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tourisme, culture & hôtellerie

French Hotel Industry Performance

August 2016



Recent references

Developer

Feasibility study for a hotel complex (thalassotherapy, seminars and restaurants) on the Etang-Salé golf course

La Réunion

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Investor

Feasibility study for an Upscale hotel project in Abidjan

Côte d'Ivoire

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Owner

Updated valuation of a portfolio of eight hotels grouping around 500 rooms – France

France

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Developer

Investor search 4 hotel project > 90 rooms BEFA signed with a renowned operator*

PACA

Transaxio hôtel **In Extenso**
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Owner

Sales instruction Leasehold 3 branded hotel (without restaurant) > 30 rooms*

Hauts-de-Seine

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Owner

Sales instruction Freehold 3 branded hotel-restaurant > 40 rooms*

Gard

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Communauté d'Agglomération

Strategic study to develop and promote local historical and natural heritage

Guadeloupe

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Communauté d'Agglomération (27)

Feasibility study for a tourist site – "American Village" – including a campsite

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Publications



HR Trends 2016 – New organisations, new flight plans

Philippe Burger | Associate Consulting, Human Capital|

Agility: the new watchword for companies and their organisational structures. To refocus on their clients and products, organisations are having to demonstrate more flexibility. They are increasingly moving away from a purely functional model towards a structure that depends on autonomous, flexible and interconnected teams. Moreover, 11% of French companies have opted for an organisation constructed around transversal projects or programmes, resulting in the emergence of a new model: team networks.

Download study here:



Articles

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A more challenging than expected summer season

Hotel performances for August in Paris and, as feared, on the Côte d'Azur dragged down the results for the industry as a whole, in spite of the encouraging performances recorded in Regional France and in Coastal areas. Altogether, RevPAR fell in all categories, except in the Super-budget segment. The Upscale and Luxury categories were the most affected over the two summer months.

August proved complicated, even catastrophic for a good proportion of hoteliers in Ile-de-France. The anticipative aggressive pricing strategies implemented by certain operators had no impact. The combined fall in demand and average rates dragged down RevPAR at a rate seldom seen before. In Paris, RevPAR declines ranged from -28% for the Midscale segment to -42% for the Luxury and Palace segments. Foreign agencies consider France to be in a 'state of war', with certain international Media continuing the bad press by playing up 'no go zones'. International visitors dropped significantly – not just from the Middle East, but also from Japan, America, Italy, China and Russia – and on both the individual and group markets. Ultimately, the summer season in Paris and Ile-de-France finished on a definite low, with the Euro championships failing to redress the situation.

Following the July 14th attack in Nice, we anticipated the same phenomenon on the Côte d'Azur, and this fear was unfortunately confirmed. In the immediate aftermath of the attack, hoteliers began receiving numerous cancellations over the second half of July, and naturally, for August – an occurrence not restricted to Nice, since all poles on the Côte d'Azur suffered from the fallout. Operators attempted to adjust their pricing policy on a day-to-day basis – only a short period around the 15th August saw an expected level of demand. Performance indicators were generally down, with RevPAR falling from -9% (Super-budget) to -19% (Midscale).

In this pernicious climate, Regional France and Coastal areas, in particular, experienced a good summer season and, at the end of August, were recording higher year-to-date trading in 2016. All categories are posting growth this year, with RevPAR in the Luxury segment up by +12%.

The 'back-to-school' period is an important time for everyone. Although it will be difficult to make up the lost business, the return of corporate visitors and the busy events and trade show calendar for certain destinations do provide some hope (e.g. *Maison et Objet*, *Biennale*, *Fashion Week*, etc. in Paris; *Salon de l'Union sociale pour l'habitat* in Nantes, etc.).

Monthly performance

August	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2016	69,7%	70,7%	63,6%	64,4%	71,1%
Var. /n-1	-11,0%	-11,7%	-11,1%	-8,5%	1,2%
ADR 2016	593 €	195 €	96 €	58 €	42 €
Var. /n-1	-3,6%	-11,4%	-1,9%	0,7%	-0,5%
RevPAR 2016	413 €	138 €	61 €	37 €	30 €
Var. /n-1	-14,2%	-21,8%	-12,8%	-7,8%	0,7%

Year To Date performance

Jan. to August	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2016	61,0%	66,6%	62,7%	64,4%	63,8%
Var. /n-1	0,1%	-4,0%	-6,0%	-4,4%	-0,6%
ADR 2016	478 €	197 €	106 €	64 €	41 €
Var. /n-1	-3,4%	-5,0%	-0,3%	-0,3%	0,8%
RevPAR 2016	291 €	131 €	67 €	41 €	26 €
Var. /n-1	-3,3%	-8,8%	-6,2%	-4,6%	0,2%

Definitions

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

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Performances Paris

August 2016



Paris-City

Monthly performance

August	OR		ADR		RevPAR	
	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1
Luxury & Palace	53,2%	-31,0%	539 €	-15,2%	287 €	-41,5%
Upscale	58,1%	-28,8%	191 €	-9,9%	111 €	-35,8%
Upscale Boutique hotels	62,9%	-24,3%	208 €	-16,4%	131 €	-36,7%
Standard Upscale hotels	56,8%	-30,0%	186 €	-7,8%	106 €	-35,5%
Midscale	65,7%	-18,9%	103 €	-11,1%	68 €	-27,9%
Midscale Boutique hotels	65,6%	-17,7%	116 €	-13,6%	76 €	-28,9%
Standard Midscale hotels	65,8%	-19,6%	94 €	-9,7%	62 €	-27,4%
Budget	63,3%	-19,5%	62 €	-10,6%	39 €	-28,0%

Year To Date performance

Jan. to August	OR		ADR		RevPAR	
	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1
Luxury & Palace	60,7%	-15,3%	598 €	-9,6%	362 €	-23,4%
Upscale	67,0%	-15,3%	222 €	-4,4%	149 €	-19,1%
Upscale Boutique hotels	72,0%	-9,6%	253 €	-8,7%	182 €	-17,5%
Standard Upscale hotels	65,7%	-16,9%	212 €	-3,4%	139 €	-19,7%
Midscale	71,4%	-11,7%	132 €	-7,0%	94 €	-17,9%
Midscale Boutique hotels	73,9%	-8,2%	145 €	-7,8%	107 €	-15,3%
Standard Midscale hotels	69,7%	-14,1%	122 €	-7,1%	85 €	-20,2%
Budget	73,1%	-10,9%	84 €	-5,8%	61 €	-16,1%

