

03.05.2018

Prologis

Citi Global Property CEO Conference

Hollywood, FL

Prologis Park Redlands Distribution Center, Redlands, California

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 fourth quarter Earnings Release and Supplemental Information that is available on our investor relations website at www.ir.prologis.com and on the SEC's website at 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," "estimates" and 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, development activity and changes in sales or contribution volume of properties, 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 climates, (ii) changes in 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 income tax 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 and funds, (viii) risks of doing business internationally, including currency risks, (ix) environmental uncertainties, including risks of natural disasters, and (x) 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.

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Why Prologis

Prologis Park Munich East, Munich, Germany

Section 01

Points of Focus

Amazon Intl Park of Commerce in Tracy, CA

Superior Earnings and Dividend Growth

Core FFO* per share CAGR	1-Year	3-Year	5-Year
PLD (excluding promotes)	10%	13%	9%
Other Logistics REITs ⁽¹⁾	7%	5%	5%
Blue Chips ⁽²⁾	5%	7%	7%
REIT Average ⁽³⁾	4%	6%	7%
S&P 500 Average ⁽⁴⁾	11%	4%	5%

Dividend CAGR	1-Year	3-Year	5-Year
PLD	5%	10%	9%
Other Logistics REITs ⁽¹⁾	0%	3%	3%
Blue Chips ⁽²⁾	8%	10%	11%
REIT Average ⁽³⁾	4%	6%	7%
S&P 500 Average ⁽⁴⁾	4%	9%	12%

Prologis has the **best**
Core FFO*

CAGR's for the three and five-year time periods

Prologis has the **top Dividend**

CAGR for the three-year time period

Over the three-year time period, Prologis reduced leverage by **700 bps** and achieved a A3/A-rating⁽⁵⁾

*This is a non-GAAP financial measure

Source: Factset, data as of Feb. 23, 2018; growth through YE 2017

1. Includes DCT, DRE, EGP, FR, LPT and STAG. Weighted on market cap

2. Includes AVB, BXP, EQR, FRT, HST, PSA, and SPG. Weighted on market cap

3. Includes REITs in the RMZ as of 12/31/2017 with data for every year in each respective period; weighted on market cap

4. Source: SP500 per Factset

5. Leverage on a market capitalization basis. A securities rating is not a recommendation to buy, sell or hold securities and is subject to revision or withdrawal at any time by the rating agency

Industry-Leading Same Store and Earnings Guidance

2018 SAME STORE NOI* GROWTH

GAAP

Cash

PLD ⁽¹⁾

4.5%

5.5%

Other Logistics REITs⁽²⁾

3.2%

4.1%

CORE FFO* PER SHARE GROWTH

Prior 3-Year CAGR

2018 Guidance Midpoint

PLD (excluding promotes)

13%

7%

Other Logistics REITs ⁽²⁾

5%

3%

Blue Chips ⁽³⁾

7%

4%

Prologis established sector-leading guidance for 2018 SSNOI* growth among the logistics REITs

- +100 bps higher than the peer average

Established the highest estimated Core FFO per share growth for 2018

- +300 bps higher than the peer average

Strong Three-Year Return Potential

Illustrative, as Presented at Prologis Investor Forum – November 2016

4.0-5.0%

SSNOI^{*(1)}
Midpoint of Low
& High Scenario

Expect to deliver sector-leading same store growth

- Superior rent growth from market selection and infill focus
- Significant embedded upside from rolling current rents in our portfolio to market



1.5%

Yield on Value
Creation

Global platform enables us to allocate capital opportunistically and capture a disproportionate share of profitable development opportunities



1.8%

Platform Leverage

Scale will drive efficiency

- Ability to grow NOI and fees without increasing costs
- Balance sheet continues to strengthen



0.3%

Assumed Interest
Rate Expansion

Conservative expectation for interest rate expansion will be a slight drag



7.0-8.0%

Core FFO* Growth
(excluding promotes)



3.0%

Dividend Yield



10.0-11.0%

Annual Total Return⁽²⁾

* This is a non-GAAP financial measure

1. Net Effective; expect Cash SSNOI to be higher

2. Based on a number of assumptions that Prologis believes to be reasonable; however, no assurance can be made that Prologis' expectations will be attained and there actual outcomes and results may differ materially

Three-Year Growth Scorecard

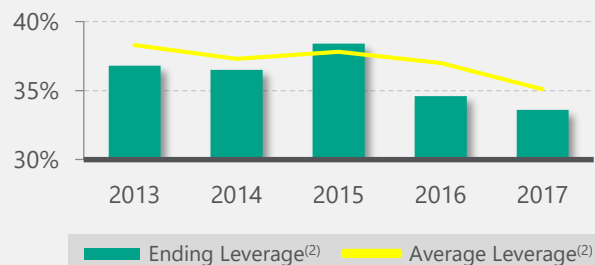
Core FFO* Growth Excluding Promotes

2017		2018		2019		3-Year FFO CAGR* (Illustrative)
Forecast (as of 11/2016 Investor Forum)	Actual	Forecast (as of 11/2016 Investor Forum)	Guidance	Forecast (as of 11/2016 Investor Forum)	Actual	
7.0-8.0%	9.1%	7.0-8.0%	7.2% ⁽¹⁾	7.0-8.0%	TBD	7.0-8.0%

