

Hong Kong Hotel Industry Review 2021

2021 年香港酒店業回顧



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2021 年香港酒店業回顧

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Courtesy of photos from Four Points by Sheraton Hong Kong Tung Chung , Sheraton Hong Kong Tung Chung Hotel and the Hari Hong Kong.

封面及內頁相片由香港東涌世茂福朋喜來登酒店、香港東涌世茂喜來登酒店及 The Hari Hong Kong 提供。

本刊是香港酒店業第35份報告，由香港旅遊發展局及浩華管理顧問公司 (Horwath HTL) 共同編制，並由香港酒店業協會 (HKHA) 以及 Hotel Controllors & Accountants Association of Hong Kong (HCAA) 協助。本報告將就財務、營運及市場資訊提供詳細的資料。報告內的統計表包括兩部份，分別列載由71間酒店提供的2021年數據 (例如表1A) 及由92間酒店提供的2020年數據 (例如表1B)。每頁的頂部，均印有各統計表的數據年份，報告中所有統計表的金額均以港元為計算單位。

統計數據的基準

本統計調查採用了分析各類酒店最常用的兩種計算基準，即每間可出租客房每年的金額，及該金額佔總營業額的比率。對於酒店業刊物，尤其對酒店財務報表不太熟悉的讀者，可參閱由 Hotel Controllors & Accountants Association of Hong Kong (HCAA) 出版的《A Guide for Hong Kong Hoteliers to the Use and Interpretation of the Uniform System of Accounts for the Lodging Industry 2011》，有助了解及運用本報告所載的統計資料。

由於受到疫情反覆的影響，2020及2021年各酒店平均房價都有顯著變化。為求達到可比性，在進行數據分析時，我們依據參與酒店2019年平均每日房租將各參與酒店分為以下四個類別：2,351港元或以上，1,651港元至2,350港元，951港元至1,650港元，950港元或以下。與往年報告一樣，本報告不包括有關從業員數據分析。

本報告採用的數字均為算術平均數或加權平均數。由於並非所有酒店均提供問卷中全部項目的資料，故此每個項目均須獨立分析，而個別項目的平均數均是根據該項目所得資料而計算。

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酒店入住率

2021年所有參與酒店的平均入住率為52%，較2020年上升了12個百分點。2021年在兩個階段的『疫苗氣泡』放寬社交距離措施下及回港強制檢疫措施下，本地居民入住度假(staycation)及加上接待檢疫人士，彌補部分訪港旅客住宿需求，全年入住率回升至五成，但仍然處於低水平。

2021年訪港旅客與過夜旅客人次繼續大幅減少，分別錄得97%及93%的減幅。全年過夜旅客從2019的2,375萬人次減少至2020年的135萬人次，2021年更跌至只有8.9萬人次。

酒店房租

與2020年的相比，2021年只有平均房價950港元或以下類別的酒店房租上升了11港元，其他3個酒店類別的平均房價皆分別錄得下降，酒店平均房價以2,350港元以上、1,651港元至2,350港元兩個類別下降最多，皆減少約270港元左右。

但綜合所有參與酒店的平均房價水平反而上升，這是由於屬於平均房價950港元或以下類別的酒店參與2021年度統計的數目較上一年度大幅減少，在加權平均數計算基準下，導致2021年度的平均房價為845港元，高於2020年平均房價688港元。

This is the 35th edition of the Hong Kong Hotel Industry Report, jointly produced by the Hong Kong Tourism Board (HKTB) and Horwath HTL, and supported by the Hong Kong Hotels Association (HKHA) and the Hotel Controllors & Accountants Association of Hong Kong (HCAA). This report presents detailed financial, operational and marketing information. Each table presented in this report comprises of two parts, one containing 2021 data contributed by 71 hotels (labelled 1A, for example) and one containing 2020 data contributed by 92 hotels (labelled 1B, for example). The corresponding year for the data presented in each table is shown at the top of the page. All prices found in this report are presented in Hong Kong Dollars.

Basis of Statistics

Statistics presented in this report have been computed on the two most common bases used for analyzing operating results of lodging enterprises: annual amounts per available room and ratio to total sales. Readers who are not familiar with hotel industry publications, especially those not acquainted with hotel financial statements, may consult "A Guide for Hong Kong Hoteliers to the Use and Interpretation of the Uniform System of Accounts for the Lodging Industry", 2011, published by the Hotel Controllors & Accountants Association of Hong Kong (HCAA). This material would be helpful in understanding and using the statistical information presented in this report.

Due to the continuous impact of the COVID-19 global pandemic, Average Daily Rate (ADR) achieved by each participating hotel has severely changed over the past two years. To establish comparability in analysing 2020 and 2021 data, we have segmented the participating hotels by their achieved ADR in 2019 into the following four categories: HK\$ 2,351 and above, HK\$ 1,651 to HK\$ 2,350, HK\$ 951 to HK\$ 1,650, and HK\$ 950 and below. Meanwhile, same as the previous year's report, this report has not covered the Employment Statistics.

All figures used in this report are arithmetic or weighted means. Since some hotels did not provide information for each category in the questionnaire, it has been analyzed separately and the means are based on the information submitted for that category only.

The HKTB and Horwath HTL make no attempt to set prices or conform operating results for the Hong Kong hotel industry. The amounts and ratios in this report are past data and should not be considered standards for any type of property, but rather to serve as guidelines for comparison purposes.

Room Occupancy

The average occupancy of all participating hotels in 2021 increased by 12 percentage points to 52%. In 2021, under the relaxation of social distancing measures based on 'vaccine bubble' and quarantine requirements for inbound travellers, staycation, quarantine packages and extended-stay were the major sources of hotel demand, resulting in occupancy level climbing up to 51%, but still at low level.

The total visitor arrivals and overnight visitors in Hong Kong continued to decrease by 97% and 93% respectively in 2021. The overnight visitor arrivals dropped from 23.75 million in 2019 to 1.35 million in 2020, and further decreased to 89,190 only in 2021.

Room Rates

Only hotels that fell into the category of ADR HK\$950 and below showed a marginal increase of HK\$11 in average room rates, the other three price categories had recorded a drop in 2021. The situation was more severe for hotels in the categories of ADR HK\$2,351 and above and HK\$1,651 to HK\$ 2,350, both of their room rates decreased by around HK\$270.

However, the overall average room rate of all participating hotels was higher than that of 2020. Given the number of hotels in the category of HK\$950 or below participated in 2021 survey was significantly reduced, the overall average room rate was resulted at HK\$845, compared with HK\$688 in 2020 based on weighted average computation.

餐飲

由於社交距離措施在2021年內陸續放寬，大部分餐飲場所平均上座率都有改善。當中全天候餐廳的每日每餐位平均上座率由2020的1.1上升至2021的1.5，但與2019的2.2仍有一定的距離。餐飲場所在人均餐飲消費方面皆有增長，中餐廳升幅尤為顯著，人均餐飲消費為466港元，上升34%；此外，在平均房價1,651港元以上類別酒店中的一些特式餐廳表現突出，帶動整體有高於20%的升幅。而客房送餐服務人均餐飲消費則持續兩年下降，由2020年的260港元下降至2021年的173港元，跌幅達33%。人均餐飲消費及上座率上升帶動下，2021年全港酒店每間客房餐飲收入上升82%至184,154港元。

盈利能力

在客房、餐飲和雜項收入增加的帶動下，平均每間可供出租房間的部門總收入由2020年的249,676港元上升至2021年的367,741港元，但與疫情前的2019年的690,452港元，仍下降約88%。

在客房部門方面，平均每間可供出租房間的客房收入上升65%，支出上升幅度較少為28%，整體利潤為84,661港元。2021年客房收入佔總收入的45%。

平均每間可供出租房間的餐飲收入及開支與2021年相比分別上升82%及46%，轉虧為盈，錄得26,634港元利潤。餐飲收入佔總收入50%，貢獻高於客房收入。

SPA及健身中心的平均每間可供出租房間收益下降14%，但開支錄得輕微上升，令每間可供出租房利潤輕微虧損969港元。SPA及健身中心的收入在2020佔總收入約1.7%。

在未分配經營開支方面，所有部門經過2020年的大幅下調，2021都有所增加。按每間可供出租房間計算，行政及一般開支和市場及營銷開支分別增加29%和31%，而信息及通信系統、工程維修部和能源開支則分別上升5%、23%和26%。

總體上，雖然2021年的經營環境有所改善但仍處於不明朗的前景，所有參與酒店的平均可供出租房間仍錄得1,251港元營運虧損，較2020年的虧損減少96%，營運毛利率至負0.3%。

市場數據

直接散客仍是最大需求來源，它的市場佔比為53.9%。第二大市場為分銷/包價散客，佔比達18.2%。商務散客些微上升，佔12.7%。所有團隊業務仍然處於停頓，合共只佔1.4%。

有鑒於2021年繼續受全球疫情影響，跨境旅遊受到限制，因此香港酒店客源主要由本地居民為主，市場佔比由2020的72.7%升至84.4%，內地市場再從2020的市場佔比9.3%下降至6.8%。北美洲與歐洲市場市場佔比同樣為1.8%。

Food and Beverage

Due to the relaxation of social distances measures during 2021, the average seat turnover per day had improved among most of the food & beverage outlets. All day dining recorded increase in average seat turnover from 1.1 in 2020 to 1.5 in 2021, but still far below than that of 2.2 in 2019. In terms of the average check per cover, most outlets recorded an increase in which Chinese restaurants showed the biggest jump of 34% to HK\$466, while some of the Specialty/Western restaurants under hotels in the categories of over HK\$1,651 performed well, leading to the overall increase of 20% in average check per cover. Apart from outlets, average check per cover of room service continued to decrease in two consecutive years to HKD 173 in 2021. Taken together, the increase in both average check per cover and average seat turnover resulted in an increase in food & beverage revenues per available room by 82% to HK\$184,154.

Profitability

Total departmental revenues per available room increased by 47.4% from HK\$ 249,676 in 2020 to HK\$367,741 in 2021 given the improvement in all rooms, food & beverage revenues and miscellaneous income. However, it is still a 88% drop when compared with the total departmental revenues per available room of HK\$690,452 in 2019.

For the rooms department, revenues per available room showed a remarkable increase of 65%, while room expenses increased to a lesser extent by 28%, resulting in HK\$ 84,661 department profit and accounting for 45% of total revenue.

Food and beverage revenue and expenses per available room both increased by 82% and 46% respectively, showing a turn from loss to profit of HK\$26,634. Food and beverage revenue in 2021 was the largest contributors to total revenue, accounting for 50% of total revenue.

SPA/health club revenues per available room decreased by 14% but expenses increased marginally, resulting in departmental loss of HK\$969 per available room. The revenues of SPA/health club accounted 1.7% of total revenues in 2021.

For undistributed operating expenses per available room, upward adjustment was seen after significant reduction in expenses had been made in all sectors in 2020. Administrative and general and sales and marketing expenses recorded an increase of 29% and 31% respectively. Information and telecommunication systems, property operation and maintenance and utilities expenses experienced an increase of 5%, 23% and 26% respectively.

In all, though the business environment showed slightly improvement in 2021, uncertainty remains high amid the pandemic. All the participating hotels continued to experience a gross operating loss per available room of HK\$ 1,251 but a remarkable 96% decrease comparing to 2020 and the gross profit margin was negative 0.3%.

Market Data

Direct FIT remained the largest source of demand, accounting for 53.9% of total demand. The second largest market segment was Wholesale/Package FIT, accounting for 18.2%. Corporate FIT slightly increased to 12.7%. All group related businesses were not appeared yet, representing merely 1.4% of the total demand source.

Due to 2020 COVID-19 global pandemic and travel ban, the main source of Hong Kong hotel guests has become locals. The local market segment has further increased from 72.7% in 2020 to 84.4% in 2021. The share of Mainland China continued to shrink, contributing only 6.8% to total demand, whereas both the share of Americas and Europe represented 1.8% of total demand.

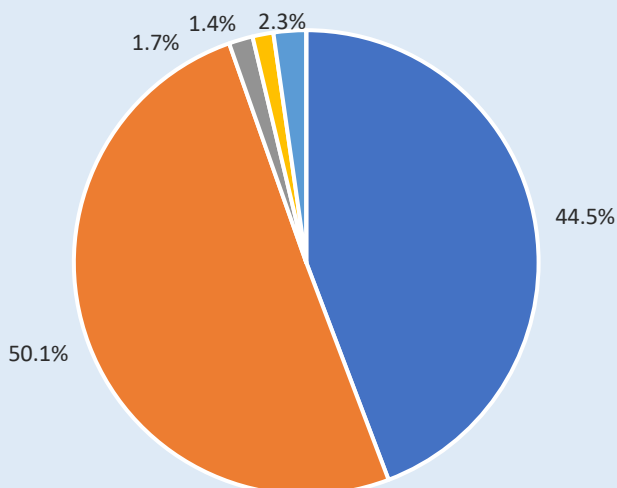
2021		按參與酒店 2019 年實際平均房價表現分類				
		Based on Participating Hotel's 2019 Achieved ADR				
		所有酒店 All Hotels	HKD 2,351 and above	HKD 1,651–2,350	HKD 951 –1,650	HKD 950 and below
參與本調查的酒店數目	Number of Participating Hotels	71	11	10	24	26
每日可供出租房間數目	Number of Rooms Available per Day	24,640	3,909	4,437	9,498	6,796
每日實際入住房間數目	Number of Rooms Occupied per Day	12,721	1,292	1,554	4,984	4,892
酒店入住率 (%)	Hotel Occupancy (%)	52%	33%	35%	52%	72%
平均每日房租 (港元)	Average Daily Room Rates (HK\$)	845	2,559	939	787	423
每一房間平均住客人數	Average No. of Guests per Rooms	1.6	1.8	1.6	1.6	1.4
每一住客每晚平均房租 (港元)	Average Rate per Guest Night (HK\$)	551	1,432	596	493	284
每一住客每晚可帶來收入 (港元)	Revenues per Guest Night (HK\$)	1,278	4,489	1,629	924	423
每間可供出租房總收入 (港元)	Total Revenue Per Available Room(HK\$)	367,741	967,949	336,432	281,474	163,500
每間可供出租房總支出 (港元)	Total Expenses Per Available Room(HK\$)	399,685	1,005,890	389,684	300,064	196,745
每間可供出租房稅前收入 (港元)	Income Before Taxes Per Available Room(HK\$)	-31,945	-37,941	-53,252	-18,591	-33,245
佔總收入百分率 (%)	As % of Total Revenue	-8.7%	-3.9%	-15.8%	-6.6%	-20.3%

