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Hospitality matters

Current topics in the hotel industry

Spring 2016

Contents

Front cover photo: Tehran, Iran

Welcome

Welcome to Hospitality Matters, our regular bulletin for the hotels & leisure industry. As I noted in the Autumn 2015 edition, M&A activity in our sector continued to be strong into early 2016. One of the more surprising recent deals was the takeover of Starwood by Marriott which was announced at the end of 2015. This edition of Hospitality Matters takes a closer look at that transaction, and the effects it may have on investors and competing operators.

Change continues apace in other parts of the industry too, with new opportunities being created in new regions. One of the most exciting and rapidly developing markets now available to foreign investment is Iran, following the lifting of long-standing US and EU sanctions in January. The article on page 4 highlights how underdeveloped the hotel and leisure industry is in Iran currently – a situation that is already changing. CMS became the first major international law firm to open an office in Tehran in February 2016 and we have already spoken to clients keen to make the most of the opportunities Iran can offer.

In June 2016, the UK votes on whether to stay in the EU and we know that our clients are interested in the outcome of the vote, whether it be ‘in’ or ‘out’ and the implications of ‘Brexit’ for their business. There is already a concern that UK M&A will slow ahead of the vote, as investment decisions are delayed until the result is certain. With this in mind, CMS has produced a dedicated microsite ‘Welcome to Brexit: Broadening the debate’ which provides information and regular updates as we count down the weeks to the result. We will include an analysis of the outcome in our next issue.

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Regional Focus: Destination Iran

The recent removal of sanctions regimes previously imposed on Iran will open up a world of opportunities for hotel owners and operators, but there may be some obstacles to overcome first.

Iran, the second-largest nation in the Middle East, has been one of the most talked about in recent years, most notably surrounding the Joint Comprehensive Plan of Action (‘**JCPOA**’) which was agreed in July 2015. This agreement paved the way for the lifting of the majority of EU sanctions measures applied in respect of Iran in acknowledgement of Iran implementing limitations on its nuclear programme. The easing of the sanctions is expected to open up what is arguably the sole remaining major hotels market largely untouched by international brands.

Tourism currently only accounts for around 2% of Iran’s GDP. However, with a population of approximately 80 million people, there is huge potential for growth in both domestic and international travel to Iran. Moreover, the total number of hotels throughout Iran is just 640 (less than the number in Dubai alone) with only 96 hotels based in Iran’s capital, Tehran.

Potential Opportunities

To date, sanctions regimes imposed on Iran not only restricted those in the hospitality industry, but across many sectors. The lifting of certain sanctions is expected to open up opportunities in a variety of sectors, including oil and gas, financial services, telecoms, technology and media, pharmaceutical and consumer goods. However, whilst European companies and persons will have much greater freedom to access Iranian markets, US citizens and US entities are likely to still be heavily restricted in their dealings with Iran. Indeed, there is significant movement from France, Germany and Italy in particular, with corporations gearing up to be in first mover positions following Implementation Day. This increase in activity across sectors will inevitably result in an increase of business travellers to the country, boosting demand for hotels to cater for their needs.

The immediate demand is therefore likely to be from business travellers. This is expected to be from both domestic and international business persons, the latter of which are likely to flock towards internationally recognised brands, with an estimated 65% of business travellers already being part of hotel loyalty programmes. Therefore, the hotels market is likely to reflect an initial focus on catering for both international and domestic business guests, though it is also predicted that as soon as a wider variety of new and internationally recognised range of hotels become available this will trigger a rise in general domestic travel.

The current lack of any experienced hotels operators in Iran presents vast opportunities in all hotel classes. According to reports, only 13 out of the 96 hotels in Tehran are classified as four and five-star, although it is widely acknowledged that these would not meet internationally recognised standards for these classifications. Consequently, there is a clear opportunity for an influx of international class high-end hotels (which would also take market share from the existing 4 and 5 star hotels) as well as 'true' luxury brands.

