

Academic and Business and Personal
References for
Dr. Wolf Wagschal



Philippe D. Clarinval

1. September 2025

To whom it may concern

Recommendation for Wolf Wagschal

I've had the pleasure of knowing Wolf Wagschal over many years — during my time as Managing Director at The Omnia in Zermatt, General Manager at the Carlton Hotel St. Moritz, and later at Les Trois Rois in Basel. While our relationship has always been a personal one — Wolf as a valued guest, and I as host —our exchanges consistently carried real professional depth and inspiration.

Wolf has a remarkable ability to see opportunities where others see boundaries. His feedback and reflections, always constructive and forward-thinking, helped us look at our services and internal processes through a sharper, more creative lens. He combines entrepreneurial imagination with strategic sense, never seeking a bigger share of the cake but rather finding ways to grow the cake itself.

In our shared work within the Cornell Hotel Society AlpAdria & Eastern Europe Chapter, where I had the honour of serving as President, Wolf was an invaluable partner — always solution-oriented, proactive, and generous with his vast personal and professional network. He repeatedly helped us make events and initiatives more impactful by opening doors and connecting people who otherwise might never have met.

Wolf is one of those rare individuals who blend intellect with heart, vision with action. It has been a privilege to know him and to benefit from his perspective and friendship over the years.

Philippe D. Clarinval



Former Managing Director, The Omnia Zermatt | General Manager, Carlton Hotel St. Moritz | Les Trois Rois Basel
Past President, Cornell Hotel Society AlpAdria & Eastern Europe Chapter

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Erlenbach, 17 January 2024

To Whom It May Concern,

I am pleased to provide this letter of reference for Dr. Wolf Wagschal, a distinguished leader with whom I had the privilege of co-founding FIVE AG in 2004. My association with Wolf extends over 20 years, and I have consistently witnessed his exceptional leadership, vision, and operational acumen.

At the inception of FIVE AG, Wolf served as the CEO and Managing Partner, demonstrating remarkable leadership qualities that were instrumental in shaping the company's trajectory. His keen understanding of the hospitality industry, coupled with his ability to identify and leverage the strengths of our diverse group of partners, played a pivotal role in the company's success.

Under Wolf's leadership, FIVE AG embarked on a journey that included key milestones and achievements. Notably, he orchestrated the establishment of Club Zum Rennweg, a prominent member club for business professionals in Switzerland. Subsequently, he spearheaded the creation of acclaimed restaurants such as Stapferstube Da Rizo and Rebe in Herrliberg, both garnering prestigious recognitions in the culinary world.

A testament to Wolf's innovative approach was the transformation of a historic building in Sihlcity into Rüsterei, a 1000m2 award-winning restaurant. Despite initial skepticism, Wolf's meticulous research and business acumen turned the venture into one of Zurich's highest-grossing establishments, showcasing his ability to envision and execute successful concepts. Wolf also was asked to become the President of the Board of the Sihlcity Renters Association which has a marketing budget of over 5 million euros. The critics said Sihlcity was "Too big and will fail" Wolf was an instrumental part in the opening phases of the Urban Entertainment Center with his creative ideas which help attract a broad base. It has become the number three center in Switzerland.

Wolf further expanded FIVE AG's portfolio with ventures like "DER VEG" and the iconic RIVA restaurant, demonstrating his versatility and commitment to meeting diverse market demands. His strategic collaborations and networking prowess also secured significant investments, propelling FIVE AG into a multi-million-euro company with over 150 employees and six thriving restaurants , not to mention various consulting and management contracts. He uses his vast network both local and international to fill the venues.

During challenging times in 2009/10, Wolf led the successful divestiture of FIVE AG's assets, displaying his resilience and commitment to ensuring a smooth transition. Subsequently, he founded WW Worldwide Hospitality GmbH and assumed our leadership mandate at the prestigious Hotel Baur au Lac.

I have had the privilege of witnessing Wolf's leadership in various capacities, both within FIVE AG and beyond. His ability to stay calm in hectic situations, attention to detail, and motivational skills have been key contributors to his success. Wolf's dedication to excellence is further evidenced by his contributions to the field of leadership, as showcased in his books on "Emotional Intelligence – Are Leaders made or Born" and Values to Success.

During my own tenure as CEO of Peach Property Group, a public real estate group with an asset portfolio of 27'500 apartments in Germany, Wolf advised me on numerous occasions, namely on hotel development projects such as the project Am Zirkus 1 in Berlin where we successfully developed a hotel with 311 rooms now operating under the Leonardo Royal brand.

In conclusion, Dr. Wolf Wagschal is a consummate professional, a visionary leader, and an invaluable asset to any organization. His unique blend of operational expertise, emotional intelligence, and strategic vision has consistently translated into strong financial performance and enduring success. I am confident that he will excel in any leadership position and contribute significantly to the growth and success of your organization.

Should you require any additional information, please feel free to contact me at thomas.wolfensberger@outlook.com or +41794008954

Sincerely,



Dr. Thomas Wolfensberger

Zug, November 08 2023

To whom it may concern,

It is my pleasure to act as a reference for Dr Wolf Wagschal during his tenure as my Advisor and he also held a management contract for each HATO Restaurants. He held the position of President of the Boards of HATO Holdings AG, HATO Zurich AG, HATO Luzern AG, HATO ST MORITZ AG and is a Board Member of HATO Restaurants Germany GmbH (a license agreement for HATO in Dusseldorf, Germany). I came to know Wolf in 2014 at a private function and during our discussion he mentioned that his company was hired to oversee the project management for an exciting new restaurant, bar and entertainment concept.

