

Operating Summary



There are 32 hotels in operation, but the operating summary includes only hotels in which the Group has an equity interest.

	YTD June 2019					YTD June 2018		
	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	499	75.9	479	364	76.9	490	377
Mandarin Oriental, Tokyo	100.0	179	79.8	692	552	79.5	649	516
Mandarin Oriental, Jakarta	96.9	272	45.1	132	60	45.0	144	65
Mandarin Oriental, Singapore	50.0	527	83.2	303	252	83.4	307	256
Mandarin Oriental, Bangkok ¹	47.6	331	56.3	563	317	63.8	521	332
Mandarin Oriental, Kuala Lumpur	25.0	629	60.4	157	95	50.2	186	93
EUROPE								
Mandarin Oriental Hyde Park, London ²	100.0	181	54.1	1,167	631	33.3	857	285
Mandarin Oriental, Munich	100.0	73	69.8	821	573	69.8	869	607
Mandarin Oriental, Paris	100.0	135	53.8	968	521	55.7	1,083	603
Mandarin Oriental, Geneva	92.6	181	60.9	596	363	62.9	602	379
Hotel Ritz, Madrid ³	50.0	153	N/A	N/A	N/A	47.7	389	185
AMERICA								
Mandarin Oriental, Boston	100.0	148	66.5	633	421	64.7	588	380
Mandarin Oriental, Washington D.C.	94.5	373	67.9	339	230	65.9	362	239
Mandarin Oriental, New York	25.0	244	73.4	928	681	75.3	873	657
Mandarin Oriental, Miami	25.0	326	80.1	405	324	75.1	402	302

¹ The River Wing at Mandarin Oriental, Bangkok closed for renovation from 1st March 2019, leaving only 30 available rooms operating in the Authors' and Garden Wings. The statistics for the hotel are shown up until the closure of the River Wing for renovation.

² Mandarin Oriental Hyde Park, London was closed from 6th June 2018 until 15th April 2019 following a fire.

³ Hotel Ritz, Madrid closed on 28th February 2018 for restoration.

* All operating statistics referenced above are on a like-for-like basis, unless otherwise stated. In the case of Hotel Ritz, Madrid, the statistics shown are up until 28th February 2018. In the case of Mandarin Oriental Hyde Park, London, the year-on-year comparison is not comparable.

Development Portfolio



The following 15 hotels and 13 *Residences at Mandarin Oriental* are expected to open in the next five years.

Asia-Pacific

Mandarin Oriental, Bali

An 88-room resort and 89 *Residences at Mandarin Oriental* located on Bali's southern Bukit Peninsula. Perched on a cliffside plateau, the resort will offer dramatic views with direct access to a secluded and protected white-sand beach.

The Residences at Mandarin Oriental, Bangkok

146 luxury residences located across the Chao Phraya River from Mandarin Oriental, Bangkok, part of an iconic mixed-use riverfront development.

Mandarin Oriental Qianmen, Beijing

72 courtyard suites located in a traditional hutong quarter, providing a rare opportunity to experience living in an authentic Beijing residential district, close to Tiananmen Square.

Mandarin Oriental, Manila

A 275-room hotel located within the Ayala Triangle in Makati central business district.

Mandarin Oriental, Phuket

A 106-room beachfront resort located on the island's west coast in picturesque Laem Singh Bay on Millionaire's Mile, with panoramic views of the Andaman Sea.

Mandarin Oriental, Saigon

A 228-room hotel located in a mixed-use development in the heart of Ho Chi Minh City, and close to key landmarks.

Mandarin Oriental, Shenzhen

A 178-room hotel situated on the top of an impressive 400-metre tower with outstanding views of the city skyline and the surrounding city parks.

Europe, Middle East & Africa

The Residences by Mandarin Oriental, Barcelona

34 luxury residences housed in a 20-storey tower, with a prime location just a short walk from Mandarin Oriental, Barcelona.

Mandarin Oriental, Dubai, Sheikh Zayed Road

A 259-room hotel and 266 *Residences at Mandarin Oriental* located on Sheikh Zayed Road with views over downtown Dubai and direct access to the area's business and leisure attractions.

Mandarin Oriental Bosphorus, Istanbul

A 123-room hotel prominently located on the banks of the Bosphorus, with panoramic vistas of the famed strait, surrounding hills and the city's historical sites.

Mandarin Oriental Etiler, Istanbul

A 158-room hotel and 251 luxurious *Residences at Mandarin Oriental*, located within three standalone towers in the prestigious Etiler district of Istanbul.

Mandarin Oriental Mayfair, London

A 50-room boutique hotel and 80 *Residences at Mandarin Oriental* located on Hanover Square in the heart of London's Mayfair District.

Mandarin Oriental, Moscow

A 65-room hotel and 137 *Residences at Mandarin Oriental* with a prime riverfront location on the Sofiyskaya embankment in the heart of the city, directly facing the Kremlin.

The Residences at Mandarin Oriental, Munich

17 luxury *Residences at Mandarin Oriental* located in a mixed-use complex being developed opposite Mandarin Oriental, Munich, which will include 51 additional hotel rooms.

Mandarin Oriental, Muscat

A 150-room resort and 150 *Residences at Mandarin Oriental* located on the beach in a prime city location, with views over the Arabian Sea.

Development Portfolio *Continued*

America

Mandarin Oriental, Boca Raton

A 163-room hotel and 88 *Residences at Mandarin Oriental* as part of a mixed-use complex, surrounded by Boca Raton's most affluent, residential neighbourhoods and a short walk from miles of pristine beaches.

Mandarin Oriental, Grand Cayman

A 100-room beachfront resort with 89 branded *Residences at Mandarin Oriental* situated on 67 acres at St James Point, on the southern shore of the island.

Mandarin Oriental, Honolulu

A luxury 125-room hotel and 99 *Residences at Mandarin Oriental*, located on the Hawaiian island of Oahu, in the heart of the Ala Moana District.

Mandarin Oriental Residences at 685 Fifth Avenue, New York

69 luxurious residences located on Fifth Avenue New York housed in an elegant 1920's building on the corner of Fifth Avenue and 54th Street.

Opening dates are determined by each project's owner/developer. All of the above projects will be managed by Mandarin Oriental Hotel Group with no equity investment from the Group.

Room numbers reflect the latest estimate from each project's owner/developer, and may therefore differ from the original announcements and the final number once the project is completed.