Paris suburbs (excluding Paris) – Luxury and Upscale

Monthly performance

August	OR		ADR		RevPAR	
	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1
Paris	58,1%	-28,8%	191 €	-9,9%	111 €	-35,8%
La Défense	59,2%	-24,2%	109 €	-4,7%	65 €	-27,8%
Roissy CdG	61,7%	-13,3%	106 €	1,1%	65 €	-12,3%
Other areas	61,0%	-22,3%	199 €	-9,0%	121 €	-29,3%

Year To Date performance

Jan. to August	OR		ADR		RevPAR	
	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1
Paris	67,0%	-15,3%	222 €	-4,4%	149 €	-19,1%
La Défense	62,0%	-17,4%	151 €	-1,0%	93 €	-18,2%
Roissy CdG	70,1%	-6,0%	125 €	2,0%	88 €	-4,2%
Other areas	69,8%	-7,3%	180 €	-1,5%	126 €	-8,7%

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Performance Regions

August 2016



Regions

Regions (excl. French Riviera)

Monthly performance

August	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2016	80,0%	68,0%	66,3%	65,4%	72,2%
Var. /n-1	1,9%	-3,7%	-1,6%	-1,4%	2,6%
ADR 2016	385 €	148 €	92 €	60 €	42 €
Var. /n-1	4,9%	1,9%	1,8%	1,4%	0,2%
RevPAR 2016	308 €	101 €	61 €	39 €	30 €
Var. /n-1	6,9%	-1,9%	0,2%	0,0%	2,8%

Year To Date performance

Jan. to August	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2016	64,5%	62,3%	60,6%	62,5%	62,7%
Var. /n-1	9,3%	1,0%	0,2%	1,2%	0,4%
ADR 2016	312 €	147 €	93 €	63 €	40 €
Var. /n-1	2,7%	2,0%	2,6%	1,1%	1,8%
RevPAR 2016	201 €	91 €	56 €	39 €	25 €
Var. /n-1	12,3%	3,1%	2,8%	2,3%	2,1%

French Riviera

Monthly performance

August	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2016	76,0%	84,2%	78,0%	79,3%	84,3%
Var. /n-1	-12,1%	-4,0%	-12,7%	-11,3%	-6,9%
ADR 2016	753 €	193 €	123 €	78 €	59 €
Var. /n-1	-1,8%	-15,5%	-7,6%	-7,7%	-2,0%
RevPAR 2016	572 €	162 €	96 €	62 €	50 €
Var. /n-1	-13,7%	-18,9%	-19,4%	-18,1%	-8,8%

Year To Date performance

Jan. to August	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2016	62,4%	65,2%	63,9%	62,7%	63,0%
Var. /n-1	-1,5%	-1,1%	-6,3%	-3,1%	-6,4%
ADR 2016	523 €	181 €	112 €	74 €	52 €
Var. /n-1	-0,6%	-3,1%	-0,4%	-1,7%	0,9%
RevPAR 2016	326 €	118 €	72 €	46 €	33 €
Var. /n-1	-2,1%	-4,2%	-6,6%	-4,8%	-5,5%

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Performances Suburbs

August 2016



Paris suburbs (excluding Paris)

Midscale market

Monthly performance		departments							Average suburbs
August		77	78	91	92	93	94	95	
OR 2016		56,1%	47,2%	49,5%	49,3%	45,4%	52,9%	57,7%	50,8%
Var. /n-1		-21,6%	-29,3%	-30,6%	-25,8%	-43,8%	-26,2%	-20,2%	-28,3%
ADR 2016		82 €	74 €	75 €	77 €	68 €	70 €	74 €	74 €
Var. /n-1		-7,6%	10,7%	16,0%	5,2%	3,4%	4,8%	5,9%	6,1%
RevPAR 2016		46 €	35 €	37 €	38 €	31 €	37 €	43 €	38 €
Var. /n-1		-27,6%	-21,7%	-19,5%	-22,0%	-41,9%	-22,7%	-15,5%	-23,9%

Year To Date performance		departments							Average suburbs
Jan. to August		77	78	91	92	93	94	95	
OR 2016		53,3%	56,6%	60,2%	58,5%	54,1%	60,0%	64,2%	58,8%
Var. /n-1		-14,4%	-15,2%	-12,7%	-16,2%	-24,7%	-15,6%	-8,9%	-15,5%
ADR 2016		91 €	100 €	93 €	113 €	89 €	89 €	92 €	99 €
Var. /n-1		-3,2%	5,5%	6,0%	4,9%	6,5%	5,3%	2,6%	4,6%
RevPAR 2016		49 €	56 €	56 €	66 €	48 €	54 €	59 €	58 €
Var. /n-1		-17,2%	-10,5%	-7,5%	-12,1%	-19,8%	-11,1%	-6,5%	-11,6%

Budget market

Monthly performance		departments							Average suburbs
August		77	78	91	92	93	94	95	
OR 2016		70,0%	50,1%	42,0%	49,6%	56,1%	64,2%	56,6%	56,5%
Var. /n-1		-16,3%	-8,7%	-22,5%	-27,8%	-15,1%	-12,1%	-15,3%	-17,3%
ADR 2016		62 €	59 €	40 €	47 €	44 €	46 €	42 €	49 €
Var. /n-1		-7,2%	-1,7%	-6,8%	1,5%	6,2%	-1,9%	4,2%	0,0%
RevPAR 2016		43 €	30 €	17 €	23 €	25 €	30 €	24 €	27 €
Var. /n-1		-22,4%	-10,3%	-27,8%	-26,7%	-9,8%	-13,7%	-11,8%	-17,3%

Year To Date performance		departments							Average suburbs
Jan. to August		77	78	91	92	93	94	95	
OR 2016		67,4%	61,6%	56,0%	63,0%	58,9%	69,3%	67,1%	63,5%
Var. /n-1		-12,4%	-6,1%	-14,6%	-13,8%	-15,3%	-8,8%	-6,2%	-11,5%
ADR 2016		59 €	78 €	62 €	73 €	57 €	64 €	54 €	63 €
Var. /n-1		-2,6%	2,9%	4,9%	1,6%	0,6%	3,8%	-3,0%	0,8%
RevPAR 2016		40 €	48 €	35 €	46 €	34 €	44 €	37 €	40 €
Var. /n-1		-14,7%	-3,3%	-10,4%	-12,5%	-14,7%	-5,3%	-9,1%	-10,7%

