



2022 HALF YEAR RESULTS

Mandarin Oriental Hotel Group

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Highlights

- Improved trading conditions, except in China and Japan where travel restrictions remained in place
- Positive EBITDA performance in H1
- Significantly reduced underlying loss compared to prior year
- Solid development pipeline, four new management contracts announced
- Robust liquidity and funding position

Results Overview

US \$ m	HI 2022	HI 2021
Combined Total Revenue*	679	382
Group Revenue [#]	198	102
Underlying EBITDA	28	(17)

* Includes revenue from the total portfolio of owned and managed hotels

[#] Includes revenue from the Group's subsidiary hotels as well as the Group's management and branding activities

Underlying Profit and Loss

US \$ m	HI 2022	HI 2021
Underlying profit/ (loss) attributable to shareholders		
Owned hotels	(28)	(64)
Management business	7	(3)
Total	(21)	(67)

Loss Attributable to Shareholders

US \$ m	HI 2022	HI 2021
Net Non-Trading Gains/(Losses) (US \$m) [#]	3	(89)
Loss Attributable to Shareholders (US \$m)	(18)	(156)
Adjusted Net Asset Value per Share (US \$)	3.86	3.93*

[#] The valuation of the Causeway Bay site under development at US\$2.5 billion, net of future construction costs, remained broadly in-line with the valuation at the end of 2021 (HI 2021: a decrease of 3% from the end of 2020).

* At 31st December 2021

Cash Flow Overview

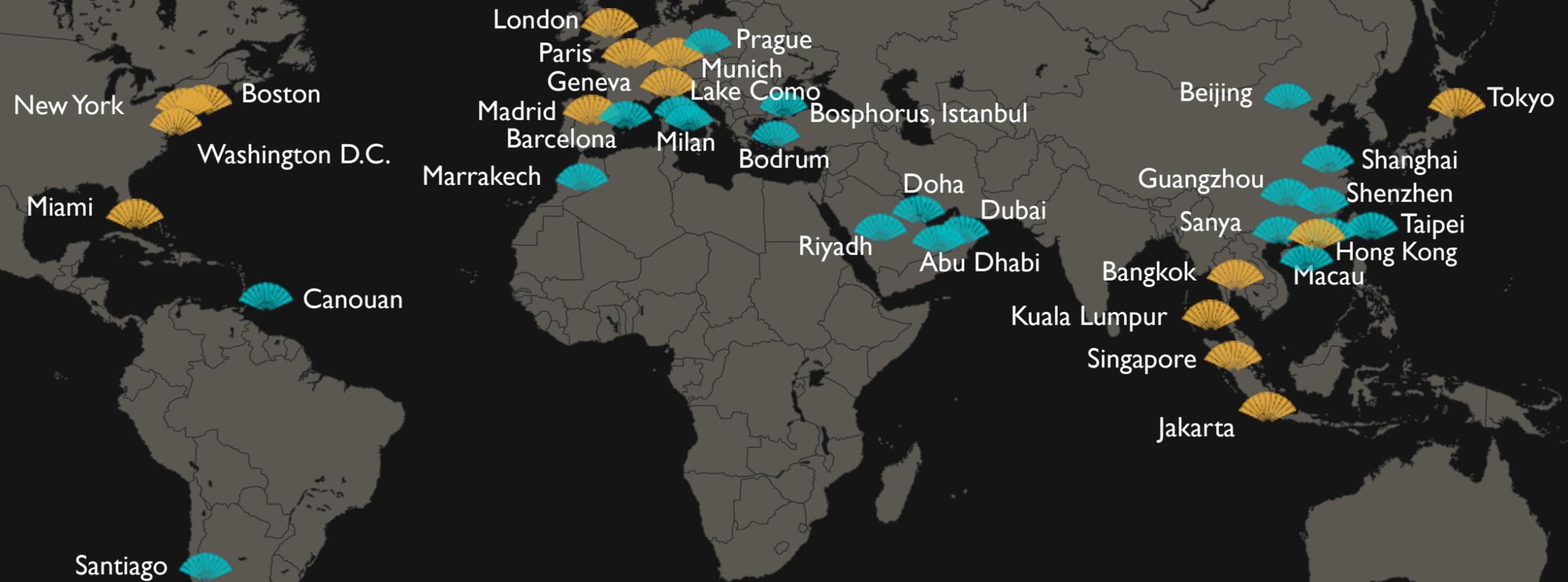
- Operating cash inflow was US\$10m
- Capital expenditures and investments of US\$15m
- Robust liquidity position
- Balance sheet strong, gearing remains low



