



# PROLOGIS INVESTOR FORUM

DECEMBER 13, 2023

**PLD**  
LISTED  
**NYSE**



# Forward-looking statements

This presentation includes certain terms and non-GAAP financial measures that are not specifically defined herein. These terms and financial measures are defined and, in the case of the non-GAAP financial measures, reconciled to the most directly comparable GAAP measure, in our quarterly Earnings Release and Supplemental Information that is available on our investor relations website at [www.ir.prologis.com](http://www.ir.prologis.com) and on the SEC's website at [www.sec.gov](http://www.sec.gov).

The statements in this document that are not historical facts are forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. These forward-looking statements are based on current expectations, estimates and projections about the industry and markets in which we operate as well as management's beliefs and assumptions. Such statements involve uncertainties that could significantly impact our financial results. Words such as "expects," "anticipates," "intends," "plans," "believes," "seeks," and "estimates," including variations of such words and similar expressions, are intended to identify such forward-looking statements, which generally are not historical in nature. All statements that address operating performance, events or developments that we expect or anticipate will occur in the future — including statements relating to rent and occupancy growth, anticipated growth from our new business lines, development activity, contribution and disposition activity, general conditions in the geographic areas where we operate, our debt, capital structure and financial position, our ability to form new co-investment ventures and the availability of capital in existing or new co-investment ventures — are forward-looking statements. These statements are not guarantees of future performance and involve certain risks, uncertainties and assumptions that are difficult to predict. Although we believe the expectations reflected in any forward-looking statements are based on reasonable assumptions, we can give no assurance that our expectations will be attained and, therefore, actual outcomes and results may differ materially from what is expressed or forecasted in such forward-looking statements. Some of the factors that may affect outcomes and results include, but are not limited to: (i) national, international, regional and local economic and political climates; (ii) changes in global financial markets, interest rates and foreign currency exchange rates; (iii) increased or unanticipated competition for our properties; (iv) risks associated with acquisitions, dispositions and development of properties; (v) maintenance of real estate investment trust status, tax structuring and changes in income tax laws and rates; (vi) availability of financing and capital, the levels of debt that we maintain and our credit ratings; (vii) risks related to our investments in our co-investment ventures, including our ability to establish new co-investment ventures; (viii) risks of doing business internationally, including currency risks; (ix) environmental uncertainties, including risks of natural disasters; (x) risks related to the coronavirus pandemic; and (xi) those additional factors discussed in reports filed with the Securities and Exchange Commission by us under the heading "Risk Factors." We undertake no duty to update any forward-looking statements appearing in this document except as may be required by law.

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# Curating an Irreplaceable Portfolio

**Joseph Ghazal**

Chief Investment Officer

**Carter Andrus**

Chief Operating Officer





Our  
History

Disciplined  
investment  
strategy

Scale with a  
differentiated  
platform



# Our history

**1983-1996      Shaping the investment thesis**

**1997-2010      Expanding globally**

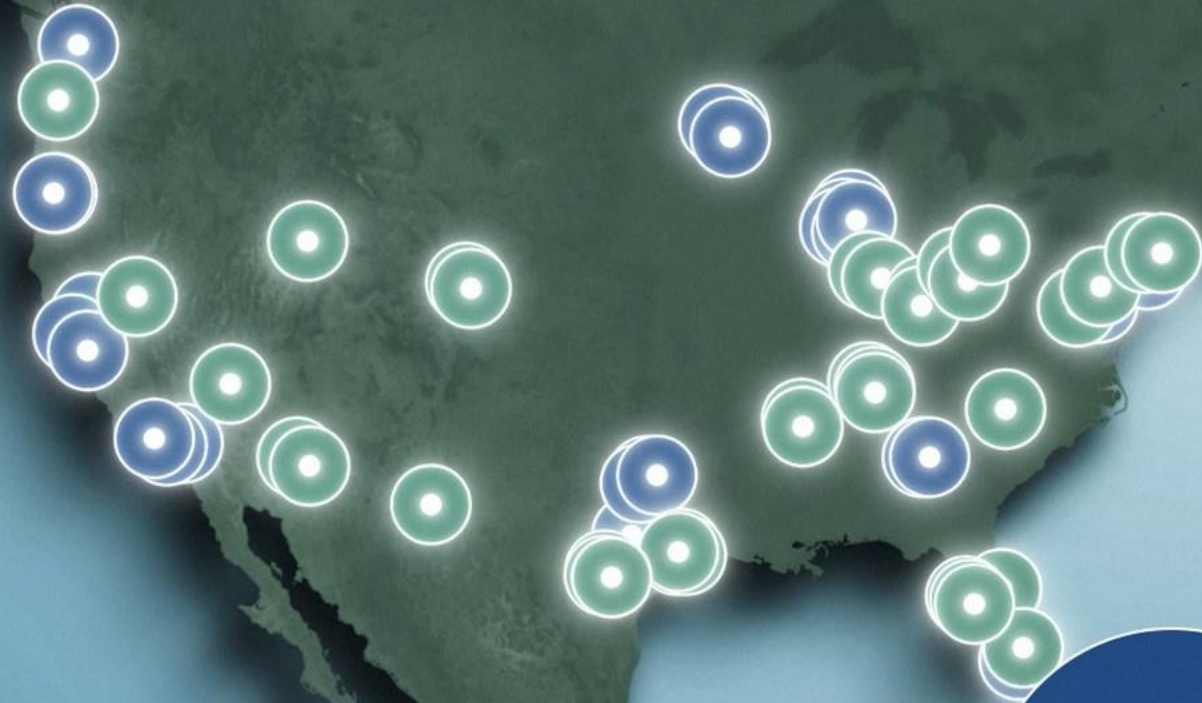
**2011-2014      Optimizing the portfolio**

**2015-2023      Building unparalleled scale**



Shaping the Investment Thesis

# 1983 - 1996



1996



# Our history

**1983-1996      Shaping the investment thesis**

**1997-2010      Expanding globally**

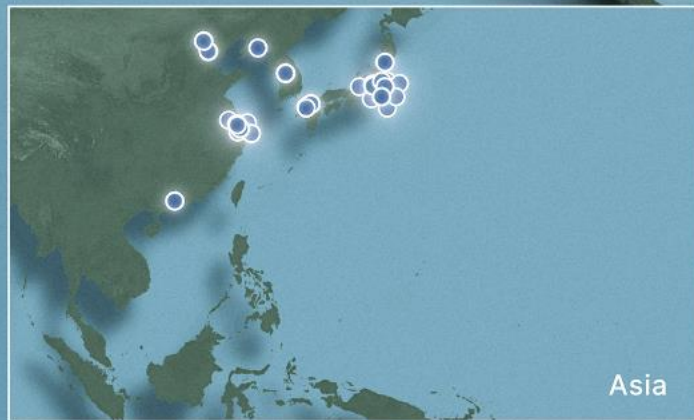
**2011-2014      Optimizing the portfolio**

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Expanding Globally

1997 - 2010



2010



# Our history

**1983-1996      Shaping the investment thesis**

**1997-2010      Expanding globally**

**2011-2014      Optimizing the portfolio**

**2015-2023      Building unparalleled scale**



Optimizing the Portfolio

# 2011 - 2014



2014



# Our history

**1983-1996      Shaping the investment thesis**

**1997-2010      Expanding globally**

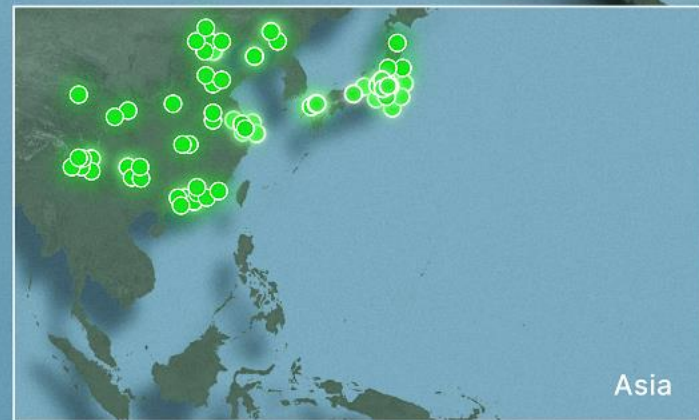
**2011-2014      Optimizing the portfolio**

**2015-2023      Building unparalleled scale**



Building Unparalleled Scale

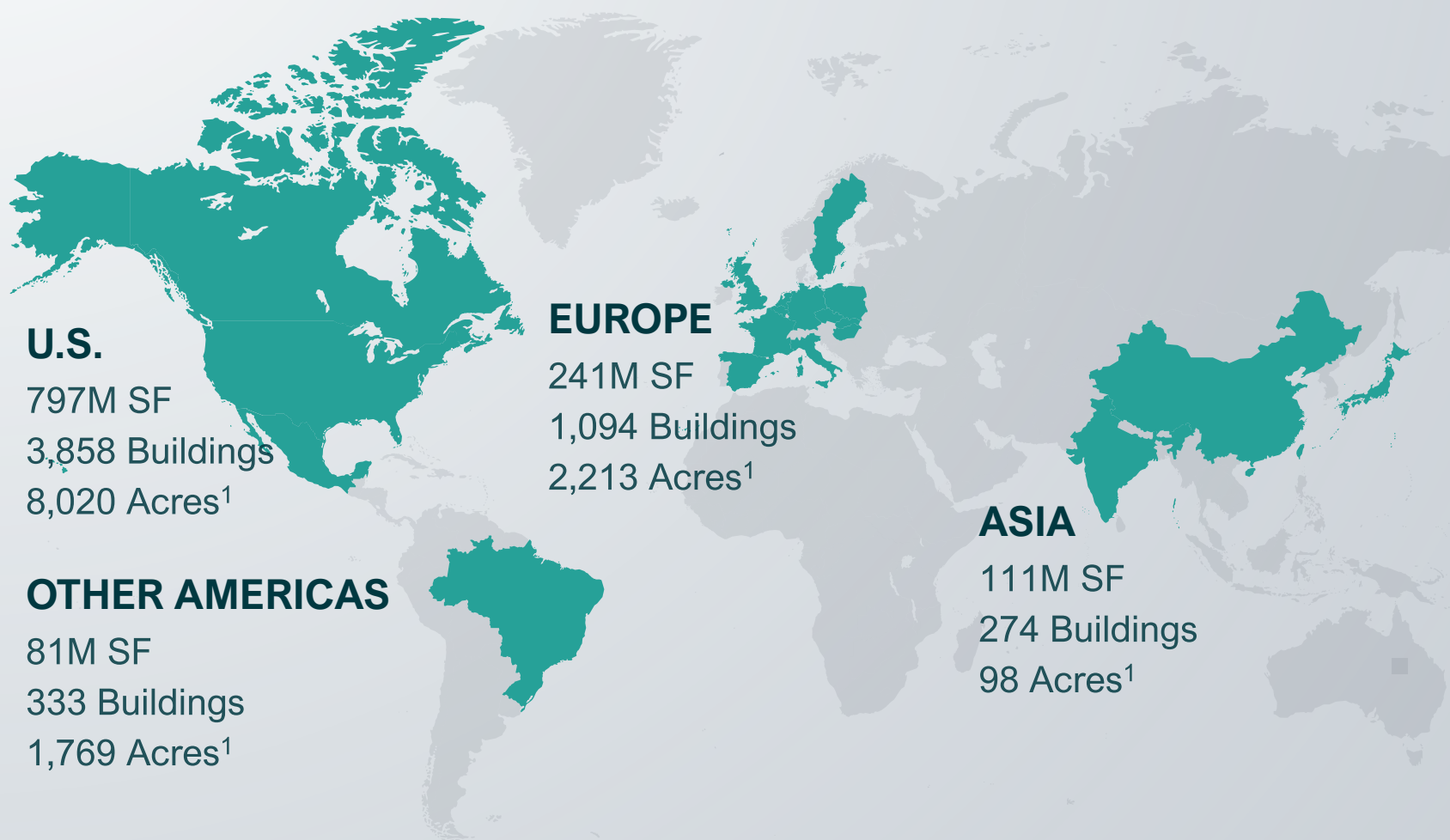
# 2015 - 2023



	Countries	Markets	AUM	Clusters
2015	19	114	\$53B	31
2023	20	104	\$197B	66
	5% ↓ FOCUSED STRATEGY	-10% ↓ FOCUSED STRATEGY	270% ↓ DEEPENED SCALE	115% ↓ DEEPENED SCALE



# Prologis at a glance



Note: Data as of September 30, 2023.

1. Includes land subject to options.

**1.2B**

Square feet on four continents, 20 countries

**5,500**

Buildings

**6,700**

Customers

**\$197B**

Assets under management

**\$40B**

Build out of land bank (TEI)

**2,600**

People



Our  
History

Disciplined  
investment  
strategy

Scale with a  
differentiated  
platform



# Disciplined investment strategy

Location  
Strategy



Asset  
Quality



Customer  
Driven



Underwriting  
Discipline

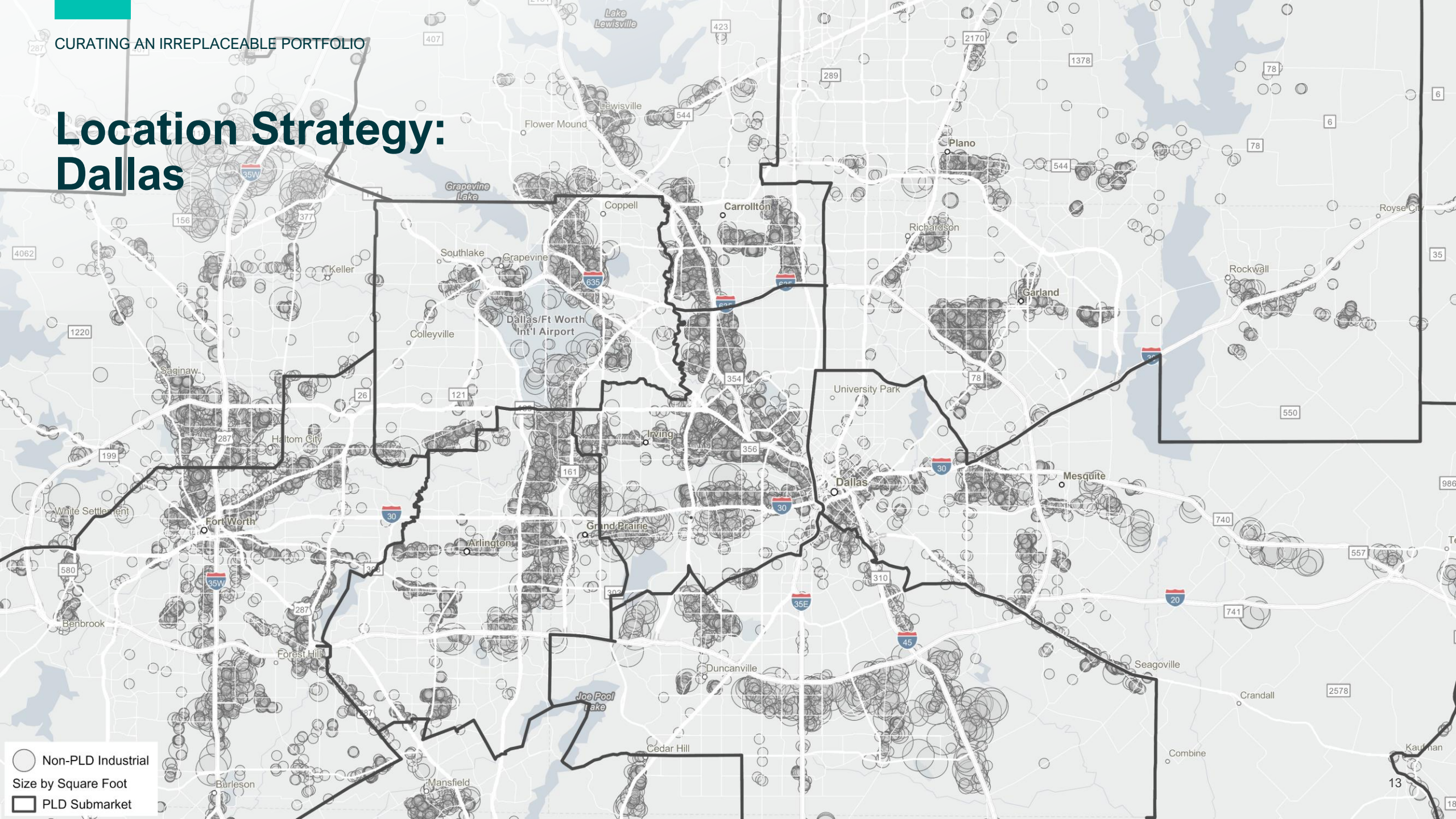


**Investment  
Outperformance**



CURATING AN IRREPLACEABLE PORTFOLIO

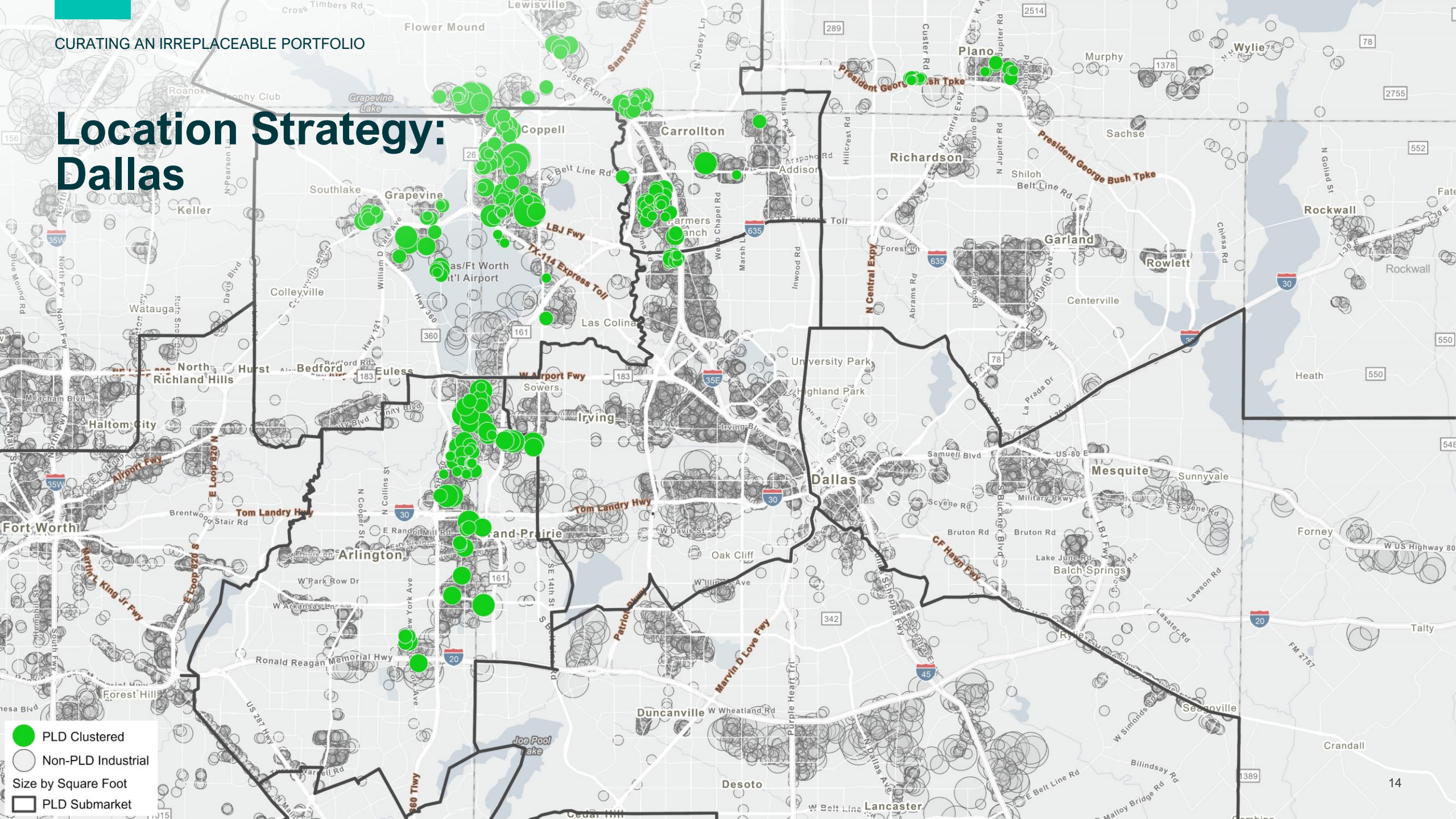
# Location Strategy: Dallas



○ Non-PLD Industrial  
Size by Square Foot  
▬ PLD Submarket



# Location Strategy: Dallas

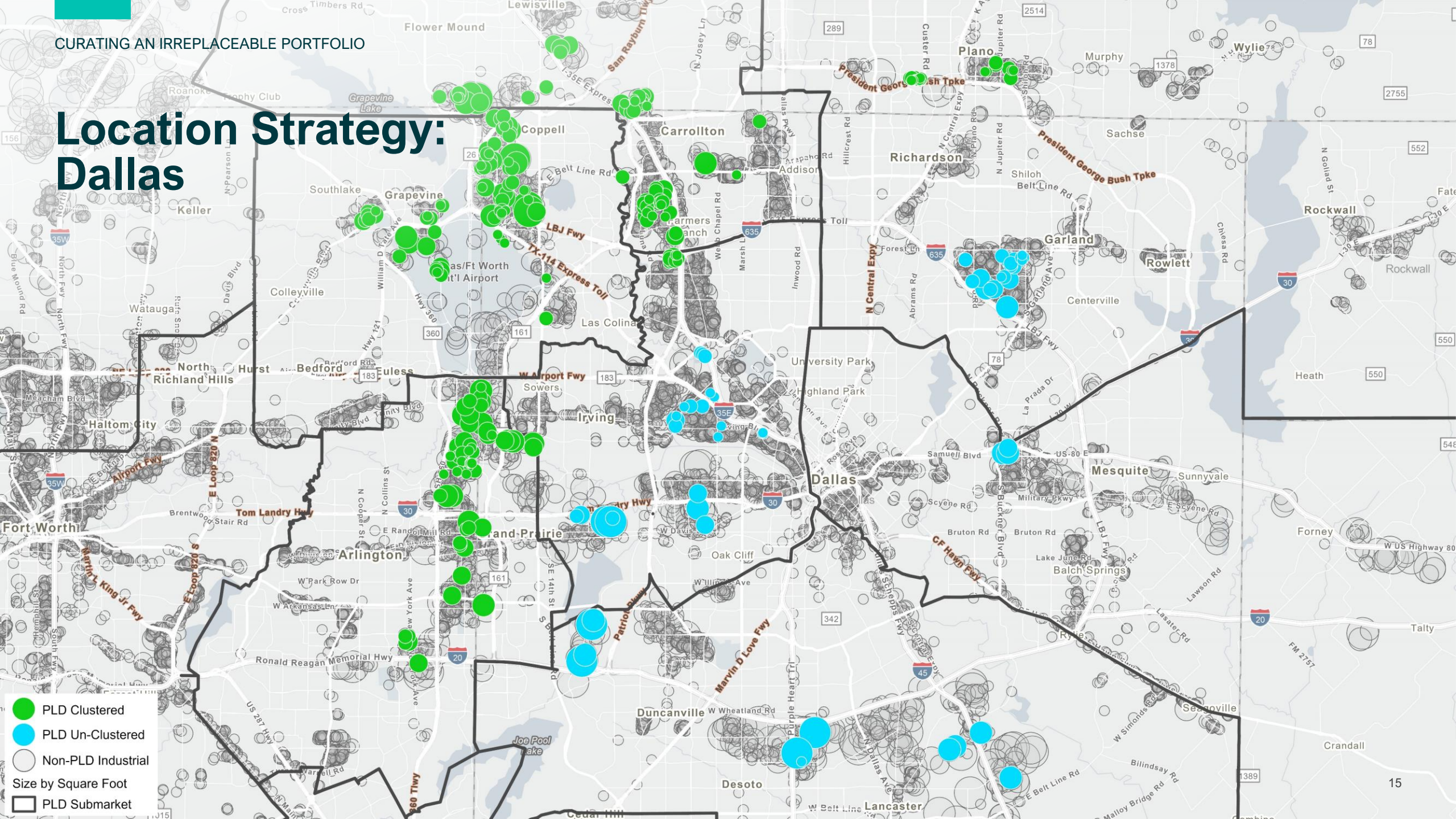


- PLD Clustered
- Non-PLD Industrial
- Size by Square Foot
- PLD Submarket



CURATING AN IRREPLACEABLE PORTFOLIO

# Location Strategy: Dallas





# Disciplined investment strategy

Location  
Strategy



Asset  
Quality



Customer  
Driven



Underwriting  
Discipline



**Investment  
Outperformance**



# Proven track record

Development generating significant value creation over 20+ years.

GLOBAL	IN THE U.S	OUTSIDE THE U.S.
INVESTMENT		
\$44.6B	\$13.7B	\$30.9B
SQUARE FEET		
541M	191M	350M
VALUE CREATION <sup>1</sup>		
\$13.1B	\$4.8B	\$8.4B
MARGIN		
29.4%	34.7%	27.0%

Note: Data based on development activity from 2001 through June 30, 2023.

1. Estimated Value Creation is calculated as the amount by which our value exceeds our Total Expected Investment (TEI) and does not include any fees or promotes we may earn. Approximately 69% of total estimated Value Creation has been realized. TEI represents total estimated cost of development or expansion, including land, development and leasing costs. TEI is based on current projections and is subject to change.



# Land Portfolio





# Higher and better use



**Watertown Business Park**



**Silicon Valley – Willow Park**



**Cambridge Life Sciences**



**Brazil – ULT Bandeirantes**





## Higher and better use: Data centers

**20**

Opportunities

**5 years**

Horizon

**60% / 40%**

US/Outside of US

**3 GW**

Power

**\$7-8B**

Spend

**1.5-2x**

Industrial margins

## Long-term opportunity

**100+**

Opportunities

**10 GW**

Power



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differentiated  
platform



# Long-term owner mindset

People & Culture

Relationships & Reputation





# Long-term owner mindset

People & Culture

Relationships & Reputation

Real Estate Decisions

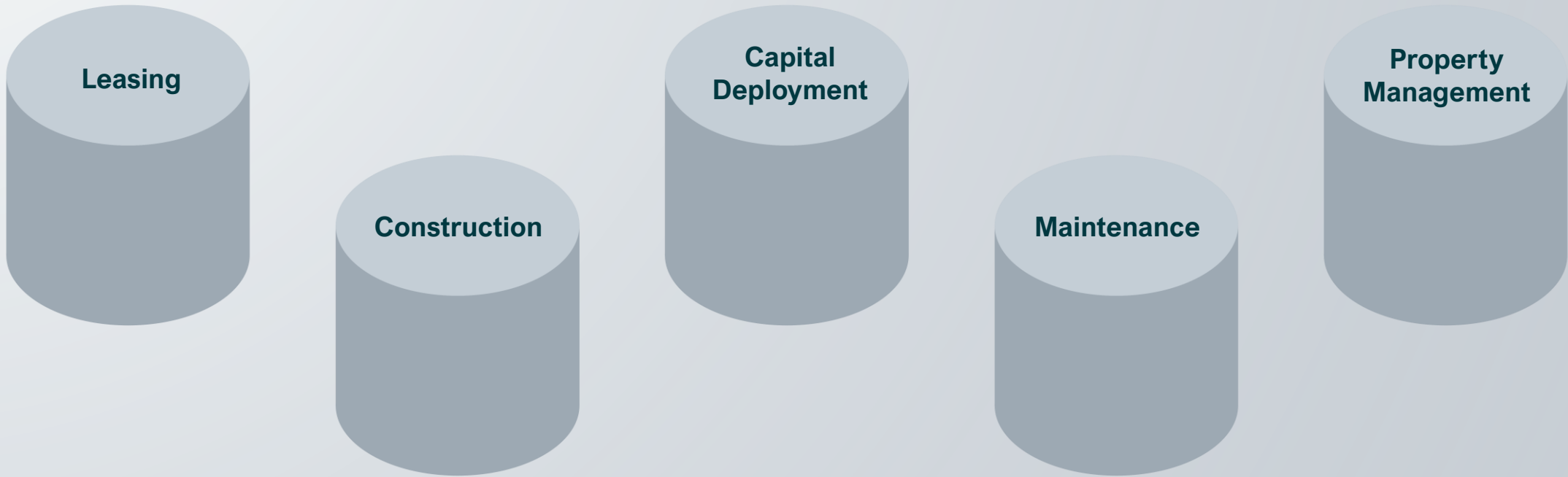




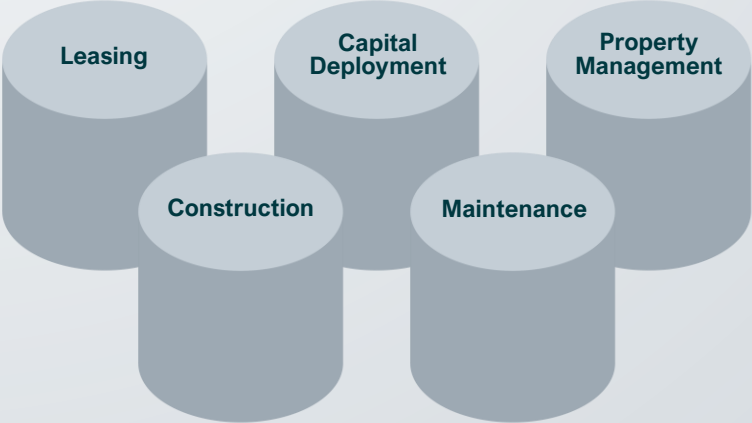
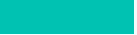
# What is a differentiated platform?



