

In Extenso

tourisme, culture & hôtellerie

French Hotel Industry Performance

November 2015



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Sales instruction

3 hotel-restaurant, unbranded, over 70 rooms, meeting rooms, private parking*

Sale of freehold
Oise

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Sales instruction

3 hotel-restaurant, over 90 rooms, meeting rooms, pool, sauna, park and parking*

Sale of freehold
Côtes-D'armor

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Sales instruction

5 boutique hotel with restaurant, branded, a dozen rooms, outdoor pool, conference facilities*

Sale of freehold
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Paris endures...

Paris and the Ile de France region were dramatically hit by two terrorist attacks in 2015. The impact on hotel activity is evidently substantial and hotels in this area will finish the year on a lower note. November saw a fall in occupancy in Parisian hotels of all categories compared to the same period 2014. Although the impact appears to have been less strong in regional France, intermediary categories nonetheless recorded lower performances in November 2015, particularly on the Côte d'Azur.

Our fears were unfortunately confirmed as Paris suffered a significant drop in occupancy further to November's attacks (a fall of 10,9% to 14,6% depending on the category). Stable average rates limited the drop in RevPAR, although rooms revenue was still affected. Paradoxically, Luxury hotels managed to stabilise or grow RevPAR (+3,3%), although this was an illusion, since November 2014 was not a particularly good month (aggravating the findings for other categories). The rest of the region fared better, and inferior categories (Budget and Super Budget) in certain departments even managed to increase RevPAR.

The rest of France suffered to a lesser extent. The Upscale and Midscale categories were the only ones to record fairly significant drops in RevPAR in November 2015: -9,8% for regional Upscale hotels given the combined fall in occupancy and average rates and -9,5% for Midscale hotels on the Côte d'Azur given the significant drop in occupancy. All other categories recorded stable or better performances, confirming the more encouraging pattern recorded over the past few months. Even though we should remain cautious when comparing results against November 2014, year-end performances show a marked increase, with December not likely to reverse the trend.

For Super-budget hotels, the months go on and resemble each other. Maintaining a +1,5% increase in average rates since the start of the year has not been sufficient to offset declining occupancy: RevPAR is down by almost 1% and appears to have stabilised at this level.

We are already well into the month of December, and the picture is not likely to change much. Year-end results will in all probability be encouraging for regional France, particularly for the Côte d'Azur. Conversely, the significant drop recorded since the start of the year in Paris will likely be aggravated by an uncertain month of December, as security fears continue to prevail. 2015 looks, then, to deliver mixed results.

Monthly performance

November	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2015	52,9%	54,5%	56,7%	60,0%	56,6%
Var. /n-1	0,3%	-8,7%	-4,2%	-0,5%	-2,1%
ADR 2015	341 €	160 €	99 €	66 €	40 €
Var. /n-1	8,3%	0,2%	-1,7%	3,6%	1,2%
RevPAR 2015	180 €	87 €	56 €	40 €	23 €
Var. /n-1	8,6%	-8,5%	-5,9%	3,2%	-0,9%

Year To Date performance

Jan. to November	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2015	66,9%	69,4%	66,5%	67,5%	63,9%
Var. /n-1	0,5%	0,9%	0,4%	1,2%	-2,4%
ADR 2015	426 €	185 €	103 €	64 €	41 €
Var. /n-1	0,2%	1,4%	-0,3%	-1,0%	1,5%
RevPAR 2015	285 €	128 €	68 €	43 €	26 €
Var. /n-1	0,7%	2,2%	0,1%	0,2%	-0,9%

Definitions

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

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Performances Paris

November 2015



Paris-City

Monthly performance

November	OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
Paris - Luxury	66,1%	-10,9%	476 €	16,0%	315 €	3,3%
Paris - Boutique Hotels	67,0%	-13,3%	235 €	-7,3%	157 €	-19,7%
Paris - Upscale	67,0%	-12,6%	195 €	4,3%	131 €	-8,8%
Paris - Luxury & Upscale	66,8%	-12,3%	259 €	8,1%	173 €	-5,1%
Paris - Superior midscale	71,2%	-14,6%	155 €	-2,7%	110 €	-16,9%
Paris - Standard midscale	68,3%	-12,8%	114 €	1,7%	78 €	-11,4%
Paris - Midscale	69,5%	-13,6%	132 €	-0,8%	92 €	-14,3%
Paris - Budget	70,2%	-11,0%	93 €	3,4%	65 €	-8,0%

Year To Date performance

Jan. to November	OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
Paris - Luxury	78,8%	-3,8%	500 €	4,5%	394 €	0,6%
Paris - Boutique Hotels	79,1%	-2,2%	262 €	-3,4%	208 €	-5,5%
Paris - Upscale	79,2%	-1,0%	203 €	1,2%	161 €	0,2%
Paris - Haut de gamme & Gd luxe	79,1%	-1,7%	271 €	2,5%	215 €	0,8%
Paris - Superior midscale	82,4%	-3,4%	169 €	-1,6%	139 €	-4,9%
Paris - Standard midscale	78,2%	-4,7%	117 €	0,9%	92 €	-3,9%
Paris - Midscale	80,0%	-4,1%	140 €	-0,3%	112 €	-4,4%
Paris - Budget	81,9%	-2,1%	90 €	-0,2%	73 €	-2,3%

Paris suburbs (excluding Paris) – Luxury and upscale

Monthly performance

November	OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
Paris	66,8%	-12,3%	259 €	8,1%	173 €	-5,1%
La Défense	59,3%	-15,3%	155 €	-7,1%	92 €	-21,3%
Roissy CdG	74,1%	10,8%	131 €	15,7%	97 €	28,2%
IDF (exc.Paris and poles)	66,1%	-8,6%	202 €	-1,8%	133 €	-10,2%

