

# In Extenso

tourisme, hôtellerie et restauration

## French Hotel Industry Performances

September 2013



Membre de **Deloitte**.

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### YOUR CONTACTS:

**CONSULTING AND VALUATIONS :** PHILIPPE GAUGUIER, ASSOCIATE MRICS (+33 (0)6 85 93 67 50 OR [philippe.gauguier@inextenso.fr](mailto:philippe.gauguier@inextenso.fr))

OLIVIER PETIT, ASSOCIATE (+33 (0)6 85 43 22 29 OR [olivier.petit@inextenso.fr](mailto:olivier.petit@inextenso.fr))

**TRANSACTION THR :** GUY BOULO, DIRECTOR (+33 (0)6 80 17 60 02 OR [guy.boulo@inextenso.fr](mailto:guy.boulo@inextenso.fr))

## Publications



### **French thalassotherapy benchmark, published monthly.**

In partnership with France Thalasso, the industry's principal federation, In Extenso THR has introduced the first monthly benchmark of the thalassotherapy sector. Currently in full development, the benchmark includes around 20 participating centres and monitors the thalasso industry's performances on a monthly basis. These indicators include:

- Treatment types
- Client profiles
- Revenues
- Payroll

### FOR FURTHER INFORMATION, PLEASE CONTACT :

FLORENT DANIEL (+33 (0)2 51 80 18 84 OR [florent.daniel@inextenso.fr](mailto:florent.daniel@inextenso.fr))

## Agenda 2013

**4 and 5 November:** Deloitte European Hotel Investment Conference, London, UK (Four Seasons Hotel and The Dorchester) – participation of Olivier Petit

**8 November:** *Salon Alpin de l'Hôtellerie et des Métiers de Bouche*, Albertville, France – presentation by Olivier Petit on tourism in the Savoie

**25 November:** *Lab Equip Hotel* at the Carrousel du Louvre, Paris, France – presentation by Philippe Gauguier on the hotel market and the challenges it faces

**4 December:** SIMI, Palais des Congrès Porte Maillot, Paris, France – presentation by Philippe Gauguier on hotel investment

**5 December:** *Forum Var Ecobiz*, Toulon, France – presentation by Olivier Petit on Online Travel Agents: "A trap or a catalyst for growth?"

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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

# September, a disappointing start to the school year

Many hotel and tourism actors were banking on recovery from September onwards. Yet, although the month did not turn out too bad, since rooms revenue tended to remain stable compared to 2012, genuine recovery was, unfortunately, not on the cards. Several destinations such as Marseille, for instance, posted good performances, although the underlying trend did not indicate that recovery is round the corner. In short, September fell short of expectations.

The majority of industry observers were hoping for a good September. Should recovery be on its way, the first signs would be apparent in September, traditionally recognised for its strong business activity... Clearly, the wait isn't over yet, much to the chagrin of hoteliers throughout France.

Yet, September was far from catastrophic. Olivier Petit – Associate, In Extenso Tourism, Hotels and Restaurants – specified that overall occupancy is not declining, even if on a local level certain destinations experienced a tougher month than others. However, occupancy rate growth is rare and remains relatively limited.

In Paris, Upscale and Luxury rooms revenue dropped compared to 2012. Demand remained fairly strong, with occupancy rates of 80% or even 85%, although these levels remained somewhat lower than last year. Similarly, average rates stagnated. Midscale hotels did slightly better, helped by stable occupancy (also very high) and higher average rates. Philippe Gauguier – Associate, In Extenso Tourism, Hotels and Restaurants – emphasises the extent to which Midscale hotels benefitted from a positioning enabling them to capture price-sensitive leisure and business guests.

The pattern was similar throughout regional France and on the Côte d'Azur. Occupancy tended to drop, while average rates stagnated or rose slightly – a trend in line with Paris, although with one major difference: the level of occupancy. Parisian hotels are experiencing extremely high occupancy levels, difficult to exceed, which is not the case for hotels throughout regional France and on the Côte d'Azur. Occupancy is approaching 70% in the regions and 75% on the Riviera. Suffice to say here that there is still room for growth in terms of occupancy, although less so for average rates.

Last but not least, our new coastal hotel benchmark: occupancy was down on last year, and with a few exceptions, average rates tended to drop quickly. Although autumn was mild, the good weather did not lead to a real extension of the summer season.

## Monthly performance

September	Luxury	Upscale	Midscale	Budget	Super Budget
<b>OR 2013</b>	76,3%	78,7%	75,7%	73,3%	70,3%
<b>Var. /n-1</b>	<b>-3,0%</b>	<b>-0,8%</b>	<b>-0,5%</b>	<b>-0,9%</b>	<b>-3,3%</b>
<b>ADR 2013</b>	405 €	204 €	110 €	71 €	42 €
<b>Var. /n-1</b>	<b>3,7%</b>	<b>0,8%</b>	<b>1,2%</b>	<b>1,6%</b>	<b>2,2%</b>
<b>RevPAR 2013</b>	309 €	161 €	83 €	52 €	29 €
<b>Var. /n-1</b>	<b>0,6%</b>	<b>0,0%</b>	<b>0,6%</b>	<b>0,7%</b>	<b>-1,2%</b>

## Year To Date performance

Jan. to September	Luxury	Upscale	Midscale	Budget	Super Budget
<b>OR 2013</b>	67,5%	68,1%	66,6%	66,0%	66,8%
<b>Var. /n-1</b>	<b>-0,6%</b>	<b>-1,4%</b>	<b>-0,3%</b>	<b>0,1%</b>	<b>-2,2%</b>
<b>ADR 2013</b>	412 €	190 €	101 €	66 €	41 €
<b>Var. /n-1</b>	<b>5,5%</b>	<b>2,0%</b>	<b>0,9%</b>	<b>0,3%</b>	<b>2,0%</b>
<b>RevPAR 2013</b>	278 €	129 €	68 €	43 €	28 €
<b>Var. /n-1</b>	<b>4,8%</b>	<b>0,6%</b>	<b>0,6%</b>	<b>0,3%</b>	<b>-0,3%</b>

