

出國報告

（出國類別：參加國際會議）

參加 2017 年 Mipim Asia
（亞洲國際房地產投資交易會）報告

服務機關：高雄港區土地開發股份有限公司

姓名職稱：沈妙姿總經理等 4 人

派赴國家：香港

出國期間：106 年 11 月 27 日至 29 日

報告日期：107 年 2 月 21 日

摘要

本次出國行程為履行本公司承辦高雄市政府都市發展局「高雄市政府促進亞洲新灣區聯盟招商開發實施計畫申請案」之國外行銷計畫工作項目，參加並考察 2017 年 MIPIM ASIA（亞洲國際房地產投資交易會），了解其办理流程、方式、與會單位及整體效益，俾利辦理 2018 年參展國際投資交易會議。

本次計畫執行效益如下：

- （一）接觸潛在廠商、接軌國際。
- （二）了解國際不動產最新發展與趨勢。
- （三）了解參展 MIPIM ASIA 之效益是否符合本案招商需求。

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壹、背景說明

一、參加緣由及目的

本公司 106 年 10 月承辦高雄市政府都市發展局「高雄市政府促進亞洲新灣區聯盟招商開發實施計畫申請案」，依契約之國外行銷計畫工作項目，需於履約期限內參展 1 場國際投資交易會議，為俾利 2018 年辦理參展國際投資交易會議，經檢視國內各機關參展國際投資交易會議經驗，預定參展 2018 年 MIPIM ASIA（亞洲國際房地產投資交易會），故先行參加並考察 2017 年 MIPIM ASIA（亞洲國際房地產投資交易會），以了解其办理流程、方式、與會單位及整體效益。

二、出國參加人員

單位	職稱	姓名
高雄港區土地開發股份有限公司	總經理	沈妙姿
	副總經理	高鎮遠
	經理	王昱茗
	管理師	林育慧

三、行程規劃

本次出國行程自 106 年 11 月 27 日至 11 月 29 日共計 3 日，為參加 2017 年 MIPIM ASIA 會議，以及利用會議開始前之時間參訪商場案例兩個部分，行程規劃如下：

- (一) 11/27：中午抵達香港機場，下午至元創方 PMQ、國際金融中心 IFC、1881 廣場等已開發項目參訪。
- (二) 11/28-11/29：參與 MIPIM ASIA 各項論壇及交流活動。

日期	行程內容	參訪重點
11/27	■ PMQ 元創方、1881 ■ 國際金融中心 IFC	■ 老舊建物及古蹟活化再利用 ■ 大型商場規劃
11/28 11/29	MIPIM ASIA	■ 各項論壇及交流活動 ■ 了解各國不動產市場及產品類型 ■ 比較國內外不動產產品之投資競爭力

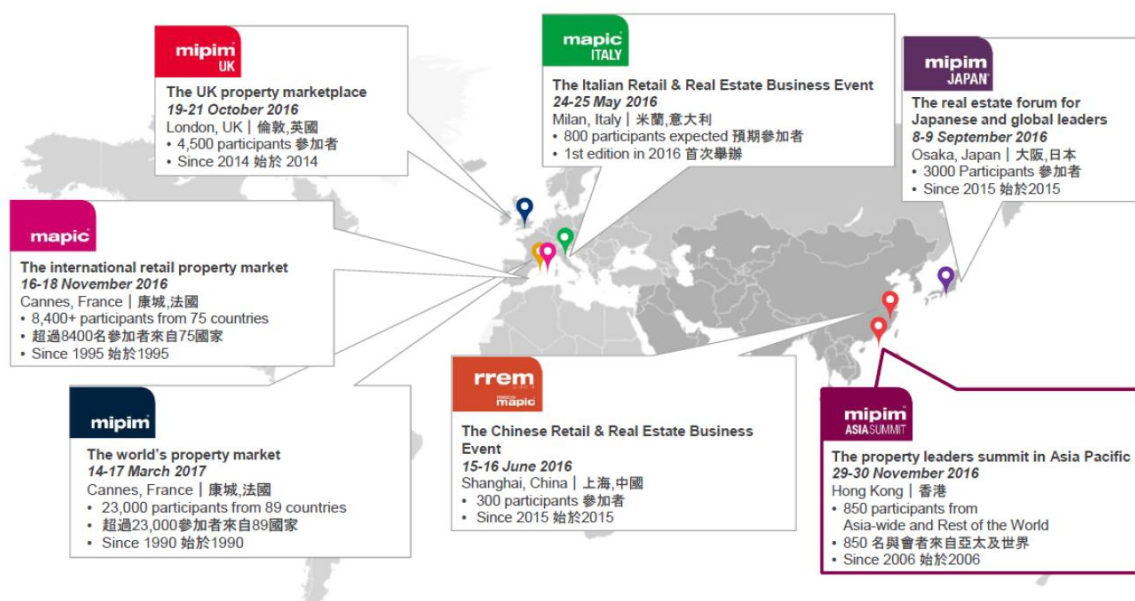
貳、參加 2017 MIPIM ASIA 會議

一、MIPIM 簡介

自 1989 年在法國巴黎首度主創辦的 MIPIM (Marche International ProfessionnalImmobilier - French, 即：國際房地產投資交易會)，是世界最具代表性的房地產投資交易會，迄今已經舉辦 20 餘年之久。從最初 1,200 多位參展者，擴展到 2017 年約有 23,000 人參加，其中包括約 1,500 名建築師和 4,800 名投資者。MIPIM 匯集了來自所有國際房地產行業（包括辦公室，住宅，零售，醫療保健，體育，物流和工業）的最有影響力的參與者，為全球最多的開發項目和資金來源提供無與倫比的互動。

該活動旨在促進投資者、地方當局、專業人士、工業和物流業者和其他房地產專業人士之間的業務交流，為國際間最具規模的招商交易會。

隨著亞洲地區經濟高速發展，國際 MIPIM 展覽規模不斷擴大，「MIPIM ASIA 亞洲國際房地產投資交易會」於 2006 年在香港的成功開幕，並成為亞太地區第一個最實際有效的投資交易平臺，是亞太地區規模最大最有影響力的綜合性專業房地產展覽會。2009、2010，以及 2011 年臺灣以臺灣主題館之形象參與 MIPIM ASIA，2012 年是宣傳臺灣首次辦理世界不動產年會盛會，2014 年臺灣首次以臺灣主題形象館參與 MIPIM (坎城)，2016 年臺灣則以「主題論壇」方式，以「行銷臺灣及拓展產業商機」為主軸，整合臺灣主要都市建設及港灣、海岸及重要國家門戶等再生改造建設進行行銷，每年臺灣主題館皆吸引了近 2,000 位參觀者，其中有來自 42 個國家的投資人士和國際開發商。



