

About ULI

The Urban Land Institute (ULI) is a non-profit research and education organisation supported by its members. Founded in Chicago in 1936, the institute now has almost 40,000 members worldwide, representing the entire spectrum of land use and real estate development disciplines, working in private enterprise and public service.

A multidisciplinary real estate forum, ULI facilitates an open exchange of ideas, information, and experience among industry leaders and policy makers dedicated to creating better places.

Members say we provide information they can trust, and that ULI is a place where leaders come to grow professionally and personally through sharing, mentoring, and problem solving. With pride, ULI members commit to the best in land use policy and practice.

ULI has been active in Europe since the early 1990s and today we have over 2,600 members across 27 different countries. We have a particularly strong presence in the major European real estate markets of the UK, Germany, France and the Netherlands but are also active in emerging markets such as Turkey and Poland.

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. 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 over 35,000 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

Invest in your career and shape the future of real estate as a ULI member.

More information is available europe.uli.org/join



Urban Land Institute

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ULI Europe Young Leaders Summer School 2016 Programme

9 – 10 September 2016

Val d'Europe, Paris, France



REAL ESTATE
DEVELOPMENT

by EuroDisney

Programme at a Glance

Thursday 8 September (Optional)

19:00 Welcome drinks and informal dinner
Contact: **Ari Erlichman** : +33 6 26 91 94 14 / ARI.ERLICHMAN@disney.com

Friday 9 September | Day 1

Vienna House Magic Circus Paris / 20 Avenue de la Fossé des Pressoirs, 77700 Magny-le-Hongre, France

08:00 Breakfast (open to all)

09:00 Welcome Speech: **Emmanuel de Lanversin**, Chair of ULI France and Directeur Général Délégué – SemPariSeine

09:15 Presentation: Brief Overview of Val d'Europe
Urbanists, architects, developers and public parties involved in the project present the largest privately developed territory in France since 1987
Moderator: **Benoit Khelifi**, Investment Manager, ORFEO

09:15 The genesis of the project, the situation today and what's coming next
Speakers:
Francis Borezée, VP Global Development, Euro Disney
Jean-Baptiste Rey, Deputy Managing Director, Marne-la-Vallée EPAMARNE (To be confirmed)
Emmanuelle Delanoë, Director of Strategy, Value Retail PLC - Board Director, Value Retail Europe Ltd
Christoph Salzer, Regional Director/Managing Director, Warimpex Finanz- und Beteiligungs AG

10:00 Urbanism, architectural philosophy and achievements
Speaker: **Bernard Durand-Rival**, Chief Architect and Urbanist, EuroDisney

10:30 Q&A and refreshments

10:45 Grand Paris: Issues and prospects
Initiated in 2008, The "Grand Paris" project is a very important urban project with the goal of transforming the city of Paris and its suburbs in a huge European and world metropole of the 21st century
Speaker: **Sarah Zouheir**, Advisor cabinet of the CEO, Société du Grand Paris

11:45 Case study: Workshop: Connecting Disneyland to its growing surroundings
Practical group activity to develop your own neighbourhood planning roadmap with the assistance of a team of experts from EuroDisney in architecture, urbanism, law, finance and development

13:00 Lunch

14:00 Site tours: (Bus will depart at 14.00)

14:15 **Visit Villages Nature project**, the largest development site in France. Villages Nature is a joint-venture between Euro Disney and Pierre & Vacances. The first phase of this resort, including the largest indoor lagoon in Europe, has 900 homes and will open in H1 2017.

About the Euro Disney S.C.A. Group

The Group operates the Disneyland® Paris site, which includes the Disneyland® Park, the Walt Disney Studios® Park, seven themed hotels with a total capacity of approximately 5,800 rooms (not including the 2,700 rooms in the hotels located near the site and operated by third party partners), two convention centres, the Disney® Village entertainment centre and a golf course. The Group's activities also include the development of a 2,230-hectare site, half of which has not yet been developed. Euro Disney S.C.A. shares are listed and traded on NYSE Euronext Paris.