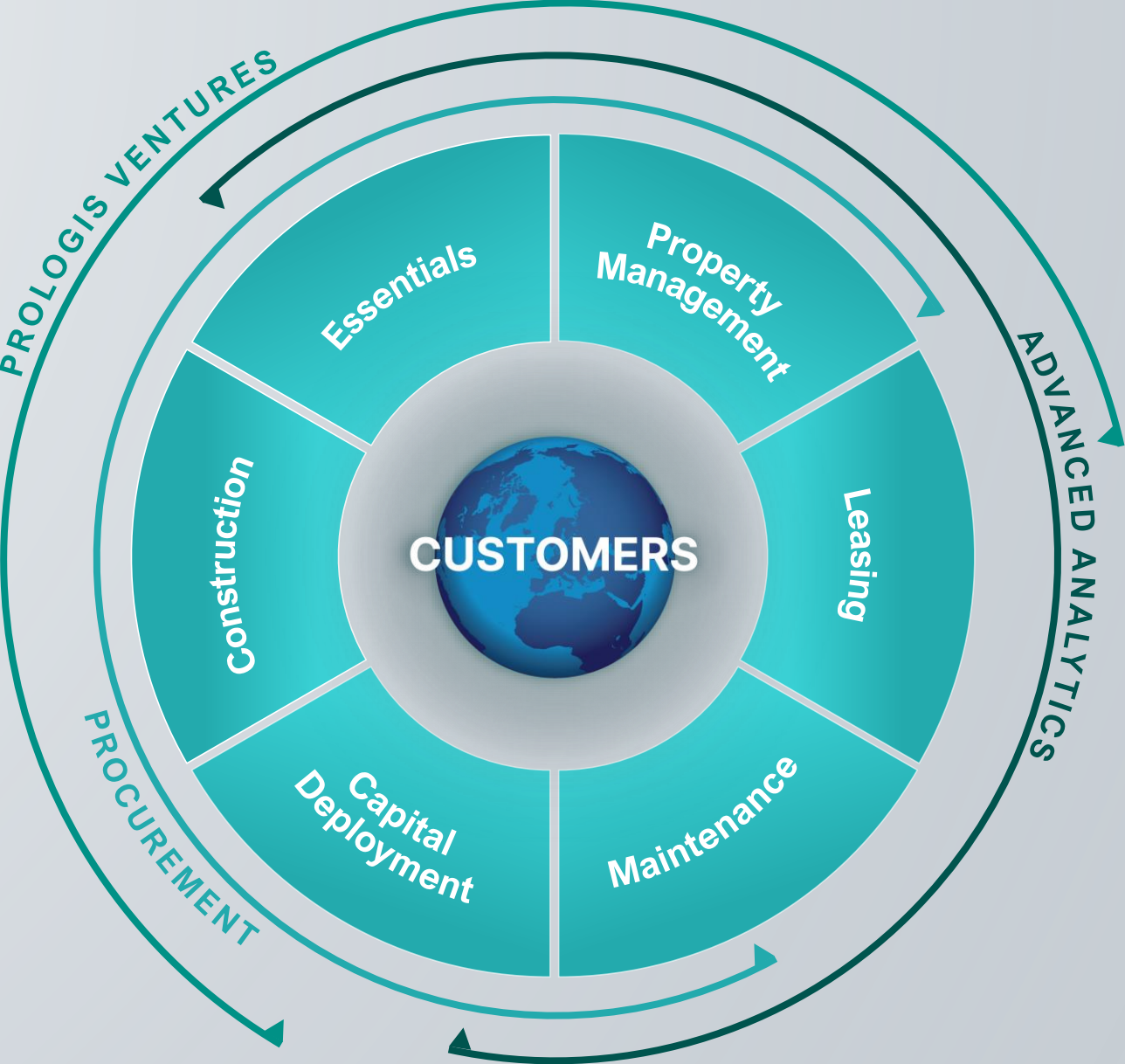
# Industry approach







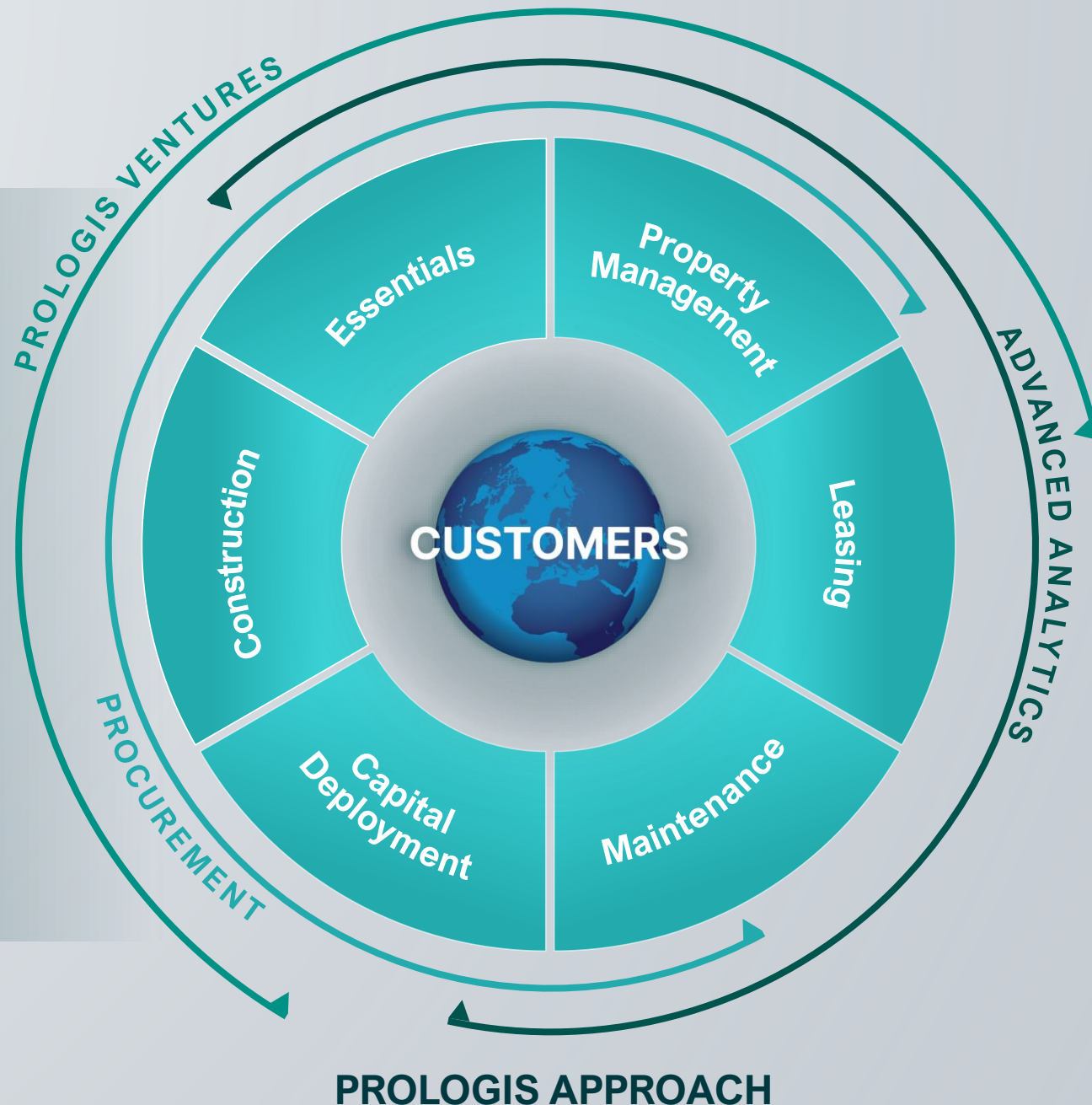
INDUSTRY APPROACH



PROLOGIS APPROACH



# Prologis' super integrated platform





Scale



Super Integrated  
Platform



Operating  
Outperformance





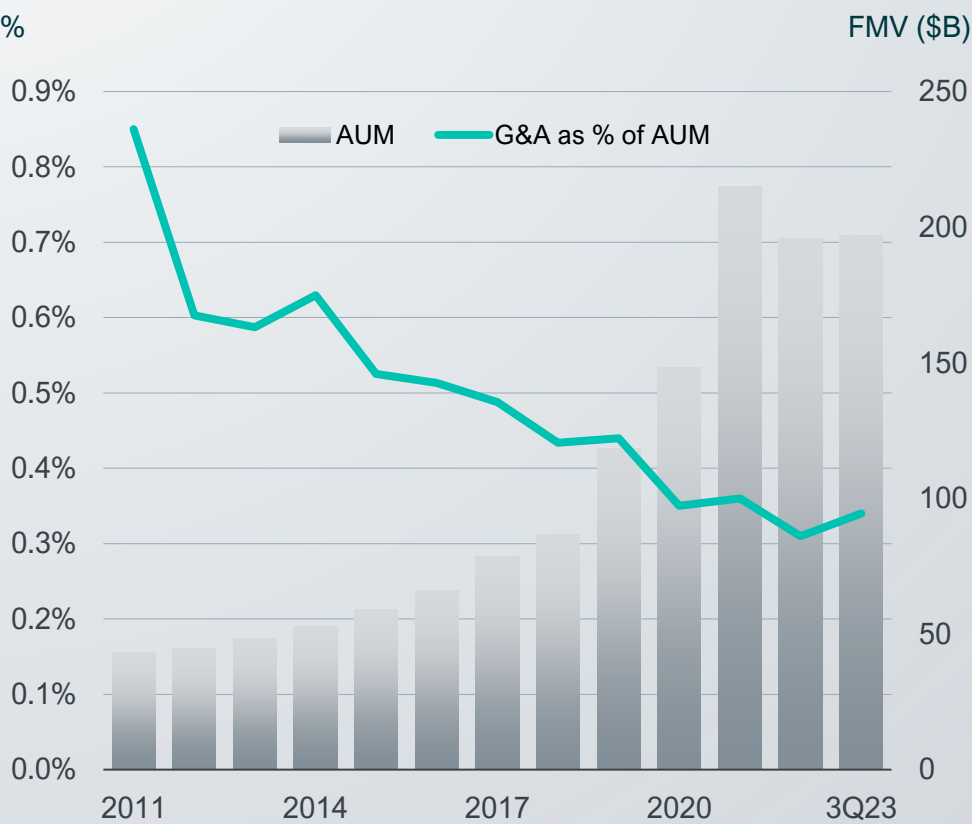
# Proven operating outperformance

- Industry leading operational efficiency
- Reducing capital & operating expenses
- Maximizing revenue

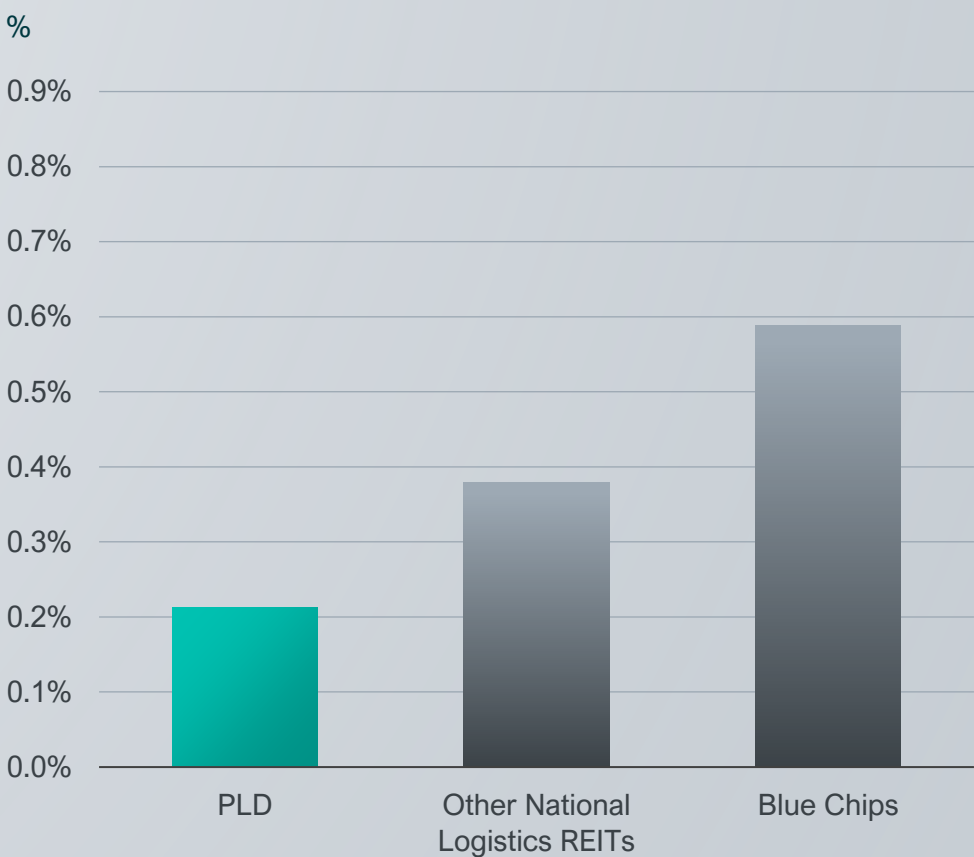


# Industry leading operational efficiency

Adjusted G&A\*1 % of Gross Book Value AUM<sup>2</sup>



Adjusted G&A\*1 % of Market Value AUM<sup>3</sup>



• This is a non-GAAP financial measure. Please see reconciliation in our Q3 2023 Supplemental for further explanation.

1. Adjusted G&A reflects net TTM G&A expense each year plus TTM strategic capital expenses (excluding promote expenses) less TTM strategic capital property management expenses. AUM based on fair market value and Adjusted G&A as % of AUM based on Book Value AUM as of September 30, 2023. Market value AUM is total enterprise value plus JV debt as of September 30, 2023

2. Includes EGP, FR, REXR, STAG, TRNO.

3. Includes AVB, BXP, EQIX, FRT, HST, PSA, and SPG.



# Proven operating outperformance

- Industry leading operational efficiency
- Reducing capital & operating expenses
- Maximizing revenue



# Vendor optimization

40%

reduction in vendors  
(by 700 to 1,000 in the U.S.)

10-15%

anticipated savings  
in annual operating  
expenses  
(in the U.S.)





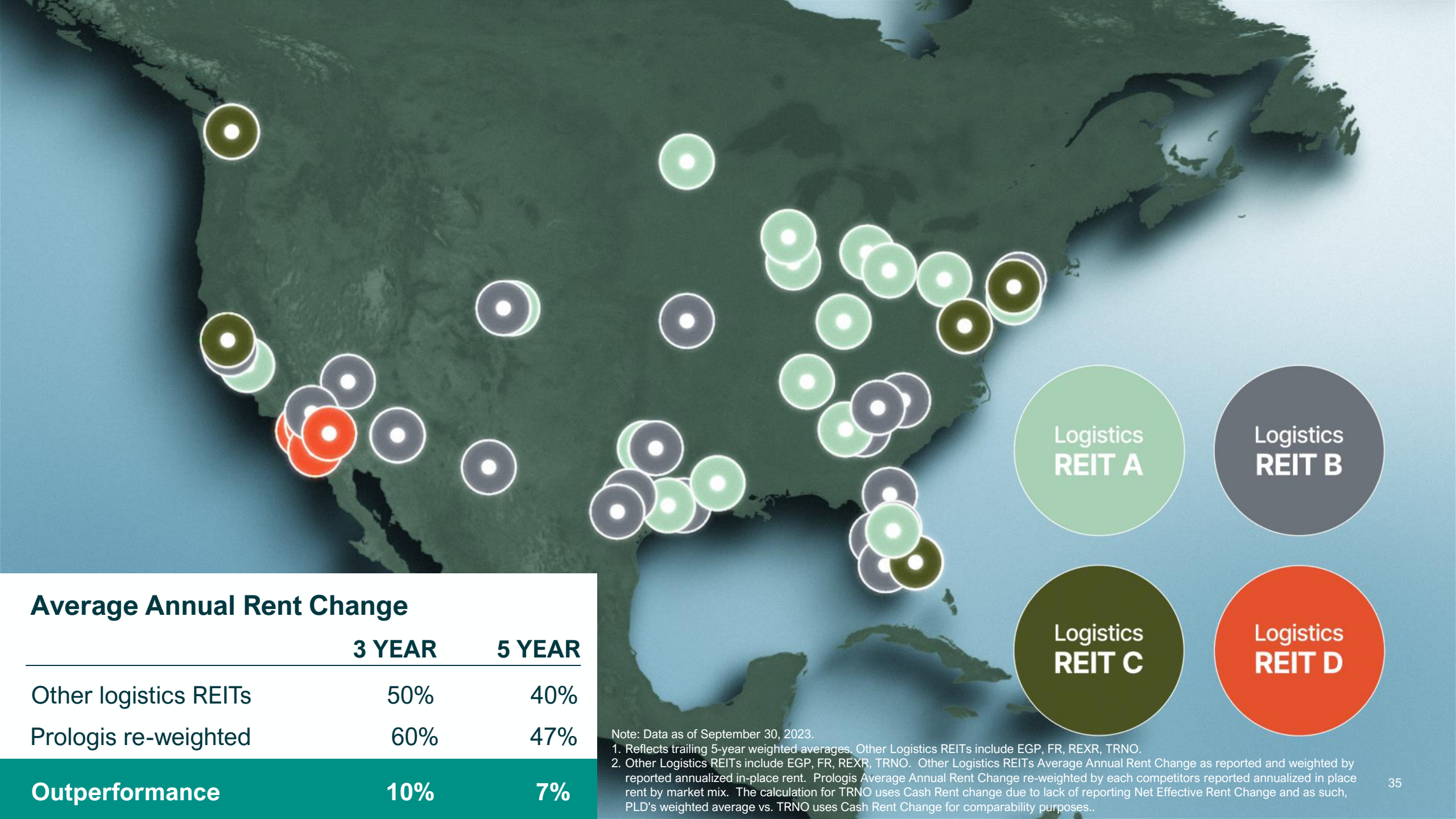
# Proven operating outperformance

- Industry leading operational efficiency
- Reducing capital & operating expenses
- Maximizing revenue









Average Annual Rent Change

	3 YEAR	5 YEAR
Other logistics REITs	50%	40%
Prologis re-weighted	60%	47%

**Outperformance**                      **10%**                      **7%**

Logistics  
REIT A

Logistics  
REIT B

Logistics  
REIT C

Logistics  
REIT D

Note: Data as of September 30, 2023.  
1. Reflects trailing 5-year weighted averages. Other Logistics REITs include EGP, FR, REXR, TRNO.  
2. Other Logistics REITs include EGP, FR, REXR, TRNO. Other Logistics REITs Average Annual Rent Change as reported and weighted by reported annualized in-place rent. Prologis Average Annual Rent Change re-weighted by each competitors reported annualized in place rent by market mix. The calculation for TRNO uses Cash Rent change due to lack of reporting Net Effective Rent Change and as such, PLD's weighted average vs. TRNO uses Cash Rent Change for comparability purposes..



# Our Irreplaceable Portfolio:

- Is highly integrated and a competitive advantage
- Is built for growth across business cycles
- Drives outperformance





