

# In Extenso

tourisme, hôtellerie et restauration

## French Hotel Industry Performances

June 2013



Membre de **Deloitte**.

# Latest news

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*Valuation of three château-hotels*

Ile de France and Pays de la Loire, France

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## Publications

**In Extenso**  
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Le marché français des résidences de tourisme urbaines  
2013 - 7<sup>ème</sup> édition



Deloitte.

Annual study "The French Urban Residence Market", 7<sup>th</sup> edition – **out the 4 July 2013.**

In 2012, the urban tourism residence stock in France reached the 600 mark, grouping over 50 000 apartments. Based on exclusive data published by In Extenso THR, this study offers a comprehensive analysis of a sector still undergoing structuration:

- Profile of supply and its development
- Geographical distribution of supply by territory
- Key market actors, brands and positioning
- Commercial performances

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## Agenda

**In Extenso**  
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ANIT  
Association Nationale des Investisseurs Touristiques

Les Tendances de l'Hôtellerie au Maroc



Deloitte.

September 2013, Casablanca

### Moroccan Hotel Trends

*Conference organised in partnership with the Association Nationale des Investisseurs Touristiques (ANIT)*

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# The French hotel industry plays the game well

The first semester of 2013 finished on a positive note for the French hotel industry. Faced with an increasingly difficult market context, hotels throughout France improved performance levels. Despite a general downturn in occupancy, hotels managed to increase rooms revenue, thanks to a significant upsurge in average rates. This was the case throughout all the destinations analysed.

The end of the first semester 2013 smiled on the Parisian hotel industry, as all categories saw rooms revenue progress. Thanks to higher average rates than last year, RevPAR grew by +7% to +22%. More specifically, the Upscale and Luxury segments experienced particularly significant increases, as a result of the stronger efforts of new properties in this segment this year. Given the improvement in performances since the beginning of the year, cumulated results are much better than last year, driven by higher average rates.

Ile-de-France also fell in with this trend, posting healthier RevPAR (+7% to +11%), given improved average rates. Budget hotels recorded even stronger progressions thanks to a rise in occupancy. Not surprisingly, hotels located in departments adjacent to Paris achieved better trading performances than those located elsewhere in the region, and more significant increases, too.

Regional hotels followed the same pattern, with improved RevPAR driven by higher average rates. The Super-budget category was the only one to remain stable. However, occupancy in regional hotels was significantly lower than last year, falling between -0.1% to -6.3%. Luxury and Super-budget hotels suffered the most, recording drops in occupancy of -6.3% and -2.5%, respectively. This fall in demand has generally led to lower cumulated RevPAR than that recorded in 2012.

Upscale hotels on the Côte d'Azur were the only ones to experience a fall in RevPAR, further to a significant drop in occupancy. This trend has generally been observed over the first semester 2013. Conversely, Midscale hotels have continually posted the highest increase in RevPAR compared to other categories, again thanks to higher average rates.

## Monthly performance

June	Luxury	Upscale	Midscale	Budget	Super Budget
<b>OR 2013</b>	77,5%	81,2%	79,0%	77,6%	73,5%
<b>Var. /n-1</b>	-1,1%	-0,8%	-0,1%	0,7%	-1,9%
<b>ADR 2013</b>	487 €	223 €	113 €	72 €	42 €
<b>Var. /n-1</b>	15,1%	6,2%	4,6%	4,4%	4,5%
<b>RevPAR 2013</b>	378 €	181 €	89 €	56 €	31 €
<b>Var. /n-1</b>	13,8%	5,3%	4,5%	5,1%	2,5%

## Year To Date performance

Jan. to June	Luxury	Upscale	Midscale	Budget	Super Budget
<b>OR 2013</b>	62,6%	64,2%	63,1%	63,8%	64,2%
<b>Var. /n-1</b>	0,8%	-1,2%	-1,1%	0,1%	-1,8%
<b>ADR 2013</b>	391 €	187 €	101 €	66 €	41 €
<b>Var. /n-1</b>	6,1%	2,2%	1,1%	0,3%	2,1%
<b>RevPAR 2013</b>	245 €	120 €	64 €	42 €	26 €
<b>Var. /n-1</b>	7,0%	1,0%	0,0%	0,3%	0,2%

### Definitions

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

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# Performances Paris

## June 2013



### Paris-City

#### Monthly performance

June	OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
Paris - Luxury	91,6%	-1,8%	708 €	24,0%	649 €	21,7%
Paris - Boutique Hotels	90,8%	-0,2%	391 €	10,6%	355 €	10,3%
Paris - Upscale	89,3%	-1,2%	260 €	8,6%	232 €	7,3%
<b>Paris - Luxury &amp; Upscale</b>	<b>89,8%</b>	<b>-1,3%</b>	<b>347 €</b>	<b>12,6%</b>	<b>312 €</b>	<b>11,1%</b>
Paris - Superior midscale	93,6%	-0,2%	191 €	7,0%	179 €	6,8%
Paris - Standard midscale	90,5%	-0,5%	143 €	9,1%	130 €	8,6%
<b>Paris - Midscale</b>	<b>91,7%</b>	<b>-0,4%</b>	<b>163 €</b>	<b>8,1%</b>	<b>149 €</b>	<b>7,7%</b>
<b>Paris - Budget</b>	<b>92,4%</b>	<b>-0,4%</b>	<b>105 €</b>	<b>9,1%</b>	<b>97 €</b>	<b>8,7%</b>

