 €	4,4%	59,0%	1,3%	40 €	0,2%	24 €	1,5%
Rouen	69,8%	1,4%	45 €	2,7%	32 €	4,2%	62,8%	4,8%	44 €	0,3%	28 €	5,1%

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

July 2015



South-East (excl. French Riviera) & Cities

Luxury Upscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
South-East	84,9%	22,9%	193 €	3,2%	163 €	26,8%	63,9%	10,7%	161 €	3,5%	103 €	14,6%
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	93,6%	4,1%	222 €	2,1%	208 €	6,3%	60,4%	-0,5%	161 €	5,1%	97 €	4,6%
Grenoble	insufficient supply						insufficient supply					
Lyon	75,4%	21,1%	138 €	5,5%	104 €	27,8%	69,5%	11,0%	138 €	10,8%	96 €	23,0%
Marseille	85,7%	16,5%	146 €	2,5%	125 €	19,4%	63,9%	0,9%	141 €	-2,1%	90 €	-1,2%
Montpellier	76,8%	4,7%	149 €	1,9%	114 €	6,6%	62,8%	8,5%	138 €	-2,0%	87 €	6,3%
St Etienne	insufficient supply						insufficient supply					
Midscale	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
	South-East	70,9%	2,7%	95 €	-0,3%	68 €	2,4%	61,0%	0,9%	89 €	-1,0%	54 €
Aix en Provence	82,2%	5,7%	95 €	5,4%	78 €	11,4%	62,8%	4,0%	82 €	-2,7%	52 €	1,2%
Avignon	96,5%	0,9%	145 €	1,3%	140 €	2,2%	71,8%	4,2%	102 €	-0,6%	73 €	3,6%
Grenoble	50,5%	10,9%	93 €	-5,0%	47 €	5,3%	52,2%	3,2%	95 €	-4,3%	49 €	-1,2%
Lyon	62,2%	9,9%	84 €	-1,6%	52 €	8,2%	61,7%	6,2%	96 €	2,7%	59 €	9,0%
Marseille	76,0%	1,6%	91 €	-1,4%	69 €	0,2%	66,4%	-2,4%	92 €	-2,7%	61 €	-5,1%
Montpellier	71,6%	1,8%	84 €	-0,4%	61 €	1,4%	62,7%	2,5%	85 €	0,0%	53 €	2,4%
St Etienne	in progress						in progress					
Budget	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
	South-East	70,2%	2,8%	65 €	-0,5%	46 €	2,2%	61,6%	1,3%	65 €	0,1%	40 €
Aix en Provence	80,1%	4,1%	69 €	-0,9%	55 €	3,1%	61,4%	-3,7%	65 €	0,1%	40 €	-3,6%
Avignon	91,8%	3,2%	94 €	-2,3%	87 €	0,9%	62,7%	1,4%	70 €	-1,3%	44 €	0,2%
Grenoble	54,8%	-3,5%	55 €	-5,6%	30 €	-9,0%	53,7%	-2,0%	60 €	-2,4%	32 €	-4,3%
Lyon	62,6%	-1,0%	62 €	6,9%	39 €	5,9%	65,8%	3,9%	74 €	8,9%	49 €	13,2%
Marseille	78,4%	10,1%	61 €	-0,8%	48 €	9,3%	66,7%	2,2%	66 €	-1,7%	44 €	0,5%
Montpellier	73,4%	0,6%	70 €	-1,1%	51 €	-0,5%	69,1%	0,3%	70 €	-0,6%	48 €	-0,4%
St Etienne	in progress						in progress					
Super Budget	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
	South-East	71,5%	-2,3%	43 €	1,6%	31 €	-0,7%	61,1%	-3,0%	40 €	1,9%	24 €
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	81,9%	-4,5%	48 €	2,5%	39 €	-2,1%	63,0%	-7,3%	37 €	-1,0%	23 €	-8,3%
Grenoble	49,7%	-12,8%	37 €	-0,5%	18 €	-13,2%	55,1%	-0,3%	37 €	-3,4%	20 €	-3,7%
Lyon	62,7%	-4,9%	38 €	0,6%	24 €	-4,3%	64,4%	-0,6%	41 €	3,4%	26 €	2,8%
Marseille	70,1%	13,0%	42 €	-0,6%	30 €	12,4%	65,9%	1,3%	41 €	-1,1%	27 €	0,2%
Montpellier	74,5%	-3,6%	46 €	3,2%	34 €	-0,6%	63,0%	-6,8%	38 €	1,7%	24 €	-5,2%
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 July 2015



