

Operating Summary



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

	YTD June 2010					YTD June 2011		
	Ownership (%)	Number of Rooms	Occupancy (%)	Average Room Rate (US\$)	RevPAR (US\$)	Occupancy (%)	Average Room Rate (US\$)	RevPAR (US\$)
ASIA								
Mandarin Oriental, Hong Kong	100.0	501	63.5	424	269	70.5	465	328
The Excelsior, Hong Kong	100.0	886	83.9	163	137	87.0	189	164
Mandarin Oriental, Tokyo	100.0	178	62.5	513	321	41.6	554	230
Mandarin Oriental, Jakarta	96.9	272	40.3	143	58	57.3	155	89
Mandarin Oriental, Manila	96.2	442	74.7	93	69	73.2	112	82
Mandarin Oriental, Singapore	50.0	527	82.2	201	165	76.8	266	204
Mandarin Oriental, Bangkok	44.9	393	41.3	328	135	50.5	339	171
Mandarin Oriental, Kuala Lumpur	25.0	632	60.6	180	109	64.8	189	122
EUROPE								
Mandarin Oriental Hyde Park, London	100.0	189	76.8	654	502	79.0	858	678
Mandarin Oriental, Munich	100.0	73	69.2	564	390	78.5	703	552
Mandarin Oriental, Geneva	92.6	185	57.1	658	376	57.3	822	471
THE AMERICAS								
Mandarin Oriental, Washington DC	80.0	400	61.4	285	175	65.8	301	198
Mandarin Oriental, New York	25.0	248	65.0	788	512	68.6	811	556
Mandarin Oriental, Miami	25.0	326	68.2	318	217	77.9	333	259

RevPAR = Revenue Per Available Room