Another significant opportunity has been flagged in the mid-range sector, with a particular focus on modern, trendy hotels to cater for the young population of Iran, with around 70% of the total population aged under 35 and generally eager to travel domestically. Additionally, there is likely to be a growing demand for budget hotels, particularly those maintaining internationally recognised standards. Accor have clearly seen the potential across both the budget sector, in the opening of Ibis in Tehran, as well as in different classes, as demonstrated in the opening of the mid-scale Novotel, both of which opened in Tehran in October last year.

These opportunities in the hotels market are coupled with a series of recent incentives for foreign investors provided by the Iranian Government. These incentives include 100% income tax exemption for new hotels and tourist infrastructures in less developed areas for which a licence is issued by the Iranian Cultural Heritage, Handcrafts and Tourism Organisation (**ICHTO**) after the Iranian Year of 1395 (commencing 21 March 2016). Hotels and tourism projects in developed towns and areas will also benefit from 50% income tax exemption. In addition, the Iranian government has recently announced that it will issue visas for nationals of nearly 65 countries (including citizens of most European countries, Australia, New Zealand, Qatar, Oman, and the UAE) upon their arrival at Iranian airports.

Outside of business travel, there are other significant markets to be considered, particularly once the number of international tourists (as opposed to business travellers) begins to grow, which is likely to be a more organic pace. These include religious tourism, in particular to the various World Heritage Sites and religious and health tourism, with Iran boasting outstanding medical expertise and knowledge at competitive pricing. Such markets will spread demand throughout the country, and also call for tailored hotels.

Obstacles to Market and Legal Issues

To date, the sanctions regimes which have been imposed on Iran have prohibited foreign corporations doing business in Iran. Whilst the position has eased for EU companies, this position will effectively remain for US individuals and companies.

Despite the large potential opportunities in Iran, a number of hurdles will remain in place in the hospitality market. Firstly, the lack of greenfield sites in the major cities has resulted in elevated prices for land and this is coupled with much ambiguity surrounding the legal framework for foreign investment. The lack of any high degree of certainty around such investment will mean inevitable delays whilst any foreign investor gets comfortable with their position and potentially require more extensive key money from any hotel operator.

There are also a number of practical difficulties to overcome, such as the current inability to make payments on international credit cards and the training and consistency of hotel staff. Whilst the population of Iran is generally highly educated, potential staff are unlikely to have any experience in the international hotel sphere and considerable input would be required to create a suitably trained workforce.

Legally, there are a number of peculiarities to the Iranian market which will need to be considered prior to entering. Firstly, there are various issues around land ownership, required permissions and building restrictions which will need to be covered in the early development stages. This is coupled with the afore-mentioned ambiguities surrounding foreign investment. There are also a number of particular issues to be aware of when drafting agreements, noticeably surrounding termination provisions, enforcement and choice of law, and the location of the execution of documents. Consideration will also need to be given to any corporate structure used and if a locally based entity is appropriate, which of the seven structures available under existing Iranian law should be used.

Observations

Whilst it is generally acknowledged that the lifting of sanctions will result in an increase in business travel, this may cause issues in itself, and there are also certain reservations with regard to general tourism travel. The predicted significant increase in business travellers would leave the current hotels landscape unlikely to be able to cope. The result will be a race to develop suitable hotels, particularly any maintained to global standards, with those brands who are able to infiltrate quickly reaping the benefits of repeat custom and others entering at a disadvantage later. Whilst this would give developers and operators the chance to construct hotels built to modern day global standards to cater for international tourists, the timing is different to that required for business travellers. This presents a potential conflict in timing and focus of hotels, and it will be interesting to see the strategies adopted to cater for this.

Iran holds much potential to be excited about, but it remains to be seen how the hotels industry will move to exploit the great many prospective opportunities.

CMS was the first major international law firm to open an office in Iran. Our Tehran office opened for business on 1 February 2016, led by partners with experience in the region.

