



Urban Land Institute

Real Estate Trends Conference

The Crystal, London, E16

18-19 June 2013

www.uli-europe.org/trends2013

Delegate list is
available online at

www.uli-europe.org/trends2013



Programme

GameSHIFT

Sustainability

Housing

Infrastructure

Finance

Technology



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ULI's mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide

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Jeremy Newsum
The Grosvenor Estate



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Practical Information

WiFi access codes can be obtained from the Crystal's reception desk.

A list of delegates is available online at www.uli-europe.org/trends2013

The Crystal Exhibition is open all day free of charge.

Drinks reception starts after the last conference session at 17:15

Media Partners



Tuesday, 18 June		14:00	conference programme
19:30-22:30	<p>Conference Dinner</p> <p>Gibson Hall, 13 Bishopsgate, City of London, EC2N 3BA</p> <p>Dinner Speaker: David Rowan, Editor, WIRED Magazine</p> <p>Speaking on Technology Megatrends</p>	<p>Is London Residential an Inflating Bubble or a Paradigm Shift?</p> <p>Richard Blakeway, Deputy Mayor for Housing, Land and Property, Greater London Authority</p> <p>Richard Donnell, Director of Research, Hometrack</p> <p>Grenville Turner, Group Chief Executive, Countrywide</p> <p>Martijn Vos, Senior Portfolio Manager Real Estate, APG Asset Management</p> <p>Moderator: Nick Jopling, Executive Director, Grainger</p>	
Wednesday, 19 June		15:00	
09:00	<p>Conference Welcome</p> <p>Moderator: Greg Clark, Senior Fellow, ULI Europe</p>		
09:15	<p>'Aerotropolis' - Connectivity, the New Currency?</p> <p>Keynote Speaker: Greg Lindsay, Urbanist, Author and Visiting Scholar, New York University</p>		
09:35	<p><i>Panel Discussion:</i> Ross Baker, Director of Strategy, Heathrow Airport</p> <p>Darren Caplan, Chief Executive, Airport Operators Association</p> <p>Greg Lindsay, New York University</p> <p>Moderator: Greg Clark, Senior Fellow, ULI Europe</p>	15:20	
10:15	<p>Infrastructure Investment: Imperatives and Opportunities?</p> <p><i>Panel Discussion:</i> Robert Hardy, Executive Director, Infrastructure Investment Group, J.P. Morgan Asset Management</p> <p>Katie Kopec, Head of Development & Consulting, Jones Lang LaSalle</p> <p>Malcolm Bairstow, Partner, Global Construction & Infrastructure Leader, Ernst & Young</p>	16:00	
11:00	Coffee Break	16:30	
11:30	<p>Smarter Cities?</p> <p>Pedro Miranda, Corporate Vice President, Head of Corporate Development, Siemens One, Siemens</p>	16:45	
11:50	<p>Technology, Cities and Real Estate</p> <p>Technology as the driver of new economies and business models. What physical infrastructure is required to accommodate the growing TMT sector in Europe and how can the property sector make the most of the opportunities?</p> <p>Sir Stuart Lipton, Partner, Lipton Rogers</p> <p>Celine Thompson, Head of Leasing, Derwent London</p> <p>Byrne Murphy, Chairman, Digiplex Group of Companies</p>	17:15	
12:30	Lunch	17:15 - 18:00	
		Afternoon Keynote	
		<p>The Future of Banks and the Implications for Real Estate</p> <p>William Rucker, Chief Executive, Lazard London; Chairman, Quintain Estates & Development; Chairman, Crest Nicholson</p>	
		<p><i>Panel Discussion:</i> William Rucker, Chief Executive, Lazard London; Chairman, Quintain Estates & Development; Chairman, Crest Nicholson</p> <p>John Feeney, Global Head of Corporate Real Estate, Lloyds Bank</p> <p>Jim Garman, Managing Director, Goldman Sachs</p> <p>Michael Cochran, Senior Managing Director, Eastdil Secured</p> <p>Moderator: Jon Zehner, Global Head of Client Capital Group, LaSalle Investment Management</p>	
		Break	
		<p>Infoburst: UK Infrastructure Investment</p> <p>Stephen Dance, Head of Infrastructure Delivery, Infrastructure UK</p> <p>How to weigh up the risks and returns that investors require in delivering an effective national infrastructure plan. What role can the property industry play in this?</p>	
		Industry Leaders Reflections	
		<p>Leaders share what they learned from the conference, the issues they are most concerned about and where they see opportunity.</p> <p>Panel Discussion: Roger Orf, Partner and Head of European Real Estate, Apollo Global Real Estate</p> <p>Kari Pitkin, Managing Director, Bank of America Merrill Lynch</p> <p>Gerald Parkes, Chief Executive, Pacific Real Estate Capital Partners</p>	
		Conference Close	
		Networking Reception	

