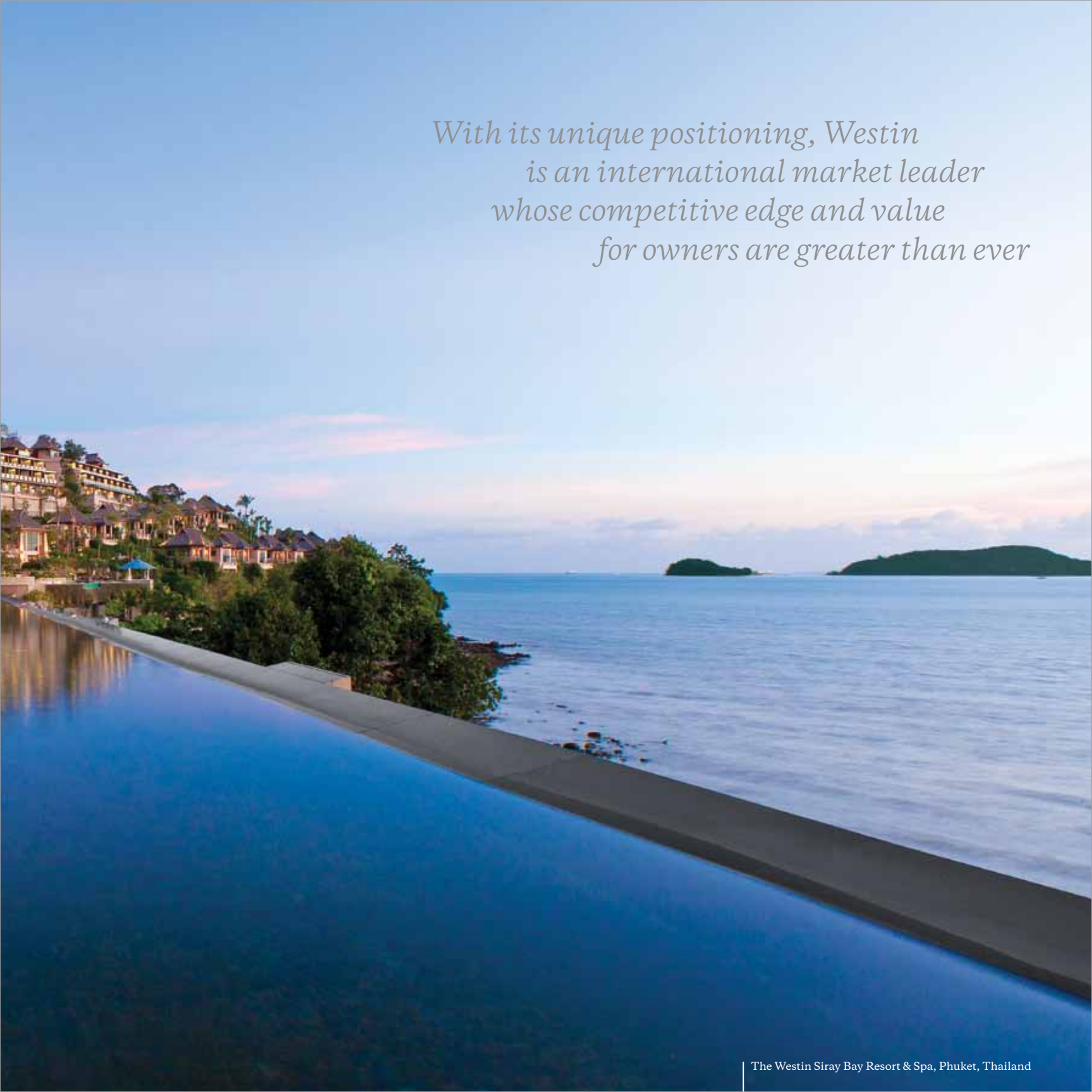


WESTIN[®]
HOTELS & RESORTS







*With its unique positioning, Westin
is an international market leader
whose competitive edge and value
for owners are greater than ever*

GREATER ADVANTAGE

*The opportunity is
indisputable – with
Westin, you own
a healthy advantage*

With Westin Hotels and Resorts, you start with the solid foundation of an established hotel brand featuring a history of innovation, plus a service culture dedicated to providing guests with enriching experiences through modern-day design and signature programming. Add to that unwavering customer loyalty and a world-class sales and marketing infrastructure that delivers industry-leading premiums and performance year after year.







