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CMS Law . Tax

Hospitality matters

Current topics in the hotel industry

Autumn 2015

Contents

Hospitality Matters is prepared by the Hotels and Leisure group of CMS. It should not be treated as a comprehensive review of all developments in this area of law or of the topics it covers. Also, while we aim for it to be as up-to-date as possible, some recent developments may miss our printing deadline.

This newsletter is intended for clients and professional contacts of CMS. It is not an exhaustive review of recent developments and must not be relied upon as giving definitive advice. The newsletter is intended to simplify and summarise the issues which it covers.

Welcome

Welcome to Hospitality Matters, our regular bulletin for the hotels & leisure industry. This is the first bulletin since I took on the role of Global Head of Hotels & Leisure, which was announced at the Berlin IHIF conference earlier this year. With my new role, I envisage this bulletin having a more international flavour to make it of more interest to a wider range of our global clients and friends in the industry.

The hotels market continues to be dominated by the massive increase in M&A activity over the last three years, as predicted in our Spring 2014 bulletin. I am delighted that CMS continues to dominate the hotels & leisure M&A market. Mergermarket reports that CMS has undertaken 50% more M&A deals in Europe in this sector since January 2014 than the second placed law firm. The market is led by London and Paris, but with the German market closely following; and so our city focus this time looks at Frankfurt's hotel market.

The amount of capital flowing into the hotels market after the years of under-investment during the recession have led to a period of fast change, both in terms of the development of new brands, particularly those that target the Millenials or Y Generation, and in terms of the technology used in hotels and their distribution channels. This bulletin looks at this topic in more detail later on.

'The Tide of Change' is the theme of the Annual Hotel Owner's Conference, to be hosted by CMS, Lloyds Bank and BDO in October 2015. This conference will look in more detail at some of the changes underway in the industry. We will report on the discussions at this conference in our next bulletin.

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City focus: Frankfurt

Hotel investors should take note of the growing market in Frankfurt.

'Mainhattan' – the German business metropolis

The relatively small population of only 700,000 belies the importance of Frankfurt am Main as a location for business, also known as 'Mainhattan'.

When asked whether they have been to Frankfurt, most people's answers will fit into at least one of the following three categories:

- The first group of individuals would answer that they have not visited the city itself, but that they spent some time at the airport which is the busiest hub in Germany.
- The second group might have done business in Frankfurt, as the city – in which the European Central Bank and more than 200 credit institutions are located – is one of the major banking places in Europe.
- The last group would answer that they visited one of the famous fairs in Frankfurt, such as the Book Fair or the International Automobile Fair.

Frankfurt's positioning in the market as the heart of business activities in Germany is constantly growing stronger. For the time being, the landscape of the city is undergoing various changes as new development projects are undertaken. In walking distance of the airport the new global business village, Gateway Gardens, with a projected gross floor area of approximately 700,000 m2 – including plenty of new hotel projects – is being developed and should be completed in 2021. Also, the area centred around the former freight railway station is being re-developed and will be converted into a new office and fair area, Europaviertel. This development will have a strong need for new hotel projects.

Hospitality market

Frankfurt's business character has a large influence on the hospitality market. The market is dominated by three and four star hotels which represent the majority of the hotel bedroom stock; most of them having a strong focus on business travellers. There are 43,000 such hotel beds in Frankfurt. Against this background approximately 70% of the more than 8 million overnight stays per annum are business-related.

Hoteliers in Frankfurt, therefore, focus on this business clientele which is predominantly responsible for the average occupancy rate of 68.7% in 2014, an increase by 4.7% compared to 2013 and lifting Frankfurt above the average tenancy rates in Europe. About 45% of the hotel guests are international visitors, by far the highest figure compared with elsewhere in Germany. It is also remarkable that the average period of overnight stays has remained unchanged in the last ten years and consistently amounts to a mere 1.7 days.

In 2014 the average room rate, compared to 2013, decreased by 1.9 % down to EUR 107.07. This can be traced back to the development of the hospitality market in Frankfurt in recent years and the opening of new hotels. This has led to an increase in competition, some might call it 'cut-throat competition', between various operators.