Considerations:

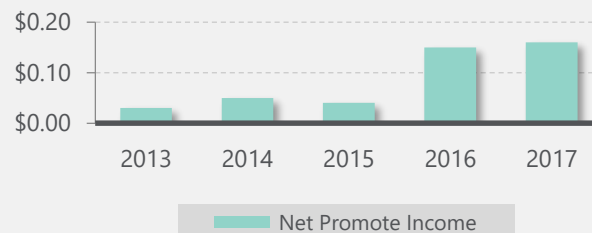
Leverage

100 bps of leverage = 1% of Core FFO* growth



Promotes

Prologis also earns incentive fees in our co-investment ventures that are included in Core FFO*



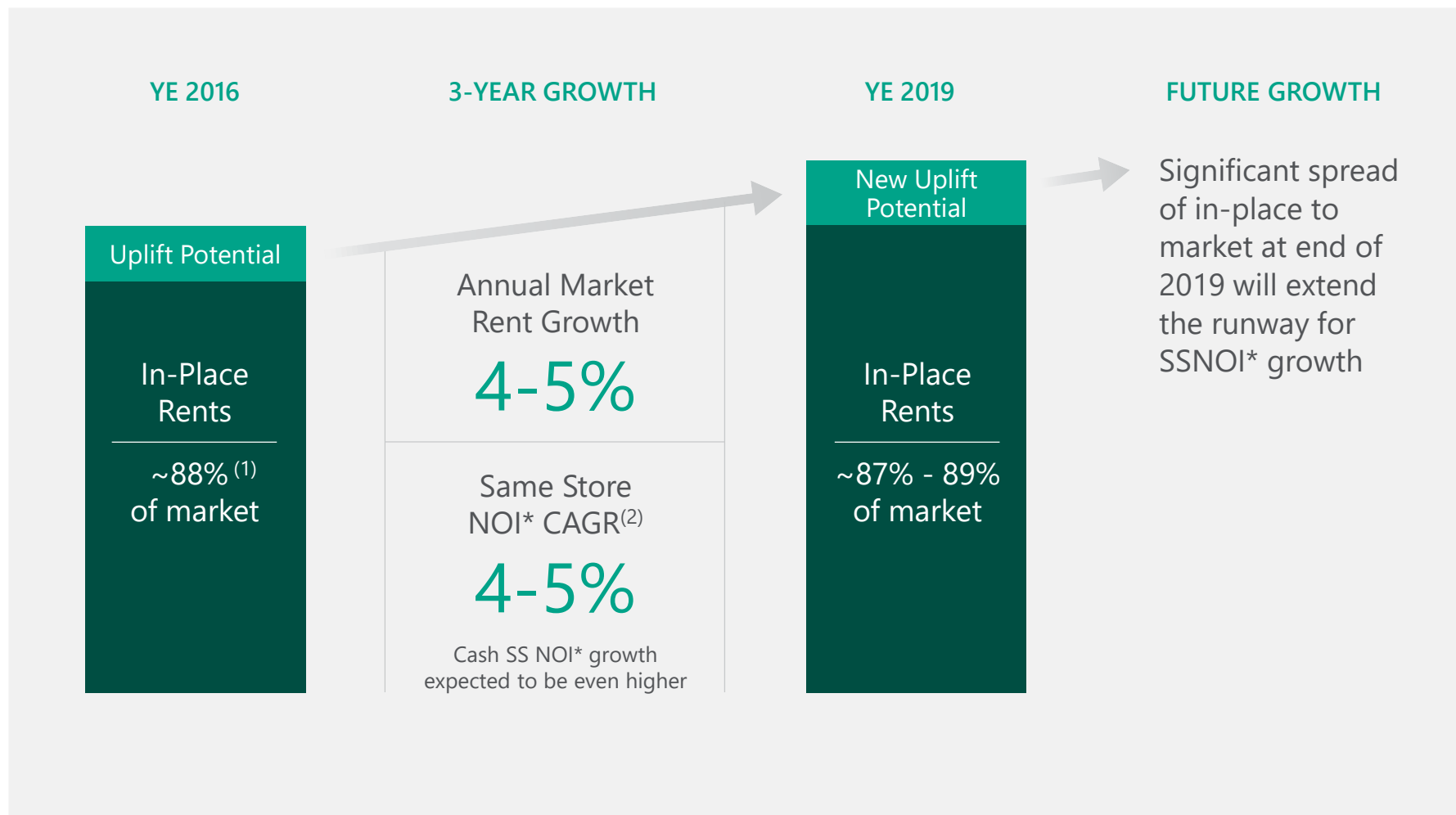
* This is a non-GAAP financial measure

1. Assuming the midpoint of 2018 Core FFO* guidance range of \$2.85-\$2.95 per share and net promote income guidance of \$0.05-\$0.07 per share