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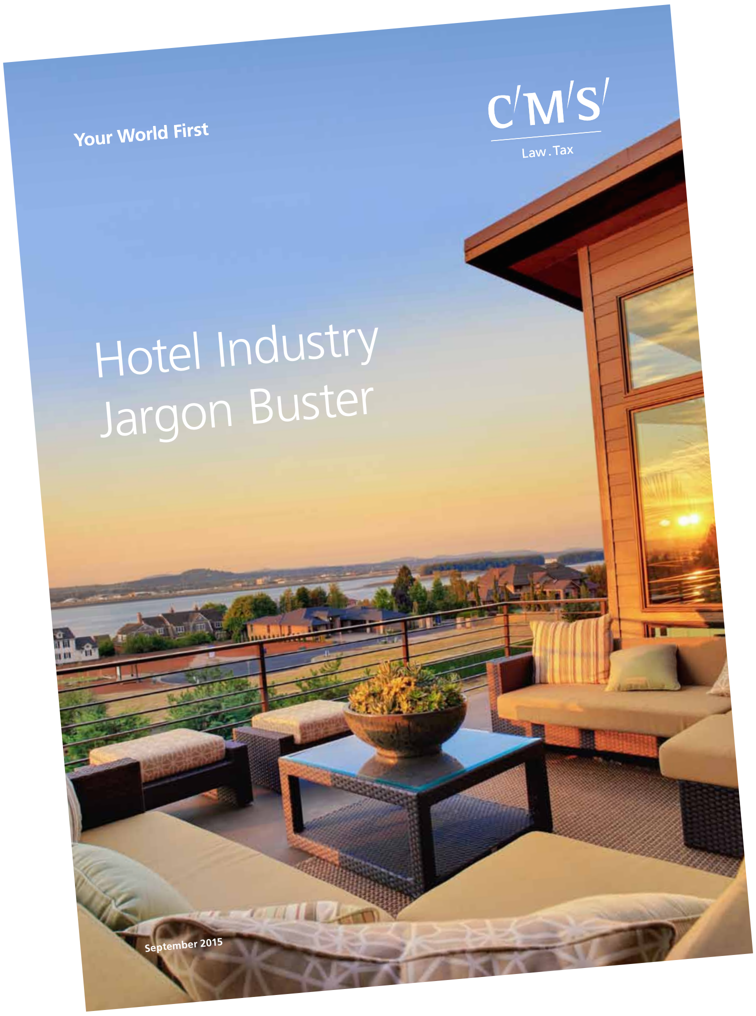
Hotel Industry Jargon Buster



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

Preparing for the National Living Wage

The introduction of the National Living Wage in the UK in April 2016 of £7.20 an hour for employees over the age of 25 will have a significant impact on employers in the industry.

Although the UK has had a National Minimum Wage (NMW) since 1999, the 11% increase in April which is now being renamed the National Living Wage represents a significant shift in the UK government's approach. The aim is to increase the rate to reach 60% of median earnings by 2020; meaning that the National Living Wage will reach the Government's target of over £9 by 2020. This follows pressure from various campaign organisations in the UK to increase the NMW to a level which takes into account the basic cost of living, known as the Living Wage.

NMW rates in Europe

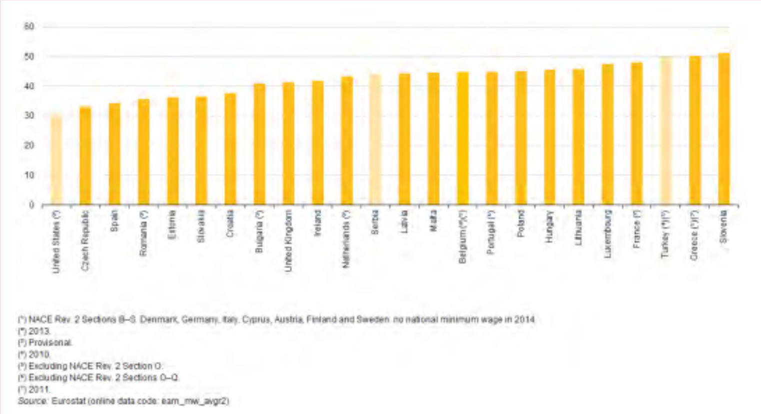
22 out of the 28 member states have a national minimum wage. Debate in Europe has focussed on whether there should be a minimum rate which is applied across member states. Given the current wide variation in rates this would be incredibly challenging.

Many states that do not have a national minimum still apply a wage floor through sectoral and collective agreements – Germany for example took this approach until they introduced a national rate in January 2015.