A further development in the Frankfurt market in recent years is a remarkable increase in visitors from China, accounting for more than 180,000 overnight stays in 2014 – a growth rate of more than 20%. This increase goes hand-in-hand with changes in the market. The Chinese Greenland Group has, for instance, opened its first hotel in Frankfurt which has been tailored for the particular needs of Chinese visitors.

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CMS Comment – Future prospects

The share hotel chains have in the German market (only 11% of all German hotels are operated by chains) is not as wide-ranging as it is in other European countries. Thus, the increasing competition between operators has presumably not reached its peak yet. This may lead to a price struggle between the competitors in the Frankfurt market in order to reach acceptable occupancy rates, but it may also hold back the innovation of new concepts.

As whole new areas such as Gateway Gardens or Europaviertel will be completed in the upcoming years with plenty of potential for new hotel projects, it is likely that some of the major players of the international hospitality market will make use of this opportunity and open new hotels in the near future. Existing hotels will, therefore, have to strive to survive this competition.

With regard to hotel transactions, the fact that the Euro is currently struggling and the interest rate is historically low might lead to an increase in demand for tangible assets. The hotel industry is of particular interest for investors, as long as the respective hotel is successfully operated. We have also seen an increase in transactions regarding hotel development projects with long term lease agreements – the German market is traditionally a strong lease market.

It will also be interesting to see how quickly Chinese investors will increase their efforts and develop further hotel projects in Frankfurt.

W&I not?

Sellers of hotel businesses in a competitive process would be ill-advised not to consider exploiting the benefits that Warranty and Indemnity insurance ('**W&I**') has to offer in the current market. The use of W&I in M&A transactions has increased dramatically in recent years, particularly in the hotel sector. As its familiarity grows, many purchasers are now getting comfortable that they can rely on the cover offered by insurance rather than relying on direct contractual recourse to the sellers.

Recent Developments

Of particular interest is the relatively recent development whereby the insurers give significant protection to a purchaser in respect of warranties under which the sellers' liability is capped at a nominal amount, e.g. £1. Recovery on a nil seller recourse basis would typically apply to transactions where the underlying target holds a non-operational real estate asset as these are deemed to be less risky. However, hotel businesses can still achieve a more favourable coverage position due to the significant real estate on their balance sheets and their risk profile.

Why, then, would any properly advised seller not take advantage of both this product and any competitive tension of the sale process to insist that the buyer takes out such a policy, thereby allowing the sellers the ultimate goal of a no-recourse sale? Moreover, why would a purchaser miss the opportunity to make their bid or approach to buy more compelling to a seller when others will?

What is W&I?

W&I, or as it is sometimes known Transactional Risk insurance, fundamentally bridges the gap between the contractual protection that a seller is willing to give and the protection that a buyer requires in respect of an M&A transaction. W&I is, therefore, an irreplaceable tool used to assist parties in reaching a position they are both happy with; a position that would not otherwise be attainable through a more traditional negotiation process.

In its basic form, W&I provides cover for unexpected and unknown issues arising in connection with a corporate transaction, which would otherwise give rise to a claim under the standard warranties and indemnities contained in the SPA.

The policy can enhance the protection on offer under an SPA, which is particularly useful where a seller is unwilling or unable to offer the protection sought by a buyer. This can be in terms of scope of the warranties and indemnities on offer or in terms of quantum/time where the insurance 'tops-up' the financial cap or longstop date offered by the seller.