#### Year To Date performance

Jan. to June	OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
Paris - Luxury	80,2%	0,9%	515 €	8,8%	413 €	9,8%
Paris - Boutique Hotels	77,3%	2,1%	317 €	4,9%	245 €	7,1%
Paris - Upscale	76,0%	-3,4%	205 €	3,3%	156 €	-0,2%
<b>Paris - Haut de gamme &amp; Gd luxe</b>	<b>76,8%</b>	<b>-2,2%</b>	<b>269 €</b>	<b>5,7%</b>	<b>206 €</b>	<b>3,4%</b>
Paris - Superior midscale	83,4%	-1,2%	159 €	3,6%	133 €	2,4%
Paris - Standard midscale	79,2%	-0,6%	118 €	4,7%	94 €	4,1%
<b>Paris - Midscale</b>	<b>80,9%</b>	<b>-0,8%</b>	<b>135 €</b>	<b>4,4%</b>	<b>109 €</b>	<b>3,5%</b>
<b>Paris - Budget</b>	<b>82,8%</b>	<b>-2,8%</b>	<b>88 €</b>	<b>5,1%</b>	<b>73 €</b>	<b>2,2%</b>

### Paris suburbs (excluding Paris) – Luxury and upscale

#### Monthly performance

June	OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
Paris	89,8%	-1,3%	347 €	12,6%	312 €	11,1%
La Défense	n.d.	-	n.d.	-	n.d.	-
Roissy CdG	80,4%	-1,2%	137 €	7,2%	110 €	5,9%
IDF (exc.Paris and poles)	85,6%	-3,4%	259 €	1,6%	222 €	-1,9%

#### Year To Date performance

Jan. to June	OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
Paris	76,8%	-2,2%	269 €	5,7%	206 €	3,4%
La Défense	n.d.	-	n.d.	-	n.d.	-
Roissy CdG	68,7%	-3,4%	114 €	-0,9%	78 €	-4,3%
IDF (exc.Paris and poles)	72,7%	-3,4%	229 €	1,8%	166 €	-1,7%

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# Performance Regions

June 2013



## Regions

Regions (excl. French Riviera)

### Monthly performance

June	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2013	63,6%	71,0%	72,7%	73,0%	71,3%
Var. /n-1	-6,3%	-0,8%	-0,4%	-0,1%	-2,5%
ADR 2013	285 €	149 €	97 €	67 €	40 €
Var. /n-1	7,8%	4,1%	2,0%	0,7%	2,6%
RevPAR 2013	181 €	106 €	71 €	49 €	29 €
Var. /n-1	1,0%	3,3%	1,5%	0,7%	0,0%

### Year To Date performance

Jan. to June	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2013	51,9%	53,8%	56,6%	62,5%	62,1%
Var. /n-1	-1,4%	-2,2%	-2,1%	4,7%	-1,7%
ADR 2013	244 €	133 €	90 €	63 €	39 €
Var. /n-1	1,7%	0,4%	-0,6%	-2,2%	1,0%
RevPAR 2013	127 €	72 €	51 €	39 €	24 €
Var. /n-1	0,3%	-1,9%	-2,7%	2,4%	-0,6%

French Riviera

### Monthly performance

June	Luxury	Upscale *	Midscale	Budget	Super Budget
OR 2013	76,0%	76,3%	84,6%	n.d.	80,6%
Var. /n-1	1,0%	-3,1%	-1,5%	-	2,1%
ADR 2013	495 €	191 €	115 €	n.d.	50 €
Var. /n-1	0,8%	0,2%	5,7%	-	3,0%
RevPAR 2013	376 €	146 €	97 €	n.d.	40 €
Var. /n-1	1,8%	-2,9%	4,2%	-	5,1%

### Year To Date performance

Jan. to June	Luxury	Upscale *	Midscale	Budget	Super Budget
OR 2013	54,3%	52,6%	61,6%	n.d.	64,4%
Var. /n-1	2,3%	-1,7%	-0,8%	-	-4,3%
ADR 2013	410 €	168 €	102 €	n.d.	47 €
Var. /n-1	0,3%	1,3%	5,2%	-	1,6%
RevPAR 2013	223 €	88 €	63 €	n.d.	30 €
Var. /n-1	2,6%	-0,4%	4,3%	-	-2,7%

