

# In Extenso

tourisme, hôtellerie et restauration

## French Hotel Industry Performances

March 2014



Membre de **Deloitte**.

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## Articles

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**Hotel industry salaries: retaining talent in spite of budget cut-backs.** Philippe Burger – Partner, Human Capital, Deloitte <http://dviews.deloitte-france.fr/management/remunerations-dans-lhotellerie-retenir-les-talents-malgre-les-restrictions-budgetaires>

**Finding financing in risk-adverse times: what solutions are available to the hotel industry?** Edouard Guibert – Director, Financial Advisory Services, Deloitte <http://dviews.deloitte-france.fr/management/hotellerie-se-financer-en-periode-daversion-au-risque-quelles-solutions>

**The 2014 fiscal landscape of SME transmissions.** Eric Gambino – Chartered Accountant – Director of business transmissions in the West Atlantic region (France), In Extenso <http://www.reussir-au-quotidien.fr/fiscalite-cessions-pme-2014-pea-2/>

## Agenda 2014

**Monday 9 June 2014: Moroccan Hotel Industry Trends**, in partnership with ANIT – Casablanca (Morocco)

**Thursday 26 June 2014: Culinary forum**, Mercure hotel, 81 place Travot – 49300 Cholet (France)

1. **HR management** – The new law on part-time work: paying staff per service.
2. **Franchise** – Setting up a franchise. Becoming a franchisee when you already have your own company.
3. **Suppliers** – How to have just one representative.
4. **In Extenso** – What structure should I choose for my business? Which tools should I use to manage my business?
5. **Transaxio** – Where should I locate? Which business should I choose?
6. **Cabinet Roux** – Am I properly insured? Is my capital properly protected?
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# The French hotel industry in the red at the end of the first trimester 2014

After an uncertain beginning to the year, March amplified the drop in French hotel industry activity. The first trimester 2014 thus finished on a worrying note: rooms revenue in general dropped by 1% to 5% depending on the category. Occupancy continued to drop, while the 3 point rise in VAT could not be passed on to professionals.

As in February, the French capital could not escape the gloom, with almost all indicators at half-mast. Although occupancy remained high in Paris, downward pressure on prices could be felt. Boutique hotels – the only category to post higher occupancy in March – saw average rates decline (-7%). The economic climate and the municipal elections clearly had an impact on business activity, and the school holidays in zones A and B, which finished in mid-March, also limited business trips to the capital. Conversely, hotels in the Yvelines and the Seine-et-Marne did slightly better, thanks to the presence of leisure guests.

The Côte d'Azur did not start the year off much better. Drops in occupancy in March (over 10% for certain categories), accentuated the drop in RevPAR over the first trimester: this was even the case in Cannes, despite the city hosting MIPIM. However, this event did enable Cannes to resist falls in average rates.

In the regions, indicators were generally negative in all categories. Although the drop in activity in Marseille was logical (compared to 2013 and the numerous cultural events held in the city), the decline in occupancy observed in other cities was more worrying, particularly as this often exceeded 10%. Furthermore, in an economic climate where consumers are more sensitive to price than ever, hotel industry professionals could not recuperate any benefits from the 3 point rise in VAT.

Amongst the rare exceptions in March, Bordeaux can be mentioned: a congress in the city helped boost hotel activity, particularly in the Upscale category.

Lastly, the three main coastal areas also succumbed to the national despondency. The French coastal market thus begins 2014 on a difficult note, which might be difficult to overcome. However, if the weather during the May bank holidays is good, things could improve before summer.

## Monthly performance

March	Luxury	Upscale	Midscale	Budget	Super Budget
<b>OR 2014</b>	54,3%	58,1%	57,0%	61,0%	61,6%
<b>Var. /n-1</b>	-5,9%	-2,3%	-5,0%	-2,3%	-3,6%
<b>ADR 2014</b>	353 €	163 €	97 €	63 €	39 €
<b>Var. /n-1</b>	2,4%	-1,7%	0,2%	-0,7%	-1,8%
<b>RevPAR 2014</b>	191 €	95 €	55 €	39 €	24 €
<b>Var. /n-1</b>	-3,6%	-4,0%	-4,8%	-3,0%	-5,4%

## Year To Date performance

Jan. to March	Luxury	Upscale	Midscale	Budget	Super Budget
<b>OR 2014</b>	51,1%	53,6%	53,5%	56,6%	57,8%
<b>Var. /n-1</b>	-4,3%	-0,8%	-2,6%	-0,1%	-2,6%
<b>ADR 2014</b>	328 €	159 €	96 €	63 €	39 €
<b>Var. /n-1</b>	3,4%	-1,3%	-0,9%	-2,8%	-2,3%
<b>RevPAR 2014</b>	168 €	85 €	51 €	36 €	23 €
<b>Var. /n-1</b>	-1,0%	-2,1%	-3,4%	-2,8%	-4,8%

### Definitions

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

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# Performances Paris

## March 2014



### Paris-City

#### Monthly performance

March	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris - Luxury	79,5%	-3,2%	407 €	-2,4%	324 €	-5,5%
Paris - Boutique Hotels	77,6%	2,5%	255 €	-7,0%	198 €	-4,6%
Paris - Upscale	72,0%	-2,5%	180 €	-0,7%	129 €	-3,2%
<b>Paris - Luxury &amp; Upscale</b>	<b>73,8%</b>	<b>-2,1%</b>	<b>228 €</b>	<b>-1,0%</b>	<b>168 €</b>	<b>-3,1%</b>
Paris - Superior midscale	80,3%	-2,0%	142 €	-3,5%	114 €	-5,4%
Paris - Standard midscale	77,0%	0,0%	103 €	-2,0%	79 €	-2,0%
<b>Paris - Midscale</b>	<b>78,3%</b>	<b>-0,7%</b>	<b>119 €</b>	<b>-2,3%</b>	<b>93 €</b>	<b>-3,0%</b>
<b>Paris - Budget</b>	<b>80,1%</b>	<b>-3,0%</b>	<b>80 €</b>	<b>-1,3%</b>	<b>64 €</b>	<b>-4,2%</b>