### Definitions

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

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FOR FURTHER INFORMATION, PLEASE CONTACT FLORENT DANIEL (+33 (0)2 51 80 18 84 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

## September 2013



### Paris-City

#### Monthly performance

September	OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
Paris - Luxury	88,5%	-3,4%	586 €	-0,3%	519 €	-3,7%
Paris - Boutique Hotels	88,4%	-0,9%	364 €	4,7%	322 €	3,8%
Paris - Upscale	84,4%	-1,6%	238 €	-1,6%	201 €	-3,1%
<b>Paris - Luxury &amp; Upscale</b>	<b>85,5%</b>	<b>-1,9%</b>	<b>317 €</b>	<b>-0,7%</b>	<b>271 €</b>	<b>-2,5%</b>
Paris - Superior midscale	92,1%	0,9%	184 €	2,2%	169 €	3,1%
Paris - Standard midscale	87,6%	0,3%	137 €	3,0%	120 €	3,4%
<b>Paris - Midscale</b>	<b>89,3%</b>	<b>0,6%</b>	<b>155 €</b>	<b>2,7%</b>	<b>138 €</b>	<b>3,3%</b>
<b>Paris - Budget</b>	<b>89,9%</b>	<b>-0,8%</b>	<b>101 €</b>	<b>4,1%</b>	<b>91 €</b>	<b>3,3%</b>

#### Year To Date performance

Jan. to September	OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
Paris - Luxury	81,0%	-1,2%	517 €	5,8%	419 €	4,5%
Paris - Boutique Hotels	78,8%	1,7%	318 €	3,7%	250 €	5,5%
Paris - Upscale	76,8%	-2,1%	205 €	1,5%	158 €	-0,7%
<b>Paris - Haut de gamme &amp; Gd luxe</b>	<b>77,8%</b>	<b>-1,7%</b>	<b>276 €</b>	<b>3,2%</b>	<b>214 €</b>	<b>1,5%</b>
Paris - Superior midscale	84,4%	-0,6%	157 €	2,6%	133 €	1,9%
Paris - Standard midscale	79,8%	-0,5%	114 €	3,8%	91 €	3,3%
<b>Paris - Midscale</b>	<b>81,5%</b>	<b>-0,5%</b>	<b>131 €</b>	<b>3,4%</b>	<b>107 €</b>	<b>2,8%</b>
<b>Paris - Budget</b>	<b>83,6%</b>	<b>-2,2%</b>	<b>87 €</b>	<b>4,5%</b>	<b>72 €</b>	<b>2,2%</b>

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

#### Monthly performance

September	OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
Paris	85,5%	-1,9%	317 €	-0,7%	271 €	-2,5%
La Défense	85,8%	14,0%	179 €	-4,7%	154 €	0,08686
Roissy CdG	78,5%	-2,7%	132 €	4,7%	103 €	1,8%
IDF (exc.Paris and poles)	81,0%	-3,1%	219 €	-0,9%	177 €	-3,9%

#### Year To Date performance

Jan. to September	OR		ADR		RevPAR	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
Paris	77,8%	-1,7%	276 €	3,2%	214 €	1,5%
La Défense	73,6%	17,1%	165 €	-2,5%	121 €	14,2%
Roissy CdG	69,9%	-3,9%	112 €	0,1%	78 €	-3,8%
IDF (exc.Paris and poles)	74,1%	-3,5%	240 €	0,8%	178 €	-2,7%

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# Performance Regions

## September 2013



### Regions

Regions (excl. French Riviera)	Monthly performance					
	September	Luxury	Upscale	Midscale	Budget	Super Budget
	OR 2013	66,0%	71,8%	70,5%	69,5%	68,5%
	Var. /n-1	-4,2%	0,6%	-1,2%	-1,3%	-3,1%
	ADR 2013	279 €	144 €	94 €	66 €	39 €
	Var. /n-1	3,4%	-1,2%	0,5%	-0,4%	0,8%
	RevPAR 2013	184 €	104 €	66 €	46 €	27 €
	Var. /n-1	-0,9%	-0,7%	-0,7%	-1,7%	-2,3%
	Year To Date performance					
	Jan. to September	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2013	58,2%	57,5%	60,7%	64,1%	65,3%	
Var. /n-1	-1,0%	-2,2%	-0,8%	3,2%	-1,9%	
ADR 2013	282 €	138 €	91 €	63 €	40 €	
Var. /n-1	3,5%	0,7%	-0,3%	-1,7%	1,2%	
RevPAR 2013	164 €	79 €	55 €	41 €	26 €	
Var. /n-1	2,5%	-1,5%	-1,1%	1,4%	-0,7%	

French Riviera	Monthly performance					
	September	Luxury	Upscale *	Midscale	Budget	Super Budget
	OR 2013	73,8%	75,0%	84,5%	n.d.	73,5%
	Var. /n-1	-2,0%	-2,9%	0,7%	-	-3,9%
	ADR 2013	328 €	169 €	112 €	n.d.	49 €
	Var. /n-1	-1,0%	2,4%	5,6%	-	1,3%
	RevPAR 2013	242 €	127 €	95 €	n.d.	36 €
	Var. /n-1	-3,0%	-0,5%	6,3%	-	-2,7%
	Year To Date performance					
	Jan. to September	Luxury	Upscale *	Midscale	Budget	Super Budget
OR 2013	62,4%	62,2%	70,6%	n.d.	70,7%	
Var. /n-1	-0,9%	-2,4%	-0,8%	-	-4,3%	
ADR 2013	454 €	179 €	110 €	n.d.	50 €	
Var. /n-1	2,5%	2,5%	5,4%	-	1,5%	
RevPAR 2013	283 €	111 €	77 €	n.d.	36 €	
Var. /n-1	1,6%	0,0%	4,6%	-	-2,8%	