**PROLOGIS®**



# Understanding the Value of Customer Centricity

**Scott Marshall**

Chief Customer  
Officer

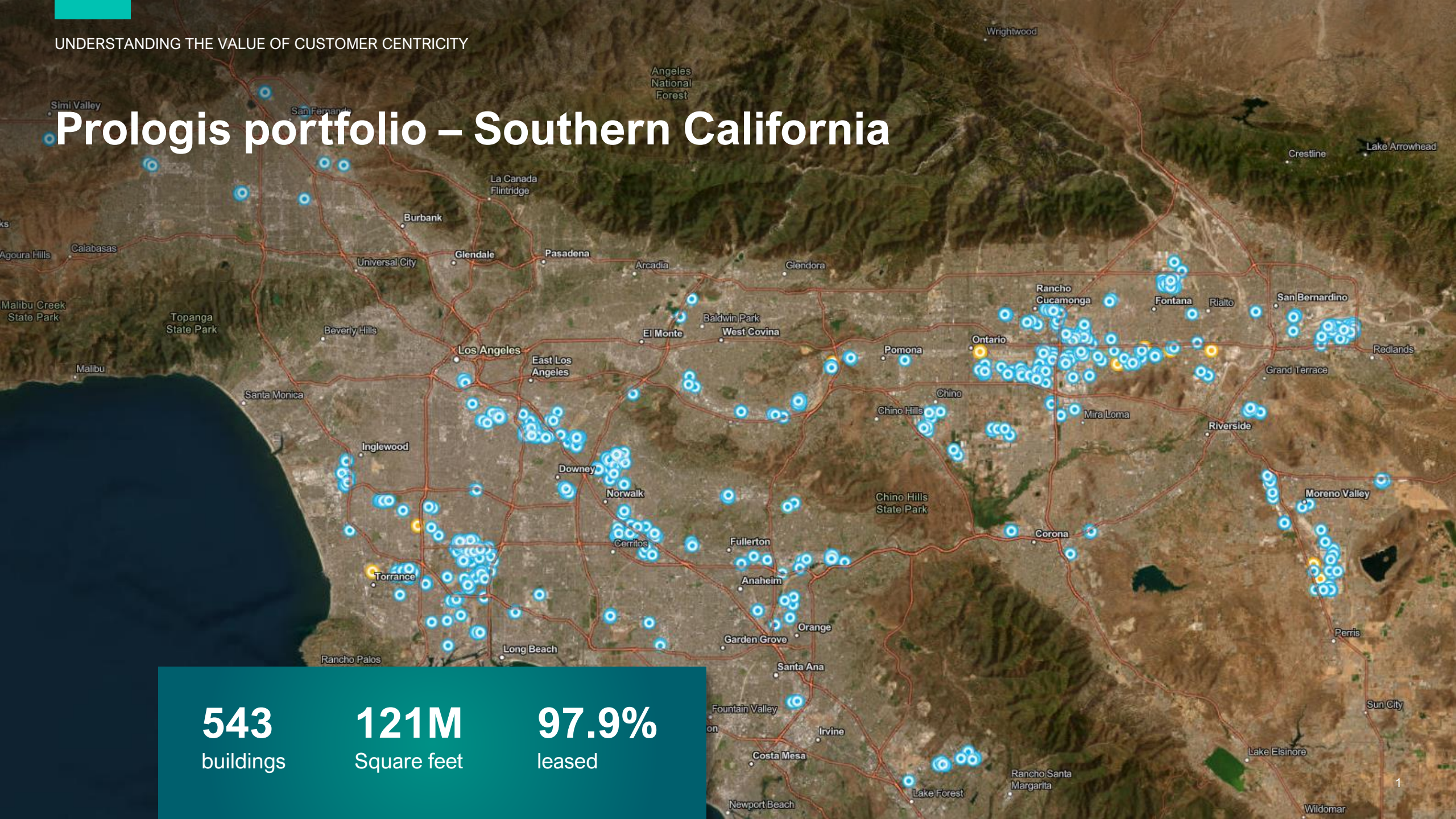
**Damon Austin**

Global Head of Customer  
Led Development





# Prologis portfolio – Southern California



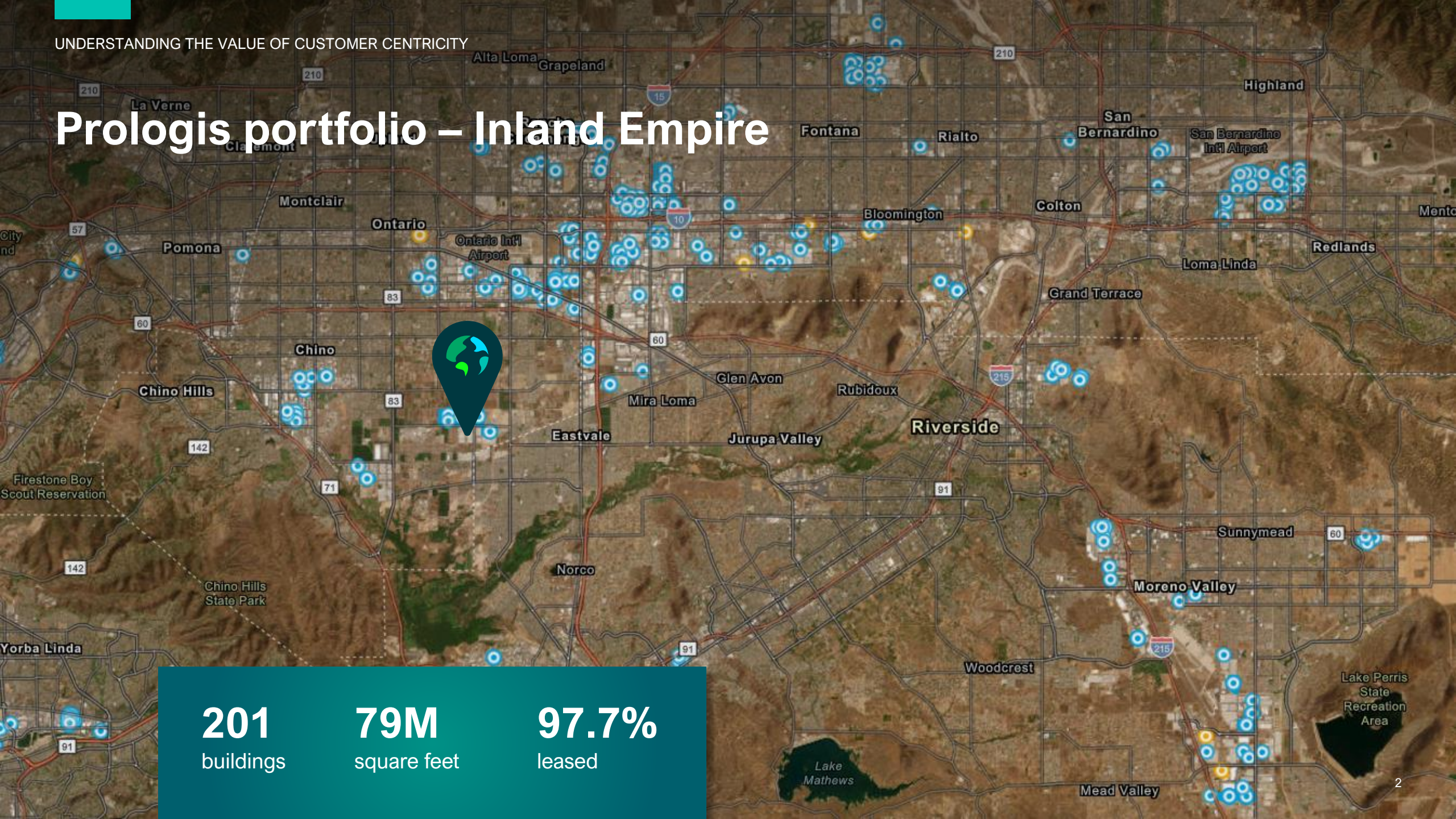
**543**  
buildings

**121M**  
Square feet

**97.9%**  
leased



# Prologis portfolio – Inland Empire



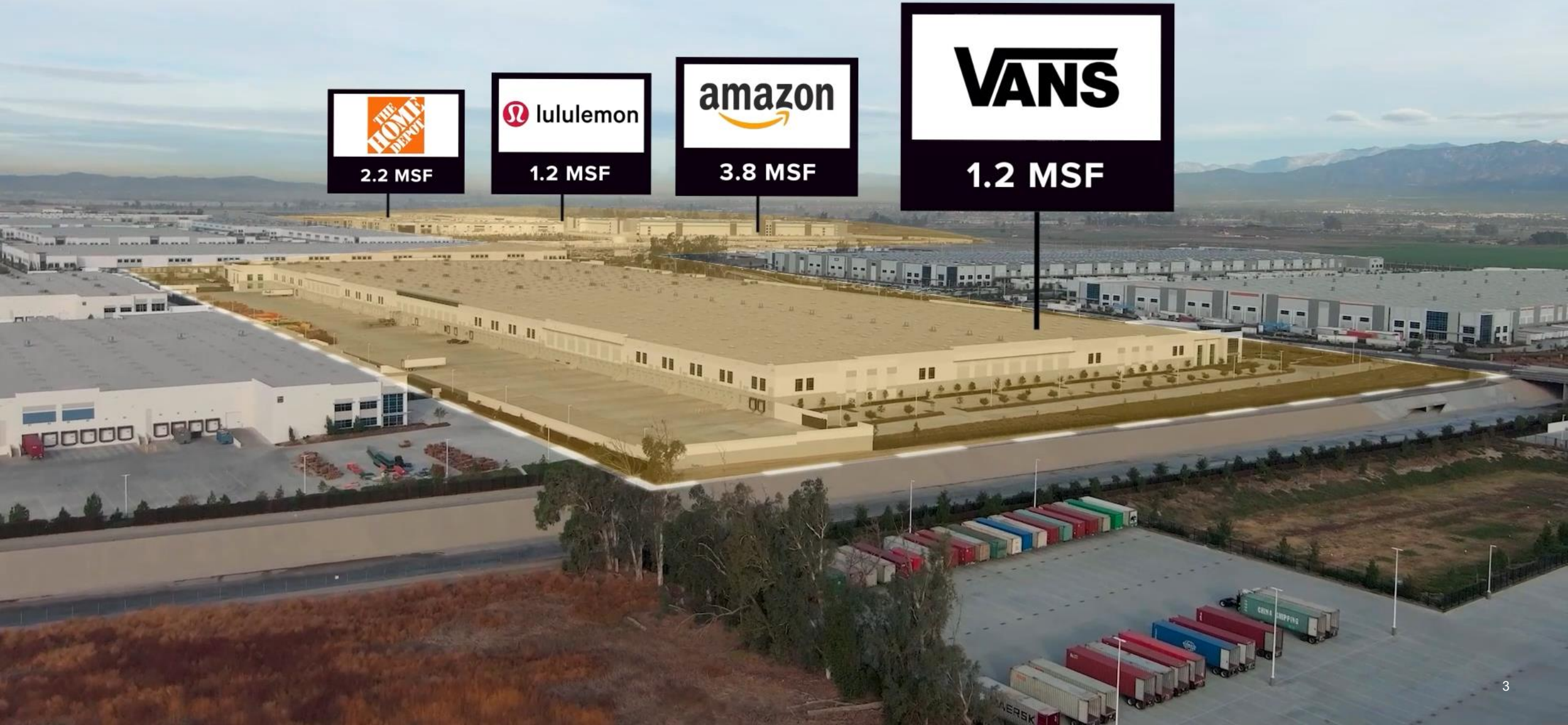
**201**  
buildings

**79M**  
square feet

**97.7%**  
leased



# Merrill Commerce Center



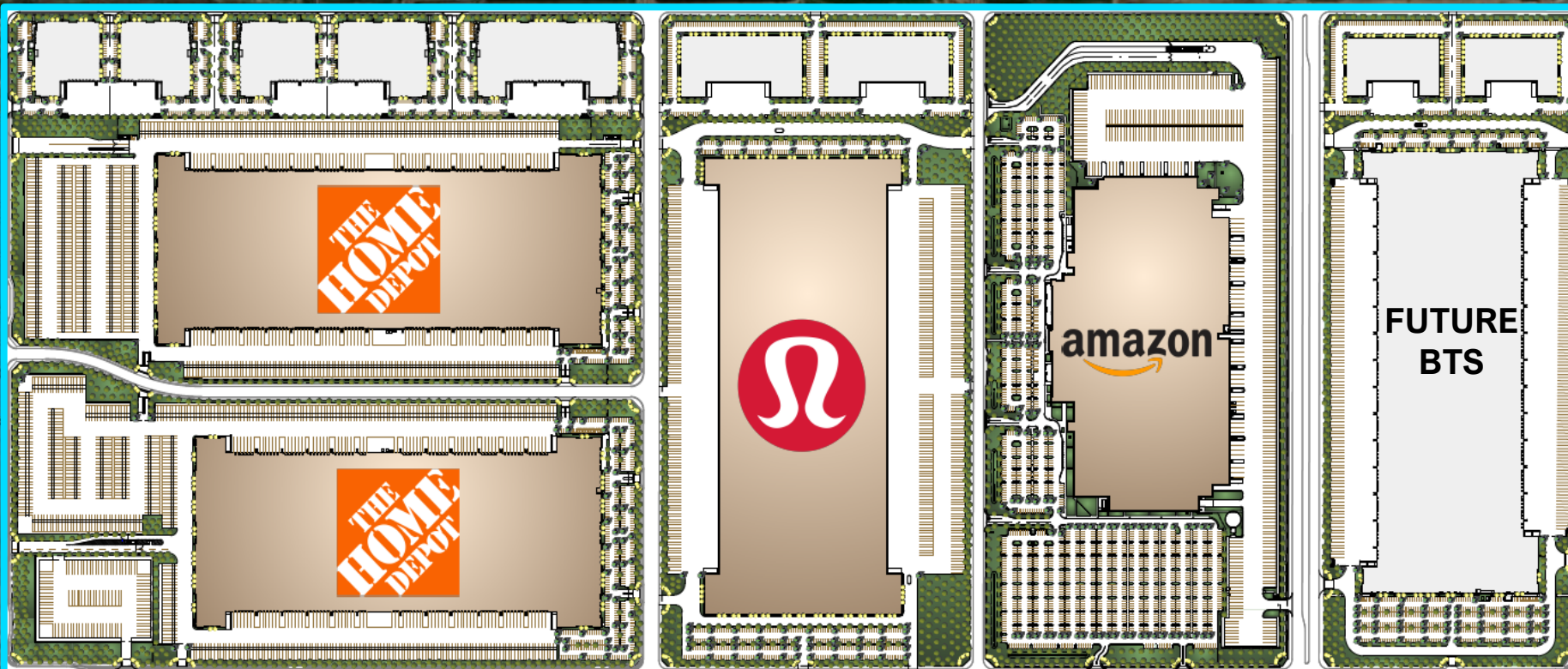
**THE HOME DEPOT**  
2.2 MSF

**lululemon**  
1.2 MSF

**amazon**  
3.8 MSF

**VANS**  
1.2 MSF





These four  
customers  
combined

**213**  
leases

**75**  
markets

**64**  
MSF

## Project Summary

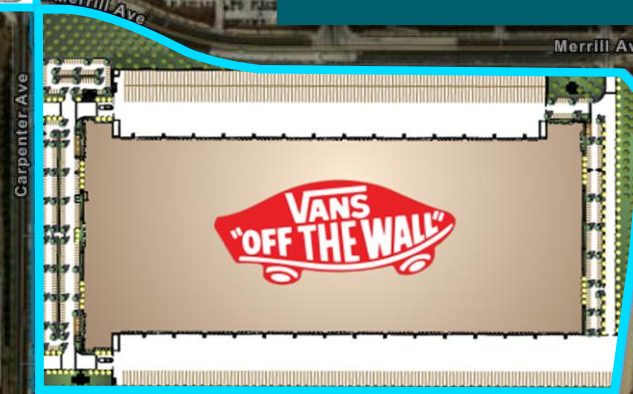
**56%**  
margin

**8.4M SF**  
of committed  
build-to-suits

**\$1.4B**  
total investment

**10.4M SF**  
at full buildout

**\$790M**  
value creation





# What is Customer Centricity?



# Our customers

6,700

customers

10,600

leases

21%

of Net Effective rent  
from top 25 customers

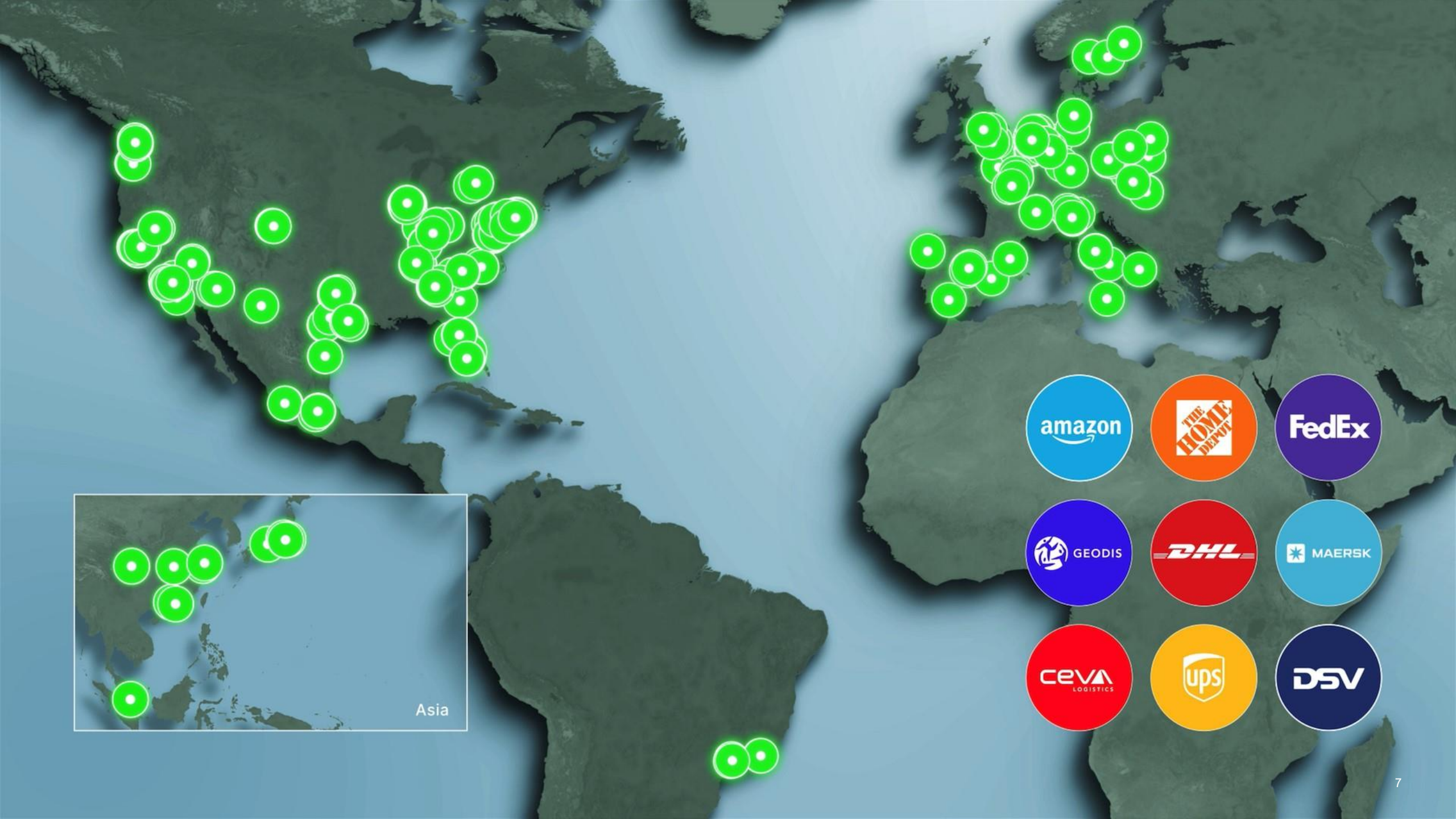
30%

of Net Effective rent from  
top 100 managed accounts



Note: Data as of September 30, 2023.







# Customer advisory boards (CAB)

In 2023

CAB Meeting	CAB Meeting	CAB Meeting	CAB Meeting	NextGen Innovation Summit	Energy and Sustainability Roundtable	3PL Executive Roundtable
Mexico	United States	Netherlands	Mexico	United States	United States	United States
						



# Customer Centricity: Solving key pain points

CUSTOMER NEED		OUR OFFERINGS
Predictable operating expenses	→	Clear Lease®
Critical warehouse infrastructure	→	Operations Essentials
Sustainability goals	→	Energy Essentials
Geographic expansion	→	Irreplaceable portfolio and development-ready land bank



# Operating reality

The customer experience



Single lease/single market



Multiple leases/multiple regions simultaneously



# Customer Led Solutions





**Expanded services  
equal multiple  
customer  
touchpoints**





# What does Customer Centricity do for Prologis?

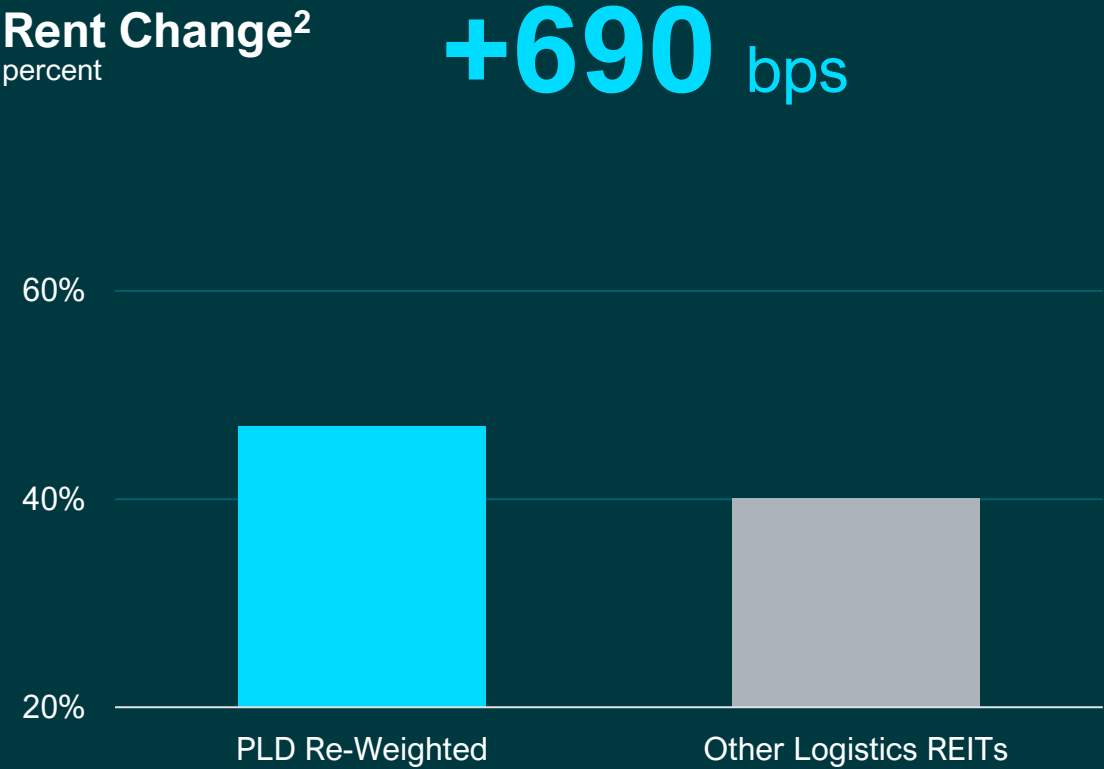
Drives value to our  
Operating and  
Development portfolios

Utilizes customer  
learnings to drive  
new businesses

Deepens  
partnerships and  
builds brand equity



# Prologis' customer focus drives outperformance



Note: Data as of September 30, 2023.

1. Reflects trailing 5-year weighted averages. Other Logistics REITs include EGP, FR, REXR, TRNO.

2. Other Logistics REITs include EGP, FR, REXR, TRNO. Other Logistics REITs Average Annual Net Effective Rent Change as reported and weighted by reported annualized in-place rent. Prologis Average Annual Rent Change re-weighted by each competitors reported annualized in place rent by market mix. The calculation for TRNO uses Cash Rent change due to lack of reporting Net Effective Rent Change and as such, PLD's weighted average vs. TRNO uses Cash Rent Change for comparability purposes.



A world map in a dark teal color serves as the background. An inset map of Asia is located in the bottom-left corner, with the word "Asia" written in small white text below it.

Acres

12,000

Development potential

200M SF+

Global markets

68

Flexibility to meet BTS configurations

Immediate delivery to 5+ years out

Asia



# Build-to-suit track record

Last five years of PLD BTS completed





# Build-to-suit track record

Last five years of PLD BTS completed



**Build-to-suit projects** 154

**Volume** 60M SF

**Investment** \$6.4B

**Total development by TEI** 46%

**Profit margin<sup>1</sup>** 42%

**Value creation** \$2.7B

**Build-to-suit market share** 8.6%

1. \$7.6B in speculative development over the same 5-year period returned a 50% profit margin.



# What does Customer Centricity do for Prologis?

Drives value to our  
Operating and  
Development portfolios

Utilizes customer  
learnings to drive  
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Deepens  
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# What does Customer Centricity do for Prologis?

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# Fortune 10 company

## Customer case study

Phoenix  
300K SF

Columbus  
430K SF

Atlanta  
350K SF

Orlando  
470K SF  
90K SF  
expansion

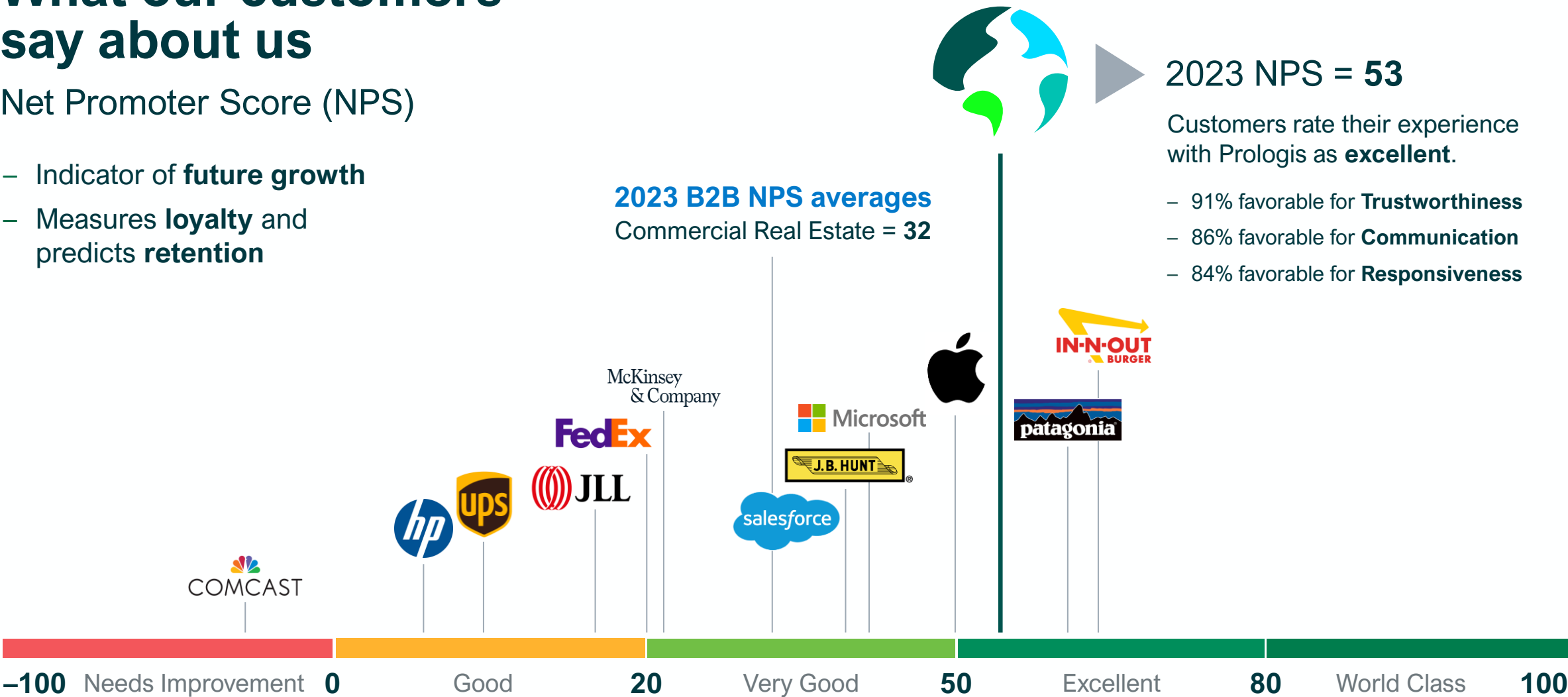




# What our customers say about us

## Net Promoter Score (NPS)

- Indicator of **future growth**
- Measures **loyalty** and predicts **retention**





# Customer Centricity:

- Embedded in our DNA
- Nearly impossible to replicate
- Drives outperformance





**PROLOGIS®**



# Leveraging Scale in Energy and Sustainable Logistics

**Susan  
Uthayakumar**

Chief Energy &  
Sustainability Officer

**Henrik  
Holland**

Global Head  
of Mobility





Future-proofing  
portfolio with ambitious  
sustainability goals

Securing access  
to power and  
clean energy

Building energy  
and sustainability  
business



# We are at an inflection point





# Regulatory environment increasing climate action

<b>New York Local Law 97</b> Energy efficiency benchmarking and penalizes non-compliance		<b>WAIRE Program</b> Warehouse facilities must reduce emissions from goods movement industry	<b>Inflation Reduction Act</b> Most climate impactful legislation in U.S. history, accelerate clean energy	<b>CA Senate Bill 253 &amp; 261</b> Companies >\$1 billion annually must report direct and indirect emissions	
<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Anticipated</b>
	<b>Net Zero Buildings</b> From January 2030, all new buildings in EU must be zero-emission buildings		<b>EU ‘Fit for 55’</b> Upgrade energy efficiency in buildings, reduce GHG emissions 55% by 2030	<b>Advanced Clean Fleet</b> CA fleets must adopt zero-emissions vehicles, any new truck must buy ZEVs	<b>SEC Climate Disclosure</b> Requires companies to disclose climate risks when reporting



# We are committed to achieve net zero

For operations by **2030** and value chain by **2040**, a decade ahead of the required commitment.

Comitted to net zero and launched key partnerships	Deploy 1 GW of onsite solar supported by storage  Carbon neutral for construction and operations	Net zero for operations	Net zero value chain
2022	2025	2030	2040



“Our deep dive on the level of ambition for science-based targets suggests PLD's goal will set it on the path to be the most ambitious across all ~170 public REITs.”

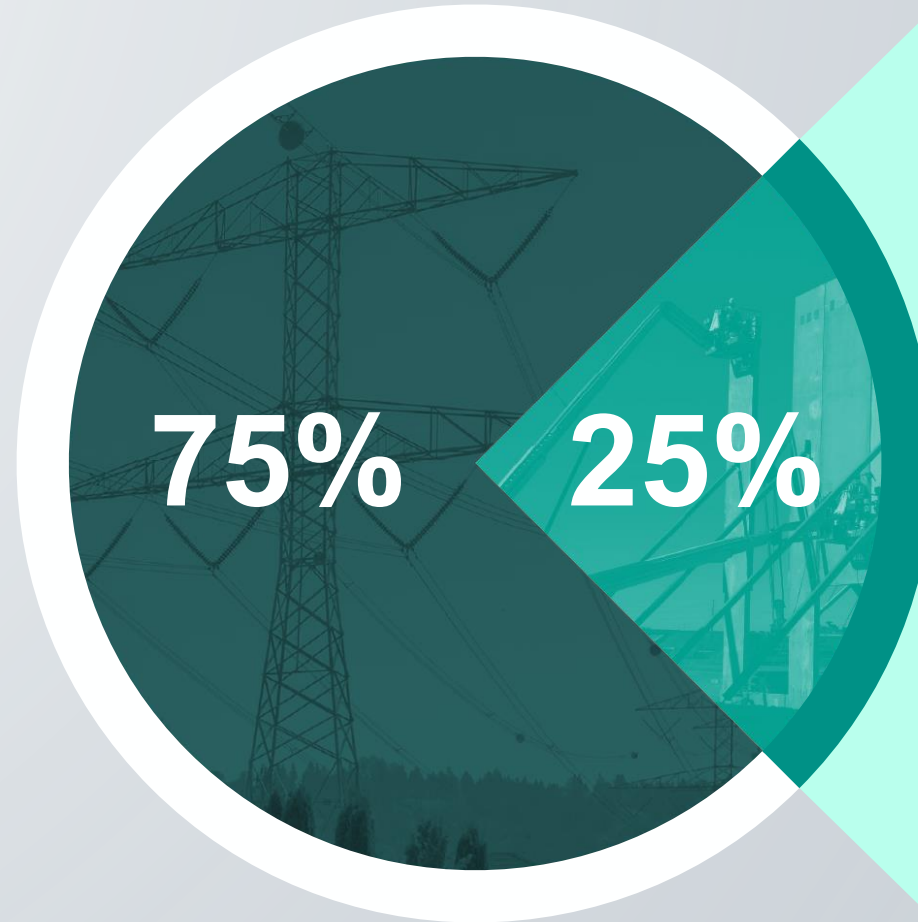
– Morgan Stanley Research; Review of PLD ESG Report

“In our view, PLD is the tip of spear when it comes to embracing evolving technologies and having a mindset for the future.”

– Truist Research



**Customer  
Energy Use**



**Construction  
+ Development**

**99.9%** of Prologis emissions footprint  
comes from scope 3<sup>1</sup>

1. Scope 3 = Indirect emissions from our value chain including customers' operations and building construction.



# Preparing the portfolio for net zero with economics in mind

Scaling energy and sustainability business

Adopting new construction standards

Updating retrofit and maintenance standards

Addressing embodied carbon in construction

Investing in climate technology solutions

Digitizing data

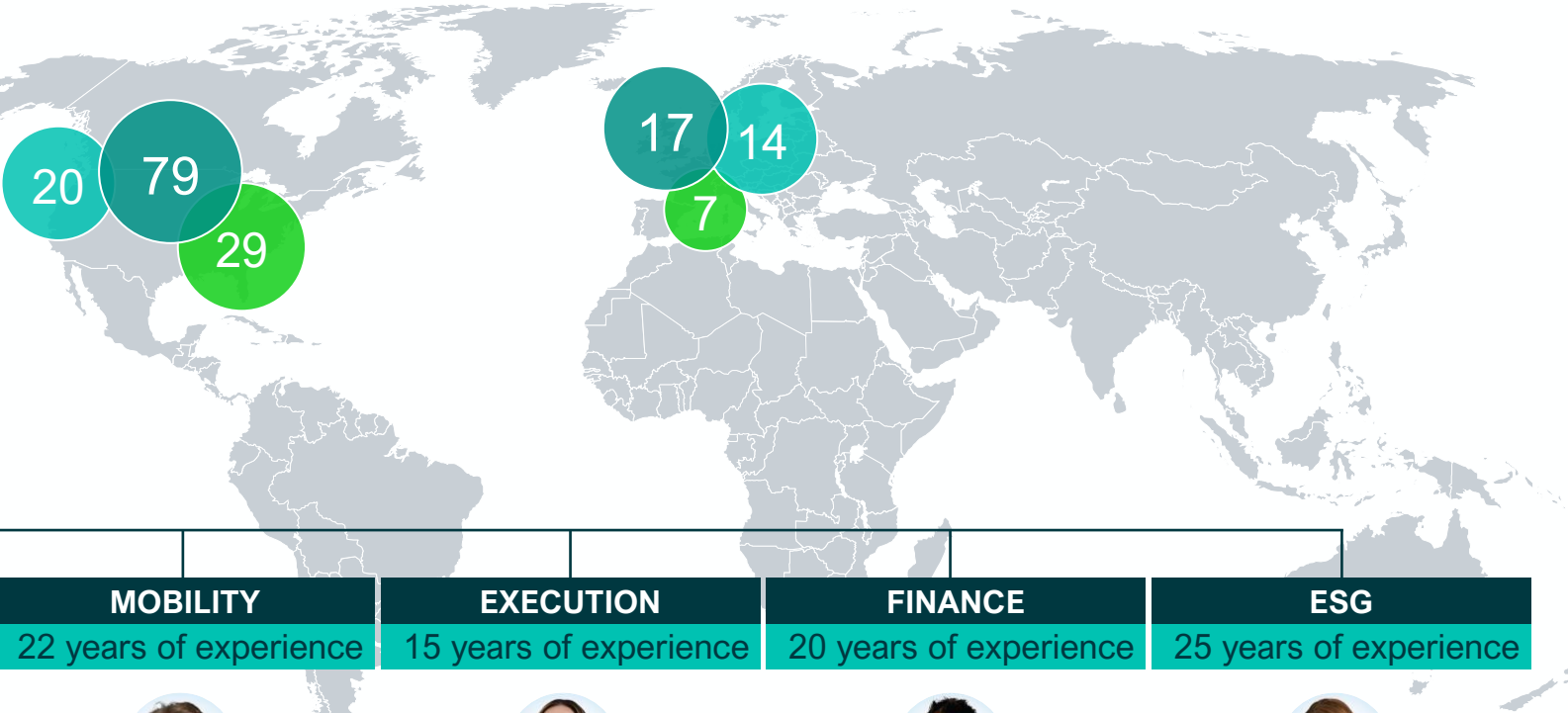




# Leading with global talent



**Susan Uthayakumar**  
Chief Energy & Sustainability Officer



SUSTAINABILITY	ENERGY	MOBILITY	EXECUTION	FINANCE	ESG
25 years of experience	21 years of experience	22 years of experience	15 years of experience	20 years of experience	25 years of experience



**John Hoekstra**  
Global Head of Sustainability



**Vibhu Kaushik**  
Global Head Energy, Utilities, & Storage



**Henrik Holland**  
Global Head of Mobility



**Kim Strickland**  
Global Head of Execution



**Tim Distler**  
Global Head Finance, Energy, Mobility



**Suzanne Fallender**  
Vice President, Global ESG





# Prologis approach to decarbonization

## Behind the Meter (BTM)

enabled by meter management



**C&I Solar**



**Storage**



**Microgrid**

**+ Mobility Solutions**  
Fleet electrification, workplace  
charging, distribution centers, hubs



## Front of the Meter (FTM)



**Community  
Solar & Utility  
Contracted  
Solar**



**Utility-scale  
Energy  
Storage**



**Interconnection  
as-a-Service**

Serve onsite customers

Partner with utilities



# Prologis' is #2 for onsite solar generation in the U.S.<sup>1</sup>

Coterminous with customer lease

Invest the capital

Maintain and operate the system

Provide clean energy to our customers and our communities





## FRONT OF THE METER CASE STUDY

# Rooftop solar and storage

**Contracting:** March 2024

**Term:** 30 years

**Online by** 2026

**Location:** Seattle, Washington

### Key features:

- Distributed energy resources for local utility's preferred portfolio
- Supports achieving targets laid out under Clean Energy Transformation Act, including energy equity goals
- New market presence in Washington state



**10**  
solar projects

**\$3.7M**  
annual solar revenue

**15<sup>+</sup>MW**  
solar capacity

**4**  
storage projects

**\$4.6M**  
annual storage revenue

**20MW**  
storage capacity



BEHIND THE METER CASE STUDY

# Reducing supply chain emissions for logistics customer

We are incredibly excited to partner with Prologis on their onsite solar initiatives. The ability for us to have both a renewable power supply and the ability to remain flexible with our lease term was a win-win and serves to strengthen our relationship for future growth opportunities.