Shortly after I became one of the main investors together with 2 others, I was consequently the President of the Board of New Indochine AG. Wolf created this multi- million euros concept from AZ named ALICE CHOO and it was a unique combination of Novikov in London and Maggie Choo in Bangkok. He worked closely together with the branding agency ALLINK and Interior design company COCC. It was a large venue with over 100 seats and had a bar and restaurant and club. After the opening Wolf stayed on for 6 months as my advisor as a mandate since I was not involved operationally. Shortly after the opening, approached Wolf about creating a Pan Asian concept in Zurich in 2015 as a great location came available. He found this A1 location and put together a team of brilliant minds including a branding agency and interior design company as well as put together a "dream team" with championship players from around the world utilizing his vast network in the hospitality field. Wolf had a restaurant in St Moritz and was wanting to change the concept and I took it over as well at the same time.

Wolf has a very good sense of culinary arts and worked very close together the Executive Chef creating the menus for all HATO'S. He developed the beverage card as well as the impressive wine cards with his team.

We created HATO – Fine Asian Cuisine – www.hato-restaurants.com. HATO Zurich opened in October 2015 and HATO St Moritz as well which is in famed Architect Sir Norman Fosters Building) in December 2015. Conceptualizing and renovating 2 large venues at the same time was very sporty and challenging however Wolf managed it to my full satisfaction. HATO Zurich and HATO St Moritz became a leading brand with 15 Gault Millau Points and was continually voted one of the Top 5 Asian concepts in Switzerland by Gault Millau.

Both restaurants have over 90 seats plus multiple private rooms and bars and terrasse areas. Wolf's and his teams helped HATO to become a world class brand. Wolf managed to obtain a partnership with LALIQUE and one of our private dining rooms was even named the Lalique Room. He helped HATO in securing hundreds of thousands in sponsoring and loans from suppliers. During the covid pandemic, Wolf orchestrated one of the fast-growing High-end takeaway and delivery in Zurich with HATO which in the end saved the company. He also renegotiated the rental contracts with other key suppliers to reduce the costs to a max. In 2021 we opened HATO Luzern AG in boutique 5 star THE HOTEL by the famed star architect Jean Nouvel. The hotel is part of Marriot's Autograph collection. This was a new challenge as Luzern was hit very hard by covid and it was rebuilding its tourist base. We took over the breakfast and room service of the hotel as well as certainly a new experience for a pan Asian restaurant however it became over 25% of total sales.

Post covid was/is a challenging time and Wolf supported HATO in all ways manageable with passion as if it was his own. Wolf's calmness and ability to quickly react to difficult situations helped HATO to stabilize during that time. He has a keen eye for design and strengths are also cemented in Marketing as HATO became a household name in a very short time.

He was also the initiator of HATO in Dusseldorf Germany which will open in March 2024. He gathered a group of investors through his network and 2 of which will run it operationally. Once again together with the team in Germany Wolf became a key person in this new venture. HATO Dusseldorf is a 1000m², 140 seat restaurant and bar and large terrasse with 200 seats. It is in the brand new CRADEL Building which is a fully sustainable building. HATO Dusseldorf will be a very high tech and fully sustainable concept in Germany utilizing the newest technologies in both the kitchen and in service and in the FOH. We are very excited to have this new flagship for HATO which will open the door for an international expansion.

Wolf was not employed directly as an employee as he held a management contract for each location since he was involved in other projects non HATO related with his own company WW Worldwide Hospitality GmbH. Wolf resigned from all board positions in 2023 due to personal reasons and he wishes to pursue new ventures inside and outside of Switzerland. I have decided to divest and sell HATO Restaurants due to my relocation to Argentina and Wolf is aiding me in this journey. We are confident that in the first quarter a deal will be finalized as we are currently in the final due diligence phase with several groups. HATO has about 70 employees in the 3 HATO restaurants in Switzerland and sales of close to 7 million. With HATO Germany it would be over 100 employees and 10 million euros in sales.



Wolf has helped me on several other of my projects like the Polo Park and Country Club Zurich as well as Golf Now. He aided in the concept, design and supported us with sponsoring, networking etc.

Lastly, I would like to say that Wolf is a true leader, a charismatic personality and I would highly recommend him for any Senior Management or leadership position that would become available to him in the future. I would like to thank him for the close to 10 years of working together and wish him only the best of luck.

Sincerely,



Sebastien Le Page
Owner HATO Restaurants
Los Lobos Polo Club, Argentina



BAUR AU LAC

To whom it may concern,

I am writing this letter to highly recommend Dr. Wolf Wagschal, CEO and Partner of FIVE AG, for any endeavors within the hospitality industry. Our association with Dr. Wagschal dates to 2005 when we embarked on a new journey for our esteemed Restaurant "Rive Gauche" at the time. As a family-owned hotel since 1844, we have a rich history in providing exceptional hospitality, and our collaboration with Dr. Wagschal proved to be an important moment in our evolution.

