

# ULI Europe Young Leaders Summer School

2019 Programme

27–28 September | Lisbon, Portugal



**Urban Land  
Institute**



The Urban Land Institute is a global, member-driven organisation comprising more than 40,000 real estate and urban development professionals dedicated to advancing the Institute's mission of providing leadership in the responsible use of land and creating and sustaining thriving communities worldwide.

ULI's interdisciplinary membership represents all aspects of the industry, including developers, property owners, investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics. Established in 1936, the Institute has a presence in the Americas, Europe, and Asia Pacific regions, with members in 80 countries.

[europe.uli.org](http://europe.uli.org)

## Programme at a Glance

### Thursday, 26 September

20:15 Welcome Drinks and Informal Dinner

### Friday, 27 September

08:30 Registration & Welcome Coffee  
 09:00 Welcome  
 09:10 Market Evolution: The Lisbon Renaissance  
 09:40 "Interview-style" Panel Session  
**10:30 Coffee Break**  
 10:50 Transfer Time & Change of Venue  
 11:30 The Effect of The Tech Sector on Real Estate  
**12:20 Joint lunch with ULI Leadership Retreat attendees**  
 13:50 Transfer Time  
 14:20 Site Visit 1 – Hub Criativo do Beato  
 15:20 Transfer Time  
 16:05 Site Visit 2 – The Desterro  
 17:10 Wrap Up and Close Day One  
**19:45-22:30 Drinks and Dinner**

### Saturday, 28 September

09:30 Welcome  
 09:40 Entrepreneurship & Small-Scale Development  
**10:30 Coffee Break**  
 10:50 Lisbon & the Affordability Challenge  
 12:20 Transfer Time & Change of Venue  
**12:50 Lunch @ Selina**  
 13:50 Visit of Selina and a Short Presentation  
 14:45 Transfer Time  
 15:15 Site Visit – TAN Investment projects  
 16:00 Closing Remarks  
 16:15 ULI YL Summer School Closes



The ULI Europe Young Leaders Summer School is now CPD accredited. This means you can collect 8 hours and 25 minutes of CPD if you attend the 2-day event. For more information on CPD please visit the [CPD website](#).

# Summer School Programme

## Thursday, 26 September (optional)

**20:15** Welcome Drinks and Informal Dinner together with local FREL (Future Real Estate Leaders) members  
Location: Second Home, Mercado da Ribeira, Piso 1, Avenida 24 de Julho, 1200-479 Lisboa

## Friday, 27 September | Day One

Venue: Abreu Advogados, Av. Infante D. Henrique, 26, 1149-096 Lisboa

**Abreu:**  
advogados

### 08:30 Registration & Welcome Coffee

### 09:00 Welcome

**Eduardo Abreu**, Partner, Neoturis & ULI Portugal Chair

### 09:10 Market Evolution: The Lisbon Renaissance

History of how the city's distressed housing market boomed thanks to an increase in tourism, new fiscal benefits, arrival of foreign investments and a change in the old local rental regulations.

**João Carvalho das Neves**, Professor of Corporate Finance and Real Estate Investments, ISEG School of Economics and Management, Universidade de Lisboa

### 09:40 "Interview-style" Panel Session:

**João Carvalho das Neves**, Professor of Corporate Finance and Real Estate Investments, ISEG School of Economics and Management, Universidade de Lisboa

**Cristina Arouca**, Head of Research, CBRE

**Maria Cabral de Azevedo**, Associate Lawyer, Abreu Advogados

**Moderator: José Almeida**, Head of Lisboa office, Confidencial Imobiliário

### 10:30 Coffee Break

### 10:50 Transfer Time & Change of Venue

Venue: VdA Law Firm, Rua Dom Luís I, 28, 1200-151 Lisboa

**VdA** VIEIRA DE ALMEIDA

### 11:30 The Effect of The Tech Sector on Real Estate

How Lisbon is attracting and preparing for talent and tech companies, and what are they expecting from the city and their leaders.