2020		按參與酒店 2019 年實際平均房價表現分類				
		Based on Participating Hotel's 2019 Achieved ADR				
		所有酒店 All Hotels	HKD 2,351 and above	HKD 1,651 –2,350	HKD 951 –1,650	HKD 950 and below
參與本調查的酒店數目	Number of Participating Hotels	92	10	10	25	47
每日可供出租房間數目	Number of Rooms Available per Day	33,357	3,624	4,166	9,783	15,785
每日實際入住房間數目	Number of Rooms Occupied per Day	13,231	686	785	3,006	8,753
酒店入住率 (%)	Hotel Occupancy (%)	40%	19%	19%	31%	55%
平均每日房租 (港元)	Average Daily Room Rates (HK\$)	688	2,829	1,211	858	412
每一房間平均住客人數	Average No. of Guests per Rooms	1.58	1.70	1.50	1.74	1.53
每一住客每晚平均房租 (港元)	Average Rate per Guest Night (HK\$)	435	1,660	808	494	270
每一住客每晚可帶來收入 (港元)	Revenues per Guest Night (HK\$)	892	4,864	2,191	978	451
每間可供出租房總收入 (港元)	Total Revenue Per Available Room(HK\$)	249,676	655,559	266,870	217,212	150,654
每間可供出租房總支出 (港元)	Total Expenses Per Available Room(HK\$)	317,325	806,101	386,807	271,937	192,911
每間可供出租房稅前收益/虧損 (港元)	Income/Loss Before Taxes Per Available Room(HK\$)	-67,650	-150,543	-119,937	-54,725	-42,257
佔總收入百分率 (%)	As % of Total Revenue	-27.1	-23.0	-44.9	-25.2	-28.0

<p>圖表 Chart 6</p> <p>收支百分比分佈 Percentage Distribution of Revenues & Expenses</p> <p>住客原居地 Country of Residence of All Guests</p> <p>市場組成部份 Composition of Market</p>	<p>表 Table 7 20</p> <p>行政及一般開支 Administrative & General</p>
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收入

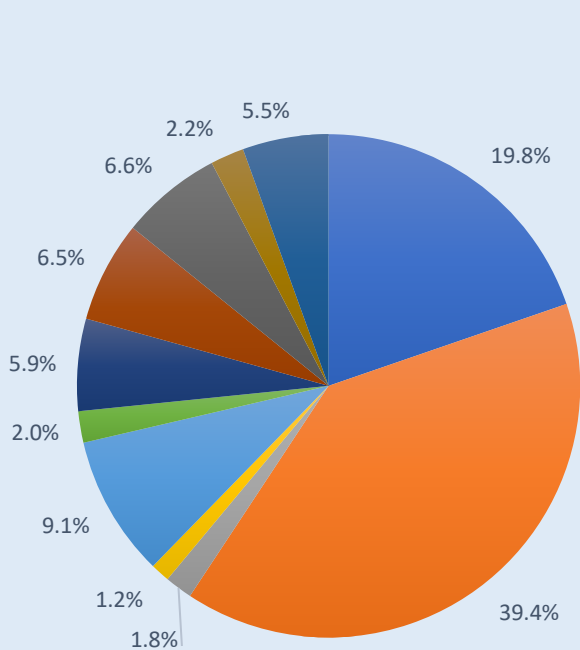
Where It Came From



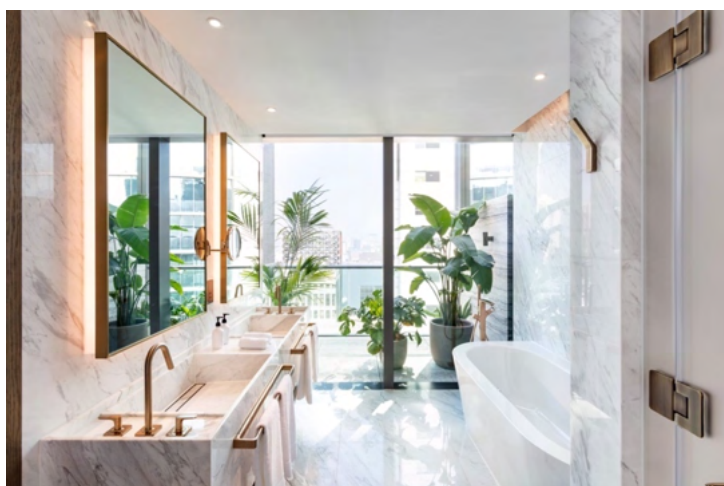
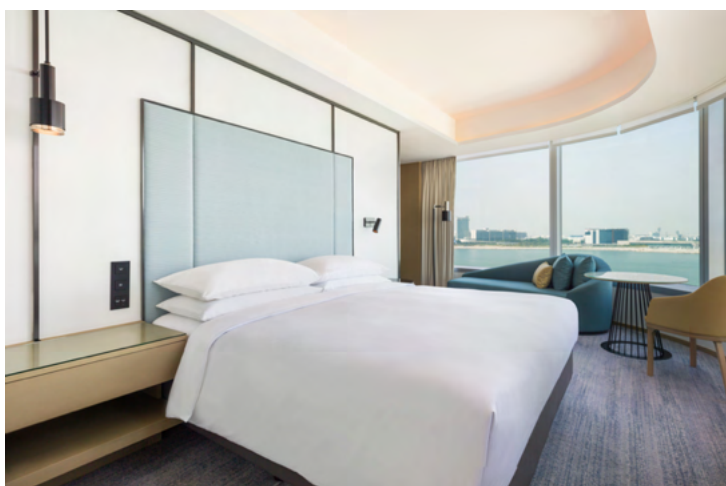
	2020	2021
Rooms 客房	42.9%	44.5%
Food & Beverage 餐飲	38.8%	50.1%
Spa / Health Club SPA及健康中心	1.3%	1.7%
Other Operating Dept. 其他營業部門收入	2.8%	1.4%
Miscellaneous Income. 雜項收入	2.3%	2.3%
Government Subsidies ESS 政府工資補貼	11.9%	-

支出

Where It Went To

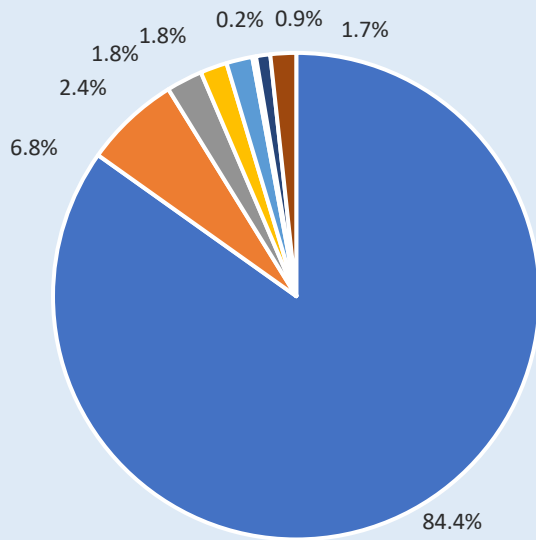


	2020	2021
Rooms 客房	21.5%	19.8%
Food & Beverage 餐飲	33.4%	39.4%
Spa / Health Club SPA及健康中心	1.0%	1.8%
Other Operating Dept. 其他營業部門收入	1.6%	1.2%
Administrative & General 行政及一般開支	9.7%	9.1%
Information & Telecommunications Systems 信息與通信系統	1.9%	2.0%
Sales & Marketing 市場及營銷	6.2%	5.9%
Property Operation & Maintenance 工程維修部	7.3%	6.5%
Utility 能源	7.2%	6.6%
Management Fees [Base & Incentive] 管理費 (基本數及獎金)	2.0%	2.2%
Non-Operating Income and Expenses 非經營相關收入及支出	8.1%	5.5%



住客原居地

Region of Residence of All Guests

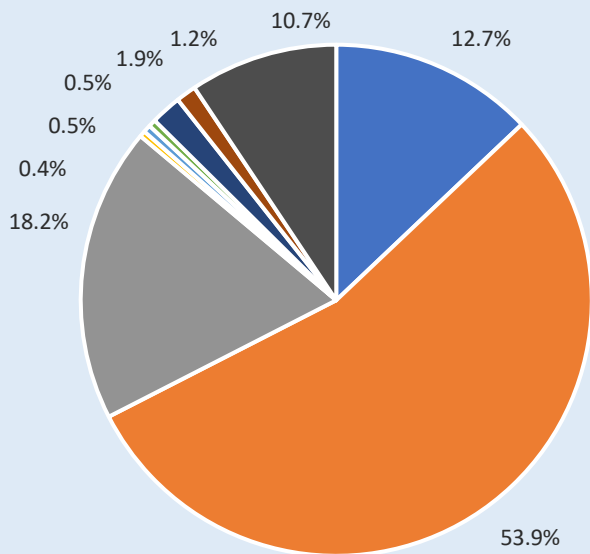


- Domestic 本地
- Mainland China 中國內地
- Other Asia 其他亞洲國家
- America 美洲
- Europe 歐洲
- Oceania 大洋洲
- Other 其他
- Airline Crew 航空機組人員

	2020	2021
Domestic 本地	72.7%	84.4%
Mainland China 中國內地	9.3%	6.8%
Other Asia 其他亞洲國家	6.1%	2.4%
America 美洲	2.9%	1.8%
Europe 歐洲	2.9%	1.8%
Oceania 大洋洲	0.9%	0.2%
Other 其他	3.5%	0.9%
Airline Crew 航空機組人員	1.7%	1.7%

市場組成部份

Composition of Market



- Corporate / Business FIT 商務散客
- Direct FIT 直接散客
- Whole / Package FIT 分銷/包價散客
- In-house Meeting 酒店內會議團隊
- Other MICE 其他會議/展覽/獎勵旅遊
- Leisure Group 旅遊團隊
- Airline Crew 航空機組人員
- Walk-in 無預定旅客
- Others 其他

	2020	2021
Corporate / Business FIT 商務散客	12.1%	12.7%
Direct FIT 直接散客	52.0%	53.9%
Whole / Package FIT 分銷/包價散客	16.6%	18.2%
In-house Meeting 酒店內會議團隊	1.2%	0.4%
Other MICE 其他會議/展覽/獎勵旅遊	0.3%	0.5%
Leisure Group 旅遊團隊	0.4%	0.5%
Airline Crew 航空機組人員	2.9%	1.9%
Walk-in 無預定旅客	2.1%	1.2%
Others 其他	12.4%	10.7%



每一可供出租房間分部門收支		按參與酒店2019年實際平均房價表現分類				
		Based on Participating Hotel's 2019 Achieved ADR				
Departmental Revenues & Expenses per Available Room		所有酒店	HKD 2,351	HKD	HKD	HKD 950
		All Hotels	and above	1,651 –2,350	951–1,650	and below
分部門收入	Departmental Revenues	HK\$	HK\$	HK\$	HK\$	HK\$
客房	Rooms	163,911	340,573	120,387	150,314	109,713
餐飲	Food & Beverage	184,154	569,718	201,067	123,020	36,767
食品	Food	145,597	426,625	159,089	105,200	31,594
飲品	Beverage	13,641	60,457	13,135	3,880	686
其他餐飲	Other Food & Beverage	24,915	82,637	28,843	13,940	4,488
SPA及健身中心	SPA / Health Club	6,095	33,435	2,007	1,038	104
其他營業部門	Other Operating Departments	5,301	7,715	1,966	2,708	9,714
雜項收入	Miscellaneous Income	8,280	16,507	11,005	4,394	7,200
合計	Total	367,741	967,949	336,432	281,474	163,500
分部門支出	Departmental Expenses					
客房	Rooms	79,249	161,701	73,984	65,258	54,813
餐飲	Food & Beverage	157,520	475,181	162,174	109,894	38,318
SPA及健身中心	SPA / Health Club	7,064	34,317	3,546	2,435	155
其他營業部門	Other Operating Departments	4,925	11,482	3,459	2,778	5,110
合計	Total	248,758	682,680	243,163	180,365	98,396
分部門利潤 / 虧損	Departmental Profit / Loss					
客房	Rooms	84,661	178,873	46,403	85,056	54,900
餐飲	Food & Beverage	26,634	94,538	38,893	13,126	-1,551
SPA及健身中心	SPA / Health Club	-969	-882	-1538	-1397	-51
其他營業部門	Other Operating Departments	376	-3767	-1494	-70	4605
合計	Total	118,983	285,269	93,269	101,108	65,103
未分配經營開支	Undistributed Operating Expenses					
行政及一般開支	Administrative & General					
工資及有關開支	Payroll & Related	24,509	49,256	23,814	21,665	14,704
其他	Others	11,795	26,635	10,917	8,184	8,880
小計	Sub-total	36,304	75,891	34,731	29,848	23,584
信息與通信系統	Information & Telecommunications Systems					
工資及有關開支	Payroll & Related	3,279	7,962	3,586	3,192	506
其他	Others	4,764	10,762	5,003	4,926	929
小計	Sub-total	8,042	18,724	8,590	8,118	1,434
市場及營銷	Sales & Marketing					
工資及有關開支	Payroll & Related	12,884	29,890	14,283	9,863	6,411
其他	Others	10,752	31,167	9,149	8,586	3,082
小計	Sub-total	23,636	61,057	23,432	18,449	9,493
工程維修	Property Operation & Maintenance					
工資及有關開支	Payroll & Related	10,996	20,808	10,539	9,056	8,361
其他	Others	15,085	37,250	13,769	10,087	10,180
小計	Sub-total	26,081	58,059	24,308	19,143	18,541
能源	Utilities					
		26,170	56,389	29,259	20,874	14,171
未分配經營開支合計	Total Undistributed Operating Expenses	120,233	270,120	120,320	96,432	67,224
營運毛利潤 / 虧損	Gross Operating Profit / Loss					
		-1,251	15,149	-27,051	4,676	-2,120
管理費 (基本費及獎金)	Management Fees (Base Fee & Incentive Fee)					
		8,643	22,528	6,132	4,465	8,135
除去非經營相關收入及支出前之收益 / 虧損	Income/Loss Before Non-Operating Income and Expenses					
		-9,893	-7,380	-33,182	211	-10,255
非經營相關收入及支出	Non-Operating Income and Expenses					
		-22,051	-30,562	-20,070	-18,802	-22,990
息稅前收益 / 虧損	Earnings Before Interest, Taxes, Depreciation, and Amortization					
		-31,945	-37,941	-53,252	-18,591	-33,245
資本重置儲備	Reserve For Capital Replacement					
		7,371	21,204	4,938	4,821	4,566
扣除資產重置儲備後的息、稅前收益 / 虧損	EBITDA Less Replacement Reserve					
		-39,315	-59,146	-58,190	-23,411	-37,811

