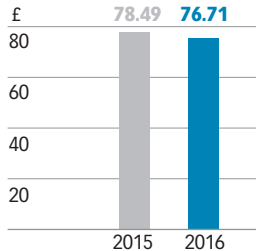


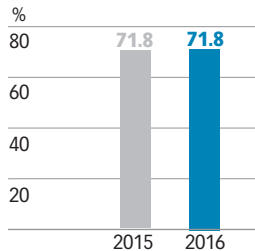
# Strategic priority: M&C KPIs

## Revenue per available room



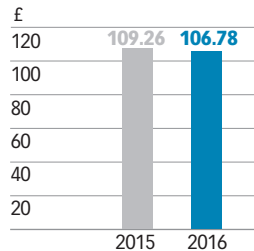
*Average room rate multiplied by occupancy percentage.*

## Occupancy



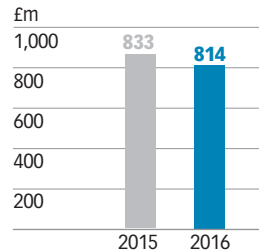
*Percentage of rooms available for sale that were actually sold to our guests.*

## Average room rate



*Revenue from room sales, divided by the number of room nights sold.*

## Hotel revenue



*Including room sales, food and beverage sales and meetings and events.*