

WE RECOGNIZE OUR MEMBERS. THEY RECOGNIZE THEIR DREAMS.

Starwood Preferred Guest® is the single most honored loyalty program in the industry. A bridge to nine intriguing lifestyle brands. A portal through which hard-earned achievements are richly rewarded.

At our hotels, nearly one out of every two guests is an SPG® member, and 40% reside outside the United States. With rewards and returns of this caliber, members as well as owners can envision more. Loyalty rewards everyone.

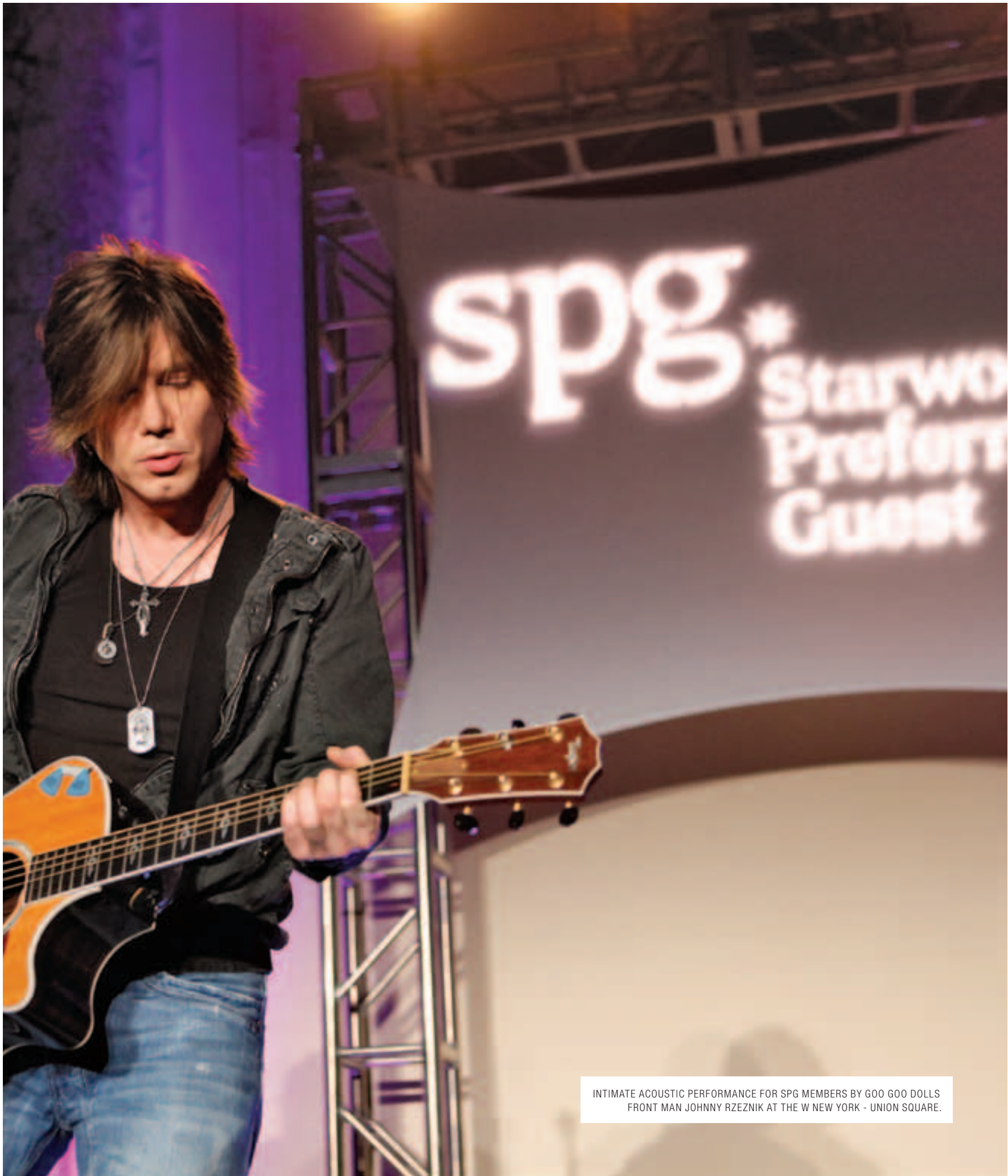
STARWOOD
PREFERRED
GUEST

POSSIBILITIES
WITH NO LIMITS.
REWARDS
WITH NO EQUAL.

