



## Unlocking Europe for Growth

11th Annual ULI Paris Conference - 7 February 2007

THE WESTIN PARIS, 3 RUE DE CASTIGLIONE, PARIS 75001, FRANCE

[www.uli.org/conferences/paris2007](http://www.uli.org/conferences/paris2007)

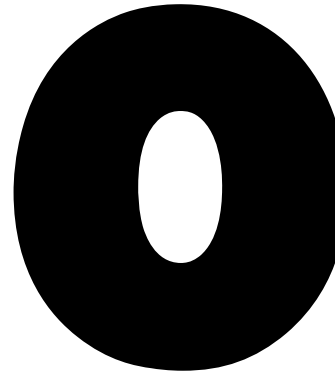


**Urban Land  
Institute**



## Prologue

*John Carrafiell*



**In February, the Urban Land Institute will host its 11th Annual Paris Conference.** As the global spotlight shines on China and India, is Europe being left in the shadows? If you look at investment and development in European cities over the last decade, the answer would be a resounding no. However, the old world does need to be more resourceful if it wants to continue to compete for growth. For the property industry, this means connecting with new clients such as major private companies, unlocking assets held in public hands, and looking for inspiration from European mayors and leaders to ensure our cities remain competitive. Join us as we explore what this means for the property industry.

At the conference, you will have the opportunity to find out what you can do to keep abreast of the competition, learn from industry leaders and those shaping public policy and discover how you can capitalise on these opportunities to position your company for the future. Our expert-led sessions are structured to let you participate in the discussion, ask questions, and share insights.

### Topics to be covered include:

- Unlocking Europe for Growth
- Shared Destiny:
  - Global Corporations and the Future of Cities
- Where Market Value Meets Sustainability – The Acid Test
- Sceptics and Believers: Duelling Economists
- Fresh Thinking in Policy:
  - Tomorrow's Leaders Shaping Cities Today
- Capital Markets Transformed:
  - Redefining European Real Estate?
- The Old Continent in the New World

Whether this is your first ULI conference or you are joining us once again, I am confident that you will find this event full of new opportunities and fresh perspectives, and a worthwhile way to start the year.

I look forward to seeing you in February.

**John Carrafiell**

Managing Director and Global Co-Head,  
Morgan Stanley Real Estate, London, United Kingdom



“  
Providing  
leadership in  
the responsible  
use of land  
and in creating  
and sustaining  
thriving  
communities  
worldwide.”

# Unlocking Europe for Growth Conference

## What you will learn

How Europe can retain its position and use its skills to exploit new markets.

Emerging global trends affecting the property market in Europe.

Views of current and prospective European leaders who will provide insight into policy that will shape future markets.

How to connect with new business partners, such as major global corporations.

Key economic and market fundamentals determining the views of international investors.

How to navigate and network European property development, investment and capital markets.

## Who should attend?

Property professionals and service providers including developers, owners, architects, designers, public-sector officials, consultants, international development funds, institutions, financiers and lenders seeking greater insights into opportunities throughout Europe.



Deputy John Bruton  
Former Prime Minister  
of Ireland



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Conference Supporting Organisations

## Keynote Speakers

Former President of the European Council, Dublin, Ireland

Bruton is a former Prime Minister of Ireland and a former President of the European Council. As Prime Minister, he presided over the Irish Presidency of the European Union, during which time his government held the chair of all EU ministerial meetings. At the Dublin EU Summit, he helped finalise the Growth and Stability Pact, which governs the management of the single European currency – the euro. During this period, he also represented the European Union as President of the Council at summit meetings with the President of the United States, the Prime Minister of Canada, the Prime Minister of Japan, the Prime Minister of Korea, the Prime Minister of China, the Prime Minister of Israel and Chairman Arafat of the Palestinian Authority. John Bruton was elected Taoiseach (Prime Minister) of Ireland in December 1994, and was responsible for the introduction of the corporate tax policy that underlies Ireland's current economic success. He was also deeply involved in the Irish peace process. In February 2002, Bruton was elected to the Praesidium of the Convention on the Future of Europe. The goal of the Convention is to boost efficiency, transparency, and democracy in Europe and to address the question of integrating 13 further economies into the European Union.