每一可供出租房間分部門收支		按參與酒店2019年實際平均房價表現分類				
		Based on Participating Hotel's 2019 Achieved ADR				
Departmental Revenues & Expenses per Available Room		所有酒店	HKD 2,351	HKD	HKD	HKD 950
		All Hotels	and above	1,651–2,350	951–1,650	and below
分部門收入	Departmental Revenues	HK\$	HK\$	HK\$	HK\$	HK\$
客房	Rooms	99,615	196,114	83,550	96,443	83,519
餐飲	Food & Beverage	101,230	333,651	128,537	86,847	35,485
食品	Food	80,708	256,379	101,346	71,379	29,871
飲品	Beverage	8,230	39,344	10,800	4,270	1,302
其他餐飲	Other Food & Beverage	12,292	37,927	16,390	11,198	4,313
SPA及健身中心	SPA / Health Club	7,104	23,100	5,285	1,322	733
其他營業部門	Other Operating Departments	6,881	10,913	1,245	2,201	10,619
雜項收入	Miscellaneous Income	5,697	12,108	8,160	4,805	3,919
政府工資補貼	Government Subsidies ESS	29,148	79,673	40,092	25,594	16,378
合計	Total	249,676	655,559	266,870	217,212	150,654
分部門支出	Departmental Expenses					
客房	Rooms	62,082	136,888	72,248	56,952	45,249
餐飲	Food & Beverage	108,162	354,753	127,547	91,771	42,441
SPA及健身中心	SPA / Health Club	7,114	19,949	5,695	3,027	1,030
其他營業部門	Other Operating Departments	4,815	15,364	3,129	3,309	3,645
合計	Total	182,173	526,953	208,618	155,059	92,365
分部門利潤 / 虧損	Departmental Profit / Loss					
客房	Rooms	37,533	59,226	11,302	39,492	38,269
餐飲	Food & Beverage	-6,932	-21,102	991	-4,924	-6,956
SPA及健身中心	SPA / Health Club	-10	3,151	-410	-1,705	-296
其他營業部門	Other Operating Dept	2,066	-4,451	-1,884	-1,109	6,974
合計	Total	67,503	128,606	58,252	62,153	58,289
未分配經營開支	Undistributed Operating Expenses					
行政及一般開支	Administrative & General					
工資及有關開支	Payroll & Related	19,738	42,660	24,796	19,722	13,060
其他	Others	8,325	18,802	9,201	6,412	6,855
小計	Sub-total	28,064	61,462	33,997	26,134	19,915
信息與通信系統	Information & Telecommunications Systems					
工資及有關支出	Payroll & Related	3,162	6,517	3,512	3,688	1,232
其他	Others	4,528	9,656	5,075	4,920	1,887
小計	Sub-total	7,690	16,172	8,587	8,609	3,119
市場及營銷	Sales & Marketing					
工資及有關開支	Payroll & Related	11,424	31,865	17,689	10,708	5,437
其他	Others	6,578	22,580	7,899	5,919	2,911
小計	Sub-total	18,001	54,445	25,588	16,627	8,347
工程維修	Property Operation & Maintenance					
工資及有關開支	Payroll & Related	8,925	17,945	11,721	8,758	6,183
其他	Others	12,212	33,661	13,486	10,353	8,047
小計	Sub-total	21,138	51,606	25,207	19,111	14,231
能源	Utilities	20,840	46,356	26,012	19,677	14,135
未分配經營開支合計	Total Undistributed Operating Expenses	95,733	230,041	119,392	90,158	59,747
營運毛利潤 / 虧損	Gross Operating Profit/Loss	-28,230	-101,435	-61,140	-28,005	-1,458
管理費 (基本費及獎金)	Management Fees (Base Fee & Incentive Fee)	6,390	12,450	5,756	2,928	7,230
除去非經營相關收入及支出前之 收益 (虧損)	Income/Loss Before Non-Operating Income & Expenses	-34,620	-113,886	-66,896	-30,933	-8,688
非經營相關收入及支出	Non-Operating Income/Expenses	-33,029	-36,657	-53,041	-23,793	-33,569
息稅前收益 (虧損)	Earnings /Loss Before Interest, Taxes, Depreciation, and Amortization	-67,650	-150,543	-119,937	-54,725	-42,257
資本重置儲備	Reserve For Capital Replacement	8,561	20,844	4,856	3,045	8,110
扣除資產重置儲備後的息、稅前 收益 (虧損)	EBITDA Less Replacement Reserve	-76,211	-171,387	-124,793	-57,770	-50,368

Departmental Revenues & Expenses as Percentage of Total Revenues		按參與酒店2019年實際平均房價表現分類 Based on Participating Hotel's 2019 Achieved ADR				
		所有酒店 All Hotels	HKD 2,351 and above	HKD 1,651–2,350	HKD 951–1,650	HKD 950 and below
分部門收入	Departmental Revenues	%	%	%	%	%
客房	Rooms	44.5	35.2	35.8	53.4	67.5
餐飲	Food & Beverage	50.1	58.9	59.8	43.7	22.5
食品	Food	39.6	44.1	47.3	37.4	19.3
飲品	Beverage	3.7	6.2	3.9	1.4	0.4
其他餐飲	Other Food & Beverage	6.8	8.5	8.6	5.0	2.7
SPA及健身中心	SPA / Health Club	1.7	3.5	0.6	0.4	0.1
其他營業部門	Other Operating Departments	1.4	0.8	0.6	1.0	5.9
雜項收入	Miscellaneous Income	2.3	1.7	3.3	1.6	4.4
合計	Total	100.0	100.0	100.0	100.0	100.0
分部門支出	Departmental Expenses					
客房	Rooms	21.6	16.7	22.0	23.2	33.5
餐飲	Food & Beverage	42.8	49.1	48.2	39.0	23.4
SPA及健身中心	SPA / Health Club	1.9	3.5	1.1	0.9	0.1
其他營業部門	Other Operating Departments	1.3	1.2	1.0	1.0	3.1
合計	Total	67.6	70.5	72.3	64.1	60.2
分部門利潤 / 虧損	Departmental Profit / Loss					
客房	Rooms	23.0	18.5	13.8	30.2	33.6
餐飲	Food & Beverage	7.2	9.8	11.6	4.7	-0.9
SPA及健身中心	SPA / Health Club	-0.3	-0.1	-0.5	-0.5	NA
其他營業部門	Other Operating Departments	0.1	-0.4	-0.4	0.0	2.8
合計	Total	32.4	29.5	27.7	35.9	39.8
未分配經營開支	Undistributed Operating Expenses					
行政及一般開支	Administrative & General					
工資及有關開支	Payroll & Related	6.7	5.1	7.1	7.7	9.0
其他	Others	3.2	2.8	3.2	2.9	5.4
小計	Sub-total	9.9	7.8	10.3	10.6	14.4
信息與通信系統	Information & Telecommunications Systems					
工資及有關支出	Payroll & Related	0.9	0.8	1.1	1.1	0.3
其他	Others	1.3	1.1	1.5	1.8	0.6
小計	Sub-total	2.2	1.9	2.6	2.9	0.9
市場及營銷	Sales & Marketing					
工資及有關開支	Payroll & Related	3.5	3.1	4.2	3.5	3.9
其他	Others	2.9	3.1	2.7	3.1	1.9
小計	Sub-total	6.4	6.3	7.0	6.6	5.8
工程維修	Property Operation & Maintenance					
工資及有關開支	Payroll & Related	3.0	2.1	3.1	3.2	5.1
其他	Others	4.1	3.8	4.1	3.6	6.2
小計	Sub-total	7.1	6.0	7.2	6.8	11.3
能源	Utilities	7.1	5.8	8.7	7.4	8.7
未分配經營開支合計	Total Undistributed Operating Expenses	32.7	27.9	35.8	34.3	41.1
營運毛利潤	Gross Operating Profit	-0.3	1.6	-8.0	1.7	-1.3
管理費 (基本費及獎金)	Management Fees (Base Fee & Incentive Fee)	2.4	2.3	1.8	1.6	5.0
除非經營相關收入及支出前之收益	Income Before Non-Operating Income and Expenses	-2.7	-0.8	-9.9	0.1	-6.3
非經營相關收入及支出	Non-Operating Income and Expenses	-6.0	-3.2	-6.0	-6.7	-14.1
息稅前收益	Earnings Before Interest, Taxes, Depreciation, and Amortization	-8.7	-3.9	-15.8	-6.6	-20.3
資本重置儲備	Reserve For Capital Replacement	2.0	2.2	1.5	1.7	2.8
扣除資產重置儲備後的息、稅前收益	EBITDA Less Replacement Reserve	-10.7	-6.1	-17.3	-8.3	-23.1

N-極少 Negligible

Departmental Revenues & Expenses as Percentage of Total Revenues		按參與酒店2019年實際平均房價表現分類 Based on Participating Hotel's 2019 Achieved ADR				
		所有酒店 All Hotels	HKD 2,351 and above	HKD 1,651–2,350	HKD 951–1,650	HKD 950 and below
分部門收入	Departmental Revenues	%	%	%	%	%
客房	Rooms	39.9	29.9	31.3	44.4	55.4
餐飲	Food & Beverage	40.5	50.9	48.2	40.0	23.6
食品	Food	32.3	39.1	38.0	32.9	19.8
飲品	Beverage	3.3	6.0	4.0	2.0	0.9
其他餐飲	Other Food & Beverage	4.9	5.8	6.1	5.2	2.9
SPA及健身中心	SPA / Health Club	2.8	3.5	2.0	0.6	0.5
其他營業部門	Other Operating Departments	2.8	1.7	0.5	1.0	7.0
雜項收入	Miscellaneous Income	2.3	1.8	3.1	2.2	2.6
政府工資補貼	Government Subsidies ESS	11.7	12.2	15.0	11.8	10.9
合計	Total	100.0	100.0	100.0	100.0	100.0
分部門支出	Departmental Expenses					
客房	Rooms	24.9	20.9	27.1	26.2	30.0
餐飲	Food & Beverage	43.3	54.1	47.8	42.2	28.2
SPA及健身中心	SPA / Health Club	2.8	3.0	2.1	1.4	0.7
其他營業部門	Other Operating Departments	1.9	2.3	1.2	1.5	2.4
合計	Total	73.0	80.4	78.2	71.4	61.3
分部門利潤 / 虧損	Departmental Profit / Loss					
客房	Rooms	15.0	9.0	4.2	18.2	25.4
餐飲	Food & Beverage	-2.8	-3.2	0.4	-2.3	-4.6
SPA及健身中心	SPA / Health Club	N	0.5	-0.2	-0.8	-0.2
其他營業部門	Other Operating Departments	0.8	-0.7	-0.7	-0.5	4.6
合計	Total	27.0	19.6	21.8	28.6	38.7
未分配經營開支	Undistributed Operating Expenses					
行政及一般開支	Administrative & General					
工資及有關開支	Payroll & Related	7.9	6.5	9.3	9.1	8.7
其他	Others	3.3	2.9	3.4	3.0	4.6
小計	Sub-total	11.2	9.4	12.7	12.0	13.2
信息與通信系統	Information & Telecommunications Systems					
工資及有關支出	Payroll & Related	1.3	1.0	1.3	1.7	0.8
其他	Others	1.8	1.5	1.9	2.3	1.3
小計	Sub-total	3.1	2.5	3.2	4.0	2.1
市場及營銷	Sales & Marketing					
工資及有關開支	Payroll & Related	4.6	4.9	6.6	4.9	3.6
其他	Others	2.6	3.4	3.0	2.7	1.9
小計	Sub-total	7.2	8.3	9.6	7.7	5.5
工程維修	Property Operation & Maintenance					
工資及有關開支	Payroll & Related	3.6	2.7	4.4	4.0	4.1
其他	Others	4.9	5.1	5.1	4.8	5.3
小計	Sub-total	8.5	7.9	9.4	8.8	9.4
能源	Utilities	8.3	7.1	9.7	9.1	9.4
未分配經營開支合計	Total Undistributed Operating Expenses	38.3	35.1	44.7	41.5	39.7
營運毛利潤	Gross Operating Profit	-11.3	-15.5	-22.9	-12.9	-1.0
管理費 (基本費及獎金)	Management Fees (Base Fee & Incentive Fee)	2.6	1.9	2.2	1.3	4.8
除去非經營相關收入及支出前之收益	Income Before Non-Operating Income and Expenses	-13.9	-17.4	-25.1	-14.2	-5.8
非經營相關收入及支出	Non-Operating Income and Expenses	-13.2	-5.6	-19.9	-11.0	-22.3
息稅前收益	Earnings Before Interest, Taxes, Depreciation, and Amortization	-27.1	-23.0	-44.9	-25.2	-28.0
資本重置儲備	Reserve For Capital Replacement	3.4	3.2	1.8	1.4	5.4
扣除資產重置儲備後的息、稅前收益	EBITDA Less Replacement Reserve	-30.5	-26.1	-46.8	-26.6	-33.4