Super Budget market

Monthly performance		departments							Average suburbs
August		77	78	91	92	93	94	95	
OR 2016		72,1%	62,3%	53,6%	53,7%	50,0%	57,5%	63,0%	58,8%
Var. /n-1		2,6%	1,8%	2,6%	-13,9%	-21,5%	7,9%	-1,8%	-4,9%
ADR 2016		40 €	37 €	38 €	42 €	42 €	41 €	41 €	40 €
Var. /n-1		-12,0%	-5,4%	-2,7%	-4,5%	-0,7%	-5,2%	-3,6%	-5,3%
RevPAR 2016		29 €	23 €	21 €	22 €	21 €	24 €	26 €	24 €
Var. /n-1		-9,7%	-3,7%	-0,2%	-17,7%	-22,0%	2,2%	-5,4%	-10,0%

Year To Date performance		departments							Average suburbs
Jan. to August		77	78	91	92	93	94	95	
OR 2016		67,7%	66,7%	65,4%	67,6%	61,0%	64,8%	70,9%	66,0%
Var. /n-1		-5,2%	-1,0%	0,7%	-8,3%	-13,4%	-2,9%	-4,4%	-5,7%
ADR 2016		40 €	42 €	40 €	52 €	48 €	46 €	45 €	45 €
Var. /n-1		-6,2%	-1,3%	-1,5%	-1,4%	0,1%	-3,5%	-2,8%	-2,5%
RevPAR 2016		27 €	28 €	26 €	35 €	29 €	30 €	32 €	29 €
Var. /n-1		-11,0%	-2,3%	-0,8%	-9,6%	-13,3%	-6,3%	-7,1%	-8,0%

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Performances North-East

August 2016



North-east & Cities

Luxury & Upscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1
North-east	59,1%	-4,5%	129 €	4,1%	76 €	-0,6%	58,5%	5,0%	135 €	1,9%	79 €	6,9%
Dijon	66,5%	-17,9%	135 €	0,5%	89 €	-17,5%	59,5%	-1,4%	131 €	-0,8%	78 €	-2,2%
Lille	44,9%	26,3%	109 €	10,6%	49 €	39,7%	60,0%	17,5%	138 €	8,6%	83 €	27,6%
Metz	insufficient supply						insufficient supply					
Nancy	insufficient supply						insufficient supply					
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	63,5%	-14,5%	97 €	-3,8%	62 €	-17,8%	62,5%	0,2%	113 €	-2,8%	71 €	-2,6%

Midscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1
North-east	61,9%	-0,5%	84 €	1,5%	52 €	1,0%	58,0%	-0,2%	89 €	1,5%	52 €	1,3%
Dijon	66,5%	-15,9%	95 €	5,4%	63 €	-11,4%	55,8%	-14,1%	95 €	4,0%	53 €	-10,7%
Lille	38,1%	4,6%	74 €	1,5%	28 €	6,2%	59,8%	4,9%	95 €	6,6%	57 €	11,9%
Metz	in progress						in progress					
Nancy	69,2%	-7,3%	87 €	9,2%	60 €	1,2%	66,0%	-7,5%	91 €	5,2%	60 €	-2,7%
Reims	67,1%	-7,9%	97 €	-6,2%	65 €	-13,5%	67,5%	4,2%	105 €	-1,7%	71 €	2,4%
Strasbourg	65,5%	-10,2%	82 €	7,0%	54 €	-3,9%	61,9%	-1,5%	94 €	-1,3%	58 €	-2,8%

Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1
North-east	64,3%	-4,0%	56 €	3,5%	36 €	-0,7%	66,2%	1,3%	61 €	2,3%	40 €	3,7%
Dijon	75,1%	2,0%	61 €	5,9%	46 €	8,0%	68,2%	-4,3%	61 €	3,0%	42 €	-1,4%
Lille	46,1%	4,2%	55 €	6,2%	25 €	10,7%	66,0%	3,9%	73 €	7,3%	48 €	11,5%
Metz	66,4%	-10,9%	50 €	3,3%	33 €	-7,9%	63,4%	-5,7%	59 €	2,9%	37 €	-3,0%
Nancy	60,4%	-19,1%	53 €	4,2%	32 €	-15,7%	67,8%	-3,4%	63 €	3,2%	42 €	-0,3%
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	69,6%	-8,3%	51 €	-1,9%	36 €	-10,0%	65,2%	-2,7%	63 €	-0,4%	41 €	-3,1%

Super Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1
North-east	69,5%	6,6%	39 €	0,2%	27 €	6,9%	63,2%	3,2%	39 €	2,0%	25 €	5,3%
Dijon	76,3%	15,6%	39 €	-2,9%	30 €	12,3%	66,6%	2,7%	38 €	-0,8%	26 €	1,8%
Lille	45,0%	-9,7%	37 €	-1,3%	17 €	-10,9%	61,3%	1,1%	44 €	6,1%	27 €	7,3%
Metz	72,7%	18,6%	37 €	-2,5%	27 €	15,5%	66,3%	7,6%	37 €	-0,1%	25 €	7,5%
Nancy	60,1%	13,6%	38 €	-1,0%	23 €	12,4%	60,0%	-0,5%	39 €	2,0%	23 €	1,5%
Reims	45,0%	1,0%	44 €	-2,5%	20 €	-1,6%	52,8%	7,6%	45 €	1,8%	24 €	9,6%
Strasbourg	67,2%	9,0%	37 €	-3,1%	25 €	5,7%	61,1%	4,0%	39 €	-0,2%	24 €	3,8%