ULI European Councils - Be part of the European leadership in your sector.

What is a European Council?

A forum for industry leaders to meet, exchange ideas, share best practice and foster thought-leadership in their specific sector of the European real estate market. With their genuinely international membership, these councils provide a unique opportunity to learn from peers in the same sector, as well as help shape the future of pan-European real estate.

ULI currently has five European Councils:

- | | |
|----------------------------|--------------------|
| • Urban Regeneration | • Hotel and Resort |
| • Retail and Entertainment | • Sustainability |
| • Office and Mixed Use | |

Council Days

Councils meet twice a year to debate issues and discuss trends in a confidential and collaborative environment, as well as undertaking a range of other thought-leadership initiatives between meetings. Membership of each council is capped to enable genuine interaction between participants.

Become a Council Member

For more information please contact Clare Game on:
+44 20 7487 9572 or
clare.game@uli.org

Summer Council Day 18 June 2013

Timing/Location	
10:00 - 16:30	European Urban Regeneration Council Venue: EC Harris 34 York Way London N1 9AB
10:00 - 16:00	European Sustainability Council Venue: The Crystal Royal Victoria Docks London E16 1GB
08:30 - 16:30	European Hotel and Resort Council Venue: InterContinental Westminster 28 Broadway London SW1H 9JS
10:30 - 16:00	European Office and Mixed Use Council Venue: Lazard & Co 50 Stratton Street London W1J 8LL
09:00 - 15:30	European Retail and Entertainment Council Venue: Hammerson 10 Grosvenor Street London W1K 4BJ

Conference Speakers



Malcolm Bairstow
Partner, Infrastructure Sector Leader
Ernst & Young
London, UK

Bairstow has over 30 years' experience in the property, construction and infrastructure sectors, including leadership roles on a range of major projects and programmes for both Government and private sector clients in the UK and globally. Graduating with BSc (Hons) in Engineering, he is a Chartered Civil Engineer and sits on the Board of British Expertise and the Advisory Board of ACE. At a project level, Bairstow's experience has included a number of landmark Millennium projects including the Royal Opera House and Tate Modern in London and advising on several major UK infrastructure programmes including Manchester's Transport Capital Investment programme and the London Olympics. As Infrastructure & Construction global market leader in Ernst & Young, Bairstow is supporting the firm's continued growth in the infrastructure sector, particularly in Australia, Brazil and the Middle East.



Ross Baker
Director of Strategy & Master Planning
Heathrow Airport
Middlesex, UK

Baker is Heathrow's Director of Strategy, responsible for Heathrow master planning, capacity planning, passenger forecasting and strategy. Baker is accountable for making best use of the capacity created by Heathrow's existing infrastructure and overseeing the planning for additional capacity over the longer term. Prior to joining Heathrow in 2011, Baker held a mix of advisory and aviation industry roles. At Bain & Company, Baker advised a wide range of businesses on key strategic issues. At British Airways Baker held a range of operational and commercial management roles.