2. On a debt as % of gross real estate asset basis

Robust Long-Term Same Store NOI* Growth

Illustrative 3-Year Growth: 2017 through 2019



\$2.8B of Internal Capacity to Fund Growth⁽¹⁾

Annual Capital Sources (in millions)

Contribution Proceeds	\$1,050
Retained Cash Flow (from Core Operations)	\$125
Leverage Capacity (on Value Creation)	\$150

Total Annual Capital Sources	\$1,325
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One-Time Capital Sources

Co-Investment Rebalancing ⁽²⁾	\$2,600
Land Bank Rationalization (U.S. and Europe)	\$225

Total Additional Capital Sources	\$2,825
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Annual Capital Uses (in millions)

Development Spend	\$1,800
Acquisitions (via co-investment ventures)	\$100

Total Annual Capital Uses	\$1,900
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Total Annual Funding Requirement

\$575M

5 years

OF ANTICIPATED FUNDING
REQUIREMENTS FROM ONE-TIME
CAPITAL SOURCES

Significant investment capacity to self fund

We have not issued equity or tapped our ATM since Q1 2015

Section 02

Why Logistics Real Estate

We are Essential to the Global Supply Chain



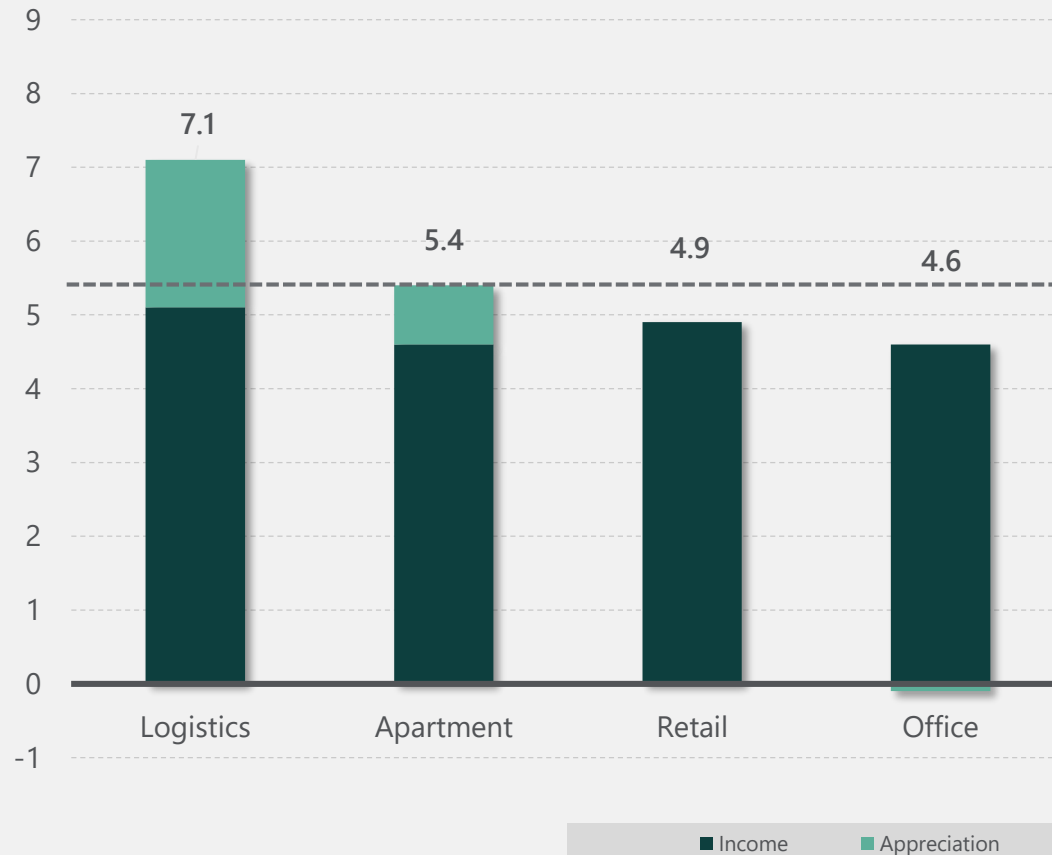
- World's leading owner, operator and developer of logistics real estate
- We build, lease and operate distribution space to facilitate the flow of goods around the world
- Our irreplaceable portfolio is concentrated in population centers where consumption and supply chain reconfiguration drive logistics demand
- The world's best brands choose to partner with us
- Principally an owner/operator in the U.S. and an asset manager/developer outside the U.S.