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OPERATING REVIEW

Global Portfolio

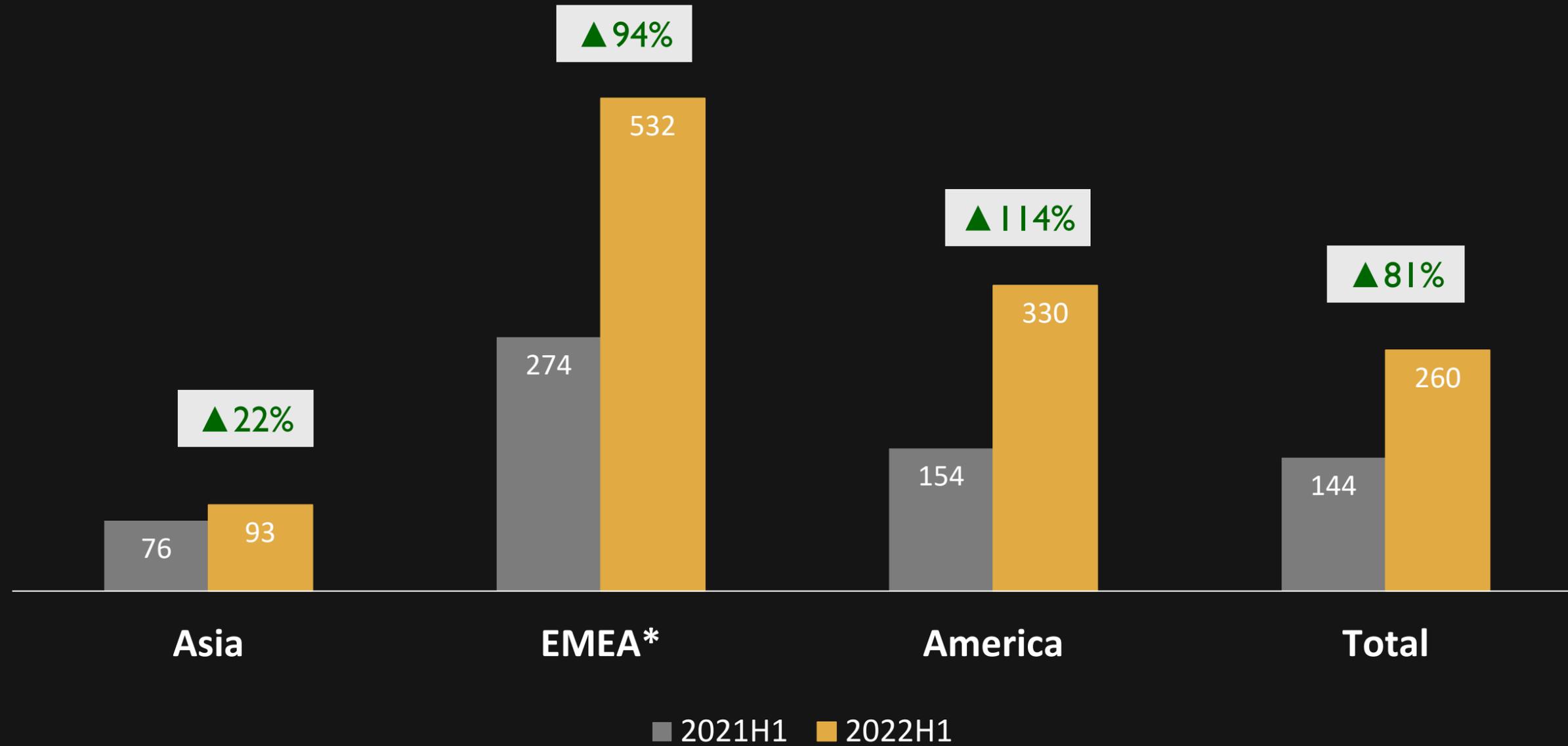


Hotels under operations

-  15 owned hotels (Subsidiary, associate or JVs)
-  21 managed properties

2022 Half Year RevPAR Performance

US \$



*Europe, Middle East and Africa

Figures shown on a like-for-like basis for all hotels that were in the Group's portfolio since the beginning of 2021 and includes periods when some hotels were temporarily closed due to Covid -19. As such, the Group's hotel in Riyadh, Istanbul and Shenzhen were excluded as they were opened during the course of 2021 or 2022.

Owned Hotels Performance

Asia

- Positive EBITDA achieved in Southeast Asia, in particular Singapore, Bangkok and Kuala Lumpur, although well below pre-COVID levels in 2019
- EBITDA losses in Hong Kong and Tokyo where travel restrictions remained in place

EMEA

- Continued to benefit from strong travel demand
- Solid performance across the portfolio
- Positive EBITDA at all hotels, with some hotels exceeding 2019 performance

America

- Improved EBITDA across the region
- Miami benefitted from strong leisure demand and New York outperforming 2019 RevPAR
- Corporate demand returning but remained well below 2019 levels

Management Business

- Increased management fee income from all regions except mainland China where COVID restrictions remained in place
- Results benefited from cost control actions taken in 2020 and 2021
- Substantial improvement in EBITDA profitability, compared to H1 2021
- Branding fees received from several Residences projects
- Future profit growth engine of the Group

Redevelopment of the Causeway Bay Site

- Previously the site of The Excelsior hotel, Hong Kong
- Redevelopment on track and on budget
