



HOTELIERS SINCE 1897

**Duncan O'Rourke**  
Chief Operating Officer

Geneva, 28<sup>th</sup> April 2009

To whom it might concern

It is with great pleasure that I provide this personal reference for Mr. Ulf Pauschardt. Mr Pauschardt joined Kempinski Hotels in August 2008 in the capacity of Pre-Opening General Manager of the Kempinski Hotel Adriatic. Opening a five star Kempinski Hotel with 186 room, 22 private residences, 20 private apartments, 3 restaurants, a conference centre, spa, pools, tennis courts and a 18-golf course was a challenging leadership role that Mr. Pauschardt successfully held for 7 months.

In his role as General Manager during the pre-opening period Mr. Ulf Pauschardt had direct responsibility of all administrative and operational activities relating to the resort (incl. HR and hiring process, S&M, Finance, budgeting process, concepts, etc.). During his tenure he was heavily involved in the future strategic positioning of the property as well as set-up of future operation and Standard Operating Procedures. Furthermore he was involved on a daily basis in the design and construction process.

During his time with Kempinski Hotel Adriatic Mr Pauschardt displayed an extremely high level of operational competence and leadership capability in extremely diverse and dynamic markets. I personally entrusted numerous difficult tasks to him and on each occasion Mr Pauschardt delivered beyond my expectations.

Mr Pauschardt has gained our highest respect through his ability to produce results under extreme pressure. His energy and dedication for our company were certainly key to these successes.

With the above points in mind I have absolutely no hesitation in recommending Mr Pauschardt to any future employer for a position within executive management. I wish him all the very best and every success in his future professional career and for his private life.

Warmest regards

**Duncan O'Rourke**