Upon our initial meeting, we were pleased by Dr. Wagschal's professional experience, having successfully launched multiple restaurants in Zürich. Recognizing his expertise and innovative approach, we formed a Cooperation Partnership to rebrand our restaurant, Rive Gauche, into a modern, cosmopolitan bar and dining experience. Dr. Wagschal played a vital role in selecting the branding agency and interior designer, and together, we successfully created the NEW Rive Gauche experience. With Dr. Wagschal's partnership, we witnessed one of the most significant opening events in Zurich, Switzerland, establishing the RG Summer Party as a cultural highlight for 15 consecutive years. His strategic involvement in events and partnerships helped position Baur au Lac as a modern and open-minded destination, hosting a variety of successful gatherings from the legendary Kitchen Party to themed events.

Notably, Rive Gauche became one of the hotspots in Zurich and consequently increasing our restaurant and bar revenues. To honor its success, we renamed the terrasse as the Rive Gauche Terrasse, extending the concept to our guests during the summer months. Despite being an external partner, Dr. Wagschal integrated well into the Baur au Lac family, and its work culture. In 2010, following the sale of FIVE AG's restaurants, Dr. Wagschal founded WW Worldwide Hospitality GmbH, and our collaboration continued until 2020. His directness, out-of-the-box thinking, and attention to detail made him an asset. Working closely with three different General Managers over 18 years, he consistently provided honest opinions and innovative ideas.

Dr. Wagschal's extensive network, both nationally and internationally, brought numerous guests to our hotel and restaurants. His likable personality, professionalism, and emotional intelligence were evident in his interactions with our team and guests. His keen eye for details was one of the qualities I enjoyed most about him. He assisted us in securing sponsors for large events, positively impacting our profit.

In 2019, as we transitioned to the new concept of BAUR'S, Dr. Wagschal remained a committed supporter, evolving into an ambassador for our brand. Even during the challenges of the COVID-19 pandemic, our decision to conclude our business relationship was amicable.

In conclusion, the creation of Rive Gauche marked an important stage for Baur au Lac, and we take great pride in having collaborated with Dr. Wolf Wagschal. He will always be considered a part of our family, and we wholeheartedly recommend him for any future ventures in the hospitality industry.

Sincerely,



Andrea Kracht

Baur au Lac – Zurich, January 2024



Club zum Rennweg

Wolf Wagschal
CEO & Managing Partner
FIVE AG
Dufourstrasse 116
8008 Zürich
Switzerland

May 28 2006

Dear Wolf

Thank you so much for your help in successfully launching the Club zum Rennweg. Your support was very valuable and you made a great contribution to the successful launch of the club. Your suggestions are being enacted to enhance our hospitality, service and ultimately our bottom line.

Club zum Rennweg is an exclusive private member club, restaurant, bar and event facilities. Top leaders in business visit our club daily and their expectations are of the highest level. I am proud to say that we have managed to launch a club that manages to meet and exceed these high expectations.

Your management recommendations and emphasis on delivering top quality and service are being heeded. You and your team managed in such a limited time span of 3 months to coordinate all aspects of the opening of this new and exclusive operation. Every detail was thought through with the customer as the main focus in mind. The level of excellence that you achieved is to be admired.

You kept in line with the budget targets and managed to save us as much as possible when dealing with suppliers (from the wine partner to the advertising agency that you recommended). All pieces of the puzzle fit together and that is only possible when one person has the lead and co-ordinates all others like you managed to do.

Your professional manner and easy going nature helped us (the Board of Directors of the Club zum Rennweg AG) as non hospitality people to understand the details that go into making such a complex operation successful.

I would also like to commend you on your selection of key personnel. The selected management team (Club Manager, Executive Chef, Sous Chef, Assistant Managers) plus the entire team was extremely competent. Your unconventional way of a "casting for service staff" was effective and very unique. Our key personnel understand the spirit you instilled and will continue to pursue the goal of offering the highest level of service.

CLUB ZUM RENNWEG AG - FORTUNAGASSE 13 - 8001 ZÜRICH
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WELCOME@CLUBZUMRENNWEG.CH

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Due to the careful selection of management in Club zum Rennweg we have been able to reach a level of service, food excellent that has put Club zum Rennweg on the map as one of the most exclusive private clubs in the world.

After the completion of the second phase of coaching that ended in December 2005 we have managed to keep the standards that you were so adamant about achieving and for this I would like to personally thank you.

I would be happy to highly recommend you and FIVE AG to anyone who wishes to create a one of a kind operation. I welcome the opportunity to use Five AG again in the future for other projects that may come up in the future.

In the mean time I wish you a lot of success with all your new projects for which I hope to have the opportunity to try out one of these days.

Kind regards

A handwritten signature in black ink, appearing to read 'T. Ladner', written in a cursive style.

Dr Thomas Ladner
Chairman of the Board of Directors
Club zum Rennweg AG



JOHN F. MARJANI
Chairman

Fax to: Mr. Wolf Wagschal
Villa Steinburg
8805 Richterswil am See
Switzerland
0041 1786 2081

14 May 1999

Dear Wolf

May I now address thee as *the Crown Prince of Montalcino*?

Thank you ever so much for your help. It will prove invaluable. Your suggestions are being enacted to enhance our hospitality, service and, ultimately, our bottom line.

Your management recommendations are being heeded. Fortunately our key personnel understand your directives. As you know here in Tuscany at the Castello Banfi, well over one hundred thousand people per year not to mention many VIP's such as international celebrities, political personalities and prominent business people visit us. Therefore we were in desperate need of an improvement in our hospitality outlets. Both the restaurant concepts that you created and designed for us are being built to your specifications and I am confident that they will be breathtaking and a profitable addition to our estate.