Richard Blakeway
Deputy Mayor for Housing, Land and Property
Greater London Authority
London, UK

Blakeway is responsible for overseeing the Mayor's statutory housing powers, including £3 billion of investment and around 600 hectares of land, following the transfer of functions and assets from the London Homes and Communities Agency and the London Development Agency to the GLA. Blakeway previously worked in the House of Commons, including for the Conservative

Party's policy review, and in 2004 helped launch and edit the International Development Magazine circulated to over 100 countries. Blakeway advised the Government of Somaliland, in East Africa, on their election process and subsequently worked as an election observer in the Ukraine during the country's parliamentary elections following the Orange Revolution.

Blakeway is a Young Ambassador for the Samaritans and Fellow of the Royal Society for Arts. He is a non-executive director of the Chartered Institute of Housing, and chairs the Homes for London board.



Darren Caplan
Chief Executive
Airports Operators Association
London, UK

Since January 2011, Caplan has been Chief Executive of the Airport Operators Association (AOA), the national trade association for UK airports. Before the AOA, Caplan worked for 14 years in communications, public affairs and politics in a number of sectors, including infrastructure, planning and technology; and for the four years prior to joining the AOA in 2011, he was Director of Public Affairs for full-service comms agency Brands2Life. Caplan's political experience includes working for the Conservative party and standing (unsuccessfully!) as a parliamentary candidate in the 2010 general election. He is incredibly passionate about aviation and the benefits the sector brings, be they global trade benefits to UK plc, boosting regional and local growth, or enabling millions of people to holiday and visit friends and family in the UK and around the world.



Greg Clark
Senior Fellow
ULI Europe
London, UK

Clark is ULI Europe's Senior Fellow, where he leads on Cities and Urban Development themes. He is an expert international peer reviewer on urban and metropolitan development for inter-governmental organisations. He has led reviews in 100 cities. His portfolio of wider leadership and advisory roles includes Global Institutions (such as The Brookings Institution and OCED Forum), UK Board and Leadership Roles (such as LEP and London Stansted Cambridge Consortium), Business and Economic Advisory Roles (such as Heart of London Business Alliance and Advisory Panel for Greater Manchester), Thought Leadership and Research Organisations (such as Centre for London and Centre for Cities, LSE and City of London University), Conference Chairman and moderator (such as World Bank City Leaders Dialogues and INREV, ANREV, ICSC, FT Investment conferences). Clark is regular advisor to world cities and regions in five continents. He is an author of six books and numerous reports and papers on cities and urban development issues.



Michael D. Cochran
Senior Managing Director
Eastdil Secured
New York, USA

Cochran is Senior Managing Director at Eastdil Secured. He was previously a partner at Secured Capital before merging into Wells Fargo's subsidiary, Eastdil Realty in 2006. Cochran focuses on providing strategic direction and capital raising capabilities to private and public entities for large, complex transactions. Over the course of his career, Cochran has been involved in over \$40 billion of investment banking transactions including: sales, financings, recapitalisations, joint venture structuring, property acquisitions, REIT securities offerings, mergers, loan sales and tenant representations.

Earlier in his career, Cochran held senior real estate investment banking positions at Goldman Sachs and CS First Boston. Cochran earned an MBA degree at Harvard University and a BS degree at the Wharton School at the University of Pennsylvania.



Stephen Dance
Head of Infrastructure Delivery
Infrastructure UK

Dance is Head of Infrastructure Delivery at Infrastructure UK, the part of HM Treasury that is charged with supporting planning, prioritisation, enabling and effective delivery of infrastructure across sectors in the UK. He leads the Infrastructure Delivery team which supports delivery of major economic infrastructure projects across sectors, including publicly funded capital projects, such as HS2, Mersey Bridge, and Rural Broadband, and private sector delivery for projects such as Thames Tunnel and Smart Metering. Dance is also responsible for IUK's work in reducing the costs of delivering infrastructure in the UK - as set out in the Government's reports in October 2010 and March 2011.

