



WESTIN®
HOTELS & RESORTS

starwood
Hotels and
Resorts

MERIDIEN

loft

THE LUXURY COLLECTION

WESTIN

FOUR POINTS

element

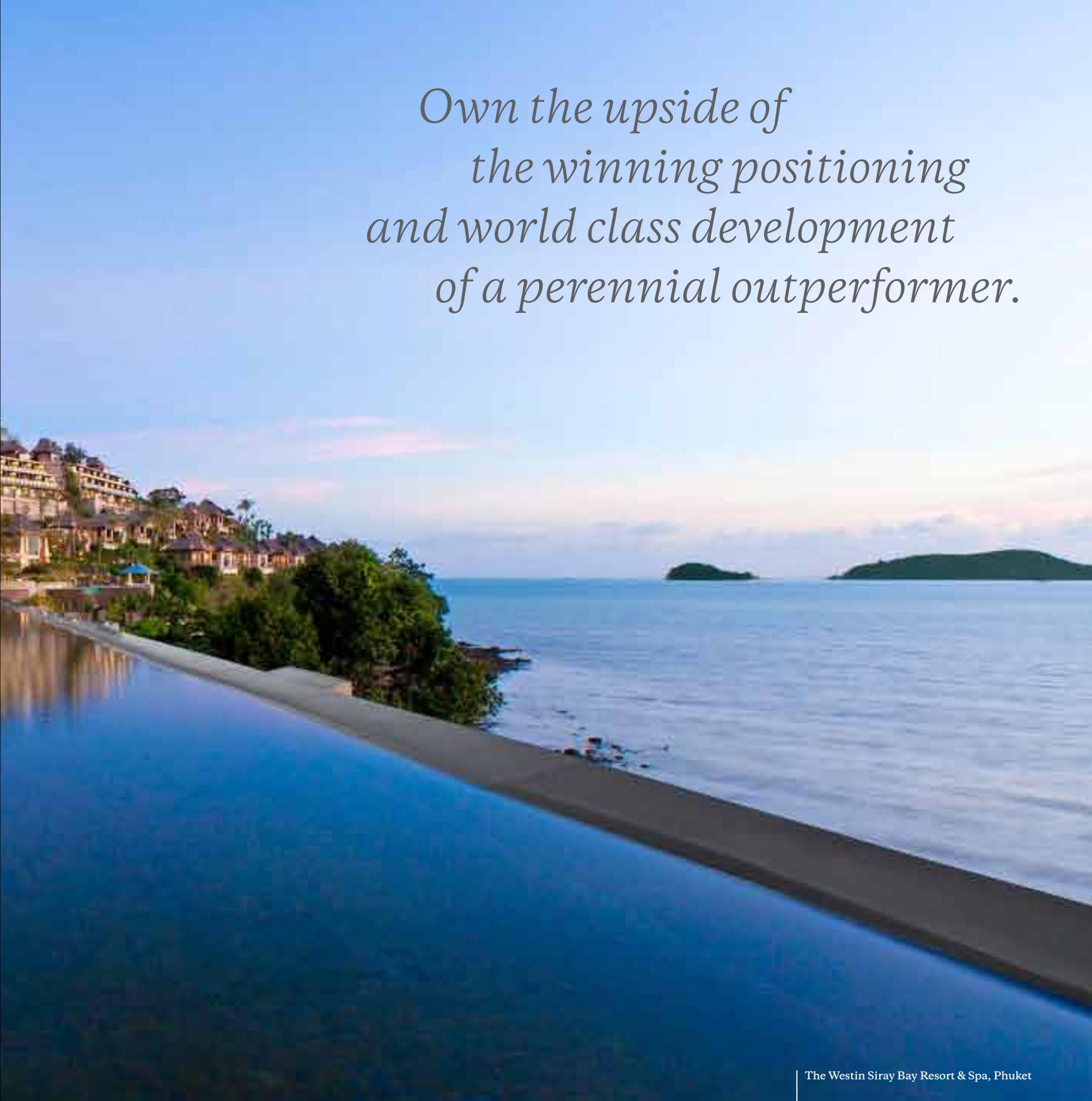
Sheraton

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HOTELS



*Own the upside of
the winning positioning
and world class development
of a perennial outperformer.*



GREATER ADVANTAGE

With unique wellness positioning that is directly on track with a global macro trend, Westin is an international market leader whose competitive edge and value for owners is greater than ever.