資料來源：內政部營建署，2016 年 Mipim Asia 參展暨拜訪香港市區重建局計畫。

二、會議議程

AT-A-GLANCE PROGRAMME

Tuesday 28 November 2017

GRAND BALLROOM	GRAND ROOM	SALON II-III	SALON IV
09:30 - 10:15 OPENING SESSION Keynote: Louis Kuijs, Head of Asia Economics, Oxford Economics			
10:30 - 11:30 Asian investment in a global context		10:30 - 11:30 POWERED BY maple Asian retail property: market overview & challenges	10:45 - 11:30 Australian residential investment: what you need to know <i>Business showcase by Satterley</i>
12:00 - 12:30 CPD Risk management in Real Estate Investment	11:30 - 12:30 Meet the first timers & Open networking Room	11h30 - 12h00 Foyer Networking break	
12:30 - 13:00 WELCOME ADDRESS Keynote: The Honorable Mrs. Carrie Lam Cheng Yuet-Ngor, The Chief Executive of the Hong Kong Special Administrative Region			
13:00 - 14:00 Foyer Standing buffet lunch			
14:00 - 14:45 Outbound investment trends: UK	14:00 - 16:00 RE-Connect <i>(networking event)</i>	14:00 - 14:45 The rising opportunities in Asian hospitality	14:00 - 14:45 The changing environment of flexible working – repositioning assets to suit the modern way of working <i>Business showcase by Regus</i>
15:00 - 15:45 One belt, one road: the China Initiative		15:00 - 15:45 POWERED BY maple Experiential retail: the future of retail?	15:00 - 15:45 Invest in the UK: a land alive with opportunity <i>Business showcase by DIT</i>
16:00 - 16:45 China inbound investments	16:15 - 17:00 PropTech investments in Asia: is everything ready?	16:00 - 16:45 POWERED BY maple Fast retailing vs luxury	16:00 - 16:45 2018 Property market: watch out for the minsky moment <i>Business showcase by Colliers</i>
17:15 - 18:30 Pechakucha: excelling in a fast changing world 20 slides, 20 seconds POWERED BY PechaKucha 20x20	17:00 - 18:30 STARTUP COMPETITION m	17:00 - 17:45 The workspace of tomorrow	17:00 - 17:45 Technology and its impact on the real estate industry <i>Business showcase by MRI Software</i>
From 18:30 MIPIM Asia Cocktail Party			

Check the updates on www.mipimasia.com
 Programme as of November 17, 2017 Subject to change.

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Investment theme Retail theme Main theme
 Networking session Business showcase



Wednesday 29 November 2017

GRAND BALLROOM	GRAND ROOM	SALON II-III	SALON IV
	08:00 - 09:00 Retailers' breakfast <i>By invitation only</i>	08:00 - 09:00 Investors' breakfast <i>By invitation only</i>	
09:00 - 10:30 MEET THE CHAIRMEN Keynote Panel			
10:30 - 11:30 CPD Mayors' think tank: the attractiveness of cities	11:00 - 11:45 Asian-pacific investment: focus on Australia & Japan	11:00 - 11:45 POWERED BY maple Leisure & entertainment: how to develop & sustain traffic in shopping centres?	10:45 - 11:30 Unique opportunity - new asia business district in London <i>Business showcase by ABP</i>
12:00 - 12:30 Hong Kong as the gateway for one belt one road	11:45 - 12:30 CPD Outbound investment trends: Europe	11:45 - 12:30 POWERED BY maple F&B the magic potion for shopping centres	11:45 - 12:30 Data, disruption and commercial real estate investment management <i>Business showcase by Yardl</i>
12:45 - 14:00 Topic based lunch tables			
15:00 - 15:30 Excelling in strengthening partnerships with retail tenants Keynote: Ronnie C. Chan, Chairman, Hang Lung Properties	14:00 - 14:45 Accomodation at all ages: live, work and play	14:00 - 15:30 POWERED BY maple Retail matchmaking <i>(networking event)</i>	14:00-14:45 Accessing opportunities in the UK <i>Business showcase by Everheds</i>
	15:30 - 16:15 Fundraising in Asia	16:00 - 17:00 Emerging markets	15:30 - 16:15 The greater bay area: infrastructure development, city clustering and economic upgrading <i>Business showcase by Cushman & Wakefield</i>
	16:45 - 18:15 Investors' forum <i>(group discussion)</i>		
19:00 - 22:00 Awards gala diner			

Check the updates on www.mipimasia.com
 Programme as of November 17, 2017 Subject to change.

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Investment theme Retail theme Main theme
 Networking session Business showcase

PROGRAMME OF CONFERENCES & EVENTS

Tuesday 28 November 2017

OPENING SESSION

09:30 > 10:15 | Grand Ballroom

The economic outlook for Asia in a changing world
Keynote speaker:



Louis Kuijs
Head of Asia Economics
Oxford Economics



MODERATOR
Andrew Work
Head Content Strategist, Asia Pacific
NexChange



10:30 > 11:30 | Grand Ballroom

INVESTMENT THEME

Asian investment in a global context

Investment experts will analyze the current investment trends in Asia. The session aims at giving a clear overview of the in and outbound investments flows globally with a focus on the Asian investments.



Terence Tang
Managing Director,
Capital Markets and Investment Services Asia
Colliers International



Steve Wilford
Senior Partner
Control Risks



Richard Yue
CEO & CIO
ARCH Capital Management



MODERATOR
Michael Cole
Founder
Mingtandi

10:30 > 11:30 | Salon II-III

RETAIL THEME

Asian retail property: market overview & challenges

Where are the market opportunities in Asia Pacific to expand and invest? A look at the latest market data and the dynamics of retail real estate, including the growth of consumption from basic needs to more sophisticated demands.

POWERED BY
mapia



Nicholas Bradstreet
Managing Director
Sun Hung Kai Properties (Leasing)
Savills (Hong Kong) Limited



Maureen Fung
Executive Director
Sun Hung Kai Properties (China)



Phil Kim
Managing Director,
Asia Pacific,
Jerde Partnership



MODERATOR
Esterina Nervino
Chief Editor
Retail in Asia

10:45 > 11:30 | Salon IV

BUSINESS SHOWCASE

Australian residential investment: what you need to know

For those seeking to invest in Australia this presentation will provide you with vital information on banking conditions, economic activity and the outlook for Australian property, with a focus on the Melbourne, Sydney and Brisbane markets.

Business showcase by **SATTERLEY**

SPEAKER
Nigel Satterley, Chief Executive, Satterley Property Group

MODERATOR
Annette O'Donovan, EA, Satterley Property Group

11:30 > 12:30 | Grand Room

NETWORKING SESSION

Meet the first timers & open networking



MODERATOR
Andrew Work
Head Content Strategist,
Asia Pacific
NexChange

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Tuesday 28 November 2017

12:00 > 12:30 | Grand Ballroom

INVESTMENT THEME

Risk management in Real Estate investment



Chris Brooke
President Elect
RICS



Dr Mayank Kaul MRICS
Member of the RICS
Investment Risk Forum,
Asia Pacific



MODERATOR
Will Myles
Regional Managing Director,
Asia-Pacific
RICS



WELCOME ADDRESS

12:30 > 13:00 | Grand Ballroom

Keynote speaker



The Honorable
Mrs Carrie Lam Cheng Yuet-Ngor,
The Chief Executive of the Hong Kong
Special Administrative Region

13:00 > 14:00 | Foyer

Standing buffet lunch

14:00 > 16:00 | Grand Room

NETWORKING SESSION

RE-Connect

Room dedicated to networking, meet the table moderators to discover their real estate projects and promote yours!
No pre-registration required. Just come & network!

