

WestinWorld



SPECIAL EDITION

CAESAR PARK HOTEL

Strategic direction positions Westin as global hotel management company

By HIROYOSHIAOKI
Chairman and CEO

In my last column, I relayed to you the mission of Aoki Corporation to increase Westin's strength in existing markets and penetrate new markets through the global outreach of the Aoki Corporation.

In July, we made an internal announcement about global reorganization that will help us achieve this plan. This issue of WestinWorld coincides with the public announcement of the reorganization. Westin's board of directors has approved key appointments and structures for growth and strategic direction to help Westin become a truly global hotel management company.



John Chen



Jim Treadway



Chieko Aoki

WESTINWORLD
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All hotel assets of the Aoki Corporation (Caesar Park and Caesar Park-related hotels, the Vier Jahreszeiten, and Westin Hotels & Resorts) are joining forces. All will become formally affiliated with The Westin Hotel Company as their parent organization and operating business unit.

Westin will become even stronger by adding eleven managed and/or owned hotels to its 62 existing properties. Nine additional hotels are currently under construction around the world.

We will conduct operations and new business development functions

within specific geographic regions, reinforced by total Aoki hotel assets and the Aoki Corporation business network. This new structure will allow The Westin Hotel Company to immediately gain a broader and stronger geographic presence in Asia/



Hiroyoshi Aoki
Chairman/CEO



Chieko Aoki
Vice Chairman



Soichi Miyawaki
Vice Chairman

Pacific, South America, Central America and Europe. Focusing on specific regions will also form a solid foundation for building a truly global hotel management enterprise.

The Westin board of directors approved the creation of the following organization structures to facilitate global growth and profitability and appointed the following individuals with leadership responsibilities:

Westin Corporate will focus on the overall growth strategy for the company and on ensuring service



Soichi Miyawaki

quality and managerial excellence in all our activities. John Chen is president of Westin Corporate.

Prior to this appointment, Mr. Chen was executive vice president for Westin. He has 12 years of management experience at Caesar Park Hotels Group, most recently as vice president of operations. He has also served as general manager of Caesar Park hotels in Taiwan and Sao Paulo, Brazil.

The Westin Hotel Company will conduct business through four operating units responsible for operation of existing hotels and development of new business within their regions. Leaders of each region will conduct business focusing on the specific characteristics and business procedures of the region.

Jim Treadway is president of Westin North America. Treadway has been with Westin for 19 years, most recently as senior vice president directing the operations of 15 Westin properties in the U.S. He has served in managerial assignments at The Westin Peachtree Plaza, Atlanta, The Westin Hotel, Seattle, The Westin Bonaventure, Los Angeles, and The Westin Kauai, Kauai Lagoons.

Soichi Miyawaki is vice chairman of Westin and president of Westin International Asia/Pacific. Mr. Miyawaki is president and representative director of the Aoki Corporation and has been with the company since 1988. He previously worked 30 years for The Industrial Bank of Japan, serving as a director of the organization. He also worked as general manager of the loan department and chairman of the Europe committee.

Chieko Aoki is president of Westin International South America and vice chairman of the Westin Hotel Company. Mrs. Aoki was formerly president of Caesar Park Hotels Group and CEO and deputy chairman of Westin. She has been with Caesar Park since 1982 and worked as director of sales and marketing and executive vice president prior to being named president.

Gert Prantner is president of Westin International Europe. Mr. Prantner has 37 years of hotel experience beginning at age 14. He worked at hotels in England, Italy, Switzerland and Austria before moving to front office management at the Hotel Vier Jahreszeiten in 1964. Mr. Prantner now serves as president and managing director of the hotel.

All presidents will work closely together and will report to me.

They are completing organizational structures and developing 1992 business plans.

Because of your significant efforts, Westin has earned a respected position in the industry. Guests, owners and employees alike will continue to benefit as Westin strengthens its worldwide presence. I look forward to your support of our cooperative efforts.

The consolidation of Aoki Corporation's hotel assets brings together all Westin hotels with Camino Real, Caesar Park, and Hotel Vier Jahreszeiten. They are now operating collectively as Westin Hotels & Resorts.

Introducing

Camino Real Hotels

Camino Real Hotels in Mexico have been associated with Westin for over 20 years. These city and resort properties include the famed Las Hadas in Manzanillo, and Camino Real hotels in nine locations including Mexico City, Cancun, Mazatlan, and Puerto Vallarta.

