

In Extenso

tourisme, culture & hôtellerie

French Hotel Industry Performance

February 2016



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Recent references

Investors

Due diligence for the acquisition of two upscale hotels

Paris

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Syndicat Mixte

*Famlistère de Godin
Project management assistance for the creation of a hotel*

Aisne

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Owner

Valuation and repositioning analysis for the sale of a holiday centre

Haute-Savoie

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Owner

*Sales instruction – freehold of two branded, 2 and 3 star hotels
> 70 rooms
bar, parking*

Côtes d'Armor

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Owner

Sales instruction – freehold of a 5 star hotel with restaurant, pool and meeting rooms

Hauts de Seine

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Developer

Investor and operator search – hotel-restaurant, > 100 rooms, spa, wellness area, meeting rooms

Haute Normandie

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SEDA

Feasibility analysis of the "Moulin de tous vents" tourism project within the framework of the reorganisation of the industrial zone of Gauchy in the Aisne

Aisne

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Ile de la Réunion

Update of the island's hotel and tourism development strategy

La Réunion

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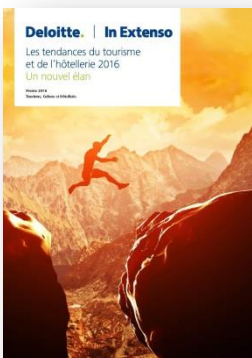
Contacts

CONSULTING AND VALUATION
[PHILIPPE GAUGUIER](#), ASSOCIATE
MRICS
[OLIVIER PETIT](#), ASSOCIATE

TRANSAXIO HÔTEL
[GUY BOULO](#), DIRECTOR

CULTURE AND TOURISM
[DOMINIQUE LECEA](#), DIRECTOR
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Articles and publications



2016 tourism and hospitality trends – A new lease of life

The Paris terrorist attacks in June and November doubtless had an impact in 2015, yet other phenomena should also be considered when analysing the year's results: the maturing of new hotel and apart-hotel supply, the repercussions of the school calendar, the political situation in competitor destinations, etc. Given this, the year turned out very differently from one region or hotel category to another, as our 2016 study shows.

Download here: <https://www2.deloitte.com/fr/fr/pages/consumer-business/articles/les-tendances-du-tourisme-et-de-l-hotellerie-2016.html>

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FOR FURTHER INFORMATION, PLEASE CONTACT SACHA FOURNIER (sacha.fournier@inextenso.fr)
In Extenso Tourism, Culture & Hospitality - 7 rue Ernest Renan - 92136 Issy Les Moulineaux - France

Paris must wait for recovery

In a similar vein to 2015 and January 2016, the Côte d'Azur and Regional France confirmed or even improved on January's good results. Conversely, Paris and major Ile-de-France zones continued to record significantly lower performances, and the return to normality will have to wait.

The time taken to recover from November 2015's terrorist attacks, and more generally, the security risk present in the minds of French and international clients, varies from one area to another.

As was the case throughout France, Regional hotels experienced a drop in demand in November and December of last year, further to the Paris attacks. However, the repercussions seem to have been digested from January 2016 onwards, as confirmed by February's results. Luxury hotels benefited from this, recording very good performances on the Côte d'Azur and in regional France, with RevPAR up by +21,8% and +9,4%, respectively, at the end of February. Rooms revenue was driven upwards by a significant increase in occupancy.

However, Paris and major zones in Ile-de-France continued to suffer and have not yet recovered. RevPAR was down by 13% to almost 20%, depending on the category and zone. Hotel bookings, theoretically, are not confirming a return to normal levels of activity until the second trimester of this year. Furthermore, the recent events in Brussels are reminding international visitors of the security risk in this part of Europe. However, the fight against terrorism seems to be paying off, leading us to hope for better days ahead.

Note to our readers - reminder

Numerous branded and independent hotels joined our benchmark in 2015, and we would like to thank them for the trust they have placed in us. As well as incorporating these new participants, we have recently revised a number of our samples in order to:

Integrate recently-opened hotels that have now become established on their respective markets.

Better present Parisian performances by refining the segmentation of supply, so that participants can more easily identify their own market.

The statistical data presented in this document is evidently still based on constant samples.

For questions concerning our benchmarks or to speak with one of our consultants, please contact Sacha Fournier or Grégory Fortems:

By mail: sacha.fournier@inextenso.fr or gregory.fortems@inextenso.fr

By phone: 01 72 29 68 15

Monthly performance

February	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2016	46,1%	52,2%	52,6%	56,2%	57,8%
Var. /n-1	11,9%	0,7%	-3,9%	-3,1%	-2,0%
ADR 2016	287 €	156 €	97 €	62 €	39 €
Var. /n-1	-6,7%	-2,8%	-0,9%	0,2%	0,0%
RevPAR 2016	132 €	81 €	51 €	35 €	23 €
Var. /n-1	4,4%	-2,1%	-4,8%	-2,9%	-2,0%

Year To Date performance

Jan. to February	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2016	45,8%	52,3%	51,4%	54,1%	54,0%
Var. /n-1	13,9%	-0,9%	-3,1%	-1,1%	-2,2%
ADR 2016	290 €	161 €	99 €	62 €	39 €
Var. /n-1	-8,2%	-2,9%	-2,2%	-1,1%	0,0%
RevPAR 2016	133 €	84 €	51 €	34 €	21 €
Var. /n-1	4,6%	-3,8%	-5,2%	-2,2%	-2,2%

Definitions

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

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FOR FURTHER INFORMATION, PLEASE CONTACT SACHA FOURNIER (sacha.fournier@inextenso.fr)

In Extenso Tourism, Culture & Hospitality - 7 rue Ernest Renan - 92136 Issy Les Moulineaux - France

Performances Paris

February 2016



Paris-City

Monthly performance

February	OR		ADR		RevPAR	
	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1
Luxury & Palace	48,6%	-7,3%	533 €	-7,4%	259 €	-14,2%
Upscale	56,5%	-8,9%	191 €	-2,2%	108 €	-10,9%
Upscale Boutique hotels	59,3%	-9,0%	221 €	-4,1%	131 €	-12,8%
Standard Upscale hotels	55,8%	-8,9%	183 €	-1,7%	102 €	-10,5%
Midscale	61,3%	-11,9%	119 €	-3,4%	73 €	-14,9%
Midscale Boutique hotels	62,6%	-6,8%	129 €	-4,8%	81 €	-11,3%
Standard Midscale hotels	60,3%	-15,4%	112 €	-2,5%	67 €	-17,5%
Budget	66,5%	-11,7%	76 €	-6,1%	50 €	-17,2%

