

REITAS Professional Development Series

REIT MANAGEMENT

WEDNESDAY 29 MAY & FRIDAY 31 MAY 2019
SUNTEC CONVENTION CENTRE

COURSE FEES*: SGD1,500 (REITAS MEMBERS) | SGD2,500 (NON-MEMBERS)

*Before GST



COURSE OBJECTIVE

The course is designed to equip professionals and middle management in REITs with a comprehensive understanding of the various key aspects of managing a listed REIT. It is also appropriate for professionals or graduates who intend to make a career switch or enter the REIT profession. Emphasis of the course is on practical application of financial and real estate knowledge drawn from the experience of senior practitioners from the REIT industry. Case studies and actual industry examples will be used to supplement the comprehensive lectures covering 9 important functional aspects of REIT management.



TARGET AUDIENCE

Primarily professionals in REITs and those who want to establish a career in the REIT industry. Also beneficial to professionals in the following fields:

- | | |
|-------------------------|---------------------------------------|
| + Real Estate | + Equity Analysts |
| + Developers | + Trustees |
| + Banks & Legal Firms | + Real Estate Valuers |
| + Regulators | + Tax, Legal & Accounting Consultants |
| + Fund & Asset Managers | |



COURSE DURATION, SCHEDULE & SUBSIDY

- + 2 full days.
- + Accredited by IBF with 14 CPD hours.
- + 50% FTS subsidy is available for Singaporeans & PRs and 90% FTS subsidy is available for Singaporeans over 40 years.
- + Accredited by CEA with 4 core CPD hours (pending).



COURSE CONTENT

9 modules covering the full spectrum of management of a REIT.

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|-----------------------------|--------------------------------|
| + REIT & Capital Management | + Strategic Asset Planning |
| + REIT Regulations | + Operational Asset Management |
| + Tax Issues for REITs | + Investment Management |
| + Trust Issues for REITs | + Investor and Media Relations |
| + Marketing Communications | |



INSTRUCTORS

Senior management and practitioners from listed REITs, trustees, legal and tax advisers.



REGISTRATION

Register at secretariat@reitas.sg by 13 May or contact Juliana at 6818 9631.

Seats are on a first come first serve basis.



COURSE DURATION & SCHEDULE

| DAY 1 / TIME | MODULE / ACTIVITY | COMPANY / INSTRUCTOR |
|------------------|-------------------------------------|---|
| 9:00am - 12:15pm | MODULE 1: REIT & CAPITAL MANAGEMENT | Mapletree Industrial Trust Management Limited |
| 12:15pm - 1:30pm | LUNCH | |
| 1:30pm - 2:45pm | MODULE 2: REIT REGULATIONS | Allen & Gledhill LLP |
| 2:45pm - 4:00pm | MODULE 3: TAX ISSUES FOR REITS | PricewaterhouseCoopers Singapore Pte Ltd |
| 4:00pm - 4:15pm | AFTERNOON BREAK | |
| 4:15pm - 5:00pm | MODULE 4: TRUST ISSUES FOR REITS | Perpetual (Asia) Limited |
| 5:00pm - 6:00pm | MODULE 5: MARKETING COMMUNICATIONS | CapitaLand Retail |

| DAY 2 / TIME | MODULE / ACTIVITY | COMPANY / INSTRUCTOR |
|-------------------|--|---|
| 9:00am - 10:00am | MODULE 6: STRATEGIC ASSET PLANNING | Frasers Commercial Asset Management Limited |
| 10:00am - 12:45pm | MODULE 7: OPERATIONAL ASSET MANAGEMENT | Ascendas Land (Singapore) Pte Ltd |
| 12:45pm - 2:15pm | LUNCH | |
| 2:15pm - 4:30pm | MODULE 8: INVESTMENT MANAGEMENT | ARA Asset Management Pte Ltd |
| 4:30pm - 4:45pm | AFTERNOON BREAK | |
| 4:45pm - 5:45pm | MODULE 9: INVESTOR & MEDIA RELATIONS | Manulife US Real Estate Management Pte Ltd |
| 5:45pm - 6:00pm | PRESENTATION OF CERTIFICATES | |



REITAS



SPEAKERS' PROFILES



MR THAM KUO WEI

Chief Executive Officer
Mapletree Industrial Trust Management Limited

Mr Tham is the Chief Executive Officer and an Executive Director of Mapletree Industrial Trust Management Ltd. He was previously the Deputy Chief Executive Officer and Chief Investment Officer of Mapletree's Industrial business unit. In that capacity, he was responsible for structuring, establishing and managing real estate investment platforms in Singapore and the region.