Logistics customer, Vice President of Sustainability

**Term for Solar Project:** 30 years  
**Term for Battery Project:** 10-15 years  
**Commissioning:** Q4 2024  
**Location:** California

Key features

- No out-of-pocket costs. Prologis pays for and oversees everything
- Coterminous with lease. No costs to walk away
- Cost Assurance. Customer is insulated from unknown utility price increases
- Opportunity to increase generation for future needs



3  
solar projects

2  
storage projects

\$1.5M  
annual solar revenue

\$200K  
annual storage revenue

6.75MW  
solar capacity

2.4MW  
storage capacity



# Road to 2030

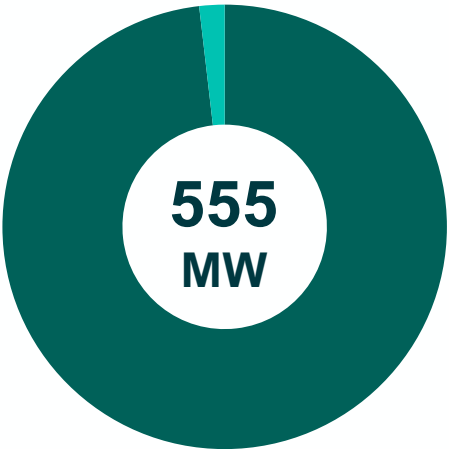
Solar, storage, and mobility pipeline scaling to 7GW and \$1.4B gross revenue business by 2030

## 2023

**\$49M**  
Recurring Revenue

**\$37M**  
NOI

- 535MW**  
SOLAR<sup>1</sup>  
TAM: \$60B
- 10MW**  
STORAGE  
TAM: \$85B
- 10MW**  
MOBILITY  
TAM: \$300B



## 2030

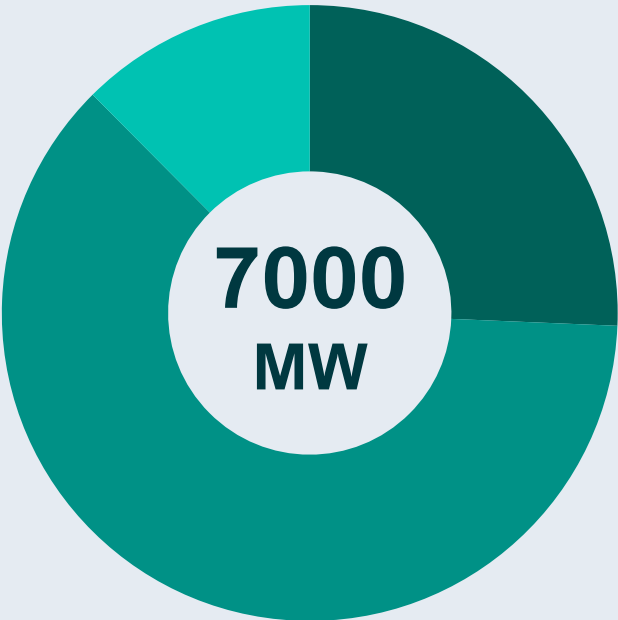
**\$1.4B**  
Recurring Revenue

**\$800M**  
NOI

**12-14%**  
IRR<sup>2</sup>

**\$6.3B**  
in capital invested through 2030<sup>3</sup>

- 1950MW**  
SOLAR<sup>1</sup>  
SAM: 20% captured
- 4150MW**  
STORAGE  
SAM: 10% captured
- 900MW**  
MOBILITY  
SAM: 20% captured



1. Includes third-party owned systems.  
2. IRR unlevered.  
3. Capital invested is net of investment tax credits. Approximately \$2.3B in capital invested is net of investment tax credits.



# Mobility Solutions

**Henrik Holland**

Global Head of Mobility





A revolution in  
transportation  
logistics

Our customer-  
focused solutions

Charging network  
and capital  
deployment



# Technological adoption happens faster than we expect

**1900**

5th Avenue New York City



**1913**

5th Avenue New York City





# Electric vehicle (EV) market is in early stages of transition

## Market opportunity

Passenger EVs will reach 44% of new sales globally by 2030<sup>1</sup>

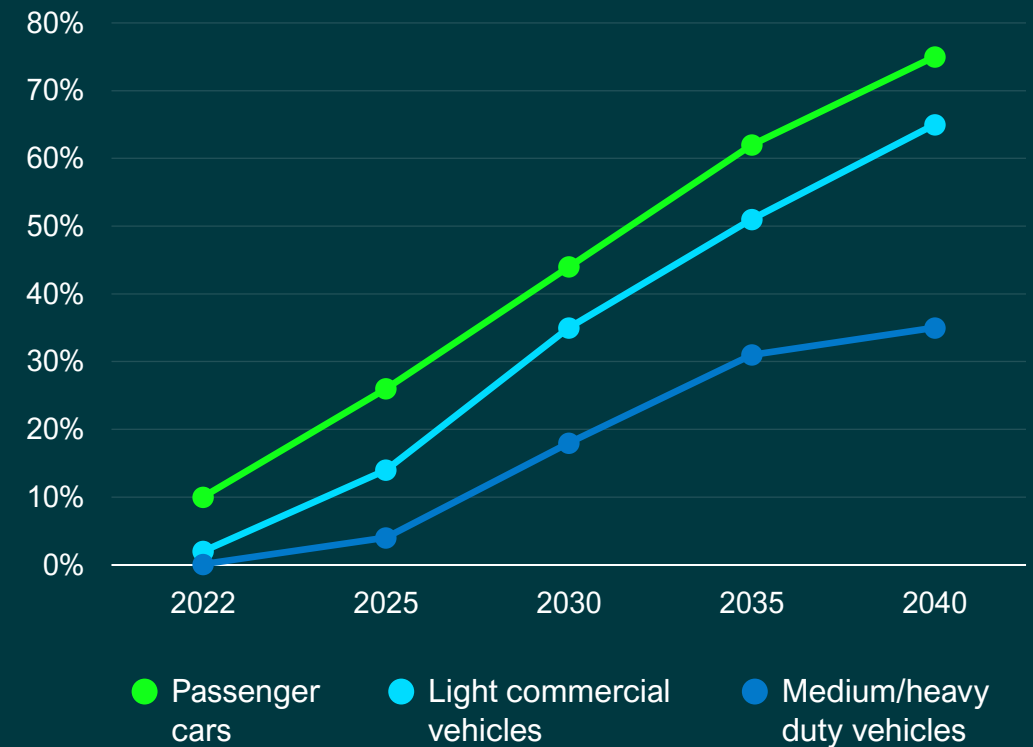
## Regulatory drivers

100% of drayage trucks must be zero emission by 2035<sup>2</sup>

1. BNEF Electric Vehicle Outlook 2023, Economic Transition Scenario.

2. California Air Resources Board Advanced Clean Fleets Regulation.

## Global electric vehicle share of sales<sup>1</sup>





# Prologis Mobility

Provides charging as a service and infrastructure to customers where it's needed most



## Depots

Onsite fleet charging at warehouses



## Hubs

Subscription based fleet charging at dedicated sites



## Workplace

Passenger vehicle charging for distribution center employees



MOBILITY CASE STUDIES

Electrifying our customers' fleets



66 Ford  
E-Transits

Overnight  
charging

Last mile  
delivery



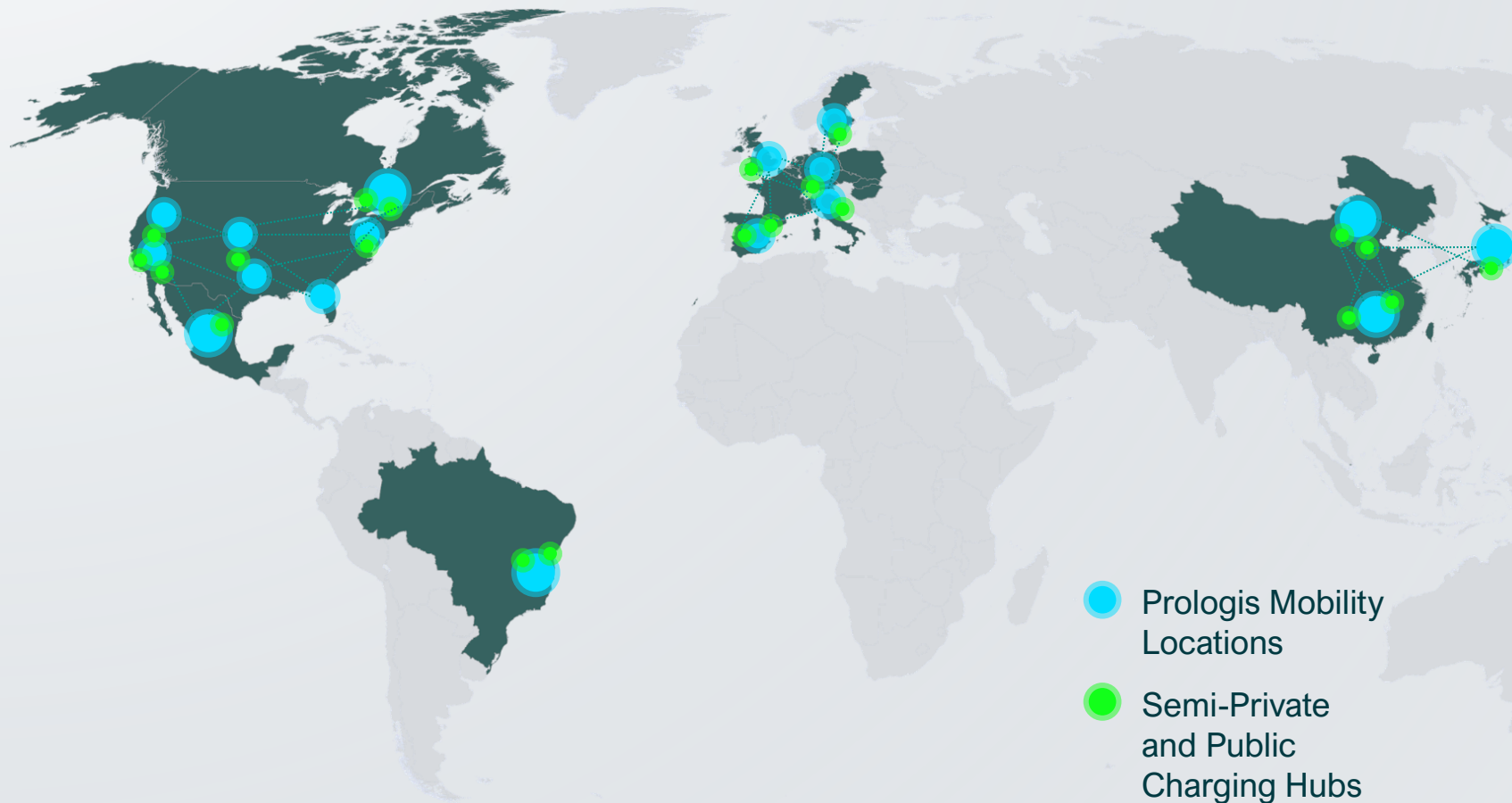
Heavy-duty  
short haul

22 Volvo  
VNR Electric

High speed  
daytime  
charging



# The future: an interconnected network



**By 2030**

**900MW**  
charging capacity

**\$1.3B**  
capital deployed

**12-14%**  
project unlevered IRR

**20-30%**  
charging installed across  
Prologis portfolio



**Prologis is building the world's leading energy company  
within the largest global real estate platform**





**PROLOGIS®**



# Driving a Culture of Innovation

**Nathaalie Carey**

SVP, Human Resources

**Will O'Donnell**

Global Head of Prologis Ventures

**Todd Lewis**

VP, Prologis Ventures

**Lisa Costello**

Director Prologis Ventures





# Prologis Ventures is focused on

- Building the future of commerce
- Creating disruptive business models and new revenue streams
- Addressing Prologis customers' most critical pain points

Investment Strategies  
**Venture  
Incubation  
PE Partnerships**

Portfolio  
Companies

**45+**

Total  
Investment

**\$250M**














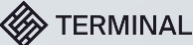











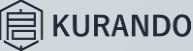











Multiple on Invested  
Capital 1.6x

**17%+ IRR**



# Investment portfolio

45+ tech-enabled supply chain  
& logistics companies

Operations/Workforce	Energy/Mobility	Digital	Proptech And Construction
             	         	     	      



# Investment portfolio

45+ tech-enabled supply chain  
& logistics companies

Operations/Workforce	Energy/Mobility	Digital	Proptech And Construction
<p>GIDEON STRIVR</p> <p>Outrider WORKSTEP FORT</p> <p>LOCUS relay KINETIC</p> <p>LOGIWA Timee</p> <p>SVT ROBOTICS TROVE</p> <p>Gaussy TERMINAL</p>	<p>REDAPTIVE™</p> <p>PLATFORM SCIENCE AIRSPACE</p> <p>Synop SOLARCYCLE</p> <p>BATON flexport. wise</p> <p>Emerge cargomatic</p>	<p>ClearMetal KURANDO</p> <p>FREIGHTWAVES</p> <p>data.world</p> <p>INXEPTION Altana</p>	<p>Flexe kahua</p> <p>Archipelago</p> <p>TESTFIT SITE</p> <p>Sendoso saltbox</p>



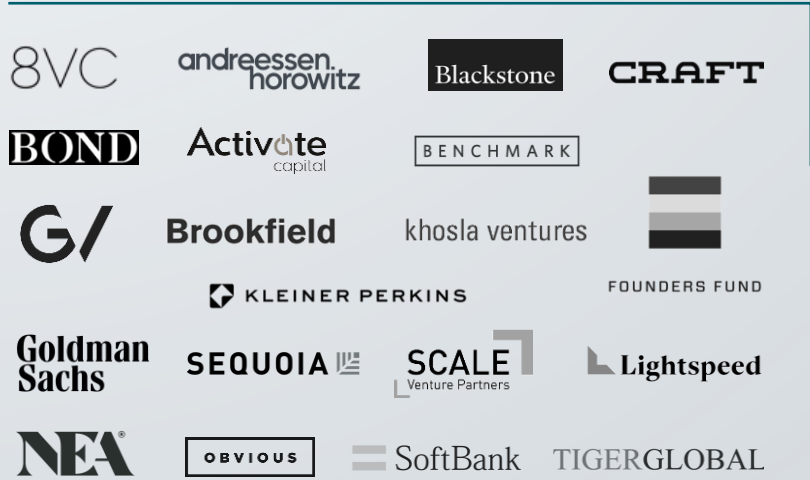




# Prologis Ventures ecosystem

Our domain-specific ecosystem provides key insights, giving our platform a unique competitive advantage

+400 VCs investing in logistics and supply chain



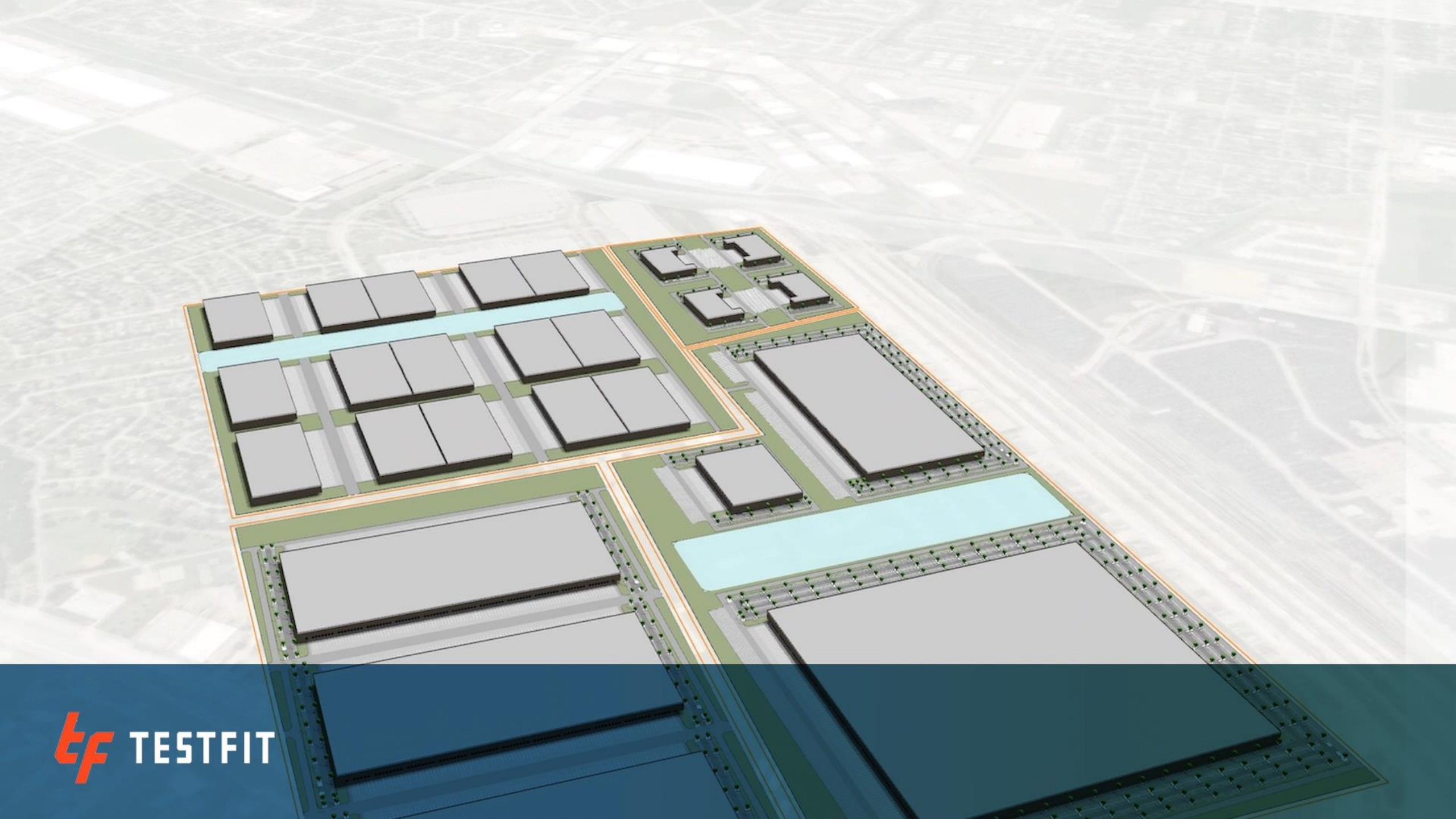
+150 customers partnering to explore logistics and supply chain technologies



























TERMINAL





**PROLOGIS®**



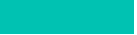
# Powering a Data-Driven Mindset

**Chris Caton**

Managing Director, Head of  
Global Strategy and Analytics

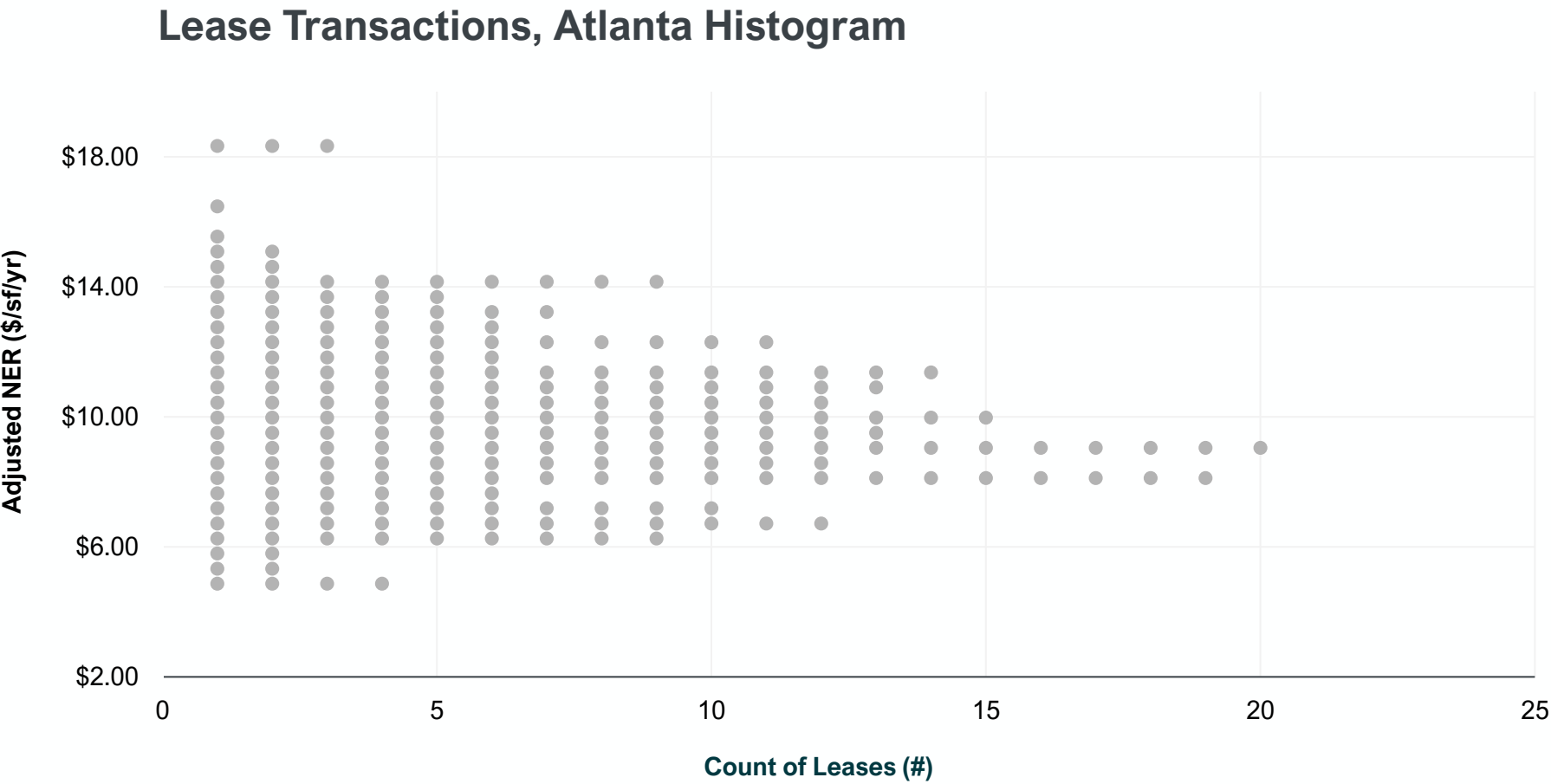






# Opportunity to outperform

Distribution of leases: Atlanta



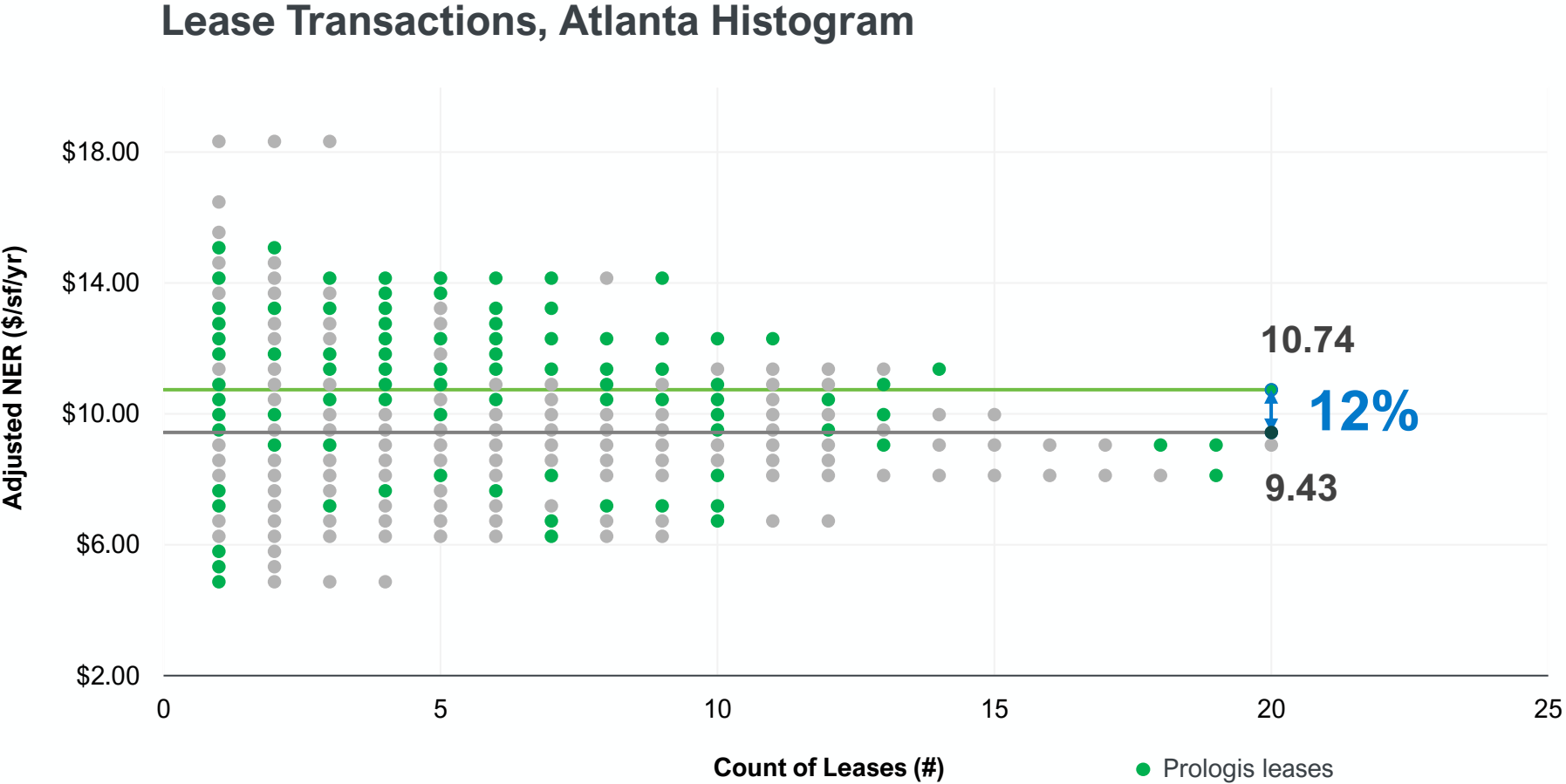
Note: 2022 and 2023 transactions



# Opportunity to outperform

Distribution of leases: Atlanta

Prologis achieves higher rents than other companies due to superior locations, building specifications, and operational capabilities



Note: 2022 and 2023 transactions







# Three necessary conditions

Strategic  
alignment

Proprietary  
data

Business  
process  
replacement



# Strategic alignment

## Important Decisions

- Operations/NOI
- Deployment/ROI
- Strategic Capital
- Customer analytics
- Essentials
- Operations
- Energy
- Mobility