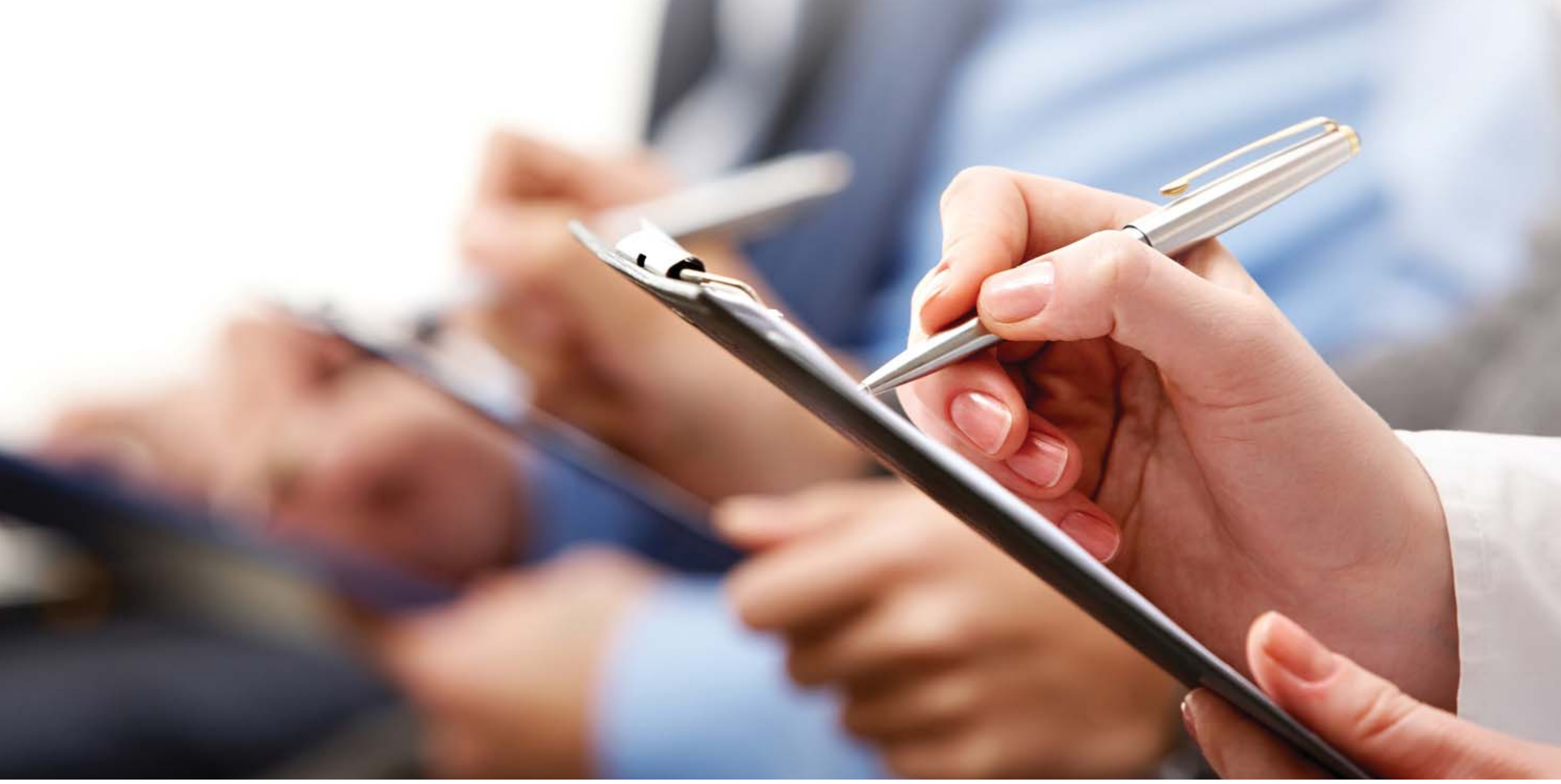
A policy can be purchased by either a buyer or seller to a transaction. A sell-side policy allows the seller to claim from the insurer to cover a liability it has to the buyer. By contrast, a buy-side policy, which is more common, allows the buyer to claim direct from the insurer in respect of its losses without recourse to the seller. The rationale for taking out a policy will vary depending on whether it is driven by sell-side or buy-side motivations.

Basic W&I policies usually exclude any liability arising from 'known risks', i.e. those identified as part of the due diligence process or disclosure exercise. It is, however, possible to gain cover for identified risks; though unsurprisingly this will usually be more expensive and time-consuming than the basic cover. Coverage of such risks tends to be around areas of high exposure but low risk, where insurance provides an alternative to the unattractive position of having funds tied up in an escrow account for a potentially long period. Tax risks are frequently covered in this way, where the buyer is unwilling to take a view on issues identified in tax due diligence and the seller sees the risk as simply over-enthusiastic due diligence and over-cautious advice.

The price of a W&I policy will depend on the nature of the transaction being insured. Insurers will consider factors such the policy limit relative to the deal size and attachment point sought (similar to the excess on a car insurance policy), the nature of the target business (including the jurisdictions it operates in) and the breadth of the warranties before setting a premium. Depending on the underlying business, hotels are generally viewed as having favourable risk profiles. The premium for unknown risks will typically be 1-2% of the policy limit.