N-極少 Negligible

客房部 Rooms Department		按參與酒店2019年實際平均房價表現分類 Based on Participating Hotel's 2019 Achieved ADR				
		所有酒店 All Hotels	HKD 2,351 and above	HKD 1,651–2,350	HKD 951–1,650	HKD 950 and below
每一可供出租房間計	Amount per Available Room	HK\$	HK\$	HK\$	HK\$	HK\$
收入	Revenues	163,911	340,573	120,387	150,314	109,713
支出	Expenses					
工資及有關開支	Payroll & Related	48,504	95,540	51,299	37,956	34,364
其他開支	All Other Expenses	30,746	66,161	22,685	27,302	20,449
部門開支合計	Total Departmental Expenses	79,249	161,701	73,984	65,258	54,813
部門收益淨額	Net Departmental Income	84,661	178,873	46,403	85,056	54,900
佔總收入百分率	Percentage of Total Revenues	%	%	%	%	%
收入	Revenues	44.5	35.2	35.8	53.4	67.5
支出	Expenses					
工資及有關開支	Payroll & Related	13.2	9.9	15.2	13.5	21.0
其他開支	All Other Expenses	8.4	6.8	6.7	9.7	12.5
部門開支合計	Total Departmental Expenses	21.6	16.7	22.0	23.2	33.5
部門收益淨額	Net Departmental Income	23.0	18.5	13.8	30.2	33.6

客房部 Rooms Department		按參與酒店2019年實際平均房價表現分類 Based on Participating Hotel's 2019 Achieved ADR				
		所有酒店 All Hotels	HKD 2,351 and above	HKD 1,651–2,350	HKD 951–1,650	HKD 950 and below
每一可供出租房間計	Amount per Available Room	HK\$	HK\$	HK\$	HK\$	HK\$
收入	Revenues	99,615	196,114	83,550	96,443	83,519
支出	Expenses					
工資及有關開支	Payroll & Related	41,617	93,055	53,338	35,674	30,292
其他開支	All Other Expenses	20,465	43,833	18,910	21,278	14,957
部門開支合計	Total Departmental Expenses	62,082	136,888	72,248	56,952	45,249
部門收益淨額	Net Departmental Income	37,533	59,226	11,302	39,492	38,269
佔總收入百分率	Percentage of Total Revenues	%	%	%	%	%
收入	Revenues	39.9	29.9	31.3	44.4	55.4
支出	Expenses					
工資及有關開支	Payroll & Related	16.7	14.2	20.0	16.4	20.1
其他開支	All Other Expenses	8.2	6.7	7.1	9.8	9.9
部門開支合計	Total Departmental Expenses	24.9	20.9	27.1	26.2	30.0
部門收益淨額	Net Departmental Income	15.0	9.0	4.2	18.2	25.4

餐飲部		按參與酒店2019年實際平均房價表現分類				
		Based on Participating Hotel's 2019 Achieved ADR				
Food & Beverage Department		所有酒店 All Hotels	HKD 2,351 and above	HKD 1,651–2,350	HKD 951–1,650	HKD 950 and below
每一可供出租房間計	Amount per Available Room	HK\$	HK\$	HK\$	HK\$	HK\$
收入	Revenues	184,154	569,718	201,067	123,020	36,767
支出	Expenses					
營業成本	Cost of Sales	56,574	165,835	58,537	41,898	12,953
工資及有關開支	Payroll & Related Expenses	84,324	259,473	87,781	58,381	17,574
部門其他開支	Other Departmental Expenses	16,622	49,872	15,856	9,615	7,790
部門開支合計	Total Departmental Expenses	157,520	475,181	162,174	109,894	38,318
部門收益淨額	Net Departmental Income	26,634	94,538	38,893	13,126	-1,551

佔總收入百分率	Percentage of Total Revenues	%	%	%	%	%
收入	Revenues	50.1	58.9	59.8	43.7	22.5
支出	Expenses					
營業成本	Cost of Sales	15.4	17.1	17.4	14.9	7.9
工資及有關開支	Payroll & Related Expenses	22.9	26.8	26.1	20.7	10.7
部門其他開支	Other Departmental Expenses	4.5	5.2	4.7	3.4	4.8
部門開支合計	Total Departmental Expenses	42.8	49.1	48.2	39.0	23.4
部門收益淨額	Net Departmental Income	7.2	9.8	11.6	4.7	-0.9

餐飲部		按參與酒店2019年實際平均房價表現分類				
		Based on Participating Hotel's 2019 Achieved ADR				
Food & Beverage Department		所有酒店 All Hotels	HKD 2,351 and above	HKD 1,651–2,350	HKD 951–1,650	HKD 950 and below
每一可供出租房間計	Amount per Available Room	HK\$	HK\$	HK\$	HK\$	HK\$
收入	Revenues	101,230	333,651	128,537	86,847	35,485
支出	Expenses					
營業成本	Cost of Sales	31,524	103,447	37,802	27,161	11,838
工資及有關開支	Payroll & Related Expenses	65,811	217,586	77,435	54,797	26,151
部門其他開支	Other Departmental Expenses	10,826	33,720	12,309	9,813	4,452
部門開支合計	Total Departmental Expenses	108,162	354,753	127,547	91,771	42,441
部門收益淨額	Net Departmental Income	-6,932	-21,102	991	-4,924	-6,956
佔總收入百分率	Percentage of Total Revenues	%	%	%	%	%
收入	Revenues	40.5	50.9	48.2	40.0	23.6
支出	Expenses					
營業成本	Cost of Sales	12.6	15.8	14.2	12.5	7.9
工資及有關開支	Payroll & Related Expenses	26.4	33.2	29.0	25.2	17.4
部門其他開支	Other Departmental Expenses	4.3	5.1	4.6	4.5	3.0
部門開支合計	Total Departmental Expenses	43.3	54.1	47.8	42.2	28.2
部門收益淨額	Net Departmental Income	-2.8	-3.2	0.4	-2.3	-4.6

SPA/健身中心		按參與酒店2019年實際平均房價表現分類				
		Based on Participating Hotel's 2019 Achieved ADR				
SPA / Health Club		所有酒店 All Hotels	HKD 2,351 and above	HKD 1,651–2,350	HKD 951–1,650	HKD 950 and below
每一可供出租房間計	Amount per Available Room	HK\$	HK\$	HK\$	HK\$	HK\$
收入	Revenues	6,095	33,435	2,007	1,038	104
支出	Expenses					
營業成本	Cost of Sales	230	1,369	59	5	N
工資及有關開支	Payroll & Related Expenses	4,249	20,305	1,616	1,857	75
其他開支	Other Departmental Expenses	2,586	12,643	1,871	574	80
部門開支合計	Total Departmental Expenses	7,064	34,317	3,546	2,435	155
部門收益/虧損淨額	Net Departmental Income/Loss	-969	-882	-1,538	-1,397	-51

佔總收入百分率	Percentage of Total Revenues	%	%	%	%	%
收入	Revenues	1.7	3.5	0.6	0.4	0.1
支出	Expenses					
營業成本	Cost of Sales	0.1	0.1	N	N	N
工資及有關開支	Payroll & Related Expenses	1.2	2.1	0.5	0.7	N
其他開支	Other Departmental Expenses	0.7	1.3	0.6	0.2	N
部門開支合計	Total Departmental Expenses	1.9	3.5	1.1	0.9	0.1
部門收益/虧損淨額	Net Departmental Income/Loss	-0.3	-0.1	-0.5	-0.5	N

N-極少 Negligible

SPA/健身中心		按參與酒店2019年實際平均房價表現分類				
		Based on Participating Hotel's 2019 Achieved ADR				
SPA / Health Club		所有酒店 All Hotels	HKD 2,351 and above	HKD 1,651-2,350	HKD 951-1,650	HKD 950 and below
每一可供出租房間計	Amount per Available Room	HK\$	HK\$	HK\$	HK\$	HK\$
收入	Revenues	7,104	23,100	5,285	1,322	733
支出	Expenses					
營業成本	Cost of Sales	413	1,316	524	10	85
工資及有關開支	Payroll & Related Expenses	5,590	15,334	4,673	2,553	782
其他開支	Other Departmental Expenses	1,111	3,300	497	464	163
部門開支合計	Total Departmental Expenses	7,114	19,949	5,695	3,027	1,030
部門收益/虧損淨額	Net Departmental Income/Loss	-10	3,151	-410	-1,705	-296
佔總收入百分率	Percentage of Total Revenues	%	%	%	%	%
收入	Revenues	2.8	3.5	2.0	0.6	0.5
支出	Expenses					
營業成本	Cost of Sales	0.2	0.2	0.2	N	0.1
工資及有關開支	Payroll & Related Expenses	2.2	2.3	1.8	1.2	0.5
其他開支	Other Departmental Expenses	0.4	0.5	0.2	0.2	0.1
部門開支合計	Total Departmental Expenses	2.8	3.0	2.1	1.4	0.7
部門收益/虧損淨額	Net Departmental Income/Loss	N	0.5	-0.2	-0.8	-0.2

N-極少 Negligible

其他營業部門		按參與酒店2019年實際平均房價表現分類				
		Based on Participating Hotel's 2019 Achieved ADR				
Other Operating Departments		所有酒店 All Hotels	HKD 2,351 and above	HKD 1,651–2,350	HKD 951–1,650	HKD 950 and below
每一可供出租房間計	Amount per Available Room	HK\$	HK\$	HK\$	HK\$	HK\$
收入	Revenues	5,301	7,715	1,966	2,708	9,714
支出	Expenses					
營業成本	Cost of Sales	1,721	3,169	220	767	3,201
工資及有關開支	Payroll & Related Expenses	2,917	7,815	3,036	2,103	1,159
其他開支	Other Departmental Expenses	286	498	203	-93	750
部門開支合計	Total Departmental Expenses	4,925	11,482	3,459	2,778	5,110
部門收益/虧損淨額	Net Departmental Income/Loss	376	-3,767	-1,494	-70	4,605

佔總收入百分率	Percentage of Total Revenues	%	%	%	%	%
收入	Revenues	1.4	0.8	0.6	1.0	5.9
支出	Expenses					
營業成本	Cost of Sales	0.5	0.3	0.1	0.3	2.0
工資及有關開支	Payroll & Related Expenses	0.8	0.8	0.9	0.7	0.7
其他開支	Other Departmental Expenses	0.1	0.1	0.1	N	0.5
部門開支合計	Total Departmental Expenses	1.3	1.2	1.0	1.0	3.1
部門收益/虧損淨額	Net Departmental Income/Loss	0.1	-0.4	-0.4	N	2.8

雜項收入		按參與酒店2019年實際平均房價表現分類				
		Based on Participating Hotel's 2019 Achieved ADR				
Miscellaneous Income		所有酒店 All Hotels	HKD 2,351 and above	HKD 1,651–2,350	HKD 951–1,650	HKD 950 and below
每一可供出租房間計	Amount per Available Room	HK\$	HK\$	HK\$	HK\$	HK\$
收入	Revenues	8,280	16,507	11,005	4,394	7,200
佔總收入百分率	Percentage of Total Revenues	%	%	%	%	%
收入	Revenues	2.3	1.7	3.3	1.6	4.4

N-極少 Negligible

其他營業部門		按參與酒店2019年實際平均房價表現分類				
		Based on Participating Hotel's 2019 Achieved ADR				
Other Operating Departments		所有酒店	HKD 2,351	HKD	HKD	HKD 950
		All Hotels	and above	1,651-2,350	951-1,650	and below
每一可供出租房間計	Amount per Available Room	HK\$	HK\$	HK\$	HK\$	HK\$
收入	Revenues	6,881	10,913	1,245	2,201	10,619
支出	Expenses					
營業成本	Cost of Sales	1,573	5,620	415	571	1,556
工資及有關開支	Payroll & Related Expenses	2,567	8,029	2,366	2,449	1,324
其他開支	Other Departmental Expenses	675	1,715	348	289	765
部門開支合計	Total Departmental Expenses	4,815	15,364	3,129	3,309	3,645
部門收益/虧損淨額	Net Departmental Income/Loss	2,066	-4,451	-1,884	-1,109	6,974

佔總收入百分率	Percentage of Total Revenues	%	%	%	%	%
收入	Revenues	2.8	1.7	0.5	1.0	7.0
支出	Expenses					
營業成本	Cost of Sales	0.7	0.9	0.2	0.3	1.0
工資及有關開支	Payroll & Related Expenses	1.0	1.2	0.9	1.1	0.9
其他開支	Other Departmental Expenses	0.3	0.3	0.1	0.1	0.5
部門開支合計	Total Departmental Expenses	2.0	2.4	1.2	1.5	2.4
部門收益/虧損淨額	Net Departmental Income/Loss	0.8	-0.7	-0.7	-0.5	4.6

雜項收入		按參與酒店2019年實際平均房價表現分類				
		Based on Participating Hotel's 2019 Achieved ADR				
Miscellaneous Income		所有酒店	HKD 2,351	HKD	HKD	HKD 950
		All Hotels	and above	1,651-2,350	951-1,650	and below
每一可供出租房間計	Amount per Available Room	HK\$	HK\$	HK\$	HK\$	HK\$
收入	Revenues	5,697	12,108	8,160	4,805	3,919
佔總收入百分率	Percentage of Total Revenues	%	%	%	%	%
收入	Revenues	2.3	1.8	3.1	2.2	2.6

N-極少 Negligible

行政及一般開支		按參與酒店2019年實際平均房價表現分類				
		Based on Participating Hotel's 2019 Achieved ADR				
Administrative & General		所有酒店 All Hotels	HKD 2,351 and above	HKD 1,651–2,350	HKD 951–1,650	HKD 950 and below
每一可供出租房間計	Amount per Available Room	HK\$	HK\$	HK\$	HK\$	HK\$
工資及有關開支	Payroll & Related Expenses	24,509	49,256	23,814	21,665	14,704
其他開支	Other Departmental Expenses	11,795	26,635	10,917	8,184	8,880
合計	Total	36,304	75,891	34,731	29,848	23,584

佔總收入百分率		Percentage of Total Revenues				
		%	%	%	%	%
工資及有關開支	Payroll & Related Expenses	6.7	5.1	7.1	7.7	9.0
其他開支	Other Departmental Expenses	3.2	2.8	3.2	2.9	5.4
合計	Total	9.9	7.8	10.3	10.6	14.4

