



Day 1: Monday 5 June

Evening	Product Council Dinners <i>(invite only)</i>	Various locations
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Day 2: Tuesday 6 June

13:00-16:30	Global Capital Markets Forum <i>(invite only)</i> Supported by: Primonial REIM	Hogan Lovells
09:00-17:00	Product Council Days	Various locations
09:30-11:30	Site Tour: Madnum <i>An office complex that is both a residential co-living and leisure area. An inclusive project that puts people at the centre. A commitment to flexibility, intelligent mobility and sustainability. A paradigm shift towards a dynamic, creative and collaborative lifestyle.</i> Fully booked	Méndez Álvaro Street, 61.
09:30-11:30	Site Tour: Madrid Nuevo Norte <i>Madrid Nuevo Norte is the big project of 21st-century Madrid. It's the most significant urban transformation project that Spain's capital city will undergo, and one of the most important in Europe, designed to improve citizens' life quality and create a more efficient, sustainable, and prosperous Madrid.</i> Fully booked	P.º de la Castellana, 216, 28046 Madrid
14:00-16:30	Site Tour: RENAZCA <i>RENAZCA is the result of an initiative led by the property owners of tertiary buildings in AZCA to reform and revitalize its public space that has deteriorated over the years. The initiative promotes the transformation of this emblematic urban space, considered to be the financial centre of Madrid, by creating a dynamic and attractive destination for all, a pleasant and vibrant space for social, economic and cultural meetings.</i> Pre-registration required.	P.º de la Castellana, 81, 28046 Madrid
17:00	ULI Europe Governing Trustees Meeting <i>(invite only)</i>	
19:00-21:00	Cocktail Reception Supported by: BNP Paribas Real Estate Fully booked	C. Hermanos Bécquer 3, Madrid 28006
20:30-23:30	Leadership Awards Dinner <i>(invite only)</i>	Casino de Madrid



Day 3: Wednesday 7 June

08:00-09:00	ULI Europe Chairman's Breakfast with Lars Huber, European Chair <i>(invite only)</i>	NH Collection Madrid Eurobuilding
09:20-09:40	Main conference programme: Welcome and Introductions	NH Collection Madrid Eurobuilding
09:40-10:35	Main conference programme: Setting the scene: a fractured outlook <i>In an increasingly complex and uncertain world, interpreting the economic and geopolitical outlook is challenging. We face a complicated "cocktail" of geopolitical tensions, high inflation, increasing interest rates, economic concerns and climate risks, How will these factors continue to affect our societies and economies, and what more is ahead of us? How can we reverse this "perfect storm" and get on a long term sustainable growth trajectory?</i>	NH Collection Madrid Eurobuilding
10:35-11:00	Main conference programme: Call to Action <i>With the built environment a key stakeholder in addressing the climate crisis and the ability to contribute to better societal goals, should the industry be considering a new economic model? Should we be thinking differently about growth and profit, and focusing on 'good growth' and other outcomes such as the better use of energy and resources and wellbeing?</i> <ul style="list-style-type: none">• Sir Jonathon Porritt, Founder, Future Forum	NH Collection Madrid Eurobuilding
11:00-11:30	Refreshment Break Supported by: Deutsche Pfandbriefbank	NH Collection Madrid Eurobuilding
11:30-11:50	Fireside Chat: ULI Global Initiatives <ul style="list-style-type: none">• Peter Ballon, Global Chairman ULI	NH Collection Madrid Eurobuilding
11:50-12:15	Main conference programme: Climate Change – what's needed to move the needle? <i>Launch of ULI C Change Valuation Guidelines</i>	NH Collection Madrid Eurobuilding
12:15-13:15	Main conference programme: Capital markets: new highs amid uncertain times <i>The high interest rate environment is back for real estate investing but with escalating energy prices, a looming recession and increasing political instability within Europe and beyond, there is a whole new set of rules. How have allocations shifted, and how are investors dealing with the growing pressure to invest more responsibly, including to meet net zero deadlines? Where are the opportunities and what is needed to successfully unlock them?</i> Moderator: Patricia Bandeira Vieira , Director – Head of EMEA Real Estate, Client and Partner Group, KKR Panel:	NH Collection Madrid Eurobuilding



