

I brought Patrick Duff to be Executive Chef at the Fairmont Dubai from the Fairmont Beijing, where he was highly regarded. In 2009.

He did a superb job in that role by raising the quality of food and at the same time doing an excellent job of managing all the associated costs. As a result I asked him to take on the role of F&B Director when that position became vacant and cover that role also. Once again he did an exemplary job of taking care of the needs of the F&B division of the Hotel and as a result we saw increased revenues, guest satisfaction, and profitability. I should make the point that Fairmont Dubai encompassed eleven different outlets at that time ranging from all day to fine dining in addition to fairly extensive banquet operations, so this is a large and complex Hotel.

Patrick is a creative focussed Leader who produced great results and indeed the Fairmont Dubai was Fairmont Hotel's Hotel of the Year for 2010 based on significant improvements in all key performance indicators, and Patrick's role in that achievement was significant.

Quite honestly he did a great job. His focus on quality, costs, and motivating the team were terrific, and we saw a number of successes in our F&B operations (which were very large and complex) under Patrick's guidance.

Personally I also enjoyed working with him tremendously, and I think he'd be a great asset to any team he joins.

PHILIP M. BARNES

Regional Vice President & General Manager