**Will Hutton**  
Chief Executive

The Work Foundation and Former Editor, *The Observer*

Formerly editor of *The Observer*, Hutton is chief executive of the Work Foundation (previously known as the Industrial Society). From 1990 to 1996 he was economics editor of *The Guardian*. A former stockbroker, Will Hutton spent 10 years with the BBC and from 1983 to 1988 was economics correspondent for BBC 2's *Newsnight*. He was nominated Political Journalist of the Year by Granada TV's *What the Papers Say* for his coverage of the 1992 ERM crisis. Hutton is a member of the governing council of the Policy Studies Institute, the Institute for Political Economy and Charter 88. He is on the editorial board of *New Economy* and is a governor of the London School of Economics. His book *The State We're In* (1995), which has rapidly become a number 1 business bestseller, gives a remarkable insight into our national institutions and questions their suitability to lead Britain into the next millennium.



**Conference Chair**  
**John Carrafiell**  
Managing Director

Managing Director  
and Global Co-Head,

Morgan Stanley Real Estate, London, UK

Carrafiell is a managing director of Morgan Stanley and global co-head of Morgan Stanley Real Estate. He joined the firm's New York office in 1987, moved to the London office in 1989, and as director of acquisitions (Europe) initiated the Morgan Stanley Real Estate Funds (MSREF) European investment programme in 1994. Carrafiell became head of Morgan Stanley's European Real Estate Group in 1995 and a managing director in 1999. In 2005, he became global co-head of Morgan Stanley Real Estate, encompassing principal investing (via MSREF and other discretionary funds)

and investment banking (advisory, capital raising, acquisition finance and lending/securitisation via the Securitised Products Group). Carrafiell is also president of Morgan Stanley Real Estate's \$2.25 billion Special Situations Fund III, which targets pre-IPO investments and strategic stakes in real estate companies around the world, and a member of the Global Investment Banking Division's six-person operating committee. Carrafiell is a trustee of the Urban Land Institute, a director of the management board of the European Public Real Estate Association (EPRA), and a director of leading real estate companies including Deutsche Immobilien Chancen; Grupo Lar; Multi Development; and Canary Wharf, where he is chairman of the audit committee.



**Conference Moderator**  
**Greg Clark** Chair

OECD Forum of Cities  
& Regions and Adviser  
on City and Regional

Development to UK Government

Clark is a city and regional development adviser, speaker, and facilitator with 20 years' experience, principally in leadership roles in city agencies in London, UK, and has advisory roles with many cities/regions, governmental and intergovernmental organisations internationally. He holds a portfolio of core roles, including adviser on city and regional development at the UK Department for Communities & Local Government, global practice adviser at the London Development Agency, and adviser to the OECD on city and regional development.

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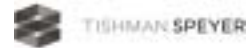
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or call +44-20-7487-9578 (Europe), 800-321-5011 (USA)

**Full** conference  
programme

## Tuesday 6 February 2007

**12.00-18.00**

**2007 Winter Council Day**  
(open to council members and  
guests only)

**14.00-18.30**

**Young Leaders Event**  
Special programme for ULI Young Leader  
members and guests under the age of 35

**18.30-20.00**

**Council and Leadership Reception**  
(by invitation only)

**20.00-22.30**

**Leadership Dinner**  
(by invitation only)

## Wednesday 7 February 2007

**07.30-09.00**

**ULI Europe Women in Real  
Estate Breakfast**

**07.30-09.00**

**New Member Orientation Breakfast**

**08.00-09.00**

**Committee Meetings**  
(policy & practice; membership,  
programme committees)

**09.00-09.30**

**Conference Welcome and Introduction**  
Conference Chair: John Carrafiell,  
Managing Director and Global Co-Head,  
Morgan Stanley Real Estate, London, UK

Conference Moderator, Greg Clark,  
Chairman of OECD Forum of Cities  
& Regions and Adviser on City and  
Regional Development, UK Government

**09.30-10.30**

**Keynote Session**  
Featuring – Deputy John Bruton,  
Member, Praesidium of the Convention  
on the Future of Europe, Former Prime  
Minister of Ireland and Former President  
of the European Council

### Unlocking Europe for Growth

John Bruton will provide an overview of  
European economic development in light  
of the enlargement of the Union and the  
prospects for Europe in the new world.