As alluded to above, provided the insurer is comfortable with the manner in which the transaction has been implemented in terms of due diligence and disclosure, the product has developed sufficiently to allow the seller to effectively not give any warranties (by capping their liability, save in the case of fraud, under the sale documents at £1). This will typically apply to a real estate transaction, whereby the target is not an operational business and particularly where the real estate asset is a recent build. Insurers may also offer a lower attachment point (or excess) and premium to reflect the risk profile.

Real estate-like cover can apply to coverage of hotel transactions. While hotels are operational businesses, the attachment point and policy achieved can be more aligned with real estate coverage than other riskier transactions in spite of the increased warranty coverage that comes with an operational business. Some insurers may adopt a more relaxed coverage approach for hotels dependent on factors like: whether the associated real estate is owned or leased, the number of hotels, the geographical spread of the hotels, and the breadth of the warranty coverage sought (i.e. to what extent it goes above and beyond a real estate position).



When can W&I be used?

W&I can be used in any transaction – the product can fit unobtrusively into the transaction mechanics and these days fits seamlessly into the transaction timetable.

A seller's motivation for turning to the product may be driven by a desire to distribute sale proceeds to shareholders or wind-up a fund. A policy offers sellers the opportunity to limit their liability (potentially at a nominal sum) and achieve a 'clean exit', free from a long 'warranty tail'. Buy-side drivers may be the comfort provided for deals in unfamiliar jurisdictions where the buyer is uncomfortable with the enforceability of the contractual protection. W&I can also provide comfort as to credit risk where there are doubts as to the solvency of the seller or as a method of achieving an extension of the SPA coverage position.

W&I policies are becoming increasingly common in auction processes. Here, the product is used to allow sellers to simply exploit their strong bargaining power and limit their liability – purely because they can. It is difficult to see why sellers would not take advantage of this opportunity, but where they do not potential buyers in auction processes are using the product strategically to differentiate and enhance the attractiveness of their bids.

Another motivation driving the use of W&I is where a seller remains involved with a target company post-transaction, a common occurrence in the private equity sector. A policy can alleviate the need to pursue a management team and potentially damage an ongoing working relationship.

The W&I product is continually being used in more and more innovative ways, providing solutions to deal road-blocks and allowing such solutions to be monetised into the cost of the premium. For the time being, however, it would appear to be an opportunity missed for a seller not to insist that the buyer rely on the professional insurers, rather than clawing back the purchase price from the vendors. Further, the hotels sector has the capacity to achieve a favourable coverage position. W&I has the potential to provide the seller with the utopia of a risk free sale and the buyer with a tool for bid success.

CMS – Our Expertise

CMS is the leading adviser in the W&I market, advising all key players. We have extensive experience advising insurers in connection with the underwriting of transactions and tax risks as well as advising insureds on arranging W&I. Our global footprint enables us to advise on multi-jurisdictional transactions and provide local law advice where it is needed in connection with W&I.

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Hotel Hot Topics

Brazil: Rio 2016 Olympic and Paralympic Games

The first-ever Olympic Games in South America will generate many business opportunity for hoteliers. There is scope for international investors and entrepreneurs to take advantage in most cases will need to establish a subsidiary or joint venture in Brazil. It will be important to work with experienced and knowledgeable advisers to enter this hugely prospective, but challenging, market. Read on for further information regarding this unique opportunity.

tinyurl.com/riogames2016

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China: opening up for foreign investment

This year China revised its Guideline Catalogue for foreign investment, particularly reducing the number of restricted industries. Foreign investors are no longer restricted from investing in, developing and operating high-class hotels. The revision greatly opens-up the hotel market to foreign investment and indicates that the government no longer considers the real estate sector to be over-heated.

tinyurl.com/chinaregulation

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Germany: a new minimum wage

This year the German government introduced a statutory minimum wage. This measure will affect all companies. If the wage is paid late or not at all the company may be liable for a fine. Further, failure to comply could give rise to criminal liabilities.

tinyurl.com/DEminwage

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Czech Republic: a better place to invest

The Czech government has introduced the 'Incentives Act' with the aim of maintaining external investment in the country following on from the European Commission reduction of Czech investment incentives. Read on for a summary of the key changes.

tinyurl.com/investCzech

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Poland: the Competition Authority examines online bookings

Explanatory proceedings are being undertaken by UOKiK, the Polish Competition Authority, to examine the activities of online booking platforms and stop 'best-price' or rate priority clauses. The European Commission has shown an interest in this issue which is also being examined by the authorities in Germany, France, Sweden and Italy. Read on for further information.

tinyurl.com/PLonlinebooking

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Competitive Bids: operator selection process and tactics

Hotel developers often identify and select a preferred operator before having any significant discussions on contract terms. This misses an important opportunity to use competitive tension to significantly improve the contract terms that can be obtained.