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

August 2016



North-West & Cities

	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1
Luxury & Upscale												
North-West	80,2%	2,4%	277 €	3,0%	222 €	5,5%	62,6%	4,3%	224 €	3,2%	140 €	7,6%
Amiens			insufficient supply				insufficient supply					
Angers			insufficient supply				insufficient supply					
Le Havre			insufficient supply				insufficient supply					
Nantes			insufficient supply				insufficient supply					
Niort			insufficient supply				insufficient supply					
Rennes			insufficient supply				insufficient supply					
Rouen			insufficient supply				insufficient supply					
Midscale												
North-West	73,0%	1,5%	97 €	0,9%	71 €	2,4%	62,2%	1,8%	94 €	3,2%	58 €	5,1%
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	73,0%	5,0%	85 €	-0,9%	62 €	4,0%	59,5%	-7,0%	89 €	-0,5%	53 €	-7,5%
Nantes	59,5%	5,3%	75 €	-0,7%	45 €	4,6%	64,9%	6,0%	88 €	0,9%	57 €	6,9%
Niort	66,0%	11,9%	77 €	-0,1%	51 €	11,7%	56,4%	5,4%	81 €	0,9%	46 €	6,3%
Rennes	50,8%	-2,2%	68 €	-4,8%	35 €	-6,9%	54,0%	-0,5%	86 €	-2,4%	47 €	-2,9%
Rouen	63,3%	-4,6%	91 €	4,5%	57 €	-0,3%	57,8%	-8,5%	95 €	3,7%	55 €	-5,1%
Budget												
North-West	63,5%	2,4%	59 €	0,2%	38 €	2,6%	58,7%	1,6%	63 €	-0,2%	37 €	1,4%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	56,8%	6,8%	50 €	3,4%	28 €	10,4%	58,6%	0,0%	63 €	0,6%	37 €	0,6%
Le Havre	63,4%	-2,4%	59 €	9,7%	38 €	7,0%	50,3%	-6,0%	59 €	3,5%	30 €	-2,7%
Nantes	55,7%	7,0%	53 €	-1,1%	29 €	5,8%	63,1%	7,6%	65 €	0,4%	41 €	8,1%
Niort	67,0%	20,0%	52 €	-10,2%	35 €	7,8%	55,0%	2,9%	56 €	-3,8%	31 €	-1,0%
Rennes	50,6%	0,8%	55 €	4,0%	28 €	4,7%	63,7%	4,7%	63 €	-0,6%	40 €	4,1%
Rouen	59,9%	1,0%	57 €	1,1%	34 €	2,2%	62,5%	4,3%	62 €	0,4%	39 €	4,8%
Super Budget												
North-West	70,6%	0,7%	43 €	1,4%	30 €	2,1%	61,2%	-0,5%	41 €	2,1%	25 €	1,7%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	54,5%	-1,2%	38 €	1,8%	21 €	0,6%	58,4%	4,8%	40 €	0,7%	23 €	5,5%
Le Havre	81,4%	6,0%	42 €	5,3%	34 €	11,6%	61,1%	-2,9%	39 €	2,0%	24 €	-1,0%
Nantes	61,8%	3,1%	43 €	0,1%	26 €	3,2%	66,6%	1,1%	45 €	1,7%	30 €	2,8%
Niort	81,6%	9,3%	38 €	-4,7%	31 €	4,2%	64,4%	2,6%	36 €	-1,9%	23 €	0,7%
Rennes	49,4%	7,2%	39 €	1,1%	19 €	8,4%	62,0%	2,3%	41 €	1,5%	25 €	3,8%
Rouen	55,8%	2,9%	42 €	3,5%	24 €	6,4%	61,3%	-3,2%	42 €	2,9%	26 €	-0,4%

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

August 2016



South-East (excl. French Riviera) & Cities

Luxury & Upscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1
South-East	79,2%	-2,3%	166 €	2,4%	132 €	0,1%	67,0%	0,9%	162 €	3,4%	109 €	4,3%
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	77,3%	-11,1%	143 €	-1,2%	111 €	-12,2%	61,5%	-4,0%	149 €	-5,6%	92 €	-9,4%
Grenoble	insufficient supply						insufficient supply					
Lyon	60,9%	11,0%	132 €	-5,5%	81 €	4,9%	67,8%	4,9%	152 €	3,1%	103 €	8,2%
Marseille	83,4%	-6,3%	152 €	2,3%	126 €	-4,1%	67,4%	0,5%	155 €	9,2%	105 €	9,7%
Montpellier	87,1%	2,0%	150 €	0,9%	131 €	2,8%	68,2%	3,1%	146 €	6,7%	99 €	10,1%
St Etienne	insufficient supply						insufficient supply					
Midscale	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1
	South-East	65,5%	-4,4%	96 €	1,9%	63 €	-2,6%	61,5%	-0,4%	95 €	2,6%	59 €
Aix en Provence	73,7%	-4,9%	83 €	0,1%	61 €	-4,8%	64,0%	-2,5%	84 €	5,2%	54 €	2,6%
Avignon	81,6%	-11,3%	103 €	3,0%	84 €	-8,6%	68,9%	-7,4%	110 €	2,6%	76 €	-5,0%
Grenoble	35,0%	4,5%	81 €	0,5%	28 €	5,0%	50,7%	1,8%	91 €	-2,8%	46 €	-1,1%
Lyon	53,5%	-11,8%	81 €	7,7%	43 €	-5,0%	62,8%	-1,2%	100 €	5,3%	63 €	4,0%
Marseille	72,8%	-9,8%	92 €	0,3%	67 €	-9,5%	67,5%	-4,5%	98 €	4,2%	66 €	-0,5%
Montpellier	83,3%	1,4%	93 €	2,3%	77 €	3,7%	70,1%	5,1%	91 €	3,2%	64 €	8,4%
St Etienne	34,2%	4,7%	77 €	3,1%	26 €	7,9%	44,0%	6,7%	91 €	9,6%	40 €	17,0%
Budget	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1
	South-East	65,8%	-3,2%	62 €	0,2%	41 €	-3,0%	62,7%	1,1%	66 €	1,3%	41 €
Aix en Provence	62,8%	-4,8%	61 €	0,2%	38 €	-4,6%	62,1%	3,0%	65 €	2,2%	40 €	5,3%
Avignon	68,5%	-6,5%	65 €	0,3%	45 €	-6,2%	62,3%	-4,4%	69 €	0,4%	43 €	-4,0%
Grenoble	41,9%	9,1%	51 €	1,2%	21 €	10,3%	50,9%	0,6%	58 €	-2,8%	30 €	-2,3%
Lyon	53,0%	-4,8%	57 €	3,3%	30 €	-1,7%	66,2%	2,2%	75 €	4,1%	50 €	6,4%
Marseille	72,8%	-7,4%	60 €	-3,7%	43 €	-10,8%	63,0%	-4,7%	68 €	3,7%	43 €	-1,1%
Montpellier	82,0%	-0,4%	75 €	-0,8%	61 €	-1,1%	68,4%	0,1%	71 €	0,0%	49 €	0,1%
St Etienne	38,1%	3,3%	59 €	7,7%	23 €	11,2%	49,4%	3,3%	72 €	6,1%	35 €	9,5%
Super Budget	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1
	South-East	74,0%	1,6%	43 €	-0,7%	32 €	0,9%	62,3%	-0,7%	41 €	1,1%	26 €
Aix en Provence	64,2%	-9,8%	42 €	-2,9%	27 €	-12,4%	63,8%	-0,2%	40 €	-0,1%	26 €	-0,3%
Avignon	67,6%	-1,9%	39 €	2,7%	27 €	0,8%	59,5%	-6,6%	38 €	3,2%	23 €	-3,7%
Grenoble	42,9%	22,0%	34 €	-5,9%	15 €	14,8%	47,3%	-8,0%	37 €	-0,8%	18 €	-8,8%
Lyon	59,6%	1,5%	39 €	1,1%	23 €	2,7%	65,6%	-0,1%	43 €	4,4%	28 €	4,3%
Marseille	74,5%	-11,4%	45 €	1,7%	34 €	-9,9%	61,9%	-6,3%	46 €	5,3%	29 €	-1,3%
Montpellier	85,2%	-2,3%	49 €	-1,7%	42 €	-4,0%	64,3%	-5,0%	41 €	0,8%	26 €	-4,3%
St Etienne	54,5%	-2,1%	43 €	7,9%	24 €	5,7%	62,5%	5,7%	42 €	4,9%	26 €	10,9%