Mr Tham joined Mapletree in 2002 and has since held various positions with the Group. Prior to joining Mapletree, he was in various engineering and logistics management roles with PSA Corporation.



MS LILY LER

Chief Financial Officer
Mapletree Industrial Trust Management Limited

Ms Ler Lily is the Chief Financial Officer of the Manager. Ms Ler is responsible for financial reporting, budgeting, treasury and taxation matters.

Prior to joining the Manager, Ms Ler was the Head of Treasury and Investor Relations at Mapletree Logistics Trust Management Ltd. (the manager of Mapletree Logistics Trust) where she led the treasury team in treasury risk management, debt and capital management and oversaw the investor relations function since September 2009. She had served in different roles within the Sponsor since she joined in September 2001. Her last held position with the Sponsor was Vice President (Treasury).

Prior to joining the Sponsor, Ms Ler worked in Asia Food & Properties Limited for about four years and also spent three years as an external auditor with Deloitte & Touche LLP in Singapore.

Ms Ler holds a Bachelor of Accountancy (Honours) degree from the Nanyang Technological University, Singapore. She is a CFA charterholder and also a Chartered Accountant of Singapore.



MR TEH HOE YUE

Partner, Allen & Gledhill LLP

Hoe Yue's areas of expertise span REITs, business trusts and capital markets.

He has extensive experience acting for REITs and business trusts on their initial public offerings. He continues to advise the REIT and business trust issuers after listing from follow-on equity offerings, convertible bonds and acquisitions to their regulatory and compliance work.

Hoe Yue has been cited as an expert in *Who's Who Legal: Capital Markets* and a highly regarded practitioner in *IFLR1000*.

Hoe Yue joined the Firm in 2006 after he was called to the Singapore Bar and has been a Partner since 2011.



MR VINCENT LEE

Senior Vice President, Asset Management
Fraser's Commercial Asset Management Limited

Mr Lee is responsible for the asset management of FCOT's UK portfolio. He works closely with the property managers to drive business plans and strategic initiatives to enhance the performance of the property.

Mr Lee has more than 22 years of experience in the real estate industry spanning across various functions including asset management, investment analysis, research and consulting, principal and agency leasing, as well as project marketing and sales, covering a wide spectrum of asset classes.

Mr Lee holds a Bachelor of Commerce in Urban Land Economics from the University of British Columbia, Canada; a Master of Real Estate from the University of New South Wales, Australia; and a Master of Applied Finance from the University of Adelaide, Australia.

**MR JOEY GOH**

Senior Vice President, Trustee Services
Perpetual (Asia) Limited

Joey is responsible for managing on-going client relationships and transaction activities, as well as ensuring compliance with Perpetual's corporate trustee and custodial obligations undertaken for new and existing client mandates. He manages a portfolio of clients comprising S-REITs, private trusts and funds.

Prior to joining Perpetual, Joey was the chief executive officer of the manager of a listed real estate investment trust in Singapore, where he was responsible for the development and implementation of strategic, financial, investment, risk-management, compliance, operational and investor relations plans and activities. Prior to this, he was involved in corporate finance advisory, financial and management accounting, and audit.

Joey is a Chartered Accountant of Singapore and holds a Bachelor of Accountancy degree from the Nanyang Technological University. He holds a Masters of Business Administration from the Imperial College Business School, United Kingdom.

**MS PATRICIA NG**

Assistant Vice President, Marketing Communications
CapitaLand Retail

Patricia has over 10 years of brand and marketing experience in the retail real estate industry. She is the master planner for iconic cross-mall islandwide marketing campaigns, loyalty programme campaigns that deliver brand value and mall visitorship. Patricia also spearheads digital marketing transformation of the retail business unit, laying out the digital marketing strategy for CapitaLand malls. She is also a communications professional with experience in media relations and corporate branding. Patricia holds a Master of Business Administration from Peking University and National University of Singapore as well as a Bachelor of Communication Studies from Nanyang Technological University.

**MS LEONG MEI MEI**

Head, Singapore Portfolio & Asset Management
Ascendas Land (Singapore) Pte Ltd

Mei Mei leads the asset management and account management teams for Ascendas Land (Singapore) Pte Ltd ("Ascendas" as sponsor of AREIT) in Singapore. She is responsible in formulating strategies to maximise the value of the assets through asset re-positioning and asset enhancement initiatives as well as the divestment of the properties. Other than that, she is also responsible in the delivery of customer care to tenants through her team of accounts managers to retain existing tenants.

