

Linklaters

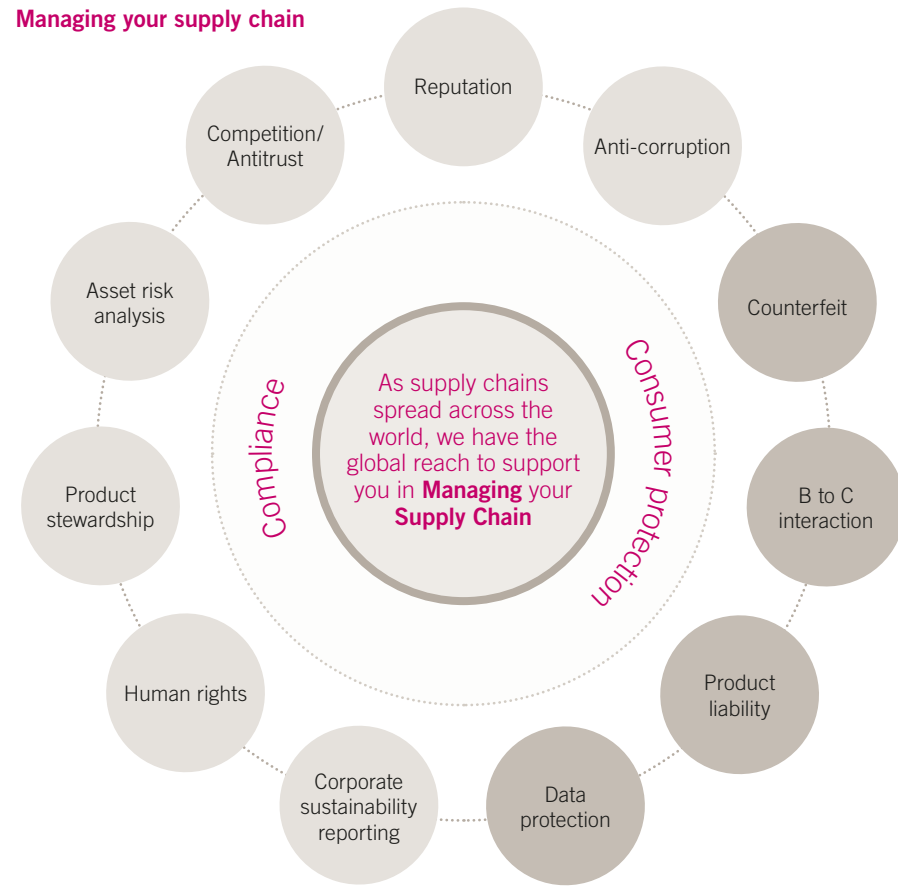


Link to luxury and fashion – Our dedicated luxury and fashion sector team
We think differently – we are creative and adept at alternative models of growth in new markets.

We know your business, and will be with you each step in maximising your brand equity.

Our dedicated sector team ensures focus on what matters to you, while leveraging our diverse experience and knowledge in the markets that are important to you.

Managing your supply chain



Exclusivity of suppliers may be one of the most important issues in luxury today. Whether by negotiating exclusive relationships, or vertical integration of manufacturers, we can help you deliver the products your customers desire.

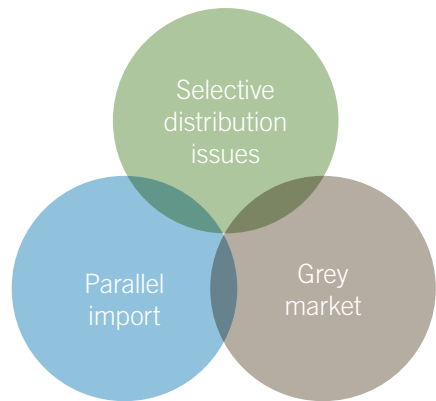
Reaching your customer

Our experience includes advising:

- > Omani Hospitality on the acquisition and development of the **Kempinski The Wave Hotel Resort, Muscat, Oman**
- > On the acquisition of the **Corinthia** branded residences
- > **Mandarin Oriental** on the lease and refurbishment of its Paris hotel