From Free Night Awards and Award Flights with no blackout dates, to award-winning credit cards, to unforgettable experiences that provide access like no other, SPG prides itself on shattering the industry mold time and time again.



THE ST. REGIS MAURITIUS RESORT
MAURITIUS



INTIMATE ACOUSTIC PERFORMANCE FOR SPG MEMBERS BY GOO GOO DOLLS
FRONT MAN JOHNNY RZEZNIK AT THE W NEW YORK - UNION SQUARE.

Free Night Awards, No Blackouts

Our Free Night Awards was the first to offer no blackout dates or capacity controls.

Unparalleled Elite Status

Access that is entitled. Perks that are matchless. From enhanced Starpoints® earning power to on-the-spot indulgences, such as room upgrades and choice of welcome amenity, our Gold and Platinum members are richly rewarded with every stay.

SPG Moments

SPG Exclusive Experiences. On Tour. Game On. On Stage with SPG. Front row. Up close. Unplugged. Backstage. On the green. Members can win insider access to events like private acoustic rock performances, teeing off with golf greats, behind-the-curtain meet and greets and other exclusive once-in-a-lifetime experiences in the worlds of music, sports and the arts.

MORE
LUXURY.
MORE
DESTINATIONS.

Nine compelling brands.
Over 1,000
distinctive properties.
100 captivating countries.
Starwood Hotels' premier
program encompasses the
world's finest collection
of award-winning hotels
and luxurious resorts –
from a 14th-century palace
overlooking Venice's Grand
Canal to a breathtaking
masterpiece designed
by Frank Gehry, and much
more. The sheer scope
of possibilities for our
members is astounding
as our collection continues
to expand in exquisite
destinations around the
globe, including China
and India. In 2011, more
than 25 of our elite hotels
were named to the *Condé
Nast Traveler* Gold List.



ALOFT NEW YORK BROOKLYN
UNITED STATES



THE WESTIN RESORT NUSA DUA, BALI
INDONESIA



W LONDON - LEICESTER SQUARE
UNITED KINGDOM



FOUR POINTS BY SHERATON BANGKOK, SUKHUMVIT 15
THAILAND



ELEMENT LEXINGTON
UNITED STATES

CHAPTER THREE: STARWOOD VACATION OWNERSHIP

STARWOOD VACATION NETWORKSM AT HOME EVERYWHERE IN THE WORLD.

With our outstanding portfolio of resorts, hotels and travel privileges, a recreational haven becomes a home. Membership in the Starwood Vacation Network program assures a growing community of discerning travelers privileged access to nine distinctive hotel brands and unlimited vacation options.

LIVING LIFE
ON VACATION

Passionate travelers who are loyal to Starwood hotels can own a piece of the brands with Starwood Vacation Ownership. Through the Starwood Vacation Network program, owners enjoy privileged access to villa-style resorts and a multitude of vacation options, year after year.

Starwood Vacation Ownership transforms the way they vacation.



THE WESTIN KA'ANAPALI OCEAN RESORT VILLAS NORTH
UNITED STATES



SHERATON VISTANA VILLAGES
UNITED STATES

OUR SHARED BELIEF INSPIRES OUR JOURNEY.

The success of Starwood is propelled by the individual spirit and collective strength of our people. And this success is reflected not just in numbers, but in making Starwood a better company from the inside out. Creating a place that brings out the best in all of us. A better place to grow and thrive.

In a world of constant change, our spirit is united and steady. Sharing the belief that people want a better way to experience the world keeps the Journey in motion and enlivens our promises. Play as a team. Go the extra step. Do the right thing.

We take the Journey together. We look ahead. We win with talent. Pride and success take everyone along.

THE POWER
OF STARWOOD

OUR ASSOCIATES
ARE OUR
PASSIONATE
AMBASSADORS.