South-West & Cities

	Monthly performance						Year To Date performance					
Luxury Upscale	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
South-West	74,4%	5,7%	277 €	-0,7%	206 €	4,9%	58,2%	6,1%	208 €	-0,4%	121 €	5,7%
Bayonne-Anglet-Biarritz	86,1%	2,7%	408 €	-0,1%	351 €	2,7%	54,2%	-0,6%	274 €	1,3%	149 €	0,8%
Bordeaux	67,4%	17,7%	220 €	2,6%	148 €	20,7%	52,6%	11,3%	218 €	8,3%	115 €	20,5%
Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Toulouse	67,3%	6,9%	111 €	-2,3%	75 €	4,5%	70,0%	14,2%	119 €	-5,5%	83 €	7,9%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												
Midscale	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
South-West	66,3%	-0,7%	89 €	1,8%	59 €	1,2%	58,9%	2,7%	90 €	3,0%	53 €	5,7%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Bordeaux	75,0%	7,1%	84 €	1,4%	63 €	8,6%	65,6%	6,6%	93 €	7,3%	61 €	14,4%
Pau	56,0%	-12,8%	86 €	-1,7%	48 €	-14,3%	53,2%	-5,9%	79 €	-1,6%	42 €	-7,4%
Toulouse	58,1%	2,3%	86 €	-1,0%	50 €	1,3%	59,4%	3,9%	96 €	-2,0%	57 €	1,8%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												
Budget	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
South-West	63,1%	-2,6%	64 €	-1,3%	40 €	-3,9%	59,2%	2,8%	62 €	-0,2%	37 €	2,6%
Bayonne-Anglet-Biarritz	82,6%	9,1%	77 €	-5,5%	63 €	3,1%	58,3%	6,1%	59 €	-5,4%	34 €	0,5%
Bordeaux	71,0%	9,5%	59 €	-2,0%	42 €	7,2%	66,7%	8,3%	67 €	4,1%	45 €	12,8%
Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Toulouse	58,1%	-1,9%	60 €	-0,3%	35 €	-2,2%	61,9%	-0,3%	64 €	-0,3%	40 €	-0,5%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												
Super Budget	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
South-West	72,7%	-2,2%	43 €	2,6%	31 €	0,3%	64,2%	-1,9%	40 €	2,6%	26 €	0,6%
Bayonne-Anglet-Biarritz	n.d.	-	-	-	-	-	n.d.	-	n.d.	-	-	-
Bordeaux	72,8%	-5,0%	40 €	6,0%	29 €	0,7%	67,3%	-2,2%	39 €	5,4%	26 €	3,1%
Pau	61,0%	-5,1%	36 €	-1,1%	22 €	-6,2%	52,8%	-3,4%	33 €	-0,9%	18 €	-4,2%
Toulouse	68,1%	-2,4%	38 €	0,0%	26 €	-2,4%	70,2%	-0,4%	39 €	1,6%	27 €	1,2%
<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

July 2015



French Riviera

July	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
French Riviera - Luxury	89,1%	15,8%	698 €	46,0%	622 €	69,0%	59,1%	4,0%	478 €	14,1%	283 €	18,6%
French Riviera - Boutique Hotels**	82,9%	1,9%	175 €	5,3%	145 €	7,4%	70,2%	1,8%	148 €	0,7%	104 €	2,5%
French Riviera - Upscale	87,6%	11,3%	216 €	15,7%	189 €	28,8%	61,9%	10,7%	180 €	4,1%	111 €	15,2%
Average Upscale & Luxury	87,8%	12,2%	376 €	34,0%	330 €	50,3%	61,4%	7,9%	274 €	8,6%	169 €	17,1%
Average Midscale	89,3%	3,6%	124 €	4,6%	111 €	8,3%	66,9%	4,7%	107 €	0,9%	72 €	5,7%
Average Budget	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Average Super-Budget	81,1%	2,9%	57 €	1,4%	46 €	4,3%	63,8%	-0,2%	49 €	2,4%	31 €	2,2%

