

Operating Summary

There are 29 hotels in operation, but the operating summary includes only hotels in which the Group has an equity interest and were operating in 2015.

ASIA

Mandarin Oriental, Hong Kong 100% ownership

	2015	2014	% Change
Available rooms	501	501	0
Average occupancy (%)	66	68	(3)
Average room rate (US\$)	518	545	(5)
RevPAR (US\$)	341	370	(8)

The Excelsior, Hong Kong 100% ownership

	2015	2014	% Change
Available rooms	883	884	(0)
Average occupancy (%)	78	85	(8)
Average room rate (US\$)	194	212	(8)
RevPAR (US\$)	152	180	(16)

Mandarin Oriental, Tokyo 100% leasehold

	2015	2014	% Change
Available rooms	178	178	0
Average occupancy (%)	80	76	5
Average room rate (US\$)	520	520	0
RevPAR (US\$)	417	397	5

Mandarin Oriental, Jakarta 96.9% ownership

	2015	2014	% Change
Available rooms	272	272	0
Average occupancy (%)	55	59	(7)
Average room rate (US\$)	186	184	1
RevPAR (US\$)	103	109	(6)

Mandarin Oriental, Singapore 50% ownership

	2015	2014	% Change
Available rooms	527	527	0
Average occupancy (%)	80	82	(2)
Average room rate (US\$)	274	307	(11)
RevPAR (US\$)	220	251	(12)

Mandarin Oriental, Bangkok 44.9% ownership

	2015	2014	% Change
Available rooms	368	374	(2)
Average occupancy (%)	47	41	15
Average room rate (US\$)	340	386	(12)
RevPAR (US\$)	160	159	1

Mandarin Oriental, Kuala Lumpur 25% ownership

	2015	2014	% Change
Available rooms	632	632	0
Average occupancy (%)	48	63	(24)
Average room rate (US\$)	173	198	(13)
RevPAR (US\$)	83	124	(33)

EUROPE

Mandarin Oriental Hyde Park, London 100% ownership

	2015	2014	% Change
Available rooms	193	194	(0)
Average occupancy (%)	80	78	3
Average room rate (US\$)	861	872	(1)
RevPAR (US\$)	690	682	1

Mandarin Oriental, Munich 100% ownership

	2015	2014	% Change
Available rooms	73	73	0
Average occupancy (%)	62	76	(18)
Average room rate (US\$)	804	983	(18)
RevPAR (US\$)	495	751	(34)

Mandarin Oriental, Paris 100% ownership

	2015	2014	% Change
Available rooms	138	138	0
Average occupancy (%)	57	68	(16)
Average room rate (US\$)	1,122	1,303	(14)
RevPAR (US\$)	635	890	(29)

Mandarin Oriental, Geneva 92.6% ownership

	2015	2014	% Change
Available rooms	189	196	(4)
Average occupancy (%)	58	58	0
Average room rate (US\$)	669	701	(5)
RevPAR (US\$)	388	408	(5)

Hotel Ritz, Madrid 50% ownership (following a 50:50 joint venture acquisition on 22nd May 2015)

	2015	2014	% Change
Available rooms	167	N/A	N/A
Average occupancy (%)	72	N/A	N/A
Average room rate (US\$)	325	N/A	N/A
RevPAR (US\$)	234	N/A	N/A

THE AMERICAS

Mandarin Oriental, Washington D.C. 80% ownership

	2015	2014	% Change
Available rooms	397	397	0
Average occupancy (%)	60	57	5
Average room rate (US\$)	316	324	(2)
RevPAR (US\$)	191	185	3

Mandarin Oriental, New York 25% ownership

	2015	2014	% Change
Available rooms	244	244	0
Average occupancy (%)	71	74	(4)
Average room rate (US\$)	971	986	(2)
RevPAR (US\$)	694	732	(5)

Mandarin Oriental, Miami 25% ownership

	2015	2014	% Change
Available rooms	326	326	0
Average occupancy (%)	72	70	3
Average room rate (US\$)	376	371	1
RevPAR (US\$)	271	261	3