

Operating Summary



There are 25 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

	2009	2008	% Change
Available rooms	501	502	0
Average occupancy (%)	56	69	(19)
Average room rate (US\$)	374	437	(14)
RevPAR (US\$)	210	300	(30)

Mandarin Oriental, Manila 96.2% ownership

	2009	2008	% Change
Available rooms	442	442	0
Average occupancy (%)	64	72	(11)
Average room rate (US\$)	92	117	(21)
RevPAR (US\$)	59	84	(30)

The Excelsior, Hong Kong 100% ownership

	2009	2008	% Change
Available rooms	886	886	0
Average occupancy (%)	74	84	(12)
Average room rate (US\$)	152	184	(17)
RevPAR (US\$)	113	154	(27)

Mandarin Oriental, Singapore 50% ownership

	2009	2008	% Change
Available rooms	527	527	0
Average occupancy (%)	69	66	5
Average room rate (US\$)	185	265	(30)
RevPAR (US\$)	127	176	(28)

Mandarin Oriental, Tokyo 100% leasehold

	2009	2008	% Change
Available rooms	179	179	0
Average occupancy (%)	55	63	(13)
Average room rate (US\$)	517	537	(4)
RevPAR (US\$)	286	336	(15)

Mandarin Oriental, Bangkok 44.9% ownership

	2009	2008	% Change
Available rooms	393	393	0
Average occupancy (%)	43	61	(30)
Average room rate (US\$)	302	297	2
RevPAR (US\$)	130	182	(29)

Mandarin Oriental, Jakarta 96.9% ownership (closed from 23rd December 2007 to 4th October 2009 for renovation)

	2009	2008	% Change
Available rooms	272*	N/A	N/A
Average occupancy (%)	31	N/A	N/A
Average room rate (US\$)	152	N/A	N/A
RevPAR (US\$)	47	N/A	N/A

Mandarin Oriental, Kuala Lumpur 25% ownership

	2009	2008	% Change
Available rooms	632	632	0
Average occupancy (%)	54	68	(21)
Average room rate (US\$)	182	192	(5)
RevPAR (US\$)	98	131	(25)

* On re-opening in October 2009, only a limited number of rooms were available on which occupancy is based.

EUROPE

Mandarin Oriental Hyde Park, London 100% ownership

	2009	2008	% Change
Available rooms	191	198	(4)
Average occupancy (%)	81	84	(4)
Average room rate (US\$)	702	842	(17)
RevPAR (US\$)	566	703	(19)

Mandarin Oriental, Munich 100% ownership

	2009	2008	% Change
Available rooms	73	73	0
Average occupancy (%)	70	75	(7)
Average room rate (US\$)	584	685	(15)
RevPAR (US\$)	408	516	(21)

Mandarin Oriental, Geneva 92.6% ownership

	2009	2008	% Change
Available rooms	197	197	0
Average occupancy (%)	56	63	(11)
Average room rate (US\$)	634	643	(1)
RevPAR (US\$)	356	408	(13)

THE AMERICAS

Mandarin Oriental, Washington D.C. 80% ownership

	2009	2008	% Change
Available rooms	400	400	0
Average occupancy (%)	53	60	(12)
Average room rate (US\$)	308	322	(4)
RevPAR (US\$)	164	193	(15)

Mandarin Oriental, New York 25% ownership

	2009	2008	% Change
Available rooms	248	248	0
Average occupancy (%)	62	73	(15)
Average room rate (US\$)	808	952	(15)
RevPAR (US\$)	503	691	(27)

Mandarin Oriental, Miami 25% ownership

	2009	2008	% Change
Available rooms	326	326	0
Average occupancy (%)	56	66	(15)
Average room rate (US\$)	292	390	(25)
RevPAR (US\$)	165	256	(36)