#### Year To Date performance

Jan. to March	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris - Luxury	71,7%	-4,0%	409 €	2,2%	293 €	-1,9%
Paris - Boutique Hotels	70,7%	2,0%	252 €	-7,0%	178 €	-5,1%
Paris - Upscale	67,3%	-0,5%	176 €	-0,9%	118 €	-1,3%
<b>Paris - Haut de gamme &amp; Gd luxe</b>	<b>68,3%</b>	<b>-0,8%</b>	<b>223 €</b>	<b>-0,4%</b>	<b>153 €</b>	<b>-1,2%</b>
Paris - Superior midscale	76,2%	-1,8%	140 €	-2,0%	107 €	-3,8%
Paris - Standard midscale	70,9%	-0,9%	101 €	-1,5%	72 €	-2,4%
<b>Paris - Midscale</b>	<b>73,0%</b>	<b>-1,2%</b>	<b>117 €</b>	<b>-1,5%</b>	<b>85 €</b>	<b>-2,6%</b>
<b>Paris - Budget</b>	<b>75,8%</b>	<b>-1,5%</b>	<b>79 €</b>	<b>-1,0%</b>	<b>60 €</b>	<b>-2,5%</b>

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

#### Monthly performance

March	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris	73,8%	-2,1%	228 €	-1,0%	168 €	-3,1%
La Défense	63,6%	-6,3%	167 €	0,9%	106 €	-5,5%
Roissy CdG	66,3%	4,0%	103 €	-0,7%	69 €	3,2%
IDF (exc.Paris and poles)	68,9%	-2,3%	208 €	3,0%	143 €	0,6%

#### Year To Date performance

Jan. to March	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris	68,3%	-0,8%	223 €	-0,4%	153 €	-1,2%
La Défense	59,5%	0,3%	161 €	-1,7%	96 €	-1,4%
Roissy CdG	66,1%	0,0%	107 €	-2,9%	71 €	-2,9%
IDF (exc.Paris and poles)	63,4%	-1,7%	197 €	0,3%	125 €	-1,4%

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# Performance Regions

March 2014



## Regions

Regions (excl. French Riviera)

*Monthly performance*

March	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2014	47,5%	46,1%	50,3%	54,4%	59,1%
Var. /n-1	-2,5%	-7,6%	-7,1%	-6,1%	-5,0%
ADR 2014	202 €	123 €	86 €	61 €	38 €
Var. /n-1	-4,8%	-0,1%	-2,3%	-1,1%	-1,8%
RevPAR 2014	96 €	57 €	43 €	33 €	22 €
Var. /n-1	-7,1%	-7,7%	-9,2%	-7,1%	-6,7%

*Year To Date performance*

Jan. to March	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2014	44,7%	43,3%	47,7%	51,4%	55,4%
Var. /n-1	2,9%	-3,1%	-2,3%	-2,1%	-3,0%
ADR 2014	205 €	122 €	86 €	62 €	37 €
Var. /n-1	-2,2%	-2,2%	-1,9%	-2,6%	-2,0%
RevPAR 2014	92 €	53 €	41 €	32 €	21 €
Var. /n-1	0,7%	-5,1%	-4,1%	-4,6%	-5,0%

French Riviera

*Monthly performance*

March	Luxury	Upscale *	Midscale	Budget	Super Budget
OR 2014	39,5%	44,0%	50,3%	n.d.	57,3%
Var. /n-1	-12,5%	-3,2%	-11,8%	-	-5,6%
ADR 2014	359 €	131 €	88 €	n.d.	42 €
Var. /n-1	4,5%	-3,4%	2,0%	-	-3,5%
RevPAR 2014	142 €	58 €	44 €	n.d.	24 €
Var. /n-1	-8,6%	-6,5%	-10,0%	-	-8,9%

*Year To Date performance*

Jan. to March	Luxury	Upscale *	Midscale	Budget	Super Budget
OR 2014	37,0%	35,9%	43,6%	n.d.	50,2%
Var. /n-1	-8,4%	-3,8%	-6,8%	-	-6,4%
ADR 2014	242 €	119 €	83 €	n.d.	42 €
Var. /n-1	-1,3%	-3,4%	-0,5%	-	-4,0%
RevPAR 2014	89 €	43 €	36 €	n.d.	21 €
Var. /n-1	-9,5%	-7,1%	-7,3%	-	-10,2%