## Wednesday 7 February 2007

**10.30-11.30**

### Plenary Session

#### Shared Destiny: Global Corporations and the Future of Cities

Urban destinies are shaped by where global corporations decide to locate, invest, and create jobs. Hear from some key companies about their urban strategies, their tips for the mega-cities of the future and how they can be valuable partners for the property industry.

**Bertand Collomb** President, Lafarge, Paris, France (invited)

**Despina Katsikakis** Chairman, DEG, London, UK

**Reinhard Kutscher** Member of Management Board of DIFA Deutsche Immobilien Fonds, Hamburg, Germany

**David Lunts** Director of Policy and Partnerships, Greater London Authority, London, UK

**Henri Proglie** Chairman and Chief Executive Officer, Veolia Environment, Paris, France (invited)

**Johannes Schmidt** Managing Director, Siemens Financial Services, Siemens AG, Munich, Germany

**11.30-12.00**

### Break

**12.00-13.00**

### Concurrent Sessions:

#### Session 1: Where Market Value Meets Sustainability – The Acid Test

Market value and sustainability will have to find common ground as responsible developing and investing become an increasingly important risk to manage. Learn the results of ULI's research into sustainable development which gives guidance on how developers and investors can act smart and still profit.

**Hank Baker** Senior Vice President, Forest City Stapleton, Denver, USA

**Andrea Carpenter** Managing Director, Centre for Regeneration & Sustainability, ULI Europe, London, UK

**Angus McIntosh** Partner and Head of Research, King Sturge, London, UK

#### Session 2: Sceptics and Believers: Duelling Economists

Listen as two prominent economists go head to head on a wide range of topics and opinions. They will march issue by issue through domestic and global markets, interest rates, inflation, employment, China, the future of Europe, and many other key issues.

**Peter Hobbs** Head of Global Real Estate & Infrastructure Research, RREEF\DB Real Estate, London, UK

**Sabina Kalyan** Chief Economist, IPD & Economist, Capital Economics, London, UK

#### Session 3: Drivers of Change

Share your views on the forces driving change and potential scenarios for global development in this hands-on session led by **Prof. Dr Chris Luebke**, Director for Global Foresight & Innovation, Arup.

**13.00-14.30**

### General Lunch

#### Including District & Product Council hosted tables

Opportunity to meet the chairs and executive committee members from ULI's 14 district councils and five product councils.

**14.30-15.30****Concurrent Sessions:****Session 1: Fresh Thinking in Policy:  
Tomorrow's Leaders Shaping Cities Today**

Hear what excites the next generation of political leadership about cities and why their priorities now will be important on a national level tomorrow.

Pavel Bém Mayor, Prague, Czech Republic (invited)

Michael Häupl Mayor, Vienna, Austria (invited)

Alberto Ruiz-Gallardón Jiménez Mayor, Madrid, Spain (invited)

Rt Hon David Miliband MP Secretary for Environment, Food & Rural Affairs, Defra, London, UK (invited)

Letizia Brichetto Arnaboldi Moratti Mayor, Milan, Italy (invited)

**Session 2: What's Wrong with REITs?**

Arthur Segel from Harvard University, one of the world's foremost property finance experts, leads a provocative and interactive roundtable debate on the pros and cons of REITs.