	<ul style="list-style-type: none"> • Brad Hyler, Managing Partner, Real Estate and Head of Real Estate in Europe, Brookfield • Annette Kroeger, CEO Europe, PIMCO Prime Real Estate • Rohan Sikri, Senior Partner, The Xander Group Inc • Ed Siskind, Founder and CEO, Cale Street Partners <p>Supported by: PIMCO Prime Real Estate</p>	
13:15-14:45	<p>Networking Lunch Supported by: Re-Vive</p>	NH Collection Madrid Eurobuilding
13:15-14:45	<p>Meet the Speakers and Thought Leaders Lunch Supported by: Longevity Partners</p> <p><i>Reservations open soon for Full Members and Young Leaders only</i></p>	NH Collection Madrid Eurobuilding
14:45-15:00	<p>Main conference programme: ULI Europe update + ULI European Leadership Awards</p> <ul style="list-style-type: none"> • Lars Huber, Chairman ULI Europe 	NH Collection Madrid Eurobuilding
15:00-15:50	<p>Main conference programme: Southern city leadership: enough sunshine for everyone <i>Leaders from Southern European cities discuss how they make their cities more resilient, equitable places from a social, environmental and economic perspective, especially post-pandemic and considering the growing urgency to address climate change. How can cities prepare for the unknown next crisis to limit the impact on the city and citizens and ensure a quick recovery?</i></p> <p>Moderator: Alexandra Jezeph, Senior Property Development Manager at Transport for London</p> <p>Panel:</p> <ul style="list-style-type: none"> • Rui Moreira, Mayor of Porto • Dr Joan Clos, Former Mayor of Barcelona 	NH Collection Madrid Eurobuilding
15:45-16:15	<p>Refreshment Break Supported by: Deutsche Pfandbriefbank</p>	NH Collection Madrid Eurobuilding
16:15-17:05	<p>Main conference programme: Fireside chat: How to deliver future urban spaces <i>How are the key ingredients for successful urban spaces changing, and what positive role can buildings and other amenities play to enable citizens and visitors to naturally gather and enjoy our cities? How can the industry contribute to ensure this happens and guarantee long-term success?</i></p> <p>Speakers:</p> <ul style="list-style-type: none"> • Cindy Andersen, Managing Director Ingka Centres • Caroline Bos, Co-founder UNStudio 	NH Collection Madrid Eurobuilding



17:05-17:45	<p>Main conference programme: Adapt for success: How to thrive in an everchanging world <i>Technology has set a new pace of change for business, and recent crises have also tested our ability to adapt fast. However, it is still difficult for companies to stay ahead of the game. We discuss how leadership and vision need to evolve to help companies remain relevant and make adaptability and transformation the new mind-set.</i></p> <ul style="list-style-type: none"> • Introduction: Javier Sánchez, CTO and CCO, AEDAS Homes 	NH Collection Madrid Eurobuilding
17:45-18:00	Closing of the Conference	NH Collection Madrid Eurobuilding
18:00-19:00	ULI Europe Full Member Drinks	NH Collection Madrid Eurobuilding
19:30-22:30	<p>Conference Reception and Dinner</p> <p>Supported by: Hines, CBRE & Greenberg Traurig</p>	Museo del Traje Av. de Juan de Herrera, 2 28040

Day 4: Thursday 8 June

09:00-17:00	<p>Young Leaders Forum</p> <p><i>The Forum in Madrid will bring together over 100 real estate professionals, to share insights on various topics including the economy, cities, real estate finance, sustainability, innovation and the status/outlook of European and global markets. The full day event includes a series of sessions with high-profile speakers followed by interactive panel discussions and networking opportunities.</i></p> <p><i>The theme of this year's forum is "Hard times, hard questions: how will our industry innovate to solve the problems of today and tomorrow".</i></p> <p><i>The Forum's programme is dedicated to our members under the age of 35 across Europe.</i></p> <p>ULI Europe Young Leaders Programme supporter: LaSalle</p> <p>For full programme, click here.</p>	Torre Cristal Paseo de la Castellana 259C, 31st floor
09:30-11:00	<p>ULI Europe Emerging Trends in Real Estate® Forum</p> <p><i>Join us for an insightful discussion on the latest emerging trends in real estate for Europe. Each year, ULI and PwC work together on the Emerging Trends in Real Estate® report – a high-profile study providing an outlook for the coming year on European real estate investment and development trends, real estate finance and capital markets, cities, property sectors, and other factors shaping the industry. This roundtable to be held at ULI's European Conference 2023 in Madrid is aimed to gather your ideas and input to help develop the</i></p>	NH Collection Madrid Eurobuilding



	<p><i>themes and survey questions for the forthcoming the 2024 Emerging Trends in Real Estate® report due to be published later this year.</i></p> <p>Spaces are limited and on a first come first served basis. Bookings will open soon.</p>	
11:00-12:30	<p>ULI C Change Workshop: Carbon Pricing and its role in Real Estate</p> <p><i>Join us for an introductory workshop as we mark the beginning of our C Change programme of research on how carbon pricing can support the transition to net zero. We'll be discussing what the potential role of carbon pricing might be for each step in the real estate value chain, any potential success stories in the sector, and what the barriers to adoption might be. Come along to share your views and learn more about the topic.</i></p> <p>Spaces are limited and on a first come first served basis. Bookings will open soon.</p>	NH Collection Madrid Eurobuilding