Year To Date performance

Jan. to November	OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
Paris	79,1%	-1,7%	271 €	2,5%	215 €	0,8%
La Défense	75,6%	-0,2%	153 €	-7,4%	115 €	-7,6%
Roissy CdG	76,3%	2,7%	113 €	0,2%	86 €	2,9%
IDF (exc.Paris and poles)	77,4%	0,0%	251 €	2,5%	194 €	2,5%

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Performance Regions

November 2015



Regions

Regions (excl. French Riviera)	Monthly performance					
	November	Luxury	Upscale	Midscale	Budget	Super Budget
	OR 2015	52,5%	52,9%	53,8%	56,4%	54,4%
	Var. /n-1	11,7%	-6,3%	0,4%	2,3%	-1,4%
	ADR 2015	201 €	123 €	86 €	62 €	38 €
	Var. /n-1	-3,1%	-3,8%	0,0%	0,1%	0,8%
	RevPAR 2015	106 €	65 €	46 €	35 €	21 €
	Var. /n-1	8,3%	-9,8%	0,4%	2,4%	-0,7%
	Year To Date performance					
	Jan. to November	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2015	61,0%	61,6%	61,7%	62,5%	62,0%	
Var. /n-1	3,2%	4,4%	2,3%	1,6%	-2,4%	
ADR 2015	273 €	137 €	90 €	62 €	39 €	
Var. /n-1	2,1%	1,3%	0,8%	-0,8%	1,6%	
RevPAR 2015	167 €	84 €	55 €	39 €	24 €	
Var. /n-1	5,3%	5,7%	3,0%	0,8%	-0,9%	

French Riviera	Monthly performance					
	November	Luxury	Upscale *	Midscale	Budget	Super Budget
	OR 2015	41,9%	38,6%	41,1%	n.d.	46,2%
	Var. /n-1	16,1%	-1,2%	-13,0%	-	4,7%
	ADR 2015	223 €	109 €	81 €	n.d.	45 €
	Var. /n-1	4,1%	-3,6%	4,0%	-	3,6%
	RevPAR 2015	94 €	42 €	33 €	n.d.	21 €
	Var. /n-1	20,9%	-4,8%	-9,5%	-	8,5%
	Year To Date performance					
	Jan. to November	Luxury	Upscale *	Midscale	Budget	Super Budget
OR 2015	62,4%	64,8%	68,5%	n.d.	66,2%	
Var. /n-1	6,0%	6,1%	1,5%	-	2,3%	
ADR 2015	476 €	178 €	110 €	n.d.	49 €	
Var. /n-1	7,1%	4,8%	3,2%	-	2,5%	
RevPAR 2015	297 €	115 €	75 €	n.d.	33 €	
Var. /n-1	13,5%	11,1%	4,7%	-	4,9%	

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

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Performances Suburbs

November 2015



Paris suburbs (excluding Paris)

Midscale market	Monthly performance								
	November	departments						Average suburbs	
		77	78	91	92	93	94		95
	OR 2015	43,4%	61,8%	56,7%	56,6%	65,2%	66,9%	64,4%	59,7%
	Var. /n-1	-16,1%	4,7%	4,5%	-18,6%	8,5%	-5,4%	13,7%	-3,6%
	ADR 2015	101 €	99 €	93 €	111 €	99 €	85 €	109 €	102 €
	Var. /n-1	-3,1%	-3,6%	-6,0%	-4,7%	18,7%	0,1%	1,6%	-2,3%
	RevPAR 2015	44 €	61 €	53 €	63 €	65 €	57 €	70 €	61 €
	Var. /n-1	-18,7%	0,9%	-1,8%	-22,4%	28,9%	-5,3%	15,6%	-5,9%
Midscale market	Year To Date performance								
	Jan. to November	departments						Average suburbs	
		77	78	91	92	93	94		95
	OR 2015	57,5%	68,3%	66,2%	70,6%	73,9%	76,3%	71,0%	69,9%
	Var. /n-1	-6,2%	6,6%	3,3%	-4,8%	10,9%	-1,7%	1,4%	0,3%
	ADR 2015	103 €	95 €	87 €	105 €	77 €	82 €	96 €	95 €
	Var. /n-1	1,2%	-2,3%	-2,2%	-3,1%	-6,2%	-3,3%	-3,1%	-3,2%
	RevPAR 2015	59 €	65 €	58 €	74 €	57 €	63 €	68 €	66 €
	Var. /n-1	-5,1%	4,2%	1,0%	-7,8%	4,0%	-4,9%	-1,7%	-2,9%
Budget market	Monthly performance								
	November	departments						Average suburbs	
		77	78	91	92	93	94		95
	OR 2015	65,4%	66,5%	56,7%	62,5%	59,5%	67,2%	71,1%	65,0%
	Var. /n-1	-9,3%	0,5%	0,3%	-4,4%	-4,4%	0,1%	0,9%	-2,9%
	ADR 2015	56 €	82 €	74 €	82 €	79 €	70 €	72 €	73 €
	Var. /n-1	1,0%	0,0%	6,3%	2,5%	22,2%	4,5%	45,9%	14,8%
	RevPAR 2015	37 €	55 €	42 €	52 €	47 €	47 €	51 €	47 €
	Var. /n-1	-8,4%	0,6%	6,6%	-2,1%	16,9%	4,7%	47,2%	11,5%
Budget market	Year To Date performance								
	Jan. to November	departments						Average suburbs	
		77	78	91	92	93	94		95
	OR 2015	78,0%	68,7%	64,8%	69,8%	71,6%	74,0%	75,9%	73,1%
	Var. /n-1	1,7%	-1,5%	4,8%	-3,2%	0,5%	1,2%	3,1%	0,9%
	ADR 2015	62 €	80 €	62 €	74 €	60 €	63 €	56 €	63 €
	Var. /n-1	-0,3%	2,2%	-4,4%	-2,0%	-0,8%	-3,7%	0,3%	-1,1%
	RevPAR 2015	48 €	55 €	40 €	52 €	43 €	46 €	42 €	46 €
	Var. /n-1	1,4%	0,6%	0,2%	-5,1%	-0,3%	-2,5%	3,4%	-0,3%
Super Budget market	Monthly performance								
	November	departments						IDF (hors Paris)	
		77	78	91	92	93	94		95
	OR 2015	54,5%	69,1%	68,2%	n.d.	72,7%	71,2%	72,7%	68,7%
	Var. /n-1	-17,3%	-3,2%	-1,8%	-	-1,7%	-8,1%	4,6%	-3,7%
	ADR 2015	42 €	43 €	40 €	n.d.	48 €	43 €	51 €	46 €
	Var. /n-1	-0,8%	2,9%	3,4%	-	3,6%	0,6%	9,2%	3,0%
	RevPAR 2015	23 €	30 €	27 €	n.d.	35 €	31 €	37 €	31 €
	Var. /n-1	-17,9%	-0,4%	1,5%	-	1,8%	-7,5%	14,3%	-0,9%
Super Budget market	Year To Date performance								
	Jan. to November	departments						IDF (hors Paris)	
		77	78	91	92	93	94		95
	OR 2015	67,2%	70,2%	68,1%	n.d.	72,4%	72,9%	74,6%	71,0%
	Var. /n-1	-8,2%	-2,8%	-1,1%	-	-4,9%	-3,9%	-3,5%	-4,2%
	ADR 2015	44 €	43 €	39 €	n.d.	46 €	43 €	47 €	45 €
	Var. /n-1	2,7%	2,2%	1,5%	-	1,5%	-0,3%	2,1%	1,4%
	RevPAR 2015	29 €	30 €	27 €	n.d.	33 €	32 €	35 €	32 €
	Var. /n-1	-5,7%	-0,6%	0,4%	-	-3,5%	-4,2%	-1,5%	-2,8%