You start with the solid foundation of an established hotel brand with a history of innovation, plus a service culture dedicated to providing guests with enriching experiences 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.

Now, sharpening our focus on preserving wellness in travel will solidify Westin as an industry innovator and further distinguish the brand from the pack.

The opportunity is indisputable. With Westin, you own a healthy advantage.





OUR CONSUMERS ARE COMMITTED

*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 every need of savvy achievers whose goal is 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. They strive for the best and expect the best. We fulfill their aspirations. We have earned their trust. And they have rewarded us with enduring loyalty.

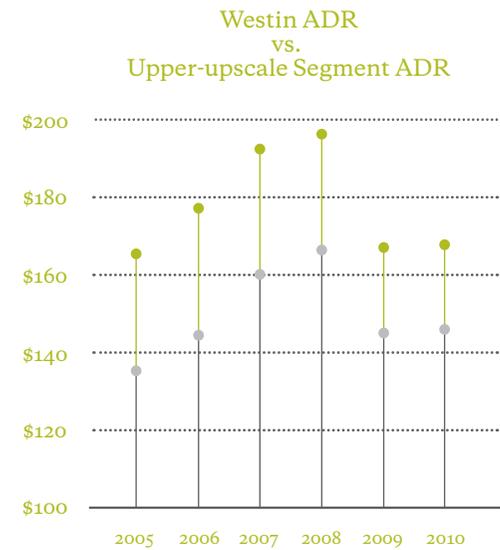
Year over year, guest satisfaction for Westin is up significantly on all measures.

OUTPACING OUTPERFORMING

With a commanding lead as the category front-runner, Westin takes more of its fair share of the market.

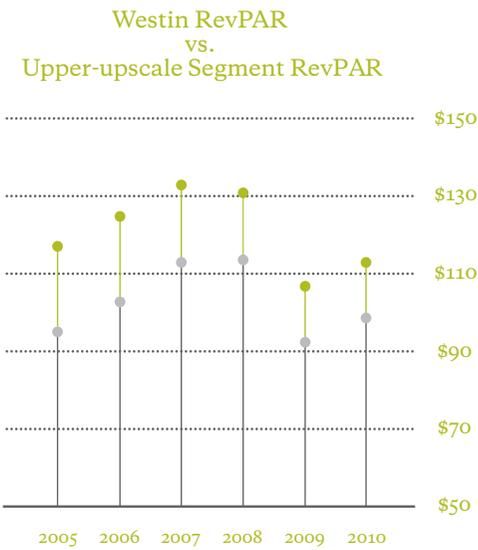
Globally, Westin has exceeded the upper upscale category in RevPAR (Revenue Per Available Room) and ADR (Average Daily Rate).¹

Westin also continues its leadership in its powerhouse suburban and urban markets consistently outperforming its competition with a Global-wide RevPAR Index of 105% as of Year End 2010.²



Westin outperforms the industry globally in ADR and RevPAR

● Westin ● Competition



1. Source: Smith Travel Research Chain Scale Trend Reports Global Year End Data 2005-2010. See disclaimer.

2. Reporting as of Year End 2010, Same Store 24+ months. Of the 155 hotels measured, 53% met or exceeded the stated RevPAR Index. A new franchisee's individual results may differ from those stated.