## Continuous Improvement

- Predictive cap ex
- Marketing collateral

## New Capabilities & Companies

- Generative AI
- Prologis Ventures
- Data architecture

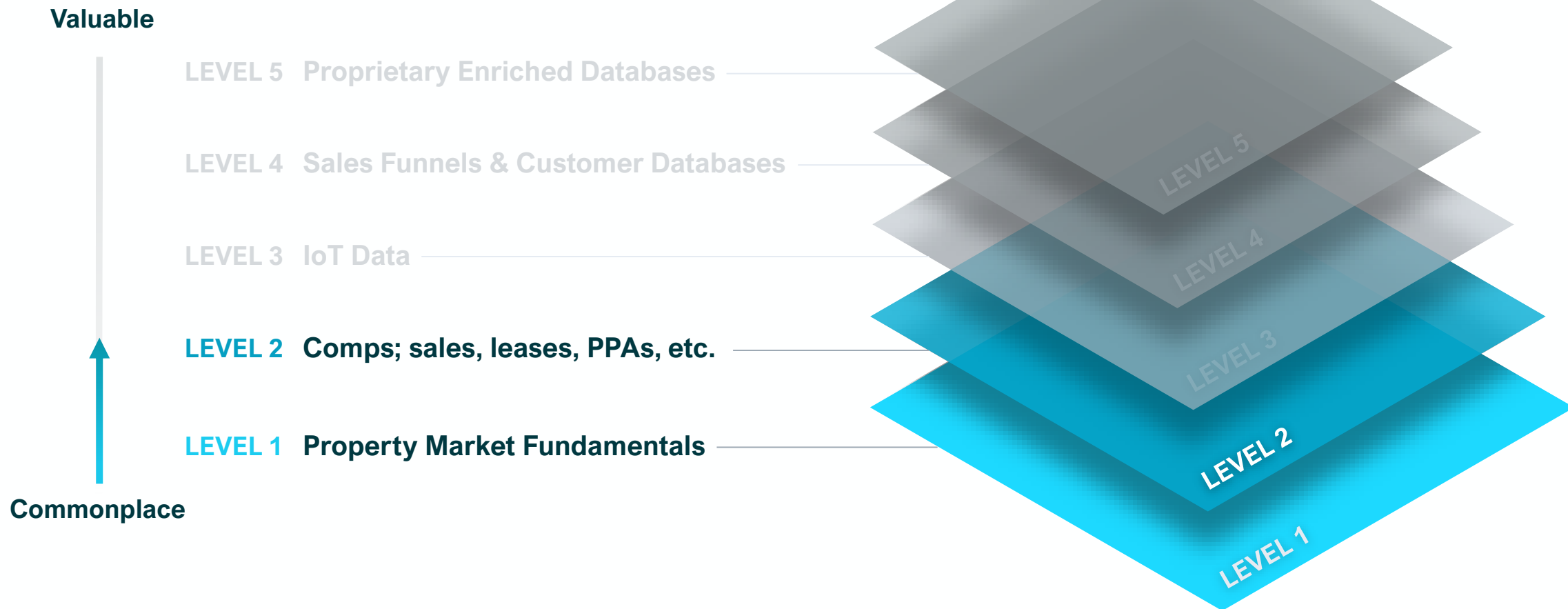


# Proprietary data



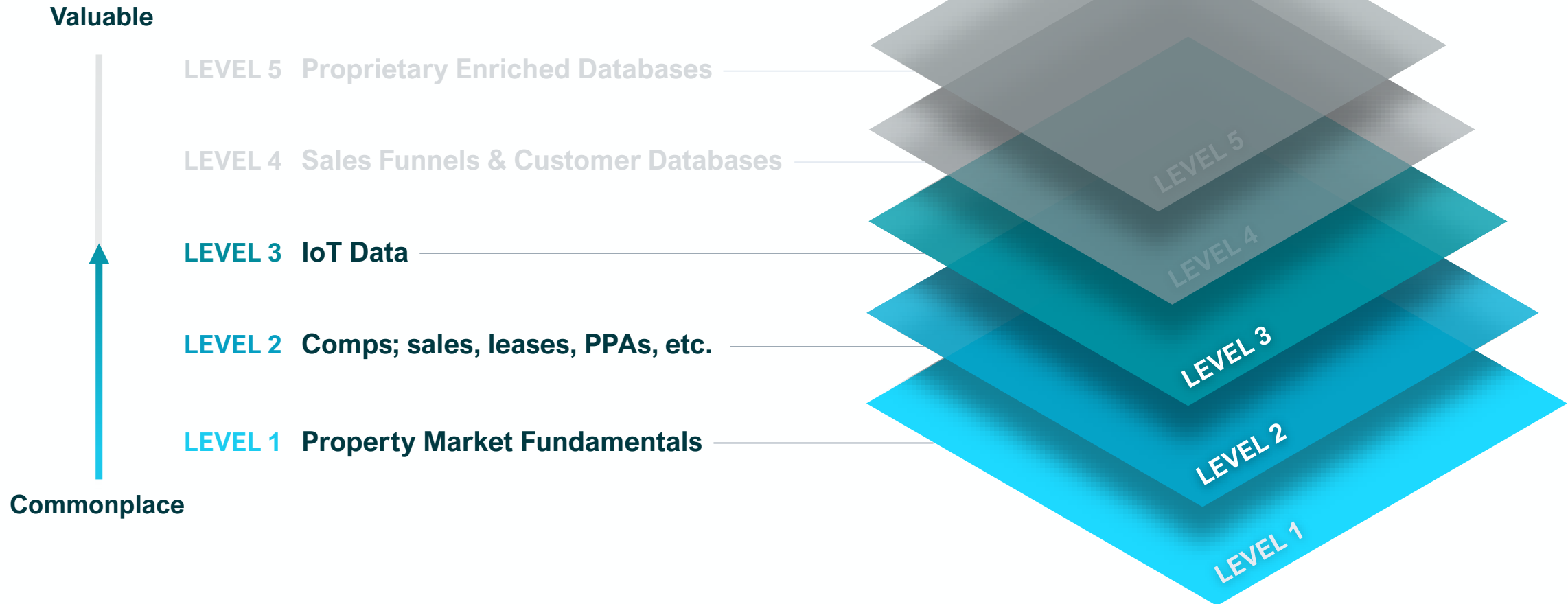


# Proprietary data



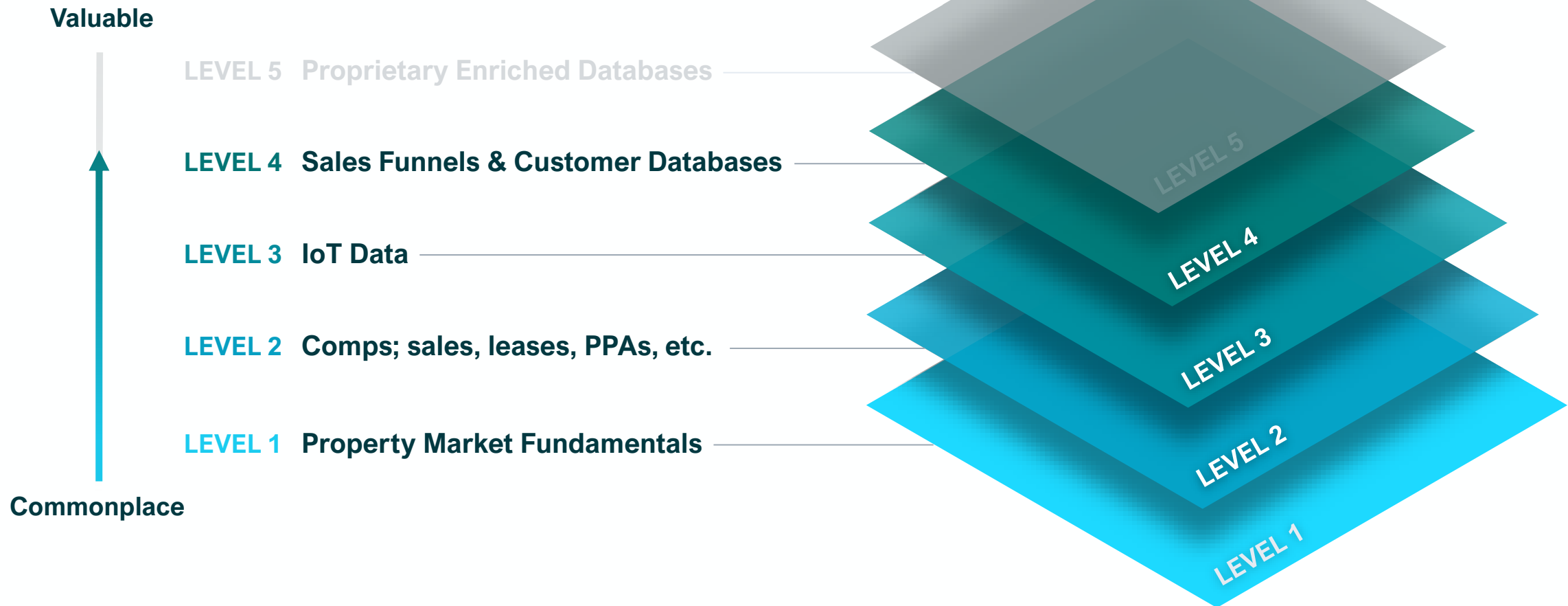


# Proprietary data





# Proprietary data





# Proprietary data





# Business process replacement



Data Creation,  
Procurement,  
and Collection



Databases, Data  
Warehousing,  
and Data Lake



AI, Prescriptive  
and Predictive  
Analytics



Process  
Alignment

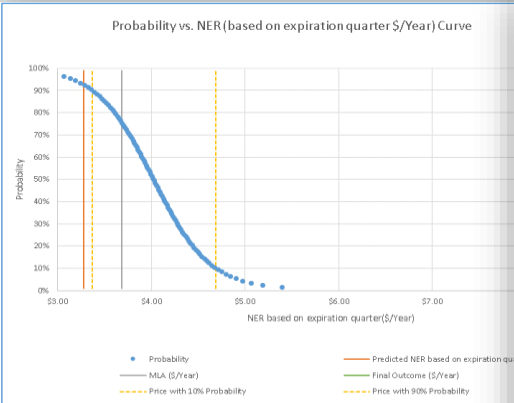
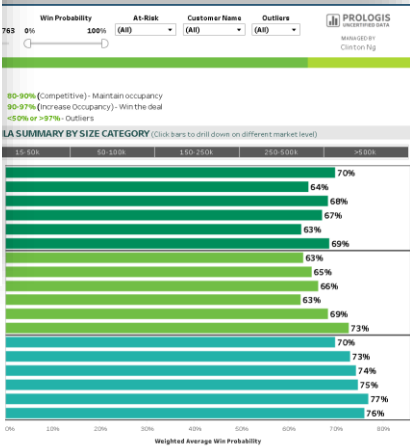
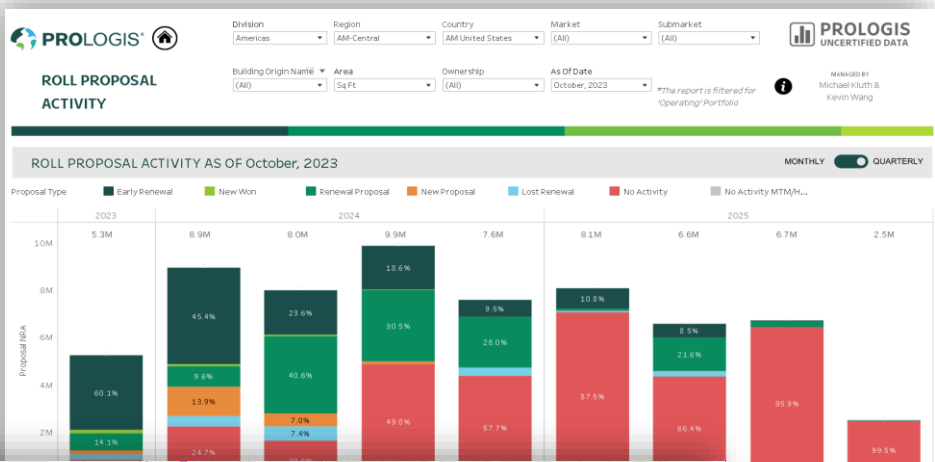


Salesforce,  
Tableau,  
and Sigma

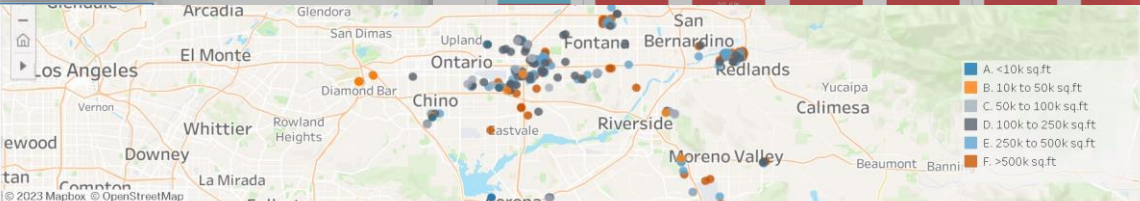


# Revenue management

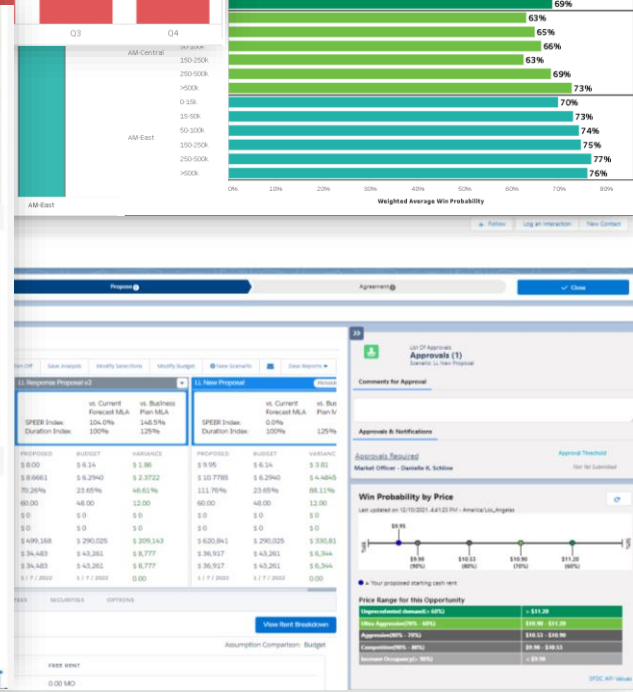
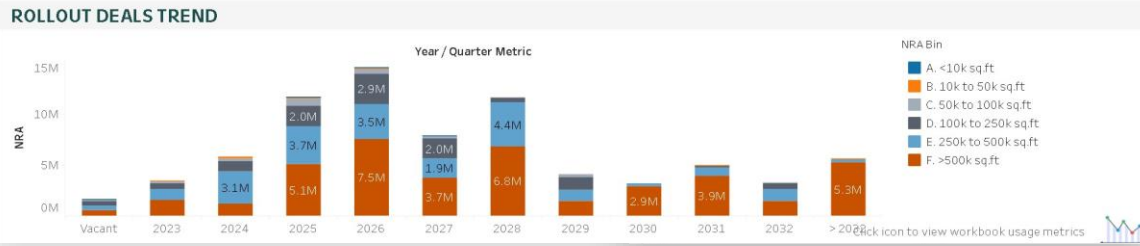
- A culture of value maximization
- Proprietary price analysis
- Real-time portfolio optimization



Probability	\$ Value	Probability	\$ Value
Price with 10% Probability	\$4.69	Price with 70% Probability	\$3.77
Price with 25% Probability	\$4.36	Price with 80% Probability	\$3.61
Price with 50% Probability	\$4.03	Price with 90% Probability	\$3.37
Price with 60% Probability	\$3.91	Diff 10-90% Probability	\$1.82



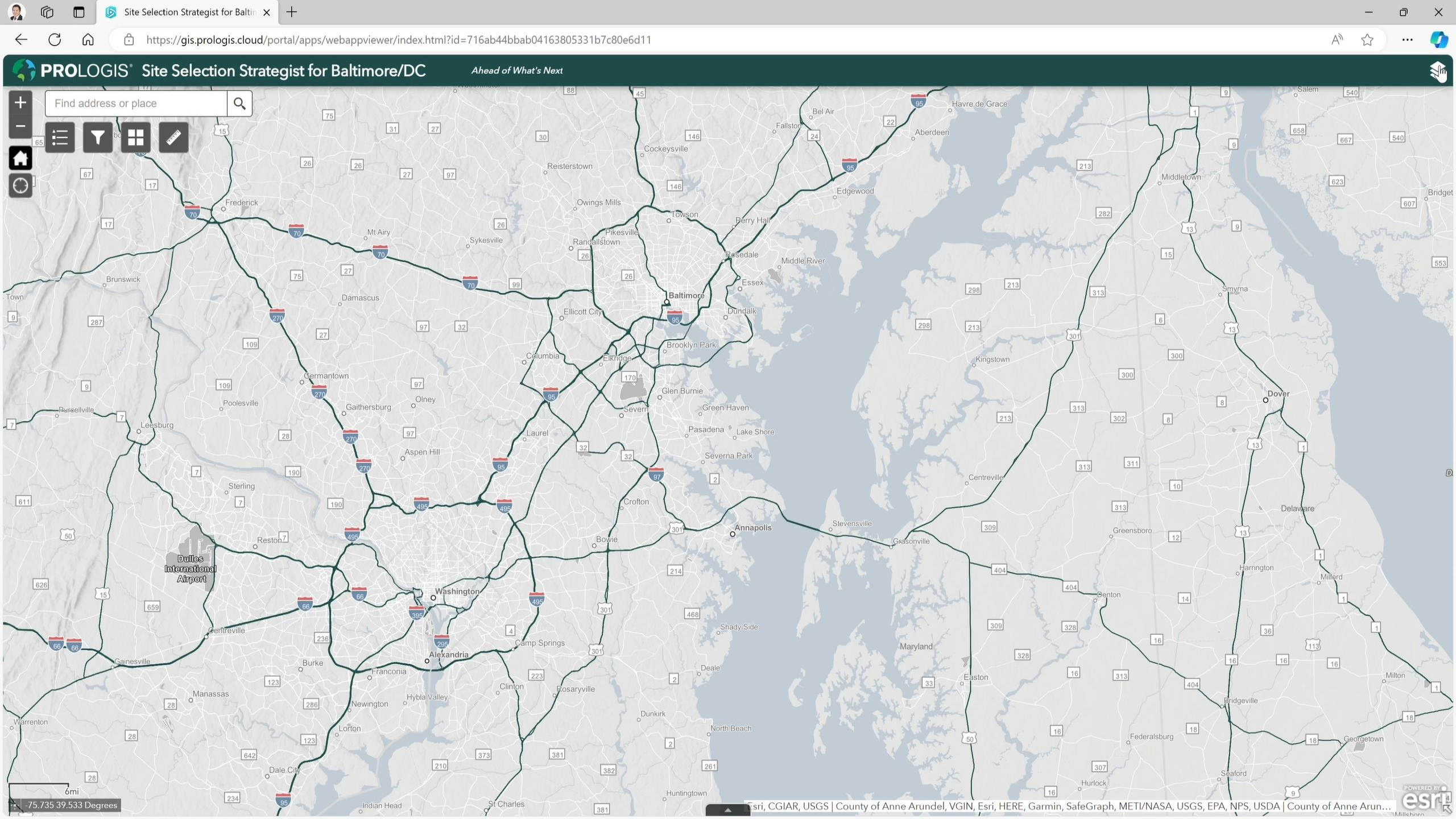
Amendment NRA Bin	Vacant	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	> 2032	Avg NRA
A. <10k sq.ft	397.0			3.9 K	5.4 K	9.9 K						6.5 K	
B. 10k to 50k sq.ft	64.3 K	33.9 K	183.8 K	172.4 K	142.7 K					44.1 K		40.2 K	128.2 K
C. 50k to 100k sq.ft	62.1 K	193.7 K	301.6 K	697.8 K	509.3 K	265.7 K			295.4 K	67.1 K	82.8 K		309.3 K
D. 100k to 250k sq.ft	485.5 K	548.8 K	1.0 M	2.0 M	2.9 M	2.0 M	513.2 K			154.3 K	578.9 K		1.3 M
E. 250k to 500k sq.ft	410.0 K	1.1 M	3.1 M	3.7 M	3.5 M	1.9 M	4.4 M	1.1 M	295.8 K	887.2 K	1.2 M	304.3 K	2.2 M
F. >500k sq.ft	577.9 K	1.6 M	1.2 M	5.1 M	7.5 M	3.7 M	6.8 M	1.4 M	2.9 M	3.9 M	1.4 M	5.3 M	3.6 M
Total NRA	1.6 M	3.4 M	5.8 M	11.7 M	14.6 M	7.9 M	11.7 M	4.1 M	3.2 M	5.0 M	3.3 M	5.6 M	7.2 M





The map displays the Washington, D.C. metropolitan area and surrounding regions. Major highways are shown in red and blue, including I-495, I-495, I-270, I-270, I-66, I-66, I-95, I-95, I-301, I-301, I-201, I-201, I-195, I-195, I-170, I-170, I-146, I-146, I-120, I-120, I-101, I-101, I-97, I-97, I-95, I-95, I-895, I-895, I-870, I-870, I-840, I-840, I-814, I-814, I-788, I-788, I-767, I-767, I-746, I-746, I-723, I-723, I-703, I-703, I-688, I-688, I-667, I-667, I-640, I-640, I-623, I-623, I-607, I-607, I-588, I-588, I-567, I-567, I-540, I-540, I-523, I-523, I-507, I-507, I-488, I-488, I-467, I-467, I-440, I-440, I-423, I-423, I-407, I-407, I-388, I-388, I-367, I-367, I-340, I-340, I-323, I-323, I-307, I-307, I-288, I-288, I-267, I-267, I-240, I-240, I-223, I-223, I-207, I-207, I-188, I-188, I-167, I-167, I-140, I-140, I-123, I-123, I-107, I-107, I-88, I-88, I-67, I-67, I-40, I-40, I-23, I-23, I-7, I-7, I-1, I-1, I-13, I-13, I-15, I-15, I-17, I-17, I-19, I-19, I-21, I-21, I-23, I-23, I-25, I-25, I-27, I-27, I-29, I-29, I-31, I-31, I-33, I-33, I-35, I-35, I-37, I-37, I-39, I-39, I-41, I-41, I-43, I-43, I-45, I-45, I-47, I-47, I-49, I-49, I-51, I-51, I-53, I-53, I-55, I-55, I-57, I-57, I-59, I-59, I-61, I-61, I-63, I-63, I-65, I-65, I-67, I-67, I-69, I-69, I-71, I-71, I-73, I-73, I-75, I-75, I-77, I-77, I-79, I-79, I-81, I-81, I-83, I-83, I-85, I-85, I-87, I-87, I-89, I-89, I-91, I-91, I-93, I-93, I-95, I-95, I-97, I-97, I-99, I-99, I-101, I-101, I-103, I-103, I-105, I-105, I-107, I-107, I-109, I-109, I-111, I-111, I-113, I-113, I-115, I-115, I-117, I-117, I-119, I-119, I-121, I-121, I-123, I-123, I-125, I-125, I-127, I-127, I-129, I-129, I-131, I-131, I-133, I-133, I-135, I-135, I-137, I-137, I-139, I-139, I-141, I-141, I-143, I-143, I-145, I-145, I-147, I-147, I-149, I-149, I-151, I-151, I-153, I-153, I-155, I-155, I-157, I-157, I-159, I-159, I-161, I-161, I-163, I-163, I-165, I-165, I-167, I-167, I-169, I-169, I-171, I-171, I-173, I-173, I-175, I-175, I-177, I-177, I-179, I-179, I-181, I-181, I-183, I-183, I-185, I-185, I-187, I-187, I-189, I-189, I-191, I-191, I-193, I-193, I-195, I-195, I-197, I-197, I-199, I-199, I-201, I-201, I-203, I-203, I-205, I-205, I-207, I-207, I-209, I-209, I-211, I-211, I-213, I-213, I-215, I-215, I-217, I-217, I-219, I-219, I-221, I-221, I-223, I-223, I-225, I-225, I-227, I-227, I-229, I-229, I-231, I-231, I-233, I-233, I-235, I-235, I-237, I-237, I-239, I-239, I-241, I-241, I-243, I-243, I-245, I-245, I-247, I-247, I-249, I-249, I-251, I-251, I-253, I-253, I-255, I-255, I-257, I-257, I-259, I-259, I-261, I-261, I-263, I-263, I-265, I-265, I-267, I-267, I-269, I-269, I-271, I-271, I-273, I-273, I-275, I-275, I-277, I-277, I-279, I-279, I-281, I-281, I-283, I-283, I-285, I-285, I-287, I-287, I-289, I-289, I-291, I-291, I-293, I-293, I-295, I-295, I-297, I-297, I-299, I-299, I-301, I-301, I-303, I-303, I-305, I-305, I-307, I-307, I-309, I-309, I-311, I-311, I-313, I-313, I-315, I-315, I-317, I-317, I-319, I-319, I-321, I-321, I-323, I-323, I-325, I-325, I-327, I-327, I-329, I-329, I-331, I-331, I-333, I-333, I-335, I-335, I-337, I-337, I-339, I-339, I-341, I-341, I-343, I-343, I-345, I-345, I-347, I-347, I-349, I-349, I-351, I-351, I-353, I-353, I-355, I-355, I-357, I-357, I-359, I-359, I-361, I-361, I-363, I-363, I-365, I-365, I-367, I-367, I-369, I-369, I-371, I-371, I-373, I-373, I-375, I-375, I-377, I-377, I-379, I-379, I-381, I-381, I-383, I-383, I-385, I-385, I-387, I-387, I-389, I-389, I-391, I-391, I-393, I-393, I-395, I-395, I-397, I-397, I-399, I-399, I-401, I-401, I-403, I-403, I-405, I-405, I-407, I-407, I-409, I-409, I-411, I-411, I-413, I-413, I-415, I-415, I-417, I-417, I-419, I-419, I-421, I-421, I-423, I-423, I-425, I-425, I-427, I-427, I-429, I-429, I-431, I-431, I-433, I-433, I-435, I-435, I-437, I-437, I-439, I-439, I-441, I-441, I-443, I-443, I-445, I-445, I-447, I-447, I-449, I-449, I-451, I-451, I-453, I-453, I-455, I-455, I-457, I-457, I-459, I-459, I-461, I-461, I-463, I-463, I-465, I-465, I-467, I-467, I-469, I-469, I-471, I-471, I-473, I-473, I-475, I-475, I-477, I-477, I-479, I-479, I-481, I-481, I-483, I-483, I-485, I-485, I-487, I-487, I-489, I-489, I-491, I-491, I-493, I-493, I-495, I-495, I-497, I-497, I-499, I-499, I-501, I-501, I-503, I-503, I-505, I-505, I-507, I-507, I-509, I-509, I-511, I-511, I-513, I-513, I-515, I-515, I-517, I-517, I-519, I-519, I-521, I-521, I-523, I-523, I-525, I-525, I-527, I-527, I-529, I-529, I-531, I-531, I-533, I-533, I-535, I-535, I-537, I-537, I-539, I-539, I-541, I-541, I-543, I-543, I-545, I-545, I-547, I-547, I-549, I-549, I-551, I-551, I-553, I-553, I-555, I-555, I-557, I-557, I-559, I-559, I-561, I-561, I-563, I-563, I-565, I-565, I-567, I-567, I-569, I-569, I-571, I-571, I-573, I-573, I-575, I-575, I-577, I-577, I-579, I-579, I-581







The screenshot displays a web application interface for a map of the Washington, D.C. area. The map shows major highways, cities, and water bodies. The right sidebar contains a 'Data' panel with the following sections:

- Demographic Layers:** Includes 'Total Population' and 'Median Disposable Income' (selected).
- Building Level Rent Predictions:** Includes 'Industrial Properties - Zoomed' (selected) and 'Industrial Properties'.
- Predicted Mark-to-Market:** Includes 'External Lease Comps' (selected).
- Simulated Neighborhood Rent Predictions:** Includes 'Rent Prediction 50k sqft Property' (selected), 'Rent Prediction 100k sqft Property', 'Rent Prediction 150k sqft Property', and 'Rent Prediction 250k sqft Property'.

The bottom of the map shows the map data sources: Esri, CGIAR, USGS | County of Anne Arundel, VGIN, Esri, HERE, Garmin, SafeGraph, METI/NASA.

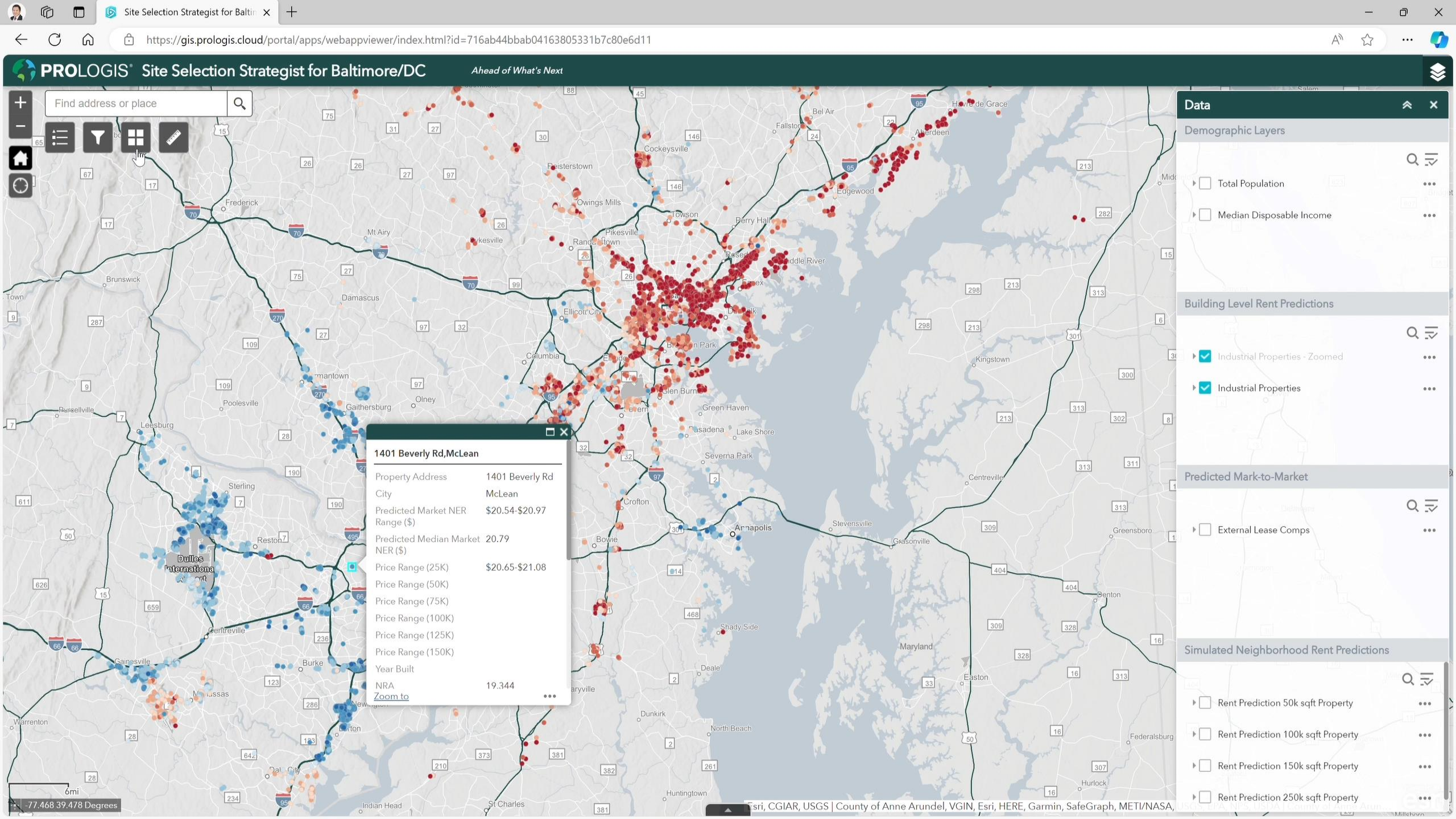


6mi  
-75.709 39.344 Degrees  
234 95 381  
Indian Head St Charles Huntingtown  
Esri, CGIAR, USGS County of Anne Arundel, VGIN, Esri, HERE, Garmin, SafeGraph, METI/NASA, 16  
Rent Prediction 250k sqft Property