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Performances North-East

November 2015



North-east & Cities

Luxury Upscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
North-east	51,8%	-6,7%	125 €	-4,0%	65 €	-10,4%	57,1%	1,7%	133 €	2,9%	76 €	4,7%
Dijon	47,7%	-13,3%	118 €	-0,5%	56 €	-13,8%	62,7%	4,3%	126 €	-0,4%	79 €	3,9%
Lille	57,6%	-13,8%	135 €	-2,8%	78 €	-16,2%	54,5%	-2,0%	133 €	4,3%	73 €	2,3%
Metz	insufficient supply						insufficient supply					
Nancy	insufficient supply						insufficient supply					
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	62,8%	-1,7%	120 €	-2,3%	75 €	-3,9%	64,9%	1,1%	114 €	2,1%	74 €	3,2%

Midscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
North-east	54,2%	0,6%	88 €	-0,7%	48 €	-0,1%	59,6%	2,5%	88 €	1,6%	53 €	4,1%
Dijon	49,8%	0,8%	82 €	-0,4%	41 €	0,4%	61,5%	1,6%	86 €	0,3%	53 €	1,9%
Lille	64,0%	-11,4%	91 €	-5,6%	59 €	-16,3%	60,7%	-3,2%	93 €	4,9%	56 €	1,6%
Metz	in progress						in progress					
Nancy	64,2%	4,5%	88 €	-1,6%	57 €	2,8%	70,9%	6,9%	88 €	1,3%	63 €	8,2%
Reims	60,3%	3,6%	103 €	2,4%	62 €	6,0%	65,2%	-0,9%	104 €	3,3%	68 €	2,3%
Strasbourg	61,0%	-7,6%	106 €	1,8%	65 €	-5,9%	64,0%	-2,3%	97 €	0,9%	62 €	-1,5%

Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
North-east	61,1%	3,2%	62 €	-1,3%	38 €	1,9%	66,3%	2,2%	60 €	-1,5%	40 €	0,7%
Dijon	58,9%	16,5%	59 €	-0,5%	35 €	15,9%	72,3%	1,2%	61 €	-3,0%	44 €	-1,8%
Lille	71,6%	-3,6%	74 €	-3,2%	53 €	-6,7%	67,6%	3,6%	72 €	1,7%	49 €	5,4%
Metz	62,6%	1,5%	62 €	3,5%	39 €	5,1%	68,5%	8,6%	58 €	-5,4%	40 €	2,7%
Nancy	69,0%	4,7%	61 €	-5,6%	42 €	-1,2%	71,0%	4,2%	62 €	-2,3%	44 €	1,9%
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	69,2%	-0,9%	70 €	-1,2%	48 €	-2,1%	71,8%	-0,4%	63 €	-1,6%	45 €	-2,0%

Super Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
North-east	56,4%	0,2%	38 €	2,6%	21 €	2,8%	61,8%	-2,3%	38 €	2,3%	24 €	0,0%
Dijon	62,0%	-1,4%	39 €	0,5%	24 €	-0,9%	65,7%	-3,5%	39 €	1,3%	25 €	-2,3%
Lille	64,4%	-9,4%	41 €	-1,5%	26 €	-10,7%	61,7%	-3,2%	40 €	2,1%	25 €	-1,1%
Metz	65,0%	0,6%	37 €	1,4%	24 €	2,0%	64,7%	-8,6%	38 €	2,7%	24 €	-6,1%
Nancy	49,4%	-5,4%	40 €	3,6%	20 €	-2,0%	58,0%	0,5%	39 €	2,4%	23 €	3,0%
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	63,3%	-0,3%	42 €	6,0%	27 €	5,7%	62,8%	-4,2%	41 €	4,1%	26 €	-0,3%

