Programme

ULI Europe

Paris 2012

Annual Conference

31 January - 1 February 2012

The Westin, Paris, France | www.uli-europe.org/paris12

The Only Problems Left Are The Big Ones

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Join ULI’s 30,000 members in 95 countries and become part of the world’s most effective urban network www.uli-europe.org
Who we are

Members say that ULI is a trusted ideas place

Urban Land Institute is a non-profit research and education institute that brings together leaders in urban development and real estate, dedicated to creating better places.

ULI Europe Executive Committee:

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LLP | Partner, Linklaters
Head of European Real Estate
London, United Kingdom

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Corio | Utrecht, Netherlands

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Chief Executive Officer
Network Rail | London, United Kingdom

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Global Head of Property Services Group
AXA Real Estate | London, United Kingdom

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ULI Europe Trustee
London, United Kingdom

Hakan Kodal
President & CEO
KREA Real Estate
Istanbul, Turkey

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Chairman, ULI Europe
Chairman, SD Malkin Properties & Value Retail

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Immediate Past Chairman, ULI Europe
Head of the ULI Europe Advisory Board
CEO, ECE Projektmanagement

Scott D. Malkin
Chairman
SD Malkin Properties and Value Retail
London, United Kingdom

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Benson Elliot Capital Management
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Jeremy Newsum
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London, United Kingdom

Reinhard Kutscher
Chairman of the Management Board
Union Investment Real Estate GmbH
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Scott D. Malkin
Chairman
SD Malkin Properties and Value Retail
London, United Kingdom

Alvaro Portela
Non-Executive Director
Sonaes SGPS | Maia, Portugal

Jonathan Short
Executive Chairman & Founding Partner
Internos Real Investors
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Jeremy Newsum
Executive Trustee | The Grosvenor Estate
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Roger G. Orf
Manager Director, Head of Europe
Apollo Global Real Estate
London, United Kingdom

Joe G. Montgomery
CEO, ULI Europe

Patrick L. Phillips
CEO, ULI

Peter S. Rummell
Chairman, ULI
Principal, Rummell Company

Olivier Piani
Chief Executive Officer
Allianz Real Estate
Paris, France

Alvaro Portela
Non-Executive Director
Sonaes SGPS | Maia, Portugal

Jon H. Zehner
Senior Director
AREA Property Partners
London, United Kingdom

Urban Land Institute is a non-profit research and education institute that brings together leaders in urban development and real estate, dedicated to creating better places.
Welcome to the 16th ULI Europe annual conference in Paris. With the new wave of uncertainty and underlying issues on the macro level, this event is a great opportunity to take stock of where we are and look at the year ahead. As a non profit, research and education, membership institute, ULI Europe provides a great platform for an open exchange of knowledge and ideas. I would thus invite you to embrace the spirit of ULI and connect, share and learn.

As every year, ULI Europe brings us the big picture as well as a series of focused discussion on key industry issues. We will all gather for 3 plenary sessions to look at the 3 big themes: economics, demographics and climate change (morning); learn how others have utilised a more creative approach as an answer to the crisis (after lunch) and we will close the event with a panel of industry leaders sharing how they will apply lessons learned in their day-to-day business. The rest of the programme offers a number of concurrent sessions to choose from to suit your interest.

Enjoy the day, and don’t forget to visit ULI’s bookstore in the Napoleon room.

Yours sincerely,

Olivier Piani
Chief Executive Officer, Allianz Real Estate

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ULI Europe 2012 Programme Supporters

The Urban Land Institute gratefully acknowledges the generous support of the following organisations:

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For support opportunities, please contact Brian KilKelly at bkilKelly@uli.org
## Overview

### Winter Council Day – for European Council members and invited guests only

#### 31 January
- 10:00-16:00 Urban Regeneration Council, Palais Brongniart
- 11:00-16:00 Retail and Entertainment Council, Palais Brongniart
- 09:00-16:00 Office and Mixed Use Council, Palais Brongniart
- 09:00-16:00 Resort and Hotel Development Council, Four Seasons Hotel George V
- 09:45–16.00 Sustainable Development Council, AXA Real Estate Coeur Défense
- 19:45-22:30 Leadership Dinner (by invitation only), Pavillon Cambon-Capucines

*The venue is within walking distance from the Westin hotel—maps are available at the ULI registration desk*