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

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# Performances Suburbs

March 2014



## Paris suburbs (excluding Paris)

Midscale market	Monthly performance								
	March	departments						Average suburbs	
		77	78	91	92	93	94		95
	OR 2014	54,6%	59,3%	55,2%	66,4%	56,1%	71,5%	62,7%	62,2%
	Var. /n-1	29,1%	10,5%	-2,9%	-2,5%	-16,6%	-2,4%	2,2%	-1,0%
	ADR 2014	103 €	104 €	97 €	110 €	81 €	78 €	97 €	99 €
	Var. /n-1	-0,5%	3,2%	7,9%	6,3%	5,9%	0,7%	1,5%	5,0%
	RevPAR 2014	56 €	62 €	53 €	73 €	45 €	55 €	61 €	62 €
	Var. /n-1	28,4%	14,0%	4,8%	3,6%	-11,7%	-1,7%	3,6%	4,0%
Midscale market	Year To Date performance								
	Jan. to March	departments						Average suburbs	
		77	78	91	92	93	94		95
	OR 2014	40,5%	56,5%	52,4%	58,7%	51,6%	66,1%	62,0%	57,4%
	Var. /n-1	-1,2%	2,5%	-5,7%	-1,0%	-13,8%	-3,3%	0,1%	-2,5%
	ADR 2014	100 €	104 €	96 €	111 €	79 €	80 €	99 €	100 €
	Var. /n-1	-3,7%	-2,0%	1,8%	2,2%	-0,4%	-1,2%	-1,9%	0,5%
	RevPAR 2014	41 €	59 €	50 €	65 €	41 €	53 €	62 €	57 €
	Var. /n-1	-4,8%	0,4%	-4,0%	1,2%	-14,2%	-4,4%	-1,8%	-2,0%
Budget market	Monthly performance								
	March	departments						Average suburbs	
		77	78	91	92	93	94		95
	OR 2014	72,1%	68,9%	61,7%	69,7%	67,5%	69,6%	69,4%	69,2%
	Var. /n-1	-0,6%	13,3%	5,1%	8,0%	-3,6%	-2,6%	8,9%	3,2%
	ADR 2014	58 €	80 €	67 €	77 €	58 €	70 €	53 €	63 €
	Var. /n-1	-6,5%	0,3%	4,9%	3,4%	5,4%	1,6%	-2,9%	0,6%
	RevPAR 2014	42 €	55 €	41 €	54 €	39 €	49 €	37 €	44 €
	Var. /n-1	-7,1%	13,6%	10,3%	11,6%	1,6%	-1,1%	5,8%	3,8%
Budget market	Year To Date performance								
	Jan. to March	departments						Average suburbs	
		77	78	91	92	93	94		95
	OR 2014	59,9%	62,0%	59,3%	65,2%	58,3%	63,4%	65,5%	62,2%
	Var. /n-1	-3,4%	4,5%	1,9%	12,9%	-3,4%	-3,7%	4,7%	1,8%
	ADR 2014	58 €	80 €	65 €	76 €	59 €	69 €	56 €	64 €
	Var. /n-1	-5,9%	-3,2%	-2,2%	-1,5%	-3,0%	-2,4%	-11,1%	-4,7%
	RevPAR 2014	35 €	49 €	39 €	50 €	34 €	44 €	37 €	40 €
	Var. /n-1	-9,1%	1,2%	-0,3%	11,2%	-6,3%	-6,0%	-6,9%	-2,9%
Super Budget market	Monthly performance								
	March	departments						IDF (hors Paris)	
		77	78	91	92	93	94		95
	OR 2014	71,4%	72,1%	66,9%	n.d.	75,6%	73,7%	73,0%	72,7%
	Var. /n-1	0,6%	4,8%	0,3%	-	0,2%	-4,4%	0,8%	0,9%
	ADR 2014	41 €	43 €	40 €	n.d.	45 €	44 €	44 €	44 €
	Var. /n-1	-2,6%	0,2%	-3,8%	-	1,2%	1,0%	-0,2%	-1,4%
	RevPAR 2014	29 €	31 €	26 €	n.d.	34 €	33 €	32 €	32 €
	Var. /n-1	-2,0%	5,1%	-3,5%	-	1,4%	-3,4%	0,6%	-0,5%
Super Budget market	Year To Date performance								
	Jan. to March	departments						IDF (hors Paris)	
		77	78	91	92	93	94		95
	OR 2014	66,1%	68,4%	66,3%	n.d.	70,2%	71,5%	71,6%	69,5%
	Var. /n-1	0,6%	-0,6%	0,6%	-	-2,5%	-4,3%	0,1%	0,0%
	ADR 2014	40 €	43 €	40 €	n.d.	44 €	44 €	44 €	44 €
	Var. /n-1	-3,3%	0,8%	-3,3%	-	-0,7%	0,7%	-4,3%	-2,6%
	RevPAR 2014	26 €	29 €	26 €	n.d.	31 €	32 €	32 €	30 €
	Var. /n-1	-2,7%	0,2%	-2,7%	-	-3,2%	-3,6%	-4,2%	-2,5%

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# Performances North-East

## March 2014



### North-east & Cities

Luxury Upscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
North-east	44,4%	-8,0%	120 €	-2,1%	53 €	-9,8%	42,0%	-6,7%	123 €	0,3%	52 €	-6,4%
Dijon	39,7%	-29,4%	122 €	0,8%	48 €	-28,8%	39,3%	-7,4%	117 €	-2,0%	46 €	-9,2%
Lille	51,1%	-6,4%	114 €	-3,2%	58 €	-9,4%	50,1%	2,4%	116 €	-5,3%	58 €	-3,1%
Metz	insufficient supply						insufficient supply					
Nancy	insufficient supply						insufficient supply					
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	49,6%	-3,4%	114 €	5,6%	56 €	2,1%	50,1%	1,0%	116 €	5,6%	58 €	6,7%

  

Midscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
North-east	47,7%	-7,1%	86 €	-0,2%	41 €	-7,3%	44,5%	-1,7%	87 €	0,1%	39 €	-1,6%
Dijon	46,7%	-21,2%	83 €	2,1%	39 €	-19,5%	43,0%	-11,3%	82 €	1,0%	35 €	-10,4%
Lille	56,5%	-9,2%	87 €	-5,8%	49 €	-14,5%	55,0%	-2,3%	88 €	-7,4%	48 €	-9,6%
Metz	in progress						in progress					
Nancy	50,1%	-0,9%	80 €	-0,3%	40 €	-1,2%	46,4%	-5,0%	81 €	0,4%	37 €	-4,6%
Reims	53,5%	-7,4%	96 €	3,1%	52 €	-4,6%	47,4%	-2,3%	97 €	2,3%	46 €	-0,1%
Strasbourg	53,0%	-8,5%	92 €	-1,4%	49 €	-9,8%	54,1%	13,7%	96 €	2,1%	52 €	16,1%

  

Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
North-east	57,5%	-2,9%	60 €	-1,8%	35 €	-4,6%	54,1%	0,2%	60 €	-2,2%	33 €	-2,0%
Dijon	65,7%	-2,4%	61 €	-4,7%	40 €	-7,0%	61,4%	3,3%	60 €	-5,0%	37 €	-1,9%
Lille	62,2%	-4,8%	70 €	-5,7%	43 €	-10,2%	59,4%	-4,3%	70 €	-6,0%	42 €	-10,0%
Metz	55,6%	5,4%	62 €	-7,8%	34 €	-2,9%	49,9%	1,4%	64 €	-5,6%	32 €	-4,2%
Nancy	56,1%	5,7%	62 €	0,0%	35 €	5,6%	52,0%	3,7%	61 €	0,0%	32 €	3,8%
Reims	59,9%	3,3%	63 €	-8,6%	38 €	-5,6%	51,5%	4,4%	64 €	-3,8%	33 €	0,4%
Strasbourg	63,5%	2,0%	64 €	-1,1%	41 €	0,9%	61,3%	14,6%	66 €	0,7%	40 €	15,4%