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

November 2015



North-West & Cities

Luxury Upscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
North-West	54,7%	24,3%	180 €	3,8%	98 €	29,0%	60,7%	0,6%	214 €	1,8%	130 €	2,4%
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	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
North-West	52,7%	6,8%	84 €	0,3%	44 €	7,1%	61,7%	4,3%	90 €	0,5%	55 €	4,8%
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	55,7%	-11,2%	85 €	0,6%	48 €	-10,6%	63,8%	-3,9%	89 €	2,3%	57 €	-1,7%
Nantes	62,4%	9,2%	93 €	1,1%	58 €	10,4%	63,1%	5,6%	89 €	1,0%	56 €	6,7%
Niort	52,5%	14,4%	82 €	0,4%	43 €	14,9%	55,6%	-3,1%	80 €	-1,0%	44 €	-4,1%
Rennes	53,9%	-8,6%	92 €	8,6%	50 €	-0,7%	56,6%	-2,6%	92 €	4,5%	52 €	1,8%
Rouen	54,1%	-1,1%	91 €	-0,2%	49 €	-1,3%	62,9%	2,0%	92 €	-0,5%	58 €	1,5%

Niort : in development, sample subject to change

Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
North-West	52,9%	2,2%	62 €	0,5%	33 €	2,8%	58,6%	1,1%	63 €	-1,1%	37 €	0,0%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	62,1%	7,3%	65 €	3,1%	41 €	10,6%	60,8%	1,8%	62 €	-3,5%	38 €	-1,8%
Le Havre	42,6%	-20,5%	53 €	-12,0%	23 €	-30,1%	52,0%	-8,4%	57 €	-1,2%	30 €	-9,5%
Nantes	61,5%	11,0%	69 €	3,5%	42 €	14,9%	59,6%	6,5%	65 €	0,0%	39 €	6,5%
Niort	42,3%	-10,0%	62 €	5,4%	26 €	-5,1%	51,9%	-6,8%	59 €	0,5%	31 €	-6,3%
Rennes	65,8%	4,4%	66 €	-0,9%	43 €	3,5%	63,7%	-0,7%	66 €	-0,7%	42 €	-1,4%
Rouen	53,7%	-11,5%	63 €	2,9%	34 €	-8,9%	59,1%	-4,1%	62 €	-0,7%	36 €	-4,8%

Niort : in development, sample subject to change

Super Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
North-West	52,2%	-2,0%	37 €	-0,9%	19 €	-3,0%	60,9%	-2,0%	39 €	0,7%	24 €	-1,2%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	57,4%	-3,4%	40 €	-0,1%	23 €	-3,5%	58,3%	-5,7%	40 €	1,9%	24 €	-4,0%
Le Havre	53,1%	-14,1%	37 €	-0,7%	20 €	-14,7%	61,8%	-12,4%	38 €	-1,9%	24 €	-14,0%
Nantes	64,3%	5,0%	43 €	1,4%	27 €	6,4%	67,2%	4,6%	43 €	1,0%	29 €	5,7%
Niort	62,3%	22,2%	34 €	7,1%	21 €	30,9%	65,9%	4,5%	34 €	4,2%	23 €	9,0%
Rennes	58,7%	3,1%	40 €	1,5%	24 €	4,7%	58,3%	-1,2%	40 €	0,3%	23 €	-0,9%
Rouen	56,0%	-16,9%	45 €	4,5%	25 €	-13,2%	62,8%	-0,4%	44 €	1,4%	28 €	1,0%

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

November 2015



South-East (excl. French Riviera) & Cities

Luxury Upscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
South-East	51,7%	-4,3%	133 €	0,8%	69 €	-3,5%	66,6%	7,9%	160 €	2,6%	106 €	10,7%
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	28,3%	-34,1%	114 €	3,7%	32 €	-31,6%	63,5%	-1,5%	153 €	1,4%	97 €	-0,1%
Grenoble	insufficient supply						insufficient supply					
Lyon	66,7%	-1,0%	133 €	-1,2%	89 €	-2,2%	69,8%	7,4%	138 €	6,4%	96 €	14,2%
Marseille	47,3%	-11,9%	121 €	1,9%	57 €	-10,2%	66,8%	1,3%	144 €	1,2%	96 €	2,5%
Montpellier	52,1%	2,3%	138 €	7,6%	72 €	10,0%	66,7%	6,9%	146 €	1,8%	97 €	8,8%
St Etienne	insufficient supply						insufficient supply					

Midscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
South-East	53,1%	-2,3%	85 €	0,9%	45 €	-1,4%	62,8%	0,5%	89 €	-0,9%	56 €	-0,3%
Aix en Provence	48,1%	7,7%	80 €	2,7%	38 €	10,6%	63,0%	1,8%	81 €	-1,1%	51 €	0,7%
Avignon	38,7%	-20,2%	78 €	1,5%	30 €	-19,0%	72,7%	2,1%	99 €	-0,8%	72 €	1,2%
Grenoble	50,4%	2,4%	92 €	-1,2%	46 €	1,2%	50,7%	1,4%	93 €	-4,4%	47 €	-3,1%
Lyon	60,4%	-6,4%	103 €	1,9%	62 €	-4,6%	62,2%	3,6%	95 €	0,4%	59 €	4,0%
Marseille	60,1%	-1,4%	88 €	-0,7%	53 €	-2,1%	69,5%	-1,0%	93 €	-1,5%	64 €	-2,5%
Montpellier	52,9%	-1,9%	91 €	9,3%	48 €	7,2%	64,9%	2,4%	88 €	1,3%	57 €	3,7%
St Etienne	in progress						in progress					

Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
South-East	56,5%	4,2%	64 €	0,6%	36 €	4,8%	62,5%	1,2%	65 €	-0,2%	40 €	1,0%
Aix en Provence	46,9%	2,7%	61 €	2,1%	29 €	4,8%	61,4%	-4,4%	64 €	-0,8%	40 €	-5,2%
Avignon	45,1%	-1,3%	57 €	-3,5%	26 €	-4,7%	62,6%	0,3%	68 €	-1,5%	43 €	-1,2%
Grenoble	48,3%	-7,8%	61 €	-2,2%	29 €	-9,7%	51,9%	-3,6%	59 €	-3,3%	31 €	-6,8%
Lyon	69,2%	4,4%	79 €	3,7%	55 €	8,3%	67,0%	3,9%	74 €	6,4%	49 €	10,6%
Marseille	57,9%	-3,9%	64 €	43,1%	37 €	37,6%	67,9%	0,3%	66 €	1,4%	45 €	1,7%
Montpellier	66,4%	2,7%	74 €	5,4%	49 €	8,3%	71,2%	0,7%	72 €	1,2%	51 €	1,9%
St Etienne	in progress						in progress					

Super Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
South-East	52,7%	-2,4%	39 €	0,1%	20 €	-2,2%	61,6%	-3,2%	40 €	1,6%	25 €	-1,6%
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	47,7%	6,3%	32 €	-4,5%	15 €	1,5%	60,7%	-6,3%	36 €	-1,9%	22 €	-8,1%
Grenoble	51,4%	-3,2%	36 €	-2,9%	19 €	-5,9%	52,3%	-6,0%	37 €	-2,8%	19 €	-8,6%
Lyon	65,9%	3,3%	42 €	0,6%	27 €	3,9%	64,3%	-0,4%	41 €	2,2%	26 €	1,8%
Marseille	59,8%	-4,0%	40 €	-1,3%	24 €	-5,3%	68,1%	1,4%	41 €	-0,9%	28 €	0,4%
Montpellier	53,7%	-0,1%	37 €	5,1%	20 €	5,0%	64,2%	-5,8%	39 €	3,1%	25 €	-2,9%
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

November 2015



South-West & Cities

	Monthly performance						Year To Date performance					
Luxury Upscale	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
South-West	53,0%	-3,4%	154 €	-4,9%	81 €	-8,1%	62,0%	5,2%	214 €	-0,3%	133 €	5,0%
Bayonne-Anglet-Biarritz	50,2%	4,3%	161 €	-2,9%	81 €	1,2%	60,1%	0,9%	282 €	-0,7%	170 €	0,2%
Bordeaux	43,3%	-1,9%	182 €	-5,2%	79 €	-7,0%	56,8%	11,9%	217 €	6,1%	124 €	18,7%
Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Toulouse	70,6%	0,8%	120 €	-4,7%	85 €	-3,9%	70,1%	9,9%	119 €	-3,5%	83 €	6,1%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												
Midscale	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
South-West	55,3%	-1,9%	86 €	-1,1%	47 €	-3,0%	62,1%	2,2%	91 €	2,2%	56 €	4,4%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Bordeaux	60,1%	5,5%	88 €	3,6%	53 €	9,4%	69,4%	7,5%	93 €	6,3%	64 €	14,2%
Pau	51,9%	-15,4%	75 €	-3,9%	39 €	-18,7%	54,8%	-7,4%	78 €	-2,0%	43 €	-9,2%
Toulouse	60,9%	3,1%	96 €	-6,9%	59 €	-4,0%	60,9%	4,3%	95 €	-3,4%	58 €	0,7%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												
Budget	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
South-West	52,6%	-3,2%	60 €	1,5%	32 €	-1,8%	61,2%	2,2%	62 €	0,1%	38 €	2,3%
Bayonne-Anglet-Biarritz	42,7%	-5,7%	49 €	-3,0%	21 €	-8,5%	62,5%	4,6%	63 €	-3,2%	39 €	1,2%
Bordeaux	58,3%	-0,3%	66 €	3,5%	38 €	3,3%	68,5%	7,7%	67 €	3,7%	46 €	11,7%
Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Toulouse	62,1%	-3,1%	64 €	4,0%	40 €	0,8%	63,0%	0,2%	64 €	-0,3%	40 €	-0,1%
<i>Bayonne-Anglet-Biarritz : in development, sample subject to change</i>												
Super Budget	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
South-West	57,3%	-1,4%	39 €	2,0%	22 €	0,6%	65,9%	-1,0%	40 €	2,5%	27 €	1,5%
Bayonne-Anglet-Biarritz	n.d.	-	-	-	-	-	n.d.	-	n.d.	-	-	-
Bordeaux	60,8%	-4,4%	37 €	3,2%	23 €	-1,3%	69,3%	-1,0%	39 €	4,9%	27 €	3,8%
Pau	45,1%	-5,1%	34 €	4,4%	15 €	-1,0%	54,0%	-3,7%	34 €	0,2%	18 €	-3,6%
Toulouse	69,6%	-1,8%	39 €	3,6%	27 €	1,7%	71,2%	-0,1%	39 €	1,7%	28 €	1,6%
<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

