

MEDIA RELEASE

For Immediate Release

ESR Announces Strategic Expansion into the Middle East

- *Building a scalable logistics real estate and data centres platform to capture opportunities driven by strong structural demand across the region*
- *Pipeline of more than 3 million sqm across logistics and digital infrastructure assets, with a potential end value in excess of US\$10 billion*
- *Establishing an on-the-ground team to bring ESR's development, asset management, and capital formation expertise to the GCC*

SINGAPORE, 8 October 2026 – ESR today announced its strategic expansion into the Middle East, with plans to establish a long-term logistics real estate and data centres platform across the Gulf Cooperation Council ("GCC").

Initially focused on Saudi Arabia and the United Arab Emirates ("UAE"), ESR has identified a pipeline of over 3 million sqm across logistics and digital infrastructure assets, with a potential end value in excess of US\$10 billion.

Economic growth, expanding trade corridors, evolving supply chains and rising institutional investment are driving demand for modern logistics and digital infrastructure across the GCC. At the same time, modern institutional-grade logistics facilities remain in short supply, accounting for less than 20% of total stock in the UAE and less than 10% in Saudi Arabia, driving near-full occupancy of Grade A facilities in these markets.

ESR's strategy combines local market knowledge, relationships, and execution capabilities with its development, asset management, and capital formation expertise. The Group benefits from longstanding relationships with leading institutions and stakeholders across the region, including those developed through ESR's shareholder base and broader capital partner network. Drawing on a proven approach that has enabled its growth across multiple markets, ESR is engaging with strategic partners and investors to establish a scalable business across the GCC.

The expansion represents a natural extension of ESR's Asia-Pacific platform and strategy, building on the Group's track record of developing and scaling institutional-grade logistics platforms in high-growth markets. As economic, commercial and supply chain links between Asia and the Middle East continue to strengthen, ESR is well positioned to apply the development capabilities, customer relationships, capital partnerships, and operating expertise that have underpinned its success to support the next phase of growth in the GCC.

Stuart Gibson, Co-founder and Co-CEO, ESR, said, "The GCC presents a compelling opportunity for ESR to bring together our development, fund management, and operating capabilities in a region characterised by economic dynamism, sustained infrastructure investment and resilient long-term fundamentals.

"Across our portfolio, we have helped shape logistics markets by delivering institutional-grade facilities that combine operational excellence with human-centric design. As markets evolve, we believe success is defined not only by scale, but by our ability to raise standards for customers and create environments where people and businesses can thrive. Our ambition is to bring that same approach to the GCC, providing customers with the quality, functionality and experience that they have come to expect from ESR."

Phil Pearce, President, ESR, said, "The Middle East sits at the intersection of some of the world's most important trade and investment corridors and is experiencing strong demand for modern logistics infrastructure. By combining local market expertise with ESR's logistics real estate and data centre capabilities, longstanding relationships with regional stakeholders, and a global network of institutional capital partners, we are well positioned to support the next phase of the region's logistics and industrial development. Our ambition is to build a durable regional platform that delivers long-term value for customers, investors, and communities across the GCC."

To support its regional ambitions, ESR has already made senior hires and established an on-the-ground team spanning development, investment, and asset management. The team is leading project origination and delivery, capital deployment, and strategic partnerships across the GCC, with capabilities continuing to expand as the business grows.

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About ESR

ESR is a leading Asia-Pacific real asset owner and manager focused on logistics real estate, data centres and infrastructure that power the digital economy and supply chain for investors, customers, and communities. Through our fully integrated real asset fund management and development platform, we strive to create value and growth opportunities for our global portfolio of investors. We offer our customers modern space solutions to realise their ambitions across Australia and New Zealand, Japan, South Korea, Greater China, Southeast Asia, and India, including a presence in the Middle East and Europe. Our purpose, Space and Investment Solutions for a Sustainable Future, drives us to manage sustainably and impactfully for the communities we serve to thrive for generations to come. Visit www.esr.com for more information.

Media Contacts

ESR

Genevieve Chow, Group Head of Communications
media@esr.com

CDR for ESR
ESRAsia@cdrconsultancy.com