HIGHLY LOYAL GUESTS

*We fulfill guests' aspirations
We have earned their trust*

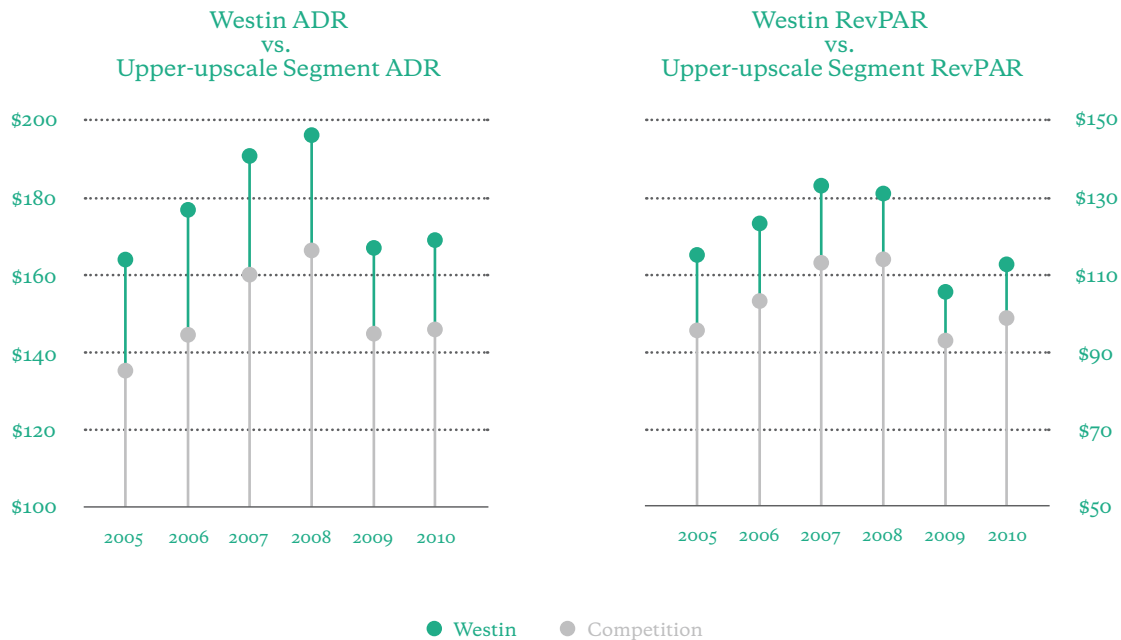
Every aspect of the Westin experience is designed with our guests in mind. Through innovative, signature products and programs combined with instinctive, personal service and intuitive design, Westin delivers on our guests' every need, helping them to keep their edge, stay active and feel their very best while on the road.

Westin understands that its guests value enriching experiences and high-quality hotel accommodations. Year over year, guest satisfaction for Westin is up significantly on all measures, and Westin leads the upper-upscale segment of the industry. By anticipating and delivering on our guests' desires, we have earned their trust. And they have rewarded us with enduring loyalty.

OUTPACING OUTPERFORMING

With a commanding lead as the category front-runner, Westin consistently outperforms its competition in suburban, resort and urban markets.

*Westin outperforms
the industry globally
in ADR and RevPAR*



Source: Smith Travel Research, Inc., Chain Scale Trend Reports and Starwood internal data. The charts include owned, managed and franchised Westin hotels that were open and operating as of December 31 of each stated year. In 2005, 39 (36%) of the 107 Westin hotels measured met or exceeded the stated average ADR; 2006: 39 (36%) of 109 hotels; 2007: 48 (39%) of 124 hotels; 2008: 54 (38%) of 143 hotels; 2009: 61 (37%) of 163 hotels; and 2010: 73 (42%) of 174 hotels. In 2005, 38 (36%) of the 107 Westin hotels measured met or exceeded the stated average RevPAR; 2006: 41 (38%) of 109 hotels; 2007: 44 (35%) of 124 hotels; 2008: 59 (41%) of 143 hotels; 2009: 61 (37%) of 163 hotels; and 2010: 67 (39%) of 174 hotels. Westin hotels that ceased operations between 2005 and 2010 were not measured in our data.