14:00 > 14:45 | Salon IV

BUSINESS SHOWCASE

The changing environment of flexible working - repositioning assets to suit the modern way of working

The way we work has changed and along with this, the workplace has changed. The repercussions are not only for businesses, but for landlords and building owners too. No longer just a functional space, requirements for a working environment must meet demanding needs to cater for flexibility, collaboration, convenience and comfort. Sun Company have addressed this on a dramatic scale. Partnering with global leader in flexible workspace, Spaces, Sun Company are repositioning their 40-year old, 20 storey office building, with a transformational redevelopment of their asset and a state-of-the-art hub for flexible working. Learn how landlords can work with operators to develop find the right formula for the future.

Business showcase by **Regus**

SPEAKER
Clifford Lok, Director, Sun Company

MODERATOR
Nigel Bames, Director, Sun Company

14:00 > 14:45 | Grand Ballroom

INVESTMENT THEME

Outbound investment trends: UK

A focus on developments and opportunities for investors in the UK.



Eamonn Boylan
Chief Executive
Greater Manchester Combined Authority



Sir Edward Lister
Principal Advisor
Department for International Trade



Katie Kopec
Principal Adviser - Regeneration and Development
London & Partners



Ian Ward
Leader
Birmingham City Council



MODERATOR
Bruce Dear
Head of Real Estate Investment
Eversheds Sutherland LLP

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PROGRAMME OF CONFERENCES & EVENTS

Tuesday 28 November 2017

14:00 > 14:45 | Salon II-III

INVESTMENT THEME

The rising opportunities in asian hospitality

The hospitality sector is moving fast in Asia Pacific and new regions are developing their tourism opportunities. Here is an overview of the market trends.



Kevin Colket
Managing Director and Head of Asian Acquisitions
Starwood Capital Group

Alma Rita Jimenez
Undersecretary
Department of Tourism, Philippines

Andrew Lo
Director of Investment & Research
Langham Hospitality Group

15:00 > 15:45 | Grand Ballroom

INVESTMENT THEME

One belt one road: the China initiative

China is on track to create the world's biggest economic and trading platform with its One Belt, One Road initiative. What are the real estate opportunities of this modern-day Silk Road? How will it change China's relationship with partner countries?



Stanley Ching
Senior Managing Director
CITIC Capital Holdings Limited

Justin Chiu
Executive Director
CK Asset Holdings Limited

Adam Rush
Senior Director, Consulting,
Greater China Cushman & Wakefield

Randhill Singh
General Manager Land Development (KLIA Aeropolis)
Malaysia Airports Holdings Berhad



MODERATOR
Eric Huang
CEO
King Wai Group (Thailand) PCL

15:00 > 15:45 | Salon II-III

RETAIL THEME

Experiential retail: the future of retail?

What are the customers expectations in terms of experience in physical retail spaces? Retailers and shopping mall are developing new concepts to attract shoppers in stores and make them live a unique experience.



Henry Cheng
CEO / Executive Director
Chongbang

Andrea Meoni
Head of Expansion, Greater China
Calzedonia Group

Timothy Tsui
Co-Founder
Fanswave Ltd.

Ada Wong
Chief Executive Officer and Chief Investment Officer
Champion REIT



MODERATOR
Kiril Popov
Head of Technology Research
Fung Global Retail & Technology

15:00 > 15:45 | Salon IV

BUSINESS SHOWCASE

Invest in the UK: a land alive with opportunity

Meet with representatives from London, Birmingham and Manchester and hear about some of latest developments and investable projects in these cities.

Business showcase by Department for International Trade

SPEAKERS

Katie Kopec, Principal Adviser - Regeneration and Development, **London & Partners**

Waheed Nazir, Corporate Director of Economy, **Birmingham City Council**

Tim News, Chief Executive Officer, **MIDAS**

MODERATOR

Andy Burwell, Director of Inward Investment Hong Kong and Macau, **Department for International Trade**

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Tuesday 28 November 2017

16:00 > 16:45 | Grand Ballroom

INVESTMENT THEME

China inbound investments

2017 marks some important developments and surprises in China property market. Acceleration in market consolidation, considerable share price rally in China property stocks, policy drives, currency movements, technology-powered disruption, 19th National Congress. Would this confluence of factors trigger a shift in paradigm? What does it mean for China inbound investors? What are the opportunities, threats?



Hei-Ming Cheng
Chief Executive Officer
Kailong Investment Management (Shanghai) Co., Ltd

Ken Ng
Managing Director, Head of China Real Estate
Angelo Gordon Asia Limited

MODERATOR
Sheman Hung
Managing Director, Real Estate
DBS Bank, Hong Kong Branch

16:00 > 16:45 | Salon II-III

RETAIL THEME

Fast retailing vs luxury

China as one of the most attractive investment destination for foreign retailers: success key factors Luxury vs fast retailing, 2 distinct markets with different locations, high street vs shopping malls or potential combination to meet consumers' needs?



Michelle Lee
National Director of Operations, Development and Business
Etam Group

MODERATOR
Thomas Albx
VP ecommerce & digital
Keyrus

16:00 > 16:45 | Salon IV

BUSINESS SHOWCASE

2018 Property market: watch out for the minsky moment

Colliers International has recently conducted a property investment survey, our results show that global trends are affecting the APAC market sentiment and Hong Kong is no exception. Investment volumes in regional key gateway cities are expected to increase with a strong focus on Greater China. Regional investors still have a growing investment appetite in 2018, particularly Hong Kong. But fast-rising property prices and rising interest rates will make identifying value-add investment deals more challenging.

Business showcase by

SPEAKERS

John Lam, Executive Director, **Morgan Stanley Asia**
Terence Tang, Managing Director, Capital Markets & Investment Services, Asia, **Colliers International**

Patrick Wong, Senior Analyst, Asia Real Estate, **Bloomberg**
Antonio Wu, Deputy Managing Director, Capital Markets & Investment Services, Asia, **Colliers International**

MODERATOR

Daniel Shih, Research, Director, **Colliers International**

16:15 > 17:00 | Grand Room

INVESTMENT THEME

PropTech investments in Asia: is everything ready?

Key players of the tech sector and traditional industry will debate in a panel discussion dedicated to opportunities in Property Tech.



Bernie Devine
Director
Yardi

Leo Lo
Co-founder and CEO
PropBLK Limited

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PROGRAMME OF CONFERENCES & EVENTS

Tuesday 28 November 2017

17:00 > 17:45 | Salon II-III **MAIN THEME**

The workspace of tomorrow

The workspace is changing fast, expectations from workers are more and more demanding: more design, more services, more fun... discover our experts' vision on tomorrow's workspaces.