Introducing competitive tension

Once an owner has selected a preferred operator for his hotel, the operator will be reluctant to move away from its standard terms. Given both the detailed drafting and the involvement required from all parties, it is challenging to run a competitive process involving more than one operator once the parties are negotiating the definitive agreements. An alternative approach is to identify the terms of the agreements that are key to the owner and run a competitive process on those key terms. This allows the owner to introduce an element of competitive tension without incurring significant costs of reviewing numerous detailed agreements.

This article sets out the key steps of selecting an operator in the context of a competitive bid and key considerations for an owner to bear in mind when making this selection. See the break out box ‘Key Steps’.

This process can take anything up to 6-9 months, depending on how many bids are received, whether there are obvious front-runners, the parties’ flexibility on terms and the respective bargaining power of the owner and the operator.

It is also important to remember that Heads are not usually legally binding, which is preferable for all parties given the summary nature of the Heads. There is a limited risk that the preferred operator may renege on terms agreed to in the Heads when it comes to negotiating the actual HMA but would be unusual. However, the owner should be aware of this during the negotiation of the Heads and the strength of an owner’s relationship with an operator is likely to be a factor in the final decision.

Key Steps

Confirmation of the owner's commercial objectives.

Analysis of operator market and tender to appropriate operators (including making reference to key provisions).

Analysis of bids received.

STAGE 1
Opening bids

Selection of operators with which to negotiate heads of terms (the '**Heads**').

Owner to produce first draft Heads, based on the Owner's requirements and the bids received.

Negotiation of Heads with multiple operators.

STAGE 2
Negotiation of heads

Selection of preferred operator and signing of Heads.

Preferred operator to produce first draft hotel management agreement ('**HMA**').

Negotiation and signing of HMA.

STAGE 3
Selection of preferred bidder and progression to HMA

Stage one – Opening Bids

As well as identifying the types of operator that an owner wishes to invite to bid, an owner must also determine the key provisions it wants to agree on signing the Heads; in the interests of efficiency, not all the terms of the agreements will be agreed in the Heads so it is important the owner identifies its key concerns.

These terms are likely to include the fee arrangements (base/incentive/management fee, reservations, sales, marketing and central services fees, etc.), but it may also include term (and determination rights, including performance test), owner's veto rights, budget approval process, rights regarding intellectual property and guest data, and any key money.

Once the owner has determined the relevant terms, it should then invite the relevant operators to submit an initial bid, asking them to include their proposals on the terms the owner has identified. At this stage, the owner can invite a larger number of operators to bid with a view to narrowing the field for the next stage.

Confidentiality agreements should be entered into with potential operators (depending on the stage at which the owner intends to share commercially sensitive or confidential information).

Stage two – Negotiation of Heads

Once bids are received, the owner should measure such bids against its commercial objectives and choose a selection of operators with which to negotiate more detailed Heads. At this stage, the owner will likely be aiming for between two and three operators to continue to negotiate with.

It is at this negotiation stage when the owner has an opportunity to use its leverage to push for the most favourable terms from the operators. To easily compare the various bids, the owner can specify a form in which the operators must submit their proposals. This allows for a more efficient process than trying to compare draft definitive documents from each of the operators, which will be lengthy and individual terms will be difficult to compare due to the different drafting.

Once the preferred operator has been identified, the non-binding Heads can be signed and the owner can move to negotiating definitive agreements.

Stage three – Definitive Agreements

An additional advantage of following this process is that it should reduce the time taken to finalise the definitive agreements, as the key commercial points should be close to being finalised. Hotel management agreements contain detailed provisions governing a long-term relationship. Therefore, there is likely to still be negotiation around the detail of those arrangements but the process should be more efficient.