### Young Leaders Forum followed by a drinks reception

#### 31 January I 09.30-19:00
- Napoleon / Winter Garden, The Westin Hotel

*Supported by: [CÓRIO](#) [Benson Elliot](#)*

### 30 January
- 17:30-19:00 Steering Committee Meeting, Napoleon, The Westin Hotel
- 19:30 Coaches depart, The Westin Hotel entrance
- 20:00-22:30 ULI 75th Anniversary Celebratory Dinner

### 31 January
- 08:00-09:00 Council Chairs’ Meeting, Castiglione, The Westin Hotel
- 18:45-19:30 European Council Chairs’ De-Brief, Castiglione, The Westin Hotel
- 19:45-22:30 Leadership Dinner (by invitation only), Pavillon Cambon-Capucines

*The venue is within walking distance from the Westin hotel—maps are available at the ULI registration desk*

### 1 February
- 07:45-08:45 Young Leader Committee Meeting, Castiglione, The Westin Hotel

### 31 January 2012
- 08:30-14:00 ULI France Conference, Aiglon, The Westin Hotel
  - Sessions will be conducted in French

*Event organised by ULI France in partnership with Business Immo*

### 1 February 2012
- 08:45-17:30 Press Information Desk, Registration Area, The Westin Hotel
The Westin Hotel sustainability policy

The Westin Hotel, Paris are fully committed to integrate sustainable practices and respectful principles of environment into their company strategy. Programmes include monitoring of water usage and installation of water flow shriners; use of energy saving light bulbs and movement detectors; recycling; 100% local menus to reduce 'food kilometres'; and creation of a 'green committee' to obtain 'The Green Label' (dedicated to tourism and recognised in 58 countries) and implementation of the hotel's environmental policy.
31 January 2012 | Member Summit: Pre-conference Event

Please note: registration is required; attendees must be registered for the main conference.

**17:00-18:45**

**MEMBER SUMMIT | Concorde**

Summit Chair: Struan Robertson, Global Co-Head of Real Estate Investment Banking, Morgan Stanley

**Welcome & ULI Member Update**

Joe Montgomery, CEO, ULI Europe

**Emerging Trends Report Launch**

The Emerging Trends in Europe PwC/ULI Report gives you insights into the minds of 600 industry leaders, providing a market reality check on where to invest and where to avoid.

John Forbes, Partner - Real Estate Funds, PricewaterhouseCoopers

**Trends Challenge**

“Prediction is very difficult, especially about the future” (Niels Bohr, Danish physicist)

Join this interactive challenge, based on a presentation of the results of the Emerging Trends Report 2012 and key discoveries from previous years.

1 February 2012 | Main Conference Day

**08:00-08:45**

**CONFERENCE BREAKFAST & REGISTRATION**

**08:45**

**CONFERENCE WELCOME & INTRODUCTION | Concorde**

Conference Chair: Olivier Piani, CEO, Allianz Real Estate

Conference Moderator: Greg Clark, Senior Fellow, ULI EMEA

**09:00**

**PLENARY SESSION: “3 WISE MEN – THE ONLY PROBLEMS LEFT ARE THE BIG ONES” | Concorde**

**Demographics**

Dr. Amlan Roy, Managing Director & Head, Global Demographics & Pensions Research, Credit Suisse

**Economics**

Prof. Andrea Boltho, Emeritus Fellow, University of Oxford & Director, Oxford Economics

**Climate Change**

Prof. Dr. Ernst Ulrich von Weizsäcker, Co-Chair, International Panel for Sustainable Resource Management

Coffee Break | Supported by: Euro

10:20

**10:50**

**PLENARY SESSION: “3 WISE MEN & A STRATEGIST – LESSONS FOR BUSINESS”**

Panel: Dr. Roy, Prof. Boltho and Prof. Dr. von Weizsäcker

Strategist leading the discussion:

