

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 2014.

ASIA

Mandarin Oriental, Hong Kong 100% ownership

	2014	2013	% Change
Available rooms	501	501	0
Average occupancy (%)	68	70	(3)
Average room rate (US\$)	545	523	4
RevPAR (US\$)	370	366	1

The Excelsior, Hong Kong 100% ownership

	2014	2013	% Change
Available rooms	884	884	0
Average occupancy (%)	85	89	(4)
Average room rate (US\$)	212	211	0
RevPAR (US\$)	180	188	(4)

Mandarin Oriental, Tokyo 100% leasehold

	2014	2013	% Change
Available rooms	178	178	0
Average occupancy (%)	76	74	3
Average room rate (US\$)	520	499	4
RevPAR (US\$)	397	371	7

Mandarin Oriental, Jakarta 96.9% ownership

	2014	2013	% Change
Available rooms	272	272	0
Average occupancy (%)	59	63	(6)
Average room rate (US\$)	184	185	(1)
RevPAR (US\$)	109	117	(7)

Mandarin Oriental, Singapore 50% ownership

	2014	2013	% Change
Available rooms	527	527	0
Average occupancy (%)	82	83	(1)
Average room rate (US\$)	307	311	(1)
RevPAR (US\$)	251	259	(3)

Mandarin Oriental, Bangkok 44.9% ownership

	2014	2013	% Change
Available rooms	374	393	(5)
Average occupancy (%)	41	51	(20)
Average room rate (US\$)	386	377	2
RevPAR (US\$)	159	193	(18)

Mandarin Oriental, Kuala Lumpur 25% ownership

	2014	2013	% Change
Available rooms	632	632	0
Average occupancy (%)	63	62	2
Average room rate (US\$)	198	202	(2)
RevPAR (US\$)	124	126	(2)

EUROPE

Mandarin Oriental Hyde Park, London 100% ownership

	2014	2013	% Change
Available rooms	194	194	0
Average occupancy (%)	78	80	(3)
Average room rate (US\$)	872	857	2
RevPAR (US\$)	682	682	0

Mandarin Oriental, Munich 100% ownership

	2014	2013	% Change
Available rooms	73	73	0
Average occupancy (%)	76	77	(1)
Average room rate (US\$)	983	976	1
RevPAR (US\$)	751	753	0

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

	2014	2013	% Change
Available rooms	138	138	0
Average occupancy (%)	68	66	3
Average room rate (US\$)	1,303	1,283	2
RevPAR (US\$)	890	849	5

Mandarin Oriental, Geneva 92.6% ownership

	2014	2013	% Change
Available rooms	196	197	(1)
Average occupancy (%)	58	50	16
Average room rate (US\$)	701	708	(1)
RevPAR (US\$)	408	356	15

THE AMERICAS

Mandarin Oriental, Washington D.C. 80% ownership

	2014	2013	% Change
Available rooms	397	397	0
Average occupancy (%)	57	60	(5)
Average room rate (US\$)	324	326	(1)
RevPAR (US\$)	185	195	(5)

Mandarin Oriental, New York 25% ownership

	2014	2013	% Change
Available rooms	244	244	0
Average occupancy (%)	74	75	(1)
Average room rate (US\$)	986	947	4
RevPAR (US\$)	732	706	3

Mandarin Oriental, Miami 25% ownership

	2014	2013	% Change
Available rooms	326	326	0
Average occupancy (%)	70	70	0
Average room rate (US\$)	371	362	2
RevPAR (US\$)	261	253	3