行政及一般開支		按參與酒店2019年實際平均房價表現分類				
		Based on Participating Hotel's 2019 Achieved ADR				
Administrative & General		所有酒店 All Hotels	HKD 2,351 and above	HKD 1,651–2,350	HKD 951–1,650	HKD 950 and below
每一可供出租房間計	Amount per Available Room	HK\$	HK\$	HK\$	HK\$	HK\$
工資及有關開支	Payroll & Related Expenses	19,738	42,660	24,796	19,722	13,060
其他開支	Other Departmental Expenses	8,325	18,802	9,201	6,412	6,855
合計	Total	28,064	61,462	33,997	26,134	19,915

佔總收入百分率		Percentage of Total Revenues				
		%	%	%	%	%
工資及有關開支	Payroll & Related Expenses	7.9	6.5	9.3	9.1	8.7
其他開支	Other Departmental Expenses	3.3	2.9	3.4	3.0	4.6
合計	Total	11.2	9.4	12.7	12.0	13.2

信息與通信系統		按參與酒店2019年實際平均房價表現分類				
		Based on Participating Hotel's 2019 Achieved ADR				
Information & Telecommunications Systems		所有酒店 All Hotels	HKD 2,351 and above	HKD 1,651–2,350	HKD 951–1,650	HKD 950 and below
每一可供出租房間計	Amount per Available Room	HK\$	HK\$	HK\$	HK\$	HK\$
工資及有關開支	Payroll & Related Expenses	3,279	7,962	3,586	3,192	506
其他開支	Other Departmental Expenses	4,764	10,762	5,003	4,926	929
合計	Total	8,042	18,724	8,590	8,118	1,434

佔總收入百分率	Percentage of Total Revenues	%	%	%	%	%
工資及有關開支	Payroll & Related Expenses	0.9	0.8	1.1	1.1	0.3
其他開支	Other Departmental Expenses	1.3	1.1	1.5	1.8	0.6
合計	Total	2.2	1.9	2.6	2.9	0.9

市場及營銷		按參與酒店2019年實際平均房價表現分類				
		Based on Participating Hotel's 2019 Achieved ADR				
Sales & Marketing		所有酒店 All Hotels	HKD 2,351 and above	HKD 1,651–2,350	HKD 951–1,650	HKD 950 and below
每一可供出租房間計	Amount per Available Room	HK\$	HK\$	HK\$	HK\$	HK\$
工資及有關開支	Payroll & Related Expenses	12,884	29,890	14,283	9,863	6,411
其他開支	Other Departmental Expenses	10,752	31,167	9,149	8,586	3,082
合計	Total	23,636	61,057	23,432	18,449	9,493

佔總收入百分率	Percentage of Total Revenues	%	%	%	%	%
工資及有關開支	Payroll & Related Expenses	3.5	3.1	4.2	3.5	3.9
其他開支	Other Departmental Expenses	2.9	3.1	2.7	3.1	1.9
合計	Total	6.4	6.3	7.0	6.6	5.8

信息與通信系統		按參與酒店2019年實際平均房價表現分類				
		Based on Participating Hotel's 2019 Achieved ADR				
Information & Telecommunications Systems		所有酒店 All Hotels	HKD 2,351 and above	HKD 1,651–2,350	HKD 951–1,650	HKD 950 and below
每一可供出租房間計	Amount per Available Room	HK\$	HK\$	HK\$	HK\$	HK\$
工資及有關開支	Payroll & Related Expenses	3,162	6,517	3,512	3,688	1,232
其他開支	Other Departmental Expenses	4,528	9,656	5,075	4,920	1,887
合計	Total	7,690	16,172	8,587	8,609	3,119

佔總收入百分率	Percentage of Total Revenues	%	%	%	%	%
工資及有關開支	Payroll & Related Expenses	1.3	1.0	1.3	1.7	0.8
其他開支	Other Departmental Expenses	1.8	1.5	1.9	2.3	1.3
合計	Total	3.1	2.5	3.2	4.0	2.1

市場及營銷		按參與酒店2019年實際平均房價表現分類				
		Based on Participating Hotel's 2019 Achieved ADR				
Sales & Marketing		所有酒店 All Hotels	HKD 2,351 and above	HKD 1,651–2,350	HKD 951–1,650	HKD 950 and below
每一可供出租房間計	Amount per Available Room	HK\$	HK\$	HK\$	HK\$	HK\$
工資及有關開支	Payroll & Related Expenses	11,424	31,865	17,689	10,708	5,437
其他開支	Other Departmental Expenses	6,578	22,580	7,899	5,919	2,911
合計	Total	18,001	54,445	25,588	16,627	8,347

佔總收入百分率	Percentage of Total Revenues	%	%	%	%	%
工資及有關開支	Payroll & Related Expenses	4.6	4.9	6.6	4.9	3.6
其他開支	Other Departmental Expenses	2.6	3.4	3.0	2.7	1.9
合計	Total	7.2	8.3	9.6	7.7	5.5

工程維修部門		按參與酒店2019年實際平均房價表現分類				
		Based on Participating Hotel's 2019 Achieved ADR				
Property Operation & Maintenance		所有酒店 All Hotels	HKD 2,351 and above	HKD 1,651–2,350	HKD 951–1,650	HKD 950 and below
每一可供出租房間計	Amount per Available Room	HK\$	HK\$	HK\$	HK\$	HK\$
工資及有關開支	Payroll & Related Expenses	10,996	20,808	10,539	9,056	8,361
其他開支	Other Departmental Expenses	15,085	37,250	13,769	10,087	10,180
合計	Total	26,081	58,059	24,308	19,143	18,541

佔總收入百分率	Percentage of Total Revenues	%	%	%	%	%
工資及有關開支	Payroll & Related Expenses	3.0	2.1	3.1	3.2	5.0
其他開支	Other Departmental Expenses	4.1	3.8	4.1	3.6	6.2
合計	Total	7.1	6.0	7.2	6.8	11.3

能源		按參與酒店2019年實際平均房價表現分類				
		Based on Participating Hotel's 2019 Achieved ADR				
Utilities		所有酒店 All Hotels	HKD 2,351 and above	HKD 1,651–2,350	HKD 951–1,650	HKD 950 and below
每一可供出租房間計	Amount per Available Room	HK\$	HK\$	HK\$	HK\$	HK\$
合計	Total	26,170	56,389	29,259	20,874	14,171

佔總收入百分率	Percentage of Total Revenues	%	%	%	%	%
合計	Total	7.1	5.8	8.7	7.4	8.7

工程維修部門		按參與酒店2019年實際平均房價表現分類				
		Based on Participating Hotel's 2019 Achieved ADR				
Property Operation & Maintenance		所有酒店 All Hotels	HKD 2,351 and above	HKD 1,651–2,350	HKD 951–1,650	HKD 950 and below
每一可供出租房間計	Amount per Available Room	HK\$	HK\$	HK\$	HK\$	HK\$
工資及有關開支	Payroll & Related Expenses	8,925	17,945	11,721	8,758	6,183
其他開支	Other Departmental Expenses	12,212	33,661	13,486	10,353	8,047
合計	Total	21,138	51,606	25,207	19,111	14,231

佔總收入百分率	Percentage of Total Revenues	%	%	%	%	%
工資及有關開支	Payroll & Related Expenses	3.6	2.7	4.4	4.0	4.1
其他開支	Other Departmental Expenses	4.9	5.1	5.1	4.8	5.3
合計	Total	8.5	7.9	9.4	8.8	9.4

能源		按參與酒店2019年實際平均房價表現分類				
		Based on Participating Hotel's 2019 Achieved ADR				
Utilities		所有酒店 All Hotels	HKD 2,351 and above	HKD 1,651–2,350	HKD 951–1,650	HKD 950 and below
每一可供出租房間計	Amount per Available Room	HK\$	HK\$	HK\$	HK\$	HK\$
合計	Total	20,840	46,356	26,012	19,677	14,135

佔總收入百分率	Percentage of Total Revenues	%	%	%	%	%
合計	Total	8.3	7.1	9.7	9.1	9.4

非經營相關收入及支出		按參與酒店2019年實際平均房價表現分類				
		Based on Participating Hotel's 2019 Achieved ADR				
Non-Operating Income and Expenses		所有酒店 All Hotels	HKD 2,351 and above	HKD 1,651-2,350	HKD 951-1,650	HKD 950 and below
每一可供出租房間計	Amount per Available Room	HK\$	HK\$	HK\$	HK\$	HK\$
收入	Income	2,938	9,717	3,742	3,030	799
租金支出*	Rent*	15,137	21,660	15,101	14,662	13,910
物業稅及其他稅項	Property and Other Taxes	5,743	25,695	11,309	2,846	1,657
保險費	Insurance	3,176	16,400	3,670	1,945	781
其他費用	Other Charges	21,594	38,443	30,968	19,408	16,392
合計	Total	-42,712	-92,482	-57,307	-35,831	-31,941

佔總收入百分率	Percentage of Total Revenues	%	%	%	%	%
收入	Income	0.4	0.3	0.4	0.6	0.4
租金支出*	Rent*	2.1	0.7	1.6	2.7	6.1
物業稅及其他稅項	Property and Other Taxes	0.8	0.9	1.2	0.5	0.7
保險費	Insurance	0.4	0.6	0.4	0.4	0.3
其他費用	Other Charges	3.0	1.3	3.2	3.6	7.2
合計	Total	-6.0	-3.2	-6.0	-6.7	-14.1

*租金支出：與物業和設備的租賃和租賃相關的費用計入租金。租金支出包括經營租賃，土地租賃租金以及物業和設備的租金。

*Rent: The cost associated with the leasing and rental of property and equipment are charged to Rent. Rent expenses includes operation leases, ground lease rent, and rental of property and equipment.

非經營相關收入及支出		按參與酒店2019年實際平均房價表現分類				
		Based on Participating Hotel's 2019 Achieved ADR				
Non-Operating Income and Expenses		所有酒店 All Hotels	HKD 2,351 and above	HKD 1,651-2,350	HKD 951-1,650	HKD 950 and below
每一可供出租房間計	Amount per Available Room	HK\$	HK\$	HK\$	HK\$	HK\$
收入	Income	9,008	7,341	5,851	14,887	5,748
租金支出*	Rent	16,373	12,120	26,598	10,960	20,274
物業稅及其他稅項	Property and Other Taxes	8,223	13,789	7,689	6,641	5,697
保險費	Insurance	1,714	6,281	2,789	1,387	563
其他費用	Other Charges	15,727	11,808	21,815	19,692	12,784
合計	Total	-33,029	-36,657	-53,041	-23,793	-33,569

佔總收入百分率	Percentage of Total Revenues	%	%	%	%	%
收入	Income	3.6	1.1	2.2	6.9	3.8
租金支出*	Rent*	6.6	1.8	10.0	5.0	13.5
物業稅及其他稅項	Property and Other Taxes	3.3	2.1	2.9	3.1	3.8
保險費	Insurance	0.7	1.0	1.0	0.6	0.4
其他費用	Other Charges	6.3	1.8	8.2	9.1	8.5
合計	Total	-13.2	-5.6	-19.9	-11.0	-22.3

*租金支出：與物業和設備的租賃和租賃相關的費用計入租金。租金支出包括經營租賃，土地租賃租金以及物業和設備的租金。

*Rent: The cost associated with the leasing and rental of property and equipment are charged to Rent. Rent expenses includes operation leases, ground lease rent, and rental of property and equipment.

工資及有關開支、其他開支		按參與酒店2019年實際平均房價表現分類				
		Based on Participating Hotel's 2019 Achieved ADR				
Payroll & Related Expenses, Other Expenses		所有酒店	HKD 2,351	HKD	HKD	HKD 950
		All Hotels	and above	1,651–2,350	951–1,650	and below
每一可供出租房間計	Amount per Available Room	HK\$	HK\$	HK\$	HK\$	HK\$
工資及有關開支	Payroll & Related Expenses					
客房	Rooms	48,504	95,540	51,299	37,956	34,364
餐飲	Food & Beverage	84,324	259,473	87,781	58,381	17,574
SPA及健身中心	SPA / Health Club	4,249	20,305	1,616	1,857	75
其他營業部門	Other Operating Departments	2,917	7,815	3,036	2,103	1,159
行政及一般開支	Administrative & General	24,509	49,256	23,814	21,665	14,704
信息與通信系統	Information & Telecommunications Systems	3,279	7,962	3,586	3,192	506
市場及營銷	Sales & Marketing	12,884	29,890	14,283	9,863	6,411
工程維修	Property Operation & Maintenance	10,996	20,808	10,539	9,056	8,361
其他開支	Other Expenses					
客房	Rooms	30,746	66,161	22,685	27,302	20,449
餐飲	Food & Beverage	16,622	49,872	15,856	9,615	7,790
SPA及健身中心	SPA / Health Club	2,586	12,643	1,871	574	80
其他營業部門	Other Operating Departments	286	498	203	-93	750
行政及一般開支	Administrative & General	11,795	26,635	10,917	8,184	8,880
信息與通信系統	Information & Telecommunications Systems	4,764	10,762	5,003	4,926	929
市場及營銷	Sales & Marketing	10,752	31,167	9,149	8,586	3,082
工程維修	Property Operation & Maintenance	15,085	37,250	13,769	10,087	10,180
能源	Utilities	26,170	56,389	29,259	20,874	14,171
管理費	Management Fees	8,643	22,528	6,132	4,465	8,135
佔總收入百分率	Percentage of Total Revenues	%	%	%	%	%
工資及有關開支	Payroll & Related Expenses					
客房	Rooms	13.2	9.9	15.2	13.5	21.0
餐飲	Food & Beverage	22.9	26.8	26.1	20.7	10.7
SPA及健身中心	SPA / Health Club	1.2	2.1	0.5	0.7	N
其他營業部門	Other Operating Departments	0.8	0.8	0.9	0.8	0.7
行政及一般開支	Administrative & General	6.7	5.1	7.1	7.7	9.0
信息與通信系統	Information & Telecommunications Systems	0.9	0.8	1.1	1.1	0.3
市場及營銷	Sales & Marketing	3.5	3.1	4.2	3.5	3.9
工程維修	Property Operation & Maintenance	3.0	2.1	3.1	3.2	5.1
工資及有關開支合計	Total Payroll and Related Expenses	52.2	50.7	58.2	51.1	50.7
其他開支	Other Expenses					
客房	Rooms	8.4	6.8	6.7	9.7	12.5
餐飲	Food & Beverage	4.5	5.2	4.7	3.4	4.8
SPA及健身中心	SPA / Health Club	0.7	1.3	0.6	0.2	N
其他營業部門收入	Other Operating Dept.	0.1	0.1	0.1	N	0.5
行政及一般開支	Administrative & General	3.2	2.8	3.2	2.9	5.4
信息與通信系統	Information & Telecommunications Systems	1.3	1.1	1.5	1.8	0.6
市場及營銷	Sales & Marketing	2.9	3.1	2.7	3.1	1.9
工程維修部	Property Operation & Maintenance	7.1	6.0	7.2	6.8	11.3
能源	Utility	7.1	5.8	8.7	7.4	8.7
管理費	Management Fees	2.4	2.3	1.8	1.6	5.0
其他開支合計	Total Other Expenses	37.7	34.5	37.2	36.9	50.7