**Miguel Fontes**, Executive Director of Startup Lisboa and Project Director of Hub Criativo do Beato

**Machteld Kors**, Director of Communications, UNStudio

**Roelof Opperman**, Principal, Fifth Wall Ventures

**Simon Schaefer**, Founder, Factory Berlin & Lisbon

**Moderator: Audrey Klein**, Senior Real Estate Executive

*Joint session with Leadership Retreat attendees*

## Friday, 27 September | Day One, continued

### 12:20 Lunch

#### Joint lunch with ULI Leadership Retreat attendees

**Venue:** Restaurante PAP'AÇÔRDA, Av. 24 de Julho, Mercado da Ribeira nº 49, 1º andar, 1200-479 Lisboa

*The restaurant is in the same building as the Time Out Market, on the first floor.*

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### 13:50 Transfer Time

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### 14:20 Site Visit 1 – Hub Criativo do Beato

35.000 m<sup>2</sup> and 20 buildings of a former military-industrial complex under reconstruction to house Hub Criativo do Beato: Lisbon's most important international project dedicated to receiving the best of entrepreneurship, innovation and creative industries.

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### 15:20 Transfer Time

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### 16:05 Site Visit 2 – The Desterro

The Desterro is a distinctive building, with 500 years of history. A space of 12,000 square meters located in the heart of Lisbon, in one of the most creative and attractive neighborhoods of the city. Presentation by Joana Branco Gomes.

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### 17:10 Wrap Up and Close Day One

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### 19:45- Drinks and Dinner

**22:30 Location:** Rio Maravilha at Lx Factory, 4th floor, R. Rodrigues de Faria 103, 1300-501 Lisbon

What are the benefits of ULI membership for young professionals?

ULI membership provides access to future and current industry leaders. ULI also convenes a dedicated Young Leader group offering a calendar of events specifically tailored for young professionals under 35. All Young Leaders benefit from a 50% reduction in annual dues for Full and Associate membership.

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### Invest in your career. Shape the future of real estate as a ULI member.

When you join ULI, you receive access to a wide array of online resources, publications, and opportunities, including:

- Networking opportunities at the global, regional, and local levels
- Access to ULI's online member directory of almost 40,000 real estate professionals worldwide
- Access to exclusive local and global ULI events
- Reduced fees on public conferences and meetings
- Access to Member-only webinars on case studies and industry trends
- Print and digital subscription to *Urban Land* Magazine
- Guaranteed invitation to the Young Leader Summer School
- Networking opportunities at the global, regional, and local level

More information is available at [europe.uli.org/join](http://europe.uli.org/join)



## Saturday, 28 September | Day Two

Venue: Lisbon City Council, Câmara Municipal de Lisboa, Praça do Município, 1100-038 Lisboa | Sala do Arquivo



### 09:30 Welcome

### 09:40 Entrepreneurship & Small-scale Development

How a group of new developers saw the opportunity and contributed to the rebirth of the city. An overview on the courage of taking this decision, the projects, the challenges, and the biggest lessons to share. This section will also focus on rehabilitation projects and the global residential luxury market.

**Michele “Micky” Frediani**, Founder, Executive Chairman, TAN HOLDINGS

**Roman Carel**, Founder, Athena Advisers

**Pedro Lucena**, Commercial Director, Selina Secret Garden Lisbon

### 10:30 Coffee Break

### 10:50 Lisbon & the Affordability Challenge

How has the real-estate boom affected house prices and how is the city responding to keep housing affordable and approachable for locals?

**Xavier Jongen**, Managing Director, European Residential, Catella & Co-Chair of ULI European Residential Product Council

**Nicolas Bearelle**, CEO, Re-Vive

**Dr. Marcus Cieleback**, Chief Economist, PATRIZIA & Co-Chair of ULI European Residential Product Council

**Ricardo Veludo**, Lisbon Affordable Rent Task Force Coordinator; Adviser at the Vice-Mayor Cabinet, Lisbon City Council

**Moderator: Xavier Jongen**, Catella

### 12:20 Transfer Time & Change of Venue

### 12:50 Lunch @ Selina

*Selina*

### 13:50 Visit of Selina and a Short Presentation

Selina is one of the world's fastest growing hospitality brands, blending beautifully-designed accommodation with coworking, recreation, wellness, and local experiences. Custom built for today's nomadic traveler, Selina provides guests with a global infrastructure to seamlessly travel and work abroad.

Founded in Latin America in 2015, each Selina property is designed in partnership with local artists, creators and tastemakers, breathing new life into existing buildings in interesting locations around the world - from urban cities to remote beaches and jungles.