Year To Date performance

Jan. to February	OR		ADR		RevPAR	
	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1
Luxury & Palace	50,0%	-9,3%	549 €	-6,6%	275 €	-15,3%
Upscale	58,0%	-12,2%	199 €	-0,9%	116 €	-13,0%
Upscale Boutique hotels	59,0%	-9,6%	229 €	-5,3%	135 €	-14,4%
Standard Upscale hotels	57,7%	-12,9%	191 €	0,2%	110 €	-12,7%
Midscale	62,3%	-10,5%	122 €	-4,8%	76 €	-14,8%
Midscale Boutique hotels	63,3%	-7,3%	133 €	-6,4%	84 €	-13,3%
Standard Midscale hotels	61,6%	-12,8%	114 €	-3,7%	70 €	-16,0%
Budget	64,6%	-11,0%	77 €	-4,7%	50 €	-15,2%

Paris suburbs (excluding Paris) – Luxury and Upscale

Monthly performance

February	OR		ADR		RevPAR	
	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1
Paris	56,5%	-8,9%	191 €	-2,2%	108 €	-10,9%
La Défense	50,9%	-21,4%	159 €	3,1%	81 €	-19,0%
Roissy CdG	62,8%	-8,2%	128 €	2,1%	81 €	-6,3%
Other areas	65,9%	1,0%	154 €	5,9%	102 €	6,9%

Year To Date performance

Jan. to February	OR		ADR		RevPAR	
	2016	Var /n-1	2016	Var /n-1	2016	Var /n-1
Paris	58,0%	-12,2%	199 €	-0,9%	116 €	-13,0%
La Défense	52,6%	-21,2%	155 €	2,0%	81 €	-19,6%
Roissy CdG	63,5%	-11,5%	131 €	4,3%	83 €	-7,7%
Other areas	66,5%	3,2%	147 €	-0,3%	97 €	2,9%

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Performance Regions

February 2016



Regions

Regions (excl. French Riviera)

Monthly performance

February	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2016	52,3%	49,1%	50,0%	54,8%	55,9%
Var. /n-1	10,2%	6,9%	1,8%	4,7%	-0,8%
ADR 2016	224 €	125 €	87 €	61 €	38 €
Var. /n-1	0,4%	-0,2%	1,3%	1,1%	1,2%
RevPAR 2016	117 €	61 €	43 €	33 €	21 €
Var. /n-1	10,6%	6,7%	3,1%	5,8%	0,5%

Year To Date performance

Jan. to February	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2016	46,4%	49,0%	48,0%	52,1%	51,6%
Var. /n-1	12,4%	4,4%	2,2%	4,2%	-1,5%
ADR 2016	222 €	126 €	87 €	61 €	38 €
Var. /n-1	-2,7%	-2,2%	0,3%	-1,1%	0,8%
RevPAR 2016	103 €	62 €	42 €	32 €	20 €
Var. /n-1	9,4%	2,0%	2,5%	3,0%	-0,7%

French Riviera

Monthly performance

February	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2016	48,1%	41,7%	48,3%	46,4%	49,8%
Var. /n-1	25,5%	0,0%	-0,5%	5,9%	-3,5%
ADR 2016	149 €	96 €	79 €	57 €	45 €
Var. /n-1	-8,5%	-5,6%	1,4%	-1,4%	0,3%
RevPAR 2016	72 €	40 €	38 €	27 €	22 €
Var. /n-1	14,8%	-5,6%	0,8%	4,4%	-3,2%

Year To Date performance

Jan. to February	Luxury	Upscale	Midscale	Budget	Super Budget
OR 2016	43,9%	41,0%	43,4%	43,1%	44,5%
Var. /n-1	29,3%	5,0%	1,9%	5,3%	-6,0%
ADR 2016	151 €	104 €	80 €	57 €	45 €
Var. /n-1	-5,8%	-2,6%	2,0%	-1,2%	0,9%
RevPAR 2016	66 €	42 €	35 €	25 €	20 €
Var. /n-1	21,8%	2,3%	3,9%	11,8%	-5,1%

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Performances Suburbs

February 2016



Paris suburbs (excluding Paris)

Midscale market

Monthly performance								
February	departments							Average suburbs
	77	78	91	92	93	94	95	
OR 2016	41,3%	52,0%	56,3%	50,5%	44,2%	49,7%	61,8%	51,7%
Var. /n-1	-3,4%	-12,3%	-8,9%	-13,0%	-20,3%	-17,9%	-3,9%	-12,1%
ADR 2016	94 €	104 €	96 €	115 €	89 €	91 €	95 €	101 €
Var. /n-1	3,9%	0,4%	5,2%	0,7%	4,7%	5,8%	-5,3%	1,4%
RevPAR 2016	39 €	54 €	54 €	58 €	39 €	45 €	59 €	52 €
Var. /n-1	0,3%	-12,0%	-4,1%	-12,3%	-16,6%	-13,1%	-9,0%	-10,8%

Year To Date performance								
Jan. to February	departments							Average suburbs
	77	78	91	92	93	94	95	
OR 2016	39,6%	51,0%	57,9%	49,8%	45,0%	50,5%	61,7%	51,7%
Var. /n-1	-9,0%	-10,8%	-3,3%	-12,1%	-15,9%	-15,4%	-3,6%	-10,2%
ADR 2016	93 €	105 €	98 €	117 €	91 €	94 €	97 €	103 €
Var. /n-1	1,0%	1,9%	2,6%	0,4%	6,8%	1,9%	-2,6%	1,1%
RevPAR 2016	37 €	54 €	57 €	58 €	41 €	48 €	60 €	53 €
Var. /n-1	-8,0%	-9,1%	-0,9%	-11,7%	-10,1%	-13,7%	-6,0%	-9,2%