Laura Ackland-Jones
Head of Business Development - Global Expansion
Equiem

Henry Saliba
Managing Director - Corporate Development
APAC
Regus

Vineeta Tikekar
Marketing Director, Corporate Services, Asia Pacific
Sodexo

MODERATOR Patrice Derrington
Dean of Real Estate Development Program
Columbia University

17:00 > 17:45 | Salon IV **BUSINESS SHOWCASE**

Technology and its Impact on the real estate industry

The session will introduce MRI Software, a market leader of Real Estate Property & Investment Management offerings to the Asia Pacific region since 1995.

How MRI Software is evolving to cater for Real Estate client requirements including breadth of functionality, compliance, technology trends and the "freedom of choice".

Business showcase by MRI SOFTWARE

SPEAKERS

Prakash Mulani, Director, Account Management Asia, MRI Software
Steve Tay, Senior Director, Account Management Asia, MRI Software

MODERATOR

Stephen Wilson, Managing Director, Commercial Asia Pacific, MRI Software

PROPTech THEME

STARTUP COMPETITION

17:00 > 18:30 | Grand Room

Nine pre-selected startups will pitch their business model and project to convince the jury, and you!
Three of them will be selected to attend the Finals at MIPIM 2018, Cannes.

Global RE Tech partner: META PROP NYC

Global sponsor: Union Investment

Sponsor of the Hong Kong stop: KWB KONG WAI GROUP

MASTER OF CEREMONY



Aaron Block
Co-Founder & MD
MetaProp NYC

JURY MEMBERS



Antonio Chan
Vice Chairman
King Wai Group



Eric Cheah
Head of Investment Management
Asia-Pacific
Union Investment
Real Estate



Karen Contet-Fazzam
Co-Founder
Whub



Desmond Marshall
MD
Rouge Ventures



Anthony Woo
Chief Strategy Officer
Bauhinia Creek Ventures



Tuesday 28 November 2017

PROPTech THEME

STARTUP COMPETITION

Discover the 9 pre-selected Startups that will pitch at MIPIM Asia

BASKING

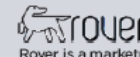
Basking.io is a building automation platform for coworking spaces.



World's inaugural WeChat-based self-storage operator and online IT management system.



GorillaSpace helps businesses find workspace at every stage of growth.



Rover is a marketplace for Private Parking.



Sana provides the tools workspaces need to Optimise, Scale, Evolve.



Landlords & Tenants...time to save & make money.



Solen is a technology that simulates the luminosity of properties.



A B2B SaaS Enabled Marketplace connecting maintenance mechanics and property/facility managers.



The office app.

PECHAKUCHA

17:15 > 18:30 | Grand Ballroom

Excelling in a fast changing world

Architects and developers will have 20 slides and 20 seconds per slide to convince you with their disruptive architectural projects. Here is your chance to discover the great buildings of tomorrow.



Simon Bee
Global Design Director
Benoy



Simon Chua
Co Founder & Executive Director
Lead 8



Eric CM Lee
Director
LWK & Partners (HK) Ltd



Filipe Leung
Assistant General Manager - Asset Management
Link Asset Management Limited



MODERATOR Andrew Work
Head Content Strategist, Asia Pacific
NexChange



*Powered by PechaKucha events are one-off events that are separate from regular city-based PechaKucha Nights, and are usually held as part of festivals and conferences, but can also act as standalone events. These events include presentations that use the PechaKucha 20 images x 20 seconds format. Find out more at pechakucha.org

From 18:30
MIPIM Asia Cocktail Party

PROGRAMME OF CONFERENCES & EVENTS

Wednesday 29 November 2017

08:00 > 09:00 | Salon II-III

Investors' breakfast

Sponsors:



By invitation only



Eamonn Boylan
Chief Executive
Greater Manchester
Combined
Authority

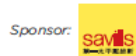
Nicholas J Loup
Chief Executive
Officer
Chelsfield Asia

Ian Ward
Leader
Birmingham
City Council

08:00 > 09:00 | Grand Room

Retailers' breakfast

By invitation only



Nicholas Bradstreet
Managing Director
(Leasing),
Savills (Hong
Kong) Limited

Sandro Hinds
Retail
Development
Director
Devialet

Alex O'Dell
Managing
Director
North Asia
Dyson

MEET THE CHAIRMEN

09:00 > 10:30 | Grand Ballroom

KEYNOTES PANEL



Goodwin Gaw
Chairman
Gaw Capital Partners



Horst Geicke
Chairman
Deutsches Haus Ho Chi Minh Stadt Ltd.



George Hongchoy
CEO
Link Asset Management Limited



Nicholas J Loup
Chief Executive Officer
Chelsfield Asia



Nigel Satterley
Chief executive
Satterley Property Group



Andrew Weir
Global Chair, Real Estate & Construction
KPMG



MODERATOR
Mark Cooper
Editor
AsiaProperty



Wednesday 29 November 2017

INVESTMENT THEME

10:30 > 11:30 | Grand Ballroom

Mayors' think tank: the attractiveness of cities

What makes a city attractive today and tomorrow?



David Adam
Founder &
Principal
GlobalCities

Eamonn Boylan
Chief
Executive
Greater
Manchester
Combined
Authority

Roger Moloney
Senior
Investment
Manager
Brisbane
Marketing



Robin Rivaton
Managing
Director
Paris Region
Entreprises

MODERATOR
Christopher
Dillon
Principal
Dillon
Communications

10:45 > 11:30 | Salon IV

BUSINESS SHOWCASE

Unique opportunity - New asia business district in London

Construction work on the first phase of London's next business district is well underway. There is a rare opportunity for investors to purchase buildings and for business tenants to take office space in the 1.7 billion pounds project which has the back of the UK and the China government as well as the mayor of London.

ABP Royal Albert Dock comprises 4.7 million sq feet offices, residential, and retail space. And already 60% of the first phase offices has reserved by a range of international investors. The development is close to London City Airport (the UK's airport for Europe) and a high-speed Crossrail station making for fast journey times across London. Because it is in the regeneration area, it offers low cost entry into the London property market.

Business showcase by **ABP**
Royal Albert Dock

SPEAKER

Neil Robinson, Director of Global Communications, **ABP (London) Investment Ltd**

MODERATOR

Lisa Yip, Senior Business Manager, **ABP (HK) Holding**

11:00 > 11:45 | Grand Room

INVESTMENT THEME

Asian-pacific investment: focus on Australia & Japan

This session will enable to measure the strength and opportunities in both countries : Australia and Japan.



Suchad Charanussati
Founder &
Managing
Director
SC Capital
Partners Pte
Ltd

Chris Chow
Managing
Director
LaSalle
Investment
Management

Leslie Chua
SVP, Head of
Asia-Pacific
Investment
Research
Heitman

MODERATOR
Florence Chong
Asia Pacific
Correspondent
IPE Real Assets

PROGRAMME OF CONFERENCES & EVENTS

Wednesday 29 November 2017

11:00 > 11:45 | Salon II-III **RETAIL THEME**

Leisure & entertainment: how to develop & sustain traffic in shopping centres?

This session aims at focusing on the new ingredients to ensure traffic in shopping centres by enchanting the customer journey. The best links for socialization are leisure & digital. Shopping as a happy family & friends' playground.