### 14:45 Transfer Time

### 15:15 Site Visit – TAN Investment projects

### 16:00 Closing Remarks

### 16:15 ULI YL Summer School Closes

# Speakers



**Eduardo Abreu**  
**Partner, Neoturís and ULI**  
**Portugal Chair**

Eduardo has been a partner of Neoturís since 1994. His experience includes work for, among others, Turismo de Portugal, André Jordan Groups, Amorim Turismo, Queiróz Pereira, Espírito Santo and Sonae, as well as the main national financial institutions and international private equities. He has coordinated and integrated teams associated with the conceptualisation and development of projects such as Tróia Resort, Vilamoura, Vale do Lobo or L'and Vineyards, as well as with hotel companies such as the Pestana, Vila Galé, Porto Bay, Tivoli and Hoti Groups and different brands of groups, Accor, Marriott, Melia or Hyatt. He has developed projects in Angola, Bahrain, Brazil, Cape Verde, Morocco, Mozambique, Tunisia, Turkey and Uruguay. He is the chairman of the Urban Land Institute in Portugal and as a member of its European Resort and Hotel Council.



**José Almeida**  
**Head of Lisboa office,**  
**Confidencial Imobiliário**

Head of Confidencial Imobiliário's Lisbon office. He has worked in several areas as management consulting, marketing, human resources and commercial, namely as Senior Manager at KPMG Advisory (management Consulting), CEO of Grupo LAM (real estate) and Marketing Director of Visabeira Global, holding of Grupo Visabeira (telecommunications, technology and construction). He carried out several major commercial and marketing transformation projects in the real estate sector, pioneering the introduction of analytical marketing tools and statistical analysis as elements of support for operational activity. Graduated from the University of Lisbon; MBA from the Portuguese Catholic University, with marketing specialization. Coauthor of the book *The Portuguese industry: international Specialization and Competitiveness* " and multiple articles in the economic press.



**Cristina Arouca**  
**Director of Research, CBRE**  
**Portugal**

Cristina Arouca joined CBRE in 2005 to develop the Research and Consultancy Department which she led over 11 years. Since the beginning of 2017, Cristina has been working exclusively in the research area as director of research. She is responsible for the analysis of the real estate market, trend predictions, production of reports and market presentations for all the property sectors: office, retail, logistics, hotel and residential, both for leasing and investment. On the consultancy side, Cristina has carried out several market and strategic studies, as well as the definition and positioning of real estate products in the different sectors of real estate activity, for both national and international clients.



**Maria Cabral de Azevedo**  
**Associate Lawyer, Abreu**  
**Advogados**

Maria Cabral de Azevedo is an Associate Lawyer and has been at Abreu Advogados since 2007 where she works primarily in the real estate area. She also has experience in matters related to tax and is part of the Angolan Desk. She focuses particularly on matters related to real estate investment, advising international clients on real estate projects in Portugal – residential, commercial and tourism – where she has practical experience in real estate due diligence operations and, acquisitions, sales, leasing, tourism and shopping centre developments involving all negotiations of all types of real estate contracts.



**Nicolas Bearelle**  
**CEO, Re-Vive**

Re-Vive redevelops urban Brownfields into sustainable neighbourhoods. A Brownfield is an underused site, which in many cases is contaminated. However, they create an opportunity to realise Re-Vive's three goals: to create economic, ecological and social added value. Inclusio is a social investment fund set up by Re-Vive, Koís Invest and Bank Degroof. The fund invests in and produces social and affordable housing and housing with additional support for people in need.



**Roman Carel**  
**Founder, Athena Advisers**

Driven by his passion for property and international business, Roman founded Athena Advisers in 2003 in a bid to remove the prohibitive cultural barriers present in the international property industry. Athena has now grown into a highly regarded international property sales network and advisory firm specialising in new-builds and refurbished property. Roman spends a lot of his time curating new projects at the inception stage, creating destination-making concepts for property and leisure projects and resorts. He has advised on international property projects in Brazil, France, Morocco & Italy. With a BSc in Management from the Leonardo de Vinci University IIM in Paris, Roman started his first business at the age of 22, a France-based online comparison website which was acquired by PriceRunner.com in 2002. He stays true to his entrepreneurial roots by continuing to invest in and advise on internet start-ups.



