

Operating Summary



There are 21 hotels in operation, but the operating summary includes only hotels in which the Group has a significant equity interest.

ASIA

Mandarin Oriental, Hong Kong 100% ownership (closed from 28th December 2005 to 27th September 2006 for renovation)

	2007	2005 [†]	% Change
Available rooms	487	524	(7)
Average occupancy (%)	74	81	(9)
Average room rate (US\$)	399	266	50
RevPAR (US\$)	294	215	37

[†] 2005 numbers have been provided for comparison purposes, as on re-opening in late September 2006, only a limited number of rooms were available.

The Excelsior, Hong Kong 100% ownership

	2007	2006*	% Change
Available rooms	885	884	0
Average occupancy (%)	88	89	(1)
Average room rate (US\$)	179	163	10
RevPAR (US\$)	157	145	8

Mandarin Oriental, Tokyo 100% leasehold

	2007	2006*	% Change
Available rooms	179	179	0
Average occupancy (%)	77	66	17
Average room rate (US\$)	475	471	1
RevPAR (US\$)	367	309	19

Mandarin Oriental, Manila 96.2% ownership

	2007	2006*	% Change
Available rooms	443	443	0
Average occupancy (%)	80	81	(1)
Average room rate (US\$)	97	79	23
RevPAR (US\$)	78	64	22

Mandarin Oriental, Jakarta 88.3% ownership (closed from 23rd December 2007 for renovation)

	2007	2006*	% Change
Available rooms	404	404	0
Average occupancy (%)	37	49	(24)
Average room rate (US\$)	68	65	5
RevPAR (US\$)	25	32	(22)

Mandarin Oriental, Macau 50% ownership

	2007	2006*	% Change
Available rooms	416	416	0
Average occupancy (%)	66	68	(3)
Average room rate (US\$)	168	173	(3)
RevPAR (US\$)	111	117	(5)

Mandarin Oriental, Singapore 50% ownership

	2007	2006*	% Change
Available rooms	527	527	0
Average occupancy (%)	75	75	0
Average room rate (US\$)	209	163	28
RevPAR (US\$)	157	123	28

The Oriental, Bangkok 44.9% ownership

	2007	2006*	% Change
Available rooms	393	393	0
Average occupancy (%)	66	70	(6)
Average room rate (US\$)	269	240	12
RevPAR (US\$)	178	168	6

Mandarin Oriental, Kuala Lumpur 25% ownership

	2007	2006*	% Change
Available rooms	632	632	0
Average occupancy (%)	77	79	(3)
Average room rate (US\$)	168	139	21
RevPAR (US\$)	129	110	17

EUROPE

Mandarin Oriental Hyde Park, London 100% ownership

	2007	2006*	% Change
Available rooms	198	198	0
Average occupancy (%)	88	85	4
Average room rate (US\$)	886	731	21
RevPAR (US\$)	776	620	25

Mandarin Oriental, Munich 100% ownership

(impacted by 3-month room renovation in 2007)

	2007	2006*	% Change
Available rooms	73	73	0
Average occupancy (%)	72	83	(13)
Average room rate (US\$)	585	503	16
RevPAR (US\$)	420	416	1

Mandarin Oriental Hotel du Rhône, Geneva

92.6% ownership

	2007	2006*	% Change
Available rooms	190	190	0
Average occupancy (%)	72	65	11
Average room rate (US\$)	550	480	15
RevPAR (US\$)	398	310	28

THE AMERICAS

Mandarin Oriental, Washington D.C.

80% ownership

	2007	2006*	% Change
Available rooms	400	400	0
Average occupancy (%)	61	58	5
Average room rate (US\$)	331	304	9
RevPAR (US\$)	201	177	14

Mandarin Oriental, New York 25% ownership

(2006: 50%; 2007: half of 50% ownership sold on 1st March 2007)

	2007	2006*	% Change
Available rooms	248	248	0
Average occupancy (%)	76	75	1
Average room rate (US\$)	937	832	13
RevPAR (US\$)	715	624	15

Mandarin Oriental, Miami 25% ownership

	2007	2006*	% Change
Available rooms	326	327	0
Average occupancy (%)	72	70	3
Average room rate (US\$)	399	359	11
RevPAR (US\$)	288	252	14

*Comparative average room rates for prior years have been restated to include other minor rooms revenue to conform to the current year's presentation and industry practice.