

In Extenso

tourisme, culture & hôtellerie

French Hotel Industry Performance

January 2015



Membre de **Deloitte**.

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Articles and publications

Lifestyle hotels progressively adopt the experiential hotel concept. Thierry Mailliez – Manager, In Extenso Tourisme, Culture & Hôtellerie. Revue Espaces n°321, November 2014 <http://www.revue-espaces.com/librairie/9197/hotel-lifestyle-hotel-design-marketing-experientiel-boutique-hotel-hotellerie-mama-shelter-okko-hotels-citizenm-hours.html>

Family affairs: when siblings co-manage a business. Christophe Saubiez – Audit partner specialised in family-owned businesses, Deloitte <http://dviews.deloitte-france.fr/management/entreprises-familiales-quand-freres-et-soeurs-codirigent>

Leadership: new models must be introduced in companies. Philippe Burger – Human Capital/ Management partner, Deloitte <http://dviews.deloitte-france.fr/management/leadership-de-nouveaux-modeles-sont-a-mettre-en-place-au-sein-des-entreprises>



Tourism and Hospitality Trends 2015

Moving forward in complex environments

Market complexity and consumer expectations, legal challenges, IT evolutions... tourism and hospitality actors have to increasingly learn how to move forward in complex environments. Within this context, how did 2014 turn out and what is predicted to happen in 2015? The 13th edition of our annual study helps answer these questions.

Download study here: <http://www2.deloitte.com/fr/fr/pages/consumer-business/articles/les-tendances-du-tourisme-et-de-l-hotellerie-2015.html>

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January: Business in Paris impacted

Parisian hotels were hit by the dramatic events at Charlie Hebdo and Porte de Vincennes. Demand dropped, particularly in hotel categories that traditionally welcome a high proportion of overseas guests. However, the decline remained limited and could have been more significant had the destination not been able to rapidly reassure foreign visitors. Further afield, the French hotel industry had a good month, driven by several key destinations with strong MICE business.

Parisian hotels were affected by the events at Charlie Hebdo and Porte de Vincennes. Occupancy dropped in January – down 3 to 6% for most categories. The impact was particularly visible in the more prestigious categories – Boutique and Luxury hotels – where the mostly-foreign clientele preferred to postpone travel. Philippe Gauguier, Associate at In Extenso Tourism, Culture & Hospitality, highlights that we could, however, have expected an even steeper decline in the light of the dramatic events. The destination was able to quickly bounce back afterwards and reassure foreign visitors. Furthermore, seminar and congress visitors were still in attendance, as most large-scale business events were not cancelled. Moreover, Upscale hotels were the only ones to record higher RevPAR in Paris.

The notable drop in demand in Paris tended to eclipse the rest of the market. However, results are interesting and even encouraging in regional France. Budget to Upscale categories all recorded a strong increase in RevPAR. Occupancy and average rates progressed, signalling strong demand. This was even the case for the Côte d'Azur, even if RevPAR growth was driven by higher occupancy. The only exception was the Luxury segment that recorded a drop in business – both in regional France and on the Côte d'Azur. Overseas visitors – influenced by the events in Paris – most likely wondered whether similar incidents would happen elsewhere in France.

Regional trends are, therefore, encouraging. However, Olivier Petit, Associate at In Extenso Tourism, Culture & Hospitality, observes that market growth was primarily driven by several zones, and notably by certain cities. Lille, Lyon and Montpellier thus recorded a significant improvement in activity. These destinations offered a rich events agenda in January, which favoured hotel activity – often the case in odd-numbered years.

Monthly performance

January	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2014	46,0%	54,1%	50,1%	52,0%	51,9%
Var. /n-1	-3,3%	5,7%	1,0%	0,8%	-2,0%
ADR 2014	307 €	154 €	97 €	64 €	40 €
Var. /n-1	-9,9%	-2,6%	0,9%	-0,5%	1,1%
RevPAR 2014	141 €	83 €	49 €	33 €	21 €
Var. /n-1	-12,8%	3,0%	1,9%	0,2%	-0,9%

Year To Date performance

Jan. to January	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2014	46,0%	54,1%	50,1%	52,0%	51,9%
Var. /n-1	-3,3%	5,7%	1,0%	0,8%	-2,0%
ADR 2014	307 €	154 €	97 €	64 €	40 €
Var. /n-1	-9,9%	-2,6%	0,9%	-0,5%	1,1%
RevPAR 2014	141 €	83 €	49 €	33 €	21 €
Var. /n-1	-12,8%	3,0%	1,9%	0,2%	-0,9%

Definitions

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

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Performances Paris

January 2015



Paris-City

Monthly performance

January	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris - Luxury	65,0%	-6,0%	436 €	1,2%	283 €	-4,8%
Paris - Boutique Hotels	66,5%	-3,8%	233 €	-4,7%	155 €	-8,4%
Paris - Upscale	68,2%	2,6%	177 €	0,3%	121 €	2,9%
Paris - Luxury & Upscale	67,4%	0,3%	233 €	0,7%	157 €	1,0%
Paris - Superior midscale	73,2%	-2,8%	145 €	1,2%	106 €	-1,6%
Paris - Standard midscale	64,2%	-3,5%	106 €	3,3%	68 €	-0,3%
Paris - Midscale	67,7%	-3,2%	123 €	2,3%	83 €	-1,0%
Paris - Budget	69,0%	-5,7%	82 €	1,9%	56 €	-3,9%

Year To Date performance

Jan. to January	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris - Luxury	65,0%	-6,0%	436 €	1,2%	283 €	-4,8%
Paris - Boutique Hotels	66,5%	-3,8%	233 €	-4,7%	155 €	-8,4%
Paris - Upscale	68,2%	2,6%	177 €	0,3%	121 €	2,9%
Paris - Haut de gamme & Gd luxe	67,4%	0,3%	233 €	0,7%	157 €	1,0%
Paris - Superior midscale	73,2%	-2,8%	145 €	1,2%	106 €	-1,6%
Paris - Standard midscale	64,2%	-3,5%	106 €	3,3%	68 €	-0,3%
Paris - Midscale	67,7%	-3,2%	123 €	2,3%	83 €	-1,0%
Paris - Budget	69,0%	-5,7%	82 €	1,9%	56 €	-3,9%