**João Carvalho das Neves**  
**Professor of Finance and Real Estate Investments ISEG at the University of Lisbon/ Universidade de Lisboa**

João is a Professor of Finance and Real Estate Investments ISEG at the University of Lisbon/Universidade de Lisboa and the Director of the postgraduate programme in Real Estate Management and Valuation. He is also a non-executive, independent member of the General and Supervisory Board, Vice-President of the Finance and Audit Committee and member of the Remuneration Committee of EDP Energias de Portugal. João is also a non-executive independent member of the Board of Montepio-Valor, a real estate investment fund company. He was a visiting professor at HEC Management-Paris, EM Lyon, Copenhagen Business School, Universidade Federal de Minas Gerais, Fundação D. Cabral, Poznan University and Warsaw Banking Institute. He was President of the Central Administration of the Portuguese Health System (2011-2014). CEO of the conglomerate firm SLN (2008-2009) and Board member of the bank BPN (2008). Turnaround manager of Torralta (a hotel and resort company), Casino Hotel de Troia e TVI (the television channel 4). Associate Consultant to Coopers & Lybrand (now PWC). General Director of the Executive Training Center CIFAG. Controller Assistant in the industrial firm Cometrna.



**Dr. Marcus Cieleback**  
**Chief Economist, PATRIZIA Immobilien AG, Germany**

Dr. Marcus Cieleback has been Chief Economist of PATRIZIA Immobilien AG since 2008 and became a member of PATRIZIA's European Investment Committee in 2015. He is based in the Augsburg headquarters. The focus of the work of Dr. Cieleback is the risk-return based analysis and comparison of European and global real estate markets and the development of models for forecasting the commercial and residential markets to develop individual investment strategies. Within these analyses special focus is given to the institutional framework of the markets, especially in the residential sector, as it provides the "rules of the game" and crucially influences the return perspectives. He is a frequent speaker at international conferences and a published author in various international journals. Before joining PATRIZIA Dr. Cieleback worked for the German mortgage bank Eurohypo AG as Head of Research, overseeing their global research activities. Dr. Cieleback studied economics at the University in Freiburg and the London School of Economics, and completed his doctorate at the University of Bayreuth in the area of real estate finance. He is a member of the INREV Training and Education Committee, ULI's European Residential Council and the German Society of Property Researchers.



**Miguel Fontes**  
**Executive Director of Startup Lisboa and Project Director of Hub Criativo do Beato**

Miguel Fontes is the executive director of Startup Lisboa, a business incubator backed by the Lisbon Municipality and private entities. Miguel holds a Sociology degree awarded by ISCTE – Instituto Superior das Ciências do Trabalho e da Empresa, and a postgraduate Degree in Business Management from INDEG/ISCTE. Miguel has held mainly management positions. He was Executive Director of Aicep Global Parques - Gestão de Áreas Empresariais e Serviços, S.A., between 2010 and 2015, and earlier, in the private sector, took over the management and administration of several companies with responsibilities in the commercial and marketing areas, mainly in real estate. Miguel was also Deputy Cabinet Assistant of the Prime Minister, between October 1995 and November 1997, with responsibilities in educational, formation and social politics areas. Between November 1997 and April 2002 he was Secretary of State for Youth.

# Speakers



**Michele "Micky" Frediani**  
**Founder & Executive Chairman,**  
**TAN HOLDINGS**

Michele "Micky" Frediani is the cofounder and Managing Partner of TAN HOLDINGS, an Industrial holding company with interest in real estate, telecoms and infrastructure. In 2014, he moved to Portugal and set up TAN Investments, a real estate asset management company supporting TAN HOLDINGS and third party investors to navigate the booming Portuguese market ([www.taninvestments.com](http://www.taninvestments.com)). Starting from one building, TAN currently counts 80M€ of AuM with focus on prime residential development. Prior to launching TAN HOLDINGS, Micky worked at Oil&Gas and was part of the SIG Solar Investment Group Management team, a leading private equity fund in the Italian renewable energy sector. Passionate, hardworking and naturally optimistic are amongst some of his unique traits. His interests include his two children, family time, surfing, cooking and investing in social impact ventures.