A new franchisee's individual results may differ from those stated. We make no representation that you will achieve any specific level of performance.

OPPORTUNITY BUILDING

*The Westin brand helps
maximize the value
of your property*

Conversion. Adaptive Re-Use. New Build. Whether your vision is to innovate from the ground up or to revitalize a property, Westin can accommodate your location, market and unique needs with design ingenuity that is recognized throughout the industry.

Conversion | The Westin Colonnade, Coral Gables, Florida



Adaptive Re-Use | The Westin Phoenix Downtown, Arizona



New Build | The Westin Guadalajara, Mexico



SUCCESS
GROWING

North America

117

Latin America

10

In the past five years, Westin Hotels has opened over 60 new-build properties, converted nearly 20 properties and completed approximately 35 renovations, contributing to a world-class portfolio of 185 properties in nearly 40 countries.

With a strong global pipeline and an international footprint that's anticipated to grow to more than 210 properties by 2014, Westin is growing strategically and debuting hotels on the strength of its differentiated positioning.



Asia Pacific

36

*Europe, Africa,
Middle East*

22

*A longtime developer favorite in
North America, Westin is flourishing
around the globe with a positioning that
resonates strongly across cultures*

The Westin Guadalajara, Mexico



The Westin Dubai Mina Seyahi Beach Resort & Marina, United Arab Emirates



The Westin Cape Town, South Africa



The Westin Mumbai Garden City, India





INDUSTRY-CHANGING INNOVATION

*At Westin, every signature program
has been designed with our brand promise
in mind — For a Better You*



A legendary innovator, Westin lives up to its promise of preserving wellness in travel with a decade-plus of industry game-changers. Our signature programming transforms every aspect of a stay into a revitalizing experience and ensures that our guests leave feeling better than when they arrived.

Heavenly® Bed

As the first hotel brand to create, name and market a superior bed product, Westin transformed both the sleep experience and the industry. The success of the Heavenly® Bed, with 215,000 beds sold at retail since its debut, inspired the launch of our Heavenly® Bath, Heavenly® Shower, Heavenly® Spa by Westin and an extensive line of products. No doubt, loyalty to Westin travels well beyond our hotels.





Breathe Westin®

To ensure that our guests always breathe easy, Westin became the first hotel brand to establish a 100 percent smoke-free policy in North America that revolutionized the industry. Our Breathe Westin® initiative is continuing to clear the air, expanding to properties around the world.



Sensory Welcome

Designed to revitalize guests from the moment they arrive, our sensory welcome is a fusion of refreshing elements like our signature White Tea by Westin® scent, soothing lighting and natural botanical beauty. Sensory welcome also sets the mood for the industry, with the competition clamoring to catch up.

WestinWORKOUT®

To guarantee that no workout is left at home, Westin broke away from the one-style-fits-all approach and was the first to create a hotel fitness program that includes spacious state-of-the-art studios, private guestroom workouts, group “discovery runs” led by a running concierge and running maps designed exclusively for each location.

Gear Lending

Westin guests can now pack light and stay fit. Our partnership with New Balance® provides guests with top quality shoes and athletic wear to use while they're with us so they can stay in gear with ease.





SuperFoodsRx®

Our SuperFoodsRx® program treats our guests to delectably nutritious dishes by powerfully pairing whole foods to boost their benefits and their flavors. Antioxidant-rich and low in calories, our palate-tantalizing menu options also have the power to boost F&B sales as more guests opt to eat well on-property.