OPPORTUNITY BUILDING

Conversion | The Westin Sohna Resort and Spa



Adaptive Reuse | The Westin Phoenix Downtown



New Build | The Westin Lima Hotel & Convention Center

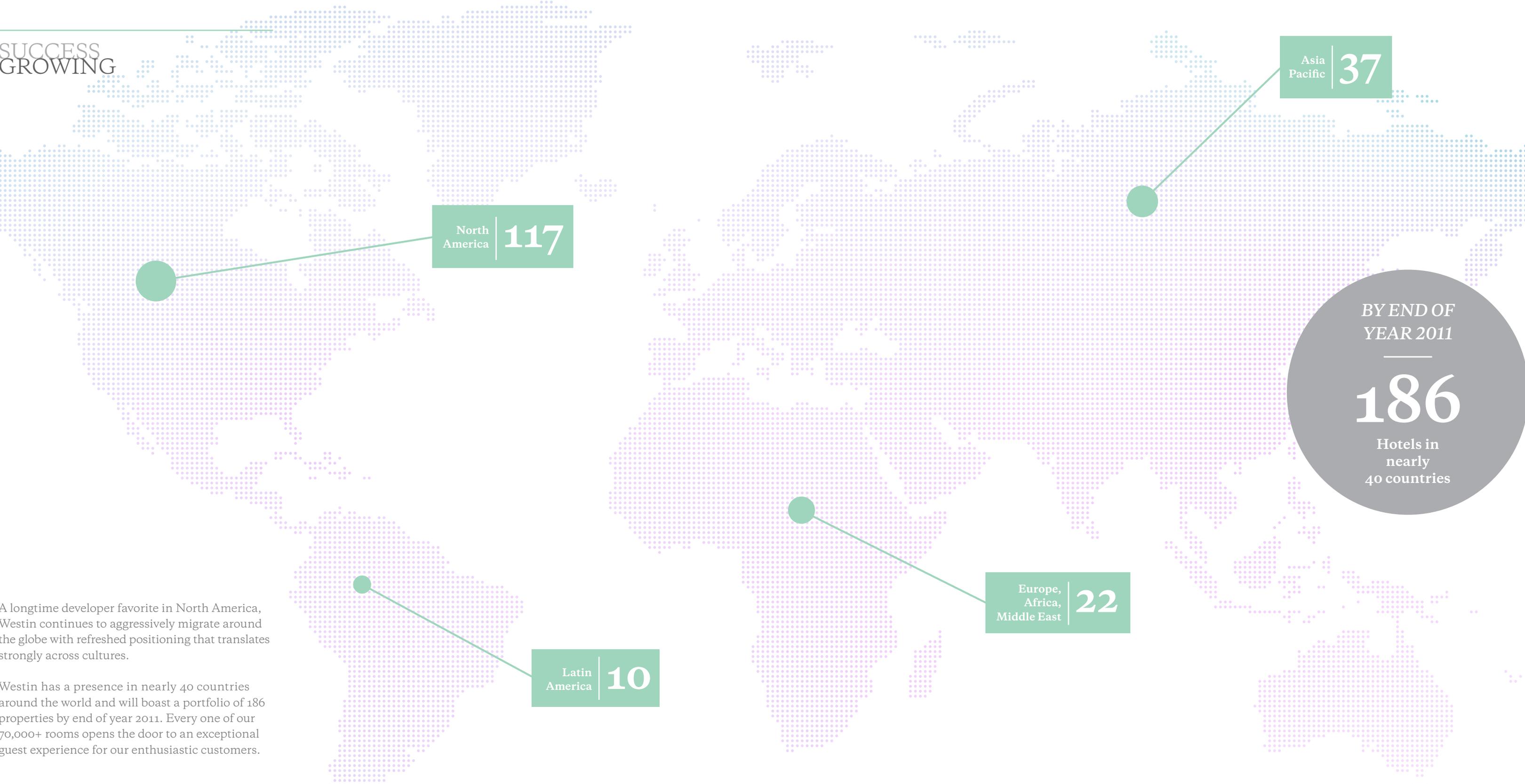


Conversion. Adaptive Reuse. New Build. Whether your vision is to innovate from the ground up or to revitalize a property, Westin can accommodate your location, market and unique needs with design ingenuity that is legend in the industry.

Proof that the brand resonates loudly with today's discerning travelers, Westin properties achieve market share premiums within three years of opening as either a new build or a conversion.³

3. Source: Smith Travel Research and Starwood Internal Reporting for Global Properties opened in 2007, data as of Year End 2010.

SUCCESS
GROWING



A longtime developer favorite in North America, Westin continues to aggressively migrate around the globe with refreshed positioning that translates strongly across cultures.

Westin has a presence in nearly 40 countries around the world and will boast a portfolio of 186 properties by end of year 2011. Every one of our 70,000+ rooms opens the door to an exceptional guest experience for our enthusiastic customers.

65

New Build
Properties

With a winning wellness approach bolstering our reputation as an established sure thing, Westin is growing meaningfully and debuting hotels at a steady momentum.

In five years alone, Westin Hotels has opened 65 new build properties in addition to 34 renovations, gaining a 50% expansion of its overall portfolio in a span of just six years.



The Westin Valencia

34

Renovations

Resorts are also performing strongly for Westin, significantly increasing the size of its portfolio with the opening of 17 resorts worldwide.³

With 20 properties in the global pipeline, our expanding international footprint is anticipated to grow to 208 properties by 2014.



