

Operating Summary

Total portfolio RevPAR

US dollar

	2016 US\$	2015 US\$	% Change
Asia	177	179	(1)
Europe	425	502	(15)
The Americas	324	314	3
Total	240	248	(3)

Constant currency

	2016 US\$	2015 US\$	% Change
Asia	178	179	(1)
Europe	442	502	(12)
The Americas	324	314	3
Total	242	248	(2)

The like-for-like RevPAR presented in the table above shows RevPAR for all of the Group's hotels across the world, except for those not fully operational throughout both years.

Group's subsidiary hotels RevPAR

ASIA

Mandarin Oriental, Hong Kong 100% ownership

	2016	2015	% Change
Available rooms	501	501	0
Average occupancy (%)	62	66	(6)
Average room rate (US\$)	509	518	(2)
RevPAR (US\$)	317	341	(7)

Mandarin Oriental, Tokyo 100% leasehold

	2016	2015	% Change
Available rooms	179	178	1
Average occupancy (%)	79	80	(1)
Average room rate (US\$)	578	520	11
RevPAR (US\$)	459	417	10

The Excelsior, Hong Kong 100% ownership

	2016	2015	% Change
Available rooms	869	883	(2)
Average occupancy (%)	75	78	(4)
Average room rate (US\$)	196	194	1
RevPAR (US\$)	146	152	(4)

Mandarin Oriental, Jakarta 96.9% ownership

	2016	2015	% Change
Available rooms	272	272	0
Average occupancy (%)	45	55	(18)
Average room rate (US\$)	175	186	(6)
RevPAR (US\$)	79	103	(23)

EUROPE

Mandarin Oriental Hyde Park, London 100% ownership

	2016	2015	% Change
Available rooms	193	193	0
Average occupancy (%)	64	80	(20)
Average room rate (US\$)	760	861	(12)
RevPAR (US\$)	490	690	(29)

Mandarin Oriental, Munich 100% ownership

	2016	2015	% Change
Available rooms	73	73	0
Average occupancy (%)	67	62	8
Average room rate (US\$)	878	804	9
RevPAR (US\$)	593	495	20

Mandarin Oriental, Paris 100% ownership

	2016	2015	% Change
Available rooms	138	138	0
Average occupancy (%)	52	57	(9)
Average room rate (US\$)	956	1,122	(15)
RevPAR (US\$)	493	635	(22)

Mandarin Oriental, Geneva 92.6% ownership

	2016	2015	% Change
Available rooms	189	189	0
Average occupancy (%)	58	58	0
Average room rate (US\$)	632	669	(6)
RevPAR (US\$)	367	388	(5)

THE AMERICAS

Mandarin Oriental, Boston 100% ownership (acquired on 27th April 2016)

	2016	2015	% Change
Available rooms	148	148	0
Average occupancy (%)	68	69	(1)
Average room rate (US\$)	593	614	(3)
RevPAR (US\$)	401	425	(6)

Mandarin Oriental, Washington D.C. 80% ownership

	2016	2015	% Change
Available rooms	397	397	0
Average occupancy (%)	56	60	(7)
Average room rate (US\$)	320	316	1
RevPAR (US\$)	180	191	(6)