Edmund Craston European Head Of Real Estate Investment Banking, Lehman Brothers, London, UK

Stanislas Dwernicki Managing Partner, Gide Loyrette Nouel, Paris, France

Ian Hawksworth Managing Director, Capital & Counties and Executive Director, Liberty International, London, UK

Arthur Segel Professor of Management Practice, Finance Department, Harvard Business School, Harvard, USA

**15.30-16.00****Break****16.00-17.00****Keynote Session**

Featuring – Will Hutton, Chief Executive, The Work Foundation and Former Editor, The Observer

**Globalisation – the European Approach**

Will Hutton Drawing on his experiences as chief executive of the Work Foundation and former editor in chief of *The Observer* newspaper, Hutton will analyse Europe's future from an economic and political standpoint. He will argue that Europe offers a better 'scope within globalisation for different cultures and approaches to capitalism to flourish' and share his insights in to the potential impact of new global economies, such as China.

**17.00-18.00****Closing Plenary Session****The Old Continent in the New World**

We unveil the investment trends for Europe, Asia, and the United States in the ULI/PwC's latest Emerging Trends research.

Joseph Azrack President/Chief Executive Officer, Citigroup, New York, USA

Steve Blank ULI Senior Resident Fellow, Washington DC, USA

John Carrafiell Managing Director and Global Co-Head, Morgan Stanley Real Estate, London, UK

Bernd Knobloch Chief Executive Officer/ Chairman of the Board of Managing Directors, Eurohypo, Eschborn, Germany

Shuji Tomikawa Managing Director, Mitsui Fudosan Investment Advisors, Tokyo, Japan

**18.00-19.00****Networking Reception****20.00-22.30****ULI Europe Steering Committee and Trustees Dinner**

# Young event leaders programme

The first ULI Young Leader conference  
for members and guests under 35

Sponsored by DTZ, EuroProperty and Morgan Stanley



**EuroProperty** Morgan Stanley

## Tuesday 6 February 2007

**14.00-14.15**

### Welcome & Introduction

**Marilyn Taylor** Chairman, ULI & Partner, Skidmore, Owings & Merrill LLP (SOM)

Moderator: Greg Clark, Chair, OECD Forum of Cities & Regions and Adviser on City & Regional Development to UK Government

**14.15-15.10**

### The Great Balloon debate

Six investors fly high in a hot air balloon, but with the balloon leaking air just one investor can survive the journey. In this interactive debate, each investor is given a chance to sell the merits of his or her country as the audience decides who falls and who floats.

**15.10-15.20**

### Info Burst: Green Building Design

Catch up on the latest green building innovations in this bite sized session.

**15.20-15.40**

### In the Editor's Chair

The business press is one of the most accessible sources of information for the property professional but still remains a mystery to many. Mark Cooper, editor of *EuroProperty*, explains how his team gathers news and sets the agenda for the European property industry.

**15.40-15.55**

### Break

**15.55-16.10**

### Hot and Cold spots in Europe

Discover the hottest real estate locations and what is driving their new found popularity as well as those cities that are being left out in the cold by the industry.

**16.10-16.55**

### Group Grilling

Take your chance to question four leaders in the real estate field, who will give a brief resumé before taking questions from the floor – allowing an insight into what makes them tick, how they got where they are, the lessons they have learnt in their careers and what useful tips they would pass on to help make the young leaders of today the stars of tomorrow.

**16.55-17.05**

### Info Burst: Niche Investments

Discover the diversity of property investment products, from automotive and roadside to healthcare and infrastructure, and which are showing the best returns, in this punchy 10-minute session.

**17.05-17.20**

### Break

**17.20-17.40**

### Tall Buildings

What do tall buildings represent – city identity, density solutions or developers' ego? Are they signs of prosperity or are they built to attract prosperity? David Lunts, Director Policy & Partnerships, Greater London Authority gives his views on the issues and explains the special challenges of tall buildings in London.

**17.40-17.50**

### Info Burst: Shariah Investing

A digestible and useful bite-sized introduction to the world of Shariah investing.

**17.50-18.30**

### Featured Speaker: Pen Hadow, Polar Explorer

Pen Hadow, one of the world's most accomplished polar explorers, relates his experiences in the desolate yet captivating wilderness environments that have provided him with the motivation and insights to help others enhance their own performances in everyday life.