November 2015



French Riviera

November	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
French Riviera - Luxury	41,9%	16,1%	223 €	4,1%	94 €	20,9%	62,4%	6,0%	476 €	7,1%	297 €	13,5%
French Riviera - Boutique Hotels**	56,7%	18,0%	92 €	-8,1%	52 €	8,4%	72,1%	1,1%	148 €	0,2%	107 €	1,2%
French Riviera - Upscale	37,0%	-3,5%	112 €	-2,7%	41 €	-6,0%	64,2%	6,7%	181 €	5,1%	116 €	12,1%
Average Upscale & Luxury	39,7%	4,3%	150 €	2,7%	60 €	7,1%	64,0%	6,1%	275 €	6,3%	176 €	12,7%
Average Midscale	41,1%	-13,0%	81 €	4,0%	33 €	-9,5%	68,5%	1,5%	110 €	3,2%	75 €	4,7%
Average Budget	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Average Super-Budget	46,2%	4,7%	45 €	3,6%	21 €	8,5%	66,2%	2,3%	49 €	2,5%	33 €	4,9%

French Riviera Cities

November	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
Cannes - Luxury	39,1%	17,8%	236 €	3,2%	92 €	21,5%	59,8%	6,8%	486 €	7,7%	291 €	15,0%
Cannes - Boutique Hotels	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Cannes - Upscale	26,3%	11,4%	132 €	-8,1%	35 €	2,4%	56,4%	6,5%	192 €	6,2%	108 €	13,1%
Cannes - Upscale & Luxury	33,6%	15,6%	199 €	0,6%	67 €	16,2%	58,2%	6,5%	353 €	8,1%	205 €	15,1%
Cannes - Midscale	40,2%	4,8%	95 €	1,7%	38 €	6,6%	60,4%	1,8%	109 €	0,7%	66 €	2,5%

November	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
Nice - Upscale & Luxury	47,7%	-0,3%	114 €	0,2%	54 €	-0,1%	71,7%	6,2%	198 €	3,5%	142 €	9,9%
Nice - Midscale	41,4%	-22,9%	77 €	6,4%	32 €	-18,0%	71,8%	0,8%	111 €	4,6%	80 €	5,4%

November	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
Monaco - Luxury	58,9%	4,4%	294 €	1,6%	173 €	6,1%	68,5%	11,1%	512 €	12,8%	350 €	25,3%
Monaco - Upscale	37,5%	-33,0%	142 €	0,0%	53 €	-33,0%	68,0%	4,2%	273 €	4,7%	186 €	9,1%
Monaco - Upscale & Luxury	43,1%	-23,1%	197 €	8,2%	85 €	-16,8%	68,1%	6,0%	340 €	8,6%	232 €	15,1%

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

** Boutique Hotels: sample excludes Luxury hotels

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Performances Coast

November 2015



Normandy – Nord-Pas-de-Calais coast

Normandy – Nord-Pas-de-Calais coast	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
Average Upscale & Luxury	40,2%	-2,1%	135 €	-5,5%	54 €	-7,5%	55,0%	9,4%	163 €	3,1%	90 €	12,7%
Average Midscale	54,4%	1,6%	88 €	-4,3%	48 €	-2,8%	65,6%	1,7%	101 €	-0,9%	66 €	0,8%
Average Budget	60,9%	13,0%	65 €	0,8%	40 €	13,8%	63,0%	3,7%	65 €	-1,1%	41 €	2,6%
Average Super-Budget	59,9%	24,0%	38 €	2,9%	23 €	27,6%	63,8%	4,0%	40 €	1,4%	26 €	5,4%

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

Brittany – Pays-de-la-Loire coast

Brittany – Pays-de-la-Loire coast	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
Average Upscale & Luxury	60,2%	61,6%	186 €	-1,1%	112 €	59,8%	61,3%	1,3%	227 €	2,9%	139 €	4,2%
Average Midscale	49,8%	-0,5%	88 €	-1,3%	44 €	-1,8%	63,3%	6,4%	103 €	1,5%	65 €	8,0%
Average Budget	45,2%	3,1%	58 €	1,7%	26 €	4,8%	57,5%	4,0%	65 €	0,5%	37 €	4,5%
Average Super-Budget	47,0%	-0,9%	41 €	-0,8%	19 €	-1,7%	59,2%	1,6%	44 €	1,9%	26 €	3,5%

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

Charente-Maritime – Aquitaine coast

Charente-Maritime – Aquitaine coast	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
Average Upscale & Luxury	50,2%	4,3%	161 €	-2,9%	81 €	1,2%	61,0%	1,3%	274 €	-0,8%	167 €	0,4%
Average Midscale	50,3%	-0,3%	85 €	0,9%	43 €	0,6%	65,4%	6,8%	107 €	-0,6%	70 €	6,1%
Average Budget	36,3%	-0,7%	51 €	-0,5%	19 €	-1,2%	59,5%	5,4%	66 €	-2,4%	39 €	2,8%
Average Super-Budget	46,3%	1,7%	42 €	-2,7%	20 €	-1,1%	63,4%	-0,3%	50 €	-0,2%	32 €	-0,5%

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

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Performances Main cities in Regions