Graham Colclough, Vice-President Global Public Sector, Capgemini
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<td>Moderator: Andrew Baum, Chairman, Property Funds Research; ULI Academic Fellow</td>
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<td>Jonathan de Mello, Head of Retail Consultancy, CB Richard Ellis</td>
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<td>Nicolo Galante, Director, Head of Multi Channel Team, McKinsey</td>
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<td>Moderator: Glenn Aaronson, Former CEO, Multi Corporation &amp; Chairman, Forum Turkey Fund</td>
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<td><strong>III</strong> <strong>LessEn Roundtable: Is there a Grey Discount or Green Premium?</strong></td>
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<td>ULI's building energy efficiency forum. Preliminary findings from the LessEn and Cambridge University UK research which forms the basis of a EU wide Green Building Research Project which will commence in 2012. Attendance limited to 30 on a first come first serve basis</td>
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<td>14:00</td>
<td><strong>MEGA-PLENARY SESSION: “GETTING THINGS DONE IN DIFFICULT TIMES”</strong></td>
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<td><strong>Sustainable Technologies</strong></td>
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<td>John Stenlake, Chief Technology Officer, Living PlanIT</td>
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<td>Living PlanIT and Cisco are planning to build a sustainable city in Portugal. The 11-square-mile city will host 225,000 residents, use 50% less energy and 80% less water.</td>
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<td>Case Study: City of Edinburgh, Scotland</td>
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<td>Moderator: Ian Hawksworth, Chief Executive, Capital &amp; Counties</td>
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<td><strong>II</strong> <strong>X Factor: Big Ideas From the Industry’s Next Generation</strong></td>
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<td><strong>WHAT’S NEXT?</strong></td>
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<td>Industry leaders share how they will use the day’s content in their own businesses.</td>
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<td>Dr. Reinhard Kutscher, Chairman of the Management Board, Union Investment Real Estate</td>
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<td>Brian Field, Senior Economist, European Investment Bank</td>
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Glenn H. Aaronson  
Chairman  
Forum Turkiye Fund  
Istanbul, Turkey  
Aaronson became CEO of Multi Corporation in June 2007, leaving his previous position as Managing Director of Morgan Stanley Real Estate, where he headed European asset management and was directly responsible for Morgan Stanley’s investment in Multi Corporation. After he successfully completed the restructuring of Multi’s pan-European development and management businesses, he stepped down in September 2011. He has continued on as the chairman of Turkey’s largest owner/operator of retail shopping centres, the Forum Turkiye Fund, owned by Multi Investment and the Canadian Pension Plan Investment Board. From 1998-2001 Aaronson completed the re-focusing of Credit Suisse First Boston's real estate operations in Europe, overseeing the disposition of $2.0 billion portfolio of earlier investments. Aaronson spent a number of years working for the U.S. government in their effort to address the distressed real estate loans generated by the domestic savings and loan crisis in the early 1990’s.

John Barakat  
Head of Real Estate Finance  
M&G Investments  
London, UK  
Barakat has been Head of Real Estate Finance at M&G since 2008. He previously spent 17 years at Goldman, Sachs &Co. in New York and London. M&G manages over €225 billion of assets in fixed income, real estate and equities on behalf of institutional and retail investors around the world. They are one of the leading global fund managers in real estate and also manage in excess of £5 billion of investments in European real estate debt, including senior and mezzanine mortgages and CMBS on behalf of Prudential Assurance Company and other institutional investors. M&G is one of the few parties able to provide whole loan finance, including both senior and junior debt, up to 80% loan to value, offering borrowers a “one stop” solution to their debt requirements for investment properties.

Prof. Andrew Baum  
Chairman & ULI Academic Fellow  
Property Funds Research  
Reading, UK  
Prof. Baum is Professor of Land Management at the Henley Business School, University of Reading, and Honorary Professor of Real Estate Investment at the University of Cambridge. He is also chairman of the investment committee for CBRE Investors Global Multi Manager business and has other business interests. He has spent the majority of the last 20 years working with institutional real estate investors in developing global property investment strategies. His experience is primarily in the UK but he has also worked in the US and Asia. He is author of Commercial Real Estate Investment (Elsevier, 2009) and several other real estate texts. He holds BSc, MPhil and PhD degrees from the University of Reading. A graduate of the LBS investment management programme, he is a chartered surveyor and a qualified member of the CFA institute (ASIP). He was elected a Fellow of the Urban Land Institute in 2002.
Prof. Andrea Boltho  
Emeritus Fellow,  
University of Oxford Director,  
Oxford Economics, UK  
Prof. Boltho is a regular economic speaker and lecturer. His publications include The European Economy: Growth and Crisis; Foreign Trade Criteria in Socialist Economies; and Japan – An Economic Survey. He was a consultant to the World Bank and the OECD; a member of the Academic Council of the IFO – Information and Forschung (research) Institute, Munich; Oxford University Fellow and Tutor in Economics and Japan Foundation Fellow at the Research Institute of the Economic Planning Agency in Tokyo. He is a visiting Professor at several universities, including the Collège d’Europe, Bruges, the International University of Japan and INSEAD.