The Westin Resort, Costa Navarino

INDUSTRY CHANGING INNOVATION

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

1999

—
Heavenly
Bed

2003

—
Westin
WORKOUT

2007

—
Heavenly Spa
by Westin

2008

—
SuperFoodsRx

2011

—
Gear Lending

A legendary innovator, Westin Hotels & Resorts 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. You can count on Westin to stay a step ahead of our guests' needs - and our competition.

Heavenly® Bed

As the first hotel brand to create, name and market a superior bed product, Westin transformed the sleep experience. The success of the Heavenly® Bed, with 128,000 beds sold since its debut, inspired the launch of our Heavenly® Bath, Heavenly® Shower, Heavenly® Spa and an extensive line of products, proving that guests' loyalty travels well beyond their stays.





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. 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.

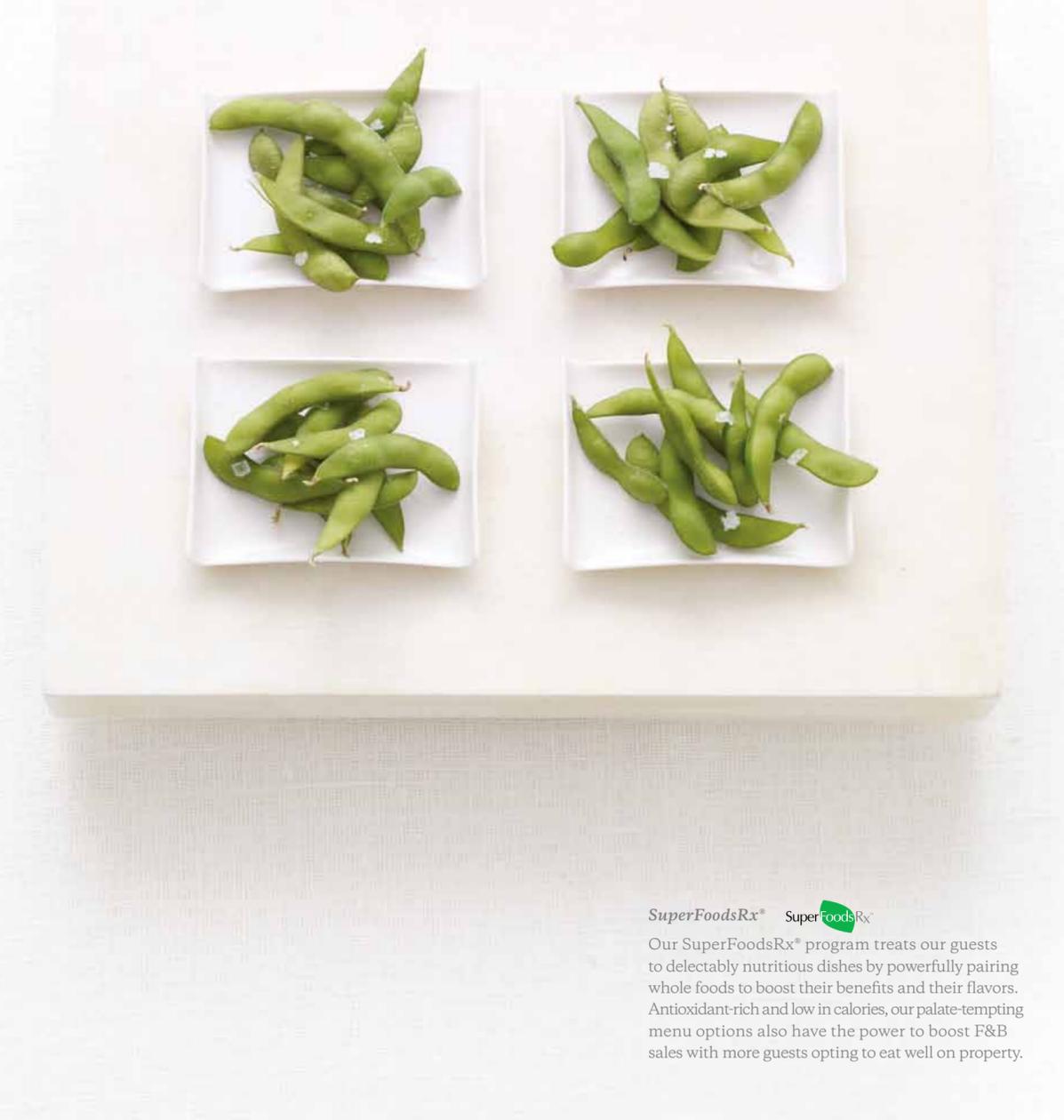
WestinWORKOUT®

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 diversified 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. Providing options allows guests to power up at their own pace while traveling.