Budget market

Monthly performance								
February	departments							Average suburbs
	77	78	91	92	93	94	95	
OR 2016	56,0%	56,8%	46,7%	58,9%	48,7%	61,0%	64,6%	55,9%
Var. /n-1	-19,5%	-11,8%	-24,1%	-7,5%	-18,1%	-11,0%	-4,3%	-13,4%
ADR 2016	50 €	81 €	71 €	72 €	58 €	62 €	59 €	63 €
Var. /n-1	-3,1%	7,3%	16,0%	-3,7%	-3,8%	4,5%	-10,5%	-0,9%
RevPAR 2016	28 €	46 €	33 €	42 €	28 €	38 €	38 €	35 €
Var. /n-1	-22,0%	-5,4%	-12,0%	-10,9%	-21,2%	-7,0%	-14,3%	-14,2%

Year To Date performance								
Jan. to February	departments							Average suburbs
	77	78	91	92	93	94	95	
OR 2016	54,5%	56,2%	49,6%	57,2%	46,5%	60,5%	61,9%	54,6%
Var. /n-1	-10,0%	-7,7%	-15,9%	-6,7%	-12,5%	-8,9%	-2,7%	-8,9%
ADR 2016	51 €	83 €	70 €	76 €	60 €	64 €	60 €	65 €
Var. /n-1	-4,3%	6,1%	11,7%	-1,1%	-0,9%	6,5%	-6,4%	0,5%
RevPAR 2016	28 €	46 €	35 €	43 €	28 €	39 €	37 €	35 €
Var. /n-1	-13,8%	-2,1%	-6,1%	-7,8%	-13,2%	-3,0%	-8,9%	-8,5%

Super Budget market

Monthly performance								
February	departments							Average suburbs
	77	78	91	92	93	94	95	
OR 2016	60,5%	67,0%	65,0%	66,2%	58,5%	63,6%	68,3%	63,6%
Var. /n-1	-10,4%	-1,4%	-5,2%	-5,9%	-10,2%	-4,0%	-9,2%	-7,2%
ADR 2016	39 €	42 €	40 €	53 €	46 €	46 €	46 €	44 €
Var. /n-1	-2,8%	-0,4%	0,3%	-3,0%	-3,1%	-2,9%	-5,4%	-2,6%
RevPAR 2016	24 €	28 €	26 €	35 €	27 €	29 €	31 €	28 €
Var. /n-1	-12,9%	-1,8%	-5,0%	-8,7%	-13,0%	-6,7%	-14,1%	-9,6%

Year To Date performance								
Jan. to February	departments							Average suburbs
	77	78	91	92	93	94	95	
OR 2016	57,2%	65,8%	63,2%	64,7%	57,7%	62,4%	68,3%	62,2%
Var. /n-1	-9,8%	0,2%	-3,6%	-2,4%	-7,0%	-2,9%	-8,2%	-5,3%
ADR 2016	39 €	43 €	40 €	52 €	46 €	46 €	46 €	44 €
Var. /n-1	-2,0%	0,1%	-0,4%	-3,2%	-2,6%	-2,3%	-3,5%	-2,0%
RevPAR 2016	23 €	28 €	25 €	34 €	27 €	29 €	31 €	28 €
Var. /n-1	-11,6%	0,2%	-3,9%	-5,5%	-9,4%	-5,1%	-11,4%	-7,2%

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Performances North-East

February 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	46,3%	9,3%	120 €	-2,7%	55 €	6,3%	46,4%	4,8%	125 €	-0,9%	58 €	3,9%
Dijon	44,0%	-0,9%	109 €	-6,4%	48 €	-7,3%	40,2%	-1,5%	111 €	-2,4%	45 €	-3,9%
Lille	57,8%	11,9%	121 €	-5,3%	70 €	6,0%	59,4%	12,4%	131 €	-3,5%	77 €	8,4%
Metz	insufficient supply						insufficient supply					
Nancy	insufficient supply						insufficient supply					
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	46,3%	7,7%	110 €	-0,7%	51 €	7,0%	47,5%	-7,8%	114 €	-0,6%	54 €	-8,3%
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	49,5%	3,5%	86 €	-3,4%	43 €	0,0%	46,8%	3,8%	87 €	-1,2%	41 €	2,6%
Dijon	46,6%	-8,5%	88 €	-1,0%	41 €	-9,4%	40,9%	-7,7%	89 €	2,4%	36 €	-5,5%
Lille	56,8%	-0,6%	90 €	0,9%	51 €	0,4%	58,3%	2,3%	95 €	1,8%	56 €	4,2%
Metz	in progress						in progress					
Nancy	61,7%	-3,2%	92 €	6,9%	57 €	3,5%	56,4%	-1,0%	90 €	5,5%	51 €	4,4%
Reims	56,0%	10,6%	99 €	1,1%	56 €	11,8%	51,9%	14,2%	100 €	1,4%	52 €	15,8%
Strasbourg	48,8%	1,0%	89 €	-4,6%	44 €	-3,6%	47,4%	-3,4%	92 €	-3,5%	43 €	-6,8%
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	60,6%	6,7%	59 €	1,7%	36 €	8,5%	57,4%	7,0%	59 €	-0,1%	34 €	6,8%
Dijon	60,1%	-5,7%	59 €	5,3%	36 €	-0,8%	53,7%	-3,4%	58 €	0,0%	31 €	-3,3%
Lille	62,1%	1,1%	67 €	-0,7%	42 €	0,4%	62,0%	2,6%	71 €	-0,1%	44 €	2,5%
Metz	62,6%	29,1%	60 €	-1,0%	38 €	27,8%	53,6%	13,6%	60 €	0,9%	32 €	14,6%
Nancy	67,0%	4,0%	60 €	1,9%	41 €	6,0%	64,3%	4,7%	61 €	3,5%	40 €	8,4%
Reims	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Strasbourg	56,2%	8,9%	63 €	1,0%	36 €	10,0%	52,8%	1,2%	62 €	-2,2%	33 €	-1,1%
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	57,2%	2,1%	37 €	1,2%	21 €	3,3%	52,9%	1,2%	38 €	1,3%	20 €	2,5%
Dijon	57,4%	-2,4%	38 €	1,6%	22 €	-0,9%	52,0%	-3,9%	38 €	0,1%	20 €	-3,8%
Lille	61,4%	5,1%	41 €	-1,6%	25 €	3,5%	60,4%	2,5%	42 €	-0,9%	25 €	1,5%
Metz	56,7%	-8,9%	37 €	0,6%	21 €	-8,3%	52,9%	-8,7%	38 €	1,3%	20 €	-7,6%
Nancy	52,2%	-5,4%	39 €	3,3%	20 €	-2,3%	47,8%	-10,4%	39 €	2,7%	18 €	-8,0%
Reims	43,1%	-10,2%	41 €	1,4%	18 €	-8,9%	39,1%	-8,6%	42 €	3,8%	16 €	-5,1%
Strasbourg	54,9%	-0,2%	39 €	-0,4%	21 €	-0,6%	49,4%	-5,1%	39 €	0,9%	19 €	-4,3%