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

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# Performances Suburbs

## June 2013



### Paris suburbs (excluding Paris)

Midscale market	Monthly performance								
	June	departments							Average suburbs
		77	78	91	92	93	94	95	
	OR 2013	75,3%	79,0%	83,1%	86,3%	80,9%	87,3%	85,5%	83,9%
	Var. /n-1	-5,1%	5,2%	2,2%	0,1%	-0,3%	2,0%	3,2%	1,6%
	ADR 2013	112 €	106 €	97 €	128 €	97 €	98 €	116 €	112 €
	Var. /n-1	3,6%	0,1%	2,6%	5,4%	25,4%	5,4%	5,2%	5,3%
	RevPAR 2013	84 €	84 €	80 €	110 €	78 €	86 €	99 €	94 €
	Var. /n-1	-1,7%	5,4%	4,9%	5,5%	25,0%	7,4%	8,6%	7,0%
Midscale market	Year To Date performance								
	Jan. to June	departments							Average suburbs
		77	78	91	92	93	94	95	
	OR 2013	51,3%	62,5%	65,0%	69,6%	65,6%	76,7%	68,7%	67,4%
	Var. /n-1	-2,8%	1,2%	3,8%	1,5%	5,3%	2,4%	-0,7%	1,7%
	ADR 2013	107 €	102 €	92 €	115 €	76 €	86 €	101 €	101 €
	Var. /n-1	0,9%	-2,7%	-0,6%	3,0%	-0,2%	-1,6%	-2,3%	0,0%
	RevPAR 2013	55 €	64 €	60 €	80 €	50 €	66 €	69 €	68 €
	Var. /n-1	-1,9%	-1,5%	3,2%	4,6%	5,1%	0,8%	-2,9%	1,7%
Budget market	Monthly performance								
	June	departments							Average suburbs
		77	78	91	92	93	94	95	
	OR 2013	85,9%	79,0%	77,8%	84,0%	84,7%	86,0%	82,5%	83,7%
	Var. /n-1	1,6%	0,7%	-0,9%	1,1%	-0,8%	4,6%	5,1%	1,8%
	ADR 2013	67 €	86 €	65 €	90 €	71 €	75 €	69 €	74 €
	Var. /n-1	3,4%	1,1%	3,2%	10,9%	16,1%	11,1%	6,8%	8,6%
	RevPAR 2013	58 €	68 €	50 €	75 €	60 €	65 €	57 €	62 €
	Var. /n-1	5,0%	1,8%	2,4%	12,1%	15,2%	16,1%	12,2%	10,6%
Budget market	Year To Date performance								
	Jan. to June	departments							Average suburbs
		77	78	91	92	93	94	95	
	OR 2013	71,2%	64,2%	62,5%	67,9%	69,5%	71,7%	68,5%	68,8%
	Var. /n-1	4,5%	-0,5%	-0,8%	-2,6%	-2,2%	1,1%	4,5%	0,9%
	ADR 2013	63 €	81 €	64 €	79 €	60 €	70 €	61 €	66 €
	Var. /n-1	1,5%	-2,2%	-1,0%	3,3%	2,0%	4,4%	-0,6%	1,2%
	RevPAR 2013	45 €	52 €	40 €	53 €	42 €	50 €	42 €	46 €
	Var. /n-1	6,1%	-2,7%	-1,8%	0,6%	-0,3%	5,5%	4,0%	2,1%
Super Budget market	Monthly performance								
	June	departments							IDF (hors Paris)
		77	78	91	92	93	94	95	
	OR 2013	78,3%	79,8%	76,9%	n.d.	87,6%	87,7%	85,9%	82,8%
	Var. /n-1	5,2%	1,3%	-1,3%	-	-1,7%	2,0%	2,5%	0,7%
	ADR 2013	46 €	43 €	42 €	n.d.	48 €	45 €	49 €	47 €
	Var. /n-1	7,2%	1,0%	7,2%	-	10,0%	4,2%	12,6%	8,4%
	RevPAR 2013	36 €	34 €	33 €	n.d.	42 €	39 €	42 €	39 €
	Var. /n-1	12,8%	2,2%	5,7%	-	8,1%	6,3%	15,4%	9,1%
Super Budget market	Year To Date performance								
	Jan. to June	departments							IDF (hors Paris)
		77	78	91	92	93	94	95	
	OR 2013	69,9%	71,4%	68,2%	n.d.	76,8%	78,5%	74,5%	73,1%
	Var. /n-1	4,1%	2,7%	-2,4%	-	-4,7%	0,7%	-3,0%	-1,6%
	ADR 2013	43 €	43 €	41 €	n.d.	45 €	44 €	46 €	45 €
	Var. /n-1	3,6%	0,3%	3,4%	-	4,5%	3,0%	7,7%	4,2%
	RevPAR 2013	30 €	30 €	28 €	n.d.	35 €	35 €	35 €	33 €
	Var. /n-1	7,8%	3,1%	0,9%	-	-0,5%	3,7%	4,5%	2,5%

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# Performances North-East

## June 2013



### North-east & Cities

Luxury Upscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
North-east	68,7%	0,1%	146 €	2,0%	100 €	2,1%	52,2%	-2,4%	132 €	-0,1%	69 €	-2,5%
Dijon	78,0%	1,5%	132 €	-3,9%	103 €	-2,4%	55,8%	-2,6%	126 €	-1,6%	71 €	-4,2%
Lille	62,8%	4,7%	125 €	-4,2%	78 €	0,3%	52,3%	0,3%	121 €	0,4%	63 €	0,7%
Metz	insufficient supply						insufficient supply					
Nancy	insufficient supply						insufficient supply					
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	73,4%	-5,2%	124 €	-2,7%	91 €	-7,8%	57,6%	1,8%	115 €	-2,8%	66 €	-1,0%

  

Midscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
North-east	70,5%	-1,0%	90 €	-0,5%	64 €	-1,5%	53,6%	-2,0%	87 €	-1,1%	47 €	-3,1%
Dijon	77,4%	-3,0%	91 €	5,5%	71 €	2,3%	58,9%	-4,4%	84 €	1,0%	50 €	-3,4%
Lille	76,8%	14,7%	93 €	-0,4%	71 €	14,2%	61,8%	3,2%	92 €	0,6%	57 €	3,8%
Metz	in progress						in progress					
Nancy	69,4%	3,1%	82 €	-2,6%	57 €	0,4%	53,8%	-0,2%	80 €	-3,2%	43 €	-3,4%
Reims	79,8%	5,5%	107 €	7,6%	85 €	13,5%	59,7%	-0,5%	97 €	4,1%	58 €	3,6%
Strasbourg	72,0%	-1,2%	100 €	-3,6%	72 €	-4,7%	57,6%	-2,8%	95 €	-1,9%	55 €	-4,6%

  

Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
North-east	74,6%	0,0%	64 €	-1,6%	48 €	-1,6%	71,4%	18,8%	60 €	-4,8%	43 €	13,0%
Dijon	85,7%	0,7%	66 €	6,2%	56 €	6,9%	70,2%	2,9%	64 €	0,5%	45 €	3,4%
Lille	71,5%	-2,7%	79 €	0,8%	56 €	-1,9%	66,2%	-2,6%	73 €	-0,2%	48 €	-2,8%
Metz	77,1%	0,3%	69 €	1,5%	53 €	1,8%	58,8%	-6,1%	68 €	1,1%	40 €	-5,1%
Nancy	72,3%	5,4%	63 €	-3,3%	45 €	2,0%	57,0%	5,3%	61 €	-5,8%	35 €	-0,8%
Reims	76,8%	8,6%	71 €	5,8%	55 €	14,8%	59,7%	2,8%	68 €	5,1%	41 €	8,0%
Strasbourg	74,1%	-5,0%	65 €	-5,4%	48 €	-10,1%	63,5%	-1,4%	64 €	-0,3%	41 €	-1,7%

  