N-極少 Negligible

工資及有關開支、其他開支		按參與酒店2019年實際平均房價表現分類				
		Based on Participating Hotel's 2019 Achieved ADR				
Payroll & Related Expenses, Other Expenses		所有酒店	HKD 2,351	HKD	HKD	HKD 950
		All Hotels	and above	1,651–2,350	951–1,650	and below
每一可供出租房間計	Amount per Available Room	HK\$	HK\$	HK\$	HK\$	HK\$
工資及有關開支	Payroll & Related Expenses					
客房	Rooms	41,617	93,055	53,338	35,674	30,292
餐飲	Food & Beverage	65,811	217,586	77,435	54,797	26,151
SPA及健身中心	SPA / Health Club	5,590	15,334	4,673	2,553	782
其他營業部門	Other Operating Departments	2,567	8,029	2,366	2,449	1,324
行政及一般開支	Administrative & General	19,738	42,660	24,796	19,722	13,060
信息與通信系統	Information & Telecommunications Systems	3,162	6,517	3,512	3,688	1,232
市場及營銷	Sales & Marketing	11,424	31,865	17,689	10,708	5,437
工程維修	Property Operation & Maintenance	8,925	17,945	11,721	8,758	6,183
其他開支	Other Expenses					
客房	Rooms	20,465	43,833	18,910	21,278	14,957
餐飲	Food & Beverage	10,826	33,720	12,309	9,813	4,452
SPA及健身中心	SPA / Health Club	1,111	3,300	497	464	163
其他營業部門	Other Operating Departments	675	1,715	348	289	765
行政及一般開支	Administrative & General	8,325	18,802	9,201	6,412	6,855
信息與通信系統	Information & Telecommunications Systems	4,528	9,656	5,075	4,920	1,887
市場及營銷	Sales & Marketing	6,578	22,580	7,899	5,919	2,911
能源	Utilities	20,840	46,356	26,012	19,677	14,135
工程維修	Property Operation & Maintenance	12,212	33,661	13,486	10,353	8,047
管理費	Management Fees	6,390	12,450	5,756	2,928	7,230
佔總收入百分率	Percentage of Total Revenues	%	%	%	%	%
工資及有關開支	Payroll & Related Expenses					
客房	Rooms	16.7	14.2	20.0	16.4	20.1
餐飲	Food & Beverage	26.4	33.2	29.0	25.2	17.4
SPA及健身中心	SPA / Health Club	2.2	2.3	1.8	1.2	0.5
其他營業部門	Other Operating Departments	1.0	1.2	0.9	1.1	0.9
行政及一般開支	Administrative & General	7.9	6.5	9.3	9.1	8.7
信息與通信系統	Information & Telecommunications Systems	1.3	1.0	1.3	1.7	0.8
市場及營銷	Sales & Marketing	4.6	4.9	6.6	4.9	3.6
工程維修	Property Operation & Maintenance	3.6	2.7	4.4	4.0	4.1
工資及有關開支合計	Total Payroll and Related Expenses	63.7	66.0	73.3	63.6	56.1
其他開支	Other Expenses					
客房	Rooms	8.2	6.7	7.1	9.8	9.9
餐飲	Food & Beverage	4.3	5.1	4.6	4.5	3.0
SPA及健身中心	SPA / Health Club	0.4	0.5	0.2	0.2	0.1
其他營業部門收入	Other Operating Dept.	0.3	0.3	0.1	0.1	0.5
行政及一般開支	Administrative & General	3.3	2.9	3.4	3.0	4.6
信息與通信系統	Information & Telecommunications Systems	1.8	1.5	1.9	2.3	1.3
市場及營銷	Sales & Marketing	2.6	3.4	3.0	2.7	1.9
工程維修部	Property Operation & Maintenance	4.9	5.1	5.1	4.8	5.3
能源	Utility	8.3	7.1	9.7	9.1	9.4
管理費	Management Fees	2.6	1.9	2.2	1.3	4.8
其他開支合計	Total Other Expenses	36.7	34.5	37.3	37.8	40.8

餐飲統計		按參與酒店2019年實際平均房價表現分類				
		Based on Participating Hotel's 2019 Achieved ADR				
Food & Beverage Statistics		所有酒店 All Hotels	HKD 2,351 and above	HKD 1,651–2,350	HKD 951–1,650	HKD 950 and below
餐飲設施		Food & Beverage Operation				
每間可供出租客房平均餐位數		Seats Per Available Room				
全天候餐廳	All Day Dining	0.42	0.45	0.33	0.43	0.48
中式餐廳	Chinese Restaurant	0.38	0.38	0.30	0.39	0.52
特式餐廳	Specialty Restaurant	0.33	0.46	0.24	0.30	0.32
酒吧及酒廊	Lounges and Bars	0.23	0.32	0.27	0.18	0.09
每間入住房房平均上座數		Covers Per Occupied Room				
全天候餐廳	All Day Dining	1.33	2.84	1.62	1.19	0.46
中式餐廳	Chinese Restaurant	0.95	1.35	1.05	0.91	0.44
特式餐廳	Specialty Restaurant	0.85	2.24	0.51	0.64	0.18
酒吧及酒廊	Lounges and Bars	0.52	1.55	0.54	0.22	0.03
客房送餐服務	Room Services	0.51	0.68	0.73	0.36	0.49
宴會廳	Banquet	0.29	0.64	0.40	0.13	0.26
每日每餐位平均上座數		Seating Turnover Per Day				
全天候餐廳	All Day Dining	1.55	2.01	1.70	1.56	0.69
中式餐廳	Chinese Restaurant	0.96	1.11	1.17	1.03	0.43
特式餐廳	Specialty Restaurant	1.16	1.63	0.76	1.00	0.50
酒吧及酒廊	Lounges and Bars	1.12	1.93	0.76	0.73	0.38
人均餐飲消費		Average F&B Check Per Cover				
全天候餐廳	All Day Dining	282	357	302	241	197
中式餐廳	Chinese Restaurant	466	659	473	338	281
特式餐廳	Specialty Restaurant	531	669	715	287	207
酒吧及酒廊	Lounges and Bars	337	377	295	286	8
客房送餐服務	Room Services	173	274	170	140	61
宴會廳	Banquet	1,082	1,641	990	852	441

餐飲統計		按參與酒店2019年實際平均房價表現分類				
		Based on Participating Hotel's 2019 Achieved ADR				
Food & Beverage Statistics		所有酒店 All Hotels	HKD 2,351 and above	HKD 1,651–2,350	HKD 951–1,650	HKD 950 and below
餐飲設施		Food & Beverage Operation				
每間可供出租客房平均餐位數		Seats Per Available Room				
全天候餐廳	All Day Dining	0.36	0.40	0.37	0.38	0.34
中式餐廳	Chinese Restaurant	0.38	0.39	0.29	0.44	0.35
特式餐廳	Specialty Restaurant	0.28	0.63	0.22	0.24	0.19
酒吧及酒廊	Lounges and Bars	0.21	0.44	0.30	0.19	0.14
每間入住客房平均上座數		Covers Per Occupied Room				
全天候餐廳	All Day Dining	0.90	3.13	2.09	1.30	0.43
中式餐廳	Chinese Restaurant	0.83	1.64	1.47	0.95	0.52
特式餐廳	Specialty Restaurant	0.53	2.30	0.91	0.46	0.15
酒吧及酒廊	Lounges and Bars	0.29	2.10	1.03	0.15	0.03
客房送餐服務	Room Services	0.23	0.78	0.22	0.16	0.10
宴會廳	Banquet	0.16	0.49	0.45	0.19	0.08
每日每餐位平均上座數		Seating Turnover Per Day				
全天候餐廳	All Day Dining	1.11	1.51	1.16	1.08	0.92
中式餐廳	Chinese Restaurant	0.97	0.81	1.09	0.68	1.87
特式餐廳	Specialty Restaurant	0.88	0.73	0.74	0.95	1.93
酒吧及酒廊	Lounges and Bars	0.78	1.09	0.81	0.39	0.32
人均餐飲消費		Average F&B Check Per Cover				
全天候餐廳	All Day Dining	266	353	310	256	193
中式餐廳	Chinese Restaurant	346	580	525	304	190
特式餐廳	Specialty Restaurant	418	557	567	281	198
酒吧及酒廊	Lounges and Bars	295	341	244	260	232
客房送餐服務	Room Services	260	298	293	323	102
宴會廳	Banquet	979	1,831	898	876	498

市場數據		按參與酒店2019年實際平均房價表現分類				
		Based on Participating Hotel's 2019 Achieved ADR				
Market Data		所有酒店	HKD 2,351	HKD	HKD	HKD 950
		All Hotels	and above	1,651–2,350	951–1,650	and below
業務來源	Source of Business	%	%	%	%	%
本地	Domestic	85.4	87.5	88.5	84.7	84.5
外地	Foreign	14.6	12.5	11.5	15.3	15.5
合計	Total	100.0	100.0	100.0	100.0	100.0
市場組成部份		Composition of Market				
		%	%	%	%	%
散客	Transient					
商務散客	Corporate / Business FIT	12.7	10.8	2.9	15.1	13.9
直接散客	Direct FIT	53.9	45.7	41.8	59.9	54.2
分銷 / 包價散客	Whole / Package FIT	18.2	38.2	29.2	11.0	16.5
團隊	Group					
酒店內會議團隊	In-house Meeting	0.4	1.5	0.1	0.5	N
其他會議 / 展覽 / 獎勵旅遊	Other MICE	0.5	0.3	N	1.1	N
旅遊團隊	Leisure Group	0.5	0.3	0.7	0.5	0.4
航空機組人員	Airline Crew	1.9	N	N	5.0	N
其他	Others					
政府	Government	N	N	N	N	N
無預定旅客	Walk-in	1.2	N	1.9	0.2	2.3
其他	Others	10.7	3.1	23.4	6.6	12.7
合計	Total	100.0	100.0	100.0	100.0	100.0
預訂房間百分率		Percentage of Advance Reservation				
		98.8	100.0	98.1	99.8	97.7
預訂房間方式		Composition of Advance Reservation				
		%	%	%	%	%
酒店	Property					
直接向酒店預訂*	FIT Booking*	25.3	19.8	15.3	23.0	33.0
酒店協議客戶	Corporate Accounts/Business FIT	11.8	12.8	1.5	13.4	13.4
社交媒體	Social Media Platform	0.6	1.8	0.2	0.9	0.2
酒店管理集團	Hotel Management Group					
酒店集團線上/線下訂房渠道**	Hotel Online & Offline Channels**	28.4	44.2	46.5	37.1	7.9
第三方平台	Other Platforms					
旅行社/旅遊運營商	Wholesaler (Travel Agent/Tour Operator)	8.1	6.2	12.9	5.1	10.1
線上旅行社	OTA	25.1	13.7	23.4	19.5	35.0
獨立訂房系統	Global Distribution Systems (GDS)	0.7	1.5	0.2	1.0	0.4
合計	Total	100.0	100.0	100.0	100.0	100.0
周日及周末的房間平均入住率		Occupancy (Weekdays & Weekend)				
		%	%	%	%	%
周日	Weekdays	45.4	30.0	30.0	46.3	64.0
周末	Weekend	53.8	41.5	42.1	53.2	71.1

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* 直接向酒店預訂：電話/電子郵件預定/上門散客

FIT Booking：Telephone/Email/Walk-In

** 線上渠道：連鎖酒店總部網站/APP/小程序等

Online Channel：Hotel Chain Website/ APP/Mini program etc

線下渠道：集團簽署協議客戶/中央電話預訂中心等

Offline Channel：Corporate Accounts signed by Headquarter/Telephone Reservation Center etc.

