

REIT MANAGEMENT

Thursday, 27th June & Friday, 28th June 2024

Venue: voco Orchard Singapore, 581 Orchard Road, S238883

Panorama 1, Level 24

❖ 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 eligible participant per course

❖ Instructors

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

❖ Registration

Register at secretariat@reitas.sg by **13 June** 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 – 4.15pm	Module 4: Strategic Asset Planning	Frasers Property Limited
4.15pm – 5.15pm	Module 5: Investor & Media Relations	ESR-LOGOS Funds Management (S) Limited

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	Frasers Logistics & Commercial Asset Management Pte Ltd
2.30pm – 2.45pm	Afternoon Break	
2.45pm – 4.00pm	Module 8: Tax Issues for REITs	PricewaterhouseCoopers Singapore Pte Ltd
4.00pm – 5.00pm	Module 9: Sustainability for REITs	CapitaLand Investment and CapitaLand Integrated Commercial Trust

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
	\$1,200.00		\$2,340.00	
Fee after IBF Subsidy & GST	\$1,353.00		\$2,595.60	

* Before GST & IBF subsidy

+ IBF subsidy is available and is capped at \$500 per participant per course

About Financial Training Scheme

This course is recognised under the Financial Training Scheme (FTS) and is eligible for FTS claims subject to all eligibility criteria being met.

Please note that **in no way** does this represent an endorsement of the *quality* of the training provider and course. Participants are advised to assess the suitability of the course and its relevance to his/her business activities or job roles.

The FTS is available to eligible entities based on the prevalent funding eligibility, quantum and caps. FTS provides up to 70% course fee subsidy support for direct training costs subject to a cap of S\$500 per candidate per course subject to all eligibility criteria being met.

Find out more on www.ibf.org.sg

❖ 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\$8.9 billion as at 31 March 2024.

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 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 SIN LI CHOO
Executive Director,
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 a Masters in Business Administration.



MR ADRIAN TAN
Deputy Chief Operating
Officer,
Frasers Property
Singapore (Retail)

Mr Adrian Tan has been with Frasers Property since 2018, and oversees retail operations as Deputy Chief Operating Officer for Frasers Property Singapore. Before assuming his current role in Nov 2023, he was Head of Investment for Frasers Centrepoint Trust, and was responsible for executing a series of strategic transactions that transformed FCT into Singapore's largest sub-urban mall owner-operator.

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 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 CHARLENE-JAYNE
CHANG**
Head of Capital Markets
& Investor Relations,
ESR-LOGOS Funds
Management (S) Limited

Ms Chang joined the Manager in April 2017 as Head of Capital Markets and Investor Relations. She reports to the CEO and manages the capital markets, fundraising, treasury, investor relations and corporate communications functions of the Manager to execute the REIT's strategic initiatives. In her role, Ms. Chang is responsible for originating and executing strategic opportunities, mergers and acquisitions and drives fundraising for the REIT across equity and debt capital markets, loan markets, and alternative capital sources as well as treasury strategies. In addition, Ms Chang is also responsible for investor, media and stakeholder engagement, corporate marketing and communications.

Prior to joining the Manager, Ms Chang was a Director of the Commercial Real Estate division at Standard Chartered Bank and has originated and executed major capital markets, loan and treasury transactions across Singapore and Southeast Asia for real estate companies, REITs and Business Trusts. In her role, she was responsible for the structuring, valuation, fundamental analysis, financing and execution advice for mergers and acquisitions, initial public offerings, and follow-on offerings of equity, equity-linked and debt securities.

Before joining Standard Chartered Bank, Ms Chang was based in the Hong Kong and Singapore Corporate Finance offices of the Royal Bank of Scotland, providing corporate finance advisory and executing cross-border transactions across Hong Kong, China and Southeast Asia.

	<p>Ms Chang holds a Bachelor of Business Administration with double majors in Finance and Management from the National University of Singapore.</p>
 <p>MR JAMES GOH, CFA Head, Portfolio Management, CapitaLand Ascendas REIT Management Limited</p>	<p>James oversees over 230 properties in Singapore, US, Europe and Australia with AUM exceeding S\$16 billion. His team optimises the financial and operational performance of CapitaLand Ascendas Reit's assets through active asset management and divestment strategies.</p> <p>He had first joined the Manager of CapitaLand 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.</p> <p>James has more than 20 years of experience in the fields of investor relations, asset management, analytical research, and strategic planning.</p>
 <p>MS ANTHEA LEE Chief Executive Officer, Frasers Logistics & Commercial Asset Management Pte Ltd</p>	<p>Ms Lee's real estate experience spans across investments, business development, land tenders, asset management and project management, across various asset classes namely data centres, commercial, industrial and logistics.</p> <p>She is the CEO of the manager of Frasers Logistics and Commercial Trust and prior to that, she was the CEO for the manager of Keppel DC REIT. Prior to her CEO roles, Anthea has been managing investments and divestments and spent the last 17 years working in REITs.</p> <p>Before her career in REITs, 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 for approximately 10 years.</p>
 <p>MR LENNON LEE Financial Services Tax Leader - Real Estate and Hospitality, PricewaterhouseCoopers Singapore Pte Ltd</p>	<p>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.</p> <p>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.</p> <p>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.</p>



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

Mei Peng heads the Investor Relations team of CapitaLand Integrated Commercial Trust (CICT) Management, responsible for cultivating relationships and facilitating clear, timely communications and regular engagements with CICT unitholders and stakeholders, including analysts and investors. Alongside the management, the engagements are through various online and face-to-face channels including conferences, meetings and property visits. The team develops communication collaterals such as news releases, annual reports, website and presentations for financial reporting, business updates and corporate actions. The team also manages sustainability reporting, participates in global sustainability benchmark surveys and engages with the ESG investors.

Mei Peng has more than 25 years of experience in investor relations, communications and marketing in the real estate and Singapore REIT industry. Mei Peng graduated with an Honours degree in Japanese Studies from the National University of Singapore.



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

Peng Er is Vice President for Group Sustainability at CapitaLand Investment, a leading global real estate manager with a strong Asia foothold. Its diversified real estate asset classes cover retail, office, lodging, business parks, industrial, logistics, self-storage and data centres. Her work experience includes sustainability management, disclosure and assurance, environment, health and safety management, corporate marketing, media and event management, policy formulation and market development. 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, climate scenario analysis, gender diversity and parity, to social returns on investments.

She works closely with the business units and corporate teams in the CapitaLand Investment to implement the CapitaLand Investment 2030 Sustainability Master Plan, which includes targets validated by the Science Based Targets Initiative (SBTi).

She spearheads the publication of CLI's externally assured Global Sustainability Report, providing transparency to the Group's environmental, social and governance (ESG) strategy and performance. She also ensures that it is benchmarked against international standards and frameworks, such as GRI, UNGC, SDG, TCFD, etc.

Peng Er is a member of the SBTi Expert Advisory Group and REITAS Sustainability Taskforce. She was formerly a member of the GRESB Asian Benchmark Committee, an elected board member of the Singapore Green Building Council (2010-2021) and the Workplace Safety and Health Council's Construction & Landscape Committee.

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

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