

Operating Summary

There are 28 hotels in operation, but the operating summary includes only hotels in which the Group has an equity interest and were operating throughout 2012.

ASIA

Mandarin Oriental, Hong Kong 100% ownership

	2012	2011	% Change
Available rooms	501	501	0
Average occupancy (%)	69	71	(3)
Average room rate (US\$)	475	468	1
RevPAR (US\$)	329	330	(0)

The Excelsior, Hong Kong 100% ownership

	2012	2011	% Change
Available rooms	884	884	0
Average occupancy (%)	88	89	(1)
Average room rate (US\$)	196	195	1
RevPAR (US\$)	173	174	(1)

Mandarin Oriental, Tokyo 100% leasehold

	2012	2011	% Change
Available rooms	178	178	0
Average occupancy (%)	59	50	18
Average room rate (US\$)	595	570	4
RevPAR (US\$)	353	283	25

Mandarin Oriental, Jakarta 96.9% ownership

	2012	2011	% Change
Available rooms	272	272	0
Average occupancy (%)	61	59	3
Average room rate (US\$)	182	159	14
RevPAR (US\$)	111	94	18

Mandarin Oriental, Manila 96.2% ownership

	2012	2011	% Change
Available rooms	442	442	0
Average occupancy (%)	70	72	(3)
Average room rate (US\$)	116	112	4
RevPAR (US\$)	81	80	1

Mandarin Oriental, Singapore 50% ownership

	2012	2011	% Change
Available rooms	527	527	0
Average occupancy (%)	85	82	4
Average room rate (US\$)	286	267	7
RevPAR (US\$)	242	218	11

Mandarin Oriental, Bangkok 44.9% ownership

	2012	2011	% Change
Available rooms	393	393	0
Average occupancy (%)	54	45	20
Average room rate (US\$)	333	336	(1)
RevPAR (US\$)	178	150	19

Mandarin Oriental, Kuala Lumpur 25% ownership

	2012	2011	% Change
Available rooms	632	632	0
Average occupancy (%)	67	66	2
Average room rate (US\$)	200	190	5
RevPAR (US\$)	133	126	6

EUROPE

Mandarin Oriental Hyde Park, London 100% ownership

	2012	2011	% Change
Available rooms	194	189	3
Average occupancy (%)	78	80	(3)
Average room rate (US\$)	900	863	4
RevPAR (US\$)	703	688	2

Mandarin Oriental, Munich 100% ownership

	2012	2011	% Change
Available rooms	73	73	0
Average occupancy (%)	76	82	(7)
Average room rate (US\$)	819	768	7
RevPAR (US\$)	619	626	(1)

Mandarin Oriental, Paris (opening date: June 2011*)

100% ownership with effect from 8 February 2013
(previously 100% leasehold)

	2012	2011*	% Change
Available rooms	138	138	0
Average occupancy (%)	58	32	81
Average room rate (US\$)	1,176	1,326	(11)
RevPAR (US\$)	676	430	57

Mandarin Oriental, Geneva 92.6% ownership

	2012	2011	% Change
Available rooms	190	185	3
Average occupancy (%)	51	52	(2)
Average room rate (US\$)	700	802	(13)
RevPAR (US\$)	359	416	(14)

THE AMERICAS

Mandarin Oriental, Washington D.C. 80% ownership

	2012	2011	% Change
Available rooms	400	400	0
Average occupancy (%)	60	62	(3)
Average room rate (US\$)	294	296	(1)
RevPAR (US\$)	177	184	(4)

Mandarin Oriental, New York 25% ownership

	2012	2011	% Change
Available rooms	243	248	(2)
Average occupancy (%)	71	71	0
Average room rate (US\$)	915	883	4
RevPAR (US\$)	650	627	4

Mandarin Oriental, Miami 25% ownership

	2012	2011	% Change
Available rooms	326	326	0
Average occupancy (%)	66	72	(8)
Average room rate (US\$)	347	312	11
RevPAR (US\$)	228	225	1