French Riviera Cities

July	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
Cannes - Luxury	88,1%	18,4%	691 €	66,9%	609 €	97,6%	56,8%	4,6%	491 €	17,2%	279 €	22,5%
Cannes - Boutique Hotels	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Cannes - Upscale	81,3%	7,4%	223 €	27,1%	182 €	36,6%	54,0%	10,2%	192 €	6,9%	104 €	17,8%
Cannes - Upscale & Luxury	84,7%	13,3%	473 €	59,0%	401 €	80,2%	55,5%	7,0%	357 €	14,4%	198 €	22,4%
Cannes - Midscale	82,3%	5,2%	111 €	1,4%	91 €	6,7%	57,6%	2,9%	109 €	0,2%	63 €	3,1%

July	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
Nice - Upscale & Luxury	93,7%	10,8%	254 €	6,8%	238 €	18,4%	68,9%	9,1%	196 €	1,7%	135 €	11,0%
Nice - Midscale	91,7%	2,8%	129 €	7,0%	118 €	10,0%	70,9%	5,0%	107 €	1,5%	76 €	6,6%

July	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
Monaco - Luxury	76,5%	21,7%	697 €	30,2%	533 €	58,5%	65,3%	17,2%	503 €	11,1%	328 €	30,2%
Monaco - Upscale	86,7%	17,0%	328 €	5,0%	285 €	22,8%	67,2%	9,9%	267 €	2,7%	179 €	12,8%
Monaco - Upscale & Luxury	83,9%	18,3%	421 €	14,0%	353 €	34,9%	66,7%	11,8%	331 €	6,6%	221 €	19,2%

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

** Boutique Hotels: sample excludes Luxury hotels

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Performances Coast

July 2015



Normandy – Nord-Pas-de-Calais coast

Normandy – Nord-Pas-de-Calais coast	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
Average Upscale & Luxury	63,7%	18,0%	216 €	5,0%	138 €	23,9%	51,5%	13,8%	204 €	2,9%	105 €	17,2%
Average Midscale	77,0%	4,4%	112 €	2,0%	87 €	6,5%	64,0%	4,9%	100 €	-0,7%	64 €	4,1%
Average Budget	73,1%	6,3%	66 €	-5,3%	48 €	0,7%	59,9%	2,2%	64 €	-2,1%	38 €	0,1%
Average Super-Budget	74,8%	2,5%	45 €	1,9%	34 €	4,5%	61,0%	1,6%	40 €	1,6%	24 €	3,2%

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	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
Average Upscale & Luxury	75,9%	5,7%	266 €	6,8%	202 €	12,9%	55,4%	-5,3%	221 €	3,5%	122 €	-2,0%
Average Midscale	78,8%	15,8%	115 €	5,7%	90 €	22,5%	60,4%	8,7%	101 €	1,7%	61 €	10,5%
Average Budget	72,1%	7,1%	72 €	3,1%	52 €	10,4%	55,2%	5,5%	63 €	0,9%	35 €	6,5%
Average Super-Budget	68,8%	2,0%	47 €	2,7%	32 €	4,8%	57,1%	2,3%	43 €	2,3%	25 €	4,6%

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	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
Average Upscale & Luxury	86,5%	4,4%	393 €	-1,4%	339 €	2,9%	55,1%	0,3%	266 €	0,9%	147 €	1,2%
Average Midscale	87,0%	8,8%	122 €	0,4%	106 €	9,2%	60,9%	10,4%	102 €	0,4%	62 €	10,8%
Average Budget	83,0%	9,1%	77 €	-5,7%	64 €	2,8%	54,9%	7,4%	61 €	-4,5%	34 €	2,6%
Average Super-Budget	83,5%	6,7%	58 €	-1,8%	48 €	4,8%	60,6%	-0,6%	48 €	0,2%	29 €	-0,5%