INSPIRE NATURALLY

*Comfort and convenience
are crafted into design
that springs from nature*

Westin design is inspired by nature, with materials that are textural interpretations of landscape imagery. This influences every aspect of the hotel, from the lobby to the guestrooms to meeting rooms to social spaces.

Westin guests are welcomed into an energizing haven. Signature design elements like check-in pods, meeting tables and semiprivate enclaves create a lobby as versatile as it is stylish. Thoughtfully designed acoustic zones, sophisticated technology and precise lighting let guests get in touch with their thoughts or with the world. A unique vertical garden improves the indoor air quality and evokes enlivenment. The café/bar and retail store are adjacent to comfortable seating areas. At Westin, guests work or play in inviting, active spaces.

*Distinctive design schemes
are instinctively tailored
to meet your market needs*

Created to meet the needs of different markets and hotel spaces, several design schemes allow owners rich options.

Classic

Reflecting classic forms of art deco, furnishings are elegant and have been refined with vertical planes.

Modern

Purely timeless 20th-century modern design inspires streamlined décor that features horizontal planes softened with organic textures.

Historic

Designed distinctly for properties with unique historic and architectural elements, classic traditional forms take on a modern vibrance to express the Westin brand.

Classic | The Westin Book Cadillac Detroit, Michigan



Modern | The Westin Gurgaon, New Delhi, India



Historic | The Westin Paris - Vendôme, France





ATTRACT MORE GUESTS

*The Heavenly Spa by Westin®
is a powerful enticement
that benefits guests
and owners alike*

Our Heavenly® Spa is a revitalizing respite where guests get back to feeling their very best. Innovative treatments rejuvenate guests in beautifully designed settings that feature a rich use of natural materials. Our in-room spa services allow guests to restore energy and relieve stress in the privacy and comfort of their own room.

Research shows that spa properties on average collect a higher ADR and RevPAR than competitors without a spa.

An uplifting distinction: Westin now has 26 Heavenly Spas operating worldwide and anticipates the opening of five new spas per year.

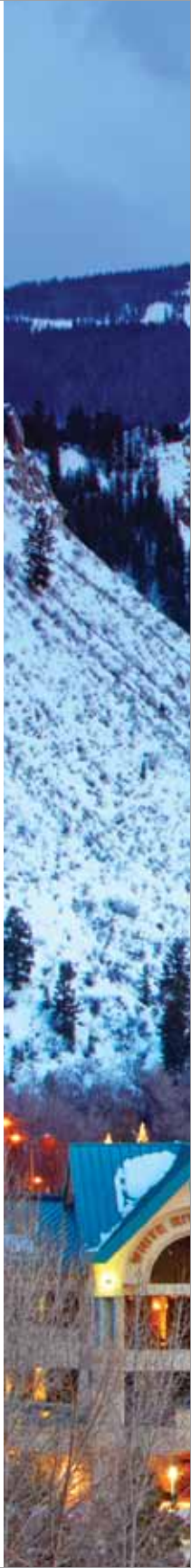
THE LUXURY OF LIVING WELL

*Westin Residences are
architectural gems, and provide the
full spectrum of signature services
and energizing comfort that
only Westin can provide*

Commitment to the Westin brand is strongly evidenced by the dedicated customers who pay a premium to live the Westin lifestyle every day.

At our luxuriously appointed private residences, purchasers live well in the refreshing elements that define the Westin experience, while enjoying the benefits of the broader Starwood family.

Starwood's experience in supporting residential development extends to over 80 mixed-use hotel/residential projects in over 25 countries, encompassing our upper-upscale and luxury brands. Today, there are 17 Westin-branded residential projects currently operating or under development. Residential developers benefit from Starwood's expertise in the areas of residential development, marketing and operations, with dedicated resources in each area including pre- and post-opening.





The Residences at The Westin Riverfront Resort & Spa at Beaver Creek Mountain, Colorado

IMAGINATIVE MARKETING

Unique brand positioning demands unique marketing. The innovative current that runs through Westin programming is what propels our inventive approach on how to sell it.

