

REIT MANAGEMENT

27 September and 28 September 2022

M Hotel Singapore, 81 Anson Road, Singapore 079908

❖ Course Objective

The course is designed to equip junior 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 nine 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	+ Investor and Media Relations	+ Operational Asset Management
+ Capital Investment	+ Tax Issues for REITs	+ Sustainability for REITs

❖ Course Duration & Subsidy

- + 2 full days
- + Recognised by IBF with 14 supplementary CPD hours.
- + 50% FTS subsidy is available for Singaporeans and PRs below 40 years based in Singapore
- + 90% FTS subsidy is available for Singaporeans 40 years and above based in Singapore

❖ Instructors

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

❖ Registration

Register at secretariat@reitas.sg by 9 September 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: Tax Issues for REITs	PricewaterhouseCoopers Singapore Pte Ltd
2.30pm – 3.15pm	Module 3: Trust Issues for REITs	Perpetual (Asia) Limited
3.15pm – 3.30pm	Afternoon Break	
3.30pm – 4.15pm	Module 4: Strategic Asset Planning	Frasers Property Limited
4.15pm – 5.15pm	Module 5: Investor & Media Relations	Manulife US Real Estate Management Pte Ltd

Day 2/TIME	MODULE/ACTIVITY	COMPANY/INSTRUCTOR
9.00am – 11.45am *Includes coffee break	Module 6: Operational Asset Management	Ascendas Funds Management (S) Limited
11.45am – 12.45pm	Lunch	
12.45pm – 3.00pm	Module 7: Capital Investment	Keppel DC REIT Management Pte Ltd
3.00pm – 3.15pm	Afternoon Break	
3.15pm – 4.30pm	Module 8: REIT Regulations	Allen & Gledhill LLP
4.30pm – 5.30pm	Module 9: Sustainability for REITs	Deloitte Enterprise Risk Services Pte Ltd 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**	@50% subsidy <40 yrs	@90% subsidy ≥40 yrs	@50% subsidy <40 yrs	≥40 yrs Maximum grant allowed per attendee per course is \$2,000
	\$750	\$150	\$1,250	\$500
Fee after IBF Subsidy & GST**	\$855	\$255	\$1,425	\$675

* Before GST & IBF subsidy

** 50% subsidy is available for company-sponsored individuals (below 40 years) 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, Singapore Citizen who is 40 years and above is eligible for 90% subsidy for company-sponsored individuals. However, the maximum grant allowed per attendee per course is \$2,000 and applicable to non-member who falls under the 40 years & above age group.

❖ 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



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\$8.7 billion as at 31 March 2022.

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.



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 in Finance and Treasury within the Mapletree Investments Pte Ltd since she joined in September 2001.

Prior to joining Mapletree Group, 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 LENNON LEE

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

Lennon is a partner and the Financial Services Tax Leader at PricewaterhouseCoopers Singapore Pte. Ltd ("PwC"). He is a tax partner of the real estate and hospitality (REH) team in PwC.

With close to 25 years of experience in practising Singapore and international tax, Lennon has been involved in many international advisory projects and assignments across a whole spectrum of industries. He is actively advising financial institutions, government-linked entities, high net worth individuals, family offices, fund management houses, real estate developers, REIT managers, listed companies on Singapore and cross-border tax and regulatory implications arising from investment, development and management of real estate globally.

In addition, he manages the China tax practice in Singapore and advises corporates on both inbound and outbound investments involving China. In particular, he has been involved in the listing of China sponsored REITs in Singapore.

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. He is on the board of directors of Tax Academy of Singapore.



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.



MR ADRIAN TAN

Head, Investment,
Fraser's Centrepoint
Asset Management Ltd

Mr Adrian Tan has been with Fraser's Property since 2018, and currently oversees investments for Fraser's Centrepoint Trust.

Prior to joining Fraser's, he spent 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.



MS CAROLINE FONG

Chief Investor Relations
and Capital Markets
Officer,
Manulife US Real Estate
Management Pte Ltd
("MUST")

Ms Caroline Fong is the Chief Investor Relations (IR) and Capital Markets Officer and also the Chief Sustainability Officer. She is responsible for IR, communication, sustainability and helps to steer the strategy and the equity 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, she 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.



