

Group Leadership Team & Business Leadership Team

MR JINCHU SHEN

Executive Director, Group Co-founder and Co-Chief Executive Officer

Please refer to description under the section on Board of Directors on page 51.

MR STUART GIBSON

Executive Director, Group Co-founder and Co-Chief Executive Officer

Please refer to description under the section on Board of Directors on page 52.

MR IVAN LIM

Group Chief Financial Officer

Mr Ivan Lim has been appointed as the Group Chief Financial Officer of ESR since 19 September 2022 and is responsible for all aspects of the Group's financial management, including finance (accounting, tax, budgeting and forecasting), financing (debt and equity), and investor relations.

Prior to his appointment, Mr Lim helmed as Chief Financial Officer of LOGOS Property Group Limited and ARA Asset Management Limited, both of which are key subsidiaries of ESR Group post its acquisition of ARA. Mr Lim brings more than two decades of real estate experience to the Group, having held leadership positions spanning fund management and investment, asset management, advisory and consultancy, corporate finance, group treasury and statutory reporting. Prior to joining LOGOS, Mr Lim was Group Chief Financial Officer of OUE Limited. His leadership experience includes roles as Chief Financial Officer of Mapletree Logistics Trust Management and Keppel REIT Management Limited.

Mr Lim received a Bachelor's Degree in Estate Management (2nd Upper Class Honours) from the University of Malaya in September 1999. He was admitted as a Fellow of the Association of Chartered Certified Accountants in October 2009 and as a Chartered Accountant of Singapore in December 2016. Mr Lim also became a licensed valuer with the Malaysia Board of Valuers in January 2007.

MS LILIAN LEE

Group Chief Corporate Officer

Ms Lee is the Group Chief Corporate Officer of ESR since June 2020 overseeing the Group's administration, human resources, corporate communications and IT functions. She has experience in the human resources field where she covers the full spectrum of human resources management. Prior to joining ESR, she was the General Manager of Human Resources and Administration of Mapletree Investments Pte. Ltd, based in Shanghai, China, while serving concurrently as the Senior Vice President for the company's Group Learning and Development. Ms Lee has extensive experience in managing sizeable, cross-market teams in various publicly listed companies including SIA Engineering Company and CapitaLand Limited.

Ms Lee graduated from the National University of Singapore with an Honours Degree in Arts.

MS ZOE SHOU

Group General Counsel

Ms Shou joined the Group in February 2012 and is currently the General Counsel of ESR. She is responsible for overseeing legal matters in relation to group debt and equity financing, fund raising and fund management transactions, acquisition and disposition and other significant transactions as well as regulatory compliance and general corporate matters. Prior to joining ESR, Ms Shou was previously at King & Wood Mallesons where she represented underwriters and issuers on debt and equity offering, and advised private equity investment and M&A transactions.

Ms Shou graduated from East China University of Political Science and Law.

MR JOSH DAITCH

Group Head, Capital & New Economy Fund Management

Mr Josh Daitch joined ESR in 2018 as Senior Managing Director and became the Group Head of Fund Management & Capital in 2020. He brings nearly three decades of real estate investment experience to the Group, having held leadership roles across the private equity and real estate divisions in various financial institutions, including SAJE Capital and Mesirov Financial.

Mr Daitch began his career with Goldman Sachs' joint venture with the J.E. Robert Companies and helped start the Goldman Sachs subsidiary, the Archon Group, in 1996.

Mr Daitch received his Master of Business Administration Degree from Northwestern University's Kellogg School of Management and Bachelor of Business Administration degree with high distinction from the University of Michigan.

MS RUI HUA CHANG

Group Head of Capital Markets & Investor Relations

Ms Chang heads the Group Capital Markets and Investor Relations for ESR. She focuses on driving capital and public market activities including strategic merger and acquisition investments at ESR Group level; leads the Group's investor relations function and provides insights on market developments.

Before joining ESR, Ms Chang was with the CapitaLand Group for six years, with roles covering heading fund raising, corporate finance and corporate planning in China, investor relations and capital markets compliance in Singapore. Prior to that, she was an investment banker with China International Capital Corporation and DBS Bank from 2006 to 2013.

Ms Chang holds a Master's in International Public Policy (Merit) from University College London, Department of Politics and a BSc in Social Science, Economics (2nd Upper Class Honours) from the National University of Singapore. She has completed the Advanced Management Programme at Booth School of Business, University of Chicago. She is also a holder of the International Certificate of Investor Relations (ICIR) and Chartered Manager Fellow.