Prologis Qingpu Logistics Center, Shanghai, China

Logistics Real Estate Delivers Consistent Returns

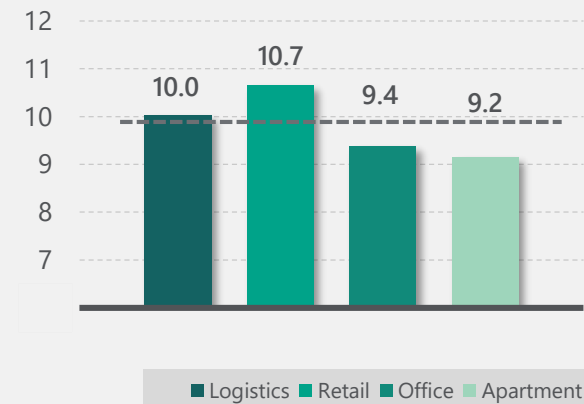
Total Returns Forecast, 2017-2021E

% , Unleveraged Pre-fee and Before Tax



1997-2017

%



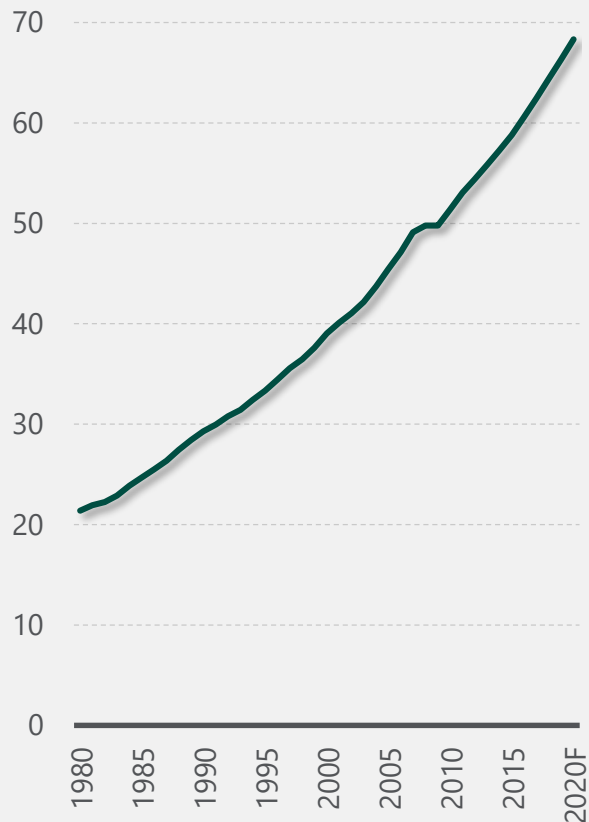
Logistics is projected to be the highest-performing property type through 2021

Historically, logistics consistently delivered one of the highest returns and had one of the lowest standard deviations

Logistics Real Estate is a Growth Industry

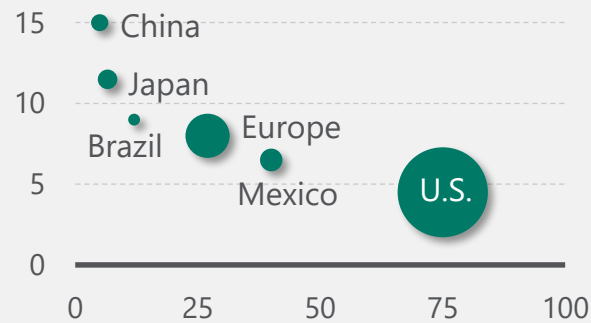
Consumption, Global

Inflation Adjusted 2015 Dollars, Trillions



Supply Chain Reconfiguration

SF, Normalized Demand Growth % vs. Modern Stock per Consumer Household



Reversal in Inventory to Sales Ratio

Ratio, Inventories to Retail Sales



Consumption is the largest share of economic activity and outperforms across economic cycles