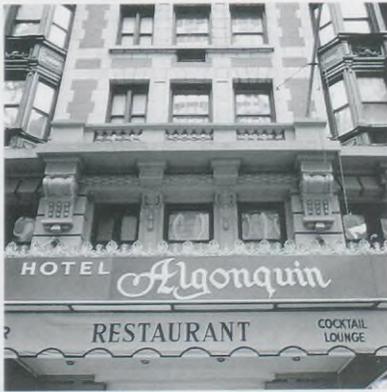
Caesar Park Hotels

Caesar Park Hotels are a group of luxury hotels highly regarded for quality and superb personalized service. These outstanding hotels include properties in South America and Asia.

Hotel Vier Jahreszeiten

Hotel Vier Jahreszeiten is one of Europe's most elegant and distinguished hotels. Beautifully situated on the banks of the Alster Lake in fashionable downtown Hamburg, Germany and rated as one of the top hotels in the world.





THE ALGONQUIN

New York, U.S.A.

59 West 44th Street (10036)
 (212) 840-6800
 Facsimile (212) 944-1419

LOCATION: Newly restored landmark hotel between Fifth Avenue & Avenue of the Americas. Close to Broadway theaters, Rockefeller Center, famous shops. Central to mid-Manhattan business, cultural, entertainment.

FACILITIES: 165 rooms, 23 suites. With cable, remote control T.V.'s, IDD telephones, individual safes, hair dryers, air conditioners, Key card protection. Suites include robes, slippers, refrigerators. N.Y. Times distributed daily to all guests.

DINING: Formal dining in the Rose Room for three meals, Champagne Brunch on weekends. The Lobby for afternoon tea, evening cocktails, the Blue Bar with live music. The Oak Room for Cabaret, lunch, dinner, pre-/post-theater dining in clublike atmosphere.

MEETINGS: New banquet facilities for up to 150 with two executive board rooms for meetings.



CAESAR PARK HOTEL IPANEMA

Rio De Janeiro, Brazil

Av. Vieira Souto, 460, 22420
 (021) 287-3122
 Facsimile (021) 247-7975
 Telex: (021) 21240

LOCATION: In the most fashionable beach-front section of Rio de Janeiro. Easy walking to the city's most elegant shops. Minutes from downtown. 20 minutes from domestic and 40 minutes from international airports.

FACILITIES: 220 spacious guest rooms with view to the ocean, private bath and shower (plus hairdryer, scale and bathrobe), air conditioning, color TV with in-house movies and satellite channel. Rooftop pool, beauty parlor & barber-shop, sauna, massage, health club, jewelry shops, drugstore, newsstand, chauffer-driven limousine.

DINING: Petronius, seafood specialities/international cuisine; Mariko, Japanese restaurant/sushi bar; Tiberius, coffee shop, buffet a la carte; Dionisius, cocktail lounge/bar.

MEETINGS: Banquet and meeting facilities for up to 250.



CAESAR PARK HOTEL

Sao Paulo, Brazil

Rua Augusta, 1508
 (011) 285-6622
 Facsimile (011) 288-6146
 Telex: (011) 22539

LOCATION: At the heart of São Paulo facing Rua Augusta, the city's premium shopping area. 8 km/20 min. from the domestic airport and 28 km/45 min. from São Paulo international airport of Guarulhos.

FACILITIES: 177 rooms. Modern American-style comforts with traditional European courtesy and careful attention to detail. Pool, sauna, beauty and barber shops, massage room, jewelry and drug stores. Parking for 40 cars.

DINING: Several restaurants including a coffee shop, piano bar, Japanese restaurant and Sky restaurant. Room service.

MEETINGS: Banquet hall and function rooms for up to 500.



CAESAR PARK FAZENDA MONTE VERDE

Vitoria, Brazil

Rod. ES 164 Km 60, Castelino, Vargem Alta, ES
(027) 522-8144
Facsimile (027) 522-9380

LOCATION: This mountainside retreat is 1,200 meters above sea-level in the Atlantic forest. 90 minutes/108 km outside of Vitoria.

FACILITIES: 20 cottages of European country style. Pool and sauna, hiking, tennis, game room, boat, fishing facilities, horseback riding, a 9-hole golf course, and a mini-zoo.