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

July 2015



Main cities in Regions – Luxury upscale and midscale

Luxury Upscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
Avignon	93,6%	4,1%	222 €	2,1%	208 €	6,3%	60,4%	-0,5%	161 €	5,1%	97 €	4,6%
Bayonne-Anglet-Biarritz	86,1%	2,7%	408 €	-0,1%	351 €	2,7%	54,2%	-0,6%	274 €	1,3%	149 €	0,8%
Bordeaux	67,4%	17,7%	220 €	2,6%	148 €	20,7%	52,6%	11,3%	218 €	8,3%	115 €	20,5%
Cannes	84,7%	13,3%	473 €	59,0%	401 €	80,2%	55,5%	7,0%	357 €	14,4%	198 €	22,4%
Dijon	78,5%	9,8%	129 €	6,8%	101 €	17,2%	60,4%	11,7%	125 €	-0,7%	75 €	10,9%
Lille	47,9%	13,7%	121 €	4,3%	58 €	18,6%	53,3%	-0,3%	130 €	4,5%	69 €	4,2%
Lyon	75,4%	21,1%	138 €	5,5%	104 €	27,8%	69,5%	11,0%	138 €	10,8%	96 €	23,0%
Marseille	85,7%	16,5%	146 €	2,5%	125 €	19,4%	63,9%	0,9%	141 €	-2,1%	90 €	-1,2%
Monaco	83,9%	18,3%	421 €	14,0%	353 €	34,9%	66,7%	11,8%	331 €	6,6%	221 €	19,2%
Montpellier	76,8%	4,7%	149 €	1,9%	114 €	6,6%	62,8%	8,5%	138 €	-2,0%	87 €	6,3%
Nice	93,7%	10,8%	254 €	6,8%	238 €	18,4%	68,9%	9,1%	196 €	1,7%	135 €	11,0%
Strasbourg	71,2%	19,2%	105 €	-0,4%	75 €	18,7%	60,3%	2,1%	116 €	2,6%	70 €	4,8%
Toulouse	67,3%	6,9%	111 €	-2,3%	75 €	4,5%	70,0%	14,2%	119 €	-5,5%	83 €	7,9%

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

Midscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
Aix en Provence	82,2%	5,7%	95 €	5,4%	78 €	11,4%	62,8%	4,0%	82 €	-2,7%	52 €	1,2%
Avignon	96,5%	0,9%	145 €	1,3%	140 €	2,2%	71,8%	4,2%	102 €	-0,6%	73 €	3,6%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	75,0%	7,1%	84 €	1,4%	63 €	8,6%	65,6%	6,6%	93 €	7,3%	61 €	14,4%
Cannes	82,3%	5,2%	111 €	1,4%	91 €	6,7%	57,6%	2,9%	109 €	0,2%	63 €	3,1%
Dijon	78,4%	2,3%	92 €	3,4%	72 €	5,8%	59,3%	1,2%	86 €	-0,1%	51 €	1,1%
Grenoble	50,5%	10,9%	93 €	-5,0%	47 €	5,3%	52,2%	3,2%	95 €	-4,3%	49 €	-1,2%
Le Havre	66,8%	-9,3%	89 €	13,7%	59 €	3,1%	61,8%	-2,6%	86 €	1,4%	53 €	-1,2%
Lille	54,7%	-0,4%	80 €	2,2%	44 €	1,8%	60,0%	-1,0%	90 €	3,4%	54 €	2,4%
Lyon	62,2%	9,9%	84 €	-1,6%	52 €	8,2%	61,7%	6,2%	96 €	2,7%	59 €	9,0%
Marseille	76,0%	1,6%	91 €	-1,4%	69 €	0,2%	66,4%	-2,4%	92 €	-2,7%	61 €	-5,1%
Montpellier	71,6%	1,8%	84 €	-0,4%	61 €	1,4%	62,7%	2,5%	85 €	0,0%	53 €	2,4%
Nancy	81,8%	36,7%	83 €	4,6%	68 €	43,0%	64,0%	13,4%	86 €	7,4%	55 €	21,8%
Nantes	62,9%	10,3%	81 €	1,1%	51 €	11,5%	62,1%	6,5%	89 €	1,5%	56 €	8,1%
Niort	59,8%	-18,7%	77 €	8,1%	46 €	-12,2%	52,7%	-7,8%	81 €	-0,6%	42 €	-8,4%
Nice	91,7%	2,8%	129 €	7,0%	118 €	10,0%	70,9%	5,0%	107 €	1,5%	76 €	6,6%
Pau	56,0%	-12,8%	86 €	-1,7%	48 €	-14,3%	53,2%	-5,9%	79 €	-1,6%	42 €	-7,4%
Reims	70,7%	-2,0%	104 €	10,5%	74 €	8,3%	60,5%	-0,8%	103 €	4,4%	62 €	3,5%
Rennes	56,4%	-3,2%	85 €	9,8%	48 €	6,3%	55,1%	-2,9%	92 €	6,0%	51 €	2,9%
Rouen	77,2%	12,6%	90 €	-1,2%	70 €	11,3%	62,7%	3,9%	92 €	0,3%	58 €	4,2%
Strasbourg	71,5%	9,9%	90 €	-3,0%	64 €	6,6%	60,1%	-2,6%	97 €	0,4%	58 €	-2,2%
Toulouse	58,1%	2,3%	86 €	-1,0%	50 €	1,3%	59,4%	3,9%	96 €	-2,0%	57 €	1,8%