**Xavier Jongen**  
**Managing Director, Catella**  
**Real Estate**

Xavier Jongen, MD Catella European Residential, graduated from Sciences-Po Paris, holds a postgraduate Master of the College of Europe in Bruges (with Honours) and the Cambridge IPF Diploma. Further training at Fannie Mae, Stanford Business School and the Ayn Rand Institute. Xavier was the first to introduce a pan-European residential investment fund in 2007. Out of this, a team and alliance grew that invested over 3 bn in European residential covering 9 countries and 9 sub-sectors. Xavier started analysing housing and capital market fundamentals whilst working for World Bank/IMF/EU structural adjustment programmes to liberalise socialist housing markets in Central and Eastern Europe as well as Russia, after the fall of the Berlin wall. From 1996 to May 2005, Xavier worked in parallel as public speaker for the European Commission in Brussels, where he debated the need for EU integration in front of priority groups like intellectuals, captains of industry and politicians.



**Audrey Klein**  
**Senior Real Estate Executive**

Audrey Klein has accepted an offer to be Head of Fundraising for Kennedy Wilson Europe which will start at the end of September. Prior to this she held roles at Cromwell and Corestate, but is best known for starting the European business out of London for the Park Hill Real Estate Group, a Division of Blackstone. Prior to joining Park Hill, Ms. Klein ran her own business for five years, marketing alternative asset funds across all asset classes – including private equity, real estate and hedge funds to European investors comprised of pension funds, banks, family offices and high net worth individuals. Prior to founding her company Ms. Klein worked at Babcock and Brown in Germany where she co-founded the German office and helped establish equity relationships across Europe. Before making the move to Europe she worked at Bank of America in San Francisco doing syndication across various sectors before co-founding a real estate fund for her group. Ms. Klein is a graduate of Northwestern University's Kellogg School of business where she received an MBA. She is also a graduate of Emory University where she received a degree in Economics.



**Machteld Kors**  
**Director of Communications,**  
**UNStudio**

Machteld Kors is the director of communications at UNStudio. She studied History of Art, with a specialisation in Contemporary Architecture, at the University of Utrecht in the Netherlands. In 1998, she joined UNStudio and worked with Ben van Berkel and Caroline Bos on the publication of their architectural theories and projects, in addition to coordinating several international exhibitions. In 2011, Machteld joined UNStudio's Board of Directors. As director of communications, she is responsible for the studio's internal and external communication, and she coordinates a multidisciplinary team that executes a diverse range of activities related to UNStudio's business development and public relations. She also oversees the development of new business ventures.

Photo credit: © Inga Powilleit





**Pedro Salgado Lucena**  
**Commercial Director, Selina**  
**Secret Garden**

Pedro Salgado Lucena is a real estate entrepreneur and investor, based and born in Lisbon. Within real estate he has worked in the sectors of Student Accommodation, Property Management and Asset Management. He chose Lisbon to start his Asset Management business and is now heading the commercial development of the Selina Secret Garden Hotel in Lisbon.



**Roelof Opperman**  
**Principal, Fifth Wall VC**

Roelof Opperman is a principal and co-lead of the PropTech Investment Group at Fifth Wall, a Los Angeles-based venture capital fund focused on the Built World. Roelof focuses on technology and innovations within the multi-family, office, and hospitality real estate asset classes. He led Fifth Wall's investments in Lyric, Eden, Appear Here, Hippo, Industrious, Loggi, Recharge, Lime, and Aurora Solar. Previously, Roelof worked at Norwest Venture Partners, Evercore Partners, Goldman Sachs, and Bridgewater Associates. Roelof is originally from Johannesburg, South Africa, and graduated Phi Beta Kappa, magna cum laude, from Emory University. He is also a chartered financial analyst.



**Simon Schaefer**  
**Founder, Factory Berlin &**  
**Lisbon**

Simon Schaefer is an entrepreneur, currently president of the Portuguese government's initiative Startup Portugal, member of the Continental Council of Allied for Startups, co-founder of the Startup Europe Summit, and member of the Startup Unit Advisory Board of the city of Berlin. His commercial career is focused on internationalising Factory.com, which started with Factory Berlin and is now scaling to Lisbon, Portugal, building startup campuses across Europe in the future. Simon is also an active Angel investor.



**Ricardo Veludo**  
**Lisbon Affordable Rent Task**  
**Force Coordinator; Adviser at**  
**the Vice-Mayor Cabinet, Lisbon**  
**City Council**

Adviser at the Cabinet of the Vice Mayor of Lisbon; Lisbon Affordable Housing Program Task Force Coordinator. Urban planner, lecturer in planning, expert in housing and real estate.

**Abreu:**  
advogados

**VdA** VIEIRA DE ALMEIDA