Paris suburbs (excluding Paris) – Luxury and upscale

Monthly performance

January	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris	67,4%	0,3%	233 €	0,7%	157 €	1,0%
La Défense	69,7%	20,3%	145 €	-8,5%	101 €	10,1%
Roissy CdG	68,6%	1,5%	111 €	-1,3%	76 €	0,1%
IDF (exc.Paris and poles)	65,9%	11,7%	195 €	1,7%	129 €	13,5%

Year To Date performance

Jan. to January	OR		ADR		RevPAR	
	2014	Var /n-1	2014	Var /n-1	2014	Var /n-1
Paris	67,4%	0,3%	233 €	0,7%	157 €	1,0%
La Défense	69,7%	20,3%	145 €	-8,5%	101 €	10,1%
Roissy CdG	68,6%	1,5%	111 €	-1,3%	76 €	0,1%
IDF (exc.Paris and poles)	65,9%	11,7%	195 €	1,7%	129 €	13,5%

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Performance Regions

January 2015



Regions

Monthly performance

Regions (excl. French Riviera)	January	Luxury	Upscale	Midscale	Budget	Super Budget	
	OR 2014	36,3%	46,9%	44,8%	47,9%	49,0%	
	Var. /n-1	-5,8%	15,7%	1,9%	2,0%	-2,8%	
	ADR 2014	216 €	127 €	87 €	62 €	38 €	
	Var. /n-1	2,3%	3,1%	1,8%	0,8%	1,9%	
	RevPAR 2014	78 €	60 €	39 €	30 €	19 €	
	Var. /n-1	-3,6%	19,2%	3,8%	2,8%	-1,0%	
	<i>Year To Date performance</i>						
	Jan. to January	Luxury	Upscale	Midscale	Budget	Super Budget	
	OR 2014	36,3%	46,9%	44,8%	47,9%	49,0%	
Var. /n-1	-5,8%	15,7%	1,9%	2,0%	-2,8%		
ADR 2014	216 €	127 €	87 €	62 €	38 €		
Var. /n-1	2,3%	3,1%	1,8%	0,8%	1,9%		
RevPAR 2014	78 €	60 €	39 €	30 €	19 €		
Var. /n-1	-3,6%	19,2%	3,8%	2,8%	-1,0%		

Monthly performance

French Riviera	January	Luxury	Upscale *	Midscale	Budget	Super Budget	
	OR 2014	29,9%	35,2%	39,1%	n.d.	43,1%	
	Var. /n-1	-15,5%	28,3%	10,1%	-	0,7%	
	ADR 2014	154 €	107 €	78 €	n.d.	43 €	
	Var. /n-1	-6,2%	-5,6%	-0,8%	-	4,4%	
	RevPAR 2014	46 €	38 €	31 €	n.d.	19 €	
	Var. /n-1	-20,7%	21,2%	9,2%	-	5,1%	
	<i>Year To Date performance</i>						
	Jan. to January	Luxury	Upscale *	Midscale	Budget	Super Budget	
	OR 2014	29,9%	35,2%	39,1%	n.d.	43,1%	
Var. /n-1	-15,5%	28,3%	10,1%	-	0,7%		
ADR 2014	154 €	107 €	78 €	n.d.	43 €		
Var. /n-1	-6,2%	-5,6%	-0,8%	-	4,4%		
RevPAR 2014	46 €	38 €	31 €	n.d.	19 €		
Var. /n-1	-20,7%	21,2%	9,2%	-	5,1%		

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

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Performances Suburbs

January 2015



Paris suburbs (excluding Paris)