Reaching your customer through branded residences or hospitality including management, licencing and franchise agreements

We have extensive experience in retail, understanding what matters to reach your customer today



Our experience includes advising:

- > Brait on the £1.9bn acquisition of **New Look**
- > House of Fraser on its sale to **Sanpower**

Data privacy – preserving your customer details is essential to your business. We adopt a commercial approach to data compliance issues across your key markets:

- > Data loss and security breaches
- > Issues raised by cloud computing and data hosting
- > Global information governance and records projects
- > Dealing with regulators across Europe
- > Data protection agreements
- > Regulatory investigations and conflict of laws issues

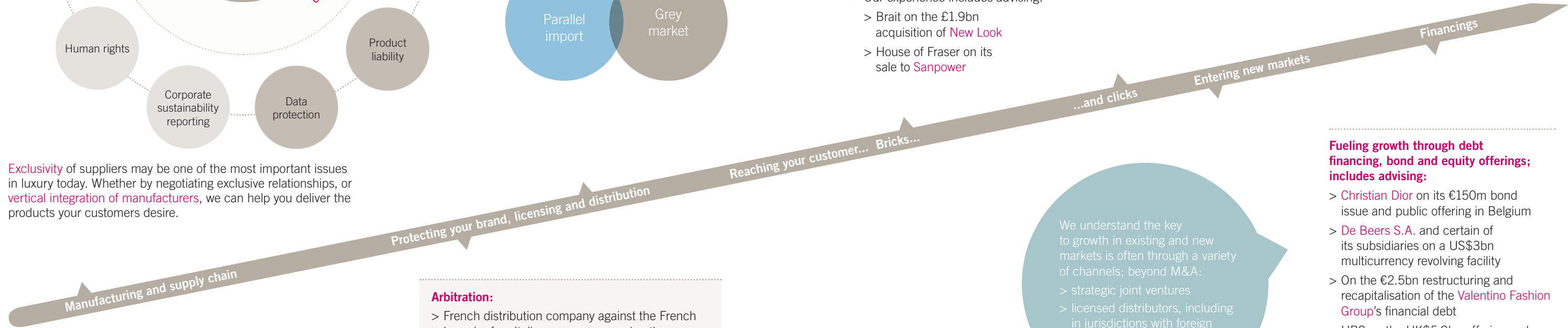
Online technology and e-commerce

Negotiating technology contracts requires an understanding of the effective balance of risk and reward between you and your customer. We offer e-business specialists who can address some of the most important issues to luxury today:

- > Information management compliance
- > IT security
- > Mobile payment systems
- > Content and applications
- > Cookies
- > Social media/advertising
- > Reputational management

Our experience includes advising:

- > **Mashreqbank PSC** in relation to an acquisition of the leading e-commerce retail platform in Turkey
- > **Rakuten**, on the acquisition of leading French e-commerce logistics business, Alpha Direct Services and on their acquisition of Fits.me



We understand the key to growth in existing and new markets is often through a variety of channels; beyond M&A:

- > strategic joint ventures
- > licensed distributors, including in jurisdictions with foreign ownership restrictions
- > franchise models

Fueling growth through debt financing, bond and equity offerings; includes advising:

- > **Christian Dior** on its €150m bond issue and public offering in Belgium
- > **De Beers S.A.** and certain of its subsidiaries on a US\$3bn multicurrency revolving facility
- > On the €2.5bn restructuring and recapitalisation of the **Valentino Fashion Group's** financial debt
- > UBS on the HK\$5.9bn offering and Hong Kong listing of **L'Occitane International S.A.**
- > The lead managers on the €681.35m IPO of **Moncler SpA** on the Italian Stock Exchange

Manufacturing and supply chain

We can support you in licensing or distribution in your key jurisdictions. As you enter developing markets, we know there is a balance to be struck in protecting and enforcing IP rights and knowhow in these jurisdictions.

We have extensive experience in license and distribution agreements, from negotiation to arbitration and dispute resolution.

We provide a unique comprehensive approach to protecting your brand intellectual property, combining IP advice and capability in both civil and criminal prosecutions.