- Completion expected in 2025 as a mixed-use commercial building
- Total project costs of some US\$650m, US\$72m invested to date
- Financing has been arranged to fund remaining project costs, predominantly due to be incurred in 2023 and 2024



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FINANCIAL RESULTS

Underlying EBITDA Performance

Key Highlights

US \$m	HI 2022	HI 2021
Underlying EBITDA*		
Owned hotels	15	(20)
Management business	13	3
Total	28	(17)

* Government support of US\$5m and US\$22m were recognised in EBITDA across the business in HI 2022 and HI 2021 respectively.

Financial Results

Summary Cash Flow Statement

US \$m	HI 2022	HI 2021
Operating Activities	10	(23)
Investing Activities	(15)	(58)
Financing Activities	(21)	56
Net decrease in cash	(26)	(25)

Financial Results

Cash Flow Statement – Operating Activities

US \$ m	HI 2022	HI 2021
Operating Activities		
EBITDA from subsidiaries and non-cash items	19	(11)
Working capital movement	(1)	(4)
Net interest and other financing charges paid	(6)	(7)
Tax paid	(2)	(1)
Total	10	(23)

Financial Results

Cash Flow Statement – Investing Activities

US \$ m	HI 2022	HI 2021
Investing Activities		
Net capital expenditure on existing properties	(6)	(11)
Munich hotel expansion	4	(29)
Redevelopment of the Causeway Bay site	(14)	(12)
Restoration of the Madrid hotel	-	(4)
Investment in an associate	(1)	-
Net repayment from/(advanced to) associates and joint ventures	2	(2)
Total	(15)	(58)

Financial Results

Net Debt

US \$ m	Jun 2022	Dec 2021
Net debt	519	517
Cash balance	179	213
Undrawn committed debt facilities	309	294
Adjusted shareholders' funds [#]	4,875	4,966
Gearing [^]	11%	10%
Adjusted net asset value per share (US \$)	3.86	3.93

[#] Includes the market value of the Group's ownership interest in its freehold and leasehold properties