**18.30-19.30**

### Young Leaders Reception

# About the Urban Land Institute

**ULI... Gives €150,000 each year in grants to improve local communities... Completes 30 advisory panels giving counsel to public and private sectors... Awarded 20 regional (USA, Asia and Europe) and five global Awards for Excellence winners to encourage good development practices... Employs seven full-time Senior Resident Fellows and fosters 20 academic fellows to serve as thought leaders and advocates of good urban practice... Publishes over 160 books with annual sales of €3 million... Promotes new talent through the annual ULI Gerald Hines Student Urban Design Competition, which is funded by a €2.3 million endowment... Has 34,000 members across 90 countries worldwide...**



The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

We are committed to:

Bringing together leaders from across the fields of real estate and land use policy to exchange best practice and serve community needs; fostering collaboration within and beyond ULI's membership through mentoring, dialogue, and problem solving; exploring issues of urbanisation, conservation, regeneration, land use, capital formation and sustainable development; advancing land use policies and design practices that respect the uniqueness of both built and natural environments; sharing knowledge through education, applied research, publishing, and electronic media; and sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

### About ULI Europe

ULI Europe is committed to bringing ULI and its timely and informative programmes to all segments of the development community in Europe. ULI Europe relies heavily on the experiences of its more than 1,800 members, who reflect the full range of disciplines that define the land use and development field.

### Getting Involved

One of the key benefits of membership in ULI is becoming part of a global exchange of ideas. The open sharing of information, ideas and best practice is what differentiates the Institute from other organisations.

District councils represent ULI Europe at the local level. These local chapters are defined geographically and, in Europe, can be countries, cities or regions. With the language, regulatory and professional diversity of Europe, the district council format is vital. They hold events and explore industry topics locally focused on the issues most relevant to their members. There are 14 European district councils, with Birmingham and Valencia the latest to join the ranks.

Product councils provide members with the opportunity to become more directly connected to their peers in the sector in which they are focused. Product council members represent a diverse cross-section of industry leadership.

The councils hold at least two meetings a year, in conjunction with ULI European conferences.

There are product councils focusing on retail and entertainment, sustainable development, office and mixed-use, urban renewal and resort development.

The district and product councils are successful thanks to their committed leadership and members who work to make them relevant, responsive, and interesting. Active participation is a great way to get more out of your ULI membership.

If you would like to join the ULI, become more involved in the activities of your district council, or join one of our five product councils, please contact Melanie Hartman [mhartman@uli.org](mailto:mhartman@uli.org) or visit our website for further information [www.europe.uli.org](http://www.europe.uli.org).

To register, go to [www.uli.org/register](http://www.uli.org/register)  
or call +44-20-7487-9578 [Europe], 800-321-5011 [USA]

# Snapshots of ULI

ULI publishes over 160 books with annual sales of €3 million.



#### ULI Centre for Real Estate Education:

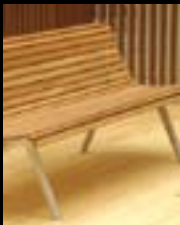
The ULI Centre for Real Estate Education is being established to advance the professional knowledge and skills of those working in land use and development in United Arab Emirates. Using a selection of continuing education programmes – conferences, workshops, symposia, real estate school, certificate programmes and forums – the

centre will offer real estate and land use professionals a greater depth of understanding of the state of the industry, as well as insight into future industry opportunities and challenges.



#### Regional Visioning:

ULI's regional visioning programme of work assists district councils and their partners as they plan, build upon and implement regional exercises and visions. Reality Check exercises have been successfully held in Washington, DC, North Texas and, most recently, in the state of Maryland.



#### Milan Bench Project:

65,000 members of the public voted for a newly designed piece of urban furniture for the city of Milan last year. ULI Italy invited six leading Italian designers to participate in a competition to create a new bench for the city of Milan. The winning design was announced by the vice mayor last May and the first benches installed in late autumn 2005.