Oliver Cully
Director, New Business Development APAC
Merlin Entertainments

Reinhart Viane
Business Development Director
KCC Entertainment Design

Dominic Wong
Senior Associate
Entertainment + Culture Advisors

MODERATOR Wonwhie Kim
Director
The Park Database

11:45 > 12:30 | Salon II-III **RETAIL THEME**

F&B the magic potion for shopping centres

Shopping centres have become the new multipurpose meeting places, with F&B a key component for driving traffic. What is the best mix of F&B concepts for shopping centres? Discover what's trending internationally.



Alessandro Bonfiglioli
General Manager
CAAB and FICO Eatly World

Jack Cai
Managing director
Vapiano China

Raymond de Malherbe
Managing Director
Asia Franchise Marketing Services Ltd

11:45 > 12:30 | Grand Room **INVESTMENT THEME**

Outbound investment trends: Europe

How is the market in Europe? What are the most dynamic countries? Where to invest?



Simon Mallinson
Executive Managing Director, EMEA & APAC
Real Capital Analytics

Rainer Schorr
Board Member
PRS Family Trust GmbH

Jan Jescow
Director Risk Management
KanAm Grund Group

MODERATOR Philip Charis
Chairman, EPRA Hong Kong
EPRA



11:45 > 12:30 | Salon IV **BUSINESS SHOWCASE**

Data, disruption, and commercial real estate investment management

Explore the trends in Real Estate and the technology supporting it, whilst hearing from an international expert with deep real estate industry and investment experience.

Business showcase by **YARDI**

SPEAKER
Bernie Devine, Director, Yardi

INVESTMENT THEME

12:00 > 12:30 | Grand Ballroom

Hong Kong as the Gateway for one belt one road



Vincent HS Lo
Chairman
Hong Kong Trade Development Council

Nicholas Ho
Deputy Managing Director
hpa (Ho & Partners Architects)

MODERATOR Christopher Dillon
Principal
Dillon Communications



Wednesday 29 November 2017

TOPIC BASED LUNCH TABLES

12:45 > 14:00 | Grand Ballroom

Topic based lunch tables

A networking moment to allow participants to exchange 'best practices' and share their views and experience on the issues that affect their business, in a convivial and informal atmosphere. Each table will host a topic.

1 - Tuscany, Italy, for centuries in the future: an extraordinary chance to discover Real Estate opportunities in Italy



Filippo Glabbari
Executive Director
Invest in Tuscany

2 - Fico Eatly world's opening: urban development, hospitality, retail, Real Estate and residential opportunities after the opening of the world's largest food park in Bologna (Italy)



Alessandro Bonfiglioli
General Manager
CAAB and FICO Eatly World

3 - Time to uplift more female leaders in Real Estate industry?



Ada Wong
Chief Executive Officer and
Chief Investment Officer
Champion REIT

4 - 2018 real estate investment trends in Hong Kong



Antonio Wu
Deputy Managing Director, Capital Markets & Investment Services
Colliers International

5 - The most focused, cost-effective way to access European real estate



Yuri Zhou
Director, Asia Pacific
EPRA

TOPIC BASED LUNCH TABLES

6 - Real Estate opportunities in the retail sector within the Greater Bay Area



Alva To
Vice President, Greater China,
Head of Consulting, Greater China
Cushman & Wakefield

7 - European Real Estate market opportunities and trends



Thomas Beyerle
Head of Research
Catella Corporate Finance AB

Check all the updated topics at the entrance of the Grand Ballroom and online.

14:00 > 15:30 | Salon II-III **RETAIL THEME**

Retail matchmaking

Open to everyone wishing to come network and exchanges views on the changing landscape of the Retail sector.

No pre-registration required. Just come & network!



MODERATOR Andrew Work
Head Content Strategist,
Asia Pacific
NexChange



PROGRAMME OF CONFERENCES & EVENTS

Wednesday 29 November 2017

14:00 > 14:45 | Grand Room **INVESTMENT THEME**

Accommodation at all ages: live, work and play

Focus on alternative assets in housing: the need for investment in student and senior housing. Experts explain the opportunities in Asia.



James Fenner
Managing Director
Silk Road Marketing

Collin Lau
Founder
BEI

Andrew Moore
Founder and CEO
Pamfleet

14:00 > 14:45 | Salon IV **BUSINESS SHOWCASE**

Accessing opportunities in the UK

London and the UK remain one of the most attractive destinations for global capital. With the UK's exit from the EU creating a number of opportunities in real estate, our industry-leading panel will explore where those opportunities lie and how Asian investors can better access them.

Business showcase by **EVERSHEDS SUTHERLAND**

SPEAKERS

Shong Chua, Senior VP European Investments, **Colony NorthStar**
Gary Jones, Chief Operating Officer, **Aprose**
Alistair Dixon, Chairman, **Azimuth Global Partners**
Lee Jackson, Partner, **Eversheds Sutherland**

MODERATOR

Bruce Deaz, Head of London Real Estate, **Eversheds Sutherland**

KEYNOTE SPEAKER

15:00 > 15:30 | Grand Ballroom

Excelling in strengthening partnerships with retail tenants



Mr. Ronnie C. Chan
Chairman of
the Hong Kong Hang Lung Properties
Limited

15:30 > 16:15 | Salon IV **BUSINESS SHOWCASE**

The greater bay area: infrastructure development, city clustering and economic upgrading

At this session, John will give the attendees an overview of the Guangdong-Macau-Hong Kong Greater Bay Area plan and the infrastructure development in the region. He will also go through the real estate opportunities in the area and the development and investment potentials.

Business showcase by **CUSHMAN & WAKEFIELD**

SPEAKER

John Su, Managing Director, Hong Kong, **Cushman & Wakefield**

15:30 > 16:15 | Grand Room **INVESTMENT THEME**

Fundraising in Asia

Panel discussion focusing on the outlook for Real Estate fundraising, trends on volumes and the implications for market participants.



Christina Gaw
Managing Principal
Gaw Capital Advisors Limited

Meagan Nichols
Managing Director
Cambridge Associates

MODERATOR
Nina Xiang
Managing Editor
China Money Network (CMN)

16:00 > 17:00 | Salon II-III **INVESTMENT THEME**

Emerging markets



Devashish Gupta
Director
Allianz Real Estate GmbH Asia Pacific Branch

Farook Mahmood
Chairman & Managing Director
M/S Silverline Group

MODERATOR
Peter Venner
CEO
APREA



Wednesday 29 November 2017

16:45 > 18:15 | Grand Room **INVESTMENT THEME**

Investors' forum

Real Estate investors share and debate investment opportunities in Asia Pacific: where are the rising markets and what are the most interesting asset classes?

Discussion leaders will drive this highly interactive debate.



