

Operating Summary



Total portfolio RevPAR

US dollar

	2021 US\$	2020 US\$	% Change
Asia	86	65	32
Europe, Middle East and Africa	400	225	78
America	220	142	55
Total	195	116	68

Constant currency

	2021 US\$	2020 US\$	% Change
Asia	84	65	29
Europe, Middle East and Africa	410	225	82
America	220	142	55
Total	196	116	69

Occupancy is calculated based on the number of occupied rooms out of the total number of available rooms in which the hotel is in operation during the period. The like-for-like RevPAR presented in the table above includes all hotels that were in the Group's portfolio and operating during both 2020 and 2021. As Mandarin Oriental Ritz, Madrid was closed for restoration from 28th February 2018 to 14th April 2021, it has been excluded along with any new openings or closures during the period.

Group's subsidiary hotels key statistics

ASIA

Mandarin Oriental, Hong Kong 100% ownership

	2021	2020	% Change
Available rooms	494	494	0
Average occupancy (%)	30.2	15.8	91
Average room rate (US\$)	315	345	(9)
RevPAR (US\$)	95	54	76

Mandarin Oriental, Tokyo 100% leasehold

	2021	2020	% Change
Available rooms	179	179	0
Average occupancy (%)	28.9	36.1	(20)
Average room rate (US\$)	504	594	(15)
RevPAR (US\$)	145	214	(32)

Mandarin Oriental, Jakarta 96.9% ownership

	2021	2020	% Change
Available rooms	272	272	0
Average occupancy (%)	49.1	26.0	89
Average room rate (US\$)	92	82	12
RevPAR (US\$)	45	21	114

EUROPE, MIDDLE EAST AND AFRICA

Mandarin Oriental Hyde Park, London 100% ownership

	2021	2020	% Change
Available rooms	181	181	0
Average occupancy (%)	30.7	29.9	3
Average room rate (US\$)	1,281	1,002	28
RevPAR (US\$)	393	300	31

Mandarin Oriental, Munich 100% ownership

	2021	2020	% Change
Available rooms	73	73	0
Average occupancy (%)	40.1	35.8	12
Average room rate (US\$)	906	882	3
RevPAR (US\$)	363	316	15

Mandarin Oriental, Paris 100% ownership

	2021	2020	% Change
Available rooms	135	135	0
Average occupancy (%)	34.0	20.4	67
Average room rate (US\$)	1,094	1,013	8
RevPAR (US\$)	372	207	80

Mandarin Oriental, Geneva 100% ownership

	2021	2020	% Change
Available rooms	178	181	(2)
Average occupancy (%)	40.2	20.0	101
Average room rate (US\$)	647	542	19
RevPAR (US\$)	260	108	141

AMERICA

Mandarin Oriental, Boston 100% ownership

	2021	2020	% Change
Available rooms	148	148	0
Average occupancy (%)	38.3	18.7	104
Average room rate (US\$)	666	612	9
RevPAR (US\$)	255	115	122

Mandarin Oriental, Washington D.C. 100% ownership

	2021	2020	% Change
Available rooms	373	373	0
Average occupancy (%)	29.9	25.1	19
Average room rate (US\$)	339	284	20
RevPAR (US\$)	101	71	43

Development Portfolio



The following 21 hotels and 15 *Residences at Mandarin Oriental* are expected to open in the next five years.

Asia

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, Da Nang

A luxury waterfront resort comprising 69 villas and 18 *Residences at Mandarin Oriental*, ideally located on a spectacular beach in one of Vietnam's most popular leisure destinations.

Mandarin Oriental, Hangzhou

A 194-room hotel in the new Westlake 66 luxury commercial and retail complex, located close to the West Lake, a UNESCO World Heritage Site and one of China's primary leisure destinations, with easy access to the city's principal business hubs.

Mandarin Oriental, Makati

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

Mandarin Oriental, Maldives

A picturesque private island resort comprising 120 stand-alone villas, including 10 branded *Residences at Mandarin Oriental*, with panoramic views of the Indian Ocean.

Mandarin Oriental, Nanjing

A 106-room hotel located in a premier mixed-use development on the Qinhuai River, in close proximity to historic landmarks including the Gate of China, which forms part of one of the longest ancient city walls in the world.

Mandarin Oriental, Phuket

A 105-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, close to key landmarks.

Europe, Middle East and Africa

The Residences by Mandarin Oriental, Barcelona

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

Mandarin Oriental, Costa Navarino

A stunning 99-villa beachfront resort in Greece, located on the southwest coast of the Peloponnese, one of the most breath-taking landscapes in the Mediterranean.

Mandarin Oriental Downtown, Dubai

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 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 Palace, Luzern

A re-branding of the iconic Hotel Palace Luzern, currently closed for renovation. This 136-room hotel is located on the shores of Lake Lucerne, with excellent lake and mountain views.

Mandarin Oriental, Moscow

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

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*

Europe, Middle East and Africa *continued*

Mandarin Oriental, Tel Aviv

A 225-room hotel and 231 *Residences at Mandarin Oriental*, in an unrivalled waterfront location overlooking one of the city's pristine beaches.

Mandarin Oriental, Vienna

A 151-room hotel and 17 *Residences at Mandarin Oriental*, housed in a heritage building within the Ringstrasse in District One of Vienna, within easy walking distance of the city's major attractions.

Mandarin Oriental Savoy, Zurich

A re-branding of the historic Savoy Baur en Ville, currently closed for renovation. This 80-room hotel is situated within the main business centre, close to the city's leisure attractions and a short walk from Lake Zurich.

America

Mandarin Oriental, Boca Raton

A 163-room hotel and 88 *Residences at Mandarin Oriental*, 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 and 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, Beverly Hills, at 9200 Wilshire Boulevard

54 elegantly-appointed residences centrally located in a sleek mid-rise property close to Rodeo Drive's renowned shopping and entertainment choices.

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.