Midscale market	Monthly performance							
	January	departments						Average suburbs
		77	78	91	92	93	94	95
OR 2014	36,4%	56,8%	53,2%	53,4%	56,5%	67,3%	60,7%	56,0%
Var. /n-1	19,1%	9,1%	5,2%	1,3%	16,0%	3,0%	-3,3%	3,6%
ADR 2014	104 €	102 €	108 €	112 €	77 €	84 €	104 €	103 €
Var. /n-1	6,4%	-6,0%	9,2%	-2,5%	-3,0%	-4,5%	-0,2%	-0,6%
RevPAR 2014	38 €	58 €	57 €	60 €	44 €	57 €	63 €	58 €
Var. /n-1	26,8%	2,6%	14,8%	-1,2%	12,5%	-1,6%	-3,4%	3,0%
Midscale market	Year To Date performance							
	Jan. to January	departments						Average suburbs
		77	78	91	92	93	94	95
OR 2014	36,4%	56,8%	53,2%	53,4%	56,5%	67,3%	60,7%	56,0%
Var. /n-1	19,1%	9,1%	5,2%	1,3%	16,0%	3,0%	-3,3%	3,6%
ADR 2014	104 €	102 €	108 €	112 €	77 €	84 €	104 €	103 €
Var. /n-1	6,4%	-6,0%	9,2%	-2,5%	-3,0%	-4,5%	-0,2%	-0,6%
RevPAR 2014	38 €	58 €	57 €	60 €	44 €	57 €	63 €	58 €
Var. /n-1	26,8%	2,6%	14,8%	-1,2%	12,5%	-1,6%	-3,4%	3,0%
Budget market	Monthly performance							
	January	departments						Average suburbs
		77	78	91	92	93	94	95
OR 2014	56,1%	59,6%	53,4%	55,7%	51,5%	61,6%	62,9%	57,5%
Var. /n-1	13,3%	6,5%	-6,4%	-9,6%	1,0%	3,6%	-2,2%	0,7%
ADR 2014	56 €	83 €	64 €	78 €	61 €	64 €	59 €	65 €
Var. /n-1	-5,5%	3,0%	-1,8%	2,0%	-3,5%	-4,2%	-2,3%	-2,1%
RevPAR 2014	32 €	50 €	34 €	43 €	32 €	40 €	37 €	37 €
Var. /n-1	7,1%	9,8%	-8,1%	-7,8%	-2,6%	-0,8%	-4,5%	-1,4%
Budget market	Year To Date performance							
	Jan. to January	departments						Average suburbs
		77	78	91	92	93	94	95
OR 2014	56,1%	59,6%	53,4%	55,7%	51,5%	61,6%	62,9%	57,5%
Var. /n-1	13,3%	6,5%	-6,4%	-9,6%	1,0%	3,6%	-2,2%	0,7%
ADR 2014	56 €	83 €	64 €	78 €	61 €	64 €	59 €	65 €
Var. /n-1	-5,5%	3,0%	-1,8%	2,0%	-3,5%	-4,2%	-2,3%	-2,1%
RevPAR 2014	32 €	50 €	34 €	43 €	32 €	40 €	37 €	37 €
Var. /n-1	7,1%	9,8%	-8,1%	-7,8%	-2,6%	-0,8%	-4,5%	-1,4%
Super Budget market	Monthly performance							
	January	departments						IDF (hors Paris)
		77	78	91	92	93	94	95
OR 2014	64,1%	67,0%	64,5%	n.d.	63,2%	69,9%	70,6%	65,8%
Var. /n-1	1,2%	2,0%	0,4%	-	-1,6%	1,5%	-0,8%	-1,1%
ADR 2014	41 €	43 €	39 €	n.d.	45 €	43 €	47 €	44 €
Var. /n-1	3,0%	0,3%	-1,1%	-	1,4%	-3,7%	1,4%	-0,2%
RevPAR 2014	26 €	29 €	25 €	n.d.	29 €	30 €	33 €	29 €
Var. /n-1	4,2%	2,3%	-0,7%	-	-0,2%	-2,2%	0,6%	-1,4%
Super Budget market	Year To Date performance							
	Jan. to January	departments						IDF (hors Paris)
		77	78	91	92	93	94	95
OR 2014	64,1%	67,0%	64,5%	n.d.	63,2%	69,9%	70,6%	65,8%
Var. /n-1	1,2%	2,0%	0,4%	-	-1,6%	1,5%	-0,8%	-1,1%
ADR 2014	41 €	43 €	39 €	n.d.	45 €	43 €	47 €	44 €
Var. /n-1	3,0%	0,3%	-1,1%	-	1,4%	-3,7%	1,4%	-0,2%
RevPAR 2014	26 €	29 €	25 €	n.d.	29 €	30 €	33 €	29 €
Var. /n-1	4,2%	2,3%	-0,7%	-	-0,2%	-2,2%	0,6%	-1,4%

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Performances North-East

January 2015



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	45,5%	13,5%	129 €	3,2%	59 €	17,2%	45,5%	13,5%	129 €	3,2%	59 €	17,2%
Dijon	35,2%	-9,1%	108 €	-5,6%	38 €	-14,2%	35,2%	-9,1%	108 €	-5,6%	38 €	-14,2%
Lille	53,6%	11,3%	133 €	11,8%	72 €	24,4%	53,6%	11,3%	133 €	11,8%	72 €	24,4%
Metz	insufficient supply						insufficient supply					
Nancy	insufficient supply						insufficient supply					
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	60,1%	18,8%	115 €	1,6%	69 €	20,8%	60,1%	18,8%	115 €	1,6%	69 €	20,8%

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	42,3%	4,8%	88 €	0,7%	37 €	5,5%	42,3%	4,8%	88 €	0,7%	37 €	5,5%
Dijon	35,9%	4,2%	77 €	0,5%	28 €	4,7%	35,9%	4,2%	77 €	0,5%	28 €	4,7%
Lille	55,8%	5,8%	97 €	8,7%	54 €	15,0%	55,8%	5,8%	97 €	8,7%	54 €	15,0%
Metz	in progress						in progress					
Nancy	40,2%	-5,9%	78 €	-1,8%	31 €	-7,5%	40,2%	-5,9%	78 €	-1,8%	31 €	-7,5%
Reims	38,8%	-8,4%	95 €	-5,9%	37 €	-13,8%	38,8%	-8,4%	95 €	-5,9%	37 €	-13,8%
Strasbourg	49,0%	-8,7%	96 €	-2,0%	47 €	-10,6%	49,0%	-8,7%	96 €	-2,0%	47 €	-10,6%

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	50,6%	3,4%	60 €	-0,8%	30 €	2,5%	50,6%	3,4%	60 €	-0,8%	30 €	2,5%
Dijon	51,4%	0,2%	61 €	-0,8%	31 €	-0,6%	51,4%	0,2%	61 €	-0,8%	31 €	-0,6%
Lille	59,6%	8,1%	74 €	3,4%	44 €	11,8%	59,6%	8,1%	74 €	3,4%	44 €	11,8%
Metz	46,1%	4,2%	59 €	-12,2%	27 €	-8,5%	46,1%	4,2%	59 €	-12,2%	27 €	-8,5%
Nancy	48,7%	9,0%	59 €	-1,9%	29 €	6,9%	48,7%	9,0%	59 €	-1,9%	29 €	6,9%
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	56,0%	-3,6%	63 €	-1,4%	35 €	-5,0%	56,0%	-3,6%	63 €	-1,4%	35 €	-5,0%

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	49,3%	-3,7%	37 €	3,0%	18 €	-0,7%	49,3%	-3,7%	37 €	3,0%	18 €	-0,7%
Dijon	50,0%	-4,4%	38 €	0,6%	19 €	-3,8%	50,0%	-4,4%	38 €	0,6%	19 €	-3,8%
Lille	56,6%	4,5%	41 €	4,3%	23 €	9,0%	56,6%	4,5%	41 €	4,3%	23 €	9,0%
Metz	54,3%	-5,6%	37 €	3,0%	20 €	-2,8%	54,3%	-5,6%	37 €	3,0%	20 €	-2,8%
Nancy	48,7%	0,2%	39 €	4,8%	19 €	4,9%	48,7%	0,2%	39 €	4,8%	19 €	4,9%
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	50,7%	-12,3%	40 €	1,3%	20 €	-11,2%	50,7%	-12,3%	40 €	1,3%	20 €	-11,2%