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

August 2016



South-West & Cities

Luxury & Upscale	Monthly performance						Year To Date performance						
	OR		ADR		RevPAR		OR		ADR		RevPAR		
	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	
South-West	74,0%	-1,5%	287 €	4,0%	213 €	2,5%	63,5%	5,2%	221 €	0,8%	140 €	6,1%	
Bayonne-Anglet-Biarritz	91,4%	2,4%	465 €	8,6%	425 €	11,2%	64,6%	10,4%	296 €	-2,7%	191 €	7,3%	
Bordeaux	74,8%	3,0%	213 €	-6,8%	159 €	-4,0%	64,8%	8,1%	251 €	1,7%	162 €	10,0%	
Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-	
Toulouse	55,3%	-4,6%	102 €	-1,4%	57 €	-6,0%	69,5%	0,9%	122 €	3,5%	84 €	4,4%	
Midscale	OR		ADR		RevPAR		OR		ADR		RevPAR		
	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	
	South-West	68,7%	1,5%	92 €	2,6%	63 €	4,0%	60,9%	0,9%	93 €	3,1%	56 €	4,1%
	Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
	Bordeaux	75,0%	-2,9%	89 €	6,4%	67 €	3,3%	66,0%	-1,6%	97 €	5,2%	64 €	3,5%
	Pau	44,7%	-1,2%	74 €	-1,0%	33 €	-2,2%	50,6%	-2,9%	76 €	-3,1%	39 €	-5,9%
Toulouse	56,9%	9,7%	79 €	2,4%	45 €	12,3%	59,6%	3,0%	94 €	0,7%	56 €	3,7%	
Budget	OR		ADR		RevPAR		OR		ADR		RevPAR		
	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	
	South-West	68,3%	-1,6%	65 €	2,7%	45 €	1,0%	60,5%	-0,4%	63 €	1,6%	38 €	1,1%
	Bayonne-Anglet-Biarritz	92,4%	-2,6%	100 €	3,7%	92 €	1,0%	64,0%	-2,1%	70 €	2,3%	45 €	0,2%
	Bordeaux	77,1%	-1,3%	58 €	2,7%	44 €	1,4%	69,2%	2,7%	67 €	1,5%	46 €	4,3%
	Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Toulouse	54,9%	1,4%	55 €	2,3%	30 €	3,7%	62,4%	4,5%	66 €	0,4%	41 €	5,0%	
Super Budget	OR		ADR		RevPAR		OR		ADR		RevPAR		
	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	
	South-West	76,3%	-1,2%	45 €	1,0%	34 €	-0,2%	64,1%	-2,6%	42 €	2,7%	27 €	0,0%
	Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
	Bordeaux	81,3%	-1,2%	42 €	1,0%	34 €	-0,3%	67,7%	-2,4%	42 €	2,7%	29 €	0,2%
	Pau	60,7%	-8,0%	37 €	4,2%	23 €	-4,1%	50,7%	-6,9%	35 €	4,5%	18 €	-2,7%
Toulouse	68,3%	1,9%	40 €	2,6%	27 €	4,5%	70,2%	1,2%	42 €	4,6%	30 €	5,8%	

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

August 2016



French Riviera

August	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1
French Riviera - Luxury	76,0%	-12,1%	753 €	-1,8%	572 €	-13,7%	62,4%	-1,5%	523 €	-0,6%	326 €	-2,1%
French Riviera - Boutique Hotels	87,6%	-1,8%	169 €	-11,7%	148 €	-13,3%	67,0%	-3,9%	164 €	0,6%	110 €	-3,4%
French Riviera - Upscale	83,7%	-4,3%	196 €	-15,9%	165 €	-19,5%	64,9%	-0,8%	184 €	-3,6%	119 €	-4,3%
Average Upscale & Luxury	80,9%	-7,2%	404 €	-8,6%	327 €	-15,2%	64,0%	-1,3%	318 €	-0,6%	204 €	-1,9%
Average Midscale	78,0%	-12,7%	123 €	-7,6%	96 €	-19,4%	63,9%	-6,3%	112 €	-0,4%	72 €	-6,6%
Average Budget	79,3%	-11,3%	78 €	-7,7%	62 €	-18,1%	62,7%	-3,1%	74 €	-1,7%	46 €	-4,8%
Average Super-Budget	84,3%	-6,9%	59 €	-2,0%	50 €	-8,8%	63,0%	-6,4%	52 €	0,9%	33 €	-5,5%