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

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# Performances Suburbs

## September 2013



### Paris suburbs (excluding Paris)

Midscale market	Monthly performance								
	September	departments							Average suburbs
		77	78	91	92	93	94	95	
	OR 2013	78,5%	72,2%	68,3%	81,7%	76,9%	79,7%	80,5%	77,5%
	Var. /n-1	9,8%	4,6%	-6,1%	-0,3%	3,9%	-1,6%	0,7%	-0,6%
	ADR 2013	113 €	108 €	94 €	117 €	85 €	91 €	113 €	106 €
	Var. /n-1	5,8%	-2,3%	2,3%	-3,9%	-2,0%	2,4%	0,5%	-0,7%
	RevPAR 2013	89 €	78 €	64 €	96 €	65 €	73 €	91 €	82 €
	Var. /n-1	16,1%	2,2%	-3,9%	-4,2%	1,7%	0,8%	1,2%	-1,3%
Midscale market	Year To Date performance								
	Jan. to September	departments							Average suburbs
		77	78	91	92	93	94	95	
	OR 2013	56,8%	64,6%	66,0%	73,1%	68,4%	76,4%	70,4%	70,1%
	Var. /n-1	-1,7%	1,7%	1,9%	1,2%	6,7%	2,9%	0,1%	1,5%
	ADR 2013	103 €	96 €	87 €	104 €	72 €	81 €	98 €	94 €
	Var. /n-1	0,4%	-3,1%	-0,1%	0,7%	-2,1%	-1,0%	-1,3%	-0,3%
	RevPAR 2013	59 €	62 €	58 €	76 €	49 €	62 €	69 €	66 €
	Var. /n-1	-1,3%	-1,5%	1,8%	2,0%	4,5%	1,9%	-1,3%	1,1%
Budget market	Monthly performance								
	September	departments							Average suburbs
		77	78	91	92	93	94	95	
	OR 2013	79,0%	72,5%	70,7%	76,7%	74,8%	76,8%	75,1%	75,7%
	Var. /n-1	1,6%	8,2%	4,4%	-0,1%	-8,8%	-0,4%	-0,9%	-1,3%
	ADR 2013	63 €	84 €	64 €	85 €	71 €	75 €	74 €	73 €
	Var. /n-1	-1,1%	0,9%	-2,7%	3,2%	12,5%	5,5%	3,6%	4,5%
	RevPAR 2013	50 €	61 €	45 €	65 €	53 €	57 €	56 €	56 €
	Var. /n-1	0,5%	9,2%	1,6%	3,2%	2,6%	5,1%	2,6%	3,1%
Budget market	Year To Date performance								
	Jan. to September	departments							Average suburbs
		77	78	91	92	93	94	95	
	OR 2013	74,3%	64,3%	61,3%	68,9%	70,4%	73,3%	68,3%	69,7%
	Var. /n-1	3,4%	1,3%	-0,5%	-3,3%	-3,5%	3,6%	2,2%	0,1%
	ADR 2013	64 €	78 €	62 €	75 €	58 €	68 €	60 €	64 €
	Var. /n-1	1,0%	-2,1%	-0,4%	2,3%	3,3%	3,2%	0,3%	1,4%
	RevPAR 2013	47 €	50 €	38 €	52 €	41 €	50 €	41 €	45 €
	Var. /n-1	4,4%	-0,8%	-0,9%	-1,2%	-0,4%	6,9%	2,4%	1,5%
Super Budget market	Monthly performance								
	September	departments							IDF (hors Paris)
		77	78	91	92	93	94	95	
	OR 2013	72,8%	75,4%	69,4%	n.d.	84,4%	80,5%	85,7%	77,9%
	Var. /n-1	1,4%	1,7%	-6,3%	-	-2,0%	-0,4%	2,6%	-1,4%
	ADR 2013	43 €	44 €	41 €	n.d.	47 €	46 €	51 €	47 €
	Var. /n-1	1,7%	3,9%	4,6%	-	6,9%	5,0%	7,0%	6,0%
	RevPAR 2013	31 €	33 €	29 €	n.d.	40 €	37 €	44 €	37 €
	Var. /n-1	3,1%	5,7%	-2,0%	-	4,7%	4,5%	9,8%	4,4%
Super Budget market	Year To Date performance								
	Jan. to September	departments							IDF (hors Paris)
		77	78	91	92	93	94	95	
	OR 2013	70,6%	70,8%	65,9%	n.d.	75,8%	76,0%	74,9%	72,3%
	Var. /n-1	2,9%	2,6%	-4,4%	-	-3,6%	0,2%	-2,0%	-1,6%
	ADR 2013	43 €	42 €	41 €	n.d.	44 €	44 €	46 €	45 €
	Var. /n-1	1,9%	0,0%	3,3%	-	3,6%	3,1%	6,1%	3,5%
	RevPAR 2013	30 €	30 €	27 €	n.d.	34 €	34 €	35 €	32 €
	Var. /n-1	4,9%	2,5%	-1,3%	-	-0,1%	3,3%	4,0%	1,8%

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# Performances North-East

## September 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	71,0%	2,6%	138 €	-1,3%	98 €	1,3%	55,8%	-2,0%	132 €	0,8%	73 €	-1,3%
Dijon	81,7%	-2,1%	137 €	-0,5%	112 €	-2,5%	63,4%	-1,1%	128 €	-0,8%	81 €	-1,9%
Lille	59,8%	0,5%	132 €	6,4%	79 €	6,9%	50,3%	-0,9%	120 €	0,7%	60 €	-0,2%
Metz	insufficient supply						insufficient supply					
Nancy	insufficient supply						insufficient supply					
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	80,1%	3,3%	119 €	-0,7%	95 €	2,6%	62,3%	3,9%	110 €	-2,3%	68 €	1,5%

  

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	68,3%	-2,7%	92 €	1,9%	63 €	-0,9%	57,6%	-0,6%	87 €	-0,5%	50 €	-1,1%
Dijon	73,9%	4,5%	90 €	1,4%	67 €	6,0%	64,2%	-1,3%	86 €	0,0%	55 €	-1,3%
Lille	67,2%	0,3%	99 €	4,7%	67 €	5,1%	59,2%	1,7%	91 €	1,5%	54 €	3,3%
Metz	in progress						in progress					
Nancy	69,5%	-10,0%	82 €	-6,0%	57 €	-15,4%	56,4%	0,2%	78 €	-3,7%	44 €	-3,5%
Reims	75,7%	3,3%	102 €	2,3%	77 €	5,8%	63,8%	3,2%	96 €	3,3%	61 €	6,7%
Strasbourg	80,1%	3,9%	102 €	4,3%	82 €	8,4%	62,9%	0,2%	92 €	-0,9%	58 €	-0,7%