Super Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
North-east	70,4%	-2,4%	38 €	1,5%	27 €	-0,9%	61,0%	-1,4%	38 €	0,1%	23 €	-1,3%
Dijon	83,3%	2,6%	40 €	1,0%	33 €	3,6%	71,2%	1,2%	39 €	-2,3%	28 €	-1,1%
Lille	67,5%	-9,7%	42 €	3,9%	28 €	-6,2%	62,8%	-8,5%	41 €	1,5%	26 €	-7,2%
Metz	78,8%	5,4%	38 €	-1,5%	30 €	3,8%	69,2%	2,3%	38 €	-2,1%	26 €	0,2%
Nancy	73,1%	-5,3%	40 €	2,5%	29 €	-3,0%	62,3%	-7,2%	39 €	3,0%	24 €	-4,4%
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	67,9%	2,5%	41 €	5,3%	28 €	7,9%	62,8%	9,4%	41 €	4,8%	26 €	14,6%

#### 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

## June 2013



### North-West & Cities

Luxury Upscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
North-West	61,5%	-7,3%	201 €	-0,9%	124 €	-8,2%	49,9%	-2,9%	190 €	-1,8%	95 €	-4,7%
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	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
North-West	70,7%	-1,6%	99 €	2,0%	70 €	0,4%	53,9%	-3,0%	90 €	-0,3%	48 €	-3,3%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Le Havre	70,6%	0,2%	89 €	0,1%	63 €	0,3%	65,1%	6,8%	87 €	0,0%	57 €	6,7%
Nantes	74,1%	1,2%	92 €	-4,1%	68 €	-2,9%	59,5%	3,9%	85 €	-5,8%	51 €	-2,1%
Niort	72,7%	17,3%	78 €	-12,1%	56 €	3,0%	58,8%	8,1%	85 €	-8,3%	50 €	-0,9%
Rennes	62,7%	-6,3%	87 €	0,3%	55 €	-5,9%	53,0%	-4,6%	87 €	-1,6%	46 €	-6,1%
Rouen	80,4%	4,3%	123 €	29,3%	99 €	34,8%	59,6%	1,5%	97 €	5,4%	58 €	7,0%

Niort : in development, sample subject to change

Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
North-West	71,4%	0,0%	68 €	1,3%	49 €	1,3%	56,8%	-2,9%	64 €	-0,6%	36 €	-3,5%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	76,7%	-1,7%	69 €	0,8%	53 €	-0,9%	61,0%	-1,8%	67 €	-2,5%	41 €	-4,3%
Le Havre	63,1%	-0,6%	64 €	-0,9%	40 €	-1,5%	52,6%	-14,8%	64 €	1,3%	34 €	-13,7%
Nantes	68,4%	-4,1%	69 €	-3,6%	47 €	-7,6%	57,6%	-1,4%	67 €	-2,2%	39 €	-3,6%
Niort	66,1%	-3,1%	63 €	2,0%	42 €	-1,1%	54,2%	-3,9%	61 €	1,3%	33 €	-2,6%
Rennes	70,3%	1,0%	69 €	2,9%	48 €	3,9%	62,2%	-1,1%	68 €	2,4%	42 €	1,2%
Rouen	79,4%	9,5%	78 €	24,7%	62 €	36,5%	59,4%	2,0%	66 €	6,4%	39 €	8,6%

Niort : in development, sample subject to change

Super Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
North-West	70,0%	-3,0%	41 €	2,5%	29 €	-0,6%	60,7%	-3,2%	40 €	1,7%	24 €	-1,6%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	75,8%	-3,2%	40 €	1,7%	31 €	-1,6%	63,2%	-10,6%	41 €	1,8%	26 €	-9,0%
Le Havre	76,9%	3,2%	41 €	2,4%	31 €	5,7%	67,2%	-5,3%	40 €	1,1%	27 €	-4,2%
Nantes	74,3%	-1,1%	44 €	1,5%	33 €	0,4%	65,7%	1,7%	43 €	1,9%	29 €	3,6%
Niort	71,6%	2,6%	37 €	0,6%	26 €	3,3%	64,1%	6,7%	37 €	2,1%	24 €	8,9%
Rennes	65,3%	3,3%	40 €	0,2%	26 €	3,5%	58,4%	-1,9%	40 €	-0,1%	24 €	-1,9%
Rouen	83,5%	14,5%	50 €	18,5%	41 €	35,7%	70,4%	7,4%	44 €	4,4%	31 €	12,1%