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

February 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	55,5%	16,8%	187 €	4,4%	104 €	22,0%	50,0%	24,3%	179 €	3,9%	90 €	29,2%
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	50,9%	1,9%	85 €	2,4%	43 €	4,4%	48,7%	2,7%	85 €	1,5%	41 €	4,3%
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	50,7%	-10,4%	91 €	6,3%	46 €	-4,8%	46,7%	-11,5%	91 €	3,4%	42 €	-8,5%
Nantes	60,1%	11,1%	86 €	2,1%	52 €	13,5%	56,9%	5,2%	87 €	1,9%	50 €	7,2%
Niort	49,4%	9,4%	80 €	-3,9%	40 €	5,1%	45,8%	4,2%	80 €	-4,0%	37 €	0,0%
Rennes	48,1%	2,7%	86 €	-2,7%	41 €	0,0%	49,7%	3,9%	89 €	-2,1%	44 €	1,8%
Rouen	45,1%	-5,7%	94 €	4,5%	42 €	-1,5%	46,3%	-8,6%	94 €	4,5%	44 €	-4,5%
Budget												
North-West	50,5%	3,6%	63 €	0,6%	32 €	4,2%	48,1%	4,4%	63 €	0,1%	30 €	4,4%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	52,3%	-7,7%	72 €	-2,4%	38 €	-9,9%	52,0%	-5,6%	71 €	-1,2%	37 €	-6,8%
Le Havre	44,1%	3,6%	53 €	-2,5%	24 €	1,0%	40,1%	-0,1%	54 €	-2,0%	22 €	-2,1%
Nantes	61,6%	12,1%	65 €	3,4%	40 €	15,8%	57,0%	7,8%	66 €	0,3%	37 €	8,2%
Niort	48,0%	-4,4%	58 €	-0,4%	28 €	-4,8%	44,8%	-3,5%	59 €	0,2%	26 €	-3,4%
Rennes	59,3%	2,4%	63 €	-1,3%	37 €	1,1%	61,0%	7,0%	63 €	-1,5%	39 €	5,3%
Rouen	53,1%	6,0%	65 €	3,0%	34 €	9,2%	51,6%	4,3%	64 €	2,3%	33 €	6,7%
Super Budget												
North-West	53,3%	-3,0%	38 €	1,7%	20 €	-1,3%	49,4%	-1,7%	38 €	1,5%	19 €	-0,1%
Amiens	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Angers	53,1%	-1,8%	41 €	0,0%	22 €	-1,8%	52,2%	1,3%	42 €	-1,3%	22 €	0,0%
Le Havre	59,1%	-10,5%	36 €	-1,2%	22 €	-11,6%	52,6%	-7,1%	37 €	0,0%	19 €	-7,1%
Nantes	62,1%	1,0%	44 €	1,8%	27 €	2,9%	59,8%	-0,2%	44 €	1,9%	26 €	1,7%
Niort	54,2%	-6,2%	36 €	2,1%	19 €	-4,3%	51,9%	-1,3%	36 €	-2,2%	18 €	-3,4%
Rennes	58,8%	6,6%	40 €	2,1%	23 €	8,8%	56,8%	5,2%	40 €	1,2%	23 €	6,4%
Rouen	56,0%	-5,3%	42 €	0,5%	23 €	-4,8%	56,4%	-0,6%	42 €	0,8%	23 €	0,3%

Departments in the North-western set :

Calvados; Côtes; Eure; Eure-et-Loir; Finistère; Ile-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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FOR FURTHER INFORMATION, PLEASE CONTACT SACHA FOURNIER (sacha.fournier@inextenso.fr)

In Extenso Tourism, Culture & Hospitality - 7 rue Ernest Renan - 92136 Issy Les Moulineaux - France