  

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	71,2%	-2,7%	65 €	0,3%	46 €	-2,4%	70,4%	12,1%	60 €	-3,6%	42 €	8,1%
Dijon	83,2%	-0,4%	63 €	-4,0%	53 €	-4,4%	74,1%	3,2%	63 €	-0,5%	47 €	2,6%
Lille	69,1%	-0,1%	80 €	0,4%	55 €	0,2%	62,5%	-3,8%	72 €	-1,3%	45 €	-5,0%
Metz	69,9%	-9,5%	69 €	8,9%	48 €	-1,4%	61,9%	-4,6%	65 €	1,8%	40 €	-2,9%
Nancy	64,5%	-10,9%	64 €	2,6%	42 €	-8,5%	58,7%	6,9%	59 €	-4,5%	35 €	2,1%
Reims	73,5%	-2,2%	72 €	6,0%	53 €	3,7%	62,0%	4,9%	68 €	4,2%	42 €	9,4%
Strasbourg	80,3%	0,3%	66 €	-0,3%	53 €	0,0%	68,1%	0,8%	61 €	-0,6%	41 €	0,1%

  

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	68,2%	-2,2%	38 €	-0,5%	26 €	-2,6%	63,9%	-1,1%	38 €	0,2%	24 €	-0,9%
Dijon	78,3%	-0,5%	39 €	1,5%	30 €	1,1%	73,8%	-0,3%	39 €	-0,4%	29 €	-0,6%
Lille	67,6%	-0,8%	41 €	-0,4%	28 €	-1,3%	60,8%	-8,0%	41 €	1,1%	25 €	-7,0%
Metz	76,6%	3,6%	37 €	-4,5%	29 €	-1,1%	70,6%	2,2%	38 €	-2,4%	27 €	-0,2%
Nancy	62,0%	-14,4%	38 €	-2,3%	24 €	-16,4%	60,4%	-9,0%	39 €	2,1%	24 €	-7,1%
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	76,3%	5,3%	41 €	1,2%	31 €	6,6%	65,0%	8,7%	41 €	3,7%	26 €	12,7%

#### 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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FOR FURTHER INFORMATION, PLEASE CONTACT FLORENT DANIEL (+33 (0)2 51 80 18 84 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

## September 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	61,7%	-5,4%	198 €	1,9%	122 €	-3,6%	55,9%	-1,8%	210 €	1,4%	117 €	-0,4%
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	67,0%	-2,9%	91 €	-2,2%	61 €	-5,0%	58,4%	-2,3%	92 €	-0,2%	53 €	-2,5%
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	72,8%	6,7%	91 €	2,5%	66 €	9,3%	68,5%	10,5%	85 €	-1,2%	59 €	9,2%
Nantes	61,3%	-3,9%	87 €	0,9%	53 €	-3,1%	58,0%	2,5%	83 €	-4,5%	48 €	-2,1%
Niort	67,1%	3,6%	82 €	-5,2%	55 €	-1,8%	62,0%	6,3%	83 €	-8,1%	51 €	-2,3%
Rennes	63,8%	0,5%	102 €	-8,2%	65 €	-7,8%	52,9%	-3,2%	86 €	-2,9%	46 €	-6,0%
Rouen	67,0%	-8,1%	97 €	2,1%	65 €	-6,3%	62,2%	-0,5%	95 €	2,9%	59 €	2,4%

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	65,6%	-2,6%	66 €	-1,8%	43 €	-4,3%	58,9%	-1,7%	64 €	-1,2%	38 €	-2,9%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	65,6%	-6,3%	65 €	-4,6%	42 €	-10,6%	60,8%	-0,6%	64 €	-3,2%	39 €	-3,8%
Le Havre	60,6%	-8,6%	63 €	1,0%	38 €	-7,6%	55,2%	-12,2%	63 €	-0,8%	35 €	-12,9%
Nantes	62,5%	5,2%	68 €	-1,4%	43 €	3,7%	56,8%	1,6%	65 €	-2,8%	37 €	-1,2%
Niort	58,4%	-8,7%	65 €	4,1%	38 €	-5,0%	56,6%	-3,8%	60 €	0,0%	34 €	-3,8%
Rennes	69,7%	-1,3%	74 €	0,8%	51 €	-0,5%	61,2%	0,8%	66 €	0,8%	41 €	1,6%
Rouen	68,4%	-0,4%	64 €	1,3%	44 €	0,9%	60,7%	1,8%	64 €	4,7%	39 €	6,6%

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	65,7%	-6,5%	40 €	0,8%	26 €	-5,7%	63,7%	-3,9%	40 €	1,6%	26 €	-2,4%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	66,8%	-5,3%	40 €	0,1%	26 €	-5,2%	63,2%	-9,2%	40 €	0,3%	25 €	-9,0%
Le Havre	70,6%	-13,5%	40 €	0,9%	28 €	-12,7%	70,7%	-6,7%	40 €	1,7%	29 €	-5,1%
Nantes	66,9%	-1,1%	44 €	0,7%	29 €	-0,4%	65,0%	0,6%	43 €	1,7%	28 €	2,4%
Niort	67,4%	-1,6%	37 €	3,5%	25 €	1,8%	68,8%	4,7%	38 €	1,6%	26 €	6,4%
Rennes	63,5%	-4,2%	43 €	0,7%	27 €	-3,5%	57,0%	-1,8%	40 €	0,0%	23 €	-1,8%
Rouen	70,2%	-2,6%	46 €	7,2%	32 €	4,3%	65,6%	-0,9%	44 €	4,8%	29 €	3,8%

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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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