French Riviera Cities

August	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1
Cannes - Luxury	71,8%	-14,9%	761 €	-3,8%	547 €	-18,1%	58,6%	-3,3%	533 €	-2,3%	312 €	-5,6%
Cannes - Boutique Hotels	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Cannes - Upscale	83,7%	-3,2%	232 €	-12,7%	194 €	-15,5%	62,2%	-0,5%	208 €	0,5%	129 €	0,0%
Cannes - Upscale & Luxury	76,9%	-9,6%	501 €	-8,8%	385 €	-17,5%	60,1%	-2,2%	393 €	-0,3%	236 €	-2,5%
Cannes - Midscale	78,7%	-9,8%	126 €	4,0%	99 €	-6,2%	57,1%	-5,1%	122 €	9,6%	70 €	4,0%
Cannes - Budget	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Cannes - Super Budget	84,7%	-8,3%	57 €	-3,5%	48 €	-11,5%	63,6%	-9,2%	50 €	-0,1%	32 €	-9,3%

August	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1
Nice - Upscale & Luxury	87,5%	-4,7%	220 €	-18,4%	193 €	-22,3%	71,9%	-1,0%	208 €	-3,9%	149 €	-4,8%
Nice - Midscale	73,9%	-17,0%	124 €	-10,9%	92 €	-26,0%	65,3%	-9,8%	116 €	-0,2%	76 €	-10,0%

August	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1
Monaco - Luxury	82,5%	-5,8%	747 €	-5,2%	617 €	-10,6%	67,7%	-0,9%	555 €	0,6%	375 €	-0,3%
Monaco - Upscale	82,2%	-6,1%	365 €	-9,9%	300 €	-15,4%	69,5%	-0,5%	288 €	-0,5%	200 €	-1,0%
Monaco - Upscale & Luxury	82,3%	-6,0%	473 €	-7,8%	390 €	-13,4%	69,0%	-0,6%	360 €	-0,5%	248 €	-1,1%

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Performances Coast

August 2016



Normandy – Nord-Pas-de-Calais coast

Normandy – Nord-Pas-de-Calais coast	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1
Average Upscale & Luxury	75,9%	5,8%	206 €	-3,3%	156 €	2,2%	55,0%	-3,4%	179 €	1,7%	98 €	-1,8%
Average Midscale	80,4%	-0,6%	119 €	1,7%	96 €	1,1%	62,9%	-4,2%	104 €	-0,9%	65 €	-5,0%
Average Budget	75,0%	0,1%	71 €	1,9%	54 €	2,0%	66,3%	6,3%	65 €	-3,6%	43 €	2,5%
Average Super-Budget	83,1%	0,0%	43 €	1,1%	36 €	1,1%	68,1%	4,1%	40 €	3,6%	27 €	7,8%

Brittany – Pays-de-la-Loire coast

Brittany – Pays-de-la-Loire coast	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1
Average Upscale & Luxury	89,4%	5,1%	276 €	2,2%	247 €	7,4%	67,4%	10,6%	219 €	0,5%	147 €	11,2%
Average Midscale	86,9%	0,3%	127 €	3,3%	110 €	3,7%	66,2%	3,6%	107 €	5,6%	71 €	9,4%
Average Budget	82,9%	1,7%	80 €	3,5%	66 €	5,2%	62,8%	6,8%	66 €	1,7%	41 €	8,6%
Average Super-Budget	80,2%	-1,4%	49 €	0,9%	39 €	-0,5%	59,8%	-1,0%	43 €	2,3%	26 €	1,3%

Charente-Maritime – Aquitaine coast

Charente-Maritime – Aquitaine coast	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1
Average Upscale & Luxury	91,9%	2,1%	444 €	7,9%	408 €	10,2%	64,9%	9,0%	288 €	-2,5%	187 €	6,3%
Average Midscale	94,9%	0,7%	155 €	4,3%	147 €	5,1%	65,8%	2,5%	120 €	6,8%	79 €	9,4%
Average Budget	92,3%	-2,5%	97 €	5,2%	89 €	2,6%	58,0%	-2,3%	69 €	4,0%	40 €	1,6%
Average Super-Budget	89,0%	-4,5%	71 €	3,4%	63 €	-1,2%	62,9%	-5,8%	53 €	3,6%	33 €	-2,4%

Coastal areas samples under continuous development and likely to evolve

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Performances Main cities in Regions

August 2016



Main cities in Regions – Luxury upscale and midscale

Luxury & Upscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1
Avignon	77,3%	-11,1%	143 €	-1,2%	111 €	-12,2%	61,5%	-4,0%	149 €	-5,6%	92 €	-9,4%
Bayonne-Anglet-Biarritz	91,4%	2,4%	465 €	8,6%	425 €	11,2%	64,6%	10,4%	296 €	-2,7%	191 €	7,3%
Bordeaux	74,8%	3,0%	213 €	-6,8%	159 €	-4,0%	64,8%	8,1%	251 €	1,7%	162 €	10,0%
Cannes	76,9%	-9,6%	501 €	-8,8%	385 €	-17,5%	60,1%	-2,2%	393 €	-0,3%	236 €	-2,5%
Dijon	66,5%	-17,9%	135 €	0,5%	89 €	-17,5%	59,5%	-1,4%	131 €	-0,8%	78 €	-2,2%
Lille	44,9%	26,3%	109 €	10,6%	49 €	39,7%	60,0%	17,5%	138 €	8,6%	83 €	27,6%
Lyon	60,9%	11,0%	132 €	-5,5%	81 €	4,9%	67,8%	4,9%	152 €	3,1%	103 €	8,2%
Marseille	83,4%	-6,3%	152 €	2,3%	126 €	-4,1%	67,4%	0,5%	155 €	9,2%	105 €	9,7%
Monaco	82,3%	-6,0%	473 €	-7,8%	390 €	-13,4%	69,0%	-0,6%	360 €	-0,5%	248 €	-1,1%
Montpellier	87,1%	2,0%	150 €	0,9%	131 €	2,8%	68,2%	3,1%	146 €	6,7%	99 €	10,1%
Nice	87,5%	-4,7%	220 €	-18,4%	193 €	-22,3%	71,9%	-1,0%	208 €	-3,9%	149 €	-4,8%
Strasbourg	63,5%	-14,5%	97 €	-3,8%	62 €	-17,8%	62,5%	0,2%	113 €	-2,8%	71 €	-2,6%
Toulouse	55,3%	-4,6%	102 €	-1,4%	57 €	-6,0%	69,5%	0,9%	122 €	3,5%	84 €	4,4%