Arbitration:

- > French distribution company against the French branch of an Italian group, concerning the premature termination of a retail distribution agreement (Milan seat, French law)
- > European jewellery company before the Federation of Belgian Diamond Bourses in Antwerp for a damages claim resulting from the termination of a contract

Commercial litigation:

- > French distribution group dispute with its Brazilian retail distribution partner
- > Entities of a major European jewellery group in various litigation proceedings against its previous sightholder

IP litigation:

- > Advising a major luxury group in connection with a strategy regarding the manufacturing of counterfeit perfumes in Europe, Africa and Asia
- > Assisting a client in a copyright infringement action regarding photography used in the worldwide advertisement campaign of a perfume

Competition law:

- > Advising a Swiss group manufacturing luxury watches in connection with the organisation of its distribution network
- > Assisting clients on their vertical relations with suppliers and distributors
- > Obtaining merger clearances for our clients on their high profile acquisitions

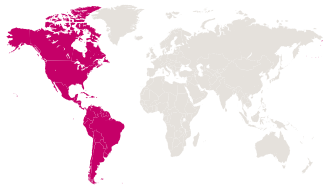
Our experience in brand acquisition, investments, and joint ventures includes advising:

- > **Mitsui & Co., Ltd.** on the acquisition of Paul Stuart Inc.
- > **LVMH** on the acquisition of Prada's 25.5% stake in Fendi
- > **Luxottica Group** on the €93.5m binding offer for the acquisition of Alain Mikli International
- > **Apax** on the €1.3bn acquisition of Takko
- > **Burberry** on the acquisition of its Spanish licensee
- > **De Beers** on its joint venture with LVMH
- > **Groupe Arnault** on its disposal of a 50% stake in Château Cheval Blanc, Château La Tour du Pin to Moët Hennessy LVMH

Global scope

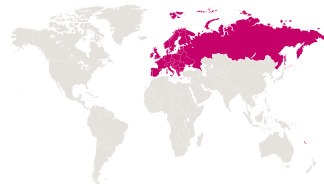
Our extensive geographic scope ensures our focus on what matters to you, where it matters to you.

Americas



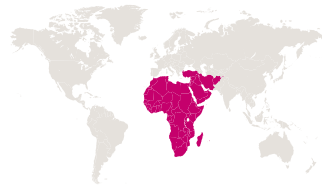
New York, São Paulo,
Washington, D.C.

Europe and CIS



Amsterdam, Antwerp,
Berlin, Brussels, Düsseldorf,
Frankfurt, Lisbon, London,
Luxembourg, Madrid, Milan,
Moscow, Munich, Paris, Rome,
Stockholm, Warsaw

Middle East and Africa



Abu Dhabi, Cape Town***,
Dubai, Johannesburg***

Asia-Pacific



Bangkok, Beijing, Brisbane*,
Delhi^Δ, Hanoi*, Ho Chi Minh
City*, Hong Kong, Jakarta**,
Melbourne*, Mumbai^Δ,
Perth*, Port Moresby*, Seoul,
Shanghai, Singapore, Sydney*,
Tokyo, Ulaanbaatar*

* Office of integrated alliance partner Allens

** Widyawan & Partners has an association with Linklaters LLP and Allens

*** Office of collaborative alliance partner Webber Wentzel

^Δ Office of best friend firm TT&A

Key contacts



Paul McNicholl

Partner, London
Tel: +44 20 7456 2174
paul.mcnicholl@linklaters.com



Nicola Mayo

Partner, London
Tel: +44 20 7456 3379
nicola.mayo@linklaters.com



Claudia Parzani

Partner, Milan
Tel: +39 02 88 393 5248
claudia.parzani@linklaters.com



Pauline Debré

Partner, Paris
Tel: +33 1 56 43 57 96
pauline.debre@linklaters.com



Anne Wachsmann

Partner, Paris
Tel: +33 1 56 43 57 00
anne.wachsmann@linklaters.com



Thomas Wright

U.S. Associate, London
Tel: +44 20 7456 2465
thomas.wright@linklaters.com

linklaters.com