## September 2013



### South-East (excl. French Riviera) & 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-East	76,1%	3,2%	178 €	0,4%	136 €	3,7%	61,5%	-1,0%	167 €	0,5%	103 €	-0,5%
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	86,6%	3,7%	158 €	3,8%	137 €	7,7%	65,9%	-1,6%	156 €	0,0%	103 €	-1,6%
Grenoble	insufficient supply						insufficient supply					
Lyon	71,2%	-5,3%	141 €	2,6%	101 €	-2,8%	61,7%	-2,4%	129 €	4,9%	80 €	2,4%
Marseille	81,1%	12,8%	166 €	3,6%	134 €	16,8%	67,0%	7,0%	148 €	-1,8%	99 €	5,1%
Montpellier	70,1%	-5,7%	148 €	-8,4%	104 €	-13,6%	57,8%	-4,0%	140 €	-1,2%	81 €	-5,2%
St Etienne	insufficient supply						insufficient supply					
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
South-East	73,0%	0,8%	95 €	1,0%	69 €	1,8%	64,3%	-0,2%	93 €	-0,7%	60 €	-0,9%
Aix en Provence	81,1%	7,0%	83 €	-5,8%	67 €	0,8%	67,2%	-1,3%	85 €	-3,8%	57 €	-5,0%
Avignon	84,6%	1,4%	98 €	3,9%	83 €	5,3%	72,1%	-2,8%	99 €	2,6%	71 €	-0,3%
Grenoble	55,4%	-1,4%	101 €	-3,2%	56 €	-4,5%	50,4%	-3,5%	100 €	-3,5%	50 €	-6,8%
Lyon	69,2%	-0,3%	101 €	3,4%	70 €	3,1%	61,2%	1,6%	96 €	2,0%	59 €	3,7%
Marseille	82,4%	11,2%	105 €	3,6%	86 €	15,2%	71,9%	8,3%	96 €	-1,4%	69 €	6,8%
Montpellier	65,7%	-14,7%	97 €	-2,3%	64 €	-16,6%	63,1%	-7,4%	92 €	-0,7%	58 €	-8,1%
St Etienne	in progress						in progress					
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
South-East	70,2%	-0,4%	69 €	0,4%	48 €	0,0%	63,5%	-0,2%	66 €	-0,5%	42 €	-0,8%
Aix en Provence	77,4%	10,2%	73 €	-3,0%	57 €	7,0%	64,7%	-3,8%	70 €	-0,9%	45 €	-4,7%
Avignon	74,4%	-4,3%	68 €	2,0%	51 €	-2,4%	66,7%	-2,8%	69 €	1,2%	46 €	-1,7%
Grenoble	61,2%	-4,6%	64 €	-2,0%	39 €	-6,5%	57,4%	-2,3%	62 €	-2,6%	35 €	-4,9%
Lyon	72,6%	-0,7%	76 €	1,8%	55 €	1,1%	64,5%	3,3%	72 €	0,0%	46 €	3,3%
Marseille	80,9%	9,0%	71 €	-0,7%	57 €	8,2%	68,2%	2,4%	68 €	-1,9%	46 €	0,4%
Montpellier	72,9%	-6,6%	79 €	4,7%	58 €	-2,2%	70,3%	-2,9%	71 €	-0,1%	50 €	-3,0%
St Etienne	in progress						in progress					
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
South-East	68,6%	-2,4%	40 €	1,9%	28 €	-0,6%	67,0%	-0,7%	40 €	1,6%	27 €	0,9%
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	63,9%	-11,0%	35 €	-3,8%	22 €	-14,3%	70,5%	-1,9%	37 €	0,1%	26 €	-1,8%
Grenoble	57,1%	-14,7%	40 €	-1,5%	23 €	-15,9%	57,8%	-7,4%	40 €	0,2%	23 €	-7,2%
Lyon	69,7%	-0,4%	41 €	1,6%	29 €	1,2%	67,3%	2,2%	41 €	3,7%	28 €	5,9%
Marseille	73,5%	0,5%	43 €	0,1%	32 €	0,6%	68,3%	-4,1%	43 €	1,9%	29 €	-2,4%
Montpellier	65,0%	-19,0%	40 €	3,7%	26 €	-16,0%	71,4%	-8,0%	42 €	4,1%	30 €	-4,2%
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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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

## September 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	72,5%	-5,1%	218 €	0,1%	158 €	-5,0%	57,6%	-2,4%	227 €	3,0%	131 €	0,6%
Bayonne-Anglet-Biarritz	76,0%	-5,7%	247 €	-4,0%	188 €	-9,5%	61,7%	0,9%	289 €	0,3%	178 €	1,2%
Bordeaux	66,2%	-15,8%	225 €	11,1%	149 €	-6,5%	51,1%	-6,5%	208 €	8,5%	106 €	1,5%
Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Toulouse	73,9%	2,1%	130 €	-2,2%	96 €	-0,2%	62,5%	1,6%	127 €	0,1%	79 €	1,7%
<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	73,6%	-0,6%	96 €	0,1%	71 €	-0,6%	61,3%	-0,1%	92 €	-0,2%	56 €	-0,4%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Bordeaux	76,4%	-1,5%	90 €	-1,6%	69 €	-3,1%	61,6%	-0,2%	87 €	1,9%	54 €	1,6%
Pau	67,4%	10,1%	79 €	-0,3%	53 €	9,8%	55,7%	2,6%	78 €	-3,8%	43 €	-1,3%
Toulouse	69,5%	-2,3%	102 €	-0,6%	71 €	-2,8%	60,2%	-0,8%	96 €	-1,9%	58 €	-2,7%
<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	70,9%	1,9%	66 €	-1,9%	47 €	0,0%	60,4%	-1,4%	65 €	0,1%	39 €	-1,3%
Bayonne-Anglet-Biarritz	77,6%	0,0%	66 €	-4,3%	51 €	-4,4%	64,7%	-0,8%	69 €	-1,4%	45 €	-2,2%
Bordeaux	73,4%	-0,1%	70 €	-2,0%	51 €	-2,1%	62,3%	0,1%	68 €	0,7%	42 €	0,8%
Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Toulouse	69,1%	10,1%	69 €	-4,2%	48 €	5,4%	60,2%	1,3%	66 €	0,7%	40 €	2,0%
<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	73,5%	-0,7%	41 €	1,1%	30 €	0,4%	67,7%	-2,3%	41 €	1,5%	28 €	-0,9%
Bayonne-Anglet-Biarritz	n.d.	-	-	-	-	-	n.d.	-	n.d.	-	-	-
Bordeaux	77,3%	0,8%	39 €	4,8%	30 €	5,6%	72,5%	-1,3%	39 €	5,2%	28 €	3,9%
Pau	64,7%	2,8%	34 €	-3,2%	22 €	-0,5%	60,2%	3,6%	34 €	-2,3%	20 €	1,2%
Toulouse	74,9%	3,6%	41 €	0,6%	31 €	4,3%	65,8%	-5,1%	40 €	-0,9%	26 €	-5,9%
<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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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