Sue Bruce  
Chief Executive  
City of Edinburgh Council  
Edinburgh, Scotland  
Bruce has worked in local government since 1976. She was appointed Chief Executive of the City of Edinburgh Council in January 2011. She has held a number of senior positions including Chief Executive with Aberdeen City and East Dunbartonshire Councils. She has served in the Strathclyde Regional Education Directorate, held the post of Depute Director of Education with East Ayrshire Council and was East Dunbartonshire Council’s Strategic Director responsible for Education, Housing, Social Work and Cultural Services. Her interests have led her to serve on a number of national and international external boards and initiatives.

Prof. Greg Clark  
Senior Fellow  
ULI EMEA, London, UK  
Clark is Senior Fellow, ULI EMEA and Lead Advisor on City and Regional Development at the Department for Communities and Local Government, UK, Chairman of the OECD Forum of Development Agencies and Investment Strategies, and Professor at Cass Business School, City of London, and advisor to cities and companies world-wide. He has recently authored three major reports for ULI: London/New York in the 21st Century, Global Indices and Closing the Investment Gap in Europe's Cities.

Graham Colclough  
Vice-President Global Public Sector, Capgemini, London, UK  
Colclough has worked internationally all his career, firstly across four continents with the oil and gas giant Shell, then with Capgemini. He presently leads Capgemini’s global activities in Cities & Regions, the European Commission, and eGovernment, where he draws upon his extensive experience in public sector policy, strategy, transformation and technology programmes to lead and support a number of international projects.

Colclough enjoys developing original thought leadership positions on issues of public sector futures, city governance, customer-centric service transformation, urban mobility, cloud computing and the like.

In May 2010 and again in 2011, Bruce received the Prince’s Business Ambassador Award from HRH the Prince of Wales. In October 2010, the Scottish Leadership Awards recognised her as the Scottish Public Sector Leader of the Year.

Bruce holds an M. Phil. Politics/Government and LL.B Scots Law from the University of Strathclyde.

Shawn Cox  
Senior Vice President Global Retail, Mexx International  
Amsterdam, The Netherlands  
Cox, Senior Vice President Global Retail, joined Mexx in 2009 and manages all own/operated corporate stores, factory outlets, and department store concessions. He started his career with Ralph Lauren, spending five years in various Sales, Merchandising, Marketing, and Brand Management roles in the USA and Europe.

Afterwards, Cox worked six years for Tommy Hilfiger, in the position of Vice President Retail, managing the own/operated corporate stores, factory outlets, and department store concessions across Europe. In addition, he was responsible for all wholesale commercial activities throughout 25 countries in Central/Eastern Europe, Middle East, and India.

Prior to Mexx, Cox was Global Chief Retail Officer at Samsonite and in charge of managing the channel P&L, growth, and profitability of all retail commercial activities across 40 countries in North/Latin America, Europe, and Asia.

Jonathan De Mello  
Senior Director & Head  
CBRE Retail Consultancy  
London, UK  
De Mello has been working as a specialist consultant in the retail sector for over 10 years, working with clients such as Blackstone, Cargill, Henderson Global Investors, Land Securities, Lend Lease, Redevo, Multi, and Unibail-Rodamco, as well as retailers such as Nike, Gap, Starbucks and Marks and Spencer. As Head of Retail Consultancy, he has a wide-ranging role, incorporating management of a successful team of consultants and analysts, spearheading CBRE’s retail consultancy offer worldwide, and creating strategies to help CBRE’s clients to maximise their retail investment potential.
Christian Delaire  
Chief Executive Officer  
AEW Europe  
Paris, France

Delaire is CEO of AEW Europe. In this capacity, he oversees approximately €17 billion in real estate and has responsibility for AEW Europe’s strategic direction and for managing the firm’s resources. He is also a member of AEW Europe’s Investment Committee.

A French national, Delaire joined AEW Europe from AXA Real Estate Investment Managers, where he served as Global Chief Investment Officer. He spent 15 years with AXA in various positions including Head of Transactions France, Head of Asset Management France and Global Head of Corporate Finance. Delaire began his career with KPMG and holds a graduate degree from ESSEC Business School in Paris.

John Forbes  
Partner, Real Estate Funds  
PwC, London, UK

Forbes is a partner in the London office of PwC. He has been with the firm for over twenty years, six of them in Russia where he led our real estate practice. Having in the last two years led our Real Estate Industry Practice in Europe, the Middle-East and Africa across all our services to the real estate industry, he has recently returned his focus to advising real estate fund managers.

