

## REIT MANAGEMENT

24 March and 26 March 2021

Suntec Convention Centre (in-person course)

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

### ❖ Course Content

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

### ❖ Course Duration & Subsidy

+ 2 full days      + Recognised by IBF with 14 supplementary CPD hours.  
+ 95% FTS subsidy is available for Singaporeans and PRs based in Singapore.

### ❖ Instructors

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

### ❖ Registration

Register at [secretariat@reitas.sg](mailto:secretariat@reitas.sg) by **10 March** or contact Juliana at **6721 7023**.

Seats are limited and are on a first-come-first serve basis.

## ❖ Course Schedule

Day 1/TIME	MODULE/ACTIVITY	COMPANY/INSTRUCTOR
9.00am – 12.15pm *includes coffee break	Module 1: REIT & Capital Management	Mapletree Industrial Trust Management Limited
12.15pm – 1.15pm	Lunch	
1.15pm – 2.30pm	Module 2: REIT Regulations	Allen & Gledhill LLP
2.30pm – 3.15pm	Module 3: Trust Issues for REITs	Perpetual (Asia) Limited
3.15pm – 3.30pm	Afternoon Break	
3.30pm – 4.30pm	Module 4: Strategic Asset Planning	Frasers Property Limited
4.30pm – 5.30pm	Module 5: Investor & Media Relations	Manulife US Real Estate Management Pte Ltd

Day 2/TIME	MODULE/ACTIVITY	COMPANY/INSTRUCTOR
9.00am – 11.45am	Module 6: Operational Asset Management	CapitaLand Group
11.45am – 12.45pm	Lunch	
12.45pm – 3.00pm	Module 7: Capital Investment	Keppel REIT Management Limited
3.00pm – 3.15pm	Afternoon Break	
3.15pm – 4.30pm	Module 8: Tax Issues for REITs	PricewaterhouseCoopers Singapore Pte Ltd
4.30pm – 5.30pm	Module 9: Sustainability for REITs	CapitaLand Group

Note: Lunch and tea/coffee will be provided on both days.

## ❖ Course Fee

	REITAS Members	Non REITAS Members
Course Fee*	\$1,500	\$2,500
Fee after IBF Subsidy**	75	\$125
<b>Fee after IBF Subsidy &amp; GST**</b>	<b>\$180</b>	<b>\$300</b>

\* before GST & IBF subsidy

\*\* 95% subsidy is available for company-sponsored individuals of Singapore-based financial institutions regulated by MAS. Employee should be a Singapore Citizen or Permanent Resident **based in Singapore**. Companies will be invoiced net amount (after IBF subsidy). Additionally, companies who are sponsoring their employees can apply for Training Allowance Grant (TAG) @ \$15/hour of eligible training and assessment hours after successful completion of the course.

## ❖ Important Note

As indicated, we plan to conduct this course in physical format. However, should there be any change in government regulations that prevent us from doing so, we may deliver this course in online format.

## ❖ Speakers' Profiles

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**MR THAM KUO WEI**  
Chief Executive Officer  
Mapletree Industrial Trust  
Management Limited

Tham Kuo Wei is both an Executive Director and the Chief Executive Officer of Mapletree Industrial Trust Management Ltd. He increased the size of the Mapletree Industrial Trust portfolio from S\$2.1 billion at listing on 21 October 2010 to S\$6.6 billion as at 31 December 2021.

Prior to joining the Mapletree Industrial Trust Management Ltd., he was the Deputy Chief Executive Officer (from August 2009) and Chief Investment Officer (from April 2008 to August 2009) of Mapletree Investments Pte Ltd's Industrial Business Unit where he was responsible for structuring, setting up and managing real estate investment platforms in Singapore and the region.

Prior to this, he was the Chief Investment Officer of CIMB-Mapletree Management Sdn. Bhd. in Malaysia from July 2005, and he was responsible for setting up and managing the private equity real estate fund. He was instrumental in securing investments from institutional investors in Malaysia and overseas. He was also responsible for sourcing and acquiring completed assets as well as managing development projects across the office, retail, industrial and residential sectors.