In this phase of the negotiations, the owner's bargaining position is not as strong as it has selected a single operator. Therefore, the owner should seek to agree as many of its key terms as possible during stage two.

The limits of competitive tension

The process outlined in this article is intended to set out an efficient way in which an owner can leverage its position during the period in which it can create a competitive process between operators. However, there are areas with hotel management arrangements in which there is a developed market position and the owner is unlikely to be able to push the terms in these areas beyond the normal market range. A key area is the indemnity and exculpation provisions in favour of the operator, in which all operators adopt a very similar position.

However, this process does provide an opportunity for an owner to negotiate much more favourable terms in relation to issues like fees and performance tests.

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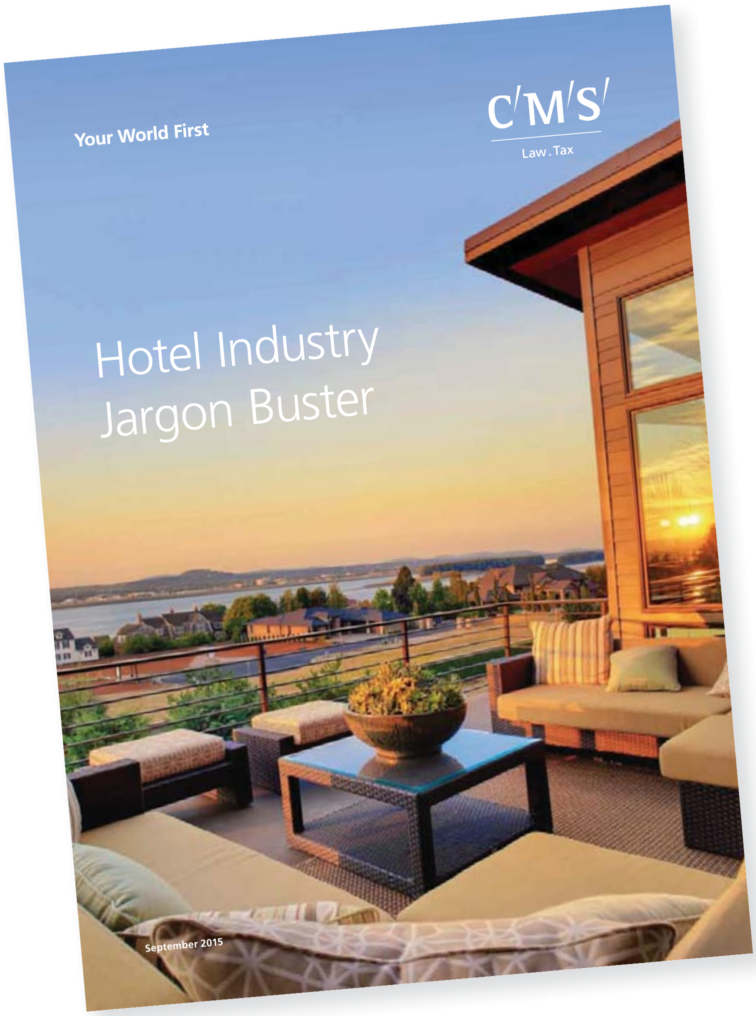
Hotel Industry Jargon Buster



From A&G and half board to opaque bookings and VR – the Hotel Industry Jargon Buster provides you with a comprehensive list of the most current terms in the hotel industry.

This easy-to-use format allows you to look up terms easily and quickly, and can be a useful resource in your day-to-day work.

The list was compiled by CMS experts with the aim of providing you, whether you are an owner, investor, lender or operator in the hotels and leisure sector, with easy access to the latest information.

cmslegal.com/Hotel-Industry-Jargon-Buster

Here come the Millenials

Roland Smyth looks at new hotel formats being rolled out around the world to attract 'millenials'.

The latest breed of hotel has a different look and feel from its more traditional counterpart.

These new hotels are targeted at 'millennials': young (18 to 34), tech-savvy, international business travellers. Millennials are a growing market – some industry estimates expect them to account for as many as 50% of total travellers by 2020.

What are the key features of these hotels?