Rushabh Desai
Chief Executive Officer Asia Pacific
Allianz Real Estate GmbH Asia Pacific Branch

Eric Cheah
Head of Investment Management Asia-Pacific
Union Investment Real Estate

Guy Fulton
Managing Director
CPPIB Asia

MODERATOR
Christine Lam
MIPIM Asia Sales Director
Reed Midem

19:00 > 22:00
Awards gala diner

三、參加會議記錄

以下針對本次 MIPIM ASIA 行銷活動攤位、論壇形式說明如下。

(一) 行銷活動攤位

MIPIM ASIA 行銷活動攤位，計有兩種形式，2017 MIPIM AWARDS 入圍作品簡介及投票專區，以及專案行銷活動攤位兩種。

1. 2017 MIPIM AWARDS 入圍作品簡介及投票專區

設於會場入口處通廊，各項作品提供簡介書冊或摺頁，藉由投票過程兼具行銷宣傳之效益。



2. 專案行銷活動攤位

以播放式簡報、3D 模擬動畫、展板等方式設置於論壇交流大廳。

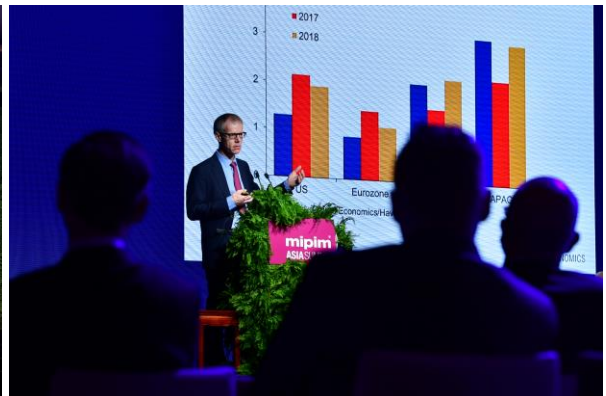


(二) 論壇形式

本次 MIPIM ASIA 會議主要分為四種論壇場次，GRAND BALLROOM、GRAND ROOM、SALON II-III 及 SALON IV 等四種不同主題及大小之會議場地。

1. GRAND BALLROOM

大師演講論壇，主要以講解、分析國際房地產投資情勢、市場發展、國際重大政策對房地產投資之影響（如：全球脈絡下的亞洲投資、中國國內市場、英國投資、中國一帶一路政策等），也邀請到香港特區林鄭月娥特首進行 30 分鐘演講，講述香港各項重大建設及投資契機。





香港特區林鄭月娥特首專題演講



全球脈絡下的亞洲投資

2. GRAND ROOM

緊密式交流，以圓桌餐敘方式進行演講及交流，透過更加輕鬆及面對面方式，增加相互討論及互相交流，提升會議效益。



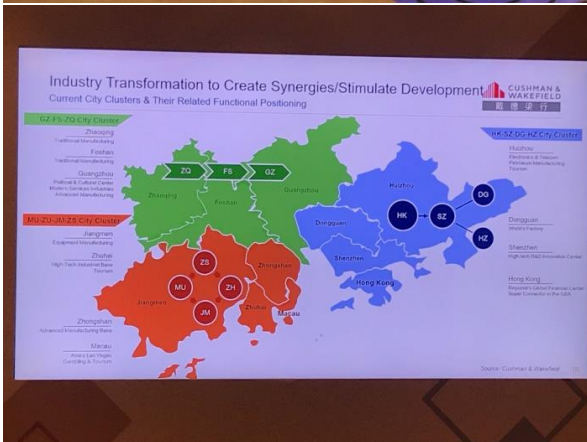
3. SALON II - III

座談式論壇，以聊天形式進行專題討論，沒有簡報說明，主要以經驗分享及互動方式進行。



4. SALON IV

主題式論壇，以單一公司或國家機關透過專題簡報，進行房地產產品之行銷與交流，內政部辦理之「2016 年臺灣主題論壇」即是此一形式。



(三) 參加人員與贊助單位

本次 MIPIM ASIA 會議共計有 900 多名參與者，包含 570 家公司，36 個國家，以及 50% 的 CEO 和主席。

贊助單位及合作夥伴共計 57 個單位。

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Academic Partner



Global Real Estate Tech Partner



Global Sponsor of MIPIM Startup Competition



Sponsor of the MIPIM Startup Competition Hong Kong stop



Media & Industry Partners



參、商場案例參訪

一、PMQ 元創方

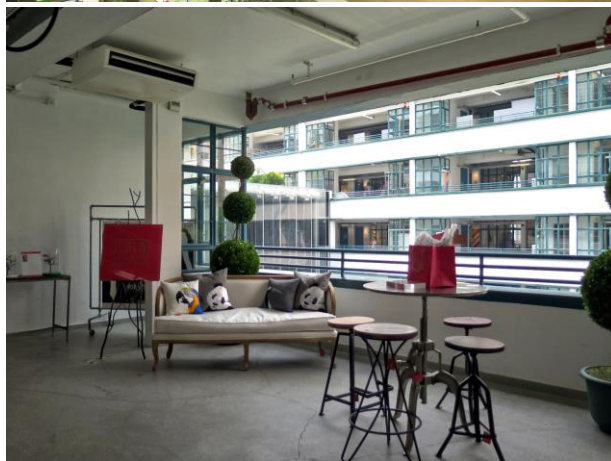
PMQ 元創方（英文：PMQ，意思為 Police Married Quarters，即已婚警察宿舍），為香港的一個創意中心，位於香港島上環荷李活道，總樓地板面積達 1.8 萬平方公尺（地下 1 樓地上 8 樓），元創方的前身為於 2010 年 11 月 10 日被列為香港三級歷史建築的荷李活道已婚警察宿舍，由同心教育文化慈善基金會有限公司，聯同香港理工大學、香港設計中心和職業訓練局轄下的香港知專設計學院，活化成名為「PMQ 元創方」的標誌性創意中心。同心基金成立元創方管理有限公司（PMQ Management Co. Ltd）負責管理元創方於 2014 年 4 月 14 日起局部開放，於同年 6 月 21 日正式開幕。

PMQ 元創方保留了荷李活道警察宿舍的兩座樓高 7 層的宿舍（A 座及 B 座，分別以鄰近街名命名為 Staunton 及 Hollywood）及少年警訊會所，另外在 A 座和 B 座間，2 樓之中庭上興建一個 600 平方公尺的多用途會堂 QUBE，4 樓平台則設空中花園作為通道連接，並為 PLATEAU。

而地下對出的廣場空間前身為操場和停車場。活化後變身為佔地面積 1,000 平方公尺的 Aberdeen Courtyard 及 Marketplace 廣場，而連接兩座宿舍之間的天幕則採用特殊玻璃，可阻擋紫外光，方便市民在地面平台乘涼。

宿舍採用半開放式設計，原本的廚房設於單位外的走廊，現用作展示商戶的藝術品及貨品外，亦可作為閒座區，讓遊人隨意休息。而洗手間則設於各樓層左右兩端，另附設升降機方便上落。

元創方最多可容納約 130 個租戶，供本地設計師租用的工作室和



商舖，撇除短期租出予推廣之用的「Pop-upStore」，現有 102 個單位和餐飲店。現時 2 樓或以上面積約 40 平方公尺的標準單位月租 1.8 萬元港幣，會根據差餉物業估價署公布每年中上環乙級寫字樓月租調整，本地新進設計師會獲兩至五成租金優惠，並有管理費和水電費等補貼。