Dance has a background in consultancy and was for 15 years a director of the international property advisers DTZ, before joining Partnerships UK in 2003 and Infrastructure UK in 2010



Richard Donnell
Director of Research
Hometrack
London, UK

Donnell, Director of Research, joined Hometrack in 2005 as a main board member. Donnell's extensive knowledge of the housing sector spans a period of 17 years and he is widely regarded by the industry as one of the UK's leading housing market analysts. Donnell heads the market intelligence business within Hometrack and regularly works in an advisory

capacity for mainstream lenders, Government, regulators and top house builders. Before joining Hometrack, Donnell headed the residential research department at Savills plc where he built up a significant research-led housing consultancy business.



John Feeney
Global Head of Corporate Real Estate
Lloyds Banking Group
London, UK

Feeney is the Global Head of Corporate Real Estate at Lloyds Banking Group. In this role Feeney oversees the Bank's relationships with major real estate clients and real estate related lending activities both on balance sheet and in support of capital market activities. Previously Feeney managed the real estate debt business at Henderson Global investors following over seven years at Bank of America Merrill Lynch where he set up real estate businesses in Europe and Asia and managed a real estate special assets portfolio. Early in his career Feeney spent time at the Barclays Group establishing in-house securitisation programmes before rating a variety of structured products at Fitch Ratings. Feeney is a CFA charterholder.



Jim Garman
Managing Director, Merchant Banking Division & Global
Co-Head of Real Estate
Goldman Sachs
London, UK

Garman is a Managing Director in the Merchant Banking Division (MBD) in Europe and is Global Co-Head of Real Estate. Garman is a member of the Real Estate Investment Committee, the MBD Business Practices Committee and the Global Recruiting Council. Garman joined Goldman Sachs in 1992 as a financial analyst and was named an executive director in 1999, managing director in 2004 and partner in 2006.

Garman earned an MA in Land Economy from Cambridge University in 1989. Garman is a qualified chartered surveyor, and is a trustee of the Oxford and Cambridge Rowing Foundation.



Robert Hardy
Executive Director, Infrastructure Investment Group
J.P. Morgan Asset Management
London, UK

Hardy is a senior acquisitions officer for the Infrastructure Investments Group (IIG) and has been involved with the acquisition and management of investments in the infrastructure sector since commencing his career in Australia in 1998. Hardy has been involved in

infrastructure transactions in the UK, across Europe, the Americas and Australia and currently holds board positions for investments in the ports, airports and renewable energy sectors.

Prior to joining the firm, Hardy was involved in a number of property related infrastructure investments, including the Defence National Distribution and Storage logistics facilities in Moorebank in Sydney and Australia's largest industrial / logistics park and associated infrastructure north of Sydney. In his current role as a director of North Queensland Airports Hardy is involved in the potential commercialisation of surplus land at two airports totalling c.150 hectares.



Nick Jopling
Executive Director of Property
Grainger
London, UK

Jopling joined Grainger plc in September 2010 as Executive Director - Property from CBRE, where Jopling was the Executive Director and Head of Residential. Jopling's responsibility covers Grainger's UK Residential portfolio, development and fund management business units. Jopling has broad experience in the residential property sector in the UK and abroad, including investment, development and the private rented sector, where Jopling's particular interest lies. Jopling is also the Chairman of the Urban Land Institute's UK Residential Product Council.



Katie Kopec
International Director
Jones Lang LaSalle
London, UK

Kopec is one of the foremost development advisors in the industry having achieved a number of complex developments for a range of clients across Europe.

Kopec's work involves advising on land use options and disposal and acquisition of sites for corporate landowners, developers and public authorities. More recently she has been involved in looking at the impacts of large scale events on real estate markets and regeneration.

Kopec's clients include the London Development Agency advising on disposal of a key residential site, for LCR at Kings Cross negotiating a joint venture arrangement having selected Argent to be the partner and working on similar developer/partner selection processes for Glaxo SmithKline, Network Rail, Development Securities, Telefonica, LRM, the MOD and Taylor Woodrow.