[^] Gearing as a percentage of adjusted shareholders' funds

Financial Results

Future Significant Capital Commitments

	US \$ m	Timing
Redevelopment of the Causeway Bay site	536	2022-25



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HOTEL OPENINGS AND HOTELS UNDER DEVELOPMENT

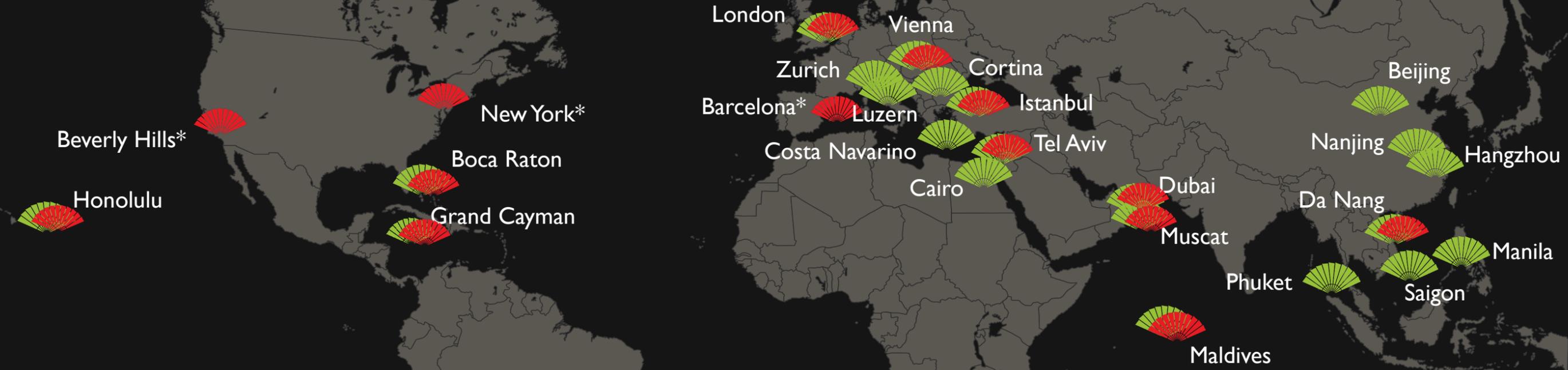
New Hotel Opened



Mandarin Oriental, Shenzhen (*Management contract*)

- 178 rooms and suites
- The Group's fifth hotel in mainland China
- Opened in January 2022

DEVELOPMENT PORTFOLIO



Expected to open within the next five years

-  Hotels (22)
-  Residences (14 of which 3 are standalone*)

Development Update

- Development pipeline exclusively managed properties
- Many projects at an advanced stage of completion despite construction delays due to pandemic
- Four new management contracts announced
- One new hotel opening planned in H2 2022
- Two new stand-alone residences opening in H2 2022

Contracts Signed in H1



Mandarin Oriental, Costa Navarino (Management contract)

- 99 guest rooms including 48 pool villas
- Beach front resort
- Scheduled to open in 2023

Contracts Signed in H1



Mandarin Oriental, Maldives (Management contract)

- 120 stand-alone villas, including 10 branded Residences at Mandarin Oriental
- Resort on a private island
- Scheduled to open in 2025

Contracts Signed in H1



Mandarin Oriental Shepheard, Cairo (Management contract)

- 188 rooms and 88 suites
- Rebranding of the historic Shepheard Hotel in Cairo which first open its doors in 1841
- Group's first hotel in Egypt
- Scheduled to open in 2024

Contracts Signed in H1



Mandarin Oriental Cristallo, Cortina (Management contract)

- 83 rooms and suites
- Rebranding of the historic Hotel Cristallo built in 1901
- Group's first alpine resort
- Scheduled to open in 2025