MR JAMES GOH, CFA

Head, Portfolio
Management,
Ascendas Funds
Management (S) Limited

James oversees both the Singapore and overseas portfolios for Ascendas Reit. His team optimises the financial and operational performance of Ascendas Reit's assets through active asset management and divestment strategies.

He had first joined the Manager of Ascendas Reit as Head, International Portfolio Management in August 2018. Prior to joining the Manager, James led both the Investor Relations (IR) and Asset Management (AM) departments for Ascendas India Trust (a-iTrust).

James has more than 20 years of experience in the fields of investor relations, asset management, analytical research, and strategic planning.



MS ANTHEA LEE

Chief Executive Officer,
Keppel DC REIT
Management Pte Ltd

Ms Lee has more than 20 years of experience in real estate investment, business development, asset management and project management.

She joined the Manager in 2015 as Head of Investment and Asset Management and has been instrumental in growing Keppel DC REIT through various accretive acquisitions. She was appointed Deputy CEO and Head of Investment in 2018, and has been actively involved in all aspects of Keppel DC REIT's business.

Prior to joining the Manager, Ms Lee was managing regional investments and divestments at Keppel REIT. Before joining the Keppel Group, she was with JTC Corporation and Ascendas Land, where she was responsible for business development, asset management and project management of industrial and business park facilities and development for approximately 10 years.

Ms Lee graduated with a Bachelor of Science (Estate Management), Second Class Honours (Upper Division), from National University of Singapore and a Master of Science (International Construction Management) from Nanyang Technological University.



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*, a highly regarded practitioner in *IFLR1000* and a notable practitioner in *Chambers Asia-Pacific* and *Chambers Global*.

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



MS YVONNE ZHANG
Lead Sustainability
Director,
Southeast Asia,
Deloitte Enterprise Risk
Services Pte Ltd

Yvonne leads the Sustainability & Climate Change practise for South East Asia markets within Deloitte Risk Advisory from Singapore. She has been working with corporates, regulators, exchanges, financial institutions and civil society to unlock value in doing business sustainably. Leveraging her commodities expertise and digital experience, she is uniquely skilled in assisting clients in carbon value chains, responsible sourcing, supply chain de-risking, impact investments, green financing and digital assets.

Legally trained with early exposure to project finance, Yvonne built a 15-year career in commodities markets as a product specialist and market maker. She had successfully built and launched 8 new products in 5 years. From her role in Chicago Mercantile Exchange Group she was responsible for innovative products such as the Bitcoin futures index, Kilo Gold for delivery in Hong Kong, Silver benchmark auction system, Aluminium regional premium contracts and optimisation in the order matching engine, quant trading infrastructure and data vending businesses. She led a FinTech venture supported by Enterprise Singapore and global commodity trading houses to provide non-bank trade finance solution with built-in risk mitigation, executed with smart contracts run on a public blockchain.

Yvonne is an expert contributor to international standards in sustainability reporting, financial data transfer (payments & wallets) and blockchain interoperability.



MS FOO PENG ER
Vice President,
Sustainability
CapitaLand Investment

Peng Er is Vice President for Sustainability at CapitaLand Investment, a leading global real estate investment manager. Its diversified real estate asset classes cover integrated developments, retail, office, lodging, business parks, industrial, logistics and data centres. Her work experience includes sustainability management, disclosure and assurance reporting, environment, health and safety management, policy formulation, corporate marketing, media and event management.

Peng Er works closely with business units and corporate departments to benchmark CapitaLand sustainability performance against international standards and frameworks, such as GRI, UNGC, SDG, TCFD. She spearheads the publication of the company's externally assured Global Sustainability Report, providing transparency to the Group's environmental, social and governance (ESG) strategy and performance. 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 ISO 45001 standards.

She is a member of Science Based Targets Initiative (SBTI) Expert Advisory Group and Tripartite Oversight Committee on Workplace Safety & Health Sub-committee 2. She was previously a Board Member of the Singapore Green Building Council andGRESB 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.

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

REITAS

REIT Association of Singapore

One Raffles Place Mall #02-01 Singapore 048616

Tel: 6721 7023