We are now pasting together financial projections for the development of the *Borgo*, lying adjacent to the Castello (for the proposed Hotel Operations). I will keep you informed as this project proceeds, as I would also like you to be involved as our consultant in this matter.

Your thoughts and generosity are heart warming. Thank you again. If your group wishes a site to hold a seminar or meeting in Italy then please contact me and I will have my people in Tuscany organize it for you. You have become an adopted son and now have family in Tuscany.

Best personal regards

Ps. Dr. David Dittman, the Dean of "The Hotel School" of Cornell University telephoned me from Texas after a board meeting with Tom Oliver, (CEO of Bass Hotel/Intercontinental, etc). Tom Maybe visiting Castello Banfi shortly. I informed David of your help. He was pleased and had very nice things to say on your behalf.

BANFI

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CASTELLO BANFI
MONTALCINO
SEC XIII

Cavaliere
JOHN F. MARIANI
Chairman

3 May 2001

It is my pleasure to commend the talents of Wolf Wagschal.

I have known Wolf a number of years. He is devoted, sincere, intelligent, motivated and personable.

His scholarship is outstanding. His wit and charm are disarming. He has given unselfishly to both his friends, and to Cornell University, of which I was a former trustee fellow.

Wolf is an achiever, and accepts an academic challenge in earnest. He strives for perfection combining Western mentality and education with European tradition. He has the unique ability to create synergy between new and old.

My family and I value his friendship, and eagerly look forward to his destiny of outstanding accomplishments yet to come.

Sincerely,

BANFI

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*From the Desk
of
Albert M. Benezra*

Personal Reference for Mr. Wolf Wagschal

Monaco, July 20, 1997

To whom it may concern,

I had the privilege to become acquainted with Mr. Wolf Wagschal during his studies in Crans Montana at the elite Hotel Management School "Les Roches". I reside during the summer months in Crans Montana and the rest of my time is divided between Geneva and Monaco.

Mr. Wagschal or "Wolf" as we call him, impressed me with his very personal able art, his intellect and perfected manners. My wife and myself had several opportunities to get to know Wolf both during his time in Crans Montana but also in Monaco where he was working as a management & hospitality consultant for several famous restaurant operations (by the way these restaurant are co-owned by Prince Albert of Monaco).

Throughout my career in banking, which spans over 50 years, I had seldom come across a young man with so much poise, confidence and people skills. His humble and worldly manner and simple smile always impressed us and made it a pleasure to be around him at both social and professional events.

I would be pleased to recommend Wolf for any management position or postgraduate studies that would come available to him in the future. I am certain that with the tools he already possesses and his ability to deal with people that he is on the right track to becoming a leader for the future. I am available at the following numbers in the case that you wish to contact me regarding Mr. Wolf Wagschal.

Sincerely yours,



*Albert M. Benezra
Retired
President of American Express Bank Ltd, New York
Chairman of TDB American Express Bank Ltd, Geneva*

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Fontainebleau / A, Crans-sur-Sierre, Switzerland, Tel.: 027/481 12 96, Fax: 027/481 81 23
10, rue Pedro-Meylon, 1208 Geneva, Switzerland, Tel.: 022/736 02 04, Fax: 022/736 22 88*

DR. BEAT CURTI
KREUZSTRASSE 20, CH 8002 ZÜRICH
TEL. 01 260 72 01, FAX 01 260 72 00
e-mail: b.curti@bun-appetit.ch

FAX MESSAGE

TO: Mr. Wolf Wagschal
Fax 786 2081

FROM: Beat Curti

DATE: 10th November, 1999

Dear Mr. Wagschal

Your letter filled me with great joy. Since I met you I knew that you are a special person with a rare combination of good humour, a sensitive heart and professional dynamism.

I did not know that you were considering a new job but in the last board meeting I draw the attention of the whole board to your personality. It was then when I was informed about your inner thoughts.

Now I am very happy and I look forward to be witness of your development within our group. I also look forward to play golf with you in the next season. Your warning about your game is a motivation to work on my swing.

I wish you a happy Christmas time and remain

with my kind regards,

BEAT CURTI

Beat Curti



Official Press Release from
KRAMER GASTRONOMIE

Zurich, June 01, 2002

It is our pleasure to announce the appointment of **Mr. Wolf Wagschal** to the position of **Chief Operating Officer (COO)**, **Member of the Board of Directors** and **Member of the Executive Board of KRAMER GASTRONOMIE** as of August 1st 2002.

Mr. Wagschal (33) a Swiss and Canadian citizen brings with him many years of international experience within the hospitality industry. He has held various managerial positions in Canada, France, Monaco, and Switzerland. **Mr. Wagschal** has begun his career in the hospitality industry literally by working from the bottom up, by washing dishes, working in the kitchen as a chef, tending bar and working as a waiter. And for the past 14 years he has held several management positions in a variety of trendy restaurants, bars, clubs, and hotels.

Mr. Wagschal attended the University of Western Ontario, Canada and has an honours degree from the prestigious SHV Hotel Management School in Switzerland. He has continued to further his education throughout his successful career by attending Cornell University's School of Hotel Management as well as Harvard Business School. He is currently completing (*Nov. 2002*) an Executive MBA (Master of Business Administration) at European University in Zug, Switzerland.

Mr. Wagschal has been a Managing Director at the Flughafen Restaurants AG (AutoGrill International), whereby he led the re-launching of their now successful theme restaurant & nightclub division. **Mr. Wagschal** has also been involved in several international hospitality consulting projects over the years.