Midscale	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1
Aix en Provence	73,7%	-4,9%	83 €	0,1%	61 €	-4,8%	64,0%	-2,5%	84 €	5,2%	54 €	2,6%
Avignon	81,6%	-11,3%	103 €	3,0%	84 €	-8,6%	68,9%	-7,4%	110 €	2,6%	76 €	-5,0%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	75,0%	-2,9%	89 €	6,4%	67 €	3,3%	66,0%	-1,6%	97 €	5,2%	64 €	3,5%
Cannes	78,7%	-9,8%	126 €	4,0%	99 €	-6,2%	57,1%	-5,1%	122 €	9,6%	70 €	4,0%
Dijon	66,5%	-15,9%	95 €	5,4%	63 €	-11,4%	55,8%	-14,1%	95 €	4,0%	53 €	-10,7%
Grenoble	35,0%	4,5%	81 €	0,5%	28 €	5,0%	50,7%	1,8%	91 €	-2,8%	46 €	-1,1%
Le Havre	73,0%	5,0%	85 €	-0,9%	62 €	4,0%	59,5%	-7,0%	89 €	-0,5%	53 €	-7,5%
Lille	38,1%	4,6%	74 €	1,5%	28 €	6,2%	59,8%	4,9%	95 €	6,6%	57 €	11,9%
Lyon	53,5%	-11,8%	81 €	7,7%	43 €	-5,0%	62,8%	-1,2%	100 €	5,3%	63 €	4,0%
Marseille	72,8%	-9,8%	92 €	0,3%	67 €	-9,5%	67,5%	-4,5%	98 €	4,2%	66 €	-0,5%
Montpellier	83,3%	1,4%	93 €	2,3%	77 €	3,7%	70,1%	5,1%	91 €	3,2%	64 €	8,4%
Nancy	69,2%	-7,3%	87 €	9,2%	60 €	1,2%	66,0%	-7,5%	91 €	5,2%	60 €	-2,7%
Nantes	59,5%	5,3%	75 €	-0,7%	45 €	4,6%	64,9%	6,0%	88 €	0,9%	57 €	6,9%
Niort	66,0%	11,9%	77 €	-0,1%	51 €	11,7%	56,4%	5,4%	81 €	0,9%	46 €	6,3%
Nice	73,9%	-17,0%	124 €	-10,9%	92 €	-26,0%	65,3%	-9,8%	116 €	-0,2%	76 €	-10,0%
Pau	44,7%	-1,2%	74 €	-1,0%	33 €	-2,2%	50,6%	-2,9%	76 €	-3,1%	39 €	-5,9%
Reims	67,1%	-7,9%	97 €	-6,2%	65 €	-13,5%	67,5%	4,2%	105 €	-1,7%	71 €	2,4%
Rennes	50,8%	-2,2%	68 €	-4,8%	35 €	-6,9%	54,0%	-0,5%	86 €	-2,4%	47 €	-2,9%
Rouen	63,3%	-4,6%	91 €	4,5%	57 €	-0,3%	57,8%	-8,5%	95 €	3,7%	55 €	-5,1%
Saint Etienne	34,2%	4,7%	77 €	3,1%	26 €	7,9%	44,0%	6,7%	91 €	9,6%	40 €	17,0%
Strasbourg	65,5%	-10,2%	82 €	7,0%	54 €	-3,9%	61,9%	-1,5%	94 €	-1,3%	58 €	-2,8%
Toulouse	56,9%	9,7%	79 €	2,4%	45 €	12,3%	59,6%	3,0%	94 €	0,7%	56 €	3,7%

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Performances Main cities in Regions

August 2016



Main cities in regions – Budget and Super Budget

Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2016	Var /m-1	2016	Var /m-1	2016	Var /m-1	2016	Var /m-1	2016	Var /m-1	2016	Var /m-1
Aix en Provence	62,8%	-4,8%	61 €	0,2%	38 €	-4,6%	62,1%	3,0%	65 €	2,2%	40 €	5,3%
Angers	56,8%	6,8%	50 €	3,4%	28 €	10,4%	58,6%	0,0%	63 €	0,6%	37 €	0,6%
Avignon	68,5%	-6,5%	65 €	0,3%	45 €	-6,2%	62,3%	-4,4%	69 €	0,4%	43 €	-4,0%
Bayonne-Anglet-Biarritz	92,4%	-2,6%	100 €	3,7%	92 €	1,0%	64,0%	-2,1%	70 €	2,3%	45 €	0,2%
Bordeaux	77,1%	-1,3%	58 €	2,7%	44 €	1,4%	69,2%	2,7%	67 €	1,5%	46 €	4,3%
Dijon	75,1%	2,0%	61 €	5,9%	46 €	8,0%	68,2%	-4,3%	61 €	3,0%	42 €	-1,4%
Grenoble	41,9%	9,1%	51 €	1,2%	21 €	10,3%	50,9%	0,6%	58 €	-2,8%	30 €	-2,3%
Le Havre	63,4%	-2,4%	59 €	9,7%	38 €	7,0%	50,3%	-6,0%	59 €	3,5%	30 €	-2,7%
Lille	46,1%	4,2%	55 €	6,2%	25 €	10,7%	66,0%	3,9%	73 €	7,3%	48 €	11,5%
Lyon	53,0%	-4,8%	57 €	3,3%	30 €	-1,7%	66,2%	2,2%	75 €	4,1%	50 €	6,4%
Marseille	72,8%	-7,4%	60 €	-3,7%	43 €	-10,8%	63,0%	-4,7%	68 €	3,7%	43 €	-1,1%
Metz	66,4%	-10,9%	50 €	3,3%	33 €	-7,9%	63,4%	-5,7%	59 €	2,9%	37 €	-3,0%
Montpellier	82,0%	-0,4%	75 €	-0,8%	61 €	-1,1%	68,4%	0,1%	71 €	0,0%	49 €	0,1%
Nancy	60,4%	-19,1%	53 €	4,2%	32 €	-15,7%	67,8%	-3,4%	63 €	3,2%	42 €	-0,3%
Nantes	55,7%	7,0%	53 €	-1,1%	29 €	5,8%	63,1%	7,6%	65 €	0,4%	41 €	8,1%
Niort	67,0%	20,0%	52 €	-10,2%	35 €	7,8%	55,0%	2,9%	56 €	-3,8%	31 €	-1,0%
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	50,6%	0,8%	55 €	4,0%	28 €	4,7%	63,7%	4,7%	63 €	-0,6%	40 €	4,1%
Rouen	59,9%	1,0%	57 €	1,1%	34 €	2,2%	62,5%	4,3%	62 €	0,4%	39 €	4,8%
Saint Etienne	38,1%	3,3%	59 €	7,7%	23 €	11,2%	49,4%	3,3%	72 €	6,1%	35 €	9,5%
Strasbourg	69,6%	-8,3%	51 €	-1,9%	36 €	-10,0%	65,2%	-2,7%	63 €	-0,4%	41 €	-3,1%
Toulouse	54,9%	1,4%	55 €	2,3%	30 €	3,7%	62,4%	4,5%	66 €	0,4%	41 €	5,0%