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

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Performances Main cities in Regions

July 2015



Main cities in regions – Budget and Super Budget

Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
Aix en Provence	80,1%	4,1%	69 €	-0,9%	55 €	3,1%	61,4%	-3,7%	65 €	0,1%	40 €	-3,6%
Angers	59,9%	10,5%	52 €	-9,2%	31 €	0,4%	59,7%	1,7%	64 €	-3,3%	38 €	-1,7%
Avignon	91,8%	3,2%	94 €	-2,3%	87 €	0,9%	62,7%	1,4%	70 €	-1,3%	44 €	0,2%
Bayonne-Anglet-Biarritz	82,6%	9,1%	77 €	-5,5%	63 €	3,1%	58,3%	6,1%	59 €	-5,4%	34 €	0,5%
Bordeaux	71,0%	9,5%	59 €	-2,0%	42 €	7,2%	66,7%	8,3%	67 €	4,1%	45 €	12,8%
Dijon	86,0%	3,9%	61 €	-6,1%	53 €	-2,4%	71,7%	-0,7%	61 €	-2,4%	44 €	-3,0%
Grenoble	54,8%	-3,5%	55 €	-5,6%	30 €	-9,0%	53,7%	-2,0%	60 €	-2,4%	32 €	-4,3%
Le Havre	62,3%	4,5%	56 €	-4,3%	35 €	-0,1%	50,4%	-7,6%	57 €	-1,3%	29 €	-8,9%
Lille	59,6%	11,5%	62 €	-1,0%	37 €	10,4%	66,9%	4,3%	70 €	1,0%	47 €	5,3%
Lyon	62,6%	-1,0%	62 €	6,9%	39 €	5,9%	65,8%	3,9%	74 €	8,9%	49 €	13,2%
Marseille	78,4%	10,1%	61 €	-0,8%	48 €	9,3%	66,7%	2,2%	66 €	-1,7%	44 €	0,5%
Metz	78,4%	8,6%	54 €	-4,4%	42 €	3,9%	66,1%	10,7%	58 €	-6,7%	39 €	3,3%
Montpellier	73,4%	0,6%	70 €	-1,1%	51 €	-0,5%	69,1%	0,3%	70 €	-0,6%	48 €	-0,4%
Nancy	73,7%	7,5%	54 €	-8,5%	40 €	-1,6%	69,5%	4,5%	62 €	-1,7%	43 €	2,7%
Nantes	55,9%	8,6%	58 €	-0,7%	32 €	7,8%	58,8%	4,0%	65 €	-0,3%	38 €	3,7%
Niort	60,5%	2,5%	57 €	-5,0%	35 €	-2,6%	52,1%	-5,7%	59 €	-4,5%	31 €	-10,0%
Pau	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Rennes	59,5%	2,1%	58 €	-4,2%	34 €	-2,1%	63,1%	1,0%	66 €	-0,1%	41 €	0,9%
Rouen	60,1%	-9,8%	59 €	-1,9%	35 €	-11,5%	59,3%	-1,3%	62 €	-0,2%	37 €	-1,5%
Strasbourg	79,9%	9,6%	58 €	-6,5%	46 €	2,4%	68,2%	-0,8%	63 €	-2,1%	43 €	-2,9%
Toulouse	58,1%	-1,9%	60 €	-0,3%	35 €	-2,2%	61,9%	-0,3%	64 €	-0,3%	40 €	-0,5%