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

January 2015



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	31,4%	-16,0%	168 €	-0,8%	53 €	-16,6%	31,4%	-16,0%	168 €	-0,8%	53 €	-16,6%
Amiens			insufficient supply						insufficient supply			
Angers			insufficient supply						insufficient supply			
Le Havre			insufficient supply						insufficient supply			
Niort			insufficient supply						insufficient supply			
Nantes			insufficient supply						insufficient supply			
Rennes			insufficient supply						insufficient supply			
Rouen			insufficient supply						insufficient supply			

Midscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	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	43,7%	-0,9%	87 €	5,1%	38 €	4,2%	43,7%	-0,9%	87 €	5,1%	38 €	4,2%
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	47,2%	-2,9%	85 €	-1,3%	40 €	-4,1%	47,2%	-2,9%	85 €	-1,3%	40 €	-4,1%
Nantes	53,2%	-0,1%	86 €	0,3%	46 €	0,2%	53,2%	-0,1%	86 €	0,3%	46 €	0,2%
Niort	42,8%	-11,7%	84 €	0,9%	36 €	-11,0%	42,8%	-11,7%	84 €	0,9%	36 €	-11,0%
Rennes	49,4%	-2,8%	93 €	4,8%	46 €	1,9%	49,4%	-2,8%	93 €	4,8%	46 €	1,9%
Rouen	53,1%	-2,3%	91 €	9,7%	48 €	7,2%	53,1%	-2,3%	91 €	9,7%	48 €	7,2%

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	43,3%	-4,3%	63 €	-1,0%	27 €	-5,3%	43,3%	-4,3%	63 €	-1,0%	27 €	-5,3%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	53,9%	6,1%	69 €	-3,8%	37 €	2,0%	53,9%	6,1%	69 €	-3,8%	37 €	2,0%
Le Havre	36,4%	-20,4%	57 €	-7,5%	21 €	-26,3%	36,4%	-20,4%	57 €	-7,5%	21 €	-26,3%
Nantes	48,8%	4,7%	66 €	-3,0%	32 €	1,6%	48,8%	4,7%	66 €	-3,0%	32 €	1,6%
Niort	41,4%	-10,9%	58 €	-6,3%	24 €	-16,5%	41,4%	-10,9%	58 €	-6,3%	24 €	-16,5%
Rennes	57,1%	1,6%	66 €	-1,7%	38 €	-0,1%	57,1%	1,6%	66 €	-1,7%	38 €	-0,1%
Rouen	49,9%	0,2%	61 €	-0,8%	30 €	-0,6%	49,9%	0,2%	61 €	-0,8%	30 €	-0,6%

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	46,8%	-3,7%	38 €	0,3%	18 €	-3,4%	46,8%	-3,7%	38 €	0,3%	18 €	-3,4%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	49,5%	-5,8%	43 €	4,3%	22 €	-1,7%	49,5%	-5,8%	43 €	4,3%	22 €	-1,7%
Le Havre	48,1%	-20,0%	37 €	-8,1%	18 €	-26,5%	48,1%	-20,0%	37 €	-8,1%	18 €	-26,5%
Nantes	58,5%	4,7%	42 €	-1,2%	24 €	3,5%	58,5%	4,7%	42 €	-1,2%	24 €	3,5%
Niort	47,6%	-7,6%	38 €	4,3%	18 €	-3,6%	47,6%	-7,6%	38 €	4,3%	18 €	-3,6%
Rennes	53,3%	0,2%	40 €	-1,7%	21 €	-1,5%	53,3%	0,2%	40 €	-1,7%	21 €	-1,5%
Rouen	53,3%	3,4%	44 €	-0,2%	23 €	3,2%	53,3%	3,4%	44 €	-0,2%	23 €	3,2%

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

January 2015



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	46,9%	18,9%	138 €	5,2%	65 €	25,2%	46,9%	18,9%	138 €	5,2%	65 €	25,2%
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	34,2%	22,2%	96 €	-4,2%	33 €	17,0%	34,2%	22,2%	96 €	-4,2%	33 €	17,0%
Grenoble	insufficient supply						insufficient supply					
Lyon	63,6%	19,2%	151 €	27,1%	96 €	51,5%	63,6%	19,2%	151 €	27,1%	96 €	51,5%
Marseille	41,7%	1,8%	123 €	-10,0%	51 €	-8,4%	41,7%	1,8%	123 €	-10,0%	51 €	-8,4%
Montpellier	50,5%	15,9%	127 €	-3,2%	64 €	12,2%	50,5%	15,9%	127 €	-3,2%	64 €	12,2%
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	47,8%	3,5%	87 €	1,1%	42 €	4,6%	47,8%	3,5%	87 €	1,1%	42 €	4,6%
Aix en Provence	38,2%	-1,6%	79 €	-6,2%	30 €	-7,8%	38,2%	-1,6%	79 €	-6,2%	30 €	-7,8%
Avignon	43,3%	14,7%	81 €	1,3%	35 €	16,2%	43,3%	14,7%	81 €	1,3%	35 €	16,2%
Grenoble	46,1%	-9,0%	94 €	-5,6%	43 €	-14,1%	46,1%	-9,0%	94 €	-5,6%	43 €	-14,1%
Lyon	60,1%	20,8%	112 €	17,5%	68 €	42,0%	60,1%	20,8%	112 €	17,5%	68 €	42,0%
Marseille	47,1%	-9,2%	89 €	-5,3%	42 €	-14,0%	47,1%	-9,2%	89 €	-5,3%	42 €	-14,0%
Montpellier	54,3%	13,6%	81 €	0,6%	44 €	14,2%	54,3%	13,6%	81 €	0,6%	44 €	14,2%
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	48,7%	5,7%	66 €	4,9%	32 €	10,9%	48,7%	5,7%	66 €	4,9%	32 €	10,9%
Aix en Provence	42,7%	-1,4%	57 €	-7,0%	24 €	-8,4%	42,7%	-1,4%	57 €	-7,0%	24 €	-8,4%
Avignon	39,0%	-4,7%	58 €	-2,1%	23 €	-6,7%	39,0%	-4,7%	58 €	-2,1%	23 €	-6,7%
Grenoble	47,3%	-3,9%	61 €	-3,3%	29 €	-7,1%	47,3%	-3,9%	61 €	-3,3%	29 €	-7,1%
Lyon	59,4%	13,4%	85 €	25,8%	51 €	42,6%	59,4%	13,4%	85 €	25,8%	51 €	42,6%
Marseille	46,1%	2,9%	61 €	-6,8%	28 €	-4,1%	46,1%	2,9%	61 €	-6,8%	28 €	-4,1%
Montpellier	61,1%	8,9%	68 €	4,1%	42 €	13,4%	61,1%	8,9%	68 €	4,1%	42 €	13,4%
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	49,6%	-1,1%	39 €	3,6%	19 €	2,5%	49,6%	-1,1%	39 €	3,6%	19 €	2,5%
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	46,6%	-15,4%	34 €	-1,5%	16 €	-16,7%	46,6%	-15,4%	34 €	-1,5%	16 €	-16,7%
Grenoble	53,4%	9,4%	36 €	-5,7%	19 €	3,2%	53,4%	9,4%	36 €	-5,7%	19 €	3,2%
Lyon	61,2%	5,2%	44 €	12,2%	27 €	18,1%	61,2%	5,2%	44 €	12,2%	27 €	18,1%
Marseille	53,3%	4,8%	40 €	-2,6%	21 €	2,1%	53,3%	4,8%	40 €	-2,6%	21 €	2,1%
Montpellier	54,6%	4,3%	36 €	4,7%	19 €	9,3%	54,6%	4,3%	36 €	4,7%	19 €	9,3%
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