Greg Lindsay
Urbanist, Author and Journalist,
Visiting Scholar, New York University
New York, USA

Lindsay is a contributing writer for Fast Company and co-author of the international bestseller *Aerotropolis: The Way We'll Live Next*. Lindsay is a visiting scholar at New York University's Rudin Center for Transportation Policy & Management studying mobility and connectivity, and is a fellow of the World Policy Institute.

Lindsay's writing has appeared in *The New York Times*, *The Wall Street Journal*, *Bloomberg BusinessWeek*, *The Financial Times*, *McKinsey Quarterly*, and *Fortune*, among many others.

Lindsay's work with Studio Gang Architects on the future of suburbia was on display at MoMA in 2012. Lindsay is currently working with UCLA's cityLAB to re-imagine the economy and urbanism of the Ecuadorean Amazon. Lindsay has advised Intel, Audi, Chrysler, FedEx, Teague, and André Balazs Properties.

Lindsay is a two-time Jeopardy! champion (and the only human to go undefeated against IBM's Watson).



Sir Stuart Lipton
Partner
Lipton Rogers
London, UK

Lipton has been a commercial developer since late 1960s. He is responsible for over 25 million sqft of development in over 50 projects including Broadgate, Stockley Park, Chiswick Park and the Treasury. Lipton was Chief Executive of Stanhope Plc from 1983 to 2006 and Deputy Chairman of Chelsfield Partners LLP. Lipton now has a new venture, Lipton Rogers LLP. He was the founding Chairman of the Commission for Architecture and the Built Environment (CABE) and a member of the Royal Fine Art Commission. He has been a Board member of the National Theatre and the Royal Opera House and has been involved in many other public buildings.

Lipton has a particular interest in the quality of design of new buildings and public space and their impact on how people feel and behave.



Pedro Miranda
Corporate Vice President & Head of Corporate Development
Siemens One, Siemens
London, UK

Miranda is Corporate Vice President of Siemens AG and Head of Corporate Development Siemens ONE in Munich, since 2008. This Corporate Unit has the governance of 14 Siemens Market

Development Boards and oversees Business Development topics in 55 countries. Special responsibilities include membership of the Sales Board and member of the Sustainability Advisory Board of Siemens AG.

Miranda started his career at General Motors Corporation as production engineer, joining Siemens in 1983 as manufacturing engineer.

Miranda holds a Diploma degree in Electrical and Industrial Engineering from Purdue University, USA, and is a member of the Institute of Electrical and Electronics Engineers. Miranda is a REFA specialist and graduate in Engineering Management Program from the Krannert School of Management, US. Miranda was AFS scholarship recipient in New York, US.



J. Byrne Murphy
Chairman
DigiPlex Data Centers / Kitebrook Partners
London, UK

Murphy is owner and manager of Kitebrook Partners, a real estate private equity firm based in Washington, DC. He has twenty five years experience in international property development and investment management, and has twice grown start-up development companies into platforms with over \$1 billion of assets under management.

Murphy's current ventures include a data centre operation in Scandinavia, an engineering firm in the U.K., and Palazzo Tornabuoni, a \$225 million re-development of a 15th century Medici palazzo in Florence, Italy. Palazzo Tornabuoni has just been awarded the ULI Award for Excellence and is managed by Four Seasons.

Murphy was Co-Founder and Deputy Chief Executive of BAA-McArthurGlen, the company responsible for first importing the designer outlet concept to Europe.

Murphy graduated Cum Laude from Harvard, received his MBA from University of Virginia and authored *Le Deal*, an award winning book published by St. Martin's Press.



Roger Orf
Partner and Head of European Real Estate
Apollo Global Real Estate
London, UK

Orf is a Partner of Apollo and is responsible for Apollo's European Real Estate Investment activities. Orf is a member of the University Of Chicago Graduate School Of Business Global Advisory Board as well as serving on the Visiting Committee of the University of Chicago's Law School. Orf serves on the Board of the Ambassador Theatre Group and is a Trustee of the Urban Land Institute and Chairman Designate of ULI Europe.

