MEDIA RELEASE

For immediate release

ESR Appoints Roy Teo as Head of Southeast Asia

SINGAPORE, 2 November 2026 – ESR has appointed Roy Teo as Head of Southeast Asia, effective January 2027, to lead the Group's business and operations across the region.

Based in Singapore, Roy will be responsible for ESR's Southeast Asia strategy and performance, overseeing development, asset management, and property management. As a member of ESR's Executive Leadership team, he will help advance strategic initiatives, enhance portfolio value, and drive operational excellence across the business.

Singapore will be a key priority, reflecting its importance to ESR's long-term strategy. Roy will work alongside the leadership of ESR-REIT, ESR's Singapore-listed flagship regional vehicle, building on the Group's established presence and capabilities in Singapore while providing leadership across its broader Southeast Asia business.

Roy brings more than 25 years of experience across real estate investment management, capital management, and portfolio operations. He joins ESR from SB Asset & Investment Management, where he served as Chief Executive Officer. Prior to that, he was Chief Executive Officer of SB REIT Management, leading Soilbuild Business Space REIT through its growth, regional expansion and privatisation. He also held senior investment and logistics portfolio roles at Ascendas Fund Management.

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About ESR

ESR is a leading Asia-Pacific real asset owner and manager focused on logistics real estate and data centres 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 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, Head of Communications
media@esr.com

CDR for ESR
ESRAsia@cdrconsultancy.com