Before Kuo Wei's secondment to CIMB-Mapletree Management Sdn. Bhd., he was the Senior Vice President of Asset Management at Mapletree and was responsible for the portfolio of Singapore commercial, industrial and residential assets. He joined Mapletree in June 2002 as Project Director for its new Business and Financial Centre project at the New Downtown in Singapore. Prior to joining Mapletree, he held various positions in engineering and logistics management in PSA Corporation from 1993 to 2002.

Kuo Wei holds a Bachelor of Engineering (Honours) degree from the National University of Singapore.

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**MS LER LILY**  
Chief Financial Officer  
Mapletree Industrial Trust  
Management Limited

Ms Ler Lily is the Chief Financial Officer of Mapletree Industrial Trust Management Ltd. Ms Ler is responsible for financial reporting, budgeting, treasury and taxation matters.

Prior to joining Mapletree Industrial Trust Management Ltd., 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.

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**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 acquisitions, joint ventures, follow-on equity offerings and convertible bonds 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.

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**MS SIN LI CHOO**  
Head of Singapore  
Perpetual (Asia) Limited

Sin Li Choo, based in Singapore, leads our experienced team of local trust specialists. She is one of our qualified Trustee Resident Managers and acts as the Executive Director in Singapore. She has oversight over the trust business in Singapore, including client services, operations, compliance, financial reporting and company secretarial matters.

Li Choo's team is experienced in managing large private trusts, managing and listing of S-REITs, with a strong focus on cross border asset acquisitions in major Pan-Asian countries including Australia, Singapore, Hong Kong, Japan and China, amongst others. Her team is also involved in asset securitisation transactions including aircraft financing, asset financing and syndicated loan facilities.

She is a respected trust practitioner, having written and spoken on corporate trust related matters including REITs, Bonds and Funds. Li Choo has more than 20 years of experience in corporate trust, private trust, private wealth management, audit and structured finance transactions. She is a Chartered Accountant, Certified Financial Planner and Trust and Estate Practitioner. She holds a Bachelor degree in Accountancy and an MBA from Murdoch University.

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**MR ADRIAN TAN**  
Senior Vice President,  
Investment & Asset  
Management,  
Fraser's Property Singapore

Mr Adrian Tan, Senior Vice President, Investment & Asset Management, has been with Fraser's Property since 2018. He currently oversees investments for Fraser's retail business unit.

Prior to Fraser's, he spent the last 12 years in various investment and asset management roles for other established real estate developers such as CapitaLand, Ascendas-Singbridge, and NTUC Income. He has had extensive experience in acquiring, managing and divesting office, retail and logistics / business park assets, both in Singapore and countries such as Australia, Malaysia and India, giving him unique insights into the similarities and differences amongst various asset classes and jurisdictions. With stints at CMT, AREIT and now FCT, Adrian is also familiar with the ins and outs of operating in a regulated environment.

Adrian Tan Holds an Honours degree in Business Administration from the National University of Singapore, and has represented Singapore as a Trade Counsellor in Singapore's Embassy in Russia.

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**MS CAROLINE FONG**  
Head of Investor  
Relations and Chief  
Capital Market Strategist,  
Manulife US Real Estate  
Management Pte Ltd

Ms Caroline Fong is the Head of IR, Chief Capital Market Strategist and also the Chief Sustainability Officer. She is responsible for IR, communication, sustainability, strategy and the capital market requirements for MUST. She is instrumental in the listing of MUST - the first U.S. office REIT to be listed in Singapore.

Ms Fong has over 15 years of experience in IR, capital markets and research. Prior to joining MUST, Ms Fong was Associate Director, IR and Corporate Finance in Temasek Holdings and Head of IR and Corporate Communications in ESR-REIT. In addition, Ms Fong was formerly Head of IR 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.

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**MS HAN TUI HENG**

Head, Asset Management  
CapitaLand Singapore  
Workspace

Ms Han Tui Heng is the Head of Asset Mgt for CapitaLand's portfolio of properties in Business Park, Industrial, Logistics and Commercial in Singapore. She also oversees Nusajaya Tech Park in Iskandar Malaysia.

She is responsible in formulating strategies to maximise the value of the assets through asset positioning, asset enhancement initiatives and divestment of assets to unlock the value of the assets. She works closely with the Leasing and Operations teams to drive the performance of the assets.

