

Operating Summary



There are 26 hotels in operation, but the operating summary includes only hotels in which the Group has an equity interest.

ASIA

Mandarin Oriental, Hong Kong 100% ownership

	2010	2009	% Change
Available rooms	501	501	0
Average occupancy (%)	68	56	21
Average room rate (US\$)	426	374	14
RevPAR (US\$)	289	210	38

Mandarin Oriental, Manila 96.2% ownership

	2010	2009	% Change
Available rooms	442	442	0
Average occupancy (%)	71	64	11
Average room rate (US\$)	96	92	4
RevPAR (US\$)	68	59	15

The Excelsior, Hong Kong 100% ownership

	2010	2009	% Change
Available rooms	886	886	0
Average occupancy (%)	86	74	16
Average room rate (US\$)	171	152	13
RevPAR (US\$)	147	113	30

Mandarin Oriental, Singapore 50% ownership

	2010	2009	% Change
Available rooms	527	527	0
Average occupancy (%)	81	69	17
Average room rate (US\$)	218	185	18
RevPAR (US\$)	177	127	39

Mandarin Oriental, Tokyo long-term leasehold

	2010	2009	% Change
Available rooms	178	179	(1)
Average occupancy (%)	64	55	16
Average room rate (US\$)	536	517	4
RevPAR (US\$)	341	286	19

Mandarin Oriental, Bangkok 44.9% ownership

	2010	2009	% Change
Available rooms	393	393	0
Average occupancy (%)	40	43	(7)
Average room rate (US\$)	325	302	8
RevPAR (US\$)	131	130	1

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

	2010	2009	% Change
Available rooms*	272	272	0
Average occupancy (%)	46	31	48
Average room rate (US\$)	141	152	(7)
RevPAR (US\$)	64	47	36

Mandarin Oriental, Kuala Lumpur 25% ownership

	2010	2009	% Change
Available rooms	632	632	0
Average occupancy (%)	64	54	19
Average room rate (US\$)	185	182	2
RevPAR (US\$)	119	98	21

* 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

	2010	2009	% Change
Available rooms	189	191	(1)
Average occupancy (%)	80	81	(1)
Average room rate (US\$)	720	702	3
RevPAR (US\$)	578	566	2

Mandarin Oriental, Munich 100% ownership

	2010	2009	% Change
Available rooms	73	73	0
Average occupancy (%)	77	70	10
Average room rate (US\$)	648	584	11
RevPAR (US\$)	498	408	22

Mandarin Oriental, Geneva 92.6% ownership

	2010	2009	% Change
Available rooms	197	197	0
Average occupancy (%)	55	56	(2)
Average room rate (US\$)	692	634	9
RevPAR (US\$)	383	356	8

THE AMERICAS

Mandarin Oriental, Washington D.C. 80% ownership

	2010	2009	% Change
Available rooms	400	400	0
Average occupancy (%)	61	53	15
Average room rate (US\$)	285	308	(7)
RevPAR (US\$)	173	164	5

Mandarin Oriental, New York 25% ownership

	2010	2009	% Change
Available rooms	248	248	0
Average occupancy (%)	69	62	11
Average room rate (US\$)	883	808	9
RevPAR (US\$)	612	503	22

Mandarin Oriental, Miami 25% ownership

	2010	2009	% Change
Available rooms	326	326	0
Average occupancy (%)	65	56	16
Average room rate (US\$)	293	292	0
RevPAR (US\$)	189	165	15