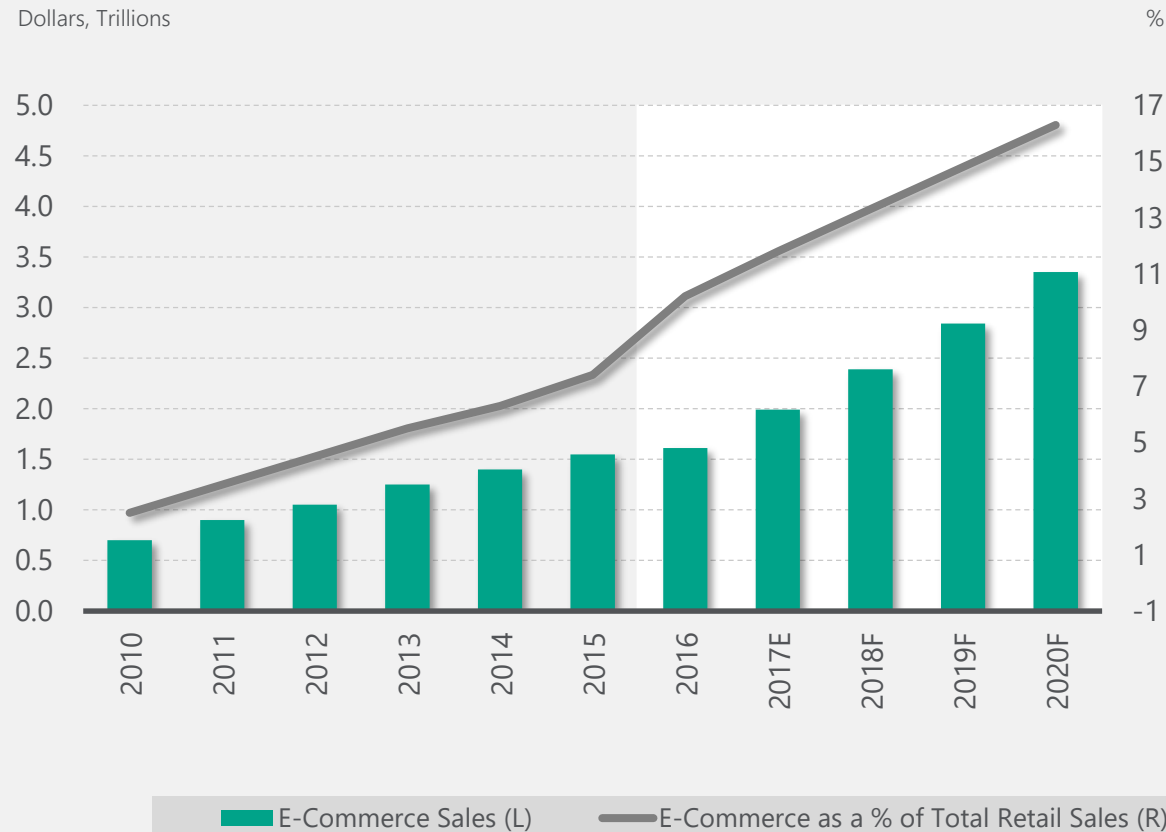
Supply chains are becoming mission critical, driving an increase in the demand for logistics space

New trends in how inventories are carried could be a tailwind to demand

Significant Shift As E-Commerce Adoption Rate Increases

E-Commerce Sales, Global

Dollars, Trillions






162%

projected growth of e-commerce sales from 2015-2020

- 130% shift to e-commerce
- 16% inflation
- 16% real growth in sales

E-Commerce Requires +/-3x Floor Space

	Sales US\$, B	Facilities SF, M	Productivity US\$ / SF	Efficiency SF / \$1B	
 Online	\$214B	302	\$710	1,409 KSF	
 Brick & Mortar	\$1,061B	493	\$2,152	465 KSF	

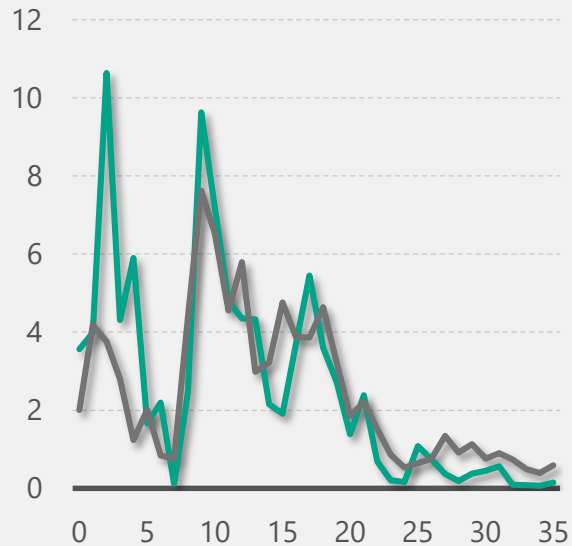
E-fulfillment requires 3x the logistics space used by brick-and-mortar retailers due to:

- Shipping parcels versus pallets
- High inventory turn levels
- Broader product variety
- Reverse logistics