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

Super Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
Angers	55,0%	-11,0%	39 €	3,7%	21 €	-7,7%	56,9%	-6,5%	41 €	2,0%	23 €	-4,7%
Avignon	81,9%	-4,5%	48 €	2,5%	39 €	-2,1%	63,0%	-7,3%	37 €	-1,0%	23 €	-8,3%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	72,8%	-5,0%	40 €	6,0%	29 €	0,7%	67,3%	-2,2%	39 €	5,4%	26 €	3,1%
Dijon	74,1%	-3,9%	41 €	3,8%	30 €	-0,2%	64,7%	-4,4%	39 €	1,8%	25 €	-2,6%
Grenoble	49,7%	-12,8%	37 €	-0,5%	18 €	-13,2%	55,1%	-0,3%	37 €	-3,4%	20 €	-3,7%
Le Havre	71,3%	-4,9%	40 €	-1,3%	28 €	-6,1%	60,9%	-13,0%	38 €	-2,7%	23 €	-15,3%
Lille	55,3%	-2,1%	38 €	3,4%	21 €	1,2%	60,4%	-3,1%	40 €	2,2%	24 €	-1,0%
Lyon	62,7%	-4,9%	38 €	0,6%	24 €	-4,3%	64,4%	-0,6%	41 €	3,4%	26 €	2,8%
Marseille	70,1%	13,0%	42 €	-0,6%	30 €	12,4%	65,9%	1,3%	41 €	-1,1%	27 €	0,2%
Metz	69,7%	-9,2%	37 €	1,8%	26 €	-7,6%	63,1%	-7,7%	38 €	3,3%	24 €	-4,7%
Montpellier	74,5%	-3,6%	46 €	3,2%	34 €	-0,6%	63,0%	-6,8%	38 €	1,7%	24 €	-5,2%
Nancy	59,1%	-2,2%	40 €	1,1%	24 €	-1,1%	60,0%	2,9%	39 €	2,5%	23 €	5,4%
Nantes	65,6%	6,1%	42 €	-0,8%	28 €	5,3%	67,5%	5,8%	43 €	0,2%	29 €	6,0%
Niort	78,2%	5,0%	36 €	4,0%	28 €	9,2%	63,6%	4,4%	34 €	2,0%	22 €	6,6%
Pau	61,0%	-5,1%	36 €	-1,1%	22 €	-6,2%	52,8%	-3,4%	33 €	-0,9%	18 €	-4,2%
Rennes	52,5%	3,1%	39 €	1,2%	21 €	4,4%	59,0%	1,3%	40 €	0,2%	24 €	1,5%
Rouen	69,8%	1,4%	45 €	2,7%	32 €	4,2%	62,8%	4,8%	44 €	0,3%	28 €	5,1%
Strasbourg	63,9%	2,7%	41 €	5,5%	26 €	8,3%	60,0%	-5,1%	41 €	3,2%	24 €	-2,1%
Toulouse	68,1%	-2,4%	38 €	0,0%	26 €	-2,4%	70,2%	-0,4%	39 €	1,6%	27 €	1,2%

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

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Information

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, Culture & Hospitality Desk

In Extenso is one of the leading advisors in Tourism, Culture & Hospitality 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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