  

Super Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
North-east	59,1%	-3,1%	37 €	-0,7%	22 €	-3,8%	55,6%	-0,1%	36 €	-2,1%	20 €	-2,1%
Dijon	61,2%	-17,8%	38 €	-0,7%	23 €	-18,4%	59,2%	-12,1%	38 €	-0,8%	23 €	-12,8%
Lille	61,1%	-3,5%	39 €	-4,3%	24 €	-7,7%	58,3%	-3,1%	39 €	-4,5%	23 €	-7,4%
Metz	61,0%	-11,2%	36 €	-1,8%	22 €	-12,8%	60,8%	-3,6%	36 €	-4,3%	22 €	-7,7%
Nancy	56,1%	-7,6%	38 €	-4,0%	21 €	-11,3%	53,3%	-9,7%	37 €	-4,4%	20 €	-13,7%
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	61,7%	-2,9%	40 €	-2,2%	24 €	-5,1%	61,2%	8,7%	40 €	-2,5%	24 €	6,0%

#### 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

## March 2014



### North-West & Cities

Luxury Upscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
North-West	55,4%	9,9%	170 €	-3,3%	94 €	6,3%	50,0%	20,6%	174 €	2,4%	87 €	23,5%
Amiens	insufficient supply						insufficient supply					
Angers	insufficient supply						insufficient supply					
Le Havre	insufficient supply						insufficient supply					
Niort	insufficient supply						insufficient supply					
Nantes	insufficient supply						insufficient supply					
Rennes	insufficient supply						insufficient supply					
Rouen	insufficient supply						insufficient supply					

Midscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
North-West	47,1%	-5,3%	84 €	-2,3%	40 €	-7,5%	46,0%	0,1%	84 €	-1,6%	39 €	-1,5%
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	60,7%	-14,0%	82 €	-4,8%	50 €	-18,1%	55,5%	-11,3%	85 €	-1,2%	47 €	-12,3%
Nantes	51,6%	-8,3%	84 €	-0,6%	43 €	-8,9%	53,5%	-2,0%	84 €	0,5%	45 €	-1,5%
Niort	51,6%	-6,3%	85 €	-3,7%	44 €	-9,8%	51,0%	-6,7%	84 €	-4,1%	43 €	-10,6%
Rennes	45,6%	-15,0%	84 €	-17,1%	38 €	-29,5%	50,7%	0,4%	91 €	-3,3%	46 €	-2,9%
Rouen	49,9%	-8,4%	91 €	4,6%	45 €	-4,1%	51,1%	-1,9%	88 €	0,0%	45 €	-2,0%

Niort : in development, sample subject to change

Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
North-West	50,2%	-10,2%	62 €	-0,8%	31 €	-10,9%	48,9%	-2,7%	63 €	-1,5%	31 €	-4,1%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	55,2%	-2,3%	64 €	1,7%	35 €	-0,7%	54,6%	-1,7%	70 €	-0,1%	38 €	-1,8%
Le Havre	53,6%	-5,7%	57 €	-10,9%	30 €	-16,0%	50,8%	6,5%	58 €	-14,5%	30 €	-8,9%
Nantes	51,3%	-11,1%	64 €	-4,5%	33 €	-15,1%	51,0%	-6,7%	66 €	-2,1%	34 €	-8,7%
Niort	50,4%	-2,9%	59 €	-0,4%	30 €	-3,4%	49,3%	-1,7%	61 €	-0,3%	30 €	-2,0%
Rennes	56,9%	-8,0%	66 €	-6,8%	38 €	-14,2%	58,9%	-1,2%	69 €	-1,4%	41 €	-2,6%
Rouen	56,4%	-0,7%	60 €	-2,3%	34 €	-3,0%	53,4%	5,6%	61 €	-2,7%	32 €	2,7%

Niort : in development, sample subject to change

Super Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
North-West	55,6%	-6,8%	38 €	-2,8%	21 €	-9,4%	52,8%	-4,4%	38 €	-2,3%	20 €	-6,6%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	52,3%	-13,1%	39 €	-1,0%	21 €	-14,0%	54,6%	-7,0%	41 €	0,4%	22 €	-6,7%
Le Havre	72,9%	9,7%	39 €	-2,4%	29 €	7,1%	67,2%	6,7%	39 €	-1,4%	26 €	5,2%
Nantes	60,2%	-7,4%	43 €	-1,4%	26 €	-8,7%	58,8%	-6,4%	42 €	-1,3%	25 €	-7,6%
Niort	52,3%	-17,3%	35 €	-3,2%	18 €	-19,9%	51,7%	-6,9%	37 €	-2,1%	19 €	-8,8%
Rennes	59,2%	-3,0%	40 €	-4,2%	23 €	-7,2%	57,1%	0,5%	41 €	0,7%	23 €	1,2%
Rouen	57,6%	-11,5%	43 €	-0,4%	25 €	-11,9%	54,0%	-8,5%	43 €	0,3%	23 €	-8,3%