Not All E-Commerce Facilities Are New or Large

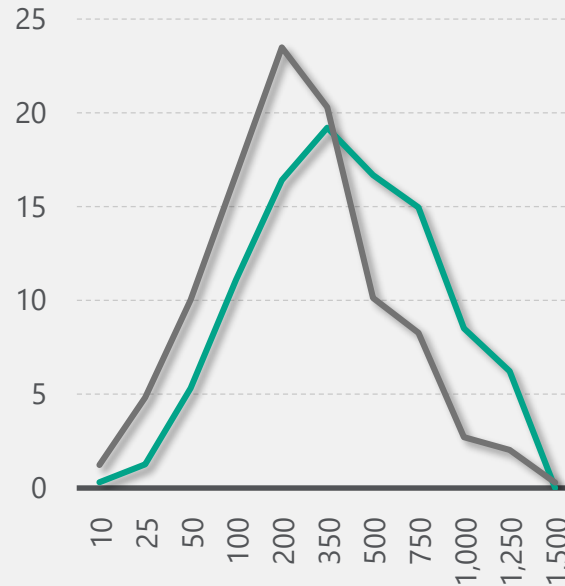
Distribution of Leases by Building Age

%, Share of Prologis Global Portfolio
Global by Age



Distribution of Leases by Unit Size

%, Share of Prologis Portfolio,
Global by Size Category in Thousands SF



— E-Commerce — Non E-Commerce

140,000 SF

average unit size for
e-commerce customers

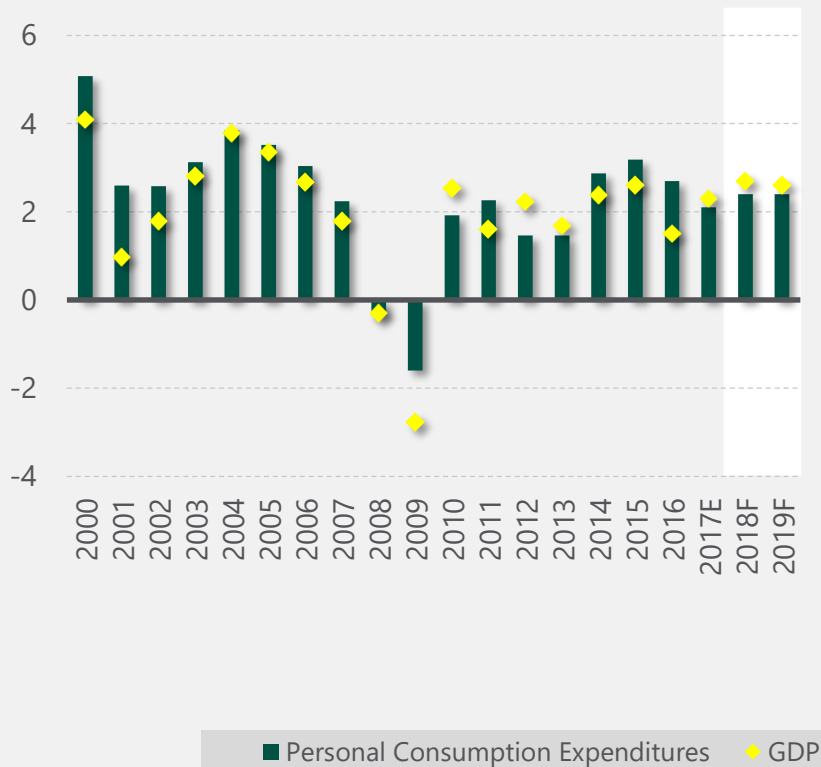
16 years

average building age for
e-commerce customers

Other Segments of the Economy Outperforming

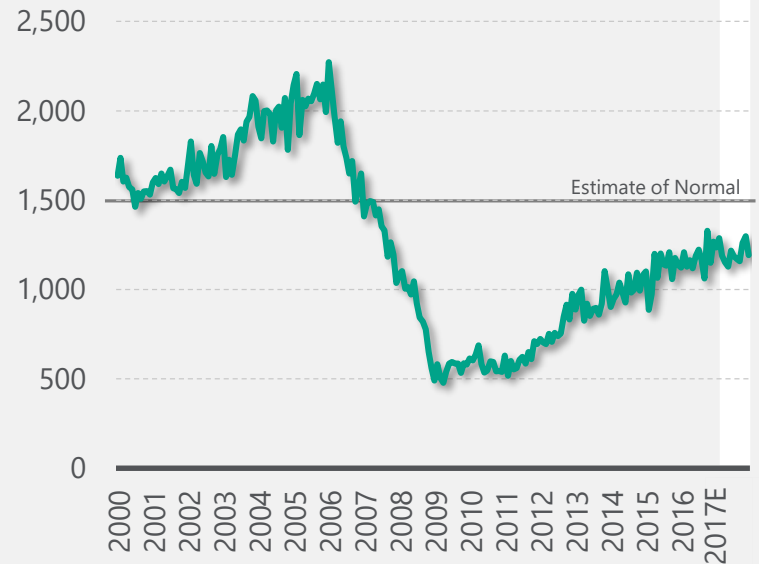
Consumption vs. GDP, U.S.

% y/y, Inflation Adjusted



Housing Starts, U.S.

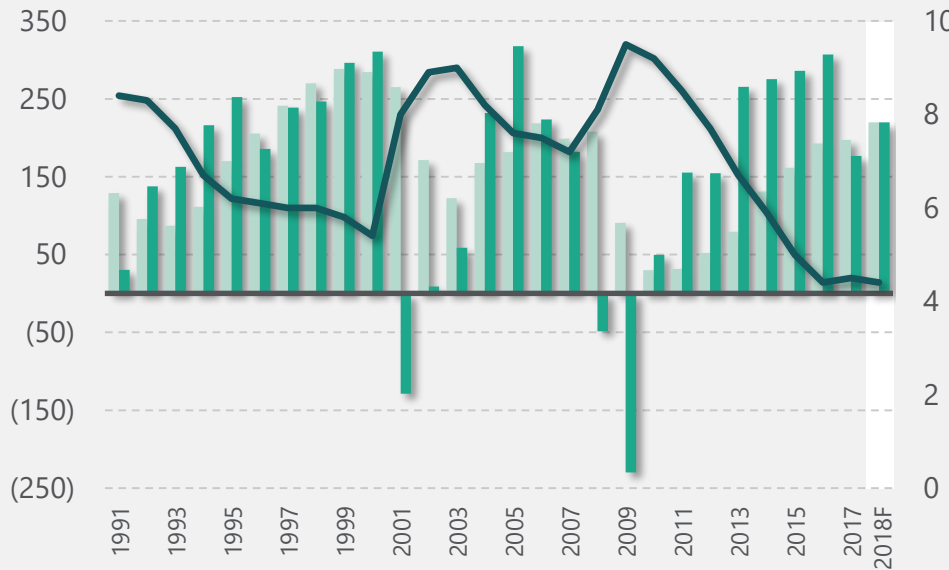
Square Feet, Thousands, New Privately Owned Housing Units Started, Monthly, SAAR