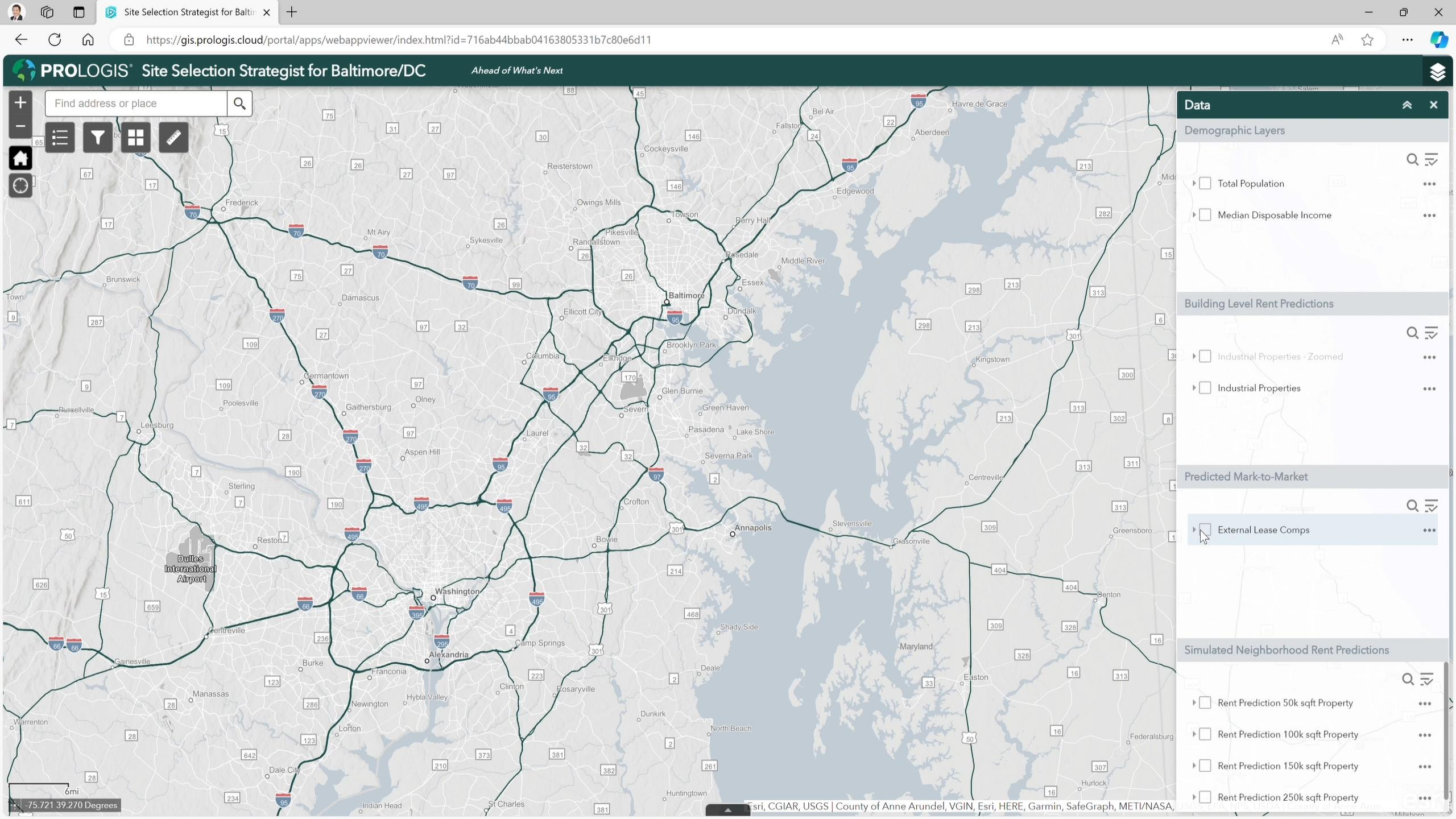




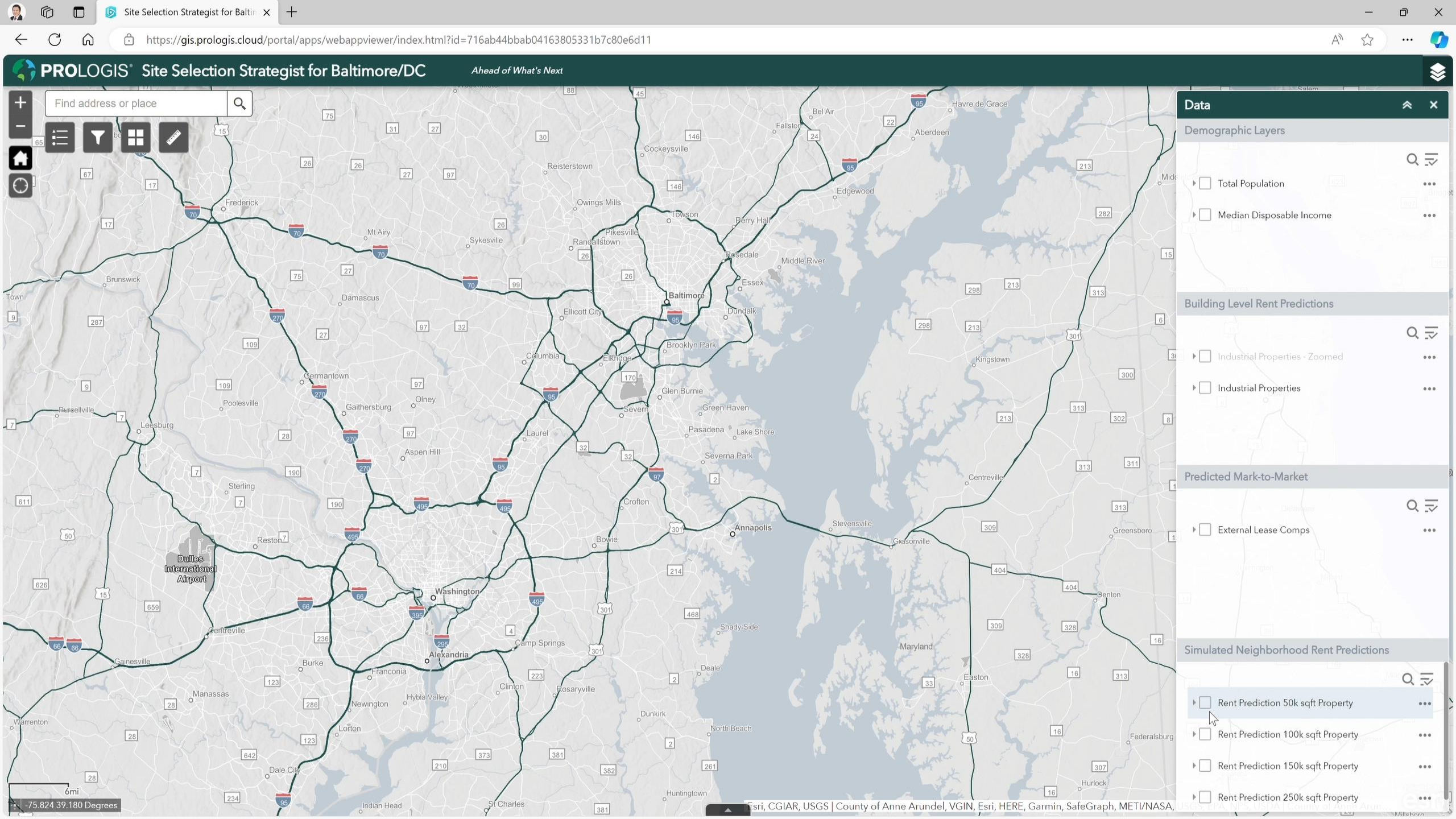












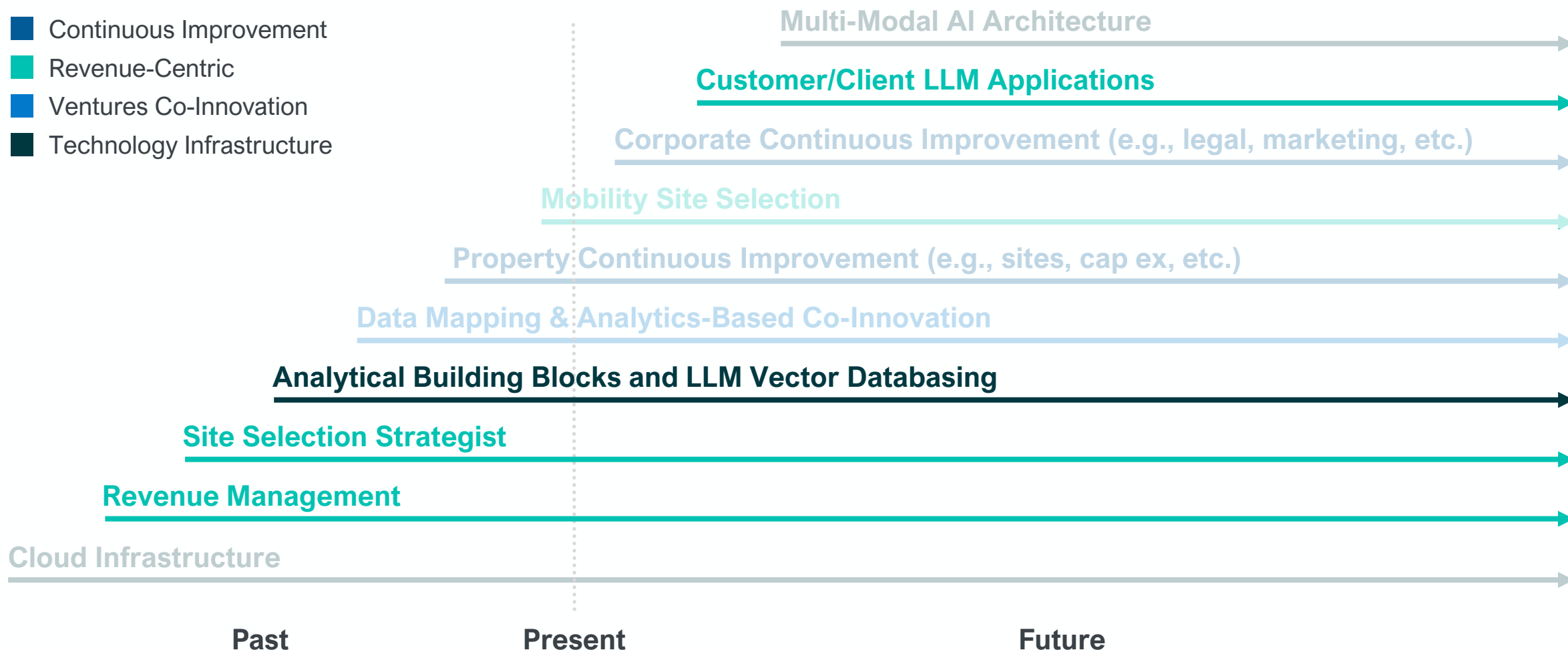






# Data capability roadmap highlights

- Continuous Improvement
- Revenue-Centric
- Ventures Co-Innovation
- Technology Infrastructure





**Why:**  
opportunity to  
outperform

**How:**  
three necessary  
conditions

**What:**  
transformational  
capabilities





**PROLOGIS®**



# Interpreting the Forces Shaping Logistics Real Estate

**Melinda McLaughlin**

Global Head of Research





Logistics  
real estate  
is a **growth  
industry**

Customers are  
solving for  
**revenue  
generation** and  
**risk mitigation**

New **supply** is  
**falling sharply**,  
and will be  
harder to deliver  
in future

**Barriers to supply**  
and proximity to  
consumers will  
drive durable  
**outperformance**



# Logistics real estate is a growth industry: pandemic-era<sup>1</sup> evidence



Source: U.S. Census Bureau, Euromonitor, Prologis Research.

1. Pandemic-era is from December 31, 2019 through September 30, 2023.

2. E-commerce penetration rate excludes gas, auto, food services.

3. Inventory-to-sales ratio is retail and wholesale combined and excludes auto.

4. Analysis for the top 50 markets.



# Covid's permanent multiplier effect on demand

Post-pandemic GDP growth will require

# 1.2x

logistics real estate vs. pre-pandemic

	PRE-PANDEMIC		POST		DEMAND EFFECT
<b>GOODS</b> vs services Share shift driven by demographics	<b>33%</b>	→	<b>35%</b>	→	<b>+6%</b>
<b>INVENTORY</b> per sale Future of supply chain is resilience	<b>1.28</b>	→	<b>1.34</b>	→	<b>+3%</b>
<b>ONLINE</b> vs offline Future of retail is omni-channel	<b>15%</b>	→	<b>22%</b>	→	<b>+11%</b>



# The future of retail is service levels

Online retailers use

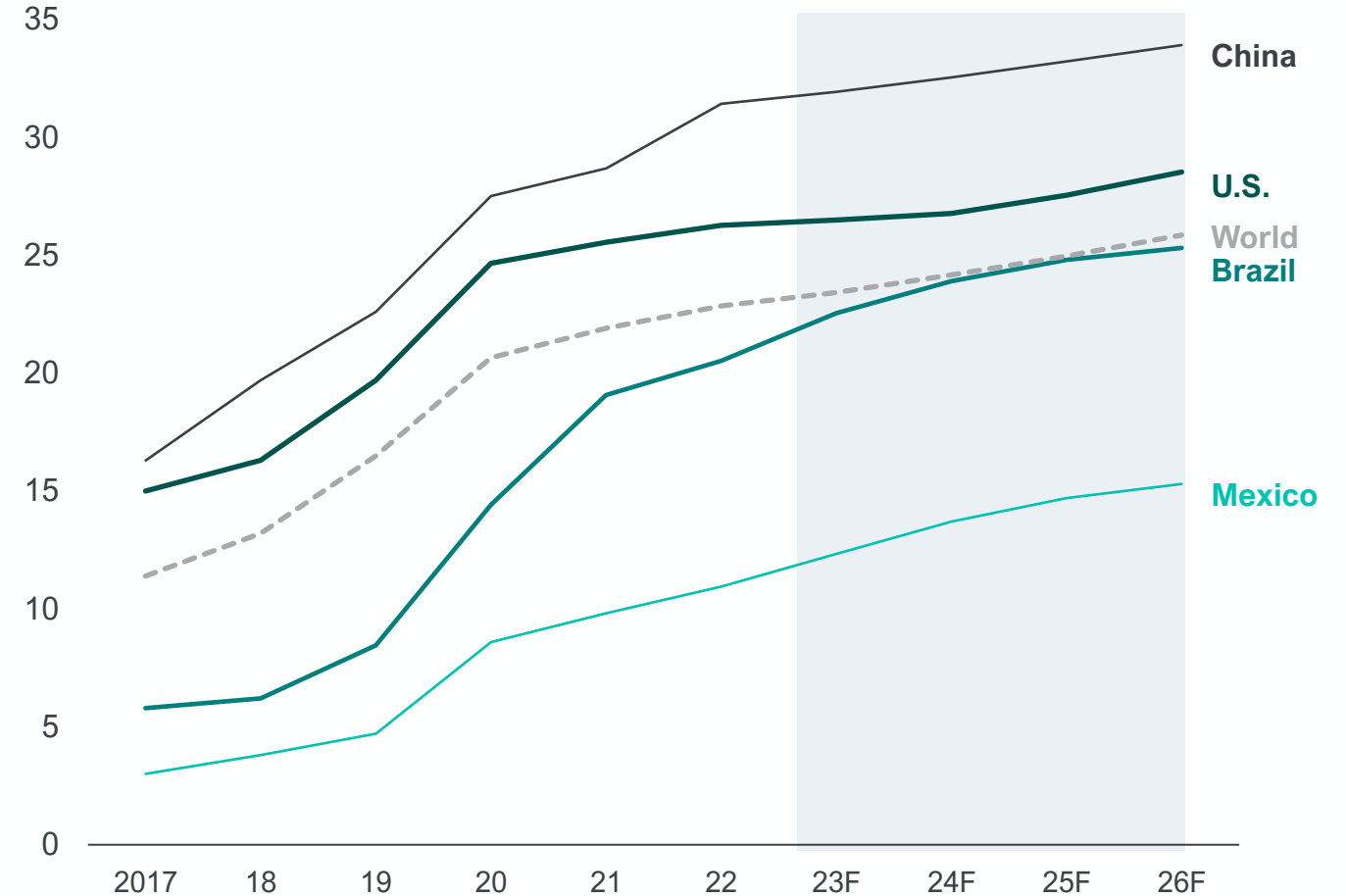
**3x**

the logistics space relative to brick-and-mortar

Source: Euromonitor, Prologis Research.

## Online Sales Penetration<sup>1</sup>

% of total retail goods sales





# The future of supply chains is resilience

49%

of supply chain leaders said disruptions caused major planning challenges in 2023<sup>1</sup>

78%

used inventory buffers and dual sourcing strategies in 2023<sup>1</sup>

Source: U.S. Census Bureau, Prologis Research.  
1. McKinsey Supply Chain Pulse Survey, November 2023.

## I/S Ratio, Retail and Wholesale ex. Auto

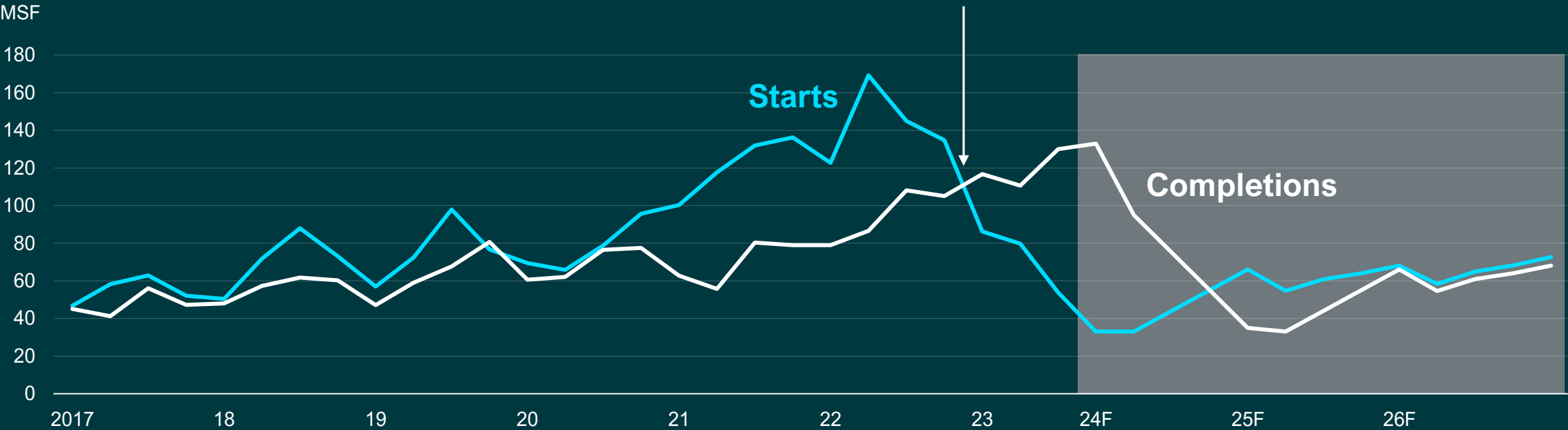
ratio





# Supply cliff coming in 2024

Supply and Demand Indicators, U.S.

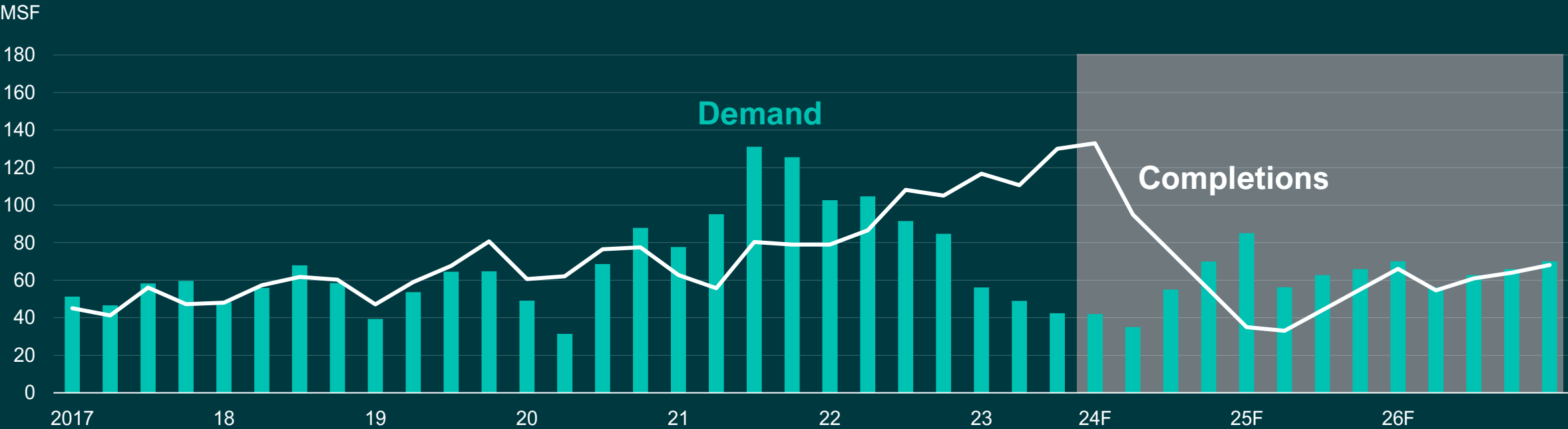


Source: U.S. Census Bureau, Prologis Research.



# Supply cliff coming in 2024

## Supply and Demand Indicators, U.S.



Source: U.S. Census Bureau, Prologis Research.



# Structural barriers to supply are rising

**UNDER CONSTRUCTION**

● < 100k SF

● 101-300k

● 301-600k

● < 601k-1M

● ≥ 1M

**MORATORIUMS**

Enacted

Proposed

Added regulations

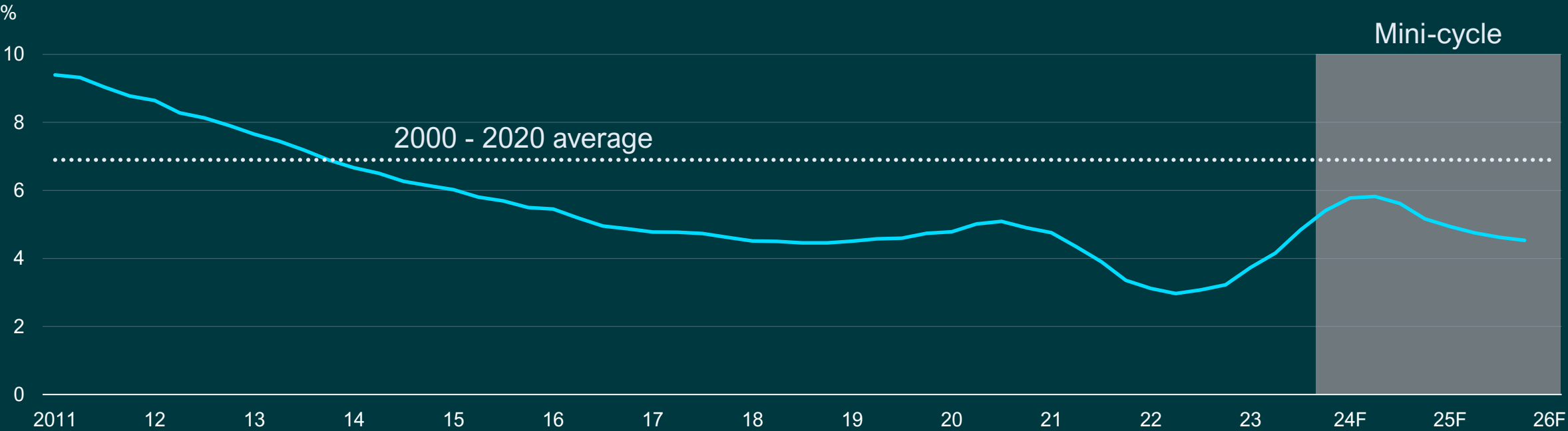
This map illustrates the Los Angeles metropolitan area, highlighting regions with moratoriums and construction sites. The map features a grid of streets and topographical features. Key locations labeled include Universal City and Lake Arrowhead. The map is overlaid with several colored polygons representing moratorium zones: a large light blue area in the center, a smaller light blue area to the west, a green area to the north, and several orange areas to the east and south. Numerous black circles of varying sizes are scattered across the map, representing construction sites. The size of the circles corresponds to the square footage of the construction, and the shading of the circles corresponds to the value of the construction. The legend in the bottom left corner provides the key for these symbols.

8



# Vacancy rate to remain low at ~6% through "mini-cycle"

Vacancy Rate, U.S.



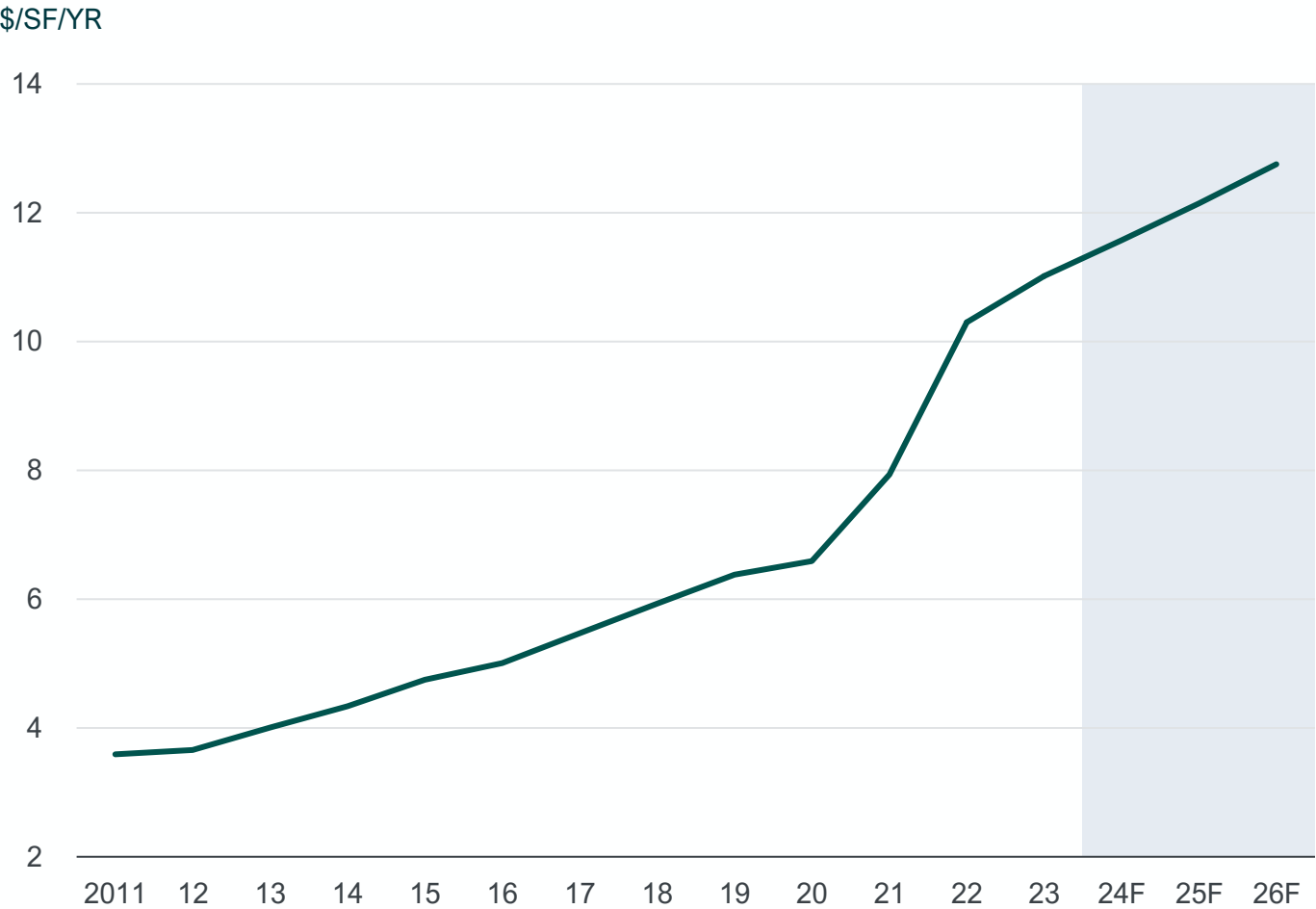


# A past and future-informed view on rent growth

4-6%

CAGR for global market rents  
2024-2026

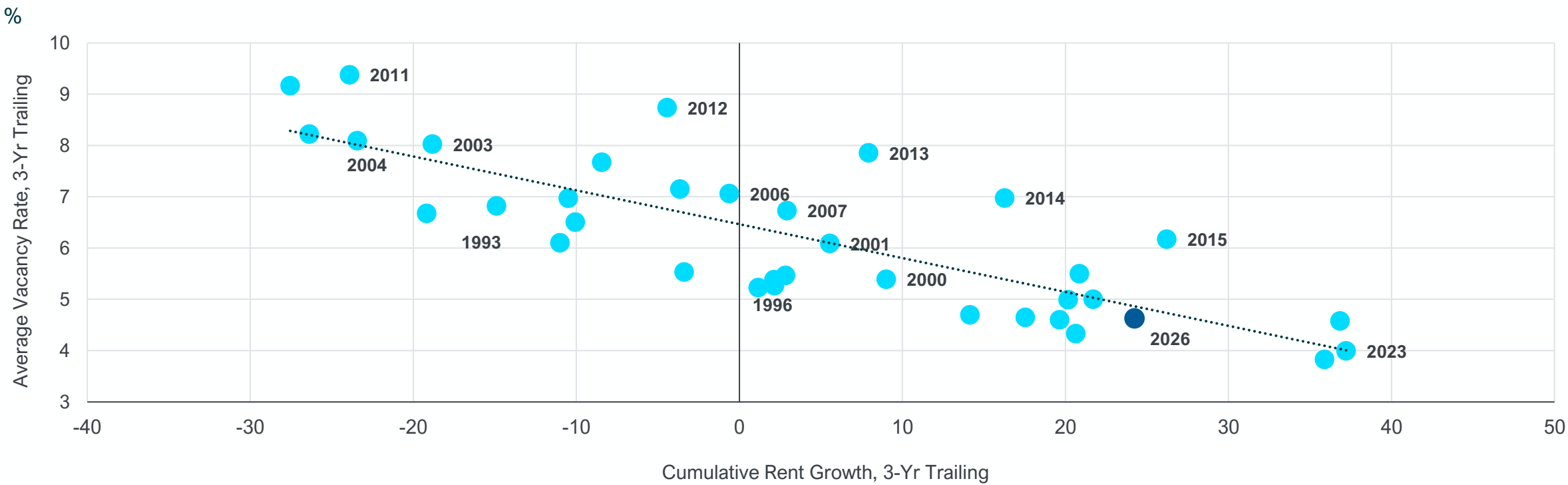
## Net Effective Rents, U.S.





