

Operating Summary



There are 23 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

	2008	2007	% Change
Available rooms	502	487	3
Average occupancy (%)	69	74	(7)
Average room rate (US\$)	437	399	10
RevPAR (US\$)	300	294	2

Mandarin Oriental, Macau 50% ownership

	2008	2007	% Change
Available rooms	416	416	0
Average occupancy (%)	48	66	(27)
Average room rate (US\$)	153	168	(9)
RevPAR (US\$)	74	111	(33)

The Excelsior, Hong Kong 100% ownership

	2008	2007	% Change
Available rooms	886	885	0
Average occupancy (%)	84	88	(5)
Average room rate (US\$)	184	179	3
RevPAR (US\$)	154	157	(2)

Mandarin Oriental, Singapore 50% ownership

	2008	2007	% Change
Available rooms	527	527	0
Average occupancy (%)	66	75	(12)
Average room rate (US\$)	265	209	27
RevPAR (US\$)	176	157	12

Mandarin Oriental, Tokyo 100% leasehold

	2008	2007	% Change
Available rooms	179	179	0
Average occupancy (%)	63	77	(18)
Average room rate (US\$)	537	475	13
RevPAR (US\$)	336	367	(8)

Mandarin Oriental, Bangkok 44.9% ownership

	2008	2007	% Change
Available rooms	393	393	0
Average occupancy (%)	61	66	(8)
Average room rate (US\$)	297	269	10
RevPAR (US\$)	182	178	2

Mandarin Oriental, Jakarta 96.9% ownership (2007: 88.3%) (closed from 23rd December 2007 for renovation)

	2008	2007	% Change
Available rooms	N/A	404	N/A
Average occupancy (%)	N/A	37	N/A
Average room rate (US\$)	N/A	68	N/A
RevPAR (US\$)	N/A	25	N/A

Mandarin Oriental, Kuala Lumpur 25% ownership

	2008	2007	% Change
Available rooms	632	632	0
Average occupancy (%)	68	77	(12)
Average room rate (US\$)	192	168	14
RevPAR (US\$)	131	129	2

Mandarin Oriental, Manila 96.2% ownership

	2008	2007	% Change
Available rooms	442	443	0
Average occupancy (%)	72	80	(10)
Average room rate (US\$)	117	97	21
RevPAR (US\$)	84	78	8

EUROPE

Mandarin Oriental Hyde Park, London 100% ownership

	2008	2007	% Change
Available rooms	198	198	0
Average occupancy (%)	84	88	(5)
Average room rate (US\$)	842	886	(5)
RevPAR (US\$)	703	776	(9)

Mandarin Oriental, Munich 100% ownership

	2008	2007	% Change
Available rooms	73	73	0
Average occupancy (%)	75	72	4
Average room rate (US\$)	685	585	17
RevPAR (US\$)	516	420	23

Mandarin Oriental, Geneva 92.6% ownership

	2008	2007	% Change
Available rooms	197	190	4
Average occupancy (%)	63	72	(13)
Average room rate (US\$)	643	550	17
RevPAR (US\$)	408	398	3

THE AMERICAS

Mandarin Oriental, Washington D.C. 80% ownership

	2008	2007	% Change
Available rooms	400	400	0
Average occupancy (%)	60	61	(2)
Average room rate (US\$)	322	331	(3)
RevPAR (US\$)	193	201	(4)

Mandarin Oriental, New York 25% ownership

	2008	2007	% Change
Available rooms	248	248	0
Average occupancy (%)	73	76	(4)
Average room rate (US\$)	952	937	2
RevPAR (US\$)	691	715	(3)

Mandarin Oriental, Miami 25% ownership

	2008	2007	% Change
Available rooms	326	326	0
Average occupancy (%)	66	72	(8)
Average room rate (US\$)	390	399	(2)
RevPAR (US\$)	256	288	(11)