Mr. Wagschal is currently the **Vice President** for the European Chapter of the "Cornell Hotel Society" and the **Director** of the "Cambridge Society of Food & Beverage Management", European Chapter. **Mr. Wagschal** enjoys golf, design, fitness and holds a 2nd degree Black Belt in Tae Kwon Do.

KRAMER GASTRONOMIE consist of 500 employees', 16 operations including restaurants, hotels, bars, lounges, and catering facilities with annual revenue of CHF 50 million. **KRAMER GASTRONOMIE** is a privately held company and owned by Mr. Christian Kramer and is based in Zürich, Switzerland.



European University
CENTER FOR MANAGEMENT STUDIES

Mr.
Wolf Wagschal
Villa Steinburg
Dorfstrasse 72
8805 Richterswil am See

Basle, 7 March, 2003

Letter of Recommendation for: Mr. Wolf Wagschal (1968)

Dear Mr. Wagschal

It is my personal pleasure to write a letter of recommendation for Mr. Wolf Wagschal (Toronto, CDN, 1968) for his time spent studying at European University (EU).

He has recently completed his Executive Master of Business Administration (MBA) and has graduated with the honors of "**Magna Cum Laude**" representing a place on the Dean's list of top achievers and with an overall "3.6" point average.

During his 15 months of study here at EU, Mr. Wagschal demonstrated that he was not only a superior student, but also a respectable leader. He was elected by his peers as "Class President" for 2001/2002 program. He took this responsibility very seriously, utilizing his skills as an effective communicator in developing a positive dialogue between the student body and the EU administration. This leadership skill that Mr. Wagschal possesses cannot be taught in any MBA program, it is however the combination of years of work experience coupled together with a sound academic background.

When a student enters into an Executive MBA program the amount of time needed to successfully complete this course is often underestimated. However since most of our students are leaders in their respected industry they soon become aware of the immense sacrifices that are needed to obtain such a post graduate degree. In my many years in the education field I have seldom met a student with such dedication and drive. Even though he has personal issues to deal with, due to the recent passing of his father in Canada. He continued to strive for excellence and showed us all, what a leader needs to be made of.

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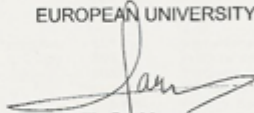
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Mr. Wagschal's choice of topic for his Master Capstone/Thesis was certainly very challenging. He combined 2 major business related topics in a very eloquent manner. He chose "Emotional Intelligence - The Key to Project Management Effectiveness". I personally read and graded his work, which was truly fascinating how he brought these 2 difficult topics together. He received a perfect score of "A+", and I have recommended him to follow this topic to the next level of research. This thesis can certainly be used as the pillars for obtaining a Doctorate Degree in Business Administration.

In conclusion, it is with great pleasure that I recommend Mr. Wolf Wagschal for any executive management position or higher education institution. He has demonstrated that he is equipped not only with the scholastic ability, but also the leadership and communication skills needed to succeed in business and in daily life. If you require any further comments, please feel free to contact me.

Sincerely yours

EUROPEAN UNIVERSITY


Dr. Willy De Maeyer
Dean



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May 11, 2001

Via fax: 0041 1 728 99 98

Letter of Recommendation for: Wolf Wagschal

Dear Dean and Chairperson of the Academic/Admission Committee

Mr. Wolf Wagschal has asked me to write a letter of recommendation in support of his application to the Executive MBA program at your institution, and I am very pleased to do so.

Wolf first came to my attention at the Cornell Hotel School's Professional Development Program in the summer of 1995 & 1996. He was a serious student, anxious to gain as much knowledge as possible, while taking full advantage of the networking possible when 200 hospitality industry professionals from 90 different countries come together to further their education. Wolf was helpful in recognizing the needs and expectations of the international student, and in conveying that information to me in my role as Associate Dean for Executive Education, in an objective, skillful, and non-offensive manner. I felt at that time that he had the intelligence and demeanour to be a successful executive in the hospitality industry.

Wolf did move forward in his career and returned in 1999 for a very selected and advanced course, the Restaurant Executives Program, where he was an active participant and positive contributor. This course was attended by some of the top hospitality executive's from around the world.

As an Associate Member of our alumni association, the Cornell Hotel Society, Wolf has been most active and supportive in the European Chapters activities. He has promoted the Society and the Cornell Hotel School to the industry, particularly in Switzerland. His interest and efforts were recognised by the society when he was elected by the membership of the European Chapter to the position of Vice President for Public Relations.

He is currently Managing Director, for the Flughafen Restaurant AG and I understand that he will assume the position of Director of Operations this summer. It thus appears that he has taken and applied the value from his courses in executive education, and that he is professionally and personally prepared for an intensive Executive MBA.



School of Hotel Administration

Office of the Dean
Statler Hall
Ithaca, New York 14853-6902

Telephone: 607 255-5106
Facsimile: 607 255-8570

My recommendation of Wolf is based not only upon my years of acquaintance with him, but also upon my nine-year affiliation with the Claremont Graduate School, Claremont, California, USA. During my tenure at Claremont, I served for three years as Executive Director of the Graduate Management Center, which included the Executive MBA. In that program, I had the pleasure of directing the brightest, most dedicated executives from the Los Angeles area; Wolf Wagschal compares favourably to those students, and I am confident that he will be a positive contributor to your fine institution, both as a student and as an alumnus.

I am pleased to recommend Wolf Wagschal highly and without reservation for your Executive MBA program. If you need further comments to support Mr. Wagschal application, please contact me. Thank you for your most serious and favourable consideration of his application.