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

## June 2013



### South-East (excl. French Riviera) & Cities

Luxury Upscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
South-East	74,2%	-1,2%	179 €	6,9%	133 €	5,6%	56,3%	-2,1%	153 €	0,1%	86 €	-2,0%
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	86,6%	3,3%	160 €	4,5%	138 €	7,9%	55,6%	-2,3%	137 €	5,6%	76 €	3,1%
Grenoble	insufficient supply						insufficient supply					
Lyon	71,6%	-3,7%	144 €	16,7%	103 €	12,4%	63,3%	0,2%	131 €	6,7%	83 €	6,9%
Marseille	83,4%	17,0%	167 €	2,4%	139 €	19,9%	58,8%	2,8%	141 €	-6,3%	83 €	-3,6%
Montpellier	75,1%	3,3%	140 €	-4,6%	105 €	-1,5%	50,9%	-7,6%	133 €	-1,2%	68 €	-8,7%
St Etienne	insufficient supply						insufficient supply					
Midscale	OR		ADR		RevPAR		OR		ADR		RevPAR	
South-East	76,3%	2,1%	97 €	0,8%	74 €	2,9%	60,3%	-1,8%	91 €	-1,2%	55 €	-3,0%
Aix en Provence	83,9%	3,2%	86 €	-2,6%	72 €	0,5%	61,2%	-1,2%	83 €	-5,0%	51 €	-6,2%
Avignon	89,6%	4,0%	101 €	-4,0%	91 €	-0,1%	63,5%	-5,8%	90 €	2,0%	57 €	-3,9%
Grenoble	60,6%	-4,8%	104 €	-3,8%	63 €	-8,5%	51,9%	-4,9%	101 €	-3,7%	53 €	-8,4%
Lyon	69,9%	2,0%	103 €	7,3%	72 €	9,4%	61,3%	0,4%	99 €	2,7%	61 €	3,1%
Marseille	83,2%	9,6%	108 €	4,5%	90 €	14,5%	67,5%	7,6%	95 €	-5,4%	64 €	1,8%
Montpellier	73,9%	-0,2%	96 €	-2,1%	71 €	-2,2%	58,0%	-7,6%	91 €	-0,3%	53 €	-7,9%
St Etienne	in progress						in progress					
Budget	OR		ADR		RevPAR		OR		ADR		RevPAR	
South-East	74,5%	2,0%	69 €	-0,8%	51 €	1,2%	60,5%	-0,6%	65 €	-1,4%	40 €	-1,9%
Aix en Provence	86,7%	2,4%	75 €	-0,1%	65 €	2,2%	57,2%	-5,7%	69 €	-3,3%	39 €	-8,9%
Avignon	83,8%	-0,4%	69 €	3,2%	58 €	2,8%	60,6%	-3,7%	62 €	2,1%	38 €	-1,7%
Grenoble	65,8%	-1,2%	64 €	-2,9%	42 €	-4,1%	58,0%	-2,7%	63 €	-3,1%	36 €	-5,7%
Lyon	74,2%	2,4%	77 €	-0,1%	57 €	2,3%	66,2%	3,6%	74 €	0,1%	49 €	3,7%
Marseille	83,7%	10,9%	72 €	-1,0%	60 €	9,9%	63,6%	0,3%	68 €	-4,6%	43 €	-4,3%
Montpellier	80,9%	3,8%	75 €	-2,1%	61 €	1,6%	65,7%	-3,7%	70 €	-0,7%	46 €	-4,4%
St Etienne	in progress						in progress					
Super Budget	OR		ADR		RevPAR		OR		ADR		RevPAR	
South-East	72,2%	-1,6%	40 €	2,5%	29 €	0,9%	63,5%	-0,2%	39 €	1,2%	25 €	1,0%
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	84,2%	5,0%	36 €	-0,4%	30 €	4,6%	67,0%	-1,3%	35 €	0,6%	24 €	-0,8%
Grenoble	60,2%	-6,8%	41 €	2,8%	25 €	-4,2%	60,0%	-5,4%	40 €	-0,3%	24 €	-5,7%
Lyon	72,1%	0,3%	42 €	6,3%	30 €	6,6%	68,4%	3,9%	41 €	3,8%	28 €	7,8%
Marseille	76,4%	1,1%	43 €	2,5%	33 €	3,6%	64,4%	-6,9%	42 €	1,9%	27 €	-5,2%
Montpellier	80,0%	-5,1%	42 €	6,8%	34 €	1,3%	66,6%	-6,6%	40 €	3,4%	26 €	-3,4%
St Etienne	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-

#### Departments in the South-Eastern set :

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

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# Performances French Riviera

## June 2013



### French Riviera

June	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
French Riviera - Luxury	76,0%	1,0%	495 €	0,8%	376 €	1,8%	54,3%	2,3%	410 €	0,3%	223 €	2,6%
French Riviera - Boutique Hotels**	75,5%	2,3%	175 €	4,4%	132 €	6,8%	60,2%	8,8%	154 €	0,6%	93 €	9,5%
French Riviera - Upscale	76,4%	-3,8%	194 €	-0,2%	148 €	-4,0%	51,6%	-3,1%	170 €	1,5%	88 €	-1,6%
Average Upscale & Luxury	76,2%	-1,8%	291 €	1,4%	222 €	-0,4%	53,1%	-0,4%	248 €	1,6%	132 €	1,2%
Average Midscale	84,6%	-1,5%	115 €	5,7%	97 €	4,2%	61,6%	-0,8%	102 €	5,2%	63 €	4,3%
Average Budget	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Average Super-Budget	80,6%	2,1%	50 €	3,0%	40 €	5,1%	64,4%	-4,3%	47 €	1,6%	30 €	-2,7%

### French Riviera Cities

June	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2012	Var /n-1	2012	Var /n-1	2012	Var /n-1	2012	Var /n-1	2012	Var /n-1	2012	Var /n-1
Cannes - Luxury	73,0%	1,9%	472 €	-0,1%	345 €	1,8%	50,2%	2,2%	429 €	-0,7%	215 €	1,5%
Cannes - Boutique Hotels	66,2%	-3,6%	201 €	6,5%	133 €	2,7%	43,5%	-3,4%	207 €	4,4%	90 €	0,8%
Cannes - Upscale	69,5%	-6,1%	196 €	2,8%	136 €	-3,5%	43,2%	-1,7%	186 €	0,4%	80 €	-1,3%
Cannes - Upscale & Luxury	71,1%	-2,0%	340 €	2,4%	241 €	0,3%	46,9%	0,4%	322 €	0,2%	151 €	0,5%
Cannes - Midscale	74,9%	-6,4%	114 €	12,3%	86 €	5,1%	51,5%	-6,7%	109 €	8,4%	56 €	1,1%

June	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2012	Var /n-1	2012	Var /n-1	2012	Var /n-1	2012	Var /n-1	2012	Var /n-1	2012	Var /n-1
Nice - Upscale & Luxury	84,1%	-2,9%	226 €	1,0%	190 €	-2,0%	60,9%	-0,7%	179 €	2,5%	109 €	1,8%
Nice - Midscale	88,4%	0,1%	117 €	2,8%	104 €	2,9%	67,0%	0,7%	100 €	4,1%	67 €	4,9%