Performances South-East

February 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	49,7%	11,4%	128 €	2,6%	64 €	14,2%	50,5%	9,0%	127 €	-2,4%	64 €	6,3%
Aix en Provence	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Avignon	25,0%	4,2%	107 €	-0,3%	27 €	3,9%	30,9%	5,0%	106 €	5,7%	33 €	11,1%
Grenoble	insufficient supply						insufficient supply					
Lyon	61,0%	7,2%	148 €	10,6%	90 €	18,6%	59,9%	3,3%	143 €	-3,7%	86 €	-0,5%
Marseille	56,7%	30,9%	116 €	-0,9%	66 €	29,8%	53,2%	25,2%	116 €	-3,2%	62 €	21,2%
Montpellier	49,6%	10,1%	138 €	3,7%	68 €	14,2%	47,3%	-1,4%	130 €	0,6%	61 €	-0,9%
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	50,4%	2,1%	88 €	3,5%	45 €	5,6%	48,4%	-0,2%	88 €	-0,1%	42 €
Aix en Provence	46,8%	9,1%	73 €	-4,4%	34 €	4,3%	45,5%	9,9%	74 €	-4,9%	34 €	4,5%
Avignon	34,6%	-13,9%	83 €	7,3%	29 €	-7,7%	38,6%	-4,0%	85 €	4,8%	33 €	0,6%
Grenoble	50,6%	-4,8%	92 €	-1,1%	47 €	-5,9%	49,5%	0,1%	92 €	-1,5%	46 €	-1,4%
Lyon	53,6%	-4,6%	94 €	1,2%	50 €	-3,4%	53,7%	-8,3%	96 €	-7,8%	51 €	-15,4%
Marseille	58,9%	11,5%	85 €	-0,3%	50 €	11,2%	53,5%	6,0%	87 €	-0,5%	47 €	5,5%
Montpellier	52,9%	6,5%	89 €	6,6%	47 €	13,6%	51,6%	-1,0%	87 €	1,9%	45 €	0,9%
St Etienne	42,9%	18,0%	85 €	5,4%	37 €	24,4%	43,3%	6,9%	86 €	3,5%	37 €	10,7%
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-East	54,6%	6,7%	63 €	1,5%	34 €	8,3%	51,9%	4,7%	62 €	-3,6%	32 €
Aix en Provence	49,9%	5,0%	59 €	-0,7%	30 €	4,3%	45,7%	2,2%	60 €	1,7%	27 €	3,9%
Avignon	43,1%	0,2%	57 €	-3,7%	24 €	-3,5%	41,8%	-0,8%	58 €	-3,2%	24 €	-4,0%
Grenoble	54,7%	-1,1%	58 €	-3,9%	32 €	-5,0%	50,7%	-0,3%	59 €	-4,3%	30 €	-4,6%
Lyon	60,8%	2,3%	71 €	2,7%	43 €	5,0%	59,6%	-0,5%	72 €	-7,3%	43 €	-7,8%
Marseille	53,9%	-0,2%	59 €	-3,5%	32 €	-3,7%	51,0%	2,1%	59 €	-4,3%	30 €	-2,4%
Montpellier	56,0%	6,9%	71 €	8,5%	40 €	16,0%	55,0%	-0,5%	67 €	-0,3%	37 €	-0,9%
St Etienne	48,4%	-0,7%	65 €	-3,3%	31 €	-3,9%	47,8%	0,4%	66 €	-3,7%	32 €	-3,3%
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	56,4%	-1,8%	39 €	0,1%	22 €	-1,7%	51,6%	-3,3%	39 €	-1,1%	20 €
Aix en Provence	60,8%	16,1%	38 €	-1,3%	23 €	14,6%	54,7%	9,1%	38 €	-0,3%	21 €	8,7%
Avignon	48,6%	-11,7%	33 €	2,3%	16 €	-9,6%	47,8%	-5,5%	33 €	1,7%	16 €	-3,9%
Grenoble	48,3%	-21,5%	40 €	4,2%	19 €	-18,2%	45,6%	-19,2%	39 €	3,2%	18 €	-16,7%
Lyon	66,1%	-4,9%	41 €	-2,2%	27 €	-7,0%	60,5%	-10,8%	41 €	-6,0%	25 €	-16,2%
Marseille	50,5%	1,8%	43 €	0,8%	22 €	2,6%	50,0%	4,1%	43 €	0,1%	22 €	4,2%
Montpellier	59,3%	8,3%	37 €	5,7%	22 €	14,5%	52,0%	-6,0%	36 €	2,0%	19 €	-4,0%
St Etienne	63,0%	7,6%	40 €	-0,5%	25 €	7,0%	60,3%	6,5%	40 €	-1,1%	24 €	5,3%

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

February 2016



South-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												
South-West	50,0%	16,9%	152 €	0,7%	76 €	17,6%	46,6%	10,0%	155 €	-0,1%	72 €	9,8%
Bayonne-Anglet-Biarritz	47,7%	46,5%	164 €	-8,7%	78 €	33,8%	42,5%	18,7%	173 €	-3,2%	74 €	15,0%
Bordeaux	43,8%	7,5%	185 €	-3,8%	81 €	3,3%	42,9%	6,0%	185 €	-5,0%	80 €	0,7%
Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Toulouse	67,6%	0,9%	118 €	4,0%	80 €	4,9%	65,2%	3,8%	120 €	2,3%	78 €	6,2%
Midscale												
South-West	47,9%	-2,9%	87 €	3,3%	42 €	0,4%	47,3%	2,7%	87 €	1,7%	41 €	4,5%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Bordeaux	49,2%	0,0%	87 €	2,5%	43 €	2,5%	48,5%	0,1%	88 €	2,9%	43 €	3,0%
Pau	45,7%	-10,6%	75 €	-2,8%	34 €	-13,1%	45,2%	-4,6%	75 €	-2,9%	34 €	-7,4%
Toulouse	54,1%	2,5%	96 €	-1,0%	52 €	1,5%	52,9%	4,6%	96 €	-1,7%	51 €	2,8%
Budget												
South-West	51,7%	-2,7%	59 €	-0,2%	30 €	-2,8%	49,2%	-3,2%	59 €	0,5%	29 €	-2,7%
Bayonne-Anglet-Biarritz	45,7%	-9,5%	52 €	2,6%	24 €	-7,1%	42,7%	-7,9%	53 €	5,7%	22 €	-2,6%
Bordeaux	57,9%	3,5%	65 €	0,1%	37 €	3,5%	54,7%	3,0%	65 €	0,5%	36 €	3,5%
Pau	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Toulouse	56,4%	8,0%	64 €	-5,7%	36 €	1,9%	55,1%	5,0%	66 €	-2,2%	36 €	2,7%
Super Budget												
South-West	56,3%	-0,9%	38 €	3,2%	22 €	2,3%	52,3%	-3,1%	38 €	2,6%	20 €	-0,6%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	-	-	n.d.	-	n.d.	-	-	-
Bordeaux	57,8%	2,1%	39 €	1,3%	22 €	3,4%	54,4%	-0,4%	39 €	0,7%	21 €	0,3%
Pau	46,0%	-4,5%	36 €	11,9%	17 €	6,9%	43,7%	-3,3%	35 €	8,7%	15 €	5,1%
Toulouse	66,0%	1,3%	41 €	3,3%	27 €	4,7%	62,4%	-0,5%	41 €	2,9%	25 €	2,3%

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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FOR FURTHER INFORMATION, PLEASE CONTACT SACHA FOURNIER (sacha.fournier@inextenso.fr)