Global, but local

Branding remains important, but millennials want a brand to adapt to its location. So, for example, the Ibis Styles hotel in Liverpool has design nods to the Beatles, while NH Hotels describe their nhow brand as a 'chameleonic hotel brand that adapts to the surrounding cityscape'. Locally-sourced food often features too.

Wide-open spaces

When millennials travel, they want to explore and socialise, not waste time in their hotel rooms. So rooms tend to be smaller and less cluttered, with floorspace priority given to bars and other public areas. This is good news for the operators: with a smaller building footprint, land, build and maintenance costs are usually reduced too.

Wifi

Home comforts are important. Marriott describe their new generation Moxy hotels as 'just like home, but with a bartender.' Free, fast multi-device wi-fi is a 'must-have'. Millennials expect to be able to stream their own entertainment on their tablets and laptops, rather than rely on a restricted access hotel TV system. They socialise offline and on – so internet access throughout the hotel, including in public areas, is key.

Technology

In addition to wifi, tech-savvy travellers expect extensive technology in their room. Examples can include iPod docks, multiple USB charging points, tablet controlled mood-lighting or media systems and audio-visual connections for laptops and tablets to the TV/speaker system. We are also starting to see mobile apps that will allow you to select your room, check-in and open your door with a NFC-equipped smartphone. A challenge for operators is to keep up with fast-moving technological changes.

Slimmer operating models

Centralised booking systems, self-check-in kiosks and online check-in, centralised administration, and outsourcing of services such as laundry, all mean less staff on-site. However this does not equal 'no service'. This age group just want a different kind of service: one they are more comfortable with, have 24/7 access to, and feel they have more control over. The cost-savings should mean lower room rates and increased profit margins for operators, when compared to traditional hotels.

The concierge is dead, long live the concierge

For millennials, the traditional concierge desk is an anachronism. However they do still expect the hotel operators to act as a 'trusted guide' for their location – it is just that the concierge service is provided online, rather than in person. citizenM's citizenmag.com, with its authored 'daily picks' and 'citizenM Insiders' pages, is a good example of the new approach.

Style, style, style

Design is modern, pared-down and chic.

Who are some of the main players?

citizenM (the 'M' is shorthand for the new 'mobile' citizen) were first to market, and are still going strong: they have seven hotels in key locations such as Amsterdam, London, Glasgow, New York and Paris, and are expanding their portfolio. Meanwhile, Union Hanover Securities opened an Urban Villa in West London at the start of this year under its newly formed company NoHo (No Ordinary Hotel), and has more Urban Villas in the pipeline.

The established hotel operators are positioning themselves for a slice of the millennials market as well. Marriott plan to roll out around 150 of their Moxy branded hotels within the next five years ('Moxy' is a subtle nod to both the 'mobile' generation and Generation X and Y). Marriot also have big plans in the US for the AC Hotels format they acquired from Spanish designer Antonio Catalán.

InterContinental Hotels Group (IHG) are investing in their midscale Indigo Hotels, plus their more upmarket US-based Kimpton and health-orientated Even brands. Meantime, Hilton are seeking partners for their new hip, upscale Canopy brand, while Hyatt launched their new 'lifestyle hotel' brand Hyatt Centric in January.

Richard Branson is also looking to get a slice of the millennials market with a new Virgin Hotels chain. And does the sector face any difficulties?

Local and municipal authorities can be disappointed by the small number of jobs the new hotel formats bring. So some authorities may try to focus their efforts on attracting more traditional, labour-intensive, full-service model hotels.

The sheer number of hotel operators now targeting millennials may make it difficult for the public to differentiate between the increasing range of brands. Ultra-competitive pricing in the sector could depress profits for operators. But equally the sector could steal significant market share from more traditional hotel brands.

CMS Comment: New hotels for a new market

The millennials are here to stay, however. Many of them will simply never 'graduate' to the full-service hotel model their parents knew and loved. The hotel industry is right to focus attention on this new generation of guests, to ensure the industry is fit for the long term.