Vacancies At or Near All-Time Lows

U.S.

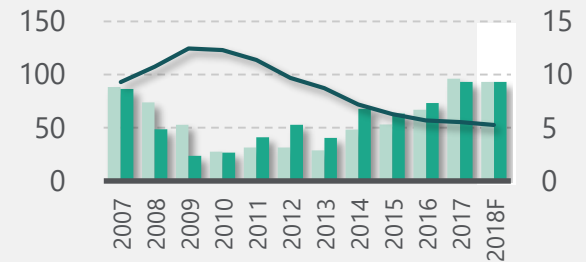
Square Feet, Millions



Completions (L) Net Absorption (L) Vacancy Rate (R)

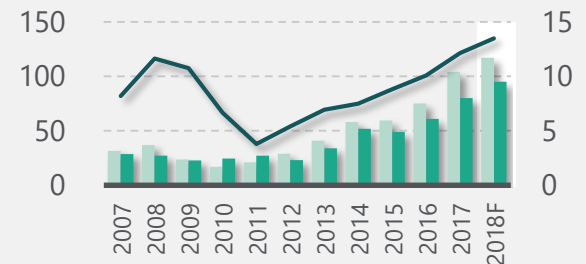
Europe

Square Feet, Millions



Asia

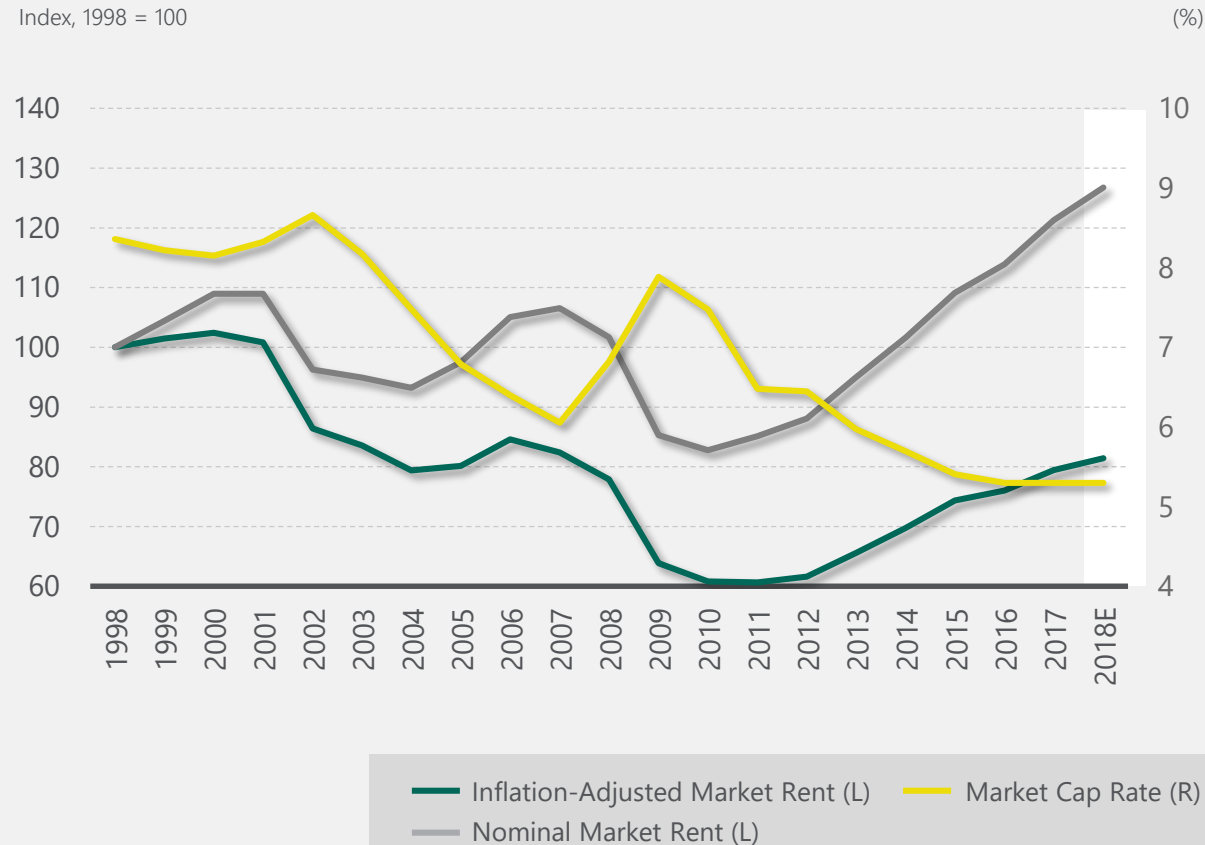
Square Feet, Millions



Logistics Rental Rate History

Market Rents, Global

Index, 1998 = 100

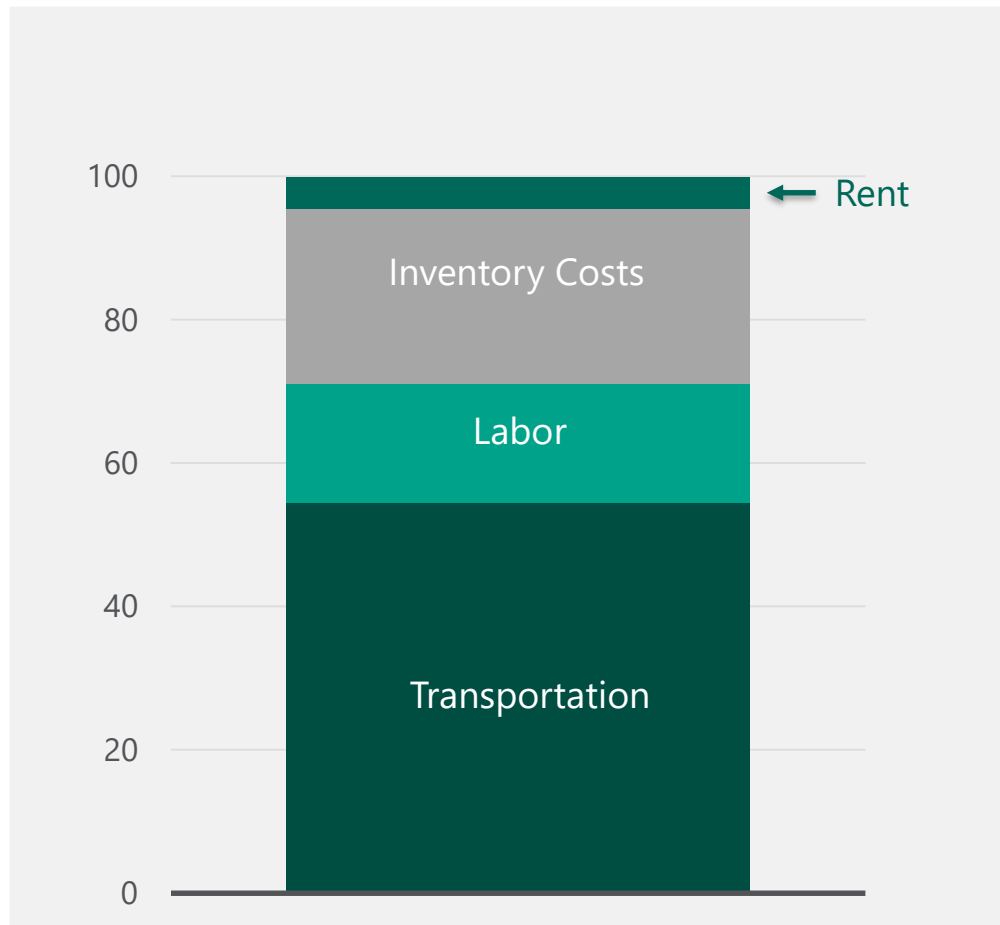


The structural decline of cap rates mitigated rent growth

Inflation-adjusted market rent growth still well below the prior peak

Logistics Rents Have Room to Grow

Distribution of Supply Chain Costs



Rent accounts for <5% of total supply chain costs

Expect this composition to change as supply chains become more efficient

- Transportation costs will decrease with advances in technology
- Rent will increase as customers seek quality locations near major population centers to meet consumer delivery requirements

Section 03

Why Prologis

Prologis Torrance Distribution Center, Torrance, California

World's Leading Owner, Operator and Developer of Logistics Real Estate

- Our business draws on consumption, trade, supply chain modernization and e-commerce
- Irreplaceable portfolio focused on the world's most vibrant markets
- Longstanding relationships with broad group of customers and premier institutional partners
- Strong financial framework optimized for the future
- Business model uniquely designed to deliver superior results

Prologis Park Osaka #2, Osaka, Japan

Prologis at a Glance

FOUNDED IN

1983

ASSETS UNDER MANAGEMENT

\$79B

GLOBAL

100

MOST SUSTAINABLE CORPORATIONS

684 MSF

ON FOUR CONTINENTS

NYSE: PLD

S&P 500 MEMBER

CREDIT RATING OF

A3/A-

Unique Business Model

Strong, Interconnected Enterprise Designed for Superior Results