June	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2012	Var /n-1	2012	Var /n-1	2012	Var /n-1	2012	Var /n-1	2012	Var /n-1	2012	Var /n-1
Monaco - Luxury	81,9%	10,0%	482 €	5,0%	395 €	15,5%	57,6%	2,9%	446 €	6,2%	257 €	9,3%
Monaco - Upscale	85,5%	8,9%	248 €	0,9%	212 €	9,9%	60,1%	4,7%	235 €	-3,4%	141 €	1,1%
Monaco - Upscale & Luxury	84,3%	9,2%	327 €	3,3%	275 €	12,9%	59,2%	4,1%	306 €	1,0%	181 €	5,1%

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

\*\* Boutique Hotels: sample excludes Luxury hotels

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# Performances South West

## June 2013



### South-West & Cities

	Monthly performance						Year To Date performance					
Luxury Upscale	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
South-West	67,8%	-4,0%	219 €	7,2%	149 €	2,9%	52,5%	0,8%	184 €	1,0%	97 €	1,9%
Bayonne-Anglet-Biarritz	63,2%	-9,1%	252 €	-0,1%	159 €	-9,1%	49,4%	2,4%	221 €	-2,8%	109 €	-0,5%
Bordeaux	64,2%	-0,3%	271 €	26,1%	174 €	25,6%	46,6%	-4,2%	208 €	6,9%	97 €	2,4%
Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Toulouse	75,4%	2,4%	130 €	-1,0%	98 €	1,3%	62,0%	3,5%	123 €	0,8%	76 €	4,4%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												
Midscale	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2012	Var /n-1	2012	Var /n-1	2012	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
South-West	71,0%	-2,2%	103 €	5,4%	73 €	3,1%	57,1%	-1,8%	91 €	-0,1%	52 €	-1,9%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Bordeaux	75,7%	-2,4%	113 €	23,7%	86 €	20,7%	58,3%	-0,8%	90 €	3,0%	52 €	2,2%
Pau	64,8%	-9,0%	81 €	0,0%	52 €	-9,0%	53,4%	-1,5%	80 €	0,1%	43 €	-1,4%
Toulouse	71,4%	-10,4%	106 €	0,4%	75 €	-10,0%	59,8%	-5,6%	98 €	-1,2%	59 €	-6,7%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												
Budget	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2012	Var /n-1	2012	Var /n-1	2012	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
South-West	69,6%	-3,8%	70 €	7,6%	49 €	3,5%	56,8%	-2,1%	64 €	0,8%	36 €	-1,3%
Bayonne-Anglet-Biarritz	63,7%	-13,9%	65 €	1,3%	42 €	-12,7%	55,0%	0,2%	58 €	-3,3%	32 €	-3,1%
Bordeaux	76,1%	7,7%	85 €	18,1%	64 €	27,2%	60,5%	-1,6%	71 €	2,3%	43 €	0,7%
Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Toulouse	69,8%	-11,3%	71 €	10,2%	50 €	-2,3%	61,4%	-1,6%	68 €	3,4%	42 €	1,7%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												
Super Budget	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2012	Var /n-1	2012	Var /n-1	2012	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
South-West	72,8%	-3,7%	43 €	5,0%	31 €	1,1%	64,0%	-2,2%	39 €	1,4%	25 €	-0,8%
Bayonne-Anglet-Biarritz	n.d.	-	-	-	-	-	n.d.	-	n.d.	-	-	-
Bordeaux	77,5%	0,7%	44 €	18,2%	34 €	19,0%	69,4%	0,1%	39 €	6,3%	27 €	6,3%
Pau	61,2%	5,2%	33 €	0,9%	20 €	6,1%	57,6%	9,2%	33 €	-1,8%	19 €	7,3%
Toulouse	72,0%	-8,8%	42 €	1,9%	30 €	-7,1%	65,1%	-6,1%	40 €	-1,4%	26 €	-7,5%
<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 Main cities in Regions