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Performances French Riviera

February 2016



French Riviera

February	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	48,1%	25,5%	149 €	-8,5%	72 €	14,8%	43,9%	29,3%	151 €	-5,8%	66 €	21,8%
French Riviera - Boutique Hotels	39,6%	-16,2%	88 €	-9,7%	35 €	-24,3%	39,9%	-4,8%	94 €	-3,3%	38 €	-8,0%
French Riviera - Upscale	41,9%	2,3%	97 €	-5,4%	41 €	-3,2%	41,1%	6,4%	105 €	-2,7%	43 €	3,5%
Average Upscale & Luxury	44,5%	10,2%	121 €	-3,0%	54 €	6,9%	42,2%	14,4%	125 €	-1,8%	53 €	12,3%
Average Midscale	48,3%	-0,5%	79 €	1,4%	38 €	0,8%	43,4%	1,9%	80 €	2,0%	35 €	3,9%
Average Budget	46,4%	5,9%	57 €	-1,4%	27 €	4,4%	43,1%	5,3%	57 €	-1,2%	25 €	4,1%
Average Super-Budget	49,8%	-3,5%	45 €	0,3%	22 €	-3,2%	44,5%	-6,0%	45 €	0,9%	20 €	-5,1%

French Riviera Cities

February	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	45,8%	31,3%	137 €	-6,7%	63 €	22,5%	41,1%	40,0%	140 €	-5,0%	57 €	33,0%
Cannes - Boutique Hotels	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Cannes - Upscale	43,2%	19,8%	100 €	-3,0%	43 €	16,2%	39,9%	9,0%	102 €	-1,0%	41 €	7,9%
Cannes - Upscale & Luxury	44,8%	27,2%	123 €	-4,2%	55 €	21,8%	40,7%	27,2%	126 €	-1,3%	51 €	25,6%
Cannes - Midscale	35,2%	0,0%	78 €	5,5%	27 €	5,5%	32,2%	3,5%	79 €	5,3%	25 €	9,0%
Cannes - Budget	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Cannes - Super Budget	49,9%	-5,1%	43 €	-0,6%	22 €	-5,7%	45,4%	-4,5%	43 €	-0,2%	20 €	-4,7%

February	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	50,0%	3,9%	117 €	-1,2%	59 €	2,6%	47,5%	10,1%	121 €	-0,8%	57 €	9,2%
Nice - Midscale	49,5%	-6,1%	77 €	1,0%	38 €	-5,2%	44,7%	-2,9%	80 €	2,2%	36 €	-0,7%

February	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	51,3%	-19,7%	269 €	2,5%	138 €	-17,7%	49,6%	-13,8%	286 €	1,5%	142 €	-12,6%
Monaco - Upscale	43,6%	-8,5%	153 €	2,5%	67 €	-6,3%	50,2%	-1,4%	156 €	2,3%	78 €	0,8%
Monaco - Upscale & Luxury	45,5%	-12,5%	186 €	-0,3%	85 €	-12,8%	50,1%	-5,0%	188 €	-1,0%	94 €	-6,0%

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Performances Coast

February 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	42,8%	-0,4%	139 €	-2,3%	59 €	-2,7%	40,9%	-0,7%	138 €	-1,3%	57 €	-2,0%
Average Midscale	50,3%	-5,3%	96 €	5,5%	48 €	-0,1%	45,9%	-3,8%	92 €	2,8%	42 €	-1,2%
Average Budget	62,9%	18,0%	58 €	-8,2%	37 €	8,4%	59,7%	24,7%	57 €	-8,3%	34 €	14,3%
Average Super-Budget	57,5%	7,9%	39 €	6,3%	22 €	14,7%	52,9%	14,5%	38 €	5,8%	20 €	21,1%

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	61,7%	20,9%	178 €	-1,1%	110 €	19,5%	53,1%	36,0%	170 €	-5,3%	90 €	28,8%
Average Midscale	52,5%	6,2%	89 €	4,9%	47 €	11,4%	47,1%	3,2%	87 €	3,6%	41 €	6,9%
Average Budget	48,8%	16,9%	58 €	5,6%	28 €	23,4%	44,3%	17,7%	58 €	6,0%	26 €	24,7%
Average Super-Budget	48,9%	0,5%	40 €	2,3%	20 €	2,8%	45,2%	4,2%	40 €	1,9%	18 €	6,2%

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	47,7%	46,5%	164 €	-8,7%	78 €	33,8%	42,5%	18,7%	173 €	-3,2%	74 €	15,0%
Average Midscale	52,1%	9,5%	90 €	5,3%	47 €	15,3%	47,4%	15,7%	88 €	2,7%	42 €	18,9%
Average Budget	32,8%	-13,1%	53 €	5,4%	17 €	-8,4%	29,9%	-9,8%	52 €	7,4%	16 €	-3,1%
Average Super-Budget	48,1%	-2,3%	41 €	2,6%	20 €	0,3%	44,0%	0,2%	40 €	2,9%	18 €	3,1%

Coastal areas samples under continuous development and likely to evolve

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FOR FURTHER INFORMATION, PLEASE CONTACT SACHA FOURNIER (sacha.fournier@inextenso.fr)

In Extenso Tourism, Culture & Hospitality - 7 rue Ernest Renan - 92136 Issy Les Moulineaux - France

Performances Main cities in Regions

February 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	25,0%	4,2%	107 €	-0,3%	27 €	3,9%	30,9%	5,0%	106 €	5,7%	33 €	11,1%
Bayonne-Anglet-Biarritz	47,7%	46,5%	164 €	-8,7%	78 €	33,8%	42,5%	18,7%	173 €	-3,2%	74 €	15,0%
Bordeaux	43,8%	7,5%	185 €	-3,8%	81 €	3,3%	42,9%	6,0%	185 €	-5,0%	80 €	0,7%
Cannes	44,8%	27,2%	123 €	-4,2%	55 €	21,8%	40,7%	27,2%	126 €	-1,3%	51 €	25,6%
Dijon	44,0%	-0,9%	109 €	-6,4%	48 €	-7,3%	40,2%	-1,5%	111 €	-2,4%	45 €	-3,9%
Lille	57,8%	11,9%	121 €	-5,3%	70 €	6,0%	59,4%	12,4%	131 €	-3,5%	77 €	8,4%
Lyon	61,0%	7,2%	148 €	10,6%	90 €	18,6%	59,9%	3,3%	143 €	-3,7%	86 €	-0,5%
Marseille	56,7%	30,9%	116 €	-0,9%	66 €	29,8%	53,2%	25,2%	116 €	-3,2%	62 €	21,2%
Monaco	45,5%	-12,5%	186 €	-0,3%	85 €	-12,8%	50,1%	-5,0%	188 €	-1,0%	94 €	-6,0%
Montpellier	49,6%	10,1%	138 €	3,7%	68 €	14,2%	47,3%	-1,4%	130 €	0,6%	61 €	-0,9%
Nice	50,0%	3,9%	117 €	-1,2%	59 €	2,6%	47,5%	10,1%	121 €	-0,8%	57 €	9,2%
Strasbourg	46,3%	7,7%	110 €	-0,7%	51 €	7,0%	47,5%	-7,8%	114 €	-0,6%	54 €	-8,3%
Toulouse	67,6%	0,9%	118 €	4,0%	80 €	4,9%	65,2%	3,8%	120 €	2,3%	78 €	6,2%

