

European Office and Mixed-Use and Retail and Entertainment Product Council Agenda

18 - 19 June 2019, Copenhagen

Product Council Dinner – 18 June 2019*

Date	18 June 2019
Event time	19:30-22:00
Location	Boathouse, Strandgade 85A st, 1401 København K

*Attendance at the Product Council Dinner can be booked when registering for the Product Council Day. Dinner is charged at €120 + VAT per person.

Product Council Day – 19 June 2019

Date	19 June 2019
Event time	10:00-16:30
Location	Spaces, Ny Carlsberg Vej 80, 1799 Copenhagen V
Chair(s)	<p>Office and Mixed-Use Jeppe de Boer, Founding Partner, Masterdam Nic Fox, Partner, Head of Middle Europe, Europa Capital</p> <p>Retail and Entertainment Marije Braam-Mesken, Portfolio Manager EMEA Separate Accounts, CBRE Global Investors Chris Igwe, President, Chris Igwe International</p>

Agenda

10:00	Welcome from Chairs and Opening Thoughts
10:15	<p>Roundtable: The Increasing Impact of Serviced Offices How does the business model work and how is it evolving? Are the latest office formats (hot-desking, higher density, open plan, flexible office hours) damaging productivity? Moderator: Nic Fox, Partner, Head of Middle Europe, Europa Capital Kim Herforth Nielsen, Founder and Creative Director, 3XN Patrik Ölvebäck, Country Manager, IWG Sweden and Denmark</p>
11:30	<p>Roundtable: Repositioning Retail to Mixed-Use Exploring trends, examples and opportunities regarding the repositioning of retail space into mixed-use and office space. Moderator: Marije Braam-Mesken, Portfolio Manager EMEA Separate Accounts, CBRE Global Investors Juergen Fenk, Member of the Group Executive Board, SIGNA Group Karen Egede Nielsen, Director of Development, Hines Nordics Jean Paul Viguier, Architect, Jean-Paul Viguier et Associés</p>
12:45	Lunch
14:15	<p>Roundtable: Applying Retail Customer Data Expertise to Offices Best practice of customer data analytics in retail and potential implications and lessons for the office market. Moderator: Andy Watson, Partner, Europa Capital Dan Gildoni, CEO & Co-Founder, placense Per Østergaard Jacobsen, CEO, Efficiens & External Lecturer, CBS</p>
15:30	Site Tour – Carlsberg Byen
16:30	Close
19:30	ULI Real Estate Forum Dinner*

*Please note the ULI Europe Real Estate Forum Dinner is not included in your Product Council Day registration. In order to attend the dinner, you will need to register to attend the Real Estate Forum by [clicking here](#).

ULI'S PRIORITIES

1. Promoting Intelligent Densification and Urbanization

- What are the most responsible ways to provide cost-effective housing for a rapidly increasing global population that is becoming increasingly urbanized?
- How can we advance the understanding of the relationship between a high-quality of life and the built environment to create high-quality, appropriately-priced density that is attractive to users?
- What is the relationship between a thriving economy and a thriving city (and vice versa)-the relationship between a dynamic society and the built environment?

2. Creating Resilient Communities

- What are the best new business models in the real estate and land use industry and how can we support their development?
- How can we best adapt and reuse existing real estate while eliminating obsolete space to create thriving communities?
- How can we influence land use leaders locally and around the world as they reshape the process of community building and developing both social and physical infrastructure?

3. Understanding Demand and Market Forces

- How can we best understand the demand (quantity, type, price, and location of the need) for real estate and discover what the market wants short-term versus what the market needs long-term
- How can we help balance local, regional, national, and global interests as well as public and private interests in terms of how they affect land use decisions and development?
- How will changing technology influence building and buildings, and how will people's use of technology influence how they interact with the physical environment?

4. Connecting Capital and Real Estate Through Value

- How can we best generate value in the built environment that is greater than its cost?
- What are the best ways to ensure the attractiveness of real estate as an investment as institutional capital allocators continue to change and become more global?
- What is the most effective way to demonstrate and explain the relationship between investment in public projects and amenities and the impact on real estate value?

5. Integrating Energy, Resources, and Uses

- How can we best reduce the negative impact of the built environment on our natural resources and climate?
- What are the best ways to use the world's energy resources and protect the built environment from volatile and unpredictable conditions?
- How will trends in energy and resources impact the future best use of land?



EUROPEAN COUNCILS: MEMBER PRINCIPLE

Thank you for joining a European Council.

We hope you will agree that the value of the Council experience is determined by the quality and participation of its

members and to protect this status we have outlined ten principles of Council membership which we hope will help

you and others get the best from your Council membership.

1. **OPEN, HONEST DIALOGUE:** Come to Council meetings ready to participate openly and honestly with specific, detailed information and experience from your current real estate practice.
2. **CONFIDENTIALITY:** Everything discussed within a Council is kept completely confidential by all Council members. This is the foundation that makes open and honest sharing of detailed information and experience possible. Violation of this principle will result in immediate expulsion from your Council.
3. **REAL DEALS, REAL NUMBERS:** The key to truly valuable interaction between the Council members is the sharing of real deals and real numbers, successes as well as lesson learned.
4. **RESPECT FOR OTHERS:** Help make discussions productive and high value by respecting the views and opinions of your fellow council members, even if you don't necessarily share them.
5. **NO SELF PROMOTION:** Councils members are all highly successful real estate professionals. Self-promotion and pitching do not add value for your fellow council members. Keep your presentations and discussions aimed at delivering real take home value for your peers, not your business.
6. **NO CELL PHONES OR BLACKBERRIES:** It should go without saying that you cannot be fully engaged in your council while checking your email. Councils will have breaks designed to allow members to check in and stay connected.
7. **ATTEND EVERY MEETING AND ATTEND ALL DAY:** Of course, we recognise there will be exceptions to this but as a Council member you have been chosen for the value your unique background and experience brings to the Council. Missing a Council meeting therefore reduces the value for every member of your Council.
8. **RECRUIT THE BRIGHTEST AND THE BEST:** You will often come into contact with new leaders in the industry who have exciting new products, ideas and best practice that would add value to your Council. Please refer these new leaders as guests to your Council, sponsor them for Council membership and work with your Council leadership to help them become future members of your Council.
9. **PARTICIPATE IN ULI AND ULI LEADERSHIP:** Council members are expected to be active participants in ULI's mission of providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. Your involvement in ULI provides excellent opportunities to network and to learn both within and beyond the boundaries of your industry segment.

10. CONTRIBUTE TO ULI AT A NATIONAL COUNCIL LEVEL: Your experience at a pan-European level will be of interest at a domestic level. Please contact your National Council Chair to see how your input could best be utilised to help real estate professionals in your local market.