## June 2013



### Main cities in Regions – Luxury upscale and midscale

Luxury Upscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
Avignon	86,6%	3,3%	160 €	4,5%	138 €	7,9%	55,6%	-2,3%	137 €	5,6%	76 €	3,1%
Bayonne-Anglet-Biarritz	63,2%	-9,1%	252 €	-0,1%	159 €	-9,1%	49,4%	2,4%	221 €	-2,8%	109 €	-0,5%
Bordeaux	64,2%	-0,3%	271 €	26,1%	174 €	25,6%	46,6%	-4,2%	208 €	6,9%	97 €	2,4%
Cannes	71,1%	-2,0%	340 €	2,4%	241 €	0,3%	46,9%	0,4%	322 €	0,2%	151 €	0,5%
Dijon	78,0%	1,5%	132 €	-3,9%	103 €	-2,4%	55,8%	-2,6%	126 €	-1,6%	71 €	-4,2%
Lille	62,8%	4,7%	125 €	-4,2%	78 €	0,3%	52,3%	0,3%	121 €	0,4%	63 €	0,7%
Lyon	71,6%	-3,7%	144 €	16,7%	103 €	12,4%	63,3%	0,2%	131 €	6,7%	83 €	6,9%
Marseille	83,4%	17,0%	167 €	2,4%	139 €	19,9%	58,8%	2,8%	141 €	-6,3%	83 €	-3,6%
Monaco	84,3%	9,2%	327 €	3,3%	275 €	12,9%	59,2%	4,1%	306 €	1,0%	181 €	5,1%
Montpellier	75,1%	3,3%	140 €	-4,6%	105 €	-1,5%	50,9%	-7,6%	133 €	-1,2%	68 €	-8,7%
Nice	84,1%	-2,9%	226 €	1,0%	190 €	-2,0%	60,9%	-0,7%	179 €	2,5%	109 €	1,8%
Strasbourg	73,4%	-5,2%	124 €	-2,7%	91 €	-7,8%	57,6%	1,8%	115 €	-2,8%	66 €	-1,0%
Toulouse	75,4%	2,4%	130 €	-1,0%	98 €	1,3%	62,0%	3,5%	123 €	0,8%	76 €	4,4%
<i>Bayonne-Anglet-Biarritz &amp; Niort : in development, sample subject to change</i>												
Midscale	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
Aix en Provence	83,9%	3,2%	86 €	-2,6%	72 €	0,5%	61,2%	-1,2%	83 €	-5,0%	51 €	-6,2%
Avignon	89,6%	4,0%	101 €	-4,0%	91 €	-0,1%	63,5%	-5,8%	90 €	2,0%	57 €	-3,9%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	75,7%	-2,4%	113 €	23,7%	86 €	20,7%	58,3%	-0,8%	90 €	3,0%	52 €	2,2%
Cannes	74,9%	-6,4%	114 €	12,3%	86 €	5,1%	51,5%	-6,7%	109 €	8,4%	56 €	1,1%
Dijon	77,4%	-3,0%	91 €	5,5%	71 €	2,3%	58,9%	-4,4%	84 €	1,0%	50 €	-3,4%
Grenoble	60,6%	-4,8%	104 €	-3,8%	63 €	-8,5%	51,9%	-4,9%	101 €	-3,7%	53 €	-8,4%
Le Havre	70,6%	0,2%	89 €	0,1%	63 €	0,3%	65,1%	6,8%	87 €	0,0%	57 €	6,7%
Lille	76,8%	14,7%	93 €	-0,4%	71 €	14,2%	61,8%	3,2%	92 €	0,6%	57 €	3,8%
Lyon	69,9%	2,0%	103 €	7,3%	72 €	9,4%	61,3%	0,4%	99 €	2,7%	61 €	3,1%
Marseille	83,2%	9,6%	108 €	4,5%	90 €	14,5%	67,5%	7,6%	95 €	-5,4%	64 €	1,8%
Montpellier	73,9%	-0,2%	96 €	-2,1%	71 €	-2,2%	58,0%	-7,6%	91 €	-0,3%	53 €	-7,9%
Nancy	69,4%	3,1%	82 €	-2,6%	57 €	0,4%	53,8%	-0,2%	80 €	-3,2%	43 €	-3,4%
Nantes	74,1%	1,2%	92 €	-4,1%	68 €	-2,9%	59,5%	3,9%	85 €	-5,8%	51 €	-2,1%
Niort	72,7%	17,3%	78 €	-12,1%	56 €	3,0%	58,8%	8,1%	85 €	-8,3%	50 €	-0,9%
Nice	88,4%	0,1%	117 €	2,8%	104 €	2,9%	67,0%	0,7%	100 €	4,1%	67 €	4,9%
Pau	64,8%	-9,0%	81 €	0,0%	52 €	-9,0%	53,4%	-1,5%	80 €	0,1%	43 €	-1,4%
Reims	79,8%	5,5%	107 €	7,6%	85 €	13,5%	59,7%	-0,5%	97 €	4,1%	58 €	3,6%
Rennes	62,7%	-6,3%	87 €	0,3%	55 €	-5,9%	53,0%	-4,6%	87 €	-1,6%	46 €	-6,1%
Rouen	80,4%	4,3%	123 €	29,3%	99 €	34,8%	59,6%	1,5%	97 €	5,4%	58 €	7,0%
Strasbourg	72,0%	-1,2%	100 €	-3,6%	72 €	-4,7%	57,6%	-2,8%	95 €	-1,9%	55 €	-4,6%
Toulouse	71,4%	-10,4%	106 €	0,4%	75 €	-10,0%	59,8%	-5,6%	98 €	-1,2%	59 €	-6,7%
<i>Bayonne-Anglet-Biarritz &amp; Niort : in development, sample subject to change</i>												

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# Performances Main cities in Regions