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	46,8%	9,1%	73 €	-4,4%	34 €	4,3%	45,5%	9,9%	74 €	-4,9%	34 €	4,5%
Avignon	34,6%	-13,9%	83 €	7,3%	29 €	-7,7%	38,6%	-4,0%	85 €	4,8%	33 €	0,6%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	49,2%	0,0%	87 €	2,5%	43 €	2,5%	48,5%	0,1%	88 €	2,9%	43 €	3,0%
Cannes	35,2%	0,0%	78 €	5,5%	27 €	5,5%	32,2%	3,5%	79 €	5,3%	25 €	9,0%
Dijon	46,6%	-8,5%	88 €	-1,0%	41 €	-9,4%	40,9%	-7,7%	89 €	2,4%	36 €	-5,5%
Grenoble	50,6%	-4,8%	92 €	-1,1%	47 €	-5,9%	49,5%	0,1%	92 €	-1,5%	46 €	-1,4%
Le Havre	50,7%	-10,4%	91 €	6,3%	46 €	-4,8%	46,7%	-11,5%	91 €	3,4%	42 €	-8,5%
Lille	56,8%	-0,6%	90 €	0,9%	51 €	0,4%	58,3%	2,3%	95 €	1,8%	56 €	4,2%
Lyon	53,6%	-4,6%	94 €	1,2%	50 €	-3,4%	53,7%	-8,3%	96 €	-7,8%	51 €	-15,4%
Marseille	58,9%	11,5%	85 €	-0,3%	50 €	11,2%	53,5%	6,0%	87 €	-0,5%	47 €	5,5%
Montpellier	52,9%	6,5%	89 €	6,6%	47 €	13,6%	51,6%	-1,0%	87 €	1,9%	45 €	0,9%
Nancy	61,7%	-3,2%	92 €	6,9%	57 €	3,5%	56,4%	-1,0%	90 €	5,5%	51 €	4,4%
Nantes	60,1%	11,1%	86 €	2,1%	52 €	13,5%	56,9%	5,2%	87 €	1,9%	50 €	7,2%
Niort	49,4%	9,4%	80 €	-3,9%	40 €	5,1%	45,8%	4,2%	80 €	-4,0%	37 €	0,0%
Nice	49,5%	-6,1%	77 €	1,0%	38 €	-5,2%	44,7%	-2,9%	80 €	2,2%	36 €	-0,7%
Pau	45,7%	-10,6%	75 €	-2,8%	34 €	-13,1%	45,2%	-4,6%	75 €	-2,9%	34 €	-7,4%
Reims	56,0%	10,6%	99 €	1,1%	56 €	11,8%	51,9%	14,2%	100 €	1,4%	52 €	15,8%
Rennes	48,1%	2,7%	86 €	-2,7%	41 €	0,0%	49,7%	3,9%	89 €	-2,1%	44 €	1,8%
Rouen	45,1%	-5,7%	94 €	4,5%	42 €	-1,5%	46,3%	-8,6%	94 €	4,5%	44 €	-4,5%
Saint Etienne	42,9%	18,0%	85 €	5,4%	37 €	24,4%	43,3%	6,9%	86 €	3,5%	37 €	10,7%
Strasbourg	48,8%	1,0%	89 €	-4,6%	44 €	-3,6%	47,4%	-3,4%	92 €	-3,5%	43 €	-6,8%
Toulouse	54,1%	2,5%	96 €	-1,0%	52 €	1,5%	52,9%	4,6%	96 €	-1,7%	51 €	2,8%

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FOR FURTHER INFORMATION, PLEASE CONTACT SACHA FOURNIER (sacha.fournier@inextenso.fr)

In Extenso Tourism, Culture & Hospitality - 7 rue Ernest Renan - 92136 Issy Les Moulineaux - France