元創方租戶必須通過遴選委員會審批，準則包括申請人的業務計劃、營運經驗、產品創意及對 PMQ 的貢獻。租約為期 2 年，約滿後承租的設計師或機構須重新申請及審批。同時，租金優惠只給予本地或新晉設計師，已成名或海外設計師須支付市值租金。

元創方以體驗創意生活為主旨，目前商場雲集 100 家以上本地新進創作企業家，常舉行各式創意活動。商場內設置有燈飾、服飾、創意手工藝品、飾品等多元特色店舖，並提供租借展覽空間項目。

臺灣近幾年來也陸續推動古蹟及歷史建物活化再利用，在活化再利用過程中，產業的引入，常因是否只能引進「文創產業」，不能過於商業化，而產生古蹟及歷史建築整建、維護經費與商場營收間是否能取得平衡且持續自給自足經營，為值得思考問題。



十一月節目概覽 NOVEMBER HAPPENINGS

<p>"LONG TIME NO SEE: A Virtual Encounter with Nostalgia" Exhibition "LONG TIME NO SEE" 左鄰右舍 · 虛擬再遊 · 展覽</p> <p>開幕日期: 10/20(Sat) 10:00-20:00 開幕禮: 10/20, Hollywood</p>	<p>Bridges - Two Become One 3/1 (Fri) 13:00-18:00 開幕禮: "Makeup & Cosmetology & Fashion" by "The Beauty Shop"</p>	<p>Workshops by Gallery Contemporary Jewellery Studio - Signet Ring Workshop 平環戒手工坊</p> <p>1/11 (Mon - Sun) Any Client, by Appointment (預約) 15:00-20:00</p>
<p>PMQ Tourist Privilege Programme Coupon Book Redemption PMQ 旅遊優惠計劃 換領PMQ旅遊優惠計劃小冊子</p> <p>Coupon Book Redemption 優惠小冊子換領</p> <p>開幕日期: 10/20(Thu) 10:00-20:00 開幕禮: 10/20, Hollywood</p>	<p>Parade the Love of Reading 4/12 (Wed & 12/11 (Sun)) 12:00-18:00 開幕禮: "Makeup & Cosmetology & Fashion" by "The Beauty Shop"</p>	<p>Show Ring Making Workshop Working Ring Making Workshop</p> <p>1/11 (Mon - Sun) By Appointment (預約) 10:00-14:00 14:30-17:30 18:00-22:00</p>
<p>Metamorphosis: Transformation of Asian Lacquer 轉變: 亞洲漆的蛻變</p> <p>開幕日期: 10/21 (Sun) 10:30-18:00 開幕禮: 10/21, Seacombe</p>	<p>AWA Charity Bazaar 2017 美國婦女會慈善義賣 2017</p> <p>5/12 (Thu) 10:30-18:30 開幕禮: "Makeup & Cosmetology & Fashion" by "The Beauty Shop"</p>	<p>Silver Ring Making Workshop 2/11 (Mon - Sun) Any Client, by Appointment (預約) 13:00-20:00</p>
<p>HK FPM by Greg Girard</p> <p>開幕日期: 10/21 (Sun) 11:00-19:00 開幕禮: 10/21, Seacombe</p>	<p>G.O.D. 住好嘢 x Hong Kong Market 住好嘢 x (香港好市場) 快閃店</p> <p>10/21 (Sun) - 20/11 (Tue) 10:00-21:00 開幕禮: 10/21-20/11, Seacombe</p>	<p>Jewellery Making Workshop 2/11 (Mon - Sun) By Appointment (預約) 10:00-14:00 14:30-17:30 18:00-22:00</p>
<p>BY Berayah O1 Collection x Kapok Pop-Up Store 期間限定店</p> <p>開幕日期: 10/21 (Sun) 10:00-20:00 開幕禮: 10/21, Hollywood</p>	<p>Helio-centric 日心體 2/12 (Tue) - 20/11 (Tue) 18:30-23:00 開幕禮: "Makeup & Cosmetology & Fashion" by "The Beauty Shop"</p>	<p>Workshops by The Little Finger 3/11 (Fri) 19:30-23:00</p>
<p>"Into the Wild" Pop-Up Exhibition</p> <p>開幕日期: 11/2 (Fri) 12:00-20:00 開幕禮: 11/2, Seacombe</p>	<p>Traditional Modern: Exhibition and Sale 傳統 現代手工藝品展覽</p> <p>20/11 (Tue) 10:30-18:00 開幕禮: 10/21, Seacombe</p>	<p>Baking Class by Leavin Bakery 3, 10, 17/11 (Fri & 5, 12/11 (Tue)) 10:30-12:30 13:30-15:30 16:00-18:30</p>
<p>Slow Lotus Sessions</p> <p>1/11 (Mon) 19:00-20:00 4, 10/11 (Sat & 4, 12/11 (Sun)) 19:00-20:00 22:00-23:30</p> <p>開幕禮: 10/21, Seacombe</p>	<p>Akiko Ishijima Ceramic Exhibition and Opening Party 石橋亞希子陶器展開幕</p> <p>10/11 (Sun) 18:00-20:00 開幕禮: 10/11, Seacombe</p>	<p>Kinzong Workshop 金鐘手工坊 8, 20/11 (Wed) 10:30-15:30 8, 20/11 (Wed) 10:00-13:00 15:00-17:00</p>
<p>AWA Hong Kong 2017 Honors & Awards Pop-Up Exhibition</p> <p>1/11 (Mon) - 14/11 (Thu) 12:00-20:00 開幕禮: 1/11, 1/11, 1/11, Seacombe</p>	<p>WORKSHOPS 工作坊 歡迎查詢: 0213 11111, 0213 11111</p>	<p>Bamboo T-shirt Workshop 2/11 (Fri) 19:30-23:00 開幕禮: 1/11, Seacombe</p>
<p>Wood Joining Seminar: Spine Back 4, 11, 18, 25/11 (Thu) 12:00-13:30</p>	<p>Workshops by MakerBay - Gold Bead Necklace Workshop 1, 6, 13, 20/11 (Sun) 10:30-20:00</p>	<p>Modern bath and tie dye Workshop 中環代辦行染布染印工作坊</p> <p>2/11 (Fri) 12:00-13:30 開幕禮: 10/21, Seacombe</p>

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二、國際金融中心 IFC

國際金融中心（英文：International Finance Centre；縮寫：IFC）是香港作為世界級金融中心的著名地標，位於香港島中環金融街 8 號，面向維多利亞港。由地鐵公司及新鴻基地產、恒基兆業、香港中華煤氣及中銀香港屬下的新中地產所組成的 IFC Development Limited 發展、由美國建築師西薩·佩里擔任設計建築師及由著名香港建築師嚴迅奇擔任項目建築師，其總樓地板面積達 43 萬 6 千平方公尺。現為恒基兆業地產和香港金融管理局總部的所在地。國際金融中心二期於 2003 年落成時，成為當時全球第五高、大中華地區第二高及香港第一高的建築物，直至被環球貿易廣場取代香港第一高的地位。

