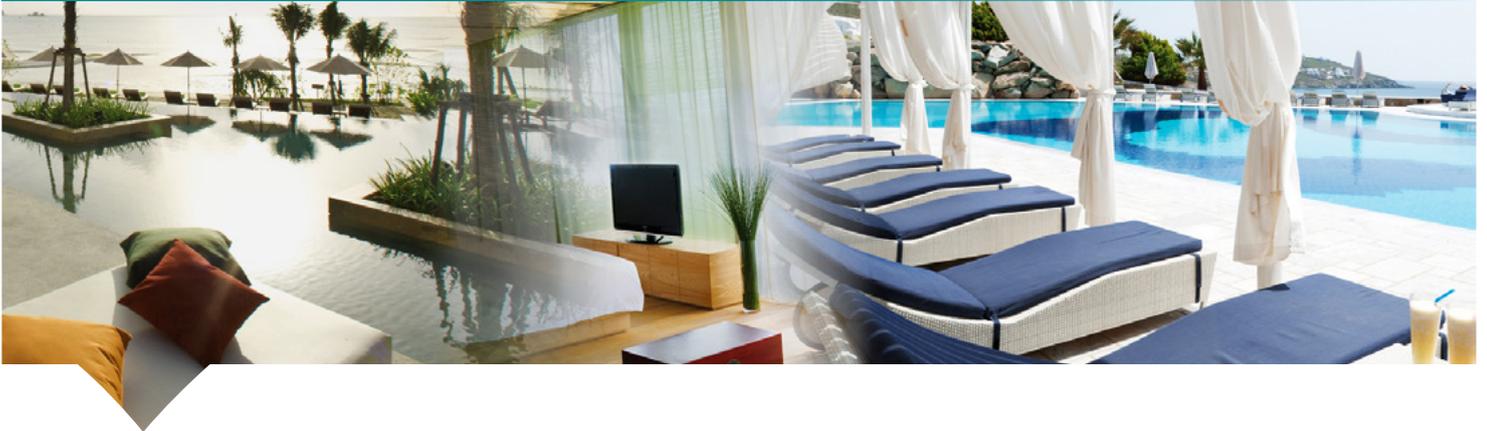


Introduction



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Dear Readers,

NEWCOMERS TO MAYER BROWN - CONTRIBUTING TO OUR H&L TEAM

Before I introduce the four articles in our 2016 edition of our Global H&L Newsletter, may I highlight some exciting new additions to our H&L team around the globe.

Singapore - We are delighted to have Rod Brown as a new corporate partner in our Singapore office. Rod has considerable experience in advising private equity firms on their hotel M&A transactions (among others).

Vietnam - Hai Thao Nguyen has just joined our Ho Chi Minh City office as counsel. She has many years of experience in the M&A, Private Equity Real Estate and Hotel Management Agreement space. It has been an exciting year for the hotel sector in Vietnam so it is great to be re-building our team there after some leaner years.

Washington DC and Shanghai - Cybersecurity and Data Privacy have now become real (rather than just virtual) challenges for the hotel sector. We have been super blessed by the arrival of Rajesh De in our Washington DC office and Xiaoyan Zhang in our Shanghai office. Raj has held senior appointments in the White House, the Department of Justice (DOJ) and the Department of Defense (DOD). Raj returned to Mayer Brown in 2015 after serving as General Counsel at the United States National Security Agency (NSA). Xiaoyan further enhances our IP & TMT team working with Raj and others on Asian based cybersecurity, data privacy and IP enforcement matters. With experience as an “ethical hacker” we are delighted to have Xiaoyan as part of the team.

Finally, we have now opened an office in **Dubai** with Tahan (Tom) Thraya as Partner-in-Charge. Tom has an international geographic focus on the Middle East, with particular emphasis on Saudi Arabia, the United Arab Emirates, Qatar and Iraq. He is a fluent Arabic speaker and reader and focuses on cross-border and domestic mergers, acquisitions, divestitures, international and domestic joint ventures, private equity and global corporate reorganisations.

2016 GLOBAL H&L NEWSLETTER

May I now briefly introduce our 2016 edition of our Global H&L Newsletter featuring a number of articles authored by members of our global H&L team.

Global M&A - Following a series of high profile hotel M&A deals seen by the hospitality and leisure industry, particularly in the last 12 months, we bring to you an article that



discusses the key considerations involved in executing a large-scale and complex cross-border M&A deal in the hospitality and leisure sector.

UK/Europe and Brexit - With “Brexit” now the latest word for consideration in the next edition of the Oxford English Dictionary (along with “Brexcuse” and other new Brexing contortions), we explore the impact of this dramatic decision on the UK/European hotel sector.

Terrorism and Hotels - Sadly, 2016 has been another year with frightening terrorist attacks targeted against hotels around the world. We feature a short article on the legal consequences of these attacks and some of the risks that should be addressed in this context. Co-author Bill Michael, a partner in our Chicago office, advised a global hotel chain on one such saga.

Office to Hotel Conversions - Finally, our team in Germany discusses the key legal aspects that need to be considered to address the rise in office to hotel conversions in Germany. Perhaps we will see more of these conversions in other locations over the next few years. We now need “flexi-real estate“!

Please contact us if you have any questions or comments on the attached newsletter. You can also access our Global H&L Brochure [here](#). Happy reading!

Hope to see many of you at HICAP in Hong Kong on 19 to 21 October 2016.

Best wishes,

Andrew MacGeoch

Head of Hospitality & Leisure Group (Asia)
Mayer Brown JSM