Super Budget	Monthly performance						Year To Date performance					
	OR		ADR		RevPAR		OR		ADR		RevPAR	
	2016	Var /m-1	2016	Var /m-1	2016	Var /m-1	2016	Var /m-1	2016	Var /m-1	2016	Var /m-1
Angers	54,5%	-1,2%	38 €	1,8%	21 €	0,6%	58,4%	4,8%	40 €	0,7%	23 €	5,5%
Avignon	67,6%	-1,9%	39 €	2,7%	27 €	0,8%	59,5%	-6,6%	38 €	3,2%	23 €	-3,7%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	81,3%	-1,2%	42 €	1,0%	34 €	-0,3%	67,7%	-2,4%	42 €	2,7%	29 €	0,2%
Cannes	84,7%	-8,3%	57 €	-3,5%	48 €	-11,5%	63,6%	-9,2%	50 €	-0,1%	32 €	-9,3%
Dijon	76,3%	15,6%	39 €	-2,9%	30 €	12,3%	66,6%	2,7%	38 €	-0,8%	26 €	1,8%
Grenoble	42,9%	22,0%	34 €	-5,9%	15 €	14,8%	47,3%	-8,0%	37 €	-0,8%	18 €	-8,8%
Le Havre	81,4%	6,0%	42 €	5,3%	34 €	11,6%	61,1%	-2,9%	39 €	2,0%	24 €	-1,0%
Lille	45,0%	-9,7%	37 €	-1,3%	17 €	-10,9%	61,3%	1,1%	44 €	6,1%	27 €	7,3%
Lyon	59,6%	1,5%	39 €	1,1%	23 €	2,7%	65,6%	-0,1%	43 €	4,4%	28 €	4,3%
Marseille	74,5%	-11,4%	45 €	1,7%	34 €	-9,9%	61,9%	-6,3%	46 €	5,3%	29 €	-1,3%
Metz	72,7%	18,6%	37 €	-2,5%	27 €	15,5%	66,3%	7,6%	37 €	-0,1%	25 €	7,5%
Montpellier	85,2%	-2,3%	49 €	-1,7%	42 €	-4,0%	64,3%	-5,0%	41 €	0,8%	26 €	-4,3%
Nancy	60,1%	13,6%	38 €	-1,0%	23 €	12,4%	60,0%	-0,5%	39 €	2,0%	23 €	1,5%
Nantes	61,8%	3,1%	43 €	0,1%	26 €	3,2%	66,6%	1,1%	45 €	1,7%	30 €	2,8%
Niort	81,6%	9,3%	38 €	-4,7%	31 €	4,2%	64,4%	2,6%	36 €	-1,9%	23 €	0,7%
Pau	60,7%	-8,0%	37 €	4,2%	23 €	-4,1%	50,7%	-6,9%	35 €	4,5%	18 €	-2,7%
Rennes	49,4%	7,2%	39 €	1,1%	19 €	8,4%	62,0%	2,3%	41 €	1,5%	25 €	3,8%
Rouen	55,8%	2,9%	42 €	3,5%	24 €	6,4%	61,3%	-3,2%	42 €	2,9%	26 €	-0,4%
Saint Etienne	54,5%	-2,1%	43 €	7,9%	24 €	5,7%	62,5%	5,7%	42 €	4,9%	26 €	10,9%
Strasbourg	67,2%	9,0%	37 €	-3,1%	25 €	5,7%	61,1%	4,0%	39 €	-0,2%	24 €	3,8%
Toulouse	68,3%	1,9%	40 €	2,6%	27 €	4,5%	70,2%	1,2%	42 €	4,6%	30 €	5,8%

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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.

General segmentation

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.

Segmentation of Parisian hotels

Luxury and Palace hotels: Classified 5 star, a third of whom carry the Palace distinction, Luxury hotels offer minimum rates of 450 to 500 € inc. VAT (flexible rates, excluding promotional offers). These establishments tend to be located in the 1st, 8th and 16th districts of Paris. Characterised by a high proportion of suites, they propose exceptional product and service quality.

Upscale hotels: Mostly classified 4 star, Upscale hotels represent just under 20% of Parisian supply. Upscale hotels propose rates (flexible) starting at 280 to 300 € inc. VAT, depending on location. They can be divided into two groups:

- **Boutique hotels:** As with their Midscale counterparts, Boutique hotels offer a limited rooms capacity (around 60 rooms on average) and differentiate themselves through their individual design. Operated independently or under a non-standardised brand name, they offer a higher level of comfort and service and larger guest rooms than Midscale Boutique hotels.
- **Standard hotels:** Mostly operated by international chains, standard Upscale hotels have a high capacity in common (over 200 rooms, on average). They offer a full range of services (F&B, meeting rooms or conference centre, wellness / spa, etc.).

Midscale hotels: Classified 3 or 4 star, Midscale hotels represent almost 40% of Parisian hotel room capacity. Rooms rates do not tend to surpass 250 to 280 € exc. VAT (flexible rates, excluding promotional offers), depending on location. Midscale hotels can be divided into two subgroups:

- **Boutique hotels:** primarily small, independent hotels (around 40 rooms, on average) offering an individual product and design, which can compensate for the more limited size of guest rooms.
- **Standard hotels:** Operated by brands or independently-run, these hotels tend to be larger (80 rooms, on average) and offer a wider range of services and facilities (F&B, meeting rooms). Rooms are often standardised.

Budget hotels: Predominantly 3 star, Budget hotels represent a third of Parisian hotel room capacity. Whether branded or operated independently, these hotels generally offer fewer services, and rates that do not tend to exceed 130 to 150 € inc. VAT (flexible rates, excluding special offers).

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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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