Sincerely

A handwritten signature in dark ink, appearing to read "David W. Butler". The signature is fluid and cursive, with a large initial "D" and a stylized "B".

David W. Butler
Dean



Swiss Hotel Association
Hotel Management School
LES ROCHES

Bluche, May 11, 1995

To Whom It May Concern:

Please accept this letter as reference for Mr. Wolf Wagschal, a student at Swiss Hotel Association Hotel Management School "Les Roches" from July 1993 to December 1994.

I have had the pleasure of Wolf's acquaintance for these years, having instructed him in Rooms Division subjects and having known him generally in my capacity as an administrator.

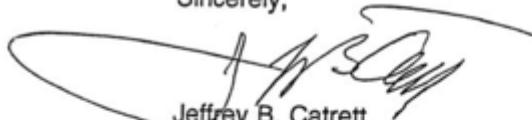
During this period, Wolf demonstrated a strong intellectual and scholastic aptitude, performing academically at a superior level in Rooms Division coursework and throughout the other disciplines. Wolf's marks do not, in fact, demonstrate the depth of his understanding in certain subjects, as his search for knowledge seems to have exceeded his interest in acquiring grades.

Additionally, Wolf exhibited very strong personal integrity and character. He played a leading role in representing the school at conferences with other hotel schools and generally demonstrated considerable leadership ability and enthusiasm for the industry. Wolf's prior experience in hospitality combined with a certain personal elan distinguish him from his peers and promise success in an industry where experience, elan and character are essentials.

I would strongly recommend Wolf Wagschal for future higher level study or for managerial employment within the hospitality sector.

If I may be of any further assistance in this regard, please do not hesitate to contact me.

Sincerely,



Jeffrey B. Catrett
Dean of Academic Studies



THE PHI DELTA THETA FRATERNITY

UNIVERSITY OF WESTERN ONTARIO
ONTARIO BETA CHAPTER
638 Talbot Street
LONDON, ONTARIO N6A 2T5
519/438-2170

September 20 1990

Dear Wolf

I just wanted to take this opportunity to thank you in the name of our entire Fraternity. Close to one year ago you were elected Philanthropy Chairman of Phi Delta Theta Fraternity.

In this time you have managed to raise more funds than in the past 10 years put together. The raising of close to \$300'000 in no easy task but in your creative manner you came up with wild events, social parties, and fund raising that received considerable press which in the end promoted our cause and our Fraternity.

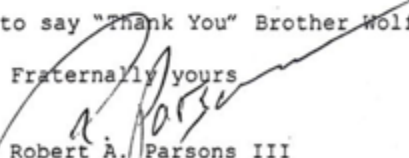
These funds as you know have been distributed to various charities such as; Sleeping children around the world, London women's shelter, Hockey equipment for under-privileged children, 3 scholarship programs and countless other charities.

As you know Phi Delta Theta prides itself on giving back to society where it can. And you are an excellent example of what our fraternity stands for and I am very proud to call you my brother and my friend.

You were once quoted in the University of Western Ontario Gazette by saying "you have not lived today until you have done something for someone for which they can never thank you". This statement is certainly one to live by, so keep up the great work. By the way all the members of our Fraternity stand behind you and are all very proud our achievements this year.

This is just a short note to say "Thank You" Brother Wolf.

Fraternally yours


Robert A. Parsons III
President of PHI DELTA THETA FRATERNITY
University of Western Ontario Chapter

CC: Mr. Peter Ashworth, Chairman,
Phi Delta Theta Fraternity Headquarters, OHIO, USA



BAHNHOF BUFFET ZÜRICH

Candrian
Restaurant Bahnhofbuffet
HB
CH, 8003 Zürich
00/211 15 10
212 04 25
Nr. 236 205

14. November 1996 / juk

LETTER OF RECOMMENDATION

To whom it may concern

Mr. Wolf Wagschal, a Swiss – Canadian double citizen, born on July 8th – 1968 has been employed by the Bahnhof Buffet Zürich (BBZ) since January 1st 1995.

The BBZ consist of 10 different restaurants and 7 kiosks (snack stands) all located in Zurich's main train station which by the way, is Switzerland's 8th largest shopping centre. The BBZ is the second largest restaurant operation under one roof in Switzerland, generating annual sales of approximately Swiss franc 55 million.

Mr. Wagschal was employed in the restaurant "Stars, American Bar & Bistro", an American type restaurant concept that was introduced in the summer of 1994. The restaurant consists of 180 seats, a sizeable bar, lounge area and a sidewalk café with an additional 200 seats. While lunch times are busy with customers of all kinds, in the evening the restaurant primarily caters to young, trendy crowd (18 to 40 years old). Business is very lively, a young dynamic crew in both the restaurant and kitchen help to create a fun atmosphere. The food is cooked with an American flare, simple but fun. The restaurant is located in a historically protected building with 10 meter high ceiling; antique wooden bars & chandeliers are from the "Hotel de Ville" in Paris, architecturally a very unique design. The annual sales volume in this restaurant is approximately Swiss franc 5.5 million.

After a successful 6 months this concept began to show dramatic reduction of sales and an image problem unfortunately occurred due to bad publicity. At this point we brought in *Mr. Wagschal* as the General Manager to aid us in re-thinking all aspects of this concept and then making a re-launching of the "Stars American Bar & Bistro" concept.