January 2015



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	42,0%	6,9%	159 €	-2,9%	67 €	3,8%	42,0%	6,9%	159 €	-2,9%	67 €	3,8%
Bayonne-Anglet-Biarritz	38,2%	1,6%	179 €	-1,4%	68 €	0,2%	38,2%	1,6%	179 €	-1,4%	68 €	0,2%
Bordeaux	35,0%	17,1%	171 €	-0,1%	60 €	17,0%	35,0%	17,1%	171 €	-0,1%	60 €	17,0%
Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Toulouse	58,8%	6,9%	120 €	-7,4%	71 €	-1,0%	58,8%	6,9%	120 €	-7,4%	71 €	-1,0%
<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	43,7%	-2,6%	85 €	1,4%	37 €	-1,2%	43,7%	-2,6%	85 €	1,4%	37 €	-1,2%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Bordeaux	47,8%	0,5%	85 €	-2,1%	41 €	-1,7%	47,8%	0,5%	85 €	-2,1%	41 €	-1,7%
Pau	44,0%	-6,6%	77 €	2,7%	34 €	-4,1%	44,0%	-6,6%	77 €	2,7%	34 €	-4,1%
Toulouse	49,3%	-4,1%	96 €	0,7%	47 €	-3,5%	49,3%	-4,1%	96 €	0,7%	47 €	-3,5%
<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	48,1%	2,1%	58 €	-1,6%	28 €	0,4%	48,1%	2,1%	58 €	-1,6%	28 €	0,4%
Bayonne-Anglet-Biarritz	40,6%	7,5%	45 €	-15,6%	18 €	-9,2%	40,6%	7,5%	45 €	-15,6%	18 €	-9,2%
Bordeaux	51,7%	3,2%	63 €	-3,0%	33 €	0,0%	51,7%	3,2%	63 €	-3,0%	33 €	0,0%
Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Toulouse	56,5%	7,9%	63 €	-2,8%	36 €	4,8%	56,5%	7,9%	63 €	-2,8%	36 €	4,8%
<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	51,4%	-1,4%	37 €	0,1%	19 €	-1,3%	51,4%	-1,4%	37 €	0,1%	19 €	-1,3%
Bayonne-Anglet-Biarritz	n.d.	-	-	-	-	-	n.d.	-	n.d.	-	-	-
Bordeaux	54,4%	-5,9%	36 €	-0,8%	20 €	-6,7%	54,4%	-5,9%	36 €	-0,8%	20 €	-6,7%
Pau	42,5%	-4,4%	32 €	-1,5%	14 €	-5,9%	42,5%	-4,4%	32 €	-1,5%	14 €	-5,9%
Toulouse	61,6%	3,4%	37 €	0,3%	23 €	3,7%	61,6%	3,4%	37 €	0,3%	23 €	3,7%
<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

January 2015



French Riviera

January	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	29,9%	-15,5%	154 €	-6,2%	46 €	-20,7%	29,9%	-15,5%	154 €	-6,2%	46 €	-20,7%
French Riviera - Boutique Hotels**	43,4%	5,5%	94 €	-2,7%	41 €	2,7%	43,4%	5,5%	94 €	-2,7%	41 €	2,7%
French Riviera - Upscale	34,6%	31,7%	108 €	-6,3%	37 €	23,4%	34,6%	31,7%	108 €	-6,3%	37 €	23,4%
Average Upscale & Luxury	33,3%	10,0%	122 €	-8,8%	41 €	0,3%	33,3%	10,0%	122 €	-8,8%	41 €	0,3%
Average Midscale	39,1%	10,1%	78 €	-0,8%	31 €	9,2%	39,1%	10,1%	78 €	-0,8%	31 €	9,2%
Average Budget	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Average Super-Budget	43,1%	0,7%	43 €	4,4%	19 €	5,1%	43,1%	0,7%	43 €	4,4%	19 €	5,1%