In 1989, the EU adopted the EU Social Charter which contains the principle that every job must be paid a fair remuneration, meaning remuneration for work that is sufficient for a decent standard of living for workers. A target figure was set of a national minimum wage of at least 60% of the average national wage.

Whilst the UK NMW rate has varied between 40-47% of average wages, as the table below demonstrates many EU countries have introduced higher rates. The UK's lower rate (in comparative terms) may explain why there has been so much pressure in the UK to introduce a Living Wage, in contrast to other EU countries where this concept is relatively unknown.

Minimum wages as a proportion of average gross monthly earnings, 2014



Preparing for change

It is not just the additional cost of wages which employers operating in the UK must consider – the new higher rate will affect employee benefits such as holiday pay and pension contributions. Although the Government has explained that organisations would be able to offset the increased costs through a reduction in corporation tax and an increase in employment allowance, the reality is that payroll costs in labour intensive sectors will substantially increase.

Issues to consider?

UK employers concerned about their increased salary costs should take steps to assess the impact of the changes, and take advice on alternative options. There are a number of issues to be considered, including the following:

— How will you deal with the ‘ripple’ effect and the impact this pay rise will have on staff on grades above the living wage? Will this increase result in team leaders or managers receiving the same salary as the staff they manage?

— If you are concerned about the ripple effect and wish to review roles across the organisation, how will you do this? One option may be to conduct a job evaluation survey.

— If you have little scope to absorb an increase in salary costs, how will you offset this increase? Do you require a reduction in other employee benefits, restrict overtime, reduce reliance on agency staff, change shift patterns or consider other options to be more efficient?

— If wider contractual changes affecting more than 20 employees are envisaged then the timescales for collective consultation will need to be factored into any strategy and legal advice sought at an early stage.

— Substantial changes are likely to have an impact on employee relations, which will need to be carefully managed. Although many areas of the hospitality sector are not unionised, this does not prevent unions speaking to the press to condemn business decisions and generate negative publicity. The furore over the way certain restaurant chains charge staff to process their tips was widely condemned by the union Unite, and ultimately led to the consultation on the payment of tips.

— There may be some solutions to pass on the increased costs depending on how you engage your staff. Contracts should be checked to determine whether change of law clauses (designed to protect service providers from costs arising from unexpected legislative changes) could assist your organisation.

Possible Benefits?

The flip side of the coin also needs to be considered. There are potential benefits to be gained from this increase. Higher wages should increase employee engagement and reduce turnover. Barclays are reported to have said that following their decision to pay the Living Wage, they now have a 92% retention rate for cleaners compared to a 35% industry average. The Scottish Government has also been encouraging employers to sign up to the Living Wage for some time now and businesses that do so are gaining positive publicity.

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Europe: Brexit

The referendum on whether Britain should remain in the European Union will be held on Thursday 23 June 2016.

CMS has created a dedicated webpage filled with analysis and commentary on the legal implications of a Brexit on businesses operating in, and trading with, the UK in order to broaden the debate and consider the impact beyond the economy and the City of London.

Read on for further information.

http://tinyurl.com/CMSBrexit

We will be hosting a panel event and Q&A at our London offices on 12 April 2016. Contact us for an invitation.

Hotel Hot Topics

China: Tianjin to follow suit with Beijing in opening-up service industries

A previous issue of Hospitality Matters highlighted Beijing's announcement of a new programme focusing on opening up the service industry to foreign investment (http://tinyurl.com/CMSbeijing). Following on from this, in early 2016, Tianjin, one of the most important port cities in northern China, has announced it will partner with Beijing in this effort, making foreign investment into the service sector in China increasingly attractive and competitive. Read on for further information regarding this unique opportunity.

http://tinyurl.com/Tianjin16

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Europe: 2016 – a tumultuous year

With the oil price tumbling, a slowdown in China, an overheated property market and a looming BREXIT referendum, 2016 bears the hallmarks of a tumultuous year. Trends in the hotel, hospitality and leisure sector show businesses may be impacted by challenges by alternative suppliers, as well as reductions in footfall and (in the UK) the living wage. Company directors will need to navigate the global economic turmoil alongside major legislative change to insolvency law in order to fully consider and protect their position. Read on for further information.