November 2015



Main cities in Regions – Luxury upscale and midscale

Luxury Upscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
Avignon	28,3%	-34,1%	114 €	3,7%	32 €	-31,6%	63,5%	-1,5%	153 €	1,4%	97 €	-0,1%
Bayonne-Anglet-Biarritz	50,2%	4,3%	161 €	-2,9%	81 €	1,2%	60,1%	0,9%	282 €	-0,7%	170 €	0,2%
Bordeaux	43,3%	-1,9%	182 €	-5,2%	79 €	-7,0%	56,8%	11,9%	217 €	6,1%	124 €	18,7%
Cannes	33,6%	15,6%	199 €	0,6%	67 €	16,2%	58,2%	6,5%	353 €	8,1%	205 €	15,1%
Dijon	47,7%	-13,3%	118 €	-0,5%	56 €	-13,8%	62,7%	4,3%	126 €	-0,4%	79 €	3,9%
Lille	57,6%	-13,8%	135 €	-2,8%	78 €	-16,2%	54,5%	-2,0%	133 €	4,3%	73 €	2,3%
Lyon	66,7%	-1,0%	133 €	-1,2%	89 €	-2,2%	69,8%	7,4%	138 €	6,4%	96 €	14,2%
Marseille	47,3%	-11,9%	121 €	1,9%	57 €	-10,2%	66,8%	1,3%	144 €	1,2%	96 €	2,5%
Monaco	43,1%	-23,1%	197 €	8,2%	85 €	-16,8%	68,1%	6,0%	340 €	8,6%	232 €	15,1%
Montpellier	52,1%	2,3%	138 €	7,6%	72 €	10,0%	66,7%	6,9%	146 €	1,8%	97 €	8,8%
Nice	47,7%	-0,3%	114 €	0,2%	54 €	-0,1%	71,7%	6,2%	198 €	3,5%	142 €	9,9%
Strasbourg	62,8%	-1,7%	120 €	-2,3%	75 €	-3,9%	64,9%	1,1%	114 €	2,1%	74 €	3,2%
Toulouse	70,6%	0,8%	120 €	-4,7%	85 €	-3,9%	70,1%	9,9%	119 €	-3,5%	83 €	6,1%

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

Midscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
Aix en Provence	48,1%	7,7%	80 €	2,7%	38 €	10,6%	63,0%	1,8%	81 €	-1,1%	51 €	0,7%
Avignon	38,7%	-20,2%	78 €	1,5%	30 €	-19,0%	72,7%	2,1%	99 €	-0,8%	72 €	1,2%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	60,1%	5,5%	88 €	3,6%	53 €	9,4%	69,4%	7,5%	93 €	6,3%	64 €	14,2%
Cannes	40,2%	4,8%	95 €	1,7%	38 €	6,6%	60,4%	1,8%	109 €	0,7%	66 €	2,5%
Dijon	49,8%	0,8%	82 €	-0,4%	41 €	0,4%	61,5%	1,6%	86 €	0,3%	53 €	1,9%
Grenoble	50,4%	2,4%	92 €	-1,2%	46 €	1,2%	50,7%	1,4%	93 €	-4,4%	47 €	-3,1%
Le Havre	55,7%	-11,2%	85 €	0,6%	48 €	-10,6%	63,8%	-3,9%	89 €	2,3%	57 €	-1,7%
Lille	64,0%	-11,4%	91 €	-5,6%	59 €	-16,3%	60,7%	-3,2%	93 €	4,9%	56 €	1,6%
Lyon	60,4%	-6,4%	103 €	1,9%	62 €	-4,6%	62,2%	3,6%	95 €	0,4%	59 €	4,0%
Marseille	60,1%	-1,4%	88 €	-0,7%	53 €	-2,1%	69,5%	-1,0%	93 €	-1,5%	64 €	-2,5%
Montpellier	52,9%	-1,9%	91 €	9,3%	48 €	7,2%	64,9%	2,4%	88 €	1,3%	57 €	3,7%
Nancy	64,2%	4,5%	88 €	-1,6%	57 €	2,8%	70,9%	6,9%	88 €	1,3%	63 €	8,2%
Nantes	62,4%	9,2%	93 €	1,1%	58 €	10,4%	63,1%	5,6%	89 €	1,0%	56 €	6,7%
Niort	52,5%	14,4%	82 €	0,4%	43 €	14,9%	55,6%	-3,1%	80 €	-1,0%	44 €	-4,1%
Nice	41,4%	-22,9%	77 €	6,4%	32 €	-18,0%	71,8%	0,8%	111 €	4,6%	80 €	5,4%
Pau	51,9%	-15,4%	75 €	-3,9%	39 €	-18,7%	54,8%	-7,4%	78 €	-2,0%	43 €	-9,2%
Reims	60,3%	3,6%	103 €	2,4%	62 €	6,0%	65,2%	-0,9%	104 €	3,3%	68 €	2,3%
Rennes	53,9%	-8,6%	92 €	8,6%	50 €	-0,7%	56,6%	-2,6%	92 €	4,5%	52 €	1,8%
Rouen	54,1%	-1,1%	91 €	-0,2%	49 €	-1,3%	62,9%	2,0%	92 €	-0,5%	58 €	1,5%
Strasbourg	61,0%	-7,6%	106 €	1,8%	65 €	-5,9%	64,0%	-2,3%	97 €	0,9%	62 €	-1,5%
Toulouse	60,9%	3,1%	96 €	-6,9%	59 €	-4,0%	60,9%	4,3%	95 €	-3,4%	58 €	0,7%

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

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Performances Main cities in Regions