## September 2013



### French Riviera

September	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	73,8%	-2,0%	328 €	-1,0%	242 €	-3,0%	62,4%	-0,9%	454 €	2,5%	283 €	1,6%
French Riviera - Boutique Hotels**	74,8%	2,4%	165 €	3,7%	123 €	6,2%	67,3%	6,2%	167 €	3,9%	113 €	10,4%
French Riviera - Upscale	75,0%	-3,5%	170 €	2,3%	128 €	-1,3%	61,6%	-3,5%	180 €	2,4%	111 €	-1,2%
Average Upscale & Luxury	74,6%	-2,6%	220 €	0,6%	164 €	-2,1%	62,3%	-1,9%	268 €	2,7%	167 €	0,8%
Average Midscale	84,5%	0,7%	112 €	5,6%	95 €	6,3%	70,6%	-0,8%	110 €	5,4%	77 €	4,6%
Average Budget	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Average Super-Budget	73,5%	-3,9%	49 €	1,3%	36 €	-2,7%	70,7%	-4,3%	50 €	1,5%	36 €	-2,8%

### French Riviera Cities

September	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	71,5%	-2,2%	286 €	-1,0%	205 €	-3,2%	58,5%	-1,8%	447 €	2,4%	262 €	0,6%
Cannes - Boutique Hotels	58,1%	-4,9%	161 €	-3,2%	93 €	-7,9%	53,2%	-1,8%	199 €	4,6%	106 €	2,7%
Cannes - Upscale	67,1%	-1,7%	147 €	-1,6%	99 €	-3,3%	54,7%	-3,6%	186 €	1,9%	102 €	-1,8%
Cannes - Upscale & Luxury	68,9%	-2,2%	219 €	-1,8%	151 €	-4,0%	56,6%	-2,6%	326 €	2,4%	184 €	-0,2%
Cannes - Midscale	73,8%	0,6%	101 €	0,8%	75 €	1,4%	62,1%	-4,0%	110 €	5,5%	68 €	1,2%

September	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	84,6%	-3,8%	202 €	4,3%	171 €	0,3%	69,6%	-1,6%	203 €	3,7%	141 €	2,1%
Nice - Midscale	89,6%	0,7%	118 €	3,7%	106 €	4,4%	74,8%	-0,2%	110 €	5,0%	82 €	4,8%

September	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	69,9%	-8,8%	513 €	8,3%	358 €	-1,3%	63,7%	1,3%	516 €	6,6%	329 €	8,0%
Monaco - Upscale	74,7%	4,7%	268 €	0,3%	200 €	5,1%	67,0%	3,7%	271 €	-1,9%	182 €	1,7%
Monaco - Upscale & Luxury	73,1%	-0,2%	350 €	2,4%	255 €	2,2%	65,9%	2,9%	353 €	1,9%	232 €	4,9%

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

\*\* Boutique Hotels: sample excludes Luxury hotels

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FOR FURTHER INFORMATION, PLEASE CONTACT FLORENT DANIEL (+33 (0)2 51 80 18 84 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 Coast

## September 2013



### Normandy – Nord-Pas-de-Calais coast

Normandy – Nord-Pas-de-Calais coast	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
Average Upscale & Luxury	49,4%	-11,3%	190 €	1,3%	94 €	-10,2%	46,3%	-10,3%	197 €	5,9%	91 €	-5,0%
Average Midscale	67,4%	-8,7%	112 €	5,8%	76 €	-3,4%	62,6%	0,2%	112 €	-2,1%	70 €	-1,9%
Average Budget	65,6%	-4,4%	68 €	9,6%	44 €	4,8%	60,0%	-4,5%	67 €	-0,2%	40 €	-4,7%
Average Super-Budget	62,1%	-12,7%	41 €	0,2%	25 €	-12,6%	62,2%	-8,0%	41 €	2,1%	26 €	-6,1%

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	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
Average Upscale & Luxury	66,2%	-1,5%	212 €	0,4%	140 €	-1,1%	63,7%	4,3%	227 €	0,2%	145 €	4,5%
Average Midscale	68,7%	-6,7%	97 €	-2,6%	67 €	-9,2%	60,7%	-3,8%	101 €	-0,8%	61 €	-4,5%
Average Budget	61,2%	-7,5%	61 €	-4,4%	38 €	-11,6%	55,2%	-1,6%	62 €	-1,1%	34 €	-2,6%
Average Super-Budget	67,4%	-6,9%	42 €	1,6%	28 €	-5,4%	62,6%	-8,0%	43 €	3,4%	27 €	-4,9%

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	
	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1	2013	Var /n-1
Average Upscale & Luxury	76,7%	-5,6%	240 €	-3,9%	184 €	-9,2%	62,5%	1,2%	282 €	0,7%	177 €	1,9%
Average Midscale	75,5%	-0,4%	110 €	-2,0%	83 €	-2,4%	61,8%	-0,7%	113 €	1,7%	70 €	1,0%
Average Budget	75,0%	-2,5%	76 €	-1,1%	57 €	-3,6%	60,8%	-0,8%	75 €	-0,6%	45 €	-1,3%
Average Super-Budget	77,1%	-15,3%	53 €	1,6%	41 €	-13,9%	68,4%	-11,7%	52 €	7,6%	35 €	-4,9%

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

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FOR FURTHER INFORMATION, PLEASE CONTACT FLORENT DANIEL (+33 (0)2 51 80 18 84 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