From traditional advertising to out-of-home to new media to experiential events, our key differentiators are brought to life in an imaginative way that connects emotionally with our audience. The energy in our messaging reinforces the luxuries of Westin, conveying just how good it feels to be a guest at Westin.



ELEMENT OF
WELL-BEING
NO.24

You're more likely to exercise if it's convenient.
That's why we're pleased to introduce New Balance
gear lending, exclusively for our guests.

FOR A BETTER YOU.



WESTIN
HOTELS & RESORTS

COURTESY

loft

Hyatt

ST REGIS

WESTIN

YOUR REPORTS

W

THE STRENGTH
OF A GLOBAL FORCE

*With a unique approach to
branding and a powerful global
infrastructure, Starwood gives our
owners an undeniable advantage*

Starwood Hotels & Resorts is the global hotel leader in innovation and lifestyle branding, inspiring guests and pushing the industry in uncharted directions. Through our world-class brands, global systems and experienced in-market teams, Starwood delivers more affluent and discerning global customers to your hotel, resulting in a competitive market share advantage for our owners.

Starwood Sales

Nearly 400 Global or Divisional sellers based in 33 offices around the world—including China, India, the Middle East, Russia and Brazil—manage our top accounts, while our network of over 4,500 metro market and property sellers manages bookings at the regional and local level, streamlining sales efforts. In addition, our innovative sales program, TeamHOT, trains and rewards sellers to cross-sell and refer business to other Starwood properties globally.

Centralized Booking Services

Starwood drives business to its hotels 24/7 through a synergy of state-of-the-art booking technology, customer contact centers and compelling online vehicles. It's a winning combination of impressive cross-sell and up-sell performance that drives occupancy and rate.

Customer Contact Centers:

Trained service agents handle nearly 17 million phone calls and guest interactions 24/7 in 25 languages from nine call centers around the world, including India and China.

Global Distribution Systems (GDS):

Cutting-edge technology ensures that properties receive maximum exposure on the Global Distribution Systems used by travel agents around the world.

Starwood-Branded Web Channels:

Every hotel is represented with its own series of content-rich property pages accessible from multiple Web channels like westin.com and spg.com, as well as sites and apps tailored for an excellent mobile use experience. These branded Websites handle more than 220 million visits in eight languages.

*Field Marketing**

Serving as a marketing agency that creates and executes customized marketing plans, Field Marketing teams work directly with the properties to proactively fill hotels, especially during need periods and off-season, by leveraging online space and Web optimization methods. Field Marketing leverages the latest industry trends and shares best practices to stay ahead of the competition, drive innovation and exploit emerging technologies.

Starwood Preferred Guest® (SPG®)

SPG has been the industry's most honored hotel loyalty program, and it drives one out of every two guests to our hotels globally. From Free Night Awards and Award Flights with no blackout dates, to award-winning credit cards, to redeemable, once-in-a-lifetime experiences, SPG's innovative differentiation drives bookings with discerning guests who stay more and spend more.

Revenue Management

Our centralized Revenue Management team utilizes top analytical talent and the latest technology to provide pricing and inventory management for Starwood hotels. The services provided help to ensure that each hotel's revenues are maximized in all channels, based on market demand factors.

Procurement

Starwood's centralized supply chain services generate significant savings through strategic relationships on the national, regional and local levels that leverage the collective Starwood portfolio. Hotels utilizing the centralized procurement program save up to 15% compared to hotels that do not, and further benefit from operating efficiencies and reduced accounting, payroll and benefits expense by leveraging state-of-the-art eProcurement technology.

*Field Marketing is available throughout North America and in select global markets.

NOW IS YOUR TIME TO OUTPERFORM

An established brand with a renowned history of innovation. Loyal customers willing to pay rate premiums. Significant brand preference coupled with a steadily expanding global footprint. Unsurpassed marketing and sales support.

With a distinct point of view, Westin dominates its category by nearly every measure. As our partner, you are well equipped to produce a world-class property with robust returns.