市場數據		按參與酒店2019年實際平均房價表現分類				
		Based on Participating Hotel's 2019 Achieved ADR				
Market Data		所有酒店 All Hotels	HKD 2,351 and above	HKD 1,651–2,350	HKD 951–1,650	HKD 950 and below
業務來源	Source of Business	%	%	%	%	%
本地	Domestic	75.0	73.6	61.3	70.7	77.9
外地	Foreign	25.0	26.4	38.7	29.3	22.1
合計	Total	100.0	100.0	100.0	100.0	100.0
市場組成部份		Composition of Market				
		%	%	%	%	%
散客	Transient					
商務散客	Corporate / Business FIT	12.1	10.4	9.5	10.7	12.9
直接散客	Direct FIT	46.6	67.8	59.7	49.1	43.0
分銷 / 包價散客	Whole / Package FIT	16.6	19.1	11.2	12.9	18.2
團隊	Group					
商務團隊	Corporate Group	1.1	1.4	1.3	0.5	1.3
酒店內會議團隊	In-house Meeting	0.1	0.2	N	0.4	0.1
其他會議 / 展覽 / 獎勵旅遊	Other MICE	0.3	0.1	N	0.1	0.3
旅遊團隊	Leisure Group	0.4	0.3	0.2	0.9	0.3
航空機組人員	Airline Crew	2.9	N	5.2	11.1	0.1
其他	Others					
政府	Government	N	N	N	N	N
無預定旅客	Walk-in	2.1	0.6	N	0.9	2.8
隔離	Quarantine	5.4	N	8.9	2.7	6.4
其他	Others	12.4	N	4.0	10.6	14.6
合計	Total	100.0	100.0	100.0	100.0	100.0
預訂房間百分率	Percentage of Advance Reservation	97.9	99.4	100.0	99.1	97.2
預訂房間方式		Composition of Advance Reservation				
		%	%	%	%	%
直接向酒店預訂	Direct Inquiry	32.7	22.5	27.1	25.3	36.4
酒店協議客戶	Corporate Account	12.9	14.4	12.6	15.5	12.0
國際訂房系統	Global Distribution System (GDS)	0.9	4.4	2.1	2.0	0.1
酒店自有訂房系統/網站	Hotel Own Website / Own Reservation Systems	12.2	22.2	21.9	18.4	8.6
旅行社/旅遊運營商	Travel Agents & Tour Operators	10.7	9.9	14.8	7.0	11.7
線上旅行社	OTA	30.1	18.0	20.9	31.7	31.2
獨立訂房系統	Independent Reservation Systems	0.5	8.7	0.6	0.1	N
合計	Total	100.0	100.0	100.0	100.0	100.0
周日及周末的房間平均入住率		Occupancy (Weekdays & Weekend)				
		%	%	%	%	%
周日	Weekdays	38.1	17.5	17.3	30.1	53.2
周末	Weekend	42.7	23.3	20.8	33.9	58.3

N-極少 Negligible

住客原居地 Region of Residence of All Guests		按參與酒店2019年實際平均房價表現分類 Based on Participating Hotel's 2019 Achieved ADR				
		所有酒店 All Hotels	HKD 2,351 and above	HKD 1,651–2,350	HKD 951–1,650	HKD 950 and below
市場組成部份 Composition of Market						
		%	%	%	%	%
亞洲	Asia	93.6	90.2	95.8	91.1	96.6
中國內地	Mainland China	6.8	3.1	3.8	5.8	9.8
香港特區	Hong Kong SAR	84.4	84.3	89.8	82.6	84.6
印度	India	0.3	0.4	0.2	0.4	0.3
日本	Japan	0.2	0.1	0.1	0.2	0.2
南韓	South Korea	0.4	1.0	0.4	0.3	0.3
台灣	Taiwan	0.3	0.5	0.4	0.2	0.3
東南亞	Southeast Asia	0.9	0.7	0.9	1.1	0.7
其他亞洲國家	Other Asian Countries	0.4	0.2	0.1	0.5	0.4
北美洲	North America	1.7	4.6	2.0	1.6	1.0
加拿大	Canada	0.4	0.3	0.6	0.3	0.4
墨西哥	Mexico	0.0	N	N	N	N
美國	USA	1.3	4.3	1.3	1.2	0.6
南美洲	South America	0.1	N	N	N	0.1
阿根廷	Argentina	N	N	N	N	N
巴西	Brazil	N	N	N	N	N
其他南美洲國家	Other South America	N	N	N	N	0.1
中美洲	Central America	N	N	N	N	N
加勒比海	Caribbean	N	N	N	N	N
歐洲	Europe	1.8	4.3	1.5	1.7	1.2
中歐/東歐	Central / Eastern Europe	0.1	N	0.2	0.1	N
法國	France	0.2	0.4	0.2	0.1	0.1
德國	Germany	0.1	0.2	0.2	0.1	0.1
意大利	Italy	0.2	1.2	N	0.1	0.1
斯堪的納維亞半島	Scandinavia	0.1	N	N	0.1	N
西班牙	Spain	N	0.1	N	N	N
英國	United Kingdom	0.6	2.3	0.6	0.5	0.2
其他歐洲國家	Other Europe	0.5	0.2	0.1	0.5	0.7
大洋洲	Oceania	0.2	0.2	0.4	0.3	0.1
澳洲	Australia	0.2	0.2	0.3	0.3	0.1
新西蘭	New Zealand	N	N	0.1	0.1	N
其他	Others	0.9	0.6	0.4	1.1	0.9
中東	Middle East	N	N	N	N	N
非洲	Africa	N	N	0.1	N	N
其他	Others	0.8	0.5	0.2	1.1	0.9
航空機組人員	Airline Crew	1.7	N	N	4.2	N
合計	Total	100.0	100.0	100.0	100.0	100.0

N-極少 Negligible

住客原居地 Region of Residence of All Guests		按參與酒店2019年實際平均房價表現分類 Based on Participating Hotel's 2019 Achieved ADR				
		所有酒店 All Hotels	HKD 2,351 and above	HKD 1,651–2,350	HKD 951–1,650	HKD 950 and below
市場組成部份 Composition of Market						
		%	%	%	%	%
亞洲	Asia	88.1	86.7	79.5	81.0	91.3
中國內地	Mainland China	9.3	7.9	12.0	7.8	9.6
香港特區	Hong Kong SAR	72.7	73.3	59.6	67.8	75.5
印度	India	0.3	0.2	0.5	0.5	0.3
日本	Japan	0.9	0.8	1.2	1.1	0.8
南韓	South Korea	0.6	0.5	0.9	0.5	0.6
台灣	Taiwan	0.7	0.8	0.7	0.6	0.8
東南亞	Southeast Asia	2.6	3.0	3.8	2.2	2.6
其他亞洲國家	Other Asian Countries	0.9	0.3	0.7	0.5	1.1
北美洲	North America	2.7	5.1	6.1	4.1	1.8
加拿大	Canada	0.7	0.6	1.1	0.8	0.6
墨西哥	Mexico	N	N	0.1	0.1	N
美國	USA	2.0	4.4	5.0	3.2	1.2
南美洲	South America	0.1	0.1	0.2	0.2	0.1
阿根廷	Argentina	N	N	N	0.1	N
巴西	Brazil	0.1	0.1	0.1	0.1	0.1
其他南美洲國家	Other South America	N	N	0.1	N	N
中美洲	Central America	N	N	N	0.1	N
歐洲	Europe	2.9	4.7	7.6	3.5	2.2
中歐/東歐	Central / Eastern Europe	0.2	0.6	0.6	0.2	0.1
法國	France	0.3	0.6	0.7	0.4	0.2
德國	Germany	0.3	0.4	0.9	0.4	0.2
意大利	Italy	0.1	0.9	0.3	0.2	0.1
斯堪的納維亞半島	Scandinavia	0.1	0.1	0.4	0.1	N
西班牙	Spain	0.1	0.1	0.2	0.1	0.1
英國	United Kingdom	1.2	1.8	3.5	1.7	0.8
其他歐洲國家	Other Europe	0.6	0.3	1.0	0.4	0.6
大洋洲	Oceania	0.9	1.4	2.5	1.2	0.6
澳洲	Australia	0.8	1.1	1.9	1.1	0.5
新西蘭	New Zealand	0.1	0.3	0.6	0.1	0.1
其他	Others	3.5	1.5	1.1	3.0	4.0
中東	Middle East	0.1	0.4	0.3	0.3	N
非洲	Africa	0.2	0.1	0.4	0.5	0.1
其他	Others	3.1	1.0	0.4	2.1	3.9
航空機組人員	Airline Crew	1.7	0.3	2.9	7.0	N
合計	Total	100.0	100.0	100.0	100.0	100.0

N-極少 Negligible

龍堡國際	B P International	銅鑼灣如心酒店	Nina Hotel Causeway Bay
宏基國際賓館	Bishop Lei International House	南灣如心酒店	Nina Hotel Island South
麗駿酒店	Brighton Hotel Hong Kong	荃灣西如心酒店	Nina Hotel Tsuen Wan West
香港馨樂庭亞士厘公寓酒店	Citadines Ashley Hong Kong	香港諾富特世紀酒店	Novotel Century Hong Kong
香港港麗酒店	Conrad Hong Kong	諾富特東薈城酒店	Novotel Citygate Hong Kong
香港康得思酒店	Cordis, Hong Kong	香港九龍諾富特酒店	Novotel Nathan Road Kowloon Hong Kong
香港萬怡酒店	Courtyard by Marriott Hong Kong	香港粵海酒店	Oasis Avenue A GDH Hotel
香港沙田萬怡酒店	Courtyard by Marriott Hong Kong Sha Tin	One Eight One 酒店及服務式住宅	One-Eight-One Hotel & Serviced Residences
香港九龍東皇冠假日酒店	Crowne Plaza Hong Kong Kowloon East	香港遨舍衛蘭軒	OZO Wesley Hong Kong
香港觀塘帝盛酒店	Dorsett Kwun Tong, Hong Kong	百樂酒店	Park Hotel
香港東隅	EAST Hong Kong	香港九龍貝爾特酒店	Pentahotel Hong Kong, Kowloon
香港東涌世茂福朋喜來登酒店	Four Points by Sheraton Hong Kong Tung Chung	屯門貝爾特酒店	Pentahotel Hong Kong, Tuen Mun
香港四季酒店	Four Seasons Hotel Hong Kong	恆豐酒店	Prudential Hotel
園景軒	Garden View Hong Kong	富豪機場酒店	Regal Airport Hotel
港威酒店	Gateway Hotel	富豪香港酒店	Regal Hongkong Hotel
六國酒店	Gloucester Luk Kwok Hong Kong	富豪九龍酒店	Regal Kowloon Hotel
香港君悅酒店	Grand Hyatt Hong Kong	富豪東方酒店	Regal Oriental Hotel
8 度海逸酒店	Harbour Plaza 8 Degrees	麗豪酒店	Regal Riverside Hotel
香港旺角希爾頓花園酒店	Hilton Garden Inn Hong Kong Mongkok	萬麗海景酒店	Renaissance Harbour view Hotel
香港銅鑼灣智選假日酒店	Holiday Inn Express Causeway Bay Hong Kong	九龍珀麗酒店	Rosedale Hotel Kowloon
香港九龍 CBD2 智選假日酒店	Holiday Inn Express Hong Kong Kowloon CBD2	香港瑰麗酒店	Rosewood Hong Kong Hotel
香港九龍東智選假日酒店	Holiday Inn Express Hong Kong Kowloon East	皇家太平洋酒店	Royal Pacific Hotel
香港旺角智選假日酒店	Holiday Inn Express Hong Kong Mongkok	香港莎瑪中環服務式公寓	Shama Central
金城假日酒店	Holiday Inn Golden Mile	香港莎瑪港島北服務式公寓	Shama Island North
香港黃金海岸酒店	Hong Kong Gold Coast Hotel	香港喜來登酒店	Sheraton Hong Kong Hotel & Towers
香港海洋公園萬豪酒店	Hong Kong Ocean Park Marriott Hotel	香港東涌世茂喜來登酒店	Sheraton Hong Kong Tung Chung Hotel
香港天際萬豪酒店	Hong Kong Skycity Marriott Hotel	銀鑛灣渡假酒店	Silvermine Beach Resort
壹零捌館	Hotel 108	香港盛捷維園公寓酒店	Somerset Victoria Park Hong Kong
港島英迪格酒店	Hotel Indigo Hong Kong Island	南洋酒店	South Pacific Hotel
香港紫亭	Hotel Purple	仕德福山景酒店	Stanford Hillview Hotel
香港維港凱悅尚萃酒店	Hyatt Centric Victoria Harbour Hong Kong	仕德福酒店	Stanford Hotel
香港沙田凱悅酒店	Hyatt Regency Hong Kong, Sha Tin	峰景軒	Summit View Kowloon
尖沙咀凱悅酒店	Hyatt Regency Hong Kong, Tsim Sha Tsui	銅鑼灣利景酒店	The Charterhouse Causeway Bay
富薈北角酒店	ibis North Point	城景國際	The Cityview
富薈尚乘上環酒店	iclub AMTD Sheung Wan Hotel	灣景國際	The Harbourview
富薈炮台山酒店	iclub Fortress Hill Hotel	The Hari Hong Kong	The Hari Hong Kong
富薈馬頭圍酒店	iclub Ma Tau Wai Hotel	香港朗廷酒店	The Langham, Hong Kong
富薈旺角酒店	iclub Mong Kok Hotel	香港美利酒店	The Murray, Hong Kong, A Niccolo Hotel
富薈上環酒店	iclub Sheung Wan Hotel	香港遨凱酒店	The Olympian Hong Kong
富薈灣仔酒店	iclub Wan Chai Hotel	香港康境酒店	The Otto Hotel
海景嘉福洲際酒店	InterContinental Grand Stanford Hong Kong	中環·石板街酒店	The Pottinger Hong Kong
香港 JW 萬豪酒店	JW Marriott Hotel Hong Kong	香港麗思卡爾頓酒店	The Ritz-Carlton, Hong Kong
香港灣仔睿景酒店	Kew Green Hotel WanChai Hong Kong	港青酒店	The Salisbury – YMCA of Hong Kong
九龍悅來酒店	Kowloon Panda Hotel	香港瑞吉酒店	The St. Regis Hong Kong
香港逸蘭精品酒店	Lanson Place Causeway Bay	奕居	The Upper House
數碼港艾美酒店	Le Meridien Cyberport	粵海華美灣際酒店	The Wharney Guang Dong Hotel Hong Kong
香港旺角薈賢居	Lodgewood by Nina Hospitality Mong Kok	彩鴻酒店	Travelodge Kowloon
馬哥孛羅香港酒店	Marco Polo Hongkong Hotel	香港 W 酒店	W Hong Kong
香港九龍維景酒店	Metropark Hotel Kowloon	憲酒店	Xi Hotel
香港旺角維景酒店	Metropark Hotel Mongkok Hong Kong	青年廣場 Y 旅舍	Y Loft, Youth Square
千禧新世界香港酒店	New World Millennium Hong Kong Hotel		

客房收入

此項收入包括酒店出租小時房、日租房和長租房所得的收入。此項資料包含服務費，但不含酒店房租稅和客人支付給客房服務員的小費。

食品收入

此項收入包括酒店餐廳、客房送餐、迷你吧、宴會和其它餐飲服務銷售食品及非酒精飲品所得的收入。此項資料不含服務費和客人支付給餐廳服務員的小費。

飲品收入

此項收入包括酒店向顧客銷售所有酒精類飲品、純酒水供應場所（酒吧或酒廊）銷售非酒精飲品所得的收入。此項資料不含服務費和客人支付給餐廳服務員的小費。

其它餐飲收入

此項收入包括視聽設備租賃、公共場所租賃所得的收入、服務費和其它雜項收入。此項資料包含餐飲部門的服務費。

其他運作部門收入

此項收入包括通訊、客衣洗滌和乾洗、健身中心 / 水療、及停車場和任何其他小型運作部門所產生的收入。

雜項收入

此項收入包括與第三方相關的收入或不會招致任何直接營運費用的收入。如：外幣兌換產生的利潤或損失、商業場地租金和使用權出讓費、佣金、顧客取消預訂收取的罰金、及現金折扣等。根據第11版統一酒店會計制度，度假村/旅館設施費和未使用的套餐費用應被歸入雜項收入，但此兩項變化未必完全反在本報告所載的統計資料。

食品銷售成本

此項成本包括各類食品收入中客用食品（以及非酒精飲品）的成本。

飲品銷售成本

此項成本包括各類飲品收入中客用酒精類飲品的成本。此外，它還包括上述飲品收入定義中所提及的非酒精飲品銷售成本。

Rooms Revenue

This category includes revenue from guest accommodation rented on a part-day, full-day, or longer period basis. The figures include service charges but exclude hotel accommodation tax and tips given to employees.