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Recent transactions and credentials

LRG Portfolio

Sale by LRG of 18 Holiday Inns and Crowne Plazas to Cerberus

Value: confidential

CMS acted for LRG as seller

De Vere Golf Resorts

Acquisition of six De Vere Hotel and Golf Resorts by Sankaty Advisers and Canyon Capital

Value: confidential

CMS acted for Sankaty and Canyon as buyers

Ace Hotel, Shoreditch

Acquisition of the Ace Hotel, Shoreditch by Limulus, advised by The Deerbrook Group, from Starwood Capital

Value: c.£150 million

CMS acted for Limulus as buyer

Maclay Inns Group

Administration and sale of portfolio of 15 Scottish pubs and hotels in the Maclay Inns Group

Value: confidential

CMS acted for EY as administrators and sellers

St Ermin's Hotel

Acquisition of the St Ermin's Hotel, London by Sunrider International from Angelo, Gordon & Co

Value: £185 million

CMS acted for Sunrider as buyer

The Lowry Hotel

Financing of Westmont Hospitality and Mount Kellet's acquisition of The Lowry Hotel, Manchester with Santander UK plc

Value: confidential

CMS acted for Santander as lender

La Tasca Restaurants

Acquisition of La Tasca Restaurants by Casual Dining Group from Kaupthing and management

Value: confidential

CMS acted for Kaupthing and management as sellers

Rosewood, Edinburgh

Management agreement between Calton Hill LLP and Rosewood Hotels for the Old Royal High School, Edinburgh redevelopment

Value: £75 million

CMS acted for Calton Hill as owner

Generator Hostels

Investment by Invesco Real Estate into Generator Hostels, owned by Patron Capital

Value: €60 million

CMS acted for Patron Capital and Generator

Malmaison Aberdeen

Acquisition of Malmaison Hotel, Aberdeen by a fund managed by Aberdeen Asset Management

Value: £22 million

CMS acted for Aberdeen as purchaser

Holiday Inn, Dresden

Development financing of the Holiday Inn in Dresden, Germany by Bank Leumi UK

Value: confidential

CMS acted for Bank Leumi as lender

The Athenæum Hotel

Acquisition financing of The Athenæum Hotel in London by The Royal Bank of Scotland plc

Value: confidential

CMS acted for RBS as lender

Novotel Edinburgh Park

Sale of the Novotel Edinburgh Park Hotel by Algonquin SA and Benson Elliot to a Middle Eastern investor

Value: confidential

CMS acted for Algonquin and Benson Elliot as sellers

Clink Hostels, London

Financing of the Clink Hostels group in London by Lloyds Bank

Value: confidential

CMS acted for Lloyds Bank as lender

Arora Heathrow Hotel

Financing of M&L Investments' acquisition of Arora Heathrow Hotel by Santander UK plc

Value: confidential

CMS acted for Santander as lender

Soho House Amsterdam

Lease agreement and operational agreements for Aedes Real Estate in respect of the Soho House Amsterdam

Value: not applicable

CMS acted for Aedes as developer and investor

The Roxburghe Hotel

Financing of Starwood Capital's acquisition of The Roxburghe Hotel in Edinburgh by The Royal Bank of Scotland plc

Value: confidential

CMS acted for RBS as lender

Meliá Hotel Frankfurt

Lease agreement for Sol Meliá Deutschland GmbH for a new High-Class Hotel to be constructed in Frankfurt/Main

Value: not applicable

CMS acted for Meliá as lessee

Upcoming events

Africa Hotel Investment Forum
Addis Ababa, 30 September – 1 October 2015

International Trade Fair for Property and Investment (Expo Real)
Munich, 5-7 October 2015

Hotel Owners Conference
London, 6 October 2015 (invitation only)

The Annual Hotel Conference
Manchester, 14-15 October 2015

Russia & CIS Hotel Investment Conference
Moscow, 26-28 October 2015

World Travel Market
London, 2-5 November 2015

Deloitte European Hotel Investment Conference
London, 3-4 November 2015 (invitation only)

North American Hotel Investment Conference
Miami Beach, 4-6 November 2015

Henry Stuart – Finance for Hotel Investment and Development
London, 17 November 2015

Sleep European Hotel Design Conference
London, 24-25 November 2015

World Travel Market
Los Angeles, 25-27 January 2016

International Hotel Investment Forum
Berlin, 7-9 March 2016

MIPIM
Cannes, 15-18 March 2016

Little Blue Books:
Investors guides to the hotel sector

Short guides to all you need to know about hotels as leased and managed investments

If you would like a copy of the little blue books on hotel management agreements and leases, please contact Tom Page or James Miller:

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