http://tinyurl.com/tumultyr

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Czech Republic: Czech authorities announce gender pay gap controls

The Czech labour inspection authorities will start investigating breaches of anti-discrimination law with particular focus on equal pay between genders. The measures should become effective later in 2016, and inspections may be carried out randomly or on the basis of employee complaints.

http://tinyurl.com/Czechpay

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UK: Increased protection for zero hours contract workers

The Exclusivity Terms in Zero Hours Contracts (Redress) Regulations 2015 came into force on 11 January 2016, providing statutory remedies for individuals who are dismissed or subjected to detriment as a result of a breach of an exclusivity clause in a zero hours contract.

Other recent employment law judgments may also be of interest to clients in the hotels & leisure sector including: resignations following unilateral pay cuts being deemed equivalent to 'redundancy' (http://tinyurl.com/paycutredundancy), and confirmation that holiday pay should now include provision for employees who work on commission (http://tinyurl.com/commisshol).

http://tinyurl.com/0hours

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UAE Prepares for VAT implementation

The UAE will introduce a value-added tax (VAT) regime from 1 January 2018. Businesses should start considering how their organisations might be affected and start planning now to offset the additional financial and administrative burdens the tax will impose. Read on for further information.

http://tinyurl.com/CMSUAEVAT

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Time to click the claim button? – Hotels considering filing for damages against booking.com, HRS and Expedia after ban of 'best price clauses'

The German Competition Authority's recent decision on the anti-competitiveness of 'best price clauses' in contracts between hoteliers and Online Travel Agents (OTAs) paves the way for hotel owners and operators to claim potentially significant amounts in damages from OTAs for commission fees which could have been avoided had the contracts not contained these clauses.

In a recent decision, the German competition authority (FCO) prohibited the use of ‘best price clauses’ applied by the hotel platform booking.com. The decision was rendered after the Regional Court of Dusseldorf confirmed an earlier FCO decision against HRS, a similar hotel booking website. The FCO is currently investigating Expedia, the third player in the triumvirate currently dominating the German hotel booking market.

Under the ‘best price clause’ used by both booking.com and HRS, hotels were obligated to always offer their rooms via booking platforms at the lowest available rate which prohibited hotels from offering better offers on the hotel’s own website. According to the FCO, such clauses restrict competition. For example, they prevent hotels from offering new innovative offerings like a ‘deal of the day’ or other campaigns. Following the decisions prohibiting ‘best price clauses’, several hotels are now assessing whether to claim damages from the hotel booking platforms. Some hotels in Germany are even already preparing actions for damages.

Actions for damages for violations of competition law are facilitated under German competition law, which provides that the final and legally binding decision of a competition authority has binding effect on German courts in relevant civil proceedings. Therefore, claimants need to demonstrate only that they suffered harm from the violation of competition law. German law even provides that courts may estimate the amount of damages - which must be paid plus interest.

In order to assess whether hotels suffered financial harm, potential claimants must compare scenarios with and without the ‘best price clause’. If hotels would have been able to sell more rooms via other channels (including their own website) without the ‘best price clause’, it can safely be assumed that the hotels would have to pay lower total amounts of commission fees to the platforms without the ‘best price clauses’.

Moreover, such clauses have been used for many years, making it likely that hotels have lost significant amounts of money over time. Any such potential harm needs to be assessed against the potential legal costs associated with litigation. Depending on the amount of potential damages, it might be sensible to consider teaming up with other potential claimants.

CMS successfully represented one of the main complainants against the HRS ‘best price clause’.

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A big deal – Marriott International's takeover of Starwood Hotels & Resorts

Late last year Marriott International made a surprise announcement of its $12.2bn takeover of Starwood Hotels & Resorts which will make competition in the industry even fiercer.

Marriott International announced the acquisition of Starwood Hotels & Resorts in a US$12.2 billion deal that will deliver a hotel-operating giant with well over 1 million hotel rooms globally. This creates a very powerful force that puts Marriott head and shoulders above its competitors in scale. What does this mean for owners, guests and Marriott's competitors? CMS' Global Head of Hotels & Leisure, Thomas Page, sets out below his thoughts on this surprise announcement.