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

## March 2014



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

	Monthly performance						Year To Date performance					
Luxury Upscale	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
South-East	45,1%	-17,3%	134 €	-3,7%	60 €	-20,4%	42,7%	-8,4%	131 €	-5,2%	56 €	-13,2%
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	32,8%	-21,9%	115 €	-4,4%	38 €	-25,4%	31,8%	-10,4%	106 €	-5,0%	34 €	-14,9%
Grenoble	insufficient supply						insufficient supply					
Lyon	56,9%	-12,6%	123 €	-3,1%	70 €	-15,3%	55,8%	-12,0%	120 €	-10,8%	67 €	-21,6%
Marseille	49,5%	-14,4%	122 €	1,8%	60 €	-12,9%	46,9%	5,2%	128 €	3,2%	60 €	8,6%
Montpellier	44,2%	-6,0%	134 €	-10,5%	59 €	-15,8%	44,1%	17,2%	136 €	-4,4%	60 €	12,0%
St Etienne	insufficient supply						insufficient supply					
Midscale	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
South-East	53,9%	-7,7%	86 €	-2,9%	47 €	-10,4%	51,0%	-3,4%	86 €	-3,0%	44 €	-6,2%
Aix en Provence	46,1%	-16,4%	83 €	-0,1%	38 €	-16,5%	43,5%	-10,6%	83 €	0,1%	36 €	-10,5%
Avignon	55,4%	4,4%	76 €	-7,5%	42 €	-3,5%	46,6%	-1,2%	76 €	-5,7%	36 €	-6,8%
Grenoble	49,7%	-13,0%	99 €	0,2%	49 €	-12,9%	51,7%	0,7%	99 €	-2,4%	51 €	-1,7%
Lyon	55,2%	-9,8%	94 €	1,1%	52 €	-8,8%	54,9%	-8,1%	94 €	-7,7%	52 €	-15,2%
Marseille	62,9%	-1,9%	87 €	-1,8%	54 €	-3,7%	56,2%	-2,7%	89 €	-0,6%	50 €	-3,3%
Montpellier	49,6%	-8,8%	79 €	-13,3%	39 €	-20,9%	51,4%	4,6%	82 €	-7,0%	42 €	-2,7%
St Etienne	in progress						in progress					
Budget	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
South-East	55,5%	-6,7%	63 €	-1,0%	35 €	-7,7%	51,9%	-4,3%	63 €	-3,9%	33 €	-8,0%
Aix en Provence	51,6%	-0,1%	63 €	-3,5%	32 €	-3,6%	48,0%	10,8%	63 €	-4,4%	30 €	6,0%
Avignon	51,0%	-11,2%	59 €	2,0%	30 €	-9,4%	44,2%	-7,1%	59 €	2,2%	26 €	-5,1%
Grenoble	53,5%	-13,9%	60 €	-3,1%	32 €	-16,6%	54,1%	-6,7%	62 €	-1,2%	34 €	-7,8%
Lyon	61,9%	-7,4%	70 €	-0,3%	43 €	-7,7%	58,5%	-9,3%	69 €	-10,0%	40 €	-18,3%
Marseille	57,3%	-4,9%	65 €	-1,8%	38 €	-6,6%	51,0%	-5,0%	65 €	-1,0%	33 €	-5,9%
Montpellier	61,6%	-4,0%	65 €	-3,7%	40 €	-7,6%	60,6%	6,8%	66 €	-2,0%	40 €	4,6%
St Etienne	in progress						in progress					
Super Budget	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
South-East	59,9%	-7,6%	38 €	-1,9%	23 €	-9,3%	55,8%	-6,5%	38 €	-1,6%	21 €	-8,0%
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	62,8%	-2,6%	34 €	-1,2%	21 €	-3,7%	58,1%	-1,0%	34 €	-1,2%	20 €	-2,2%
Grenoble	52,4%	-19,8%	38 €	-3,3%	20 €	-22,5%	54,2%	-14,2%	38 €	-3,7%	21 €	-17,4%
Lyon	68,1%	-6,4%	39 €	-3,8%	27 €	-10,0%	64,8%	-6,4%	39 €	-5,0%	26 €	-11,1%
Marseille	62,4%	-0,5%	41 €	-3,3%	26 €	-3,7%	57,0%	-0,9%	41 €	-3,5%	23 €	-4,4%
Montpellier	65,7%	1,3%	34 €	-5,7%	22 €	-4,5%	60,1%	-0,1%	34 €	-4,0%	21 €	-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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# Performances South West

## March 2014



### South-West & Cities

	Monthly performance						Year To Date performance					
Luxury Upscale	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
South-West	48,8%	7,2%	164 €	-3,3%	80 €	3,7%	43,2%	5,5%	161 €	-4,6%	70 €	0,6%
Bayonne-Anglet-Biarritz	39,2%	-8,2%	179 €	-4,5%	70 €	-12,3%	37,9%	1,5%	175 €	-7,3%	66 €	-5,9%
Bordeaux	44,1%	24,8%	171 €	-4,8%	75 €	18,7%	34,9%	0,3%	173 €	-0,9%	60 €	-0,6%
Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Toulouse	60,6%	0,8%	130 €	1,4%	79 €	2,3%	57,0%	-2,0%	130 €	-0,2%	74 €	-2,1%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												
Midscale	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
South-West	50,7%	-7,6%	85 €	-3,9%	43 €	-11,2%	48,3%	-3,2%	84 €	-3,1%	41 €	-6,2%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Bordeaux	55,1%	-1,4%	81 €	0,0%	45 €	-1,5%	49,5%	-0,6%	82 €	1,7%	41 €	1,1%
Pau	58,0%	24,2%	80 €	1,5%	47 €	26,1%	52,1%	7,3%	78 €	-1,5%	41 €	5,8%
Toulouse	53,5%	-6,9%	98 €	-4,0%	52 €	-10,6%	54,3%	-1,2%	96 €	-4,9%	52 €	-6,1%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												
Budget	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
South-West	52,2%	-5,7%	60 €	-0,7%	31 €	-6,4%	49,0%	-1,7%	59 €	-2,6%	29 €	-4,2%
Bayonne-Anglet-Biarritz	42,8%	-27,9%	55 €	4,2%	23 €	-24,9%	39,6%	-19,4%	54 €	2,8%	21 €	-17,1%
Bordeaux	60,6%	15,8%	65 €	0,1%	39 €	15,9%	55,1%	6,9%	65 €	-3,3%	36 €	3,4%
Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Toulouse	60,2%	-2,5%	63 €	-7,8%	38 €	-10,1%	58,6%	-1,1%	64 €	-6,2%	38 €	-7,3%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												
Super Budget	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
South-West	62,9%	-1,9%	37 €	-1,9%	24 €	-3,7%	58,0%	-0,4%	37 €	-2,1%	22 €	-2,5%
Bayonne-Anglet-Biarritz	n.d.	-	-	-	-	-	n.d.	-	n.d.	-	-	-
Bordeaux	66,9%	-4,9%	37 €	1,3%	25 €	-3,7%	62,9%	-0,7%	37 €	-0,7%	23 €	-1,4%
Pau	53,4%	-8,9%	32 €	-1,1%	17 €	-9,9%	49,9%	-10,2%	33 €	-1,1%	16 €	-11,2%
Toulouse	68,3%	3,2%	38 €	-1,6%	26 €	1,5%	64,2%	4,2%	38 €	-2,7%	24 €	1,4%
<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