DR MICHAEL DE JONG-DOUGLAS

Group Head, Customer Solutions & Partnerships, Logistics

Dr Michael de Jong-Douglas has been with ESR since 2014 and is now Group Head, Customer Solutions & Partnerships, Logistics, as well as responsible for the Future Solutions Group (new technologies). With nearly 25 years of experience exclusively in logistics real estate, Dr. de Jong-Douglas has previously held leadership roles in Asia as Deputy CEO for Mapletree Logistics REIT, and in Europe as Regional Head Central Europe, Head of Property Management and Head of Due Diligence Continental Europe for Prologis.

Dr de Jong-Douglas has a PhD in Urban Planning & Applied Geography from Utrecht University and attended the Executive Development Program at Northwestern University; he also has an MBA, an MS in Geography and a BS in Public Administration & Planning. Dr. de Jong-Douglas is a member of RICS, the ULI Asia Pacific Technology and Innovation Council and ULI Industrial and Logistics Council, and the ANREV Sustainability Committee.

MR MARK HWANG

Group Head of Legal

Mr Mark Hwang was appointed as Group Head of Legal in 2022. Mr Hwang has been General Counsel of ARA Asset Management Limited ("ARA"), and is responsible for all legal matters. Prior to joining ARA, Mr Hwang was Director of Legal and Business Development for a private investment company where he supervised and managed the legal affairs for a wide range of listed and unlisted businesses across Asia Pacific, including real estate, financial services, hospitality, resources and commodities, chemicals, retail, FMCG, automotive parts and tires.

Prior to that, Mr Hwang was an Executive Director in the real estate investment banking business of Morgan Stanley, where he built the bank's first dedicated real estate coverage team for Southeast Asia. Prior to Morgan Stanley, Mr Hwang practiced as a capital markets and corporate lawyer with Allen & Gledhill in Singapore and Paul Hastings in Hong Kong. In those roles, he helped to establish the REIT industry in both markets and was deeply involved in the majority of the first initial public offerings and follow on fund raisings by REITs in Singapore and Hong Kong. Mr Hwang holds a Bachelor of Law from the National University of Singapore and a Master of Laws from University College London, UK.

MR BOON KANG TANG

Group Head, Governance & Sustainability

Mr Tang Boon Kang was appointed as Group Head, Governance & Sustainability in 2022. Mr Tang has been Senior Director of Group Governance & Sustainability of ARA Asset Management Limited ("ARA"), responsible for leading ARA's risk management, internal audit, compliance and sustainability functions. He oversees ARA's sustainability initiatives and reporting of environmental, social and governance matters.

Mr Tang has over 20 years of auditing, compliance, risk management and corporate governance experience. Prior to joining ARA, Mr Tang was the Audit Manager of PricewaterhouseCoopers (PwC) Assurance Practice, Singapore from 2001 to 2009.

Mr Tang holds a Bachelor of Accountancy (First Class Honours) from Nanyang Technological University, Singapore and is on the Dean's List of Nanyang Business School. He is also a certified Enterprise Risk Manager with a Professional Diploma (Distinction) in Enterprise Risk Planning and Management from National University of Singapore. In addition, Mr Tang is a Chartered Accountant with the Institute of Chartered Accountants in England and Wales, a Chartered Accountant with the Institute of Singapore Chartered Accountants and a Certified Internal Auditor with the Institute of Internal Auditors Singapore. He is also a member of the Singapore Institute of Directors and Asia Risk Management Institute.

Business Leadership Team

MR DAVID BLIGHT

Chief Investment Officer, ARA Private Funds

MR MARK EBBINGHAUS

CEO, ARA Europe

MR TRENT ILIFFE

Managing Director and Co-CEO, LOGOS

MR ANTHONY KANG

CEO, ARA Korea

MR JIHUN KANG

Chief Investment Officer, ESR Korea

MR MEOW CHONG LOH

CEO, ESR Indonesia

MR ABHIJIT MALKANI

CEO, ESR India

MR JOHN MARSH

Managing Director and Co-CEO, LOGOS

MR DIARMID MASSEY

CEO, Data Centres

MR HIDEAKI MATSUNAMI

Managing Director, ESR Japan

MR JAI MIRPURI

Head, Singapore Development & Thailand

MR THOMAS NAM

CEO, ESR Korea

MR PHILIP PEARCE

CEO, ESR Australia

MR MOSES K SONG

CEO, ARA Asset Management Limited

MR BO ZHOU

Chief Operating Officer, ESR China

Business Leadership Team — REITs

MR SANGHWOI BAE

CEO, ESR KendallSquare REIT

MS JUSTINA CHIU

CEO, Fortune REIT

MR KEE HIONG CHONG

CEO, Suntec REIT

MR ADRIAN CHUI

CEO, ESR-LOGOS REIT

MR JIN YONG LEE

CEO, ARA US Hospitality Trust

MS MAVIS WONG

CEO, Prosperity REIT