'Whilst Marriott was always a potential purchaser for Starwood, which had effectively put itself up for sale a few months ago, this announcement has somewhat caught the market by surprise, with no one predicting this as the most likely outcome. Perhaps this was because Marriott was considered to already have the scale to compete effectively globally, especially in the upscale sector where Starwood are also predominantly located with their Sheraton, Westin, Le Meridien and W brands.

It seems difficult to envisage how Marriott is going to distinguish between such a large stable of upscale brands going forwards. Could they consider selling some of the brands to rationalise and keep the ones they feel are strongest?

For owners there are advantages and disadvantages to this merger. The principal advantage is going to be the ability to hook into the most powerful distribution system in the industry, with the combined strength and size of the Marriott Rewards and SPG loyalty schemes. The downside is the increasing imbalance in negotiating power between owners and operators. It may be that

some owners - particularly those that have signed up to Starwood's more hip lifestyle brands, such as W - will query whether the brand can continue to generate the same hype and buzz when that brand is owned and managed by the corporate behemoth that the Marriott/ Starwood combination will become.

It is unlikely that many, if any, existing management or franchise agreements will be affected by this deal, as change of control clauses are very rare and even area of protection clauses are often limited to one brand or exclude portfolio acquisitions such as this. But owners, particularly those with older agreements, may want to check their contracts, just in case this deal gives them a free termination right.

For guests, they are unlikely to see much change in the short term, except that members of the loyalty schemes will soon have access to a much wider variety of properties in which to earn and spend their points. They should be aware, however, that there is always the temptation when schemes such as these merge for the company to cut the real value of points in the subsumed scheme when converted. I am not convinced this merger will do much to increase the pace of technological progress, as both companies already had the resources to develop any new technological products that could be considered beneficial to the guest experience.

This transaction is perhaps most worrying for Marriott's competitors, who may feel somewhat left behind by this announcement. Consolidation amongst the global operators has been talked about for a number of years, but not much has been announced as yet. Rumours have long circled around InterContinental Hotels Group: only as recently as a week ago it had to publicly dismiss rumours that it was in merger talks. Accor are rumoured to be leading in the race to acquire FRHI, which owns the Fairmont and Raffles brands. This seems to be a much more natural fit, with Accor being over-weight in Europe and in the budget and midscale sectors, while FRHI will deliver Accor the critical mass in the upscale and luxury sectors that it has been missing for so long outside France. And Morgans Hotel Group has been looking for a white knight for a long time now to reverse a decline driven by shareholder disputes.

This announcement will only increase speculation and pressure on CEOs at Marriott's competitors to deliver a 'game-changing' transaction for their own companies and keep pace before other forthcoming announcements leave them in the chasing pack.'

The transaction is reported to be subject to anti-trust approvals and likely to complete in mid-2016. But as the US authorities recently approved Expedia's acquisition of Orbitz, against a negative reaction from hotel companies and in a much less fragmented market, it seems unlikely that this would not get approval.'

Update: Since this article was first published in November 2015, the US Department of Justice and Federal Trade Commission have confirmed they will not challenge the proposed merger, clearing the way for shareholder meetings on 28 March 2016 to vote on final approval.

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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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Upcoming events

International Hotel Investment Forum
Berlin, 7-9 March 2016

MIPIM
Cannes, 15-18 March 2016

Hotel Investment Conference South Asia (HICSA)
New Delhi, 5-6 April 2016

World Travel & Tourism (WTTC) Global Summit
Dallas, 6-7 April 2016 (invitation only)

Arabian Hotel Investment Conference (AHIC)
Dubai, 26-28 April 2016

Henry Stewart: Hotel Operating Agreements
London, 27 April 2016

The Hotel Operators Conference
London, 17-18 May 2016

Asia Pacific Hotel Investment Conference (APHIC)
Bangkok, 25-27 May 2016

Turkey and Neighbours Hotel Investment Conference (CATHIC)
Istanbul, 31 May-1 June 2016