DINING: Club House with restaurant and barbeque area.

MEETINGS: Meeting room for up to 50.



CAESAR PARK HOTEL

Kenting, Taiwan

6 Kenting Road, Hengchun Town Ping Tung Hsien, Taiwan, R.O.C.
(03) 281-4321 Tokyo
(06) 271-4321 Osaka

LOCATION: At the southern most tip of Taiwan within the Kenting National Park area facing the scenic Bashi Channel in the Pacific Ocean. Daily shuttle bus service between Kaohsiung Airport (second biggest city of Taiwan), train station and hotel.

FACILITIES: 250 rooms. All are air conditioned and equipped with television and mini-bar. Swimming pool, tennis courts, athletics field, recreation room, computer game rooms, table tennis, child care, gymnasium, sauna, beauty and barber shops, jewelry and drug store. Parking for 60 cars.

DINING: Three restaurants including Chinese, Japanese and Continental. Four bars and a discotheque. 24-hour room service.

MEETINGS: International Convention Hall for 180 people. Banquet hall for 300 and 350 for buffet-style meals. The hall divides into 3 smaller rooms.



HOTEL VIER JAHRESZEITEN

Hamburg, Germany

Neuer Jungfernstieg 9-14, 2000 Hamburg 36
(040) 34940
Facsimile (040) 3494 602
Telex: 211 629

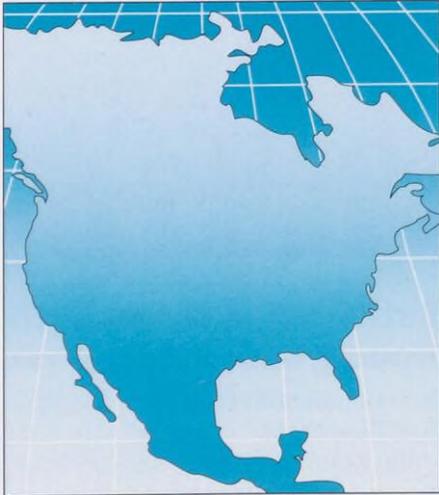
LOCATION: One of Europe's most elegant and distinguished hotels. Beautifully situated on the banks of the Alster Lake in fashionable downtown Hamburg. A prestigious residence for tourists and business travellers. Two blocks from the Opera. 15 min. from airport, 10 min. from harbor.

FACILITIES: 171 rooms including suites, partly air-conditioned. Non-smoking rooms. Furnishing and decor are of a conservative patrician style, complemented by modern facilities. The atmosphere of a private home prevails throughout. Golf, riding, tennis and sailing nearby. Concierge & limousine-service, gift shop, cable television including CNN, multi-lingual staff, 24-hour laundry service, beauty salon, complimentary shoe-shine service, own pastry and confectioner's shop, Simbari-Bar, no pets. Valet parking for 75 cars.

DINING: Gourmet Restaurant Haerlin, Condi Tearoom, for light meals and exquisite pastries, Jahreszeiten Grill also for late dining, 24-hour room service.

MEETINGS: Five banquet and meeting rooms for up to 450 people.

Westin North America



North America's recession continues to linger on despite some economic indicators suggesting otherwise. Travel in general has slowed since 1990 and value consciousness is at an all-time high. Travel budgets are among the first business expenses to be cut and white collar layoffs are rampant.

In the upscale hotel and resort marketplace, Westin's niche is overbuilt and under-priced based upon development costs in the 1980's. Hotels are priced according to what the market will bear, which in most cases doesn't support the combined costs of operations and debt service. It will take several more years for demand to catch up with supply and for the industry to realize the results of a strengthened economy.

The challenge today and in the future is to exceed revenue fair share, exceed customer expectations and contain costs, all in a manner that adds up to Westin outperforming competitive management companies across North America.

Quietly and effectively, this year Westin North America began the process of exploring new ways of doing business, new to Westin and in some cases new to the industry. The result has been improved operating ratios despite soft revenues due to the Gulf War, the recession and

oversupply. This year is just the beginning. Westin North America can and will do more to demonstrate to its owners and prospective owners that Westin, as an operator and brand name, adds more value to hotels and resorts than its competitors.