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-tempting menu options also have the power to boost F&B sales with more guests opting to eat well on property.



INSPIRE NATURALLY

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

Westin Hotels originated in the magnificent Northwest corner of North America and is now flourishing around the globe. With its roots in nature, Westin design springs from natural landscapes, with materials that are textural interpretations of landscape imagery.

Comfort and convenience are the aspects of well being crafted into our overall design approach, blending inventive design with top travel solutions to provide more living space, more options, and more guest satisfaction.

Lobby Experience

Westin guests are welcomed into an energizing haven. Signature design elements like check-in pods, meeting tables and semi-private enclaves offer versatile, effortless experiences. 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 can relax or get down to business in inviting, active spaces. (At Westin, guests can work or play in inviting, active spaces.)

*Westin has three distinctive
guestroom design schemes.*

Classic

Reflecting classic forms of art deco, furnishings are elegant and 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 personify the Westin brand.

Classic | The Westing Book Cadillac Detroit



Modern | The Westin Gaslamp Quarter, San Diego



Historic | The Westin Philadelphia





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 can get back to feeling their very best. Innovative treatments and a rich use of natural materials rejuvenate guests in beautifully designed settings around the world. 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 25 Heavenly Spas operating worldwide and anticipates the opening of five new spas per year. Guest attraction and satisfaction are elevated and set apart by Heavenly Spa by Westin.

THE PREMIUM OF LIVING WELL

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

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

At our luxuriously appointed private residences, purchasers can live well in the refreshing elements of well-being that define the Westin experience and enjoy the benefits of the broader Starwood family, including discounted rates at over 1,000 Starwood hotels worldwide and membership in the award-winning Starwood Preferred Guest® loyalty program.

Starwood has extensive mixed-use hotel/residential experience, having supported our development partners on more than 75 mixed-use projects in over 25 countries across our upper-upscale and luxury brands. 20 of these are Westin-branded residential projects.



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.

Through a variety of experiential marketing tactics and contextually relevant communication, our key differentiators are brought to life in an imaginative way that connects emotionally with our audience. The energy in our messaging goes beyond the expected pretty images to convey in a deeper way just how good it feels to be a guest at a Westin hotel.



THE STRENGTH OF A GLOBAL FORCE

Powered by Starwood

Starwood 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

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

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 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.

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in innovation
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the world.*

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 handled nearly 17 million phone calls and guest interactions 24/7 in 25 languages from nine call centers around the world, including India and China, in 2010.

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:

To drive bookings, every hotel is represented with its own series of content-rich property pages accessible from multiple web channels like Westin.com and SPG.com. These branded websites handled more than 220 million visits in 12 languages in 2010.

Starwood Preferred Guest® (SPG®)

SPG has been the industry's most honored hotel loyalty program and 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 unforgettable once-in-a-lifetime experiences, SPG has a history of innovation and differentiation that drives bookings with discerning guests that stay more and spend more.

Revenue Management & Procurement

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 procurement services generate significant savings through strategic sourcing partnerships on the national, regional and local levels, leveraging state-of-the-art Procurement technology. Hotels utilizing the Centralized Procurement program save up to 15% compared to hotels that do not, and further benefit from reduced accounting, payroll, and benefits expense.

AN ENDURING STANDOUT

Westin commands wellness positioning in the hotel space in way that would be hard for competitors to imitate. And all the elements are in place for you to be part of the enduring Westin success story.

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

With a sharpened point of view and greater competitive edge, Westin is well poised to dominate its category by nearly every measure. And you are well equipped for an opportunity sure to produce a world-class property with robust returns.

The time is now. Your prospects are stronger than ever to succeed well.



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*FRANCHISE NOTICE: In 2007 there were 72 owned, managed and franchised Westin hotels operating in the United States, Canada and the Caribbean markets for all of 2006 and 2007, which had an average daily rate (ADR) of \$185.36 and average revenue per available room (RevPAR) of \$134.37. Of the 23 franchised Westin hotels which reported data for these averages, 34.8% (9 hotels) achieved an average daily rate equal to or greater than \$185.36 and 17.4% (4 hotels) had a RevPAR equal to or greater than \$134.37. We caution you that these figures relate to historical performance and are not guarantees of future performance. Your results are likely to differ from the performance results set forth above. See the current Westin FDD for a more complete explanation of this information.

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