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Mr. German Miret  
Directorio Democratico Cubano  
30 Northwest 107 Avenue, Suite 117  
Miami, FL 33155

Dear Mr. Miret:

I write in response to the July 28, 2016 letter from you and your colleagues regarding Starwood's new business ventures in Cuba.

Starwood strongly believes in the value of international engagement, a major component of our global business strategy. We are proud to play a part in the historic policies undertaken by President Obama, which place a major emphasis on promoting greater engagement with Cuba today, including the highest levels of people-to-people contact in more than a half-century.

We believe that this approach, including the new commercial engagements undertaken by Starwood and other American businesses, will help both our countries prosper and is already directly supporting the Cuban people, including those in the public and private sector who benefit from the growth in American visitors to the country.

As a global company with more than 1300 hotels around the world, Starwood works in many kinds of political systems. In each country where we work, we hold ourselves to high standards regarding the treatment of our associates, our business partners, our customers, and the communities in which we do business.

As we begin our work in Cuba, we are confident that our training, compensation, career advancement, commitment to sustainability, and other practices will meet our standards and bring benefits to Cuba – beginning with the excellent workers whom we are lucky to call our associates in the hotels we manage.

My thanks to you and your colleagues for sending me your views.

Sincerely,