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



Gerald Parkes
Chief Executive
Pacific Real Estate Capital Partners (PRECP)
London, UK

Parkes has over 30 years' experience in real estate and related sectors, having started his career in London in 1977.

Parkes has been investing on behalf of blue chip institutions throughout his career and has been instrumental in building cross-border investment businesses in both the US and Europe. Prior to PRECP Parkes was the Managing Director and Head of Real Estate Private Equity Europe for Lehman Brothers, building out the European platform both internally and by forming new operating platforms across Europe, ultimately managing approximately US\$30 billion of gross assets.

Parkes has an MA in Land Economy from Cambridge University and is a Fellow of the RICS. Parkes is also an independent adviser to the Government Property Unit reporting to Cabinet.



Kari Pitkin
Managing Director
Bank of America Merrill Lynch
London, UK

Pitkin is a Managing Director with Bank of America Merrill Lynch. She has spent the last thirteen years in Europe, and prior to London she resided in Sydney and New York, always focused on Real Estate Investment Banking. Throughout her career Pitkin has been involved in over \$40 billion of real estate transactions on a global basis, including the US, Australia, Singapore and Europe



William Rucker
Chief Executive, Lazard London
Chairman, Quintain Estates & Development
Chairman, Crest Nicholson
London, UK

Rucker studied politics and economics at Bristol University, qualifying as a Chartered Accountant and was with Arthur Anderson until joining Lazard in 1987.

Rucker has been the Chief Executive of Lazard London since June 2004 and has enormous experience as a senior banker in real estate, retail and other sectors. Rucker has been Non-Executive Chairman of Quintain Estates and Development Plc. since October 2009 and Chairman, Crest Nicholson Plc. since September 2011. Rucker served as a Non-Executive Director on the Board of Rentokil Initial Plc. for six years until March this year.



Celine Thompson
Head of Leasing
Derwent London
London, UK

Thompson has played a pivotal role in leading the Leasing Team, advising the Board on strategy and being involved in the pre-letting of the Derwent London's development pipeline.

Thompson is currently overseeing 22 separate marketing campaigns including The Buckley Building, 1&2 Stephen Street, 40 Chancery Lane, Turnmills and 80 Charlotte Street, the Group's largest ever speculative development. Thompson started her career with Derwent London (then Derwent Valley) 7 years ago and has worked in the London market for 14 years.



Grenville Turner
Group CEO
Countrywide
Milton Keynes, UK

Turner joined Countrywide as an Executive Director in 2006 and became Group Chief Executive of Countrywide Plc in 2007. Turner is also Executive Chairman of Hamptons International and Chairs the Joint Venture between Countrywide and CBRE. Turner has 36 years of experience in retail banking and the property sector.

Turner's former executive roles have included Chief Executive of Intelligent Finance and Chief Executive of Business to Business at HBOS. Turner is an Associate of the Chartered Institute of Bankers and a Fellow of the Scottish Chartered Institute of Bankers.

Turner's previous Directorships have included Sainsbury's Bank Plc, St James's Place Plc and he was one of the founding Directors of Rightmove.co.uk. Turner is now a Non-Executive Director of the Zoopla Group as well as Chairman of Knightsbridge Student Housing Ltd. and Bellpenny, a Private Equity backed IFA aggregation business.



Martijn Vos
Senior Portfolio Manager, European Real Estate
Investments
APG Asset Management
Amsterdam, Netherlands

Vos is Senior Portfolio Manager for European Real Estate Investments at APG Asset Management, since 2011.

Vos joined APG (then ABP) in 2005, as analyst in the European and Asia-Pacific Real Estate team. From 2008, Portfolio Manager, Vos focused on sourcing, underwriting and managing of Real Estate funds and other Real Estate vehicles for APG's European Real Estate investments. Vos started his career in 2004 at the Holding Company of

Bouwfonds as analyst in the financial/strategic department.