## June 2013



### Main cities in regions – Budget and Super Budget

Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
Aix en Provence	86,7%	2,4%	75 €	-0,1%	65 €	2,2%	57,2%	-5,7%	69 €	-3,3%	39 €	-8,9%
Angers	76,7%	-1,7%	69 €	0,8%	53 €	-0,9%	61,0%	-1,8%	67 €	-2,5%	41 €	-4,3%
Avignon	83,8%	-0,4%	69 €	3,2%	58 €	2,8%	60,6%	-3,7%	62 €	2,1%	38 €	-1,7%
Bayonne-Anglet-Biarritz	63,7%	-13,9%	65 €	1,3%	42 €	-12,7%	55,0%	0,2%	58 €	-3,3%	32 €	-3,1%
Bordeaux	76,1%	7,7%	85 €	18,1%	64 €	27,2%	60,5%	-1,6%	71 €	2,3%	43 €	0,7%
Dijon	85,7%	0,7%	66 €	6,2%	56 €	6,9%	70,2%	2,9%	64 €	0,5%	45 €	3,4%
Grenoble	65,8%	-1,2%	64 €	-2,9%	42 €	-4,1%	58,0%	-2,7%	63 €	-3,1%	36 €	-5,7%
Le Havre	63,1%	-0,6%	64 €	-0,9%	40 €	-1,5%	52,6%	-14,8%	64 €	1,3%	34 €	-13,7%
Lille	71,5%	-2,7%	79 €	0,8%	56 €	-1,9%	66,2%	-2,6%	73 €	-0,2%	48 €	-2,8%
Lyon	74,2%	2,4%	77 €	-0,1%	57 €	2,3%	66,2%	3,6%	74 €	0,1%	49 €	3,7%
Marseille	83,7%	10,9%	72 €	-1,0%	60 €	9,9%	63,6%	0,3%	68 €	-4,6%	43 €	-4,3%
Metz	77,1%	0,3%	69 €	1,5%	53 €	1,8%	58,8%	-6,1%	68 €	1,1%	40 €	-5,1%
Montpellier	80,9%	3,8%	75 €	-2,1%	61 €	1,6%	65,7%	-3,7%	70 €	-0,7%	46 €	-4,4%
Nancy	72,3%	5,4%	63 €	-3,3%	45 €	2,0%	57,0%	5,3%	61 €	-5,8%	35 €	-0,8%
Nantes	68,4%	-4,1%	69 €	-3,6%	47 €	-7,6%	57,6%	-1,4%	67 €	-2,2%	39 €	-3,6%
Niort	66,1%	-3,1%	63 €	2,0%	42 €	-1,1%	54,2%	-3,9%	61 €	1,3%	33 €	-2,6%
Pau	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Reims	76,8%	8,6%	71 €	5,8%	55 €	14,8%	59,7%	2,8%	68 €	5,1%	41 €	8,0%
Rennes	70,3%	1,0%	69 €	2,9%	48 €	3,9%	62,2%	-1,1%	68 €	2,4%	42 €	1,2%
Rouen	79,4%	9,5%	78 €	24,7%	62 €	36,5%	59,4%	2,0%	66 €	6,4%	39 €	8,6%
Strasbourg	74,1%	-5,0%	65 €	-5,4%	48 €	-10,1%	63,5%	-1,4%	64 €	-0,3%	41 €	-1,7%
Toulouse	69,8%	-11,3%	71 €	10,2%	50 €	-2,3%	61,4%	-1,6%	68 €	3,4%	42 €	1,7%
<i>Bayonne-Anglet-Biarritz &amp; Niort : in development, sample subject to change</i>												
Super Budget	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
Angers	75,8%	-3,2%	40 €	1,7%	31 €	-1,6%	63,2%	-10,6%	41 €	1,8%	26 €	-9,0%
Avignon	84,2%	5,0%	36 €	-0,4%	30 €	4,6%	67,0%	-1,3%	35 €	0,6%	24 €	-0,8%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	77,5%	0,7%	44 €	18,2%	34 €	19,0%	69,4%	0,1%	39 €	6,3%	27 €	6,3%
Dijon	83,3%	2,6%	40 €	1,0%	33 €	3,6%	71,2%	1,2%	39 €	-2,3%	28 €	-1,1%
Grenoble	60,2%	-6,8%	41 €	2,8%	25 €	-4,2%	60,0%	-5,4%	40 €	-0,3%	24 €	-5,7%
Le Havre	76,9%	3,2%	41 €	2,4%	31 €	5,7%	67,2%	-5,3%	40 €	1,1%	27 €	-4,2%
Lille	67,5%	-9,7%	42 €	3,9%	28 €	-6,2%	62,8%	-8,5%	41 €	1,5%	26 €	-7,2%
Lyon	72,1%	0,3%	42 €	6,3%	30 €	6,6%	68,4%	3,9%	41 €	3,8%	28 €	7,8%
Marseille	76,4%	1,1%	43 €	2,5%	33 €	3,6%	64,4%	-6,9%	42 €	1,9%	27 €	-5,2%
Metz	78,8%	5,4%	38 €	-1,5%	30 €	3,8%	69,2%	2,3%	38 €	-2,1%	26 €	0,2%
Montpellier	80,0%	-5,1%	42 €	6,8%	34 €	1,3%	66,6%	-6,6%	40 €	3,4%	26 €	-3,4%
Nancy	73,1%	-5,3%	40 €	2,5%	29 €	-3,0%	62,3%	-7,2%	39 €	3,0%	24 €	-4,4%
Nantes	74,3%	-1,1%	44 €	1,5%	33 €	0,4%	65,7%	1,7%	43 €	1,9%	29 €	3,6%
Niort	71,6%	2,6%	37 €	0,6%	26 €	3,3%	64,1%	6,7%	37 €	2,1%	24 €	8,9%
Pau	61,2%	5,2%	33 €	0,9%	20 €	6,1%	57,6%	9,2%	33 €	-1,8%	19 €	7,3%
Rennes	65,3%	3,3%	40 €	0,2%	26 €	3,5%	58,4%	-1,9%	40 €	-0,1%	24 €	-1,9%
Rouen	83,5%	14,5%	50 €	18,5%	41 €	35,7%	70,4%	7,4%	44 €	4,4%	31 €	12,1%
Strasbourg	67,9%	2,5%	41 €	5,3%	28 €	7,9%	62,8%	9,4%	41 €	4,8%	26 €	14,6%
Toulouse	72,0%	-8,8%	42 €	1,9%	30 €	-7,1%	65,1%	-6,1%	40 €	-1,4%	26 €	-7,5%
<i>Bayonne-Anglet-Biarritz &amp; Niort : in development, sample subject to change</i>												

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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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# Informations

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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"> <li>• Detailed market study</li> <li>• Operational recommendations to respond to the requirements of potential clients</li> <li>• Determination of the product-service concept</li> <li>• Determination of client target the price positioning</li> <li>• Revenue estimations (accommodation, food and beverage, other...)</li> <li>• Operating forecasts over several years : establishment of expense items to determine the project's profitability (GOP, cash-flows)</li> </ul>	<ul style="list-style-type: none"> <li>• A detailed market study</li> <li>• Product analysis (strengths, weaknesses, necessary renovations and refurbishments</li> <li>• Forecasts over several years</li> <li>• 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).</li> </ul>	<ul style="list-style-type: none"> <li>• Dynamic review of existing supply</li> <li>• Analysis of the impact of development factors (economy, transportation, tourist markets, etc.)</li> <li>• Analysis of supply/demand situation</li> <li>• Assessment of development ambitions and objectives</li> <li>• Recommendations on strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Aligning Human Resources with the strategic goals of the company</li> <li>• Mastering operational risks in terms of HR and abiding by the regulations</li> <li>• Incorporating the human dimension in all your reorganization and transformation processes</li> <li>• Developing an attractive and incentive remuneration policy</li> </ul>	<ul style="list-style-type: none"> <li>• Hotel benchmark survey</li> <li>• Identification of operators and investors</li> <li>• Optimize your information systems</li> <li>• Marketing audits</li> <li>• Quality control</li> <li>• Organizational audits and management support</li> <li>• Etc.</li> </ul>

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