Ms Han is also actively involved in building a strong vibrant community in Singapore Science Park, International Business Park and Changi Business Park through curated customer programmes.

Ms Han holds a Bachelor of Science in Estate Management (Honours) from the National University of Singapore and a Master of Business Administration from the University of Wales, United Kingdom.

She has more than 20 years of working experience in the real estate industry.

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**MR PAUL THAM**

Chief Executive Officer,  
Keppel REIT Management  
Limited

Mr Tham is the Chief Executive Officer of Keppel REIT Management Ltd. He was previously the Chief Financial Officer of Keppel Capital, the asset management arm of Keppel Corporation Limited, overseeing finance, compliance, legal and investor relations. Prior to that, he was part of Keppel Corporation's Group Strategy & Development department, where he played a key role in the formation of Keppel Capital.

Before Keppel, Mr Tham served as a management consultant for Bain & Company, working with leading global companies in Asia Pacific across a range of topics including financial performance management and growth strategy.

Mr Tham started his career as a structural engineer in New York and has experience with building developments and infrastructure. He has a Bachelor of Science degree in Civil & Environmental Engineering from Cornell University and a Masters in Business Administration from Singapore Management University.

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**MR LENNON LEE**

Financial Services Tax  
Leader - Real Estate and  
Hospitality  
PricewaterhouseCoopers  
Singapore Pte Ltd

Lennon is the Financial Services Tax Leader at PricewaterhouseCoopers Singapore Pte. Ltd.

With over 20 years of experience in practising Singapore and international tax, he is active in advising financial institutions, multinational corporations and government-linked entities on cross-border tax implications and disputes, regional corporate restructuring and tax related financial regulatory projects as well as advisory relating to mergers and acquisitions, Singapore outbound and inbound investments, asset securitisation, cash and treasury products, REITs, asset wealth and fund management. In addition, he also manages the China tax practice in Singapore and advises various

institutions and corporates on both China inbound and outbound investments.

Lennon is an active speaker for various industry conferences and seminars organised by financial institutions, business organization and government agencies, and has contributed articles to various publications.



**MS FOO PENG ER**  
Vice President,  
Sustainability  
CapitaLand Group

Peng Er is Vice President for Sustainability at CapitaLand Group, one of Asia's largest real estate companies. Her work experience includes sustainability management and reporting, environment, health and safety management, corporate marketing, media and event management, policy formulation and market development.

Peng Er works closely with strategic business units and corporate departments to benchmark and steer CapitaLand sustainability performance against international standards and frameworks, such as GRI, IIRC, UNGC, SDG, TCFD. She spearheads the publication of the annual CapitaLand Global Sustainability Report, providing transparency to the Group's environmental, social and governance (ESG) strategy and performance to various stakeholders. Her team works closely with the strategic business units to implement the CapitaLand Environment, Health & Safety (EHS) Management System which is globally audited externally to ISO 14001 and OHSAS 18001/ISO45001 standards.

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## 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 organizes talks, courses, investor conferences, retail education events etc. to promote understanding and investment in S-REITs.

She is an elected Board Member of the Singapore Green Building Council and member of the GRESB Benchmark Committee. She has been a panelist and speaker at various sustainability related events, speaking on topics ranging from the business case of sustainability, greening existing buildings, gender diversity and parity, to social returns on investments.



**MS HO MEI PENG**  
Head, Investor Relations  
CapitaLand Integrated  
Commercial Trust  
Management Limited

Mei Peng heads the investor relations team of CICT and is responsible for cultivating relationships and facilitating clear, timely communications and engagement with CICT unitholders and stakeholders including analysts, potential and existing investors.

The investor relations team ensures clear and timely communications with CICT unitholders and stakeholders through various communication channels. Together with the management, the investor relations team engages investors and analysts through regular meetings, conferences and events, property visits and produces communication collaterals such as results news releases, annual reports including sustainability reporting and presentations.

Mei Peng has been working in the real estate industry and brings about 20 years of experience in investor relations, communications and marketing. Mei Peng graduated with an Honours degree in Japanese Studies from the National University of Singapore.

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**REITAS**

**REIT Association of Singapore**

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