His clients are real estate fund managers, real estate investment bankers and other professionals in the real estate industry. Forbes is a leading adviser on international real estate fund structuring and has advised on the establishment of pan-European and global real estate funds and fund of funds, as well as similar vehicles for investment in infrastructure, hotels and other real estate operating assets.

Nicolò Galante  
Director, Head of Multi Channel Team, McKinsey, London, UK

Galante is a leader in McKinsey’s Retail and Consumer Packaged Goods Practices. His current area of focus is consumer digital excellence, helping retailers and consumer goods manufacturers benefit from multi-channel opportunities across their entire value chain.

Ian Hawksworth  
Chief Executive, Capital & Counties Properties, London, UK

Hawksworth is the Chief Executive of Capital & Counties Properties PLC (Capco) one of the largest London focused listed property companies. Capco has assets of over £1.3 billion including the iconic Covent Garden retail and entertainment district; Earls Court & Olympia and the Great Capital Partnership the owner of numerous prime properties in the West End.

Hawksworth trained in London as a chartered surveyor and moved to Asia in 1992 becoming a director of Hongkong Land before returning in 2006 as a director of Liberty International PLC. He is a member of the British Property Federation Policy Committee, a former Trustee of the Urban Land Institute, past Chairman of the Association of Foreign Investors in Real Estate in America, and is a board member of the Harvard Real Estate Academic initiative. He is also a director of AIM listed Japan Residential Investment Co Ltd and Investment Committee Member of three China focused investment funds.
Rafael Kisslinger da Silva  
Chair, ULI Europe Young Leaders  
Frankfurt, Germany

Da Silva is Chairman of the Urban Land Institute Young Leader Executive Steering Committee in Europe. He started his career in Brazil, where he worked for a construction company in Sao Paulo and then for a real estate developer in south Brazil before joining Tishman Speyer in London in 2005. He has been based in Frankfurt Germany since late 2006.

Dr. Reinhard Kutscher  
Chairman, Union Investment Real Estate, Hamburg, Germany

Kutscher has been in the real estate business since 1984 with various responsibilities at Deutsche Bank, development and management of real estate projects & real estate investment products. As Chairman of the Management Board of Union Investment Real Estate AG (now in the legal form of a GmbH) since 2007. His main responsibilities are strategy and research, real estate, marketing and communication. Prior to this, he was a Member of the Management Board of Union Investment Real Estate AG (formerly DIFA Deutsche Immobilien Fonds AG), the investment company for open-ended real estate funds within the "Volksbanken Räiffeisenbanken cooperative financial group". As well as Managing Director of Deutsche Grundbesitz Invest (DGI), Deutsche Bank’s Investment Company for open ended real estate funds (today RREEF Investment GmbH) 1990 – 1998 circa.

Menno Maas  
CEO Continental Europe, Middle East and Africa, DTZ  
London, UK

Maas is the Chief Executive Officer for Continental Europe, Middle East and Africa (CEMEA) business at DTZ. He joined DTZ on 1 June 2010 and is also a member of the Executive Committee of DTZ.

Prior to joining the Company, he was Chief Executive Officer, ING Real Estate Development (ING RED) and a member of its Management Board. Under his management, ING RED grew into a European market leader with a €9 billion development portfolio across 10 countries in Europe. Between 2008 and early 2010, when he left the company, Maas led the restructuring and integration of this business into ING Wholesale Banking.

Between 2000 and 2006, Maas was Managing Director of Amsvest, a leading Dutch real estate investment fund with over €3 billion in property investments. He studied Urban Planning and Geography at the University of Groningen.

Dame Judith Mayhew Jonas, DBE  
Chairman, New West End Company, Chairman, London & Partners, London, UK

Mayhew Jonas took up her current role as Chairman of the New West End Company in 2008 playing a key part in managing and promoting the interests of the district, developing and driving forward the commercial opportunities for the world’s top shopping destination, London’s West End.

Born and educated in New Zealand, Mayhew Jonas graduated LLM from the University of Otago before moving to the UK as a lecturer in law at King’s College, University of London. In 1989 Mayhew Jonas became Special Adviser to the Chairman at Clifford Chance. In 2006 she was appointed to the Board of Merrill Lynch in New York.