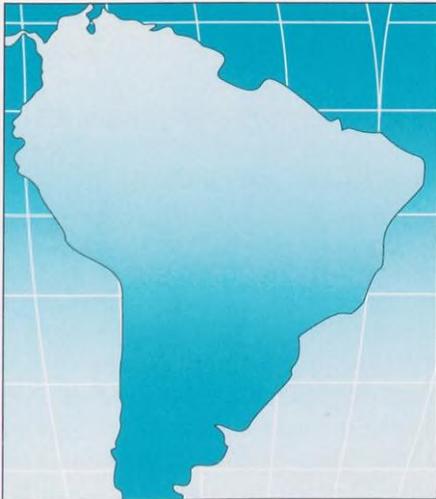
Westin North America's strength is its people and its opportunity is leading and encouraging them to perform at higher levels than ever before.

VISION

Westin North America's success will be achieved by being driven to exceed all customer constituencies' expectations, and when year after year, Westin and its people are regarded as the best and most sought after hotel and resort management group in North America.

The subsidiary presidents contributed to the following reports.

Westin International South America



*I*n the past, most South American countries have been showing slow growth, labor unrest and monetary devaluations. Fortunately, several positive economic trends are gaining strength in the region. These trends include the privatization of public companies and economic measures to control inflation and monetary devaluations. In addition, most South American countries have now elected democratic forms of government.

Following the worldwide trend of forming common markets, the South American countries have formed the so-called South Cone Market, a concept similar to that of the EC Community. Also, efforts have been made to form the American market, which includes North, Central and South American countries.

In order to improve the trend of South American tourism that has relied mostly on inter-regional demand, the Tourism Council of South America is developing coordinated plans to explore what South America has at its best — its natural resources — directed to Eco-Tourism. In fact, it is under this concept that the 1992 World Environmental Conference will be held in Rio de Janeiro, Brazil — a conference the Brazilian government is fully supporting and a conference that has been an important part of our agenda.

In the challenging and constantly changing South American market, Aoki's hotel business has excelled. Today, the Caesar Park brand is recognized as the top hotel brand in South America, long valued by loyal guests and industry experts as the brand which symbolizes the highest dedication to fine service, unsurpassed standards and luxurious accommodations.

VISION

Potential future growth lies mainly in Brazil, Argentina, Chile and Venezuela — nations that are seen to have the strongest economies within the region. With the new global partnership of Aoki's hotel business under the Westin umbrella, Westin International South America aims to substantially strengthen overall market shares and revenues within the region. This shall be achieved by offering hotel owners and guests a choice of fine products, including the Caesar Park brand, the Westin brand and the newly created Caesar Towers brand for business and resorts condominiums. In addition to this, new products adapted to the South American market are also being developed.

However, at Westin International South America, we realize the most important product we sell is the fine, dedicated and warm service of all our employees. We are all looking forward to working closely with Westin employees throughout the globe, to exchange know-how and experience, to continuously improve performance in order to have satisfied hotel guests and owners; and consequently, to be the best hotel company to work for.

Westin International Europe



Perhaps the most dramatic economic changes are taking place in Europe. The opening of Eastern European countries to democracy and free market economies has led to increased business travel and consequently, a booming demand for appropriate hotels. This is evident in spite of a temporary setback due to the Gulf War and a recession in the United Kingdom.

According to the *European Travel Monitor*, Western Europeans took 29.5 million business trips in 1990 while Eastern Europeans took 6.5 million trips. This combined total of 36 million business trips reflected an average length of stay of 6.1 nights.

When the European Community's (EC) single market takes effect on January 1, 1993, Europe's tourism industry will change considerably. Factors influencing this change include deregulation of the airlines and national distribution cartels, and an influx of multinational operators and distributors into national tourism markets.

During the last five years, Western Europe has experienced a tremendous increase in new first class hotels. Today European lifestyles are becoming more refined and consumer attitudes are changing toward more frequent, but shorter holiday breaks.

Setting the standard for Westin in this competitive climate is Hotel Vier Jahreszeiten, Europe's finest hotel with a 94-year tradition in guest satisfaction and the highest possible standard of guest service.

VISION

To ensure the stable and successful development of Westin in Europe, business concepts and marketing plans will be based on available sources of market research and will be reformulated according to specific situations and requirements.

