REITAS

REITAS Professional Development Series

REIT MANAGEMENT

16 MARCH & 17 MARCH 2023

Catapult, 1 Rochester Park, Rochester Commons S(139212)

Blue Sky / Ideation Rooms (Level 3)

❖ 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.

+ Funding is capped at $500 per participant per course

❖ Instructors

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

❖ Registration

Register at **secretariat@reitas.sg** by **3 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: 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	CapitaLand Ascendas REIT Management Limited
11.45am – 12.45pm	Lunch	
12.45pm – 2.30pm	Module 7: Capital Investment	Keppel DC REIT Management Pte Ltd
2.30pm – 2.45pm	Afternoon Break	
2.45pm – 4.00pm	Module 8: REIT Regulations	Allen & Gledhill LLP
4.00pm – 5.00pm	Module 9: Sustainability for REITs	Deloitte Enterprise Risk Services Pte Ltd

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

❖ Course Fee

	REITAS Members		**Non REITAS Members**	
Course Fee*	$1,700		$2,840	
Fee after IBF Subsidy	⩾40 years + capped at $500	<40 years + capped at $500	≥40 yrs + capped at $500	≥40 yrs + capped at $500
	$1,200		$2,340	
Fee after IBF Subsidy & GST	**$1,336**		**$2,567.20**	

* Before GST & IBF subsidy

+ IBF subsidy is available and is capped at $500 per participant per course (only available to CMS Licensee)

❖ 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 more than 25 years of experience practising Singapore and international tax, Lennon has been involved in many international advisory projects and assignments across a whole spectrum of industries with particular focus on REH sector. He has been 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. He also manages the China tax practice in Singapore and advises corporates on both inbound and outbound investments (including real estate investments) involving China. In addition, he has also been involved in the listing and supporting the listing of S-REITs.

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.

MR JOEY GOH
Senior Vice President, Client Service & Transaction Management,
Perpetual (Asia) Limited

Joey is responsible for leading a team of professionals who are responsible for client onboarding, on-going client service and relationships as well as all transaction activities. He is also responsible for ensuring compliance with Perpetual's corporate trustee obligations undertaken for new and existing client mandates. He and his team manage a portfolio of clients comprising S-REITs, private trusts and funds.

Prior to joining Perpetual, Joey was the chief executive officer of the REIT Manager of a S-REIT, 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. He has over 18 years of financial services experience.

Joey is a qualified Chartered Accountant of Singapore and has a Bachelor degree in accountancy and MBA from the Imperial College Business School, United Kingdom.

MR ADRIAN TAN
Head, Investment,
Frasers Centrepoint Asset Management Ltd

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

Prior to joining Frasers, 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** Deputy Chief Executive Officer, Manulife US Real Estate Management Pte Ltd	Ms. Caroline Fong is the Deputy Chief Executive Officer, Chief Investor Relations and Sustainability Officer at Manulife US Real Estate Management Pte Ltd, the Manager of Manulife US REIT (MUST). She works with the CEO and his senior leadership team to help formulate and execute MUST's investment strategies, including working with the investment, asset management, financial and legal/compliance personnel in meeting the strategic investment objectives of MUST. She focuses on Capital Markets, exploring strategic opportunities, alternative capital sources and business development. She is also responsible for sustainability, Investor Relations (IR), corporate and digital communications and the equity capital markets requirements for MUST. Ms. Fong has close to 20 years of experience in IR, capital markets, real estate and regulations. Prior to joining the Manager, Ms. Fong was Associate Director, IR and Corporate Finance in Temasek Holdings and Head of IR and Corporate Communications in ESR-REIT. At ESR-REIT, Ms. Fong helped profiled the REIT to be the best performing industrial REIT and second best performing SREIT in 2013. In addition, Ms. Fong was formerly Head of IR for CapitaLand Mall Asia, where she was responsible for the equity story of the company's retail businesses and its three REITs. She was also part of the core team who successfully dual-listed the firm in Hong Kong. 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 Master's in Finance and Investment from the University of Nottingham, U.K. and a Bachelor of Science (Honours) in Banking and Finance from the University of London, U.K.
 **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.

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

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