Santiago Mercade  
Chief Executive Officer, Layetana  
Barcelona, Spain

Mercade joined the Layetana in 1985 and has been CEO since 1989. He is a member of the Board of Trustees (supreme governing body) of the Urban Land Institute (Washington). From 1999 to 2005 he was District President for Spain and Barcelona of the Urban Land Institute. He is a member of its Executive Committee for Europe and of its European Urban Renewal Council.

Mercade commenced his professional career in international banking (Citibank NA) and mass consumption marketing (Sara Lee). He has a degree in Business Administration and Management at ESADE Business School and MBA on a combined program in HEC-Paris and New York University.
Roger Orf
Managing Director
Apollo Global Real Estate
London, UK

Joining Apollo Global Real Estate in November 2010 as Partner, Orf is responsible for Apollo’s European investment activities. He has spent the majority of his career investing in the European real estate markets on behalf of Citigroup, Lone Star, for his own account and at Goldman Sachs. In his last 4 years at Goldman Sachs, Orf headed its European Real Estate Department and was a member of its European Investment Banking Operating Committee.

Orf is a Founder and a Director of E-Shelter GmbH, a German based data centre business. He is a member of the Chicago Graduate School of Business Global Advisory Board and serves on the Investment Committee of Stirling Square Capital Partners.

Orf holds J.D. and M.B.A. degrees from the University of Chicago, as well as a B.A. in Economics (Magna cum Laude) and Phi Beta Kappa from Georgetown University.

Olivier Piani
Chief Executive Officer
Allianz Real Estate, Paris, France

Piani is the CEO of Allianz Real Estate. He joined Allianz from GE Capital Real Estate Europe where he as CEO has successfully built up the company and its pan-European real estate portfolio. Prior to joining GE in 1998, he was CEO of UIC-Sofal and Deputy Head of Real Estate Restructuring of Paribas Group. Piani is a graduate of Paris Ecole Superieure de Commerce de Paris (1977) and received an MBA from Stanford University (1981).

Struan Robertson
Global Co-Head Real Estate Investment Banking
Morgan Stanley, London, UK

Robertson first joined Morgan Stanley in 1988 and worked in the Mortgage Finance and Corporate Restructuring departments in New York. In 1990 he joined the Firm’s European Real Estate department in London, spending the mid-to-late 1990’s in Europe with a focus on the Continent. He moved to Tokyo at the end of 2000 as Head of Asian Real Estate Investment Banking and returned to Europe mid-2002 as Co-Head of European Real Estate Investment Banking. More recently, he ran both the investment banking and the principal investment business in Europe and the Middle East before becoming Co-Head of Global Real Estate Banking based in London and Paris in 2007.

Robertson graduated from Yale University with a BA in History.

Dr. Amlan Roy
Managing Director & Head, Global Demographics & Pensions Research, Credit Suisse
London, UK

Roy developed multi-country Risk & Allocation models used by institutional clients, government treasury departments and central banks. He served as an expert on Financial Architecture/Crisis Modelling at the Bank of England, IMF and UK Treasury. He is a Senior Research Associate of the London School of Economics’ Financial Markets Group. He lectures regularly and has won four teaching awards in six years at US business schools. Roy presents strategic research to global clients including central banks, government treasuries, pension funds and insurance companies.

Igor Sancisi
Real Estate Consultant & Property Developer, Cooper Feldman
Amsterdam, The Netherlands

Sancisi is a Real Estate Consultant and Property Developer at Cooper Feldman, Managers and consultants in Real Estate and Urban Development. He specialized in innovative real estate concepts and advises his clients on possibilities for (re)development.
**Christian Sautter**
Deputy Mayor of Paris
Paris, France

As Vice Mayor of Paris, Sautter is responsible for Employment, Economic Development, and International Attractiveness. He is also Chairman of France Active, an association that provides funds aimed to foster the creation of jobs for people in great difficulty and Chairman of the Paris Development Agency since July 2001. He has previously been Minister of Economy, Finances and Industry (1999–2000) and Deputy Minister in charge of Budget (1997–1999).

Sautter is a graduate from Polytechnical School (1960), National School of Statistics and Economic Administration (1965) and the Paris Institute of Political Studies (1966).

**John Stenlake**
Chief Technology Officer
Living PlanIT S.A.
London, UK

Stenlake is Chief Technology Officer for Living PlanIT S.A., a European company focused on providing technology platforms that enable the next generation of Smart Cities. He has more than 28 years experience in Information Technology management, strategy, implementation, consulting, and software engineering. His prior industry experience includes the successful creation and deployment of Advanced IT and Enterprise Architecture strategy and capability in a Fortune 5 company.