French Riviera Cities

January	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	25,3%	-26,8%	147 €	-9,0%	37 €	-33,3%	25,3%	-26,8%	147 €	-9,0%	37 €	-33,3%
Cannes - Boutique Hotels	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Cannes - Upscale	29,9%	51,7%	99 €	-6,9%	30 €	41,3%	29,9%	51,7%	99 €	-6,9%	30 €	41,3%
Cannes - Upscale & Luxury	26,9%	-6,8%	128 €	-12,3%	34 €	-18,3%	26,9%	-6,8%	128 €	-12,3%	34 €	-18,3%
Cannes - Midscale	33,1%	0,2%	85 €	0,6%	28 €	0,9%	33,1%	0,2%	85 €	0,6%	28 €	0,9%

January	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
Nice - Upscale & Luxury	38,4%	27,0%	116 €	-5,2%	45 €	20,4%	38,4%	27,0%	116 €	-5,2%	45 €	20,4%
Nice - Midscale	41,7%	15,8%	76 €	-0,5%	32 €	15,3%	41,7%	15,8%	76 €	-0,5%	32 €	15,3%

January	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
Monaco - Luxury	51,8%	21,2%	304 €	-10,4%	157 €	8,6%	51,8%	21,2%	304 €	-10,4%	157 €	8,6%
Monaco - Upscale	53,9%	28,2%	154 €	2,6%	83 €	31,5%	53,9%	28,2%	154 €	2,6%	83 €	31,5%
Monaco - Upscale & Luxury	53,4%	26,3%	193 €	-4,0%	103 €	21,3%	53,4%	26,3%	193 €	-4,0%	103 €	21,3%

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

** Boutique Hotels: sample excludes Luxury hotels

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Performances Coast

January 2015



Normandy – Nord-Pas-de-Calais coast

Normandy – Nord-Pas-de-Calais coast	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	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	41,1%	28,7%	187 €	-5,9%	77 €	21,0%	41,1%	28,7%	187 €	-5,9%	77 €	21,0%
Average Midscale	42,7%	5,3%	93 €	1,3%	40 €	6,7%	42,7%	5,3%	93 €	1,3%	40 €	6,7%
Average Budget	42,0%	-4,1%	60 €	-4,4%	25 €	-8,4%	42,0%	-4,1%	60 €	-4,4%	25 €	-8,4%
Average Super-Budget	38,9%	-8,0%	37 €	0,4%	14 €	-7,7%	38,9%	-8,0%	37 €	0,4%	14 €	-7,7%

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	22,6%	-35,3%	178 €	-3,5%	40 €	-37,6%	22,6%	-35,3%	178 €	-3,5%	40 €	-37,6%
Average Midscale	42,5%	7,3%	88 €	3,0%	37 €	10,5%	42,5%	7,3%	88 €	3,0%	37 €	10,5%
Average Budget	33,5%	4,6%	54 €	0,5%	18 €	5,1%	33,5%	4,6%	54 €	0,5%	18 €	5,1%
Average Super-Budget	38,4%	-2,1%	40 €	-0,1%	15 €	-2,2%	38,4%	-2,1%	40 €	-0,1%	15 €	-2,2%

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	38,2%	1,6%	179 €	-1,4%	68 €	0,2%	38,2%	1,6%	179 €	-1,4%	68 €	0,2%
Average Midscale	37,5%	14,6%	85 €	-1,3%	32 €	13,1%	37,5%	14,6%	85 €	-1,3%	32 €	13,1%
Average Budget	31,1%	12,2%	45 €	-15,2%	14 €	-4,8%	31,1%	12,2%	45 €	-15,2%	14 €	-4,8%
Average Super-Budget	36,9%	-7,9%	40 €	2,7%	15 €	-5,4%	36,9%	-7,9%	40 €	2,7%	15 €	-5,4%

