

Operating Summary

There are 27 hotels in operation, but the operating summary includes only hotels in which the Group has an equity interest and were operating throughout 2011.

ASIA

Mandarin Oriental, Hong Kong 100% ownership

	2011	2010	% Change
Available rooms	501	501	0
Average occupancy (%)	71	68	4
Average room rate (US\$)	468	426	10
RevPAR (US\$)	330	289	14

The Excelsior, Hong Kong 100% ownership

	2011	2010	% Change
Available rooms	884	886	(0)
Average occupancy (%)	89	86	3
Average room rate (US\$)	195	171	14
RevPAR (US\$)	174	147	18

Mandarin Oriental, Tokyo 100% leasehold

	2011	2010	% Change
Available rooms	178	178	0
Average occupancy (%)	50	64	(22)
Average room rate (US\$)	570	536	6
RevPAR (US\$)	283	341	(17)

Mandarin Oriental, Jakarta 96.9% ownership

	2011	2010	% Change
Available rooms	272	272	0
Average occupancy (%)	59	46	28
Average room rate (US\$)	159	141	13
RevPAR (US\$)	94	64	47

Mandarin Oriental, Manila 96.2% ownership

	2011	2010	% Change
Available rooms	442	442	0
Average occupancy (%)	72	71	1
Average room rate (US\$)	112	96	17
RevPAR (US\$)	80	68	18

Mandarin Oriental, Singapore 50% ownership

	2011	2010	% Change
Available rooms	527	527	0
Average occupancy (%)	82	81	1
Average room rate (US\$)	267	218	22
RevPAR (US\$)	218	177	23

Mandarin Oriental, Bangkok 44.9% ownership

	2011	2010	% Change
Available rooms	393	393	0
Average occupancy (%)	45	40	13
Average room rate (US\$)	336	325	3
RevPAR (US\$)	150	131	15

Mandarin Oriental, Kuala Lumpur 25% ownership

	2011	2010	% Change
Available rooms	632	632	0
Average occupancy (%)	66	64	3
Average room rate (US\$)	190	185	3
RevPAR (US\$)	126	119	6

EUROPE

Mandarin Oriental Hyde Park, London 100% ownership

	2011	2010	% Change
Available rooms	189	189	0
Average occupancy (%)	80	80	0
Average room rate (US\$)	863	720	20
RevPAR (US\$)	688	578	19

Mandarin Oriental, Munich 100% ownership

	2011	2010	% Change
Available rooms	73	73	0
Average occupancy (%)	82	77	6
Average room rate (US\$)	768	648	19
RevPAR (US\$)	626	498	26

Mandarin Oriental, Geneva 92.6% ownership

	2011	2010	% Change
Available rooms	185	197	(6)
Average occupancy (%)	52	55	(5)
Average room rate (US\$)	802	692	16
RevPAR (US\$)	416	383	9

THE AMERICAS

Mandarin Oriental, Washington D.C. 80% ownership

	2011	2010	% Change
Available rooms	400	400	0
Average occupancy (%)	62	61	2
Average room rate (US\$)	296	285	4
RevPAR (US\$)	184	173	6

Mandarin Oriental, New York 25% ownership

	2011	2010	% Change
Available rooms	248	248	0
Average occupancy (%)	71	69	3
Average room rate (US\$)	883	883	0
RevPAR (US\$)	627	612	2

Mandarin Oriental, Miami 25% ownership

	2011	2010	% Change
Available rooms	326	326	0
Average occupancy (%)	72	65	11
Average room rate (US\$)	312	293	6
RevPAR (US\$)	225	189	19