



Dear Valued Franchisees:

I wanted to share with you some news about our plans for 2013 and beyond.

At Oakwood Worldwide we welcome each year by sharing our recent successes and also our strategic plan and our goals for the coming year with all of our Associate employees. This year, and as part of this annual communication, we filmed the top leaders of our company discussing their views about Oakwood's Vision, Focus and Momentum for 2013 and beyond.

It is important to Howard, myself and the entire executive team that we are aligned and all share a common vision. As you are all aware, we have an extraordinary commitment to the ExecuStay brand and the strengthening and expansion of our franchises.

The Meeting In a Box and the video should work together to ensure that every Oakwood Worldwide Associate and partner worldwide will share a common experience.

"Oakwood is ready for 2013 and beyond! Are you ready for the Challenge?"

I hope this video energizes you and your team as it has motivated so many other Associates worldwide!

Sincerely,

A handwritten signature in black ink, appearing to read "Ric Villarreal", written in a cursive style.

Ric Villarreal  
President