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

January 2015



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	34,2%	22,2%	96 €	-4,2%	33 €	17,0%	34,2%	22,2%	96 €	-4,2%	33 €	17,0%
Bayonne-Anglet-Biarritz	38,2%	1,6%	179 €	-1,4%	68 €	0,2%	38,2%	1,6%	179 €	-1,4%	68 €	0,2%
Bordeaux	35,0%	17,1%	171 €	-0,1%	60 €	17,0%	35,0%	17,1%	171 €	-0,1%	60 €	17,0%
Cannes	26,9%	-6,8%	128 €	-12,3%	34 €	-18,3%	26,9%	-6,8%	128 €	-12,3%	34 €	-18,3%
Dijon	35,2%	-9,1%	108 €	-5,6%	38 €	-14,2%	35,2%	-9,1%	108 €	-5,6%	38 €	-14,2%
Lille	53,6%	11,3%	133 €	11,8%	72 €	24,4%	53,6%	11,3%	133 €	11,8%	72 €	24,4%
Lyon	63,6%	19,2%	151 €	27,1%	96 €	51,5%	63,6%	19,2%	151 €	27,1%	96 €	51,5%
Marseille	41,7%	1,8%	123 €	-10,0%	51 €	-8,4%	41,7%	1,8%	123 €	-10,0%	51 €	-8,4%
Monaco	53,4%	26,3%	193 €	-4,0%	103 €	21,3%	53,4%	26,3%	193 €	-4,0%	103 €	21,3%
Montpellier	50,5%	15,9%	127 €	-3,2%	64 €	12,2%	50,5%	15,9%	127 €	-3,2%	64 €	12,2%
Nice	38,4%	27,0%	116 €	-5,2%	45 €	20,4%	38,4%	27,0%	116 €	-5,2%	45 €	20,4%
Strasbourg	60,1%	18,8%	115 €	1,6%	69 €	20,8%	60,1%	18,8%	115 €	1,6%	69 €	20,8%
Toulouse	58,8%	6,9%	120 €	-7,4%	71 €	-1,0%	58,8%	6,9%	120 €	-7,4%	71 €	-1,0%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												
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	38,2%	-1,6%	79 €	-6,2%	30 €	-7,8%	38,2%	-1,6%	79 €	-6,2%	30 €	-7,8%
Avignon	43,3%	14,7%	81 €	1,3%	35 €	16,2%	43,3%	14,7%	81 €	1,3%	35 €	16,2%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	47,8%	0,5%	85 €	-2,1%	41 €	-1,7%	47,8%	0,5%	85 €	-2,1%	41 €	-1,7%
Cannes	33,1%	0,2%	85 €	0,6%	28 €	0,9%	33,1%	0,2%	85 €	0,6%	28 €	0,9%
Dijon	35,9%	4,2%	77 €	0,5%	28 €	4,7%	35,9%	4,2%	77 €	0,5%	28 €	4,7%
Grenoble	46,1%	-9,0%	94 €	-5,6%	43 €	-14,1%	46,1%	-9,0%	94 €	-5,6%	43 €	-14,1%
Le Havre	47,2%	-2,9%	85 €	-1,3%	40 €	-4,1%	47,2%	-2,9%	85 €	-1,3%	40 €	-4,1%
Lille	55,8%	5,8%	97 €	8,7%	54 €	15,0%	55,8%	5,8%	97 €	8,7%	54 €	15,0%
Lyon	60,1%	20,8%	112 €	17,5%	68 €	42,0%	60,1%	20,8%	112 €	17,5%	68 €	42,0%
Marseille	47,1%	-9,2%	89 €	-5,3%	42 €	-14,0%	47,1%	-9,2%	89 €	-5,3%	42 €	-14,0%
Montpellier	54,3%	13,6%	81 €	0,6%	44 €	14,2%	54,3%	13,6%	81 €	0,6%	44 €	14,2%
Nancy	40,2%	-5,9%	78 €	-1,8%	31 €	-7,5%	40,2%	-5,9%	78 €	-1,8%	31 €	-7,5%
Nantes	53,2%	-0,1%	86 €	0,3%	46 €	0,2%	53,2%	-0,1%	86 €	0,3%	46 €	0,2%
Niort	42,8%	-11,7%	84 €	0,9%	36 €	-11,0%	42,8%	-11,7%	84 €	0,9%	36 €	-11,0%
Nice	41,7%	15,8%	76 €	-0,5%	32 €	15,3%	41,7%	15,8%	76 €	-0,5%	32 €	15,3%
Pau	44,0%	-6,6%	77 €	2,7%	34 €	-4,1%	44,0%	-6,6%	77 €	2,7%	34 €	-4,1%
Reims	38,8%	-8,4%	95 €	-5,9%	37 €	-13,8%	38,8%	-8,4%	95 €	-5,9%	37 €	-13,8%
Rennes	49,4%	-2,8%	93 €	4,8%	46 €	1,9%	49,4%	-2,8%	93 €	4,8%	46 €	1,9%
Rouen	53,1%	-2,3%	91 €	9,7%	48 €	7,2%	53,1%	-2,3%	91 €	9,7%	48 €	7,2%
Strasbourg	49,0%	-8,7%	96 €	-2,0%	47 €	-10,6%	49,0%	-8,7%	96 €	-2,0%	47 €	-10,6%
Toulouse	49,3%	-4,1%	96 €	0,7%	47 €	-3,5%	49,3%	-4,1%	96 €	0,7%	47 €	-3,5%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												

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Performances Main cities in Regions

January 2015



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	42,7%	-1,4%	57 €	-7,0%	24 €	-8,4%	42,7%	-1,4%	57 €	-7,0%	24 €	-8,4%
Angers	53,9%	6,1%	69 €	-3,8%	37 €	2,0%	53,9%	6,1%	69 €	-3,8%	37 €	2,0%
Avignon	39,0%	-4,7%	58 €	-2,1%	23 €	-6,7%	39,0%	-4,7%	58 €	-2,1%	23 €	-6,7%
Bayonne-Anglet-Biarritz	40,6%	7,5%	45 €	-15,6%	18 €	-9,2%	40,6%	7,5%	45 €	-15,6%	18 €	-9,2%
Bordeaux	51,7%	3,2%	63 €	-3,0%	33 €	0,0%	51,7%	3,2%	63 €	-3,0%	33 €	0,0%
Dijon	51,4%	0,2%	61 €	-0,8%	31 €	-0,6%	51,4%	0,2%	61 €	-0,8%	31 €	-0,6%
Grenoble	47,3%	-3,9%	61 €	-3,3%	29 €	-7,1%	47,3%	-3,9%	61 €	-3,3%	29 €	-7,1%
Le Havre	36,4%	-20,4%	57 €	-7,5%	21 €	-26,3%	36,4%	-20,4%	57 €	-7,5%	21 €	-26,3%
Lille	59,6%	8,1%	74 €	3,4%	44 €	11,8%	59,6%	8,1%	74 €	3,4%	44 €	11,8%
Lyon	59,4%	13,4%	85 €	25,8%	51 €	42,6%	59,4%	13,4%	85 €	25,8%	51 €	42,6%
Marseille	46,1%	2,9%	61 €	-6,8%	28 €	-4,1%	46,1%	2,9%	61 €	-6,8%	28 €	-4,1%
Metz	46,1%	4,2%	59 €	-12,2%	27 €	-8,5%	46,1%	4,2%	59 €	-12,2%	27 €	-8,5%
Montpellier	61,1%	8,9%	68 €	4,1%	42 €	13,4%	61,1%	8,9%	68 €	4,1%	42 €	13,4%
Nancy	48,7%	9,0%	59 €	-1,9%	29 €	6,9%	48,7%	9,0%	59 €	-1,9%	29 €	6,9%
Nantes	48,8%	4,7%	66 €	-3,0%	32 €	1,6%	48,8%	4,7%	66 €	-3,0%	32 €	1,6%
Niort	41,4%	-10,9%	58 €	-6,3%	24 €	-16,5%	41,4%	-10,9%	58 €	-6,3%	24 €	-16,5%
Pau	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Rennes	57,1%	1,6%	66 €	-1,7%	38 €	-0,1%	57,1%	1,6%	66 €	-1,7%	38 €	-0,1%
Rouen	49,9%	0,2%	61 €	-0,8%	30 €	-0,6%	49,9%	0,2%	61 €	-0,8%	30 €	-0,6%
Strasbourg	56,0%	-3,6%	63 €	-1,4%	35 €	-5,0%	56,0%	-3,6%	63 €	-1,4%	35 €	-5,0%
Toulouse	56,5%	7,9%	63 €	-2,8%	36 €	4,8%	56,5%	7,9%	63 €	-2,8%	36 €	4,8%