Vos studied Financial Economics Management (part of Business Economics) at Tilburg University and has written his thesis on Real Estate indices for FGH Bank.



Jon Zehner
Global Head of Client Capital Group
LaSalle Investment Management
London, UK

Zehner joined LaSalle in March 2012 and is responsible for leading LaSalle's activities worldwide relating to client relations, marketing and communications, capital raising, new product development, and large scale, cross-border strategic investments. Zehner is a member of LaSalle's Global Management Committee.

Zehner was previously at AREA Property Partners where he was a Senior Director. Prior to joining AREA in 2009, Zehner enjoyed a 28 year career at JPMorgan Chase & Co. Zehner is an active leader in a number of industry organisations including serving as Chair of the Cambridge Land Economy Advisory Board of the University of Cambridge and as a Trustee and member of the Board of Directors of the Urban Land Institute. Zehner is also a member of the Board of Visitors of the John Sloan Dickey Center for International Understanding of Dartmouth College.

Sponsor Profiles



AEW Europe is a leading European real estate investment manager with nine 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 270 employees who are responsible for €17.5 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 €36 billion.

www.aeweuropa.com



ECE develops, plans, builds, leases out, and manages large commercial real estate in the retail, office and industrial sectors and is active in 16 European countries. The company is a European market leader with 185 managed shopping centers and manages a project volume of around €23.5 billion. On an overall sales area of 6 million m², about 17,500 retail businesses generate €19 billion in annual sales. Another 11 shopping centers are currently under construction or planned throughout Europe.

www.ece.com



CBRE Global Investors is one of the world's largest real estate investment management firms with \$90.4 billion in assets under management. The firm sponsors real estate investment programmes across the risk/return spectrum in North America, Europe and Asia for investors worldwide including public and private pension funds, insurance companies, sovereign wealth funds, foundations, endowments and private individuals. Programmes include core/core-plus, value-added and opportunistic strategies through separate accounts and commingled equity funds, debt investment, global multi manager programmes and listed global real estate securities vehicles. CBRE Global Investors is an independently operated affiliate of CBRE Group, Inc, the world's premier, full-service commercial real estate services company.

www.cbreglobalinvestors.com

Linklaters

Linklaters' real estate sector expertise combines an outstanding track record ; client relationships with global reach. Since 2008, we have seen challenging ; estate markets which require the full range of solutions, often across borders. ; 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

SIEMENS

Siemens is a global powerhouse in electronics and electrical engineering, operating in the fields of industry, energy and healthcare as well as providing infrastructure solutions, primarily for cities and metropolitan areas. For over 165 years, Siemens has stood for technological excellence, innovation, quality, reliability and internationality. The company is the world's largest provider of environmental technologies. Around 40 percent of its total revenue stems from green products and solutions. At the end of September 2012, Siemens had around 370,000 employees worldwide on the basis of continuing operations.

www.siemens.com



Union Investment Real Estate GmbH is one of Europe's leading property investment management companies. We combine over 45 years of asset management expertise with the capital market expertise of the dynamic Union Investment Group. As one of the sector's biggest players, we currently have assets under management of €20 billion. Our portfolios comprise some 300 prime properties in outstanding locations in the world's major cities – as the "calling cards" of our tenants in 25 countries worldwide they provide a platform for business success.

www.union-investment.com

People To Thank

ULI extends gratitude to the following for their input, which has made the ULI Real Estate Trends Conference 2013 a success:

Session Speakers and Moderators

Sponsors

Conference Chairman

Sir Stuart Lipton, Partner, Lipton Rogers

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Gerald Parkes, Chief Executive, Pacific Real Estate Capital Partners

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Andrew Gould, Former Chief Executive-England, Jones Lang LaSalle

Bernhard Hansen, Chief Development Officer, CA Immo

Peter Hobbs, Senior Director, Group Business and Multinational, IPD

Anne T. Kavanagh, Global Head of Asset Management & Transactions, AXA Real Estate

Barbara Knoflach, Chief Executive, SEB Asset Management

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