#### Advances in Policy and Practice:

To bring attention to advances in policy and practice, the ULI JC Nichols Prize for Visionary Urban Development is presented to an individual whose career or institution demonstrates the highest standards of responsible development. The prize honors the legacy of legendary Kansas City, Missouri, developer Jesse Clyde Nichols (1880-1950), a founding ULI member who is widely regarded as one of America's most influential entrepreneurs in land use during the first half of the 20th century.

## UrbanPlan

#### UrbanPlan:

UrbanPlan is a realistic, engaging and academically challenging classroom-based, web-supported programme in which high school students learn the roles, issues, trade-offs and economics involved in urban development. The programme, designed to allow students to explore the market and non-market forces that affect the development and redevelopment of neighbourhoods, reaches more than 3,000 students across the USA at 37 high schools and five universities.

#### Leadership Development:

ULI encourages responsible leadership in the use of land in order to enhance the total environment through a programme of CEO Leadership Roundtables, career centres, leadership programmes and community builder profiles.

## Advertising Opportunities



Connect with more than 34,000 ULI members in the Americas, Europe and Asia by advertising in *Urban Land* and *Multifamily Trends* magazines. Active owners, investors and developers of all property types will review your message. For more information about special offers for advertisers, contact Laura Templeton at +1-202-624-7044 or [ltempleton@uli.org](mailto:ltempleton@uli.org).

## Coming ULI Events

**ULI Study Tour – Emerging Markets of Arabia**  
18-23 February 2007 Dubai and Abu Dhabi, UAE

**ULI Annual Meeting – 2007 Spring Council Forum**  
Hyatt Regency Chicago 9-11 May 2007 Chicago, Illinois

**ULI Europe Spring Trends Conference – Cities Transformed: Profiting from European Renaissance**  
Intercontinental Hotel 6 June 2007 Hamburg, Germany

## The Urban Land Institute Europe Leadership

### ULI Europe Chair/Trustee

Jan de Kreijl  
Chief Executive Officer  
Corio NV, Utrecht,  
the Netherlands

### ULI Europe President

William Kistler  
London, UK

### ULI Europe Trustees

Willi Alda  
Gerlingen, Germany

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Managing Director and  
Global Co-Head, Morgan  
Stanley Real Estate,  
London, UK

Reinhard Kutscher  
Member of the Board  
of Directors, DIFA Deutsche  
Immobilien Fonds AG  
Hamburg, Germany

Sir Stuart Lipton  
Vice Chairman  
Chelsfield Partners,  
London, UK

Scott Malkin  
Chairman, Value Retail,  
London, UK

Santiago Mercadé  
Chief Executive Officer  
Layetana Real Estate  
Barcelona, Spain

Jeremy Newsum  
Group Chief Executive,  
Grosvenor, London, UK

Alexander Otto  
Chief Executive Officer  
ECE Projektmanagement  
Munich, Germany

Michael Spies  
Senior Managing Director  
Tishman Speyer, Properties  
London, UK

### ULI Europe Executive Committee

**Vice Chair – Awards**  
Andrea Amadesi  
Managing Director,  
IXIS AEW Italia  
Milan, Italy

**Vice Chair – Finance**  
John Carrafiell  
Managing Director and  
Global Co-Head, Morgan  
Stanley Real Estate,  
London, UK

**Vice Chair – Membership**  
Paul Vismans  
Chief Executive Officer  
Kantoren Fonds Nederland  
Utrecht, the Netherlands

**Vice Chair – Policy & Practice**  
Gerald Parkes  
Managing Director  
Lehman Brothers,  
London, UK

### Vice Chair – Advisory Services

Santiago Mercadé  
Chief Executive Officer,  
Layetana Real Estate,  
Barcelona, Spain