## March 2014



### French Riviera

March	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
French Riviera - Luxury	39,5%	-12,5%	359 €	4,5%	142 €	-8,6%	37,0%	-8,4%	242 €	-1,3%	89 €	-9,5%
French Riviera - Boutique Hotels**	61,9%	-2,0%	124 €	-1,4%	77 €	-3,3%	52,0%	-1,0%	112 €	-0,4%	58 €	-1,3%
French Riviera - Upscale	42,2%	-2,9%	132 €	-3,8%	56 €	-6,6%	34,2%	-4,2%	120 €	-3,8%	41 €	-7,9%
Average Upscale & Luxury	42,6%	-6,1%	197 €	-3,1%	84 €	-9,0%	36,2%	-5,4%	160 €	-2,9%	58 €	-8,1%
Average Midscale	50,3%	-11,8%	88 €	2,0%	44 €	-10,0%	43,6%	-6,8%	83 €	-0,5%	36 €	-7,3%
Average Budget	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Average Super-Budget	57,3%	-5,6%	42 €	-3,5%	24 €	-8,9%	50,2%	-6,4%	42 €	-4,0%	21 €	-10,2%

### French Riviera Cities

March	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Cannes - Luxury	36,4%	-8,2%	415 €	3,6%	151 €	-4,9%	34,9%	-0,7%	261 €	-2,9%	91 €	-3,6%
Cannes - Boutique Hotels	45,7%	34,7%	304 €	7,6%	139 €	44,9%	42,3%	24,0%	218 €	3,6%	92 €	28,5%
Cannes - Upscale	31,4%	-9,2%	187 €	3,0%	59 €	-6,5%	25,9%	-3,5%	145 €	0,6%	38 €	-3,0%
Cannes - Upscale & Luxury	34,2%	-8,4%	314 €	0,7%	107 €	-7,8%	31,1%	-1,5%	218 €	-1,8%	68 €	-3,3%
Cannes - Midscale	41,1%	-9,7%	113 €	8,2%	46 €	-2,2%	36,8%	-0,6%	96 €	1,4%	35 €	0,8%
Nice - Upscale & Luxury	52,7%	-3,5%	125 €	-9,1%	66 €	-12,3%	41,1%	-10,0%	120 €	-6,1%	49 €	-15,5%
Nice - Midscale	54,9%	-13,9%	81 €	0,2%	44 €	-13,7%	46,1%	-12,4%	78 €	-2,0%	36 €	-14,1%
Monaco - Luxury	47,2%	1,0%	289 €	-13,5%	136 €	-12,6%	41,3%	-9,8%	306 €	1,0%	126 €	-8,9%
Monaco - Upscale	44,6%	-7,9%	144 €	-1,7%	64 €	-9,5%	41,0%	-14,0%	146 €	0,9%	60 €	-13,2%
Monaco - Upscale & Luxury	45,5%	-4,9%	196 €	-6,5%	89 €	-11,1%	41,1%	-12,6%	200 €	1,8%	82 €	-11,1%

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

\*\* Boutique Hotels: sample excludes Luxury hotels

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# Performances Coast

## March 2014



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

Normandy – Nord-Pas-de-Calais coast	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Average Upscale & Luxury	34,3%	-1,8%	164 €	0,7%	56 €	-1,1%	34,3%	0,7%	183 €	10,0%	63 €	10,8%
Average Midscale	55,8%	-5,3%	97 €	-5,9%	54 €	-10,9%	48,6%	-1,6%	98 €	-1,8%	48 €	-3,4%
Average Budget	55,4%	-3,5%	62 €	-4,7%	35 €	-8,0%	49,7%	-1,1%	62 €	-5,6%	31 €	-6,6%
Average Super-Budget	55,2%	-2,1%	37 €	-3,5%	21 €	-5,5%	49,2%	0,2%	37 €	-4,4%	18 €	-4,2%

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	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Average Upscale & Luxury	57,6%	-9,2%	180 €	-4,4%	104 €	-13,2%	50,7%	-2,6%	186 €	2,2%	94 €	-0,4%
Average Midscale	46,8%	-8,2%	92 €	-4,4%	43 €	-12,2%	44,3%	0,2%	88 €	-3,1%	39 €	-3,0%
Average Budget	41,6%	-11,0%	52 €	-1,5%	22 €	-12,3%	37,5%	-5,5%	53 €	-2,9%	20 €	-8,2%
Average Super-Budget	52,5%	-6,3%	41 €	-1,7%	21 €	-7,9%	48,2%	-6,9%	40 €	-1,5%	19 €	-8,3%

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

### Charente-Maritime – Aquitaine coast

Charente-Maritime – Aquitaine coast	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Average Upscale & Luxury	39,2%	-8,2%	179 €	-4,5%	70 €	-12,3%	37,9%	1,5%	175 €	-7,3%	66 €	-5,9%
Average Midscale	42,3%	-15,8%	89 €	0,7%	38 €	-15,2%	37,4%	-12,4%	86 €	-3,2%	32 €	-15,2%
Average Budget	36,0%	-27,4%	56 €	-6,7%	20 €	-32,3%	31,5%	-16,3%	57 €	-4,7%	18 €	-20,2%
Average Super-Budget	58,3%	2,3%	41 €	-5,7%	24 €	-3,6%	48,5%	-2,6%	40 €	-4,3%	19 €	-6,7%

