

Amir Lababedi  
Vice President Development – Europe & North Africa  
London

Wednesday, 11<sup>th</sup> October 2017

**Object: Letter of Recommendation**

To whom it may concern,

It is my pleasure to recommend Emmanuel Noblet for his next employment. I had the opportunity to have Emmanuel join the European development department and came to know him as a valuable conscientious individual and asset to the team at Mövenpick Hotels & Resorts.

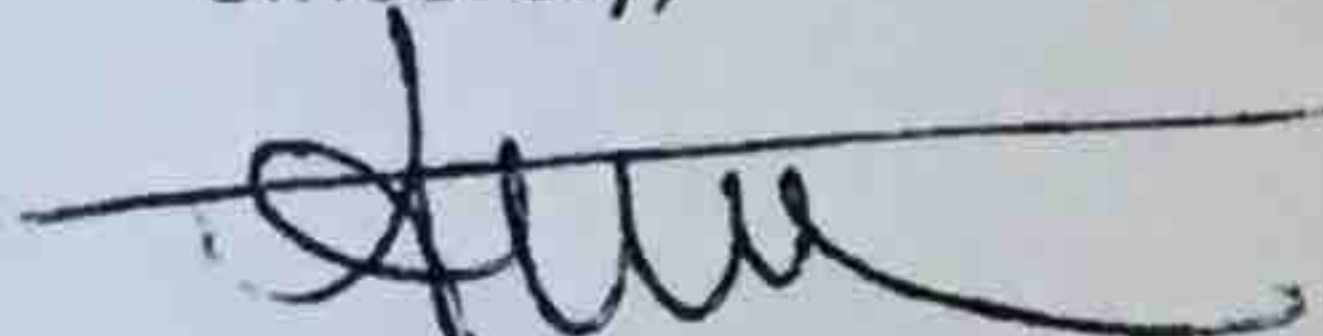
As part of his internship, Emmanuel has helped the reorganisation of the European development department. He has contributed greatly to some key projects, and has provided useful analysis and carried out important market research covering several key target markets throughout Europe. He has also helped to develop bespoke financial models, and learnt those that are used by our investment appraisal team. He has contributed to developing area schedules, and managed our leads pipeline with proficiency. Such leads enabled him to interact with consultants, owners, brokers, and developers.

Emmanuel has significantly enhanced his knowledge in the field of hotel development and has acquired a fundamental understanding of both real estate and hospitality management concepts and skills. He has demonstrated strong motivation and has always been professional throughout this internship being punctual, reliable, flexible, committed and hard working.

I would therefore recommend Emmanuel for his next opportunity, and based on his experience with us am happy to provide a reference to such effect. I am sure that if he continues to demonstrate the attitude he has shown during his internship with Mövenpick Hotels & resorts, he will be a valuable asset.

Please feel free to contact me at your convenience should you like to discuss Emmanuel's qualifications and experience further. I would be happy to expand on my recommendation.

Sincerely,



Amir Lababedi