Prior to this, he worked for Microsoft for 6 years, the last 3 of which were spent as the Director of Technology Strategy for the Automotive Vertical worldwide.

**Stephane Theuriau**
Chief Executive Officer
ALTAREA COGEDIM
Paris, France

Joint Chief Executive Officer in charge of commercial property and private equity of ALTAREA COGEDIM, Theuriau is in charge of managing and developing the Group's commercial real estate business. Responsible for creating and leading in partnership with financial partners new investment structures, such as joint ventures, private equity funds and investment funds.

**Michiya Uchida**
Director, President, CEO
Kajima Europe, London, UK

Uchida is the President and CEO of Kajima Europe Limited, the European arm of Kajima Corporation; a leading global construction, property development and Engineering company in Japan. Uchida has been with the company for 27 years, 12 of them in the U.K. He was Director of Kajima Property Europe and Kajima France Development from 1996 to 2004, and was appointed as the President of Kajima Europe in 2007. Between 2004 and 2007, he was Head of China Business Planning in Tokyo. Based in the London office, he takes responsibility for all Kajima's activities in Europe, including property development, investment in the U.K. and France as well as construction in Poland and the Czech Republic. Uchida has Bachelor of Engineering Degree in Urban Planning from the University of Tokyo and MBA from the Wharton School of the University of Pennsylvania.

**Prof. Dr. Ernst Ulrich von Weizsäcker**

Von Weizsäcker was awarded the German Environment Prize in 2008. Some of his previous Director positions include: Wuppertal Institute for Climate, Environment and Energy; UN Centre for Science and Technology for Development; Institute for European Environmental Policy; and several Chairmanships at organisations, including World Commission on the Social Dimensions of Globalisation.

**Paul Vosper**
Head of Client Relations, EMEA
RREEF, London, UK

Vosper is Head of Client Relations, EMEA and is responsible for the fund raising efforts in Europe and the Middle East. Prior to joining RREEF he was the Global Real Estate COO and International Head of Sales Distribution and Marketing for Morgan Stanley’s Alternative Investment Partners. In this role he had responsibility for the product development, marketing strategy and sales and distribution of its Real Estate, Private Equity and Hedge Fund of Funds.

Prior to this, Vosper spent nearly two years co-running Real Estate Private Capital Markets where he advised Morgan Stanley's Real Estate funds and the firm's clients on structuring and capital raising.
**AEW Europe**

AEW Europe is a leading European real estate investment manager with 11 offices throughout Europe. AEW Europe is focused on the creation, execution and management of discretionary commingled investment vehicles, separate account strategies and real estate securities funds to both institutional investors and private clients.

The group has over 260 employees who are responsible for over €17 billion of assets under management. The integration of AEW Europe with the resources and capabilities of North American-based AEW Capital Management creates a truly global real estate investment management platform with aggregate gross assets under management of more than €30 billion.

[www.aeweurope.com](http://www.aeweurope.com)

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**ECE**

ECE successfully develops, realizes, leases and manages 132 shopping centers in 15 countries on a total sales surface of more than four million square meters. Furthermore, ECE has realized more than 60 office and special real-estate projects. For quite a few years now the Hamburg-based company has its focus on internationalization. Subsidiaries were established in Turkey, Poland, Hungary, Czech Republic, Greece, Austria, Russia, Switzerland, Lithuania, Romania, Bulgaria and Spain.

ECE also acts as a long-term investor. Centers managed by ECE in Germany include the Potsdamer Platz Arkaden in Berlin, the “Promenaden” at Leipzig central station and the Schloss-Arkaden in Brunswick. Thier-Galerie, Dortmund and BahnhofCity Wien West, Vienna, are two of the recent projects in the construction phase.

[www.ece.com](http://www.ece.com)

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**Eurohypo - a passion for solutions.**

Eurohypo is the professional international bank for commercial real estate financing. In Germany and in our nine international core markets France, Italy, Poland, Portugal, Russia, Spain, Turkey, UK and USA we are the leading provider of tailored financing solutions for professional real estate investors and developers with long-term financing requirements. We finance offices, retail, logistics, residential real estate and business hotels and we are focused on the financing of existing properties and developments as well as associated derivatives. In order to ensure the required liquidity at competitive prices, we pursue an effective refinancing strategy primarily using Pfandbriefe (Eurohypo is one of world's largest issuers), one of the safest capital market instruments.