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

## March 2014



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

Luxury Upscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Avignon	32,8%	-21,9%	115 €	-4,4%	38 €	-25,4%	31,8%	-10,4%	106 €	-5,0%	34 €	-14,9%
Bayonne-Anglet-Biarritz	39,2%	-8,2%	179 €	-4,5%	70 €	-12,3%	37,9%	1,5%	175 €	-7,3%	66 €	-5,9%
Bordeaux	44,1%	24,8%	171 €	-4,8%	75 €	18,7%	34,9%	0,3%	173 €	-0,9%	60 €	-0,6%
Cannes	34,2%	-8,4%	314 €	0,7%	107 €	-7,8%	31,1%	-1,5%	218 €	-1,8%	68 €	-3,3%
Dijon	39,7%	-29,4%	122 €	0,8%	48 €	-28,8%	39,3%	-7,4%	117 €	-2,0%	46 €	-9,2%
Lille	51,1%	-6,4%	114 €	-3,2%	58 €	-9,4%	50,1%	2,4%	116 €	-5,3%	58 €	-3,1%
Lyon	56,9%	-12,6%	123 €	-3,1%	70 €	-15,3%	55,8%	-12,0%	120 €	-10,8%	67 €	-21,6%
Marseille	49,5%	-14,4%	122 €	1,8%	60 €	-12,9%	46,9%	5,2%	128 €	3,2%	60 €	8,6%
Monaco	45,5%	-4,9%	196 €	-6,5%	89 €	-11,1%	41,1%	-12,6%	200 €	1,8%	82 €	-11,1%
Montpellier	44,2%	-6,0%	134 €	-10,5%	59 €	-15,8%	44,1%	17,2%	136 €	-4,4%	60 €	12,0%
Nice	52,7%	-3,5%	125 €	-9,1%	66 €	-12,3%	41,1%	-10,0%	120 €	-6,1%	49 €	-15,5%
Strasbourg	49,6%	-3,4%	114 €	5,6%	56 €	2,1%	50,1%	1,0%	116 €	5,6%	58 €	6,7%
Toulouse	60,6%	0,8%	130 €	1,4%	79 €	2,3%	57,0%	-2,0%	130 €	-0,2%	74 €	-2,1%

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

Midscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Aix en Provence	46,1%	-16,4%	83 €	-0,1%	38 €	-16,5%	43,5%	-10,6%	83 €	0,1%	36 €	-10,5%
Avignon	55,4%	4,4%	76 €	-7,5%	42 €	-3,5%	46,6%	-1,2%	76 €	-5,7%	36 €	-6,8%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	55,1%	-1,4%	81 €	0,0%	45 €	-1,5%	49,5%	-0,6%	82 €	1,7%	41 €	1,1%
Cannes	41,1%	-9,7%	113 €	8,2%	46 €	-2,2%	36,8%	-0,6%	96 €	1,4%	35 €	0,8%
Dijon	46,7%	-21,2%	83 €	2,1%	39 €	-19,5%	43,0%	-11,3%	82 €	1,0%	35 €	-10,4%
Grenoble	49,7%	-13,0%	99 €	0,2%	49 €	-12,9%	51,7%	0,7%	99 €	-2,4%	51 €	-1,7%
Le Havre	60,7%	-14,0%	82 €	-4,8%	50 €	-18,1%	55,5%	-11,3%	85 €	-1,2%	47 €	-12,3%
Lille	56,5%	-9,2%	87 €	-5,8%	49 €	-14,5%	55,0%	-2,3%	88 €	-7,4%	48 €	-9,6%
Lyon	55,2%	-9,8%	94 €	1,1%	52 €	-8,8%	54,9%	-8,1%	94 €	-7,7%	52 €	-15,2%
Marseille	62,9%	-1,9%	87 €	-1,8%	54 €	-3,7%	56,2%	-2,7%	89 €	-0,6%	50 €	-3,3%
Montpellier	49,6%	-8,8%	79 €	-13,3%	39 €	-20,9%	51,4%	4,6%	82 €	-7,0%	42 €	-2,7%
Nancy	50,1%	-0,9%	80 €	-0,3%	40 €	-1,2%	46,4%	-5,0%	81 €	0,4%	37 €	-4,6%
Nantes	51,6%	-8,3%	84 €	-0,6%	43 €	-8,9%	53,5%	-2,0%	84 €	0,5%	45 €	-1,5%
Niort	51,6%	-6,3%	85 €	-3,7%	44 €	-9,8%	51,0%	-6,7%	84 €	-4,1%	43 €	-10,6%
Nice	54,9%	-13,9%	81 €	0,2%	44 €	-13,7%	46,1%	-12,4%	78 €	-2,0%	36 €	-14,1%
Pau	58,0%	24,2%	80 €	1,5%	47 €	26,1%	52,1%	7,3%	78 €	-1,5%	41 €	5,8%
Reims	53,5%	-7,4%	96 €	3,1%	52 €	-4,6%	47,4%	-2,3%	97 €	2,3%	46 €	-0,1%
Rennes	45,6%	-15,0%	84 €	-17,1%	38 €	-29,5%	50,7%	0,4%	91 €	-3,3%	46 €	-2,9%
Rouen	49,9%	-8,4%	91 €	4,6%	45 €	-4,1%	51,1%	-1,9%	88 €	0,0%	45 €	-2,0%
Strasbourg	53,0%	-8,5%	92 €	-1,4%	49 €	-9,8%	54,1%	13,7%	96 €	2,1%	52 €	16,1%
Toulouse	53,5%	-6,9%	98 €	-4,0%	52 €	-10,6%	54,3%	-1,2%	96 €	-4,9%	52 €	-6,1%

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

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# Performances Main cities in Regions