In certain situations, we may syndicate hotels; in others, we might sell the real estate while retaining a minority equity position. In still other instances, we may purchase a combination of hotel development through the development of real estate and management contracts.

Westin International Asia/Pacific



Although somewhat of a generalization, the region has recovered from the impact of the Gulf war. This recovery, however, has been at a slower pace than was initially thought during the euphoria following the quick and decisive conclusion of the crisis.

Much of this comparative slowdown is attributable to the fact that leisure travel which, not surprisingly, came to a virtual standstill in February, has not recovered to previous levels. The global economic situation which encourages a "stay home" or "near home" reaction is probably in large part responsible.

It's all relative, however. Asia/Pacific is the most buoyant air travel market in the world. It is estimated to increase by 10% in 1992. Obviously, much of this is driven by the business traveller both from within and outside the region. Led by the "four dragons" of Hong Kong, Singapore, Taiwan and South Korea, many of the local economies including Indonesia and Thailand are experiencing meaningful productivity growth. Even if at a lesser rate than the giddy levels of the past this growth is generally forecasted by most for the immediate future.

VISION

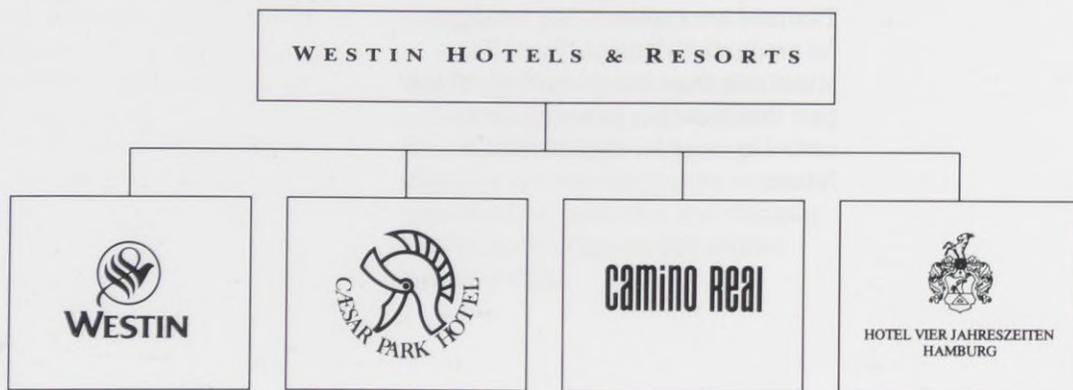
It is a time of enormous change in the world and Asia is no exception. The business traveller spurred by economic pressures and educated by industry wide travel incentive programs is becoming more and more price-conscious. Coincidentally, the product quality and service expectations associated with Asia increase. The leisure traveller is wooed by an increasing variety of destinations, near and far, at ever decreasing prices.

We have a hard-won reputation in Asia generally and in our cities particularly for operating hotels at the top of the market. We intend not only to enhance that reputation, but to expand it by developing properties in other key Asian cities. The synergy gained will have an enormous impact not only on the region but the entire company.

Accordingly, the concept of rapid growth is key and being given high priority in the strategic plan.

HOUSTON -- INDIANAPOLIS -- IXTAPA -- KANSAS CITY -- KAUAI -- KYOTO -- LOS ANGELES -- MANILA -- MANZANILLO -- MAUI -- MAZATLÁN -- MEXICO CITY -- MONTERREY --
 NEW ORLEANS -- NEW YORK -- ORANGE COUNTY -- ORLANDO -- OTTAWA -- PHOENIX -- PITTSBURGH -- PUERTO VALLARTA -- PUSAN -- RANCHO MIRAGE -- RIO DE JANEIRO -- SALTILLO -- SAN FRANCISCO -- SAN SALVADOR -- SAO PAULO --
 ACAPULCO -- ATLANTA -- BOSTON -- CALGARY -- CANCÚN -- CHICAGO -- CINCINNATI -- DALLAS -- DENVER -- DETROIT -- EDMONTON -- EL PASO -- FORT LAUDERDALE -- GUADALAJARA -- GUATEMALA CITY -- HAMBURG -- HILTON HEAD ISLAND --
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Westin, Camino Real, Caesar Park and Hotel Vier Jahreszeiten are now all represented by Westin Hotels & Resorts. Which means you will enjoy the same high level of service and the same convenient reservation line: 800-228-3000.

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