About Val d'Europe

The fruit of a unique French partnership that brings together the Euro Disney group and the public authorities, Val d'Europe covers 2,230 hectare. It is home to Europe's number one tourist destination – Disneyland® Paris – and a town that offers all the advantages of a major city: 28,000 residents, 25,000 jobs, many shops and facilities. It is also home to France's busiest TGV train hub, 2 RER train stations, 3 direct access roads to the A4 motorway and 120,000m2 of office and business space. With the atmosphere of a country town, the spirit of innovation and carefully controlled urban development, Val d'Europe is now one of the primary economic and urban centres in the eastern Paris area.

Speakers



Guillaume Turcas, Head of Asset Management Offices, AEW Europe

Turcas is Head of Asset Management Offices covering France, Spain and Benelux at AEW Europe. With a 12-year experience in REAM and disposals, he manages a portfolio of offices assets with a total value of c. €6.7bn with a team of 12 professionals. Turcas is also involved in acquisitions strategies, investments committees, investors' relations and is a member of the firm's European Management Committee.

Prior to joining AEW Europe, he was a Director at CBRE Global Investors within the Strategic Partners Europe Funds series, opportunistic/value added real estate funds over the Eurozone countries. Before that, Turcas was an analyst at Deloitte Finance, within the Financial Real Estate Advisory and Real Estate M&A departments.

Member of RICS, he holds a Master's Degree in Civil Engineering from ESTP School, a Master's Degree in Finance and Real Estate from Paris Dauphine University – where he is also a teacher.



Sarah Zouheir, Advisor cabinet of the CEO, Société du Grand Paris

Sarah Zouheir works as an advisor to the Chairman of the Societe du Grand Paris ; she is in charge of the Strategic Committee and International Relations.

Prior to that she served as an advisor to the Minister of Urban Affairs (2012-2016). She is an urban planner and graduated from Sciences Po and the London School of Economics in 2010.

16:15 Visit Val d'Europe urban centre: starting with the new "Studios" neighbourhood with its Art Déco architecture influenced by nearby Walt Disney Studios theme park and pursue with Val d'Europe mall, one of the largest malls in Europe (Klepierre), and its extension under construction above high-speed train tracks under activity.
(Total duration of the site tours will be 2 hours 15 minutes. Please note the group will be split into 2 groups to visit the Klepierre mall extension.)

18:00 Check-in & drinks

19:15 Meet in the hotel lobby for dinner

21:00 Fireworks in a VIP area in the park, Disneyland Paris

21:30 Dinner, Walt's restaurant in Disneyland Paris
(Entry to the park is with the group only)

Saturday 10 September | Day 2

Vienna House Magic Circus Paris / 20 Avenue de la Fossé des Pressoirs, 77700 Magny-le-Hongre, France

08:00 Breakfast and check out (for hotel guests)

09:30 Masterclass on Public-private partnerships
Speaker: **Salim Bensmail**, Director, French Treasury

10:30 Break

10:45 Master class on Real Estate Economics
Will the real estate market stay bullish or will we face another major financial crisis?
Dialogue between:
Jaap Tonckens, Chief Financial Officer, Unibail-Rodamco
Guillaume Turcas, Head of Asset Management Offices, AEW Europe

12:00 Lunch

13:00 Transfer to Paris in RER A

14:00 Site tour in Paris: **Forum des Halles**
Between 2011 and 2016, Les Halles will be reorganized and modernized to make the district more welcoming to visitors and will become more cohesive, more open to the city and better integrated into the urban environment.
Speaker: **Emmanuel de Lanversin**, Director of Strategy, Value Retail PLC - Board Director, Value Retail Europe Ltd

16:30 Farewell drinks at "Robe et Palais" restaurant and conclusion

Speakers



Salim Bensmail, Director, French Treasury

Bensmail heads the Infrastructure Finance Unit at the French Treasury Department (Mission d'Appui au Financement des Infrastructures – "Fin Infra") and advises French public sector entities on the structuring of infrastructure projects. He previously held various positions in the financial services industry and at the City of Paris, including Deputy-Director for Financial Affairs in charge of Infrastructure & PPPs and Director for Economic Development. He was involved in the structuring of a wide range of infrastructure projects, including water management, stadiums, convention centers, high speed railways and highways / toll roads. Salim is a graduate of Ecole Nationale d'Administration and Institut d'Etudes Politiques de Paris and holds an MPhil in Economics from the University of Cambridge.