## March 2014



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

Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Aix en Provence	51,6%	-0,1%	63 €	-3,5%	32 €	-3,6%	48,0%	10,8%	63 €	-4,4%	30 €	6,0%
Angers	55,2%	-2,3%	64 €	1,7%	35 €	-0,7%	54,6%	-1,7%	70 €	-0,1%	38 €	-1,8%
Avignon	51,0%	-11,2%	59 €	2,0%	30 €	-9,4%	44,2%	-7,1%	59 €	2,2%	26 €	-5,1%
Bayonne-Anglet-Biarritz	42,8%	-27,9%	55 €	4,2%	23 €	-24,9%	39,6%	-19,4%	54 €	2,8%	21 €	-17,1%
Bordeaux	60,6%	15,8%	65 €	0,1%	39 €	15,9%	55,1%	6,9%	65 €	-3,3%	36 €	3,4%
Dijon	65,7%	-2,4%	61 €	-4,7%	40 €	-7,0%	61,4%	3,3%	60 €	-5,0%	37 €	-1,9%
Grenoble	53,5%	-13,9%	60 €	-3,1%	32 €	-16,6%	54,1%	-6,7%	62 €	-1,2%	34 €	-7,8%
Le Havre	53,6%	-5,7%	57 €	-10,9%	30 €	-16,0%	50,8%	6,5%	58 €	-14,5%	30 €	-8,9%
Lille	62,2%	-4,8%	70 €	-5,7%	43 €	-10,2%	59,4%	-4,3%	70 €	-6,0%	42 €	-10,0%
Lyon	61,9%	-7,4%	70 €	-0,3%	43 €	-7,7%	58,5%	-9,3%	69 €	-10,0%	40 €	-18,3%
Marseille	57,3%	-4,9%	65 €	-1,8%	38 €	-6,6%	51,0%	-5,0%	65 €	-1,0%	33 €	-5,9%
Metz	55,6%	5,4%	62 €	-7,8%	34 €	-2,9%	49,9%	1,4%	64 €	-5,6%	32 €	-4,2%
Montpellier	61,6%	-4,0%	65 €	-3,7%	40 €	-7,6%	60,6%	6,8%	66 €	-2,0%	40 €	4,6%
Nancy	56,1%	5,7%	62 €	0,0%	35 €	5,6%	52,0%	3,7%	61 €	0,0%	32 €	3,8%
Nantes	51,3%	-11,1%	64 €	-4,5%	33 €	-15,1%	51,0%	-6,7%	66 €	-2,1%	34 €	-8,7%
Niort	50,4%	-2,9%	59 €	-0,4%	30 €	-3,4%	49,3%	-1,7%	61 €	-0,3%	30 €	-2,0%
Pau	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Reims	59,9%	3,3%	63 €	-8,6%	38 €	-5,6%	51,5%	4,4%	64 €	-3,8%	33 €	0,4%
Rennes	56,9%	-8,0%	66 €	-6,8%	38 €	-14,2%	58,9%	-1,2%	69 €	-1,4%	41 €	-2,6%
Rouen	56,4%	-0,7%	60 €	-2,3%	34 €	-3,0%	53,4%	5,6%	61 €	-2,7%	32 €	2,7%
Strasbourg	63,5%	2,0%	64 €	-1,1%	41 €	0,9%	61,3%	14,6%	66 €	0,7%	40 €	15,4%
Toulouse	60,2%	-2,5%	63 €	-7,8%	38 €	-10,1%	58,6%	-1,1%	64 €	-6,2%	38 €	-7,3%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												
Super Budget	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Angers	52,3%	-13,1%	39 €	-1,0%	21 €	-14,0%	54,6%	-7,0%	41 €	0,4%	22 €	-6,7%
Avignon	62,8%	-2,6%	34 €	-1,2%	21 €	-3,7%	58,1%	-1,0%	34 €	-1,2%	20 €	-2,2%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	66,9%	-4,9%	37 €	1,3%	25 €	-3,7%	62,9%	-0,7%	37 €	-0,7%	23 €	-1,4%
Dijon	61,2%	-17,8%	38 €	-0,7%	23 €	-18,4%	59,2%	-12,1%	38 €	-0,8%	23 €	-12,8%
Grenoble	52,4%	-19,8%	38 €	-3,3%	20 €	-22,5%	54,2%	-14,2%	38 €	-3,7%	21 €	-17,4%
Le Havre	72,9%	9,7%	39 €	-2,4%	29 €	7,1%	67,2%	6,7%	39 €	-1,4%	26 €	5,2%
Lille	61,1%	-3,5%	39 €	-4,3%	24 €	-7,7%	58,3%	-3,1%	39 €	-4,5%	23 €	-7,4%
Lyon	68,1%	-6,4%	39 €	-3,8%	27 €	-10,0%	64,8%	-6,4%	39 €	-5,0%	26 €	-11,1%
Marseille	62,4%	-0,5%	41 €	-3,3%	26 €	-3,7%	57,0%	-0,9%	41 €	-3,5%	23 €	-4,4%
Metz	61,0%	-11,2%	36 €	-1,8%	22 €	-12,8%	60,8%	-3,6%	36 €	-4,3%	22 €	-7,7%
Montpellier	65,7%	1,3%	34 €	-5,7%	22 €	-4,5%	60,1%	-0,1%	34 €	-4,0%	21 €	-4,2%
Nancy	56,1%	-7,6%	38 €	-4,0%	21 €	-11,3%	53,3%	-9,7%	37 €	-4,4%	20 €	-13,7%
Nantes	60,2%	-7,4%	43 €	-1,4%	26 €	-8,7%	58,8%	-6,4%	42 €	-1,3%	25 €	-7,6%
Niort	52,3%	-17,3%	35 €	-3,2%	18 €	-19,9%	51,7%	-6,9%	37 €	-2,1%	19 €	-8,8%
Pau	53,4%	-8,9%	32 €	-1,1%	17 €	-9,9%	49,9%	-10,2%	33 €	-1,1%	16 €	-11,2%
Rennes	59,2%	-3,0%	40 €	-4,2%	23 €	-7,2%	57,1%	0,5%	41 €	0,7%	23 €	1,2%
Rouen	57,6%	-11,5%	43 €	-0,4%	25 €	-11,9%	54,0%	-8,5%	43 €	0,3%	23 €	-8,3%
Strasbourg	61,7%	-2,9%	40 €	-2,2%	24 €	-5,1%	61,2%	8,7%	40 €	-2,5%	24 €	6,0%
Toulouse	68,3%	3,2%	38 €	-1,6%	26 €	1,5%	64,2%	4,2%	38 €	-2,7%	24 €	1,4%
<i>Bayonne-Anglet-Biarritz : 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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## 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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