Bayonne-Anglet-Biarritz : 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
Angers	49,5%	-5,8%	43 €	4,3%	22 €	-1,7%	49,5%	-5,8%	43 €	4,3%	22 €	-1,7%
Avignon	46,6%	-15,4%	34 €	-1,5%	16 €	-16,7%	46,6%	-15,4%	34 €	-1,5%	16 €	-16,7%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	54,4%	-5,9%	36 €	-0,8%	20 €	-6,7%	54,4%	-5,9%	36 €	-0,8%	20 €	-6,7%
Dijon	50,0%	-4,4%	38 €	0,6%	19 €	-3,8%	50,0%	-4,4%	38 €	0,6%	19 €	-3,8%
Grenoble	53,4%	9,4%	36 €	-5,7%	19 €	3,2%	53,4%	9,4%	36 €	-5,7%	19 €	3,2%
Le Havre	48,1%	-20,0%	37 €	-8,1%	18 €	-26,5%	48,1%	-20,0%	37 €	-8,1%	18 €	-26,5%
Lille	56,6%	4,5%	41 €	4,3%	23 €	9,0%	56,6%	4,5%	41 €	4,3%	23 €	9,0%
Lyon	61,2%	5,2%	44 €	12,2%	27 €	18,1%	61,2%	5,2%	44 €	12,2%	27 €	18,1%
Marseille	53,3%	4,8%	40 €	-2,6%	21 €	2,1%	53,3%	4,8%	40 €	-2,6%	21 €	2,1%
Metz	54,3%	-5,6%	37 €	3,0%	20 €	-2,8%	54,3%	-5,6%	37 €	3,0%	20 €	-2,8%
Montpellier	54,6%	4,3%	36 €	4,7%	19 €	9,3%	54,6%	4,3%	36 €	4,7%	19 €	9,3%
Nancy	48,7%	0,2%	39 €	4,8%	19 €	4,9%	48,7%	0,2%	39 €	4,8%	19 €	4,9%
Nantes	58,5%	4,7%	42 €	-1,2%	24 €	3,5%	58,5%	4,7%	42 €	-1,2%	24 €	3,5%
Niort	47,6%	-7,6%	38 €	4,3%	18 €	-3,6%	47,6%	-7,6%	38 €	4,3%	18 €	-3,6%
Pau	42,5%	-4,4%	32 €	-1,5%	14 €	-5,9%	42,5%	-4,4%	32 €	-1,5%	14 €	-5,9%
Rennes	53,3%	0,2%	40 €	-1,7%	21 €	-1,5%	53,3%	0,2%	40 €	-1,7%	21 €	-1,5%
Rouen	53,3%	3,4%	44 €	-0,2%	23 €	3,2%	53,3%	3,4%	44 €	-0,2%	23 €	3,2%
Strasbourg	50,7%	-12,3%	40 €	1,3%	20 €	-11,2%	50,7%	-12,3%	40 €	1,3%	20 €	-11,2%
Toulouse	61,6%	3,4%	37 €	0,3%	23 €	3,7%	61,6%	3,4%	37 €	0,3%	23 €	3,7%

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

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Information

Definitions

Occupancy Rate (OR) : Rooms sold divided by rooms available multiplied by 100.

Rooms Available : The number of rooms times the number of days in the period.

Average Daily Rate (ADR) : Room revenue divided by rooms sold.

Revenue per Available Room (RevPAR) : Room revenue divided by rooms available.

ADR and RevPAR are expressed in Euros, excluding VAT

Categories

Luxury Hotels: France's most prestigious hotels that distinguish themselves through their exceptional location, building and design, as well their outstanding product and service quality. Highly reputed, these establishments cater to a particularly discerning clientele.

Upscale Hotels: Hotels operating at the higher end of the market and consequently offering a wide range of amenities. These establishments are less prestigious than Luxury Hotels and cater to a wider range of guests.

Midscale Hotels: Veritable bridge between higher category and entry-level hotels, Midscale Hotels benefit from a wide range of facilities and amenities, but to a lesser extent than Upscale Hotels.

Budget Hotels: Hotels that offer a restricted range of facilities and amenities. Budget hotels primarily target those guests particularly preoccupied by value for money.

Super Budget Hotels: Hotels that offer a 'no frills' approach, with a very limited range of services. Price is the key decision-factor for guests.

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Tourism, Culture & Hospitality Desk

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

Market and feasibility studies	Valuation of hotel and tourist assets	Urban tourism development plans	Human Capital	Others services
<ul style="list-style-type: none"> • Detailed market study • Operational recommendations to respond to the requirements of potential clients • Determination of the product-service concept • Determination of client target the price positioning • Revenue estimations (accommodation, food and beverage, other...) • Operating forecasts over several years : establishment of expense items to determine the project's profitability (GOP, cash-flows) 	<ul style="list-style-type: none"> • A detailed market study • Product analysis (strengths, weaknesses, necessary renovations and refurbishments) • Forecasts over several years • The application of the discounted cash-flow method, completed by market references (recent and comparable transactions) and the use of the others methods, specially adapted to each case (multiple of turnover or GOP, approaches linked to the real estate market, etc). 	<ul style="list-style-type: none"> • Dynamic review of existing supply • Analysis of the impact of development factors (economy, transportation, tourist markets, etc.) • Analysis of supply/demand situation • Assessment of development ambitions and objectives • Recommendations on strategy 	<ul style="list-style-type: none"> • Aligning Human Resources with the strategic goals of the company • Mastering operational risks in terms of HR and abiding by the regulations • Incorporating the human dimension in all your reorganization and transformation processes • Developing an attractive and incentive remuneration policy 	<ul style="list-style-type: none"> • Hotel benchmark survey • Identification of operators and investors • Optimize your information systems • Marketing audits • Quality control • Organizational audits and management support • Etc.

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