

Operating Summary

There are 26 hotels in operation, but the operating summary includes only hotels in which the Group has an equity interest and were operating throughout 2013.

ASIA

Mandarin Oriental, Hong Kong 100% ownership

	2013	2012*	% Change
Available rooms	501	501	0
Average occupancy (%)	70	69	1
Average room rate (US\$)	523	522	0
RevPAR (US\$)	366	362	1

The Excelsior, Hong Kong 100% ownership

	2013	2012*	% Change
Available rooms	884	884	0
Average occupancy (%)	89	88	1
Average room rate (US\$)	211	216	(2)
RevPAR (US\$)	188	191	(2)

Mandarin Oriental, Tokyo 100% leasehold

	2013	2012	% Change
Available rooms	178	178	0
Average occupancy (%)	74	59	25
Average room rate (US\$)	499	595	(16)
RevPAR (US\$)	371	353	5

Mandarin Oriental, Jakarta 96.9% ownership

	2013	2012	% Change
Available rooms	272	272	0
Average occupancy (%)	63	61	3
Average room rate (US\$)	185	182	2
RevPAR (US\$)	117	111	5

Mandarin Oriental, Manila 96.2% ownership

	2013	2012	% Change
Available rooms	442	442	0
Average occupancy (%)	67	70	(4)
Average room rate (US\$)	113	116	(3)
RevPAR (US\$)	76	81	(6)

Mandarin Oriental, Singapore 50% ownership

	2013	2012*	% Change
Available rooms	527	527	0
Average occupancy (%)	83	85	(2)
Average room rate (US\$)	311	315	(1)
RevPAR (US\$)	259	266	(3)

Mandarin Oriental, Bangkok 44.9% ownership

	2013	2012	% Change
Available rooms	393	393	0
Average occupancy (%)	51	54	(6)
Average room rate (US\$)	377	333	13
RevPAR (US\$)	193	178	8

Mandarin Oriental, Kuala Lumpur 25% ownership

	2013	2012	% Change
Available rooms	632	632	0
Average occupancy (%)	62	67	(7)
Average room rate (US\$)	202	200	1
RevPAR (US\$)	126	133	(5)

* Comparative average room rates and RevPAR in Hong Kong and Singapore have been restated to include undistributed service charge to conform to current year's presentation and industry practice.

EUROPE

Mandarin Oriental Hyde Park, London 100% ownership

	2013	2012	% Change
Available rooms	194	194	0
Average occupancy (%)	80	78	3
Average room rate (US\$)	857	900	(5)
RevPAR (US\$)	682	703	(3)

Mandarin Oriental, Munich 100% ownership

	2013	2012	% Change
Available rooms	73	73	0
Average occupancy (%)	77	76	1
Average room rate (US\$)	976	819	19
RevPAR (US\$)	753	619	22

Mandarin Oriental, Paris 100% ownership with effect from 8 February 2013 (previously 100% leasehold)

	2013	2012	% Change
Available rooms	138	138	0
Average occupancy (%)	66	57	16
Average room rate (US\$)	1,283	1,176	9
RevPAR (US\$)	849	676	26

Mandarin Oriental, Geneva 92.6% ownership

	2013	2012	% Change
Available rooms	197	190	4
Average occupancy (%)	50	51	(2)
Average room rate (US\$)	708	700	1
RevPAR (US\$)	356	359	(1)

THE AMERICAS

Mandarin Oriental, Washington D.C. 80% ownership

	2013	2012	% Change
Available rooms	397	400	(1)
Average occupancy (%)	60	60	0
Average room rate (US\$)	326	294	11
RevPAR (US\$)	195	177	10

Mandarin Oriental, New York 25% ownership

	2013	2012	% Change
Available rooms	244	243	0
Average occupancy (%)	75	71	6
Average room rate (US\$)	947	915	3
RevPAR (US\$)	706	650	9

Mandarin Oriental, Miami 25% ownership

	2013	2012	% Change
Available rooms	326	326	0
Average occupancy (%)	70	66	6
Average room rate (US\$)	362	347	4
RevPAR (US\$)	253	228	11