### Vice Chair – Programmes

Simon Clark  
Partner, Linklaters  
London, UK

### Vice Chair – At Large

Sir Stuart Lipton  
Vice Chairman,  
Chelsfield Partners,  
London, UK

### ULI Europe District Council Chairs

**Belgium**  
Sophie Le Clercq  
President, JCX Gestion  
Brussels

**France**  
Lahlou Khelifi  
Managing Director  
Lazard Freres,  
Paris

**Germany**  
Alexander Otto  
Chief Executive Officer  
ECE Projektmanagement  
Hamburg

**Italy**  
Luca de Ambrosio  
Ortigara II, Partner  
Realty Partners  
Milan

### The Netherlands

Paul Vismans  
Chief Executive Officer  
Kantoren Fonds  
Nederland  
Utrecht

### Portugal

Gilberto Jordan  
Managing Director  
Planbelas SA  
Lisbon

### Russia

Anna Shiryaeva  
General Director  
AM-2The Shop for Shops  
Moscow

### Spain – Barcelona

Jordi Moix Latas  
Director General de  
Catalunya, Reygal Grupo

### Spain – Madrid

Carlos Lamela  
Executive President  
Estudio Lamela

### Spain – Valencia

Ignacio Jimenez de la  
Iglesia, Director  
Jimenez de la Iglesia

### Sweden

Max Barclay  
Chief Executive Officer  
NewSec  
Stockholm

### Turkey

Hakan Kodal  
President  
Krea Real Estate  
Istanbul

### United Kingdom – Birmingham

Martin Field  
Managing Director  
The Urban Consortium  
Birmingham

### United Kingdom – London

Jonathan Short  
Chief Executive, Europe  
Global Merchant Banking  
Pramerica Real Estate  
Investors

### Product Council Chairs

#### Urban Renewal

Timothy Cyr  
Director General Adjoint  
Groupe France Terre  
Paris, France

#### Retail & Entertainment

Scott Malkin  
Chairman, Value Retail  
London, UK

Neil Mitchenall  
Director, Lunson  
Mitchenall, London, UK

### Resort Development

Muriel Muirden  
Managing Director  
Economic Research  
Associates  
London, UK

Gilberto Jordan  
Managing Director  
Planbelas SA,  
Lisbon, Portugal

### Office & Mixed Use

Hans van Tartwijk  
Partner  
Trimp & van Tartwijk  
IJsselstein,  
the Netherlands

### Sustainable Development

Mark Weintraub  
Principal  
Weintraub Associates  
London, UK

## Hotel Reservations

**The Westin Paris**  
**3 rue de Castiglione**  
**75001 Paris**  
**France**  
**Telephone** +33 1 44 77 1111  
**Fax** +33-1-44-77 14 60

**Room rate** €230  
**Cut off date** 2 January 2007

**Reservations** To reserve your room, call the hotel directly and indicate that you will be attending the ULI conference in order to receive the group rate.

**Cancellations** Reservations cancelled up to three (3) days in advance of confirmed check-in will be charged one night's deposit. Reservations cancelled within 48 hours of confirmed check-in date will be charged for the full stay.

## Conference Registration

Follow the instructions on the attached registration form. Mail and telephone registrations must be received by Friday, 19 January 2007. Registrations by fax may be received until Wednesday, 31 January 2007. After this date, you should register on site. There will be an additional €80/\$100 charge for registrations received after 19 January 2007.

## Cancellation: Refund Policy

Cancellations, which must be made in writing to ULI's Convenings Department, will be subject to an €80/\$100 administrative fee. No refunds can be made for cancellation requests received after 19 January 2007. You may, however, transfer your registration to another member of your organisation; a €40/\$50 transfer fee will apply. If registration is transferred to a ULI member, the ULI member registration fee applies. If registration is transferred to a nonmember, the nonmember registration fee applies. Cancellation and refund requests can be faxed within Europe to +44-20-7486-8652 or inside the US to 202-624-7147, or e-mailed to [ulieurope@uli.org](mailto:ulieurope@uli.org).