Starwood associates
elevate hospitality and
enhance guest experiences
because they love what
they do. They motivate
one another and create the
bonds of trust that build
lasting relationships and
loyalty. Through authentic
interactions, they bring
our brands to life and give
each a distinct voice. We
are proud to be recognized
as much for our passionate
people as we are for our
world-class brands.





Representing nearly 200 cultures, our associates celebrate diversity, reflect our guests' lifestyles and nurture connections with each other and with our global communities. They personify Starwood and perpetuate our promises.

Starwood Sales Organization

**STARWOOD
SELLS THE WAY
OUR CUSTOMERS
WANT TO BUY.**

Flexible. Reliable.
Responsive. Proactive.
The customer is our focus.


With committed investment, the passion of 5,000 sellers worldwide, the strategic support of customized analytics and high-tech systems that provide a 360-degree view of our customers, Starwood's sales force is incomparable, driving a remarkable 70% of our revenue.

But beyond revenue, it's about relationships. The dedication of Starwood's sellers has taken our loyalty level to an all-time high, with 90% of our customers noting that their Starwood salesperson is their competitive edge. Continuously growing, our sales teams can take our customers and their travelers around the world 24/7. Starwood's global dominance is an advantage for our increasingly global customers.



Global Partnership
Marketing

PARTNERS ARE
OUR CUSTOMERS.
CUSTOMERS ARE
OUR PARTNERS.



With a shared passion for innovation and creativity, our multi-brand partnerships provide one-of-a-kind value and opportunity to Starwood across our nine brands. Merging with the fastest-growing, best-in-class global brands combines the strength of both organizations and leverages the world's most extensive roster of live entertainment and sports events to drive growth and deliver a distinct lifestyle experience to a unique audience.





Competitively differentiated.
Mutually distinguished
in the marketplace.
Escalated brand visibility
and revenue.



Global Citizenship

RESPONSIBILITY
FOR OUR
ENVIRONMENT.
AND TO ONE
ANOTHER.

Our goals are big.
Our commitment
is even greater.

Starwood Hotels has
a legacy of caring
for the communities
in which we operate.
Leveraging our people,
our brands, our
relationships and
our global reach,
we are uniquely equipped
to spark unimagined
possibilities in the lives
of all we touch. We are
hospitality people
exemplifying hospitality.

FISH SWIM AROUND CORAL OFF THE
COAST OF RAJA AMPAT, INDONESIA.
© CONSERVATION INTERNATIONAL
PHOTO BY STERLING ZUMBRUNN

CONSERVATION
INTERNATIONAL





OUR ENVIRONMENT: INSPIRE GREEN

30/20 by 2020. Our initial goals are to reduce energy consumption by 30% per available room across all owned, managed and franchised rooms and to reduce water consumption by 20%.

We proudly partner with Conservation International to advance our environmental efforts.

Our sustainability-centered Element brand serves as a “Green Trailblazer” as we look at our industry through an innovative lens.

We currently lead the industry with 25 LEED-certified hotels.



OUR COMMUNITIES: UNLOCK POTENTIAL

We support skills training and knowledge development because we believe everyone deserves the opportunity to reach their potential. Our partnership with UNICEF focuses on educational programs and has raised over \$24 million in the past 16 years.

As true community members, we preserve the spirit, history and natural beauty of the locales we share through landmark restoration and cultural awareness projects.

SARF (Starwood Associate Relief Fund) offers assistance to our associates in the wake of natural disasters. We also come together to raise funds for our global neighbors in times of dire need.

Global Growth

INNOVATING.
GROWING.
LEADING.

Starwood Hotels' footing is firmly established in key markets around the world. And with financial power that is shifting from developed markets to rapidly growing economies, our first-mover advantage, tenured local teams and long-standing relationships, Starwood continues to outpace the competition as the global front-runner, poised to grow nearly 30% in the coming years.

Our growth is a direct result of the Starwood hallmark of creating value for owners.

Our nine distinct brands. An unyielding commitment to innovation and lifestyle-focused design. Enhanced guest experiences and enduring loyalty. Unsurpassed sales, operations and marketing support. All the elements needed to turn an owner's vision into reality.

Working with the right partners on the right properties in the right places, the Starwood portfolio can grow everywhere our guests want to go.



THE ST. REGIS LHASA RESORT
CHINA