# Market conditions point to strong rent growth

U.S. Vacancy vs. Rent Growth, Base Case Forecast





# The mini-cycle in 4 numbers

**-65%**  
drop in  
starts

**1.2x**  
demand  
multiplier

**<6%**  
forecasted  
peak vacancy

**4-6%**  
market rent growth  
2024-2026 CAGR



Logistics  
real estate  
is a **growth  
industry**

Customers are  
solving for  
**revenue  
generation** and  
**risk mitigation**

New **supply** is  
**falling sharply**,  
and will be  
harder to deliver  
in future

**Barriers to supply**  
and proximity to  
consumers will  
drive durable  
**outperformance**





**PROLOGIS®**



# Driving Growth

**Tim Arndt**

Chief Financial Officer





Building the best  
global logistics  
portfolio

Deepening customer  
centricity

Expanding  
innovation  
and offerings

Leveraging our scale  
through data

**Driving growth**





# Growth begins with an exceptional balance sheet

Prologis group credit ratings<sup>1</sup>

	PROLOGIS	Rated Strategic Capital Vehicles			
		USLF	PELF	NPR	FIBRA
Moody's	A3	A3	A3		
S&P	A	A-	A-		
Other <sup>2</sup>	AA-			AA / AA+	BBB

1. A securities rating is not a recommendation to buy, sell or hold securities and may be subject to revision or withdrawal at any time.

2. Other ratings include R&I, JCR and Fitch.



# Industry leading balance sheet

**4.3x**

DEBT / EBITDA\*<sup>1</sup>

**22%**

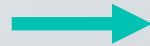
DEBT / TOTAL  
MARKET CAPITALIZATION\*

**0.6%**

SECURED DEBT / GROSS  
REAL ESTATE ASSETS\*

**8.1x**

FIXED CHARGE  
RATIO\*



**\$6.25B**

EXCESS NOMINAL COVERAGE

Note: Data as of September 30, 2023.

\* This is a non-GAAP financial measure. Please see Notes and Definitions included in our Q3 2023 Supplemental for further explanation.

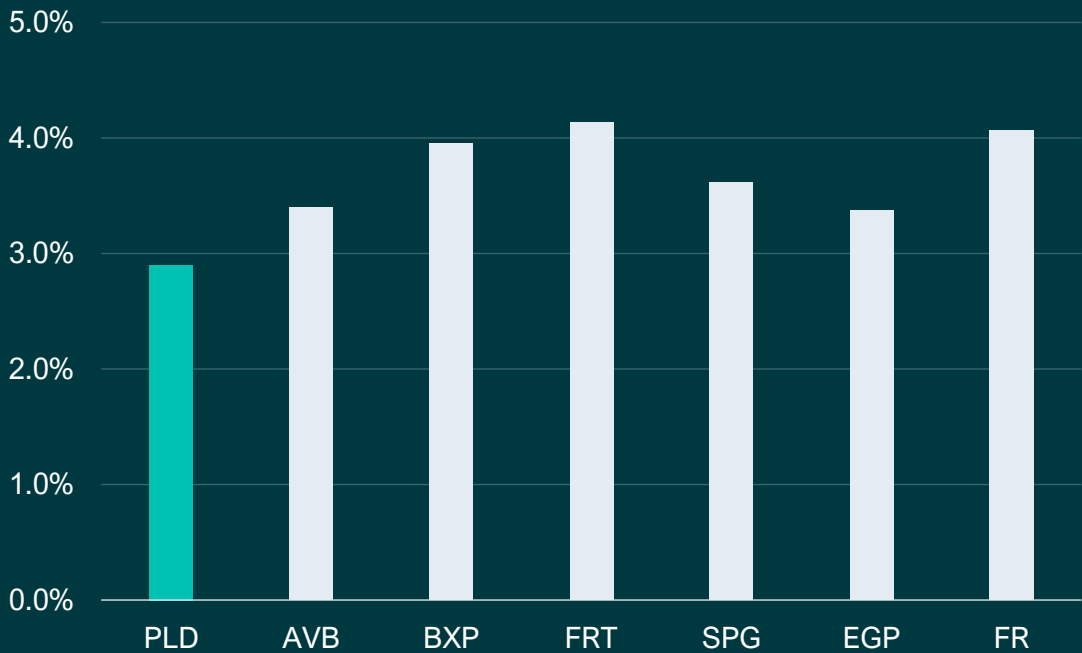
1. Includes development gains.



# Industry leading balance sheet

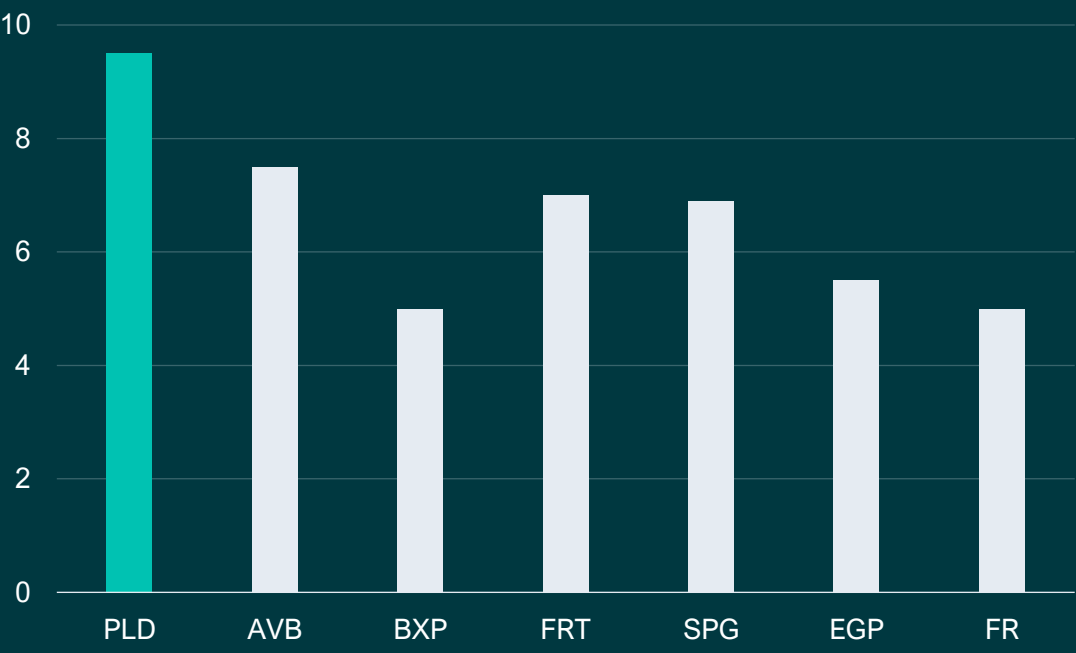
## Weighted Average Interest Rate

percent



## Average Remaining Life

years



Note: Data as of September 30, 2023.



# Strategic Capital: the original differentiator

**Provides  
Significant Capital**

**\$60B**

Third-party AUM

**\$137B**

Prologis  
Enterprise Value

---

**\$197B**

**Heightens  
Returns**

**8.0%** → **10.0%**  
Unlevered  
Property IRR      In Strategic  
Capital Format

**+200 bps**

**Diversifies Risk**

↓  
**Broadens  
Investments**

**3:1**

↓  
**Shelters FX Exposure**

**75%** → **86%** → **96%**  
O&M U.S.      PLD Share      USD Equity  
Assets      Assets      Exposure

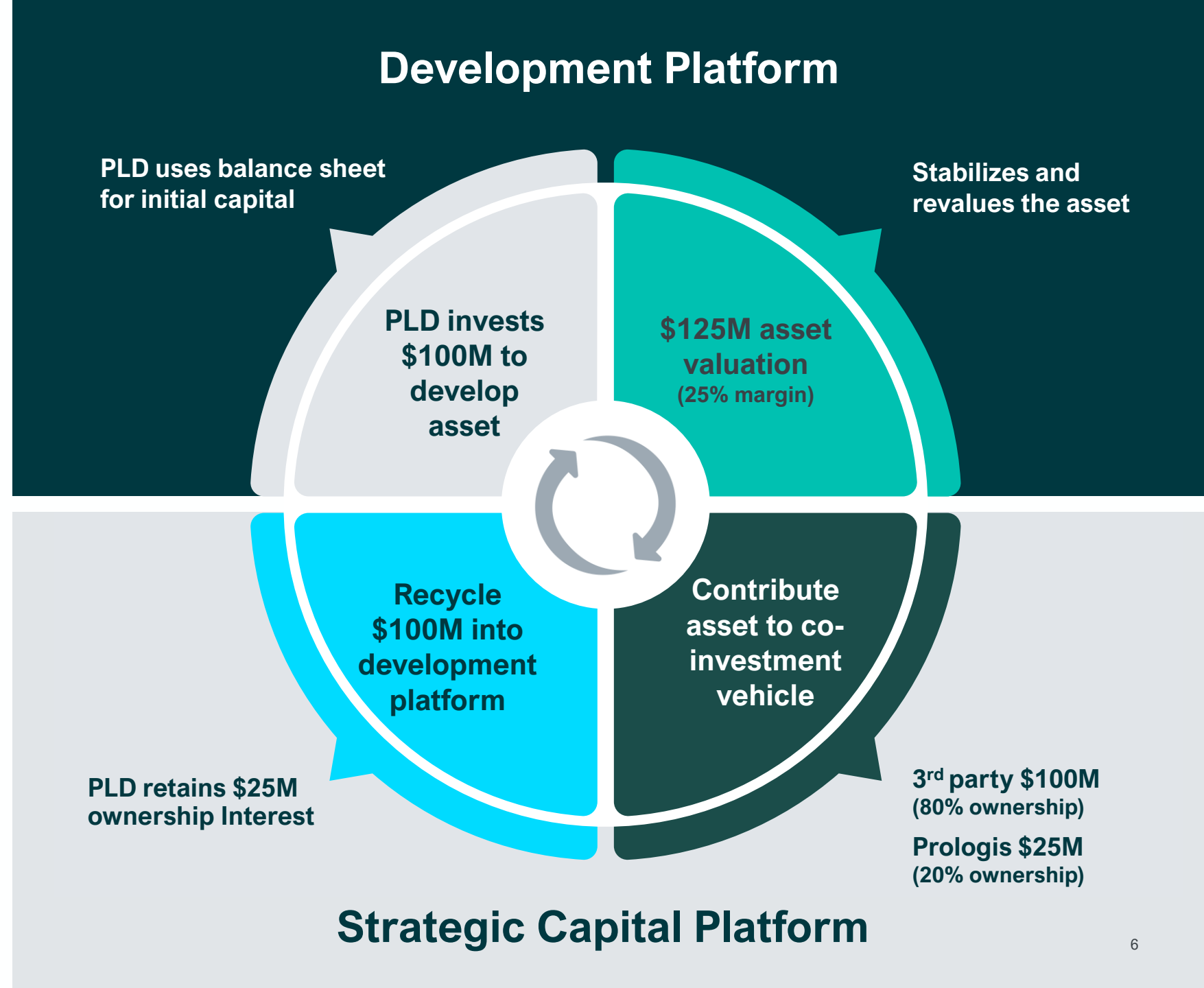
**Drives Capital  
Recycling**





# Capital recycling and value harvesting

Illustrative lifecycle





# A model that generates higher returns internationally

Illustrative impact

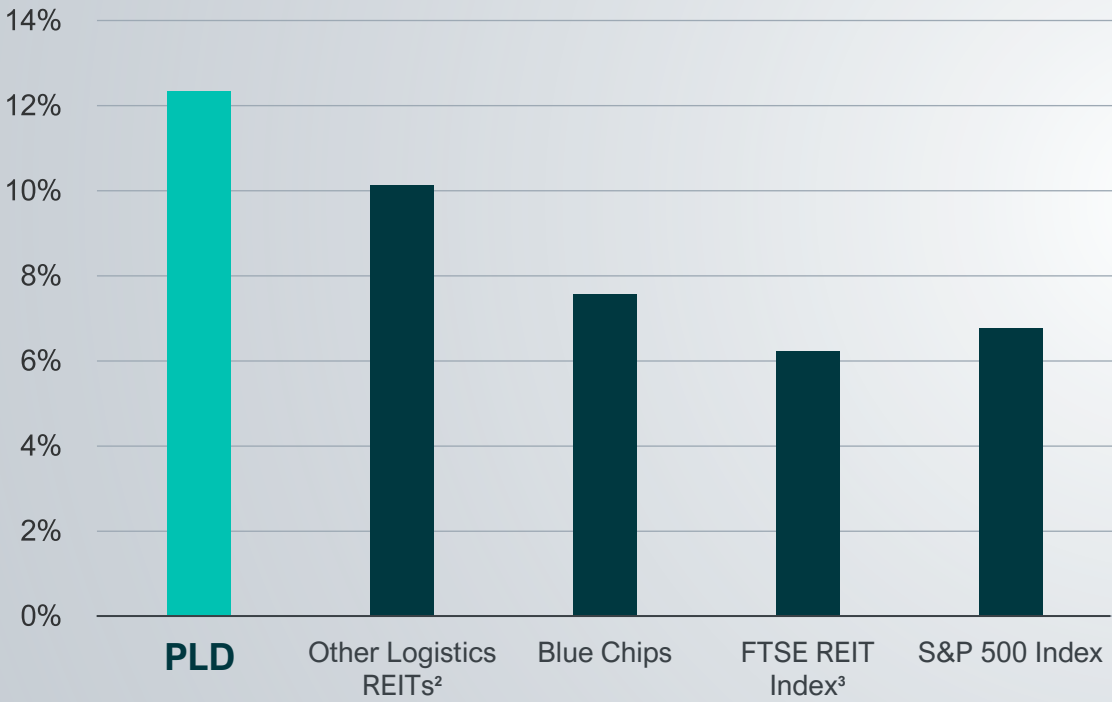
		More intensive use of Strategic Capital outside of the U.S.	Greater relative development opportunity	More favorable cost of capital	
	Unlevered Property IRR	% Strategic Capital	% of Average Development Starts	Local Cost of Debt	Resulting IRR
U.S.	7.5%	20%	50%	3.9%	8.8%
Europe	7.0%	65%	25%	2.1%	10.7%
Japan	5.0%	85%	15%	1.0%	13.4%
Mexico	10.0%	55%	5%	4.0%	11.6%



# Prologis has delivered

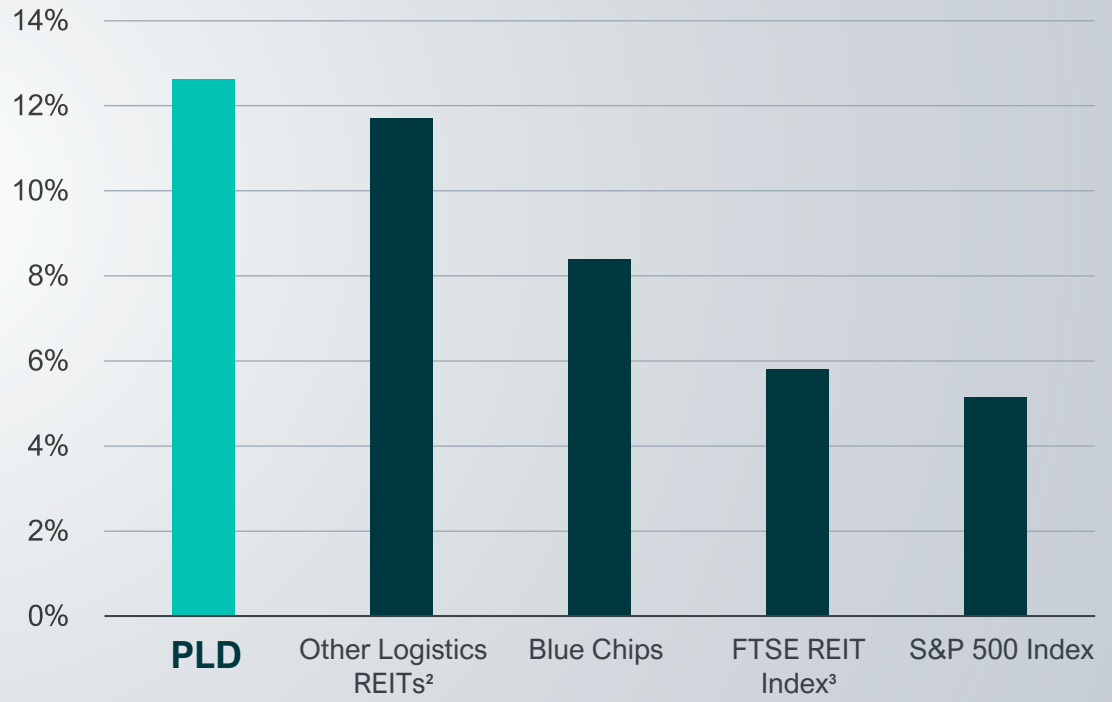
## Earnings Growth<sup>1</sup>

2018-2023 CAGR



## Dividend Growth<sup>1</sup>

2018-2023 CAGR



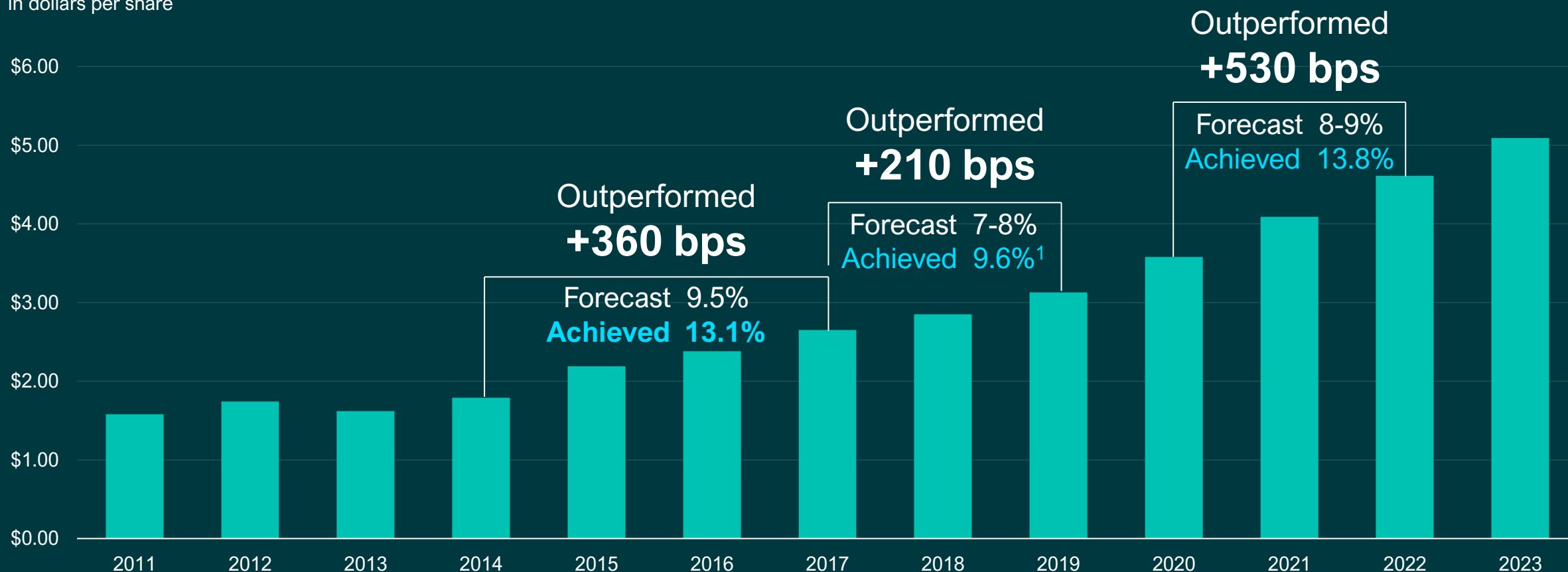
1. FactSet as of October 31, 2023. Earnings reflect FFO for REITs and EPS for S&P 500. 2023 earnings based on consensus estimates. 2023 dividends based on most recent quarter annualized.  
2. Includes EGP, FR, REXR, STAG, TRNO.  
3. Reflects FTSE NAREIT Equity REITs index.



# Prologis has exceeded expectations

## PLD Core FFO\* (Excluding Promotes)

in dollars per share



\* This is a non-GAAP financial measure. Please see Notes and Definitions included in our Q3 2023 Supplemental for further explanation.

1. The base year (2016) used in this calculation has been adjusted for the change in lease accounting (ASC 842) that went into effect in 2019. This reduced the Core FFO reported for 2016 by \$0.04 per share.



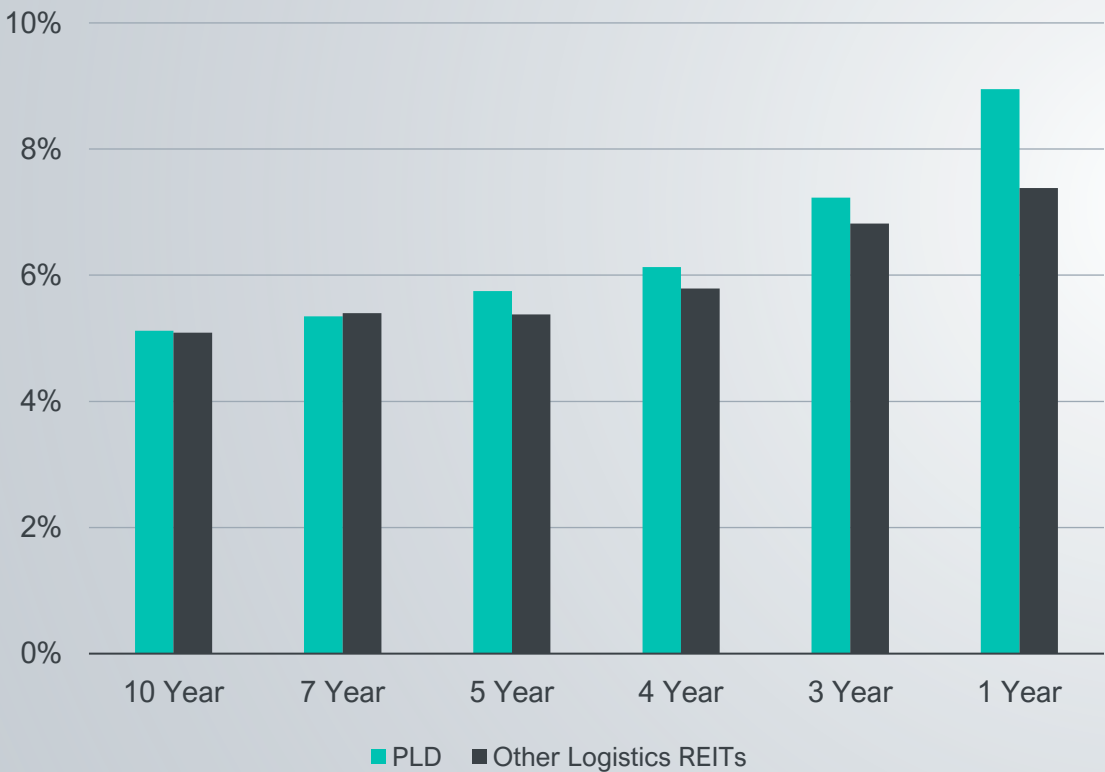
# Growth from here





# Operations have delivered

Average Net Effective Same Store Growth<sup>1</sup>  
percent



Average Net Effective Rent Change<sup>2</sup>  
percent



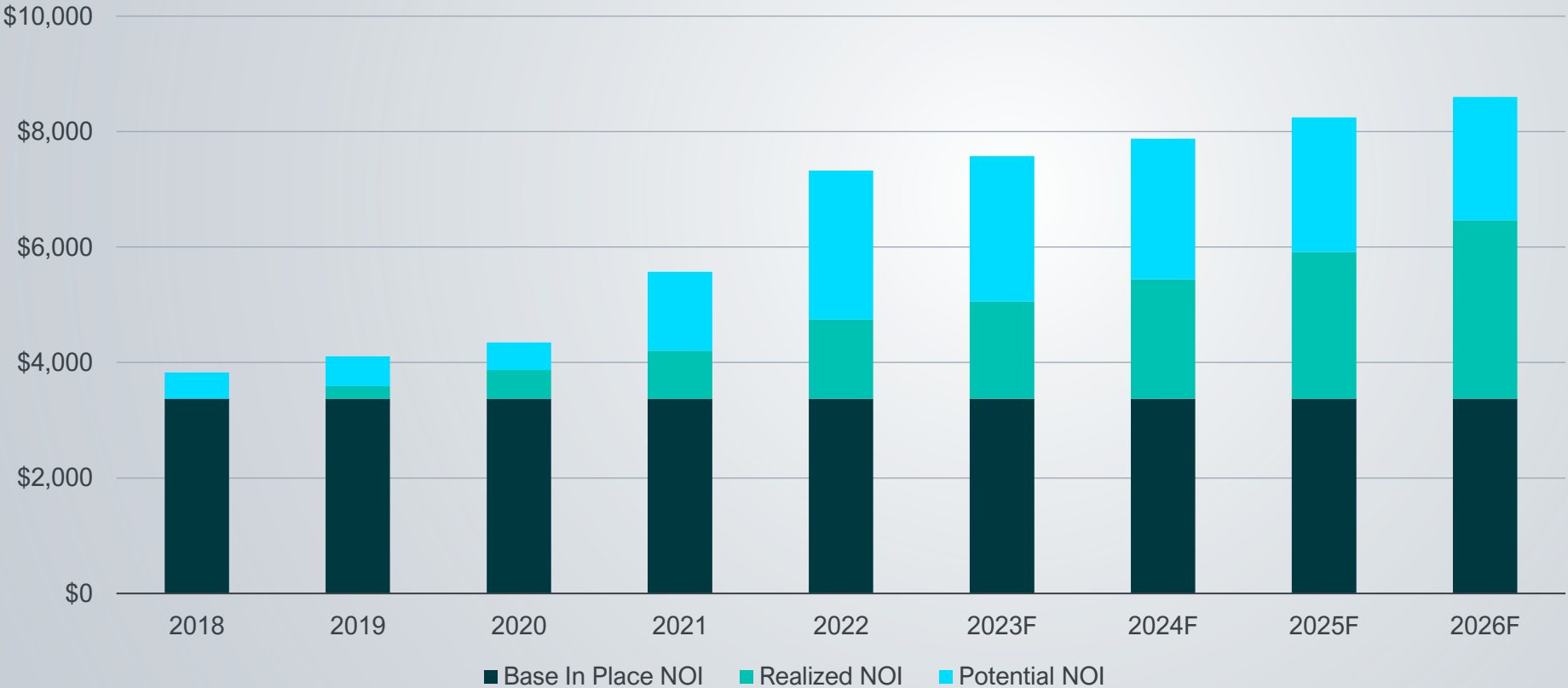
Note: Data as of September 30, 2023.  
1. Includes EGP, FR, REXR, STAG, TRNO.  
2. Includes EGP, FR, REXR, STAG. Excludes TRNO due to lack of available data.



# Potential and realized NOI growth

## Net Operating Income Growth<sup>1</sup>

dollars in millions



**\$2.4B**  
of Potential NOI  
at current rents

**\$1.7B**  
of Realized  
NOI since 2018

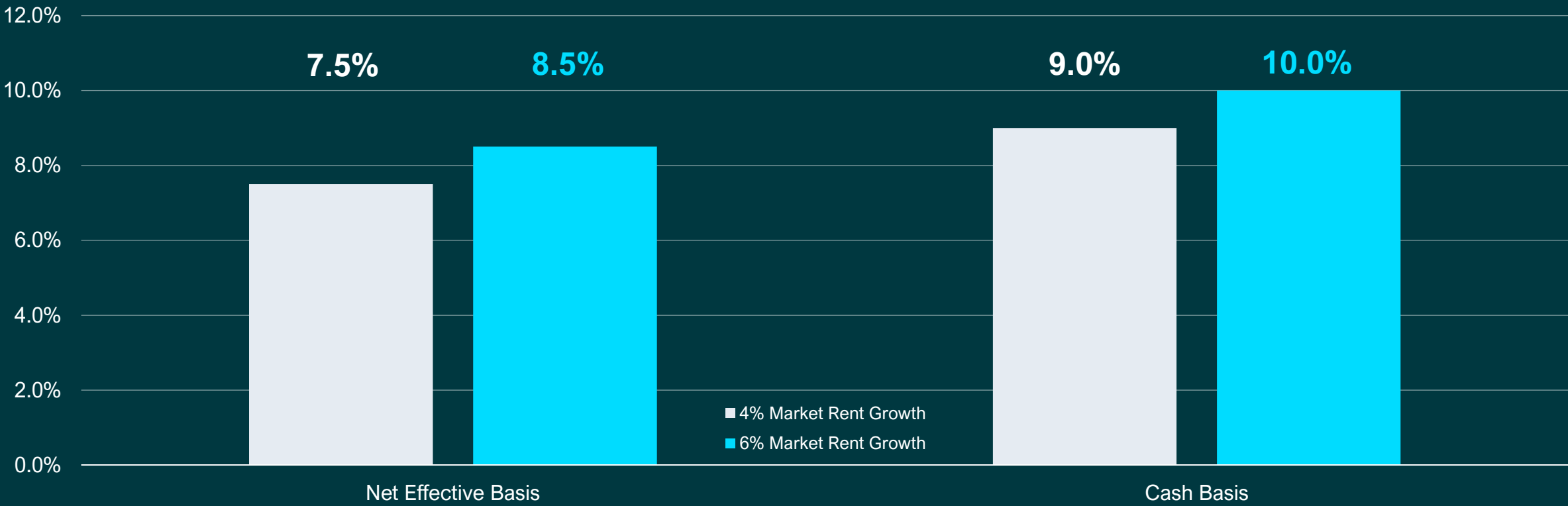
\* This is a non-GAAP financial measure. Please see Notes and Definitions included in our Q3 2023 Supplemental for further explanation.  
1. Net effective basis and includes the impact of amortization of Fair Value of Lease Adjustments. Amounts normalize for a same-property pool of assets and assume average annual market rent growth from 2024-2026 of 5%.