## Questions: Special Needs

**In Europe**  
**Call** +44-20-7487-9578  
**Fax** +44-20-7486-8652

**Inside the U.S.**  
**Call** 800-321-5011  
**Fax** 202-624-7147

E-mail your questions to [ulieurope@uli.org](mailto:ulieurope@uli.org)  
or view our website at [www.uli.org/conferences](http://www.uli.org/conferences)

**Registration Form ULI Paris Conference #580907**  
**Unlocking Europe for Growth 7 February 2007, The Westin Paris, Paris, France**

Mr/Mrs/Ms \_\_\_\_\_

First name \_\_\_\_\_

Last name \_\_\_\_\_

Position \_\_\_\_\_

Company \_\_\_\_\_

Street address \_\_\_\_\_

City \_\_\_\_\_

State/province \_\_\_\_\_

Country \_\_\_\_\_

Zip/postal code \_\_\_\_\_

Telephone \_\_\_\_\_

Fax \_\_\_\_\_

E-mail \_\_\_\_\_

Special needs \_\_\_\_\_

Emergency contact \_\_\_\_\_

Emergency telephone number \_\_\_\_\_

**Check appropriate fees:**

Fees increase by €80 / US\$100 for registrations received after Friday, 19 January 2007.

Member number _____	Member	Non-member
ULI, INREV, BPF, EPRA, IPF member	<input type="radio"/> €1,200 / \$US1,500	<input type="radio"/> €1,450 / \$US1,800
2nd person from company	<input type="radio"/> €1,100 / \$US1,375	<input type="radio"/> €1,350 / \$US1,690
3rd-plus person from company	<input type="radio"/> €1,000 / \$US1,250	<input type="radio"/> €1,250 / \$US1,560
Public official/nonprofit	<input type="radio"/> €280 / \$US360	<input type="radio"/> €380 / \$US485
Student	<input type="radio"/> €125 / \$US150	<input type="radio"/> €125 / \$US150
*Young leaders (under 35)	<input type="radio"/> €280 / \$US360	<input type="radio"/> €395 / \$US 520
Young Leaders event 6 February 2007	<input type="radio"/> €75 / \$US95	<input type="radio"/> €100 / \$US125

**TOTAL** \_\_\_\_\_

\*Young leaders must be registered for conference to attend Young Leaders event on 6 February. Participants must be aged under 35.

**Special events (no payment required):**

- Women in Real Estate Breakfast (07.30-09.00, 7 Feb)
- New Member Orientation Breakfast (07.30-09.00, 7 Feb)

**Payment in euros:**

- Please send a receipt as proof of payment.

Please indicate your payment option below:

- Credit card:** Fax registration form with credit card information to +44-20-7486-8652.
- American Express  Diners Club
- VISA/MasterCard/Eurocard

Cardholder name \_\_\_\_\_

Credit card number \_\_\_\_\_

Expiration date \_\_\_\_\_

I authorise ULI to charge my credit card for the amount of € \_\_\_\_\_

Cardholder's signature \_\_\_\_\_

- Bank wire (euros):** Lloyds TSB, ULI  
 Account number 86270151 Sort code: 30-96-64  
 IBAN: GB50LOYD 30966486270151  
 BIC/SWIFT: LOYDGB21085.
- Cheque:** Payable to ULI. Mail to ULI Europe,  
 29 Gloucester Place, London W1U 8HX, United Kingdom.

**Payment in US dollars:**

Please indicate your payment option below:

- Register online** at [www.uli.org/register](http://www.uli.org/register) (US dollars only)
- Cheque** (mail to ULI, Department 188, Washington, DC 20055-0188.)
- Credit card** (fax registration form with credit card information to 202-624-7147 or call 800-221-5011 (inside the US), 410-626-7505 (outside the US)).
- American Express  Diners Club
- Discover  MasterCard  VISA

Cardholder name \_\_\_\_\_

Credit card number \_\_\_\_\_

Expiration date \_\_\_\_\_

Cardholder's signature \_\_\_\_\_

- Bank wire** (for instructions, fax this completed form to ULI at 202-624-7147. ULI will fax or e-mail wiring instructions.)



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