One of the first ideas that *Mr. Wagschal* had was to create the first Internet bar in Switzerland. We did so together with IBM Switzerland and the advertising agency "Wunderman, Cato and Johnson Switzerland. "Cybergate" was created and was an instant success with 10 integrated terminals strategically adapted into one of the section of the restaurant.

During his time at "STARS", *Mr. Wagschal* who came with a very good formal professional and educational background used these skills to turn this operation in a positive manner. His idea's and leadership ability helped to turn "STARS" around and it has now become a showcase of our company not only with a positive image but also in profitability.



Page 2

Martin Candrian
Restaurant Bahnhofbuffet

Zürich HB

Postfach, 8023 Zürich

tel. 01/211 15 10

fax 01/212 04 25

twso-Nr. 236 205

Mr. Wagschal managed in close to 2 years to increase sales by 20% and reduced costs by a substantial amount. *Mr. Wagschal* is very intelligent and honest and a fair boss to his employee's. He never hesitated to take of his jacket and help out where it was needed therefore earning the respect of his peers. He works hard and is willing to listen to criticism and to make the necessary changes. He is outgoing, charming, well dressed and this is evident by the number of letters we received complimenting us on our choice for a GM. He is confident yet humble and is not afraid to be stern and make serious and difficult decisions. *Mr. Wagschal* has put together a team of close to 60 full & part time staff who are friendly, dynamic and efficient.

His daily duties, besides assuring a smooth operation included hiring, scheduling, training, internal ordering, budgeting and marketing co-ordination. He is a very good organizer, which he proved by successfully hosting large "Theme Parties" in "STARS" which were attended by over 1500 people on a monthly basis.

Mr. Wagschal is leaving us on his own will in order to seek out new challenges within the hospitality sector. I personally enjoyed working with *Mr. Wagschal* and I would enjoy working with him again if the opportunity presented itself. I do not hesitate to recommend *Mr. Wagschal* to any potential employer who is in search of a dynamic manager. His potential has not yet been reached and I am confident that he will become a superior leader and an important person within the hospitality industry in the future. If you require any further information please do not hesitate to contact me.

Jürg U. Kessler
Chief Operating Officer
Bahnhof Buffet Zürich



LE TEXAN

July 14, 1994

TO WHOM IT MAY CONCERN:

This letter is to acknowledge that Mr. Wolf Wagschal of Canadian and Swiss Origin has been employed by my company, "Le Texan" (Restaurant & Bar) and "Stars & Bars" (Restaurant, Bar and Private Blues Club) from March 1994 to June 1994. Our restaurants are an American concept based in France, Monaco and in the U.S.A. Both operations in Monaco, achieve a yearly turnover of over \$ 10 million.

Mr. Wagschal has acted as a Management and Hospitality Consultant reporting directly to me, in such areas as cost control, personnel management, general management, marketing and design. Mr. Wagschal acted as the responsible "Executive" in both locations in my absence with full decision-making ability granted to him.

I found Mr. Wagschal to be professional and a very organized individual. He has demonstrated very strong public relations and human resources skills. Mr. Wagschal has designed several new cost control systems that have aided our organizations to becoming a more profitable company. Although he was only here for a short period of time, many guests asked for him by name. Both these outlets are very "trendy" and require a special feeling for people and a certain discrete diplomacy due to the nature and complexity of the people in Monaco and the large amount of tourists.

I would highly recommend Mr. Wagschal for any position or consulting project that would become available to him and would look forward to the opportunity to work with him again in the future.

Mr. Wagschal is returning to complete his final semester at a management school in Switzerland and for that we wish him good luck. If you wish any further information, please do not hesitate to contact me.

Sincerely yours,

Mike Powers
President & CEO

MP/sn

TEX-MEX CUISINE / ALAMO BAR
4, rue Suffren-Reymond, Monaco 98000 • 93 30 34 54



Belp, 30-june-1993

WORK-CERTIFICATE

We confirm hereby,
that Mr. Wolf Wagschal,
born on the 8th of july 1968 from Canada
has worked for us from the 5th of october 1992
until the 30st of june 1992 as an

Manager

Mr. Wagschal started work as a waiter in order to get used to our way of service. Only after a very short period of time, everything concerning the organisation of service went quicker, easier and better thanks to his ideas.

Because of his canadian accent while speaking swiss german and because of his kindness, everybody got to like him a lot. Especially the amount of english-speaking guests increased during Mr. Wagschal's working period.

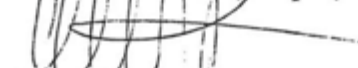
Two months after he had taken up work, his responsibility was enlarged and he was fully responsible of the timeschedules for the staff in service as well as for the whole organisation of service, including banquets etc. As in the beginning, Mr. Wagschal also succeeded perfectly and quickly, handling these new tasks to our full satisfaction. Soon later, part of the administration was added to his duties. The office-work, answering telephones, short writing work and the planning didn't create any difficulties to Mr. Wagschal.

During his many qualification talks and others with the staff he proved his knowledge in dealing with people's problems. The proof was that during this time, the change of personnel slowed down. He is a model concerning property, punctuality, reliability and sense of tidyness. Towards his chefs and colleagues he always behaved typical and correct.

With Mr. Wagschal we loose a very good and sacrificing employee. He leaves us on his own desicion to attend "Les Roches", Management School in Crans Montana, Switzerland.

We wish him good luck and are convinced that he is going to reach his targets. For his future we wish him all the very best and a good health.