[www.eurohypo.com](http://www.eurohypo.com)

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**HRO**

Since 1997, HRO has developed over 600,000 m² of prime office property in 19 projects across Europe.

The reputation of HRO in the office development market is unparalleled and recognised by numerous industry awards. HRO identifies and develops in strategic locations. Offering state-of-the-art technology, HRO developments are distinguished by their architectural & environmental excellence in their conception, construction and operation. They provide a modern corporate image, flexibility, comfort, performance, a full range of amenities and services, cost and energy efficiency for their tenants.

The development team takes full responsibility for all aspects of the individual projects, ensuring an in-depth understanding of the finished product and the continuity of the HRO design philosophy.

[www.hrogroup.com](http://www.hrogroup.com)

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For support opportunities, please contact Brian Kilkelly at bkilkelly@uli.org
Linklaters

Linklaters’ real estate sector expertise combines an outstanding track record and client relationships with global reach. Since 2008, we have seen challenging real estate markets which require the full range of solutions, often across borders. Our clients have asked us to advise on the full spectrum of deals: from high profile administrations and bank/corporate restructurings/debt for equity swaps, to capital raisings via asset sales, sale and leasebacks, bond issues, convertible debt and rights issues, as well as investment acquisitions and new headquarters developments.

www.linklaters.com

Tishman Speyer

Many of the world’s largest and most prestigious corporations rely on Tishman Speyer to meet their office space needs. A leading international developer, owner, operator, and investment manager, the firm is active across North America, Europe, South America and Asia. Since its founding in 1978, it has acquired, developed and managed a portfolio of over 116 million sq. ft. valued at over USD $50 (35 Euro) billion. Signature assets include New York’s Rockefeller Center and the Chrysler Center, Frankfurt’s Opernturm, and Sao Paulo’s Torre Norte.

www.tishmanspeyer.com

Union Investment Real Estate GmbH

Union Investment Real Estate GmbH is a leading international investment management company specializing in open-ended real estate funds for private and institutional investors in Germany. Assets under management amount to €18 billion. The portfolios of Union Investment's open-ended real estate funds comprise some 250 properties and projects in Germany, Europe, the Americas and Asia. Within the commercial real estate sector, the Hamburg-based company is active as an institutional investor, developer and landlord.

www.union-investment.com/realestate

Venue addresses

The Westin Hotel
3 rue de Castiglione, 75001 Paris

Palais Brongniart
28 Place de la Bourse 75002 Paris

Four Seasons Hotel George V
31, avenue George V, 75008 Paris, France

AXA Real Estate, Coeur Défense
Tour B - Défense 4, 100 Esplanade du Général de Gaulle
92932 La Défense cedex

Pavillon Cambon-Capucines
46 rue Cambon, 75001 Paris

The Ambassador Residence
41 Rue du Faubourg Saint-Honoré, 75008 Paris
ULI Europe
OLYMPIC LEGACY TRENDS CONFERENCE

“AFTER THE GAMES: REAL ESTATE REGENERATION AND LEGACY”

30-31 May 2012
Credit Suisse, Canary Wharf, London E14, UK

Save the date

For special group rates, early registration discount and more information, please email Viktorija at vgrubesic@ULI.org
UPCOMING EVENTS:

**ULI @ MIPIM, Cannes**
6-9 March 2012

**ULI Spring Council Forum, Charlotte, NC**
8-10 May 2012
www.ulispring.org | Register

**ULI Asia Pacific Real Estate Summit 2012, Beijing**
16-18 May 2012 | Save the date

**ULI Olympic Legacy Trends Conference, London**
30-31 May 2012 | Save the date

**ULI Europe Summer Council Day, London**
30 May 2012 | Save the date
For European Council members only.
For more info or to join, please email sam.blake@uli.org

**ULI @ Provada, Amsterdam**
5-7 June 2012

**ULI Europe Leadership Retreat, Naples**
20-23 September 2012
Invitation only

**ULI @ Expo Real, Munich**
8-10 October 2012

**ULI Fall Meeting, Denver, CO**
16-19 October 2012 | Save the date

**17th ULI Europe Annual Conference, Paris**
5-6- February 2013 | Save the date

For up to date information on the above events, please visit www.uli-europe.org
For details on the local, ULI Europe National Council, events please visit their individual sites: [country].uli.org
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### Laureate Circle

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### Chairman’s Circle

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### Director’s Circle

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### ULI Europe Sustaining Members

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