Prior to joining Ascendas, she was with Cambridge Industrial Trust (now known as ESR REIT) and oversee the investment team for 7 years. Including her initial years in JTC Corporation, she has over 17 years in the real estate industry covering areas in investment and asset management in both the public and private sectors.

**MR LENNON LEE**

Partner, Corporate Tax
PricewaterhouseCoopers Singapore Pte Ltd

Lennon is a partner with the Corporate Tax Advisory Group of PricewaterhouseCoopers Singapore Pte. Ltd. He has been involved in many international advisory projects and assignments across a whole spectrum of industries.

He also advises many families and their family businesses on cross-border tax and regulatory implications including mergers and acquisitions, family office set up and operation, outbound and inbound investments, securitisation, leasing, private funds structuring and management in relation to real estate investment.

Lennon is an active speaker for various industry conferences and seminars organised by financial institutions, business organisations & trade chambers and government agencies.



MR CHIA NAM TOON

Assistant Group CEO
CEO, REITs & Business Development
ARA Asset Management Pte Ltd

Mr Chia Nam Toon is Assistant Group Chief Executive Officer (“CEO”) and CEO of REITs & Business Development. He oversees the business and operations of the REITs Division and is responsible for growing existing REITs and developing new REITs across Asia, United States and Europe. He also collaborates with ARA’s Group Investment Office on mergers and acquisitions.

Mr Chia has 35 years of work experience, with more than 15 years in the real estate industry. Prior to joining ARA, he was CEO of the Manager of Ascendas REIT, one of Singapore’s largest-listed REITs, from 2016 to 2017 and was responsible for its overall management and operations. Prior to that, he was the Group Chief Financial Officer (“CFO”) of Ascendas-Singbridge from 2015 to 2016, providing strategic financial leadership for the Group. Prior to the merger between Ascendas and Singbridge, he held the position of Group Assistant CEO and CFO of Ascendas Group from 2006 to 2014, and oversaw Ascendas’ corporate services functions which included Strategy Management, Communications, Legal & Corporate Secretariat, Enterprise Risk Management, Information Management and Finance.

Before joining Ascendas, Mr Chia was Chief Operating Officer and Finance Director with PEC Tech Group from 2004 to 2006. He previously held various positions with ICI Paints Asia Pacific and the ICI Group headquarters in London, Tioxide Asia Pacific, F&N Group Malaysia, KAB Group of Companies and Deloitte & Touche Malaysia.

Mr Chia holds a Diploma in Commerce from Tunku Abdul Raman College, Malaysia. He is a Fellow of the Association of Chartered Certified Accountants UK (FCCA) and a Fellow of the Institute of Singapore Chartered Accountants.



MS CAROLINE FONG

Head of Investor Relations
Manulife US Real Estate Management Pte Ltd

Ms Caroline Fong is the Head of Investor Relations and part of the C-Suite for the Manager. She reports to the CEO and is responsible for investor relations, communication and helps to steer the strategy and capital markets requirements for MUST.

Ms Fong has over 14 years of experience in investor relations, capital markets and research. Prior to joining MUST, Ms Fong was Associate Director, Investor Relations and Corporate Finance in Temasek Holdings and Head of Investor Relations and Corporate Communications in ESR-REIT. At ESR-REIT, Ms Fong was instrumental in profiling the REIT to be the best performing industrial REIT and second best performing SREIT in 2013.

In addition, Ms Fong was formerly Head of Investor Relations for CapitaLand Mall Asia, where she was responsible for creating the narrative for the company’s retail businesses in Singapore and four other countries. Early in her career, Ms Fong was Associate Director, Listings at the Singapore Exchange, where she advised companies on corporate governance and the regulatory framework for public-listed companies in Singapore.

Ms Fong holds a Masters in Finance and Investment from the University of Nottingham, UK and a Bachelor of Science (Honours) in Banking and Finance from the University of London, UK.

ABOUT REITAS

REITAS is the representative voice of the Singapore REIT (S-REIT) industry. It provides its members a representation and engagement in consultation opportunities with policy makers on issues affecting S-REITs. The association also organises talks, courses, investor conferences, retail education events etc to promote understanding and investment in Singapore REITs.

REIT Association of Singapore

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