## September 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%	3,7%	158 €	3,8%	137 €	7,7%	65,9%	-1,6%	156 €	0,0%	103 €	-1,6%
Bayonne-Anglet-Biarritz	76,0%	-5,7%	247 €	-4,0%	188 €	-9,5%	61,7%	0,9%	289 €	0,3%	178 €	1,2%
Bordeaux	66,2%	-15,8%	225 €	11,1%	149 €	-6,5%	51,1%	-6,5%	208 €	8,5%	106 €	1,5%
Cannes	68,9%	-2,2%	219 €	-1,8%	151 €	-4,0%	56,6%	-2,6%	326 €	2,4%	184 €	-0,2%
Dijon	81,7%	-2,1%	137 €	-0,5%	112 €	-2,5%	63,4%	-1,1%	128 €	-0,8%	81 €	-1,9%
Lille	59,8%	0,5%	132 €	6,4%	79 €	6,9%	50,3%	-0,9%	120 €	0,7%	60 €	-0,2%
Lyon	71,2%	-5,3%	141 €	2,6%	101 €	-2,8%	61,7%	-2,4%	129 €	4,9%	80 €	2,4%
Marseille	81,1%	12,8%	166 €	3,6%	134 €	16,8%	67,0%	7,0%	148 €	-1,8%	99 €	5,1%
Monaco	73,1%	-0,2%	350 €	2,4%	255 €	2,2%	65,9%	2,9%	353 €	1,9%	232 €	4,9%
Montpellier	70,1%	-5,7%	148 €	-8,4%	104 €	-13,6%	57,8%	-4,0%	140 €	-1,2%	81 €	-5,2%
Nice	84,6%	-3,8%	202 €	4,3%	171 €	0,3%	69,6%	-1,6%	203 €	3,7%	141 €	2,1%
Strasbourg	80,1%	3,3%	119 €	-0,7%	95 €	2,6%	62,3%	3,9%	110 €	-2,3%	68 €	1,5%
Toulouse	73,9%	2,1%	130 €	-2,2%	96 €	-0,2%	62,5%	1,6%	127 €	0,1%	79 €	1,7%
<i>Bayonne-Anglet-Biarritz &amp; Niort : in development, sample subject to change</i>												
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
Aix en Provence	81,1%	7,0%	83 €	-5,8%	67 €	0,8%	67,2%	-1,3%	85 €	-3,8%	57 €	-5,0%
Avignon	84,6%	1,4%	98 €	3,9%	83 €	5,3%	72,1%	-2,8%	99 €	2,6%	71 €	-0,3%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	76,4%	-1,5%	90 €	-1,6%	69 €	-3,1%	61,6%	-0,2%	87 €	1,9%	54 €	1,6%
Cannes	73,8%	0,6%	101 €	0,8%	75 €	1,4%	62,1%	-4,0%	110 €	5,5%	68 €	1,2%
Dijon	73,9%	4,5%	90 €	1,4%	67 €	6,0%	64,2%	-1,3%	86 €	0,0%	55 €	-1,3%
Grenoble	55,4%	-1,4%	101 €	-3,2%	56 €	-4,5%	50,4%	-3,5%	100 €	-3,5%	50 €	-6,8%
Le Havre	72,8%	6,7%	91 €	2,5%	66 €	9,3%	68,5%	10,5%	85 €	-1,2%	59 €	9,2%
Lille	67,2%	0,3%	99 €	4,7%	67 €	5,1%	59,2%	1,7%	91 €	1,5%	54 €	3,3%
Lyon	69,2%	-0,3%	101 €	3,4%	70 €	3,1%	61,2%	1,6%	96 €	2,0%	59 €	3,7%
Marseille	82,4%	11,2%	105 €	3,6%	86 €	15,2%	71,9%	8,3%	96 €	-1,4%	69 €	6,8%
Montpellier	65,7%	-14,7%	97 €	-2,3%	64 €	-16,6%	63,1%	-7,4%	92 €	-0,7%	58 €	-8,1%
Nancy	69,5%	-10,0%	82 €	-6,0%	57 €	-15,4%	56,4%	0,2%	78 €	-3,7%	44 €	-3,5%
Nantes	61,3%	-3,9%	87 €	0,9%	53 €	-3,1%	58,0%	2,5%	83 €	-4,5%	48 €	-2,1%
Niort	67,1%	3,6%	82 €	-5,2%	55 €	-1,8%	62,0%	6,3%	83 €	-8,1%	51 €	-2,3%
Nice	89,6%	0,7%	118 €	3,7%	106 €	4,4%	74,8%	-0,2%	110 €	5,0%	82 €	4,8%
Pau	67,4%	10,1%	79 €	-0,3%	53 €	9,8%	55,7%	2,6%	78 €	-3,8%	43 €	-1,3%
Reims	75,7%	3,3%	102 €	2,3%	77 €	5,8%	63,8%	3,2%	96 €	3,3%	61 €	6,7%
Rennes	63,8%	0,5%	102 €	-8,2%	65 €	-7,8%	52,9%	-3,2%	86 €	-2,9%	46 €	-6,0%
Rouen	67,0%	-8,1%	97 €	2,1%	65 €	-6,3%	62,2%	-0,5%	95 €	2,9%	59 €	2,4%
Strasbourg	80,1%	3,9%	102 €	4,3%	82 €	8,4%	62,9%	0,2%	92 €	-0,9%	58 €	-0,7%
Toulouse	69,5%	-2,3%	102 €	-0,6%	71 €	-2,8%	60,2%	-0,8%	96 €	-1,9%	58 €	-2,7%
<i>Bayonne-Anglet-Biarritz &amp; Niort : in development, sample subject to change</i>												

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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