The Westin difference is clear









To learn more about development opportunities with Westin Hotels & Resorts, please contact us:

North America: development@starwoodhotels.com

Europe, Africa and Middle East: leads.eame@starwoodhotels.com

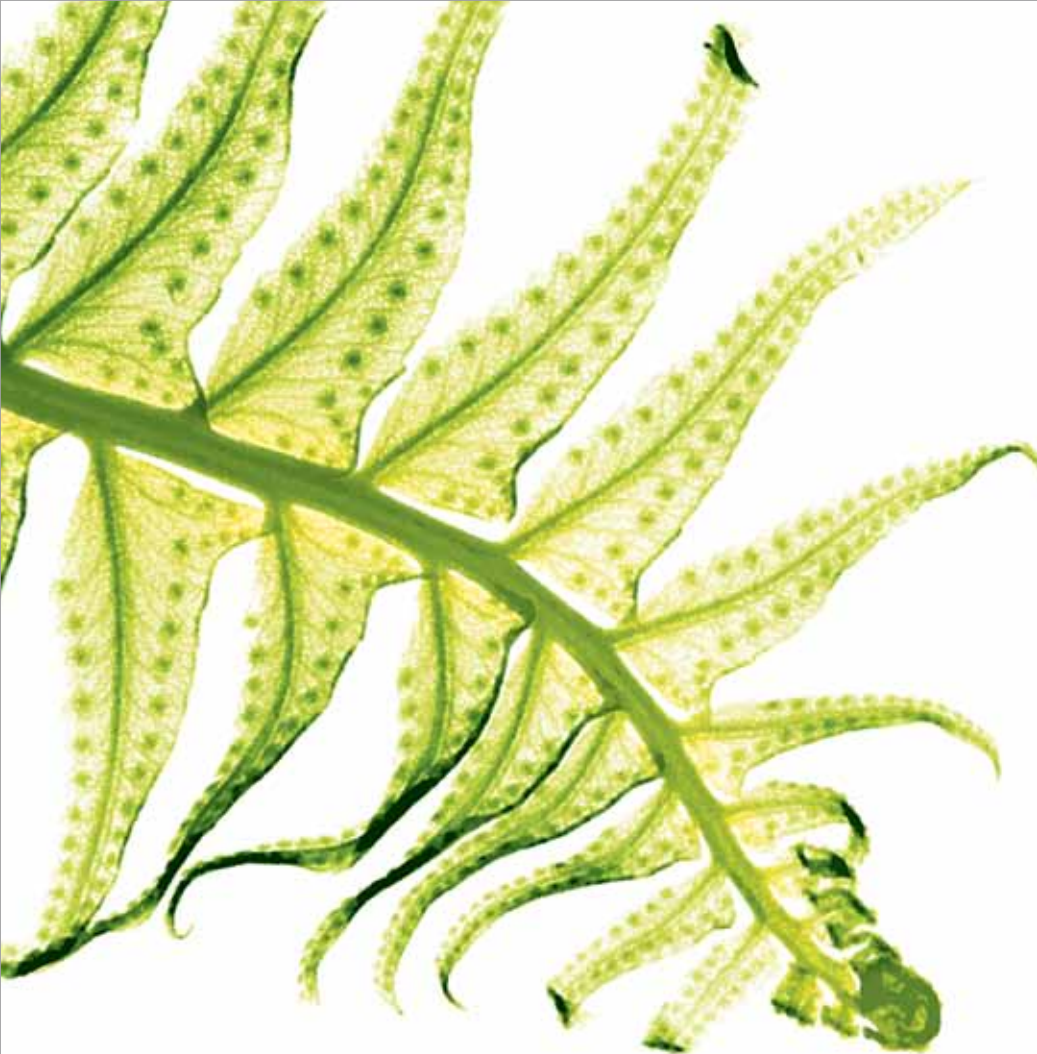
Asia Pacific: development.ap@starwoodhotels.com

Latin America: development.lad@starwoodhotels.com

www.starwoodhotels.com/development

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starwood
Hotels and
Resorts

Le MERIDIEN

aloft

FOUR
POINTS

WESTIN

THE LUXURY
COLLECTION

W
HOTELS

Sheraton

ST REGIS

element

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