Performances Main cities in Regions

February 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	49,9%	5,0%	59 €	-0,7%	30 €	4,3%	45,7%	2,2%	60 €	1,7%	27 €	3,9%
Angers	52,3%	-7,7%	72 €	-2,4%	38 €	-9,9%	52,0%	-5,6%	71 €	-1,2%	37 €	-6,8%
Avignon	43,1%	0,2%	57 €	-3,7%	24 €	-3,5%	41,8%	-0,8%	58 €	-3,2%	24 €	-4,0%
Bayonne-Anglet-Biarritz	45,7%	-9,5%	52 €	2,6%	24 €	-7,1%	42,7%	-7,9%	53 €	5,7%	22 €	-2,6%
Bordeaux	57,9%	3,5%	65 €	0,1%	37 €	3,5%	54,7%	3,0%	65 €	0,5%	36 €	3,5%
Dijon	60,1%	-5,7%	59 €	5,3%	36 €	-0,8%	53,7%	-3,4%	58 €	0,0%	31 €	-3,3%
Grenoble	54,7%	-1,1%	58 €	-3,9%	32 €	-5,0%	50,7%	-0,3%	59 €	-4,3%	30 €	-4,6%
Le Havre	44,1%	3,6%	53 €	-2,5%	24 €	1,0%	40,1%	-0,1%	54 €	-2,0%	22 €	-2,1%
Lille	62,1%	1,1%	67 €	-0,7%	42 €	0,4%	62,0%	2,6%	71 €	-0,1%	44 €	2,5%
Lyon	60,8%	2,3%	71 €	2,7%	43 €	5,0%	59,6%	-0,5%	72 €	-7,3%	43 €	-7,8%
Marseille	53,9%	-0,2%	59 €	-3,5%	32 €	-3,7%	51,0%	2,1%	59 €	-4,3%	30 €	-2,4%
Metz	62,6%	29,1%	60 €	-1,0%	38 €	27,8%	53,6%	13,6%	60 €	0,9%	32 €	14,6%
Montpellier	56,0%	6,9%	71 €	8,5%	40 €	16,0%	55,0%	-0,5%	67 €	-0,3%	37 €	-0,9%
Nancy	67,0%	4,0%	60 €	1,9%	41 €	6,0%	64,3%	4,7%	61 €	3,5%	40 €	8,4%
Nantes	61,6%	12,1%	65 €	3,4%	40 €	15,8%	57,0%	7,8%	66 €	0,3%	37 €	8,2%
Niort	48,0%	-4,4%	58 €	-0,4%	28 €	-4,8%	44,8%	-3,5%	59 €	0,2%	26 €	-3,4%
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	59,3%	2,4%	63 €	-1,3%	37 €	1,1%	61,0%	7,0%	63 €	-1,5%	39 €	5,3%
Rouen	53,1%	6,0%	65 €	3,0%	34 €	9,2%	51,6%	4,3%	64 €	2,3%	33 €	6,7%
Saint Etienne	48,4%	-0,7%	65 €	-3,3%	31 €	-3,9%	47,8%	0,4%	66 €	-3,7%	32 €	-3,3%
Strasbourg	56,2%	8,9%	63 €	1,0%	36 €	10,0%	52,8%	1,2%	62 €	-2,2%	33 €	-1,1%
Toulouse	56,4%	8,0%	64 €	-5,7%	36 €	1,9%	55,1%	5,0%	66 €	-2,2%	36 €	2,7%

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	53,1%	-1,8%	41 €	0,0%	22 €	-1,8%	52,2%	1,3%	42 €	-1,3%	22 €	0,0%
Avignon	48,6%	-11,7%	33 €	2,3%	16 €	-9,6%	47,8%	-5,5%	33 €	1,7%	16 €	-3,9%
Bayonne-Anglet-Biarritz	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-	n.d.	-
Bordeaux	57,8%	2,1%	39 €	1,3%	22 €	3,4%	54,4%	-0,4%	39 €	0,7%	21 €	0,3%
Cannes	49,9%	-5,1%	43 €	-0,6%	22 €	-5,7%	45,4%	-4,5%	43 €	-0,2%	20 €	-4,7%
Dijon	57,4%	-2,4%	38 €	1,6%	22 €	-0,9%	52,0%	-3,9%	38 €	0,1%	20 €	-3,8%
Grenoble	48,3%	-21,5%	40 €	4,2%	19 €	-18,2%	45,6%	-19,2%	39 €	3,2%	18 €	-16,7%
Le Havre	59,1%	-10,5%	36 €	-1,2%	22 €	-11,6%	52,6%	-7,1%	37 €	0,0%	19 €	-7,1%
Lille	61,4%	5,1%	41 €	-1,6%	25 €	3,5%	60,4%	2,5%	42 €	-0,9%	25 €	1,5%
Lyon	66,1%	-4,9%	41 €	-2,2%	27 €	-7,0%	60,5%	-10,8%	41 €	-6,0%	25 €	-16,2%
Marseille	50,5%	1,8%	43 €	0,8%	22 €	2,6%	50,0%	4,1%	43 €	0,1%	22 €	4,2%
Metz	56,7%	-8,9%	37 €	0,6%	21 €	-8,3%	52,9%	-8,7%	38 €	1,3%	20 €	-7,6%
Montpellier	59,3%	8,3%	37 €	5,7%	22 €	14,5%	52,0%	-6,0%	36 €	2,0%	19 €	-4,0%
Nancy	52,2%	-5,4%	39 €	3,3%	20 €	-2,3%	47,8%	-10,4%	39 €	2,7%	18 €	-8,0%
Nantes	62,1%	1,0%	44 €	1,8%	27 €	2,9%	59,8%	-0,2%	44 €	1,9%	26 €	1,7%
Niort	54,2%	-6,2%	36 €	2,1%	19 €	-4,3%	51,9%	-1,3%	36 €	-2,2%	18 €	-3,4%
Pau	46,0%	-4,5%	36 €	11,9%	17 €	6,9%	43,7%	-3,3%	35 €	8,7%	15 €	5,1%
Rennes	58,8%	6,6%	40 €	2,1%	23 €	8,8%	56,8%	5,2%	40 €	1,2%	23 €	6,4%
Rouen	56,0%	-5,3%	42 €	0,5%	23 €	-4,8%	56,4%	-0,6%	42 €	0,8%	23 €	0,3%
Saint Etienne	63,0%	7,6%	40 €	-0,5%	25 €	7,0%	60,3%	6,5%	40 €	-1,1%	24 €	5,3%
Strasbourg	54,9%	-0,2%	39 €	-0,4%	21 €	-0,6%	49,4%	-5,1%	39 €	0,9%	19 €	-4,3%
Toulouse	66,0%	1,3%	41 €	3,3%	27 €	4,7%	62,4%	-0,5%	41 €	2,9%	25 €	2,3%

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FOR FURTHER INFORMATION, PLEASE CONTACT SACHA FOURNIER (sacha.fournier@inextenso.fr)

In Extenso Tourism, Culture & Hospitality - 7 rue Ernest Renan - 92136 Issy Les Moulineaux - France

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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FOR FURTHER INFORMATION, PLEASE CONTACT SACHA FOURNIER (sacha.fournier@inextenso.fr)

In Extenso Tourism, Culture & Hospitality - 7 rue Ernest Renan - 92136 Issy Les Moulineaux - France

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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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FOR FURTHER INFORMATION, PLEASE CONTACT SACHA FOURNIER (sacha.fournier@inextenso.fr)
In Extenso Tourism, Culture & Hospitality - 7 rue Ernest Renan - 92136 Issy Les Moulineaux - France