## September 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	77,4%	10,2%	73 €	-3,0%	57 €	7,0%	64,7%	-3,8%	70 €	-0,9%	45 €	-4,7%
Angers	65,6%	-6,3%	65 €	-4,6%	42 €	-10,6%	60,8%	-0,6%	64 €	-3,2%	39 €	-3,8%
Avignon	74,4%	-4,3%	68 €	2,0%	51 €	-2,4%	66,7%	-2,8%	69 €	1,2%	46 €	-1,7%
Bayonne-Anglet-Biarritz	77,6%	0,0%	66 €	-4,3%	51 €	-4,4%	64,7%	-0,8%	69 €	-1,4%	45 €	-2,2%
Bordeaux	73,4%	-0,1%	70 €	-2,0%	51 €	-2,1%	62,3%	0,1%	68 €	0,7%	42 €	0,8%
Dijon	83,2%	-0,4%	63 €	-4,0%	53 €	-4,4%	74,1%	3,2%	63 €	-0,5%	47 €	2,6%
Grenoble	61,2%	-4,6%	64 €	-2,0%	39 €	-6,5%	57,4%	-2,3%	62 €	-2,6%	35 €	-4,9%
Le Havre	60,6%	-8,6%	63 €	1,0%	38 €	-7,6%	55,2%	-12,2%	63 €	-0,8%	35 €	-12,9%
Lille	69,1%	-0,1%	80 €	0,4%	55 €	0,2%	62,5%	-3,8%	72 €	-1,3%	45 €	-5,0%
Lyon	72,6%	-0,7%	76 €	1,8%	55 €	1,1%	64,5%	3,3%	72 €	0,0%	46 €	3,3%
Marseille	80,9%	9,0%	71 €	-0,7%	57 €	8,2%	68,2%	2,4%	68 €	-1,9%	46 €	0,4%
Metz	69,9%	-9,5%	69 €	8,9%	48 €	-1,4%	61,9%	-4,6%	65 €	1,8%	40 €	-2,9%
Montpellier	72,9%	-6,6%	79 €	4,7%	58 €	-2,2%	70,3%	-2,9%	71 €	-0,1%	50 €	-3,0%
Nancy	64,5%	-10,9%	64 €	2,6%	42 €	-8,5%	58,7%	6,9%	59 €	-4,5%	35 €	2,1%
Nantes	62,5%	5,2%	68 €	-1,4%	43 €	3,7%	56,8%	1,6%	65 €	-2,8%	37 €	-1,2%
Niort	58,4%	-8,7%	65 €	4,1%	38 €	-5,0%	56,6%	-3,8%	60 €	0,0%	34 €	-3,8%
Pau	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Reims	73,5%	-2,2%	72 €	6,0%	53 €	3,7%	62,0%	4,9%	68 €	4,2%	42 €	9,4%
Rennes	69,7%	-1,3%	74 €	0,8%	51 €	-0,5%	61,2%	0,8%	66 €	0,8%	41 €	1,6%
Rouen	68,4%	-0,4%	64 €	1,3%	44 €	0,9%	60,7%	1,8%	64 €	4,7%	39 €	6,6%
Strasbourg	80,3%	0,3%	66 €	-0,3%	53 €	0,0%	68,1%	0,8%	61 €	-0,6%	41 €	0,1%
Toulouse	69,1%	10,1%	69 €	-4,2%	48 €	5,4%	60,2%	1,3%	66 €	0,7%	40 €	2,0%
<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	66,8%	-5,3%	40 €	0,1%	26 €	-5,2%	63,2%	-9,2%	40 €	0,3%	25 €	-9,0%
Avignon	63,9%	-11,0%	35 €	-3,8%	22 €	-14,3%	70,5%	-1,9%	37 €	0,1%	26 €	-1,8%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	77,3%	0,8%	39 €	4,8%	30 €	5,6%	72,5%	-1,3%	39 €	5,2%	28 €	3,9%
Dijon	78,3%	-0,5%	39 €	1,5%	30 €	1,1%	73,8%	-0,3%	39 €	-0,4%	29 €	-0,6%
Grenoble	57,1%	-14,7%	40 €	-1,5%	23 €	-15,9%	57,8%	-7,4%	40 €	0,2%	23 €	-7,2%
Le Havre	70,6%	-13,5%	40 €	0,9%	28 €	-12,7%	70,7%	-6,7%	40 €	1,7%	29 €	-5,1%
Lille	67,6%	-0,8%	41 €	-0,4%	28 €	-1,3%	60,8%	-8,0%	41 €	1,1%	25 €	-7,0%
Lyon	69,7%	-0,4%	41 €	1,6%	29 €	1,2%	67,3%	2,2%	41 €	3,7%	28 €	5,9%
Marseille	73,5%	0,5%	43 €	0,1%	32 €	0,6%	68,3%	-4,1%	43 €	1,9%	29 €	-2,4%
Metz	76,6%	3,6%	37 €	-4,5%	29 €	-1,1%	70,6%	2,2%	38 €	-2,4%	27 €	-0,2%
Montpellier	65,0%	-19,0%	40 €	3,7%	26 €	-16,0%	71,4%	-8,0%	42 €	4,1%	30 €	-4,2%
Nancy	62,0%	-14,4%	38 €	-2,3%	24 €	-16,4%	60,4%	-9,0%	39 €	2,1%	24 €	-7,1%
Nantes	66,9%	-1,1%	44 €	0,7%	29 €	-0,4%	65,0%	0,6%	43 €	1,7%	28 €	2,4%
Niort	67,4%	-1,6%	37 €	3,5%	25 €	1,8%	68,8%	4,7%	38 €	1,6%	26 €	6,4%
Pau	64,7%	2,8%	34 €	-3,2%	22 €	-0,5%	60,2%	3,6%	34 €	-2,3%	20 €	1,2%
Rennes	63,5%	-4,2%	43 €	0,7%	27 €	-3,5%	57,0%	-1,8%	40 €	0,0%	23 €	-1,8%
Rouen	70,2%	-2,6%	46 €	7,2%	32 €	4,3%	65,6%	-0,9%	44 €	4,8%	29 €	3,8%
Strasbourg	76,3%	5,3%	41 €	1,2%	31 €	6,6%	65,0%	8,7%	41 €	3,7%	26 €	12,7%
Toulouse	74,9%	3,6%	41 €	0,6%	31 €	4,3%	65,8%	-5,1%	40 €	-0,9%	26 €	-5,9%
<i>Bayonne-Anglet-Biarritz &amp; Niort : in development, sample subject to change</i>												

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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

## 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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FOR FURTHER INFORMATION, PLEASE CONTACT FLORENT DANIEL (+33 (0)2 51 80 18 84 OR [florent.daniel@inextenso.fr](mailto: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](http://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"> <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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