# Operations outlook

## Three-Year Same Store Growth<sup>1</sup>

percent



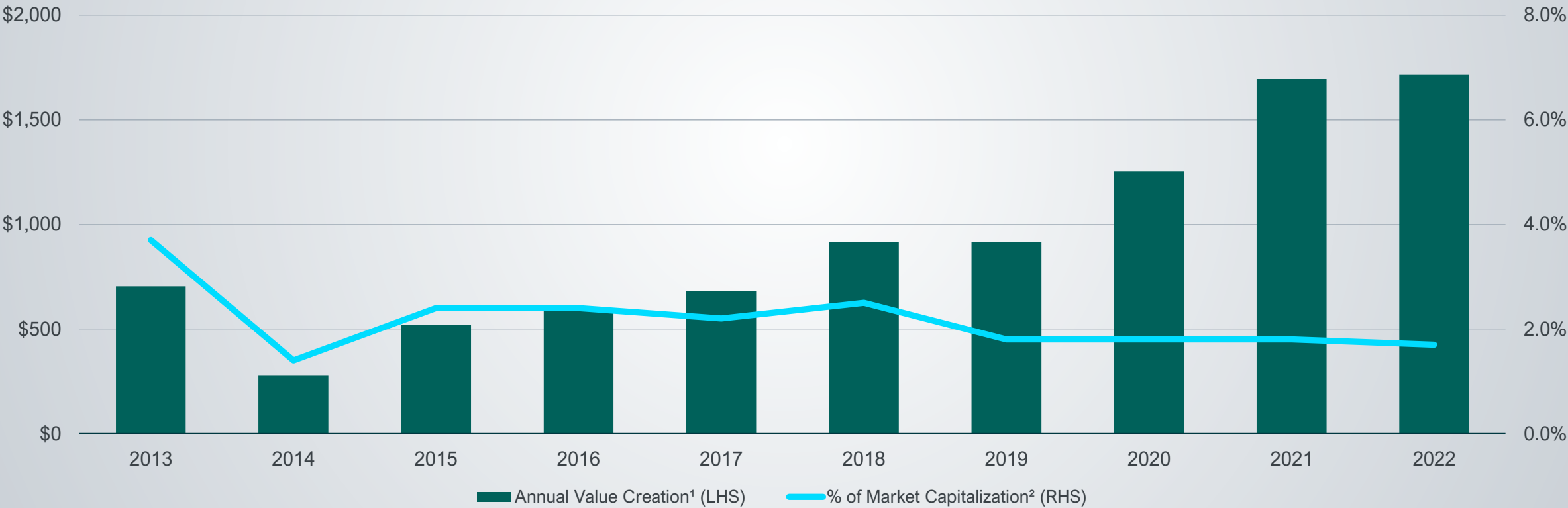
1. Includes impact from the amortization of Fair Value Lease Adjustments (Net Effective Basis) as well as allowances for occupancy changes.



# Development has delivered

## Value Creation<sup>1</sup>

dollars in millions



1. Estimated Value Creation is calculated as the amount by which our value exceeds our Total Expected Investment (TEI) and does not include any fees or promotes we may earn. TEI represents total estimated cost of development or expansion, including land, development and leasing costs. TEI is based on current projections and is subject to change.

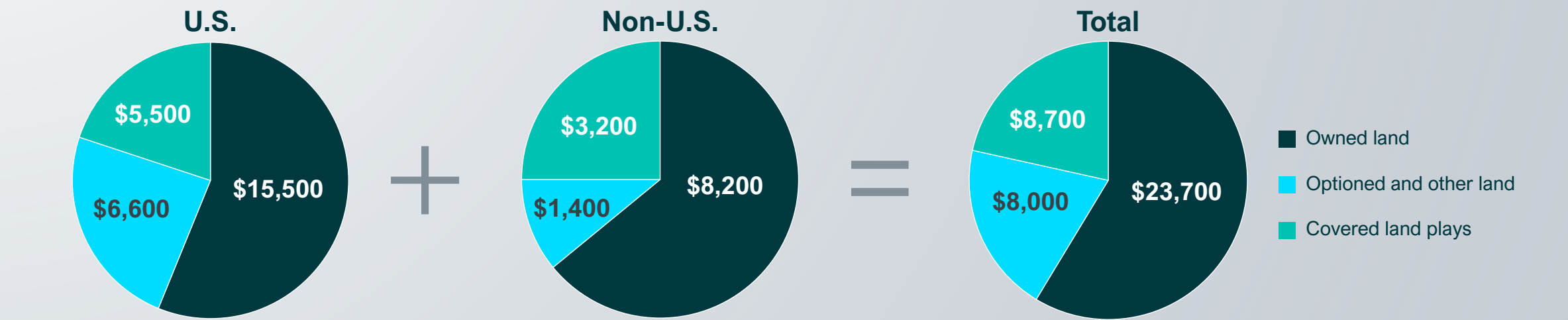
2. FactSet as of December 1, 2023.



# Deployment outlook

## Total Expected Investment<sup>1</sup> of Controlled Land

dollars in millions



	Opportunity	Near-Term Run Rate	Expected Margins
Logistics Development	\$40.6 Billion	\$3.0 - \$5.0 Billion	15 - 25%
Higher-and-Better-Use Conversions	\$10.0 Billion	\$0.5 - \$1.0 Billion	25 - 50%
TOTAL	+\$50.0 Billion	\$3.5 - \$6.0 Billion	

Note: Data as of September 30, 2023.

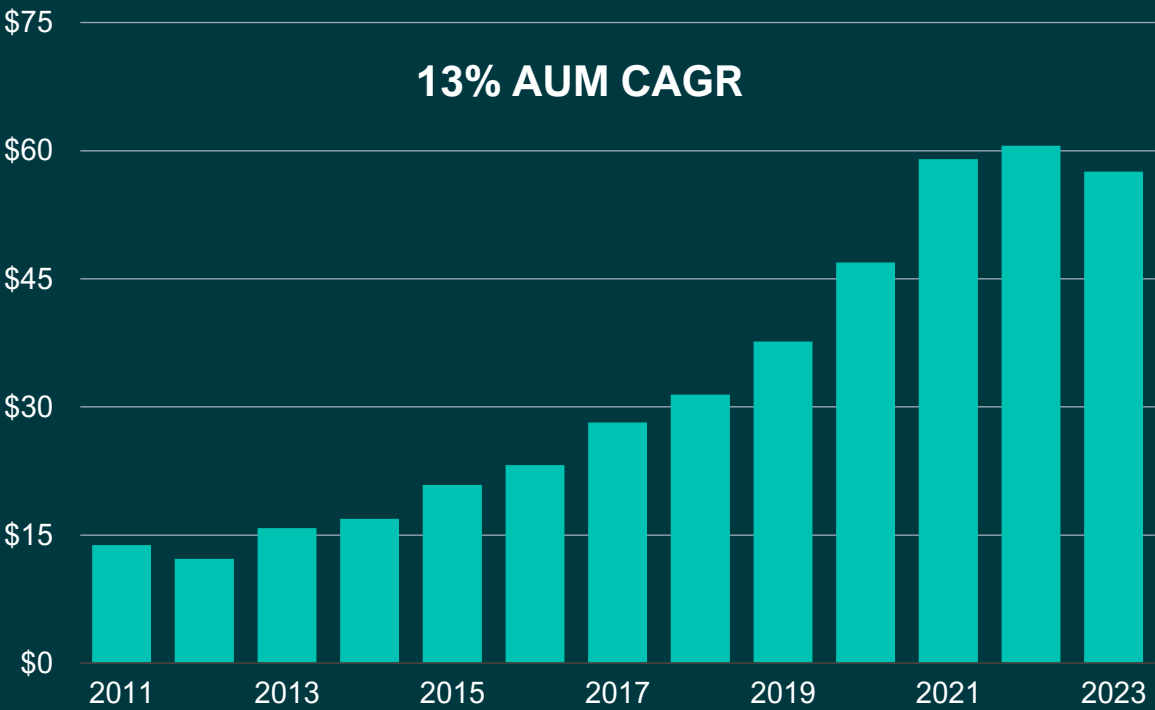
1. TEI represents total estimated cost of development or expansion, including land, development and leasing costs. TEI is based on current projections and is subject to change.



# Strategic Capital has delivered

## Growth in Third-Party AUM<sup>1</sup>

dollars in billions



Note: Data as of September 30, 2023.

1. AUM (fee earning) represents estimated fair value of real estate owned by third-parties and managed by Prologis through both our consolidated and unconsolidated entities; this is third-party investors' share of the estimated fair value of assets in co-investment ventures.

2. As compared to NPI Industrial Index for U.S. ventures and the Customized IPD Pan-European Industrial Index.

## Annualized outperformance to 1/1/22<sup>2</sup>

unlevered total return

	3 Year	5 Year	10 Year
USLF	+177 bps	+221 bps	+110 bps
USLV	+219 bps	+129 bps	N/A
PELF	+85 bps	+93 bps	+170 bps
PELP	+19 bps	+75 bps	N/A



# Strategic Capital outlook

Valuations Uplift	4 - 6% Market Rent Growth Stabilized Return Requirements	4 - 6% CAGR
Contributions	\$2.0 to \$3.0 Billion Annually	3 - 5% CAGR
Third-Party Acquisitions and M&A, less Dispositions	~\$1.0 Billion Annually	~2% CAGR
Potential AUM <sup>1</sup> Growth		9 - 12% CAGR

1. AUM (fee earning) represents estimated fair value of real estate owned by third-parties and managed by Prologis through both our consolidated and unconsolidated entities; this is third-party investors' share of the estimated fair value of assets in co-investment ventures.



# Essentials outlook

## Energy & Mobility Investment

dollars in millions

		2024	2025	2026
Cumulative	MWs Solar	550 - 650MW	800MW - 1.0GW	1.0GW - 1.25GW
	MWs Storage	25 - 50MW	50 - 100MW	250 - 500MW
	MWs Charging	25 - 50MW	50 - 125MW	125 - 250MW
	NOI	\$50 - \$75M	\$100 - \$125M	\$150 - \$200M
Annual	Capital Investment	\$300 - \$450M	\$600M - \$1.0B	\$600M - \$1.0B
	Investment Tax Credits	\$40 - \$60M	\$75 - \$125M	\$125 - \$175M
	Net Capital Investment	\$260 - \$390M	\$525 - \$875M	\$475 - \$825M

### Modeling Considerations:

- ✓ NOI
- ✓ Tax credits
- ✓ Depreciation
- ✓ Funded Capital Investment



# Energy outlook

## Illustrative Supplemental Disclosure

### Solar Operating and Development Portfolios

dollars in thousands	Operating Portfolio - Owned and Managed			Development Portfolio - Owned and Managed		
	Solar Capacity (MW)	Project Count	Gross Book Value	Solar Capacity (MW)	Current Investment	TEI
Southern California	9.9	20	\$ 19,212	18.3	\$ 17,361	\$ 47,712
New Jersey/New York City	49.9	45	85,833	2.8	2,000	6,209
Chicago	-	-	-	10.9	2,106	20,597
San Francisco Bay Area	3.2	5	6,163	3.8	187	8,665
Central Valley	7.7	11	16,219	10.5	10,155	23,920
<b>Total U.S.</b>	<b>70.7</b>	<b>81</b>	<b>127,427</b>	<b>46.3</b>	<b>31,809</b>	<b>107,103</b>
Mexico	-	-	-	6.1	-	5,071
<b>Total Other Americas</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6.1</b>	<b>-</b>	<b>5,071</b>
Germany	7.5	6	4,722	16.4	3,030	14,624
France	0.4	1	1,972	-	-	-
Remaining European countries (8 countries)	9.7	24	5,249	-	-	-
<b>Total Europe</b>	<b>17.6</b>	<b>31</b>	<b>11,943</b>	<b>16.4</b>	<b>3,030</b>	<b>14,624</b>
Japan	38.8	30	64,749	3.8	2,713	3,299
China	2.8	5	4,839	-	-	-
<b>Total Asia</b>	<b>41.6</b>	<b>35</b>	<b>69,588</b>	<b>3.8</b>	<b>2,713</b>	<b>3,299</b>
<b>Total Outside the U.S.</b>	<b>59.2</b>	<b>66</b>	<b>81,531</b>	<b>26.3</b>	<b>5,743</b>	<b>22,994</b>
<b>Total Owned and Managed</b>	<b>129.9</b>	<b>147</b>	<b>\$ 208,958</b>	<b>72.6</b>	<b>\$ 37,552</b>	<b>\$ 130,097</b>
Third-party owned solar	363.1					
<b>Total Solar Capacity (MW)</b>	<b>493.0</b>					

### Supplemental Reporting

- ✓ Total Development Portfolio Expected and Current Investment
- ✓ Total Operating Portfolio Investment
- ✓ Total MW of Portfolio
- ✓ Investment Returns and Investment Tax Credit Detail



# Earnings outlook

	2021 - 2023 Average	2024		2024 - 2026 Average		
		Low	High	Low	High	0% Rent Growth
Market Rent Growth	18.0%			4.0%	6.0%	0.0%
Operating Assumptions						
Average Occupancy	97.2%	96.5%	97.5%	96.0%	97.0%	96.0%
Cash Same Store Growth, PLD Share	8.4%	8.0%	9.0%	9.0%	10.0%	8.5%
Net Effective Same Store Growth, PLD Share	7.6%	7.0%	8.0%	7.5%	8.5%	7.0%
M&A Contribution	1.5%	-	-	-	-	-
<b>Core FFO*, Excluding Promotes Growth</b>	<b>12.4%</b>	<b>8.0%</b>	<b>10.0%</b>	<b>9.0%</b>	<b>11.0%</b>	<b>8.5%</b>

Note: Data as of September 30, 2023.

\* This is a non-GAAP financial measure. Please see Notes and Definitions included in our Q3 2023 Supplemental for further explanation.









## **Hamid Moghadam**

Co-Founder, Chairman and CEO

Hamid Moghadam co-founded Prologis in 1983 and led the company through its IPO in 1997 and merger with Prologis in 2011. He is a trustee emeritus of Stanford University and serves on the boards of Stanford Management Company, Stanford Health Care and the Stanford Graduate School of Business. Mr. Moghadam received an MBA from the Stanford Graduate School of Business and a Bachelor and Master of Science in engineering from the Massachusetts Institute of Technology.



## **Tim Arndt**

Chief Financial Officer

Tim Arndt is responsible for Prologis' worldwide corporate finance function. Since 2004, he has served the company in broad capacities in the Strategic Capital division. Most recently, Mr. Arndt provided oversight of global capital and contributed to merger and acquisition activities as treasurer. He holds a Bachelor of Business Administration from the University of Toledo, an MBA from Cleveland State University and completed the Stanford Executive Program.





## **Carter Andrus**

Chief Operating Officer

Carter Andrus is responsible for the global strategy of Prologis' real estate operations, including its core real estate portfolio comprising 1.2 billion square feet and the regional team's responsibilities for ancillary business functions, such as Prologis Essentials. Mr. Andrus has more than 15 years of experience in logistics real estate in various roles with Prologis. He holds a Bachelor of Arts in economics from the University of Michigan.



## **Damon Austin**

Global Head of Customer Led Development

Damon Austin's team is accountable for build-to-suit transactions for Prologis' largest and fastest-growing multimarket customers. He also leads Prologis' global data center strategy and team. Previously, Mr. Austin was the head of Capital Deployment for the U.S. West Region. Prior to joining Prologis in 2015, he was a principal at Trammell Crow Company in Southern California and earlier in his career a vice president at Lehman Brothers in New York City. Mr. Austin has a Bachelor of Arts in English from Dartmouth College and an MBA from the UCLA Anderson School of Management.





## **Nathaalie Carey**

SVP, Human Resources

Nathaalie Carey oversees Prologis' talent acquisition, DEIB and HR operations modernization. Prior to Prologis, she was the SVP, Industry Affairs and Social Responsibility at Nareit; chief operating officer for the New York State Department of Labor (DOL); CFO and deputy commissioner of administration for DOL; assistant comptroller in the Office of the New York State Comptroller; and CFO for Broome County Government. Ms. Carey holds a Bachelor of Arts and Master of Public Administration from Birmingham University.



## **Chris Caton**

Global Head of Strategy and Analytics

Chris Caton is responsible for the research, advanced analytics and valuations capabilities of the company. Collectively, his teams create and interpret industry data, identify and project emerging trends, and communicate and develop tools to drive business strategy. Prior to joining Prologis in 2012, Mr. Caton served as vice president in Morgan Stanley's research and private real estate departments. He holds an MBA from the Wharton School at the University of Pennsylvania, a Master of Arts in economics from Boston University and Bachelor of Science in mathematics from the University of Puget Sound.





## **Lisa Costello**

Director, Prologis Ventures

Lisa Costello joined Prologis in July 2021 and is constructing a world-class platform designed to drive growth and value to Prologis Ventures portfolio companies by bridging the gap between business units, customers and startups. Prior to joining Prologis, Ms. Costello was director of innovation for Merchants Fleet and also worked in Southern New Hampshire University's innovation center. She received her bachelor's degree in business management from Daniel Webster College and MBA in leadership from Southern New Hampshire University.



## **Joseph Ghazal**

Chief Investment Officer

Joseph Ghazal leads the investment strategy globally; is responsible for the investment committee; and manages the execution of deployment activities, deployment pipeline, and budgeting and multimarket portfolio acquisitions and dispositions. Mr. Ghazal has more than 20 years of experience in logistics real estate development with Prologis. He holds an MBA from ESA, Paris ESCP; a master's degree from ESTP, Paris; and a civil engineering degree.





## Henrik Holland

Global Head of Mobility

Henrik Holland spearheads the company's entry into the nascent mobility industry. Before joining Prologis in July of 2021, Mr. Holland was the chief operating officer at Shell Greenlots, led the Electric Mobility Corporate Development activities for Shell New Energies and the acquisition of Greenlots, and founded Shell's Connected Energy group. He started his career in new energies in venture capital by leading Shell Ventures' efforts in cleantech investing in 2013. He holds a master's degree in electrical engineering from University of Twente and an MBA from RSM, Erasmus University.



## Dan Letter

President

Dan Letter is responsible for the company's global real estate operations and capital deployment activities across the 19 countries in which Prologis operates. Prior to this role, he served as the global head of Capital Deployment. Mr. Letter has a Bachelor of Science in civil engineering from Marquette University. He is active in the Urban Land Institute, National Association of Industrial and Office Properties and is on the advisory board for the Marquette University Center for Real Estate.





## **Todd Lewis**

VP, Prologis Ventures

Todd Lewis joined Prologis in October 2020 and is vice president of Prologis Ventures. He's worked across a broad spectrum of technologies that support supply chain logistics, including autonomous vehicles, robotic automation, artificial intelligence, machine learning, aerial drones, and software as a service driving digital efficiencies and ecommerce growth. Prior to joining Prologis, he created a new division at UPS focused solely on the venture capital ecosystem and was tasked with rethinking and relaunching the company's 23-year-old early-stage venture arm. Mr. Lewis received a bachelor's from San Diego State University and an MBA from National University.



## **Scott Marshall**

Chief Customer Officer

With 25 years of commercial real estate experience, Scott Marshall drives customer-related initiatives across all Prologis business lines and geographies. He also guides the teams responsible for broadening Prologis' use of data-driven insights and executing the company's comprehensive customer strategy. Prior to Prologis, Mr. Marshall served as CBRE's global chief client officer and held other executive leadership positions at CBRE, including Americas head of industrial and logistics and Americas president of investor leasing. He was also president and chief development officer at Hana. Mr. Marshall has a Bachelor of Science in business administration from Bradley University.





## Melinda McLaughlin

Global Head of Research

In addition to leading the global research team, Melinda McLaughlin tracks, analyzes, and forecasts logistics real estate fundamentals and structural industry trends, translating insights into strategic decision-making for the company. Her other areas of specialization include supply chain reconfiguration, location differentiation and econometric modeling. Prior to joining Prologis in March 2015, Ms. McLaughlin was a vice president at Rosen Consulting Group. She holds a Bachelor of Science in economics from the Wharton School at the University of Pennsylvania with a concentration in real estate.



## Will O'Donnell

Global Head of Prologis Ventures

Will O'Donnell leads Prologis Ventures, the venture capital, innovation and corporate development arm of Prologis. With over 22 years of experience in both real estate and technology, he heads efforts to invest in cutting-edge technology for supply chain logistics and real estate. Mr. O'Donnell joined legacy AMB in 2003, where he led some of the company's more complicated transactions and established a successful track record of building and acquiring investment platforms and companies globally. Prior to joining AMB, he was director of acquisition solutions at Acxiom Impact and a management consultant at Cambridge Technology Partners. Mr. O'Donnell received his Bachelor of Arts in English and Spanish from Duke University.





## Jill Sawyer

Global Head of Investor Relations at Prologis

Jill Sawyer's primary focus is to ensure that Prologis' strategy, performance and competitive edge is well understood by the Wall Street community, with the objective of obtaining a fair relative valuation. She also serves as a senior advisor to Prologis' two public, company-sponsored vehicles: FIBRA Prologis and Nippon Prologis REIT. Prior to joining Prologis in 2019, Ms. Sawyer was an associate analyst on the Citi REIT research team. She has also worked as an associate covering mortgage REITs at MLV & Co. and in global banking at Santander Bank. She holds a Bachelor of Business Administration from the University of Massachusetts, Amherst, with a concentration in finance.



## Susan Uthayakumar

Chief Energy and Sustainability Officer

Susan Uthayakumar leads the evaluation and scaling of existing and emerging energy solutions for Prologis. Prior to joining Prologis, she served as president of Schneider Electric's Sustainability Business Division. Ms. Uthayakumar holds an executive MBA from the Kellogg School of Management at Northwestern University with a focus on international business practices. In addition, she holds a Master of Accounting and a Bachelor of Arts from the University of Waterloo.



# Notes and Definitions

Please refer to our annual and quarterly financial statements filed with the Securities and Exchange Commission on Forms 10-K and 10-Q and other public reports for further information about us and our business.

See our [Q3 2023 Supplemental](#) for definitions of terms used in this presentation, further explanations, and reconciliations of non-GAAP measures to the most directly comparable GAAP measures.

**FFO, as modified by Prologis attributable to common stockholders/unitholders (“FFO, as modified by Prologis”); Core FFO attributable to common stockholders/unitholders (“Core FFO”); AFFO attributable to common stockholders/unitholders (“AFFO”); (collectively referred to as “FFO”).** FFO is a non-GAAP financial measure that is commonly used in the real estate industry. The most directly comparable GAAP measure to FFO is net earnings. The National Association of Real Estate Investment Trusts (“NAREIT”) defines FFO as earnings computed under GAAP to exclude historical cost depreciation and gains and losses from sales net of any related tax, along with impairment charges, of previously depreciated properties. We also exclude the gains on revaluation of equity investments upon acquisition of a controlling interest and the gain recognized from a partial sale of our investment, as these are similar to gains from the sales of previously depreciated properties. We exclude similar adjustments from our unconsolidated entities and the third parties’ share of our consolidated co-investment ventures.

## Our FFO Measures

Our FFO measures begin with NAREIT’s definition and we make certain adjustments to reflect our business and the way that management plans and executes our business strategy. While not infrequent or unusual, the additional items we adjust for in calculating *FFO, as modified by Prologis*, *Core FFO* and *AFFO*, as defined below, are subject to significant fluctuations from period to period. Although these items may have a material impact on our operations and are reflected in our financial statements, the removal of the effects of these items allows us to better understand the core operating performance of our properties over the long term. These items have both positive and negative short-term effects on our results of operations in inconsistent and unpredictable directions that are not relevant to our long-term outlook.

We calculate our FFO measures, as defined below, based on our proportionate ownership share of both our unconsolidated and consolidated ventures. We reflect our share of our FFO measures for unconsolidated ventures by applying our average ownership percentage for the period to the applicable reconciling items on an entity by entity basis. We reflect our share for consolidated ventures in which we do not own 100% of the equity by adjusting our FFO measures to remove the noncontrolling interests share of the applicable reconciling items based on our average ownership percentage for the applicable periods.

These FFO measures are used by management as supplemental financial measures of operating performance and we believe that it is important that stockholders, potential investors and financial analysts understand the measures management uses. We do not use our FFO measures as, nor should they be considered to be, alternatives to net earnings computed under GAAP, as indicators of our operating performance, as alternatives to cash from operating activities computed under GAAP or as indicators of our ability to fund our cash needs.

We analyze our operating performance principally by the rental revenues of our real estate and the revenues from our strategic capital business, net of operating, administrative and financing expenses. This income stream is not directly impacted by fluctuations in the market value of our investments in real estate or debt securities.

## FFO, as modified by Prologis

To arrive at *FFO, as modified by Prologis*, we adjust the NAREIT defined FFO measure to exclude the impact of foreign currency related items and deferred tax, specifically:

- (i) deferred income tax benefits and deferred income tax expenses recognized by our subsidiaries;
- (ii) current income tax expense related to acquired tax liabilities that were recorded as deferred tax liabilities in an acquisition, to the extent the expense is offset with a deferred income tax benefit in earnings that is excluded from our defined FFO measure;
- (iii) foreign currency exchange gains and losses resulting from (a) debt transactions between us and our foreign entities, (b) third-party debt that is used to hedge our investment in foreign entities, (c) derivative financial instruments related to any such debt **transactions**, and (d) mark-to-market adjustments associated with other derivative financial instruments.

We use FFO, as modified by Prologis, so that management, analysts and investors are able to evaluate our performance against other REITs that do not have similar operations or operations in jurisdictions outside the U.S.

## Core FFO

In addition to *FFO, as modified by Prologis*, we also use Core FFO. To arrive at *Core FFO*, we adjust *FFO, as modified by Prologis*, to exclude the following recurring and nonrecurring items that we recognize directly in *FFO, as modified by Prologis*:

- (i) gains or losses from the disposition of land and development properties that were developed with the intent to contribute or sell;
- (ii) income tax expense related to the sale of investments in real estate;
- (iii) impairment charges recognized related to our investments in real estate generally as a result of our change in intent to contribute or sell these properties;
- (iv) gains or losses from the early extinguishment of debt and redemption and repurchase of preferred stock; and
- (v) expenses related to natural disasters.

We use Core FFO, including by segment and region, to: (i) assess our operating performance as compared to other real estate companies; (ii) evaluate our performance and the performance of our properties in comparison with expected results and results of previous periods; (iii) evaluate the performance of our management; (iv) budget and forecast future results to assist in the allocation of resources; (v) provide guidance to the financial markets to understand our expected operating performance; and (vi) evaluate how a specific potential investment will impact our future results.



# Notes and Definitions, cont.

## Limitations on the use of our FFO measures

While we believe our modified FFO measures are important supplemental measures, neither NAREIT's nor our measures of FFO should be used alone because they exclude significant economic components of net earnings computed under GAAP and are, therefore, limited as an analytical tool. Accordingly, these are only a few of the many measures we use when analyzing our business. Some of the limitations are:

- The current income tax expenses that are excluded from our modified FFO measures represent the taxes that are payable.
- Depreciation and amortization of real estate assets are economic costs that are excluded from FFO. FFO is limited, as it does not reflect the cash requirements that may be necessary for future replacements of the real estate assets. Furthermore, the amortization of capital expenditures and leasing costs necessary to maintain the operating performance of logistics facilities are not reflected in FFO.
- Gains or losses from property dispositions and impairment charges related to expected dispositions represent changes in value of the properties. By excluding these gains and losses, FFO does not capture realized changes in the value of disposed properties arising from changes in market conditions.
- The deferred income tax benefits and expenses that are excluded from our modified FFO measures result from the creation of a deferred income tax asset or liability that may have to be settled at some future point. Our modified FFO measures do not currently reflect any income or expense that may result from such settlement.
- The foreign currency exchange gains and losses that are excluded from our modified FFO measures are generally recognized based on movements in foreign currency exchange rates through a specific point in time. The ultimate settlement of our foreign currency-denominated net assets is indefinite as to timing and amount. Our FFO measures are limited in that they do not reflect the current period changes in these net assets that result from periodic foreign currency exchange rate movements.
- The gains and losses on extinguishment of debt or preferred stock that we exclude from our Core FFO, may provide a benefit or cost to us as we may be settling our obligation at less or more than our future obligation.
- The natural disaster expenses that we exclude from Core FFO are costs that we have incurred.

We compensate for these limitations by using our FFO measures only in conjunction with net earnings computed under GAAP when making our decisions. This information should be read with our complete Consolidated Financial Statements prepared under GAAP. To assist investors in compensating for these limitations, we reconcile our modified FFO measures to our net earnings computed under GAAP.