Mit freundlichen Grüßen
Gasthof zur Linde, Belp

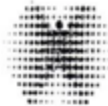

Christof Ramseier

Ch. Ramseier

3123 Belp

Telefon 031 8 196003

Fax 031 8 192138



KING RANCH
Health Spa & Fitness Resort

September 08, 1991

Re: reference letter for Wolf Wagschal

To whom it may concern:

Wolf Wagschal worked for King Ranch Health Spa during May to September 1991. His responsibilities as Food and Beverage Manager were the daily operations of our Dining room, Water's Bar and our catering department.

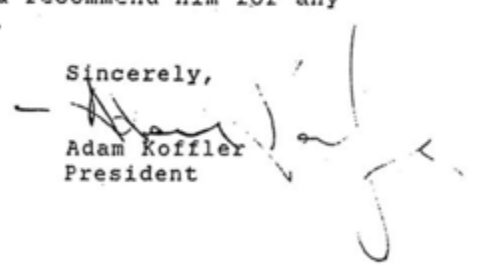
Wolf was very reliable, responsible, organized and dealt with his staff and guests with extreme confidence and a pleasant attitude.

During his time here Wolf organized many new systems that helped King Ranch save considerable money.

Wolf left us to return to university in September 1991.

I wish Wolf all the best and would recommend him for any management position in the future.

Sincerely,


Adam Koffler
President



July 14, 1990

To whom it may concern

This letter is to certify that McGinnis Landing Restaurants Inc. employed Mr. Wolf Wagschal of 23 Sandlewood Drive, London, Ontario, Canada. Mr. Wagschal was the **Operations Manager** at our Wonderland Road location reporting directly to me as Vice President of Operations. He held this position from December 1989 until July 1990.

We were completely satisfied with his working manner. And were constantly impressed with his ability to lead a large staff of over 50 employees in this high volume restaurant with annual sales volume of over \$4 million. Mr. Wagschal gained the respect from his co-workers and superiors within the first few weeks that he began to work here. His "hand on" approach along with his strong leadership skills helped him gain this respect rapidly.

Mr. Wagschal was involved with the daily operations of the restaurant and sports bar. In addition his duties included; budgeting, cost control, daily accounting, scheduling and the training of all personnel. He was our link from the head office to McGinnis Landing main operation and consulted us on such areas as marketing and personnel development.

His strong personality and excellent public relation skills certainly aided in making McGinnis Landing one of the busiest and most popular restaurant and bars in this University town of London, Ontario. Mr. Wagschal is very team orientated and was a great example for his subordinates and fellow managers.

He is leaving us to attend "full time" at The University of Western Ontario here in London. And for his studies we would like to wish him well and are certain that he will achieve his targets. I would therefore highly recommend him for any management position that should come available to him in the future. If you require any further information please feel free to contact me personally.

Sincerely yours

A handwritten signature in black ink, appearing to read "Michael Rogers".

Michael Rogers
Vice President of Operations
McGinnis Landing Restaurants Inc.

from Wonderland Road N.
London, Ontario N6A 4B6 Tel: 472-8429



Young Lok

122 St. Patrick Street,
Toronto, Ontario M5T 2X8
Tel: (416) 593-9819
Fax: (416) 593-6982

February 8, 1990

PERSONAL & CONFIDENTIAL

TO WHOM IT MAY CONCERN

This is to verify that Mr. Wolf Wagschal of R.R.#1 Gormley, Ontario, L0H 1G0 was employed by the Daily Planet Restaurants Inc. from March 1988 to July 1988. He was a Manager Trainee at both the Eglinton and Promenade location. He also worked as a Floor Supervisor reporting to me as the General Manager.

Wolf is very hard working, extremely accurate and has a feel for details. He was responsible for guest relations and staff development. He interacts well with people, and performs his duties with poise and personal enthusiasm. Wolf is always courteous and cheerful. He is flexible and remains open and fair-minded in the presence of difference opinions, and he accepts constructive criticism. A remarkable quality that Wolf possesses is that he always has a great smile and remains calm.

Wolf has participated in a number of social and educational events organized by the Cornell Society of Hotelmen, Toronto Chapter, when I was serving as the Secretary-Treasurer.

I am very pleased with Wolf's performance. I believe that he has a strong and dynamic personality and he was a good role model for staff and fellow managers at the Daily Planet. I would be happy to recommend Wolf for any employment or higher education where his experience and people skill can be applied.

If there is any other information required, please contact me at the above business address, or my home at 50 Willowbank Boulevard, Toronto, Ontario, M4R 1B6, Telephone: 487-6223.

Yours very truly,

Leo Chan
General Manager



Shopsy's Delicatessen Restaurant
33 Yonge Street, Toronto, Ontario M5E 1G4 Telephone 365-3333
A Division of Shopsy's Foods Ltd.

October 16, 89.

To Whom This May Concern,

Wolf Wagschal worked for Shopsy's during 1989. I was completely pleased with his performance as an assistant manager and would welcome the opportunity to work with him again at any time in the future.

Wolf is extremely sensitive to customer relations. His management style is hands-on and team-player orientated. Due to these qualities he achieved the respect and support of our staff very quickly.

During the period that Wolf worked for Shopsy's he became entirely proficient with Remanc and Fastcheg computer duties. He also showed real responsibility towards our catering and take-out departments.

I would highly recommend Wolf for a management position in the hospitality industry. Should you require further accolades please feel free to contact me.

Sincerely,

John Breakpear.