Food Revenue

This category includes the sales of food and non-alcoholic beverages from restaurant outlets, in-room dining, mini bar, banquets or catering. The figures exclude service charges and tips given to employees.

Beverage Revenue

This category includes all sales of alcoholic beverages for consumption by customers, and non-alcoholic beverages sales from pure beverage outlets (bar or lounge). The figures exclude service charges and tips given to employees.

Other Food & Beverage Revenue

This category includes revenues generated from audio visual equipment rentals, public room rentals, service charges and other miscellaneous revenue. The figures include service charges for the food and beverage department.

Other Operated Departments Revenue

This category includes revenue derived from telecommunications, laundry and dry cleaning, health club/SPA, parking garage and any other minor operated departments.

Miscellaneous Income

This category includes revenues related to a third party or revenues that do not incur any direct operating expenses, including foreign currency transaction gains (losses), space rentals and concessions, commissions, cancellation penalties, cash discounted earned etc. Based on the 11th edition of Uniform System of Accounts for Lodging Industry, resort fees and package breakage are recorded in this category but such change might not be reflected in the statistical information in this report.

Cost of Food Sales

This category includes the cost of food (and non-alcoholic beverages) served to guests in all segments of food revenues.

Cost of Beverage Sales

This category includes the cost of alcoholic beverages served to guests in all segments of beverage revenues. It also includes the cost of non-alcoholic beverages whose sales are included in the definition of beverage revenue

其他運作部門成本

此項成本包括通訊、客衣洗滌和乾洗、健身中心 / 水療、停車場和任何其他小型營運部門所產生的銷售成本

Cost of Other Operated Departments

This category represents the sales cost derived from telecommunications, laundry and dry cleaning, health club/spa, parking garage and any other minor operated departments.

客房部門工資及有關開支

此項開支包含客房部員工的薪水、工資、獎金和相關人工費用。客房部相關人工費用包括工資稅、補助性工資（如：假期工資、節日工資、病假工資、搬家費用、帶薪假期和遣散費等）、以及員工福利支出（如：由雇主支付的健康保險費用、養老金、員工膳食成本等）。

Rooms Payroll & Related Expenses

This category comprises the expenses associated with salaries, wages and bonuses and payroll-related expenses for employees of the room department. Payroll-related expenses include payroll taxes, supplemental pay (such as vacation pay, holiday pay, sick pay, relocation pay, paid time off and severance pay), and employee benefits (such as employer-paid health insurance expenses, pension contributions, cost of meals furnished to employees, etc.)

餐飲部門工資及有關開支

此項開支包含餐飲部員工的薪水、工資、獎金和相關人工費用。餐飲部相關人工費用包括工資稅、補助性工資（如：假期工資、節日工資、病假工資、搬家費用、帶薪假期和遣散費等）、以及員工福利支出（如：由雇主支付的健康保險費用、養老金、員工膳食成本等）。

Food & Beverage Payroll & Related Expenses

This category comprises the expenses associated with salaries, wages and bonuses and payroll-related expenses for employees of the food and beverage department. Payroll-related expenses includes payroll taxes, supplemental pay (such as vacation pay, holiday pay, sick pay, relocation pay, paid time off and severance pay), and employee benefits (such as employer-paid health insurance expenses, pension contributions, cost of meals furnished to employees, etc.)

其他運作部門工資及有關開支

此項開支包含所有其他營運部門員工的薪水、工資、獎金和相關人工費用。其他營運部門相關人工費用包括工資稅、補助性工資（如：假期工資、節日工資、病假工資、搬家費用、帶薪假期和遣散費等）、以及員工福利支出（如：由雇主支付的健康保險費用、養老金、員工膳食成本等）。

Other Operated Department Payroll & Related Expenses

This category comprises the expenses associated with salaries, wages and bonuses and payroll-related expenses for employees in all other operated departments. Payroll-related expenses includes payroll taxes, supplemental pay (such as vacation pay, holiday pay, sick pay, relocation pay, paid time off and severance pay), and employee benefits (such as employer-paid health insurance expenses, pension contributions, cost of meals furnished to employees, etc.)

客房部其他開支

此項開支是指客房部的非人工支出，包括：有線/衛星電視、清潔物資、佣金、免費贈送服務和禮品、客用物資、布草、列印設備和文具、特許權使用費、設備租賃、總部人員住宿補償等方面的費用。

Rooms Other Expenses

This category represents the non-payroll expenses for the room department, including the expenses of cable/satellite television, cleaning supplies, commissions, complementary services and gifts, guest supplies, linen, printing and stationery, loyalty fees, equipment rentals, corporate office reimbursables, etc.

餐飲部其他開支

此項開支是指餐飲部的非人工支出，包括：陶瓷和玻璃器皿、清潔物資、飾品、客用物資、洗滌、布草、音樂和娛樂專案、菜單和酒水單、銀器和員工制服等方面的費用。

Food & Beverage Other Expenses

This category represents the non-payroll expenses for the food and beverage department, including china and glassware, cleaning supplies, decorations, guest supplies, laundry, linen, music and entertainment, menus and beverage lists, silver and uniforms, etc.

其他運作部門其他開支

此項開支是指所有其他運作部門的非人工支出，包括：電話設備租賃、洗滌物資供應、健身中心和游泳池物資供應等方面的費用。

Other Operated Departments Other Expenses

This category represents the non-payroll expenses for all other operated departments, including telephone equipment rental, laundry supplies, health centre and swimming pool supplies, etc.

其他開支

此項開支包含 (1) 行政及一般事務費用、(2) 信息與通信系統費用、(3) 市場及營銷費用、(3) 能源成本、(4) 工程維修部費用。上述所有部門可能均被視為獨立的經營實體。各類開支解釋如下：

- 行政及一般事務費用包含行政及一般事務部門員工的薪水、工資、獎金和相關人工費用，及此部門的非人工費用，如：銀行手續費、商務辦公開支、信用卡手續費、法律顧問費、經營物資供應、顧問費以及通訊費用等。
- 信息與通信系統費用包含資訊與通信部門的員工薪水、工資、獎金和相關人工費用，及此部門的非人工費用，如：互聯網費用、通信費用、系統費用(包括軟體許可與維護費用、軟體服務費用、存儲費用、技術支援費用等)。
- 市場及營銷費用包含銷售和市場推廣部門員工的薪水、工資、獎金和相關人工費用，及此部門的非人工費用，如：廣告、銷售、促銷、商品推廣、公關和市場調研所發生的支出、以及適當的差旅與招待費用及物資支出。
- 能源成本包含電力、煤氣、燃料、蒸汽、用水等方面的開支和公用事業稅；
- 工程維修部費用包含工程維修部門員工的薪水、工資、獎金和相關人工費用，及此部門的非人工費用，如：建築維修、機電設備、地板、傢俱和設備、地面維保和景觀照明燈泡、其它機械產品和垃圾清運等的成本。

資產重置儲備

此項目是指酒店每年撥作用於改善設施、傢俱和設備的資金。

營運毛利潤

營運毛利潤是指總經營收入減去總部門成本和未分配營運開支後的餘額。

非經營相關收入及支出前收益

非經營相關收入（如利息收入）及支出（如租金支出、物業稅及其他稅項、保險費和其他費用）前收益是指營運毛利潤減去酒店總管理費用的餘額。

息稅前收益

息稅前收益指非經營相關收入及支出前收益減去非經營相關收入及支出的餘額。

扣除資產重置儲備後的息、稅前收益

扣除資產重置儲備後的息、稅前收益是指息稅前收益減去資產重置儲備金後的餘額。

Undistributed Expenses

This classification is used for (1) administrative and general expenses, (2) sales and marketing expenses, (3) energy costs and (4) property operation and maintenance expenses. Each of these can be considered as an individual entity. The explanations of each category expense are as follows:

- Administrative and General Expenses comprise salaries, wages, bonuses and payroll-related Expenses for employees of the Administrative and General department, as well as the non-payroll Expenses such as bank charges, corporate office charges, credit card commissions, legal services, operating supplies, professional fees, telecommunications, etc.
- Information and Telecommunications Systems Expenses comprise salaries, wages, bonuses and payroll-related expenses for employees for the information and telecommunications department, as well as the non-payroll expenses such as cost of internet services, cost of calls, system expenses including software licenses and maintenance, software as a service fees, hosting storage fees and technical support fees, etc.
- Sales and Marketing Expenses comprise salaries, wages, bonuses and payroll-related expenses for employees of the sales and marketing department, as well as the non-payroll expenses such as advertising, sales, promotion, merchandising, public relations and research, plus applicable travel and entertainment expenses and supplies.
- Utilities Costs include the expenses of electrical power, gas, fuel, steam, water sewer and utility taxes.
- Property Operation and Maintenance Expenses comprise salaries, wages, bonuses and payroll-related Expenses for employees of the Property Operation and Maintenance department, as well as the non-payroll Expenses such as the cost of repairing buildings, electrical and mechanical equipment, floor coverings, furniture and equipment, grounds maintenance and landscaping electric bulbs, mechanical supplies and removal of waste matter, etc.

Replacement Reserves

This category refers to the amount of capital set aside annually for the improvements to the FF&E.

Gross Operating Profit

Gross operating profit is determined by subtracting the total departmental expenses and undistributed operating expenses from the total revenue.

Income before Non-operating Income and Expenses

Income before Non-operating Income (e.g. interest income) and Expenses (e.g. Rent, Property and Other Taxes, Insurance and Others) is calculated by subtracting total management fees from gross operating profit.

Earnings Before Interest, Taxes, Depreciation, And Amortization

Earnings Before Interest, Taxes, Depreciation, And Amortization is determined by subtracting Income before Non-operating Income and Expenses.

EBITDA Less Replacement Reserve

Adjusted net operating income is calculated by subtracting replacement reserves from EBITDA.

酒店分析工作表

Property Analysis Worksheet

使用本表可簡易地比較貴酒店業績與行內業績

This worksheet will provide a quick analysis of how your property is performing in comparison to the industry.

每一可供出租房間計

貴酒店

比較一

比較二

Amount per Available Room

Your Property

Comparison 1

Comparison 2

Amount per Available Room	Your Property	Comparison 1	Comparison 2
分部門收入	Department Revenues		
客房	Rooms		
餐飲	Food & Beverage		
食品	Food		
飲品	Beverage		
其他餐飲	Other Food & Beverage		
SPA 及健身中心	SPA / Health Club		
其他營業部門	Other Operating Departments		
雜項收入	Miscellaneous Income		
合計	Total		
分部門支出	Department Expenses		
客房	Rooms		
餐飲	Food & Beverage		
SPA 及健身中心	SPA / Health Club		
其他營業部門	Other Operating Departments		
合計	Total		
未分配經營開支	Undistributed Operating Expenses		
行政及一般開支	Administrative & General		
工資及有關開支	Payroll & Related		
其他	Others		
小計	Sub-total		
信息與通信系統	Information & Telecommunications Systems		
工資及有關支出	Payroll & Related		
其他	Others		
小計	Sub-total		
市場及營銷	Sales & Marketing		
工資及有關開支	Payroll & Related		
其他	Others		
小計	Sub-total		
工程維修	Property Operation & Maintenance		
工資及有關開支	Payroll & Related		
其他	Others		
小計	Sub-total		
能源	Utilities		
未分配經營開支合計	Total Undistributed Operating Expenses		
營運毛利潤	Gross Operating Profit		
管理費 (基本費及獎金)	Management Fees [Base Fee & Incentive Fee]		
除去固定費用前之收益	Income Before Fixed Charges		
非經營相關收入及支出	Non-Operating Income and Expenses		
息稅前收益	Earnings Before Interest, Taxes, Depreciation, and Amortization		
資本重置儲備	Reserve For Capital Replacement		
扣除資產重置儲備後的息、稅前收益	EBITDA Less Replacement Reserve		

浩華管理顧問公司 (Horwath HTL) 始建於 1987 年，是 Crowe Global 在亞太區專業從事酒店及旅遊業管理顧問服務的分部，其核心業務是為酒店和其他相關產業提供開發、融資、經營、資產管理與評估等諮詢服務。僅在亞太區，浩華就已經為 4,000 多個酒店和旅遊業項目提供了諮詢服務。包括超過 1,400 個項目在中國境內完成。

目前，浩華管理顧問公司已在亞太區的主要城市設立了辦事機構，包括奧克蘭、北京、香港、雅加達、吉隆坡、孟買、上海、深圳、新加坡、悉尼和東京。各辦事機構合作密切，互相信息，以確保每個項目都能獲得浩華廣泛的經驗及國際性視角的優勢。浩華享有全球最大最完整的酒店和旅遊業資料庫，是項目分析及評估過程中的重要依據。

Horwath HTL is the management consulting division of Crowe Global that specializes in hotel, leisure and tourism industries. Established in Asia in 1987, Horwath HTL has consulted on over 4,000 hotel and tourism related projects throughout the region (including over 1,400 projects in China) for clients ranging from individually held businesses to the world's most prominent operators, developers, lenders, investors and industrial corporations.

Horwath HTL now operates offices in several key cities throughout the Asia Pacific region, including Auckland, Beijing, Hong Kong, Jakarta, Kuala Lumpur, Mumbai, Shanghai, Shenzhen, Singapore, Sydney and Tokyo. Our offices work closely together to ensure that our clients receive a multi-skilled international perspective for their projects. Horwath HTL is also supported by the Horwath database, the largest and most complete hotel and tourism related database in the world.

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