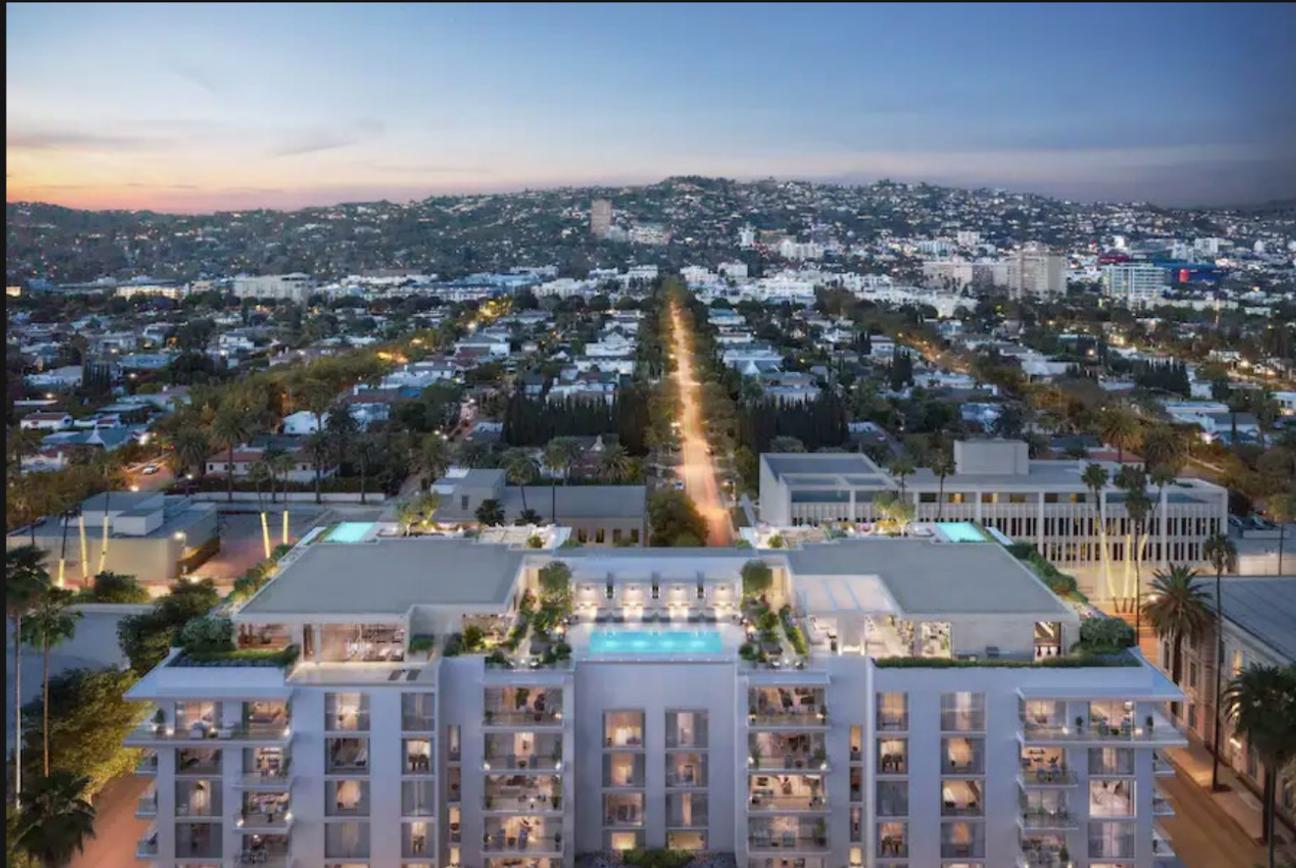
Scheduled Openings in 2022



Mandarin Oriental Palace, Luzern (Management contract)

- 136 rooms and suites
- Rebranding of the iconic Hotel Palace Luzern first opened in 1906
- Extensive renovation
- Due to open in September

Scheduled Openings in 2022



*Mandarin Oriental Residences, Beverly Hills
(Management contract)*

- 54 branded residences
- The Group's first residential-only project on the US West Coast
- Scheduled to open in August

Scheduled Openings in 2022



Mandarin Oriental Residences, Barcelona (Management contract)

- 34 branded residences
- Housed in a 20-storey tower at the centre of the city
- Scheduled to open in September

2022 Outlook

- Mixed trading conditions expected to continue
- Continued recovery in EMEA and America
- Short term trading outlook for Hong Kong remains challenging
- Continued development of the portfolio pipeline with new projects to be announced
- Confidence that the strength of the Mandarin Oriental brand will underpin the long-term success of the Group



Questions to investors@mohg.com