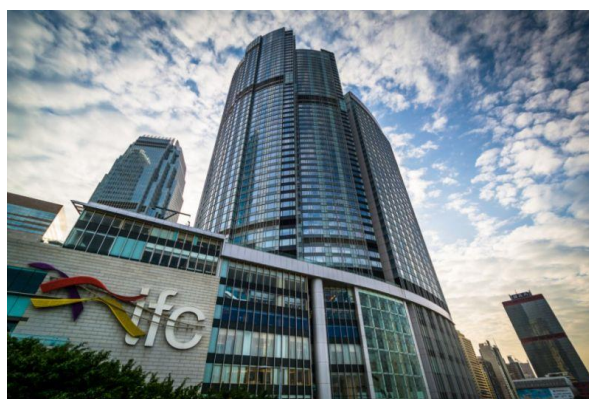
國際金融中心是標準 TOD 發展案例，配合機場快線香港站之建設，於香港站上方推動四期建設計畫，興建商場、寫字樓及酒店。

國際金融中心分為兩期建設，一期，樓高 210 公尺，屬於辦公室大廈，共地上 38 層，地下 4 層，樓地板面積 7 萬 2,850 平方公尺；二期，樓高 415.8 公尺，屬於辦公室大廈，地上 88 層，地下 6 層，樓地板面積 18 萬 5,805 平方公尺。兩期建築地下 1-3 樓為與機場快捷香港站共構。

國際金融中心商場（IFC Mall）商場分兩期落成，分別於 1999 年及 2004 年初開業。商場樓高 4 層，總面積達 7.4 萬平方公尺，毗連國際金融中心一期及二期頂級寫字樓、世界級的四季酒店及四季匯套房酒店。雲集名店近 200 間，商戶組合多樣化，當中包括多個國際知名的時尚服飾、潮流配飾、美容護膚、禮品、戲院及食肆等。主要商戶包括 citysuper、連卡佛、Palace ifc 戲院及 Apple Store。



圖片來源：維基百科。



圖片來源：欣傳媒資料庫。

三、1881

1881（英語：1881 Heritage）前身為水警總區總部，這座古建築由 5 組建築物組成，包括主體大樓、馬廐、報時塔（俗稱為圓屋）、九龍消防局及消防宿舍，位於香港九龍油尖旺區尖沙咀廣東道 2 號 A，1884-1996 年期間為水警總區總部，1994 年成為香港法定古蹟。水警總部的建築一直使用至 1996 年，總部遷往香港島西灣河的新建築為止。至 2003 年，香港政府以商業招標形式將其交予私人公司發展，長江實業以逾 3.52 億元投得水警總部發展權，為期 50 年。在保留原有建築物的前提下，長實投資逾 10 億港幣將前水警總部改建成為古蹟酒店，並設有小型商場，命名為 1881，2009 年 11 月 11 日正式開幕。

1881 設有一間酒店名為海利公館（Hullett House），酒店設 12 間套房，面積由 82 至 87 平方公尺不等，各套房的裝修各有主題，並且以香港的海灣命名，例如南灣套房、深水灣套房、銀礦灣套房等。酒店設 7 間餐廳和酒吧（長廊、馬堡扒房、聖喬治、隆濤院、香檳廊、馬堡閣和水警吧）。

總部大樓外的空地則改建為商場，佔地 7 千平方公尺樓地板面積，共 20 多個舖位，每個舖位由 18 至 750 平方公尺不等。許多國際級名牌，包括卡地亞、Tiffany & Co、萬寶龍等進駐商場。



肆、心得與建議

參加 2017 年參展 MIPIM ASIA，除了參與各場次論壇外，亦了解及觀摩目前亞洲各主要城市不動產發展，學習各主要城市開發專案的思維與潮流，並檢視論壇辦理過程個場次辦理方式及效益，作為 2018 參展之重要考量，同時利用間隔時間，參觀香港著名商場案例，作為後續高雄港區開發之參考，充分運用出國短短時間，發揮最大效益。現謹就本次參與之心得及建議，整理、歸納與摘要如下：

一、心得

- (一) 參與或辦理國際性城市規劃或不動產投資會議（論壇），藉由演講、討論交流有助於獲取都市規劃及開發寶貴之知識。
- (二) 臺灣不動產開發市場相對於其他國家，屬於較為小型之開發規模，應以有別於其他國家（例如：中國大陸）之開發案件行銷方式，不以市場規模廣大為主，而以穩定且具效益之投資環境為行銷方向，以吸引國際開發商投資臺灣（例如：三井 OUTLET 及 LaLaport 模式）。
- (三) 古蹟及歷史建物的活化再利用是近年來臺灣各地方政府積極推動之重要政策，惟華山藝文園區在產業引入過程引發些許爭議，其他各地古蹟活化也也面臨是否過於商業化之疑慮，如何在保存與再利用、營運自給自足下找尋平衡是目前臺灣政府面臨的重大議題。香港政府在處理古蹟活化再利用下，主要以兩種方式辦理，一種為透過 NGO 團體、基金會等組織，彙集相關學校或文化機構組成經營團隊，藉由基金會及學校不以收益為目的之資金投入，以較低價的租金提供青年創業或創作之場地，例如：PMQ 元創方、賽馬會創意藝術中心等；另一種為商業開發，以保存古蹟前提下，直接提供長期發展權（使用權）公開招商（類似臺灣的 50 年 ROT 案的概念），得標廠商在不影響古蹟保存下，得做各種商業使用，例如：1881。因應不同古蹟、歷史建物的型態、地點、規模，參酌香港政府兩種活化再利用方式，或許可以減少政府公帑的支出，幫助臺灣更多古蹟及歷史建物保存與利用。

二、建議

- (一) 臺灣應積極建立更優良的投資環境，包括高效率的單一招商服務窗口、良好基礎建設、優秀人才、合理稅制、優惠獎勵及良好的商業夥伴，始能在國際間保持良好競爭。
- (二) 本次論壇中，獲悉香港、澳門、廣州、深圳、珠海、佛山、中山、東莞、肇慶、惠州和江門組成的城市群，正在整合推動「粵港澳大灣區計畫」，目標為打造世界級都會區，吸引世界各地開發商投資。臺灣各地方政府之開發案，目前招商方式仍多是以單打獨鬥，甚至是互相競爭方式於國際上進行招商，相對於國際

上不動產之招商已朝向整合區域資源聯合招商模式，臺灣中央及地方政府應整合資源及市場定位，透過團體戰方式，擴大資源面、市場面及行政面，以提供最充足的資源、最完善的行政協助，方能與國際上大型開發案相提並論。

- (三) 臺灣古蹟及歷史建物目前歸屬中央及地方政府之文化部門管理，惟文化部門以推動文化保存及發展為主，商業發展非屬該部門之專業，參酌香港政府其古蹟活化再利用乃交予發展局辦理，可視其都市發展之區位進行最適宜之再利用方案，因此建議臺灣未來古蹟及歷史建物其活化涉及引入產業者，可轉由都市發展部門辦理。
- (四) 往後應持續參與或辦理國際級招商會議（論壇），並統籌運用國家資源，擴大招商規模，並持續與國際接軌，增加臺灣投資市場能見度，吸引外資投資。