British Hospitality & Tourism Summit
London, 27 June 2016

Hotel Owners' Conference
London, 20 September 2016 (invitation only)

Hot.E Hotel Investment Conference Europe
London, 26-27 September 2016

The Hotel Distribution Event
London, 28 September 2016

Expo Real
Munich, 4-6 October 2016

The Annual Hotel Conference
Manchester, 12-13 October 2016

Hotel Investment Conference Asia Pacific
Hong Kong, 19-21 October 2016

World Travel Market
London, 7-9 November 2016

Deloitte European Hotel Investment Conference
London, 8-9 November 2016 (invitation only)

Recent transactions and credentials

Host European portfolio

Acquisition by a consortium consisting of Benson Elliot, Walton Street and Algonquin of eight hotels across five European countries from Host Hotels

Value: EUR420 million

CMS acted for Algonquin as investor and asset manager

Hilton, Wembley

Sale of the Hilton Wembley in London, which overlooks the English national football stadium, to the UAE-based Al Habtoor Group

Value: confidential

CMS acted for Oaktree Capital as seller

UK hotel portfolio

Sale of a portfolio of five Hilton hotels to five separate buyers

Value: confidential

CMS acted for The Managed Hotels Unit Trust as seller

Mercure Portfolio

Sale of a portfolio of 26 Mercure hotels across the UK to a Thai-led consortium

Value: £160 million

CMS acted for West Register & Patron Capital as sellers

Mercure Brigstow

Sale of Mercure Brigstow, Bristol hotel by Algonquin to Splendid Hotels

Value: confidential

CMS acted for Algonquin as seller

Lygon Arms

Sale of the Lygon Arms hotel by The Hotel Collection, owned by Lone Star, to London & Regional

Value: confidential

CMS acted for Lone Star as seller

European Hotel Portfolio

Acquisition financing by Aareal Bank of a portfolio of European branded hotels

Value: EUR222 million

CMS acted for Aareal Bank as lender

Vacalians Group

Sale of 21 Centrale Partners' shareholding in Vacalians Group (European campsite leader) to Permira

Value: confidential

CMS acted for 21 Centrale Partners as seller

French Hotel portfolio

Disposal of a hotel portfolio of 7 hotels to a fund managed by Viveris on behalf of Swiss Life Reim

Value: confidential

CMS acted for Chequers and Honotel Développement as sellers

Radisson Blu, Cologne

Acquisition of the Radisson Blu, Cologne by Invesco Real Estate (IRE) from a group of Irish stakeholders

Value: confidential

CMS acted for IRE as purchaser

Steigenberger hotels

Acquisition of Steigenberger Hotels in Berlin and Cologne by Azora Group, plus advice on hotel management and refurbishment

Value: confidential

CMS acted for Azora Group as purchaser

Accor portfolio

Advised Accor on the purchase of a portfolio of six hotels (1,347 rooms) from Invesco Real Estate

Value: EUR152 million

CMS acted for Accor as purchaser

Bank Leumi

Investment financing of the Balladins portfolio of nine hotels across Germany, plus acquisition financing of hotels in Milan, Barcelona and Ibiza

Value: confidential

CMS acted for Bank Leumi as lender

NH Hotel, Amsterdam

Development of a 650 room hotel near the RAI Amsterdam complex, to be operated by NH Hotel as the largest hotel in Amsterdam

Value: confidential

CMS acted for Cradle of Development as developer

Vincent Hotel Group

Sale of an investment in The Vincent Hotel Group (comprising 11 hotels in the Netherlands) to a consortium of investors

Value: confidential

CMS acted for Metric Capital Partners and Hutton Collins Partners as sellers

Soho House, Amsterdam

Advised Aedes Real Estate on lease agreement and operational arrangements for Soho House, Amsterdam

Value: confidential

CMS acted for Aedes Real Estate as developer and investor

Radisson Blu, Schiphol

Sale of the Radisson Blu Hotel to M&L Hospitality Group

Value: confidential

CMS acted for the seller

Hotel Palace Lucerne

Sale of the five star Hotel Palace Lucerne in Switzerland by Credit Suisse Real Estate Fund Hospitality

Value: confidential

CMS acted for Credit Suisse as seller

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