Francis Borezée, VP Global Development, Euro Disney

Borezée is a leading specialist in urban planning and real estate development. Today, he is the prime contact person for the local players in Val d'Europe and steers the real estate development team.

His mission is to guarantee the coherent development of the area over the long term. Borezée has been at Euro Disney since 1991 where he first acted as Director Land Development and then assumed the role of Vice President Resort & Real Estate Development.

His current team incorporates complementary skills, and comprises of developers, urban planners, architects, infrastructure and sustainable development engineers.

Managing all resort and real estate projects across 2,230 hectares (5510 ac), within the framework of the 1987 Main Agreement signed with the public authorities. He is actively implicated both in the urban development for the 5 towns of Val d'Europe, and the Disneyland Paris tourist destination, through hotel projects, Disney Village or the company's real estate master plan.



Emmanuel de Lanversin, Chair of ULI France and Directeur Général Délégué – SemPariSeine

Emmanuel de Lanversin, CEO of SEMPariSeine, is in charge of development and construction projects in Paris such as the renovation of "Les Halles" and "Beaugrenelle". He is a former member of Bertrand Delanoë's cabinet, Paris Mayor, in charge of transportation, urban policy, architecture and environment.



Emmanuelle Delanoë, Director of Strategy, Value Retail PLC - Board Director, Value Retail Europe Ltd

Emmanuelle Delanoë joined Value Retail in Barcelona in 1997, where for two years she participated to the launching of La Roca Village.

She then moved to Paris in 1999 to set up La Vallée Village project, open to the public since end 2000 and was appointed General Director France.

In 2012 La Vallée Village was awarded the "Best Retail Project over the last 20 years" by PROCOS and Value Retail concept was officially accepted as an Affiliate Member of the UNWTO (United Nations World Tourism Organisation), the only Affiliate Member from the retail sector.

Emmanuelle Delanoë was appointed Board Director in December 2015. She has been in charge of Group Strategy since 2004. She is a member of the European Retail and Entertainment Council of ULI (Urban Land Institute) and a member of ULI France Steering Committee.



Christoph Salzer, Regional Director/Managing Director, Warimpex Finanz- und Beteiligungs AG

Christoph Salzer is Regional Director/Managing Director France, Germany, Romania for Warimpex Finanz- und Beteiligungs AG. A real estate development and investment company. There core focus is the construction and operation of hotels and offices in Central and Eastern Europe.

As one of the key players in the hotel and property sector, Warimpex develops and invests in the Czech Republic, Poland, Hungary, Romania, France, Germany, and Russia according to a strategy of balanced geographical risk diversification.

A pioneer in Central and Eastern Europe, Warimpex has an extensive network that enables it to identify market opportunities at an early stage. Lean structures, long-term partnerships, professional expertise, and high quality standards are cornerstones of our success.



Jaap Tonckens, Chief Financial Officer, Unibail-Rodamco

Chief Financial Officer of Unibail-Rodamco since July 1st, 2012. He joined the Unibail-Rodamco Management Board on September 1, 2009 as General Counsel and became Chief Investment Officer on October 16, 2010. He retains the supervision of the Group's investments in his current position.

Jaap Tonckens is a graduate of the University of Leiden in the Netherlands and of Emory University in Atlanta (USA). Prior to joining Unibail-Rodamco in September 2009, he was a managing director at Endurance Capital, a private equity firm in New York. From 1994 to 2008, he worked at Morgan Stanley & Co., first in London and then in New York, where he was a managing director in the Leverage & Acquisition Finance department. In his positions he acquired extensive experience in evaluating and executing highly complex initial public offerings, debt and equity financings, spin-offs, restructurings and M&A transactions. Prior to that, he worked at the law firm of Shearman & Sterling in New York and Paris for more than four years. Jaap Tonckens, born in 1962, is a Dutch and US national.