November 2015



Main cities in regions – Budget and Super Budget

Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
Aix en Provence	46,9%	2,7%	61 €	2,1%	29 €	4,8%	61,4%	-4,4%	64 €	-0,8%	40 €	-5,2%
Angers	62,1%	7,3%	65 €	3,1%	41 €	10,6%	60,8%	1,8%	62 €	-3,5%	38 €	-1,8%
Avignon	45,1%	-1,3%	57 €	-3,5%	26 €	-4,7%	62,6%	0,3%	68 €	-1,5%	43 €	-1,2%
Bayonne-Anglet-Biarritz	42,7%	-5,7%	49 €	-3,0%	21 €	-8,5%	62,5%	4,6%	63 €	-3,2%	39 €	1,2%
Bordeaux	58,3%	-0,3%	66 €	3,5%	38 €	3,3%	68,5%	7,7%	67 €	3,7%	46 €	11,7%
Dijon	58,9%	16,5%	59 €	-0,5%	35 €	15,9%	72,3%	1,2%	61 €	-3,0%	44 €	-1,8%
Grenoble	48,3%	-7,8%	61 €	-2,2%	29 €	-9,7%	51,9%	-3,6%	59 €	-3,3%	31 €	-6,8%
Le Havre	42,6%	-20,5%	53 €	-12,0%	23 €	-30,1%	52,0%	-8,4%	57 €	-1,2%	30 €	-9,5%
Lille	71,6%	-3,6%	74 €	-3,2%	53 €	-6,7%	67,6%	3,6%	72 €	1,7%	49 €	5,4%
Lyon	69,2%	4,4%	79 €	3,7%	55 €	8,3%	67,0%	3,9%	74 €	6,4%	49 €	10,6%
Marseille	57,9%	-3,9%	64 €	43,1%	37 €	37,6%	67,9%	0,3%	66 €	1,4%	45 €	1,7%
Metz	62,6%	1,5%	62 €	3,5%	39 €	5,1%	68,5%	8,6%	58 €	-5,4%	40 €	2,7%
Montpellier	66,4%	2,7%	74 €	5,4%	49 €	8,3%	71,2%	0,7%	72 €	1,2%	51 €	1,9%
Nancy	69,0%	4,7%	61 €	-5,6%	42 €	-1,2%	71,0%	4,2%	62 €	-2,3%	44 €	1,9%
Nantes	61,5%	11,0%	69 €	3,5%	42 €	14,9%	59,6%	6,5%	65 €	0,0%	39 €	6,5%
Niort	42,3%	-10,0%	62 €	5,4%	26 €	-5,1%	51,9%	-6,8%	59 €	0,5%	31 €	-6,3%
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	65,8%	4,4%	66 €	-0,9%	43 €	3,5%	63,7%	-0,7%	66 €	-0,7%	42 €	-1,4%
Rouen	53,7%	-11,5%	63 €	2,9%	34 €	-8,9%	59,1%	-4,1%	62 €	-0,7%	36 €	-4,8%
Strasbourg	69,2%	-0,9%	70 €	-1,2%	48 €	-2,1%	71,8%	-0,4%	63 €	-1,6%	45 €	-2,0%
Toulouse	62,1%	-3,1%	64 €	4,0%	40 €	0,8%	63,0%	0,2%	64 €	-0,3%	40 €	-0,1%

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

Super Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1	2015	Var /n-1
Angers	57,4%	-3,4%	40 €	-0,1%	23 €	-3,5%	58,3%	-5,7%	40 €	1,9%	24 €	-4,0%
Avignon	47,7%	6,3%	32 €	-4,5%	15 €	1,5%	60,7%	-6,3%	36 €	-1,9%	22 €	-8,1%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	60,8%	-4,4%	37 €	3,2%	23 €	-1,3%	69,3%	-1,0%	39 €	4,9%	27 €	3,8%
Dijon	62,0%	-1,4%	39 €	0,5%	24 €	-0,9%	65,7%	-3,5%	39 €	1,3%	25 €	-2,3%
Grenoble	51,4%	-3,2%	36 €	-2,9%	19 €	-5,9%	52,3%	-6,0%	37 €	-2,8%	19 €	-8,6%
Le Havre	53,1%	-14,1%	37 €	-0,7%	20 €	-14,7%	61,8%	-12,4%	38 €	-1,9%	24 €	-14,0%
Lille	64,4%	-9,4%	41 €	-1,5%	26 €	-10,7%	61,7%	-3,2%	40 €	2,1%	25 €	-1,1%
Lyon	65,9%	3,3%	42 €	0,6%	27 €	3,9%	64,3%	-0,4%	41 €	2,2%	26 €	1,8%
Marseille	59,8%	-4,0%	40 €	-1,3%	24 €	-5,3%	68,1%	1,4%	41 €	-0,9%	28 €	0,4%
Metz	65,0%	0,6%	37 €	1,4%	24 €	2,0%	64,7%	-8,6%	38 €	2,7%	24 €	-6,1%
Montpellier	53,7%	-0,1%	37 €	5,1%	20 €	5,0%	64,2%	-5,8%	39 €	3,1%	25 €	-2,9%
Nancy	49,4%	-5,4%	40 €	3,6%	20 €	-2,0%	58,0%	0,5%	39 €	2,4%	23 €	3,0%
Nantes	64,3%	5,0%	43 €	1,4%	27 €	6,4%	67,2%	4,6%	43 €	1,0%	29 €	5,7%
Niort	62,3%	22,2%	34 €	7,1%	21 €	30,9%	65,9%	4,5%	34 €	4,2%	23 €	9,0%
Pau	45,1%	-5,1%	34 €	4,4%	15 €	-1,0%	54,0%	-3,7%	34 €	0,2%	18 €	-3,6%
Rennes	58,7%	3,1%	40 €	1,5%	24 €	4,7%	58,3%	-1,2%	40 €	0,3%	23 €	-0,9%
Rouen	56,0%	-16,9%	45 €	4,5%	25 €	-13,2%	62,8%	-0,4%	44 €	1,4%	28 €	1,0%
Strasbourg	63,3%	-0,3%	42 €	6,0%	27 €	5,7%	62,8%	-4,2%	41 €	4,1%	26 €	-0,3%
Toulouse	69,6%	-1,8%	39 €	3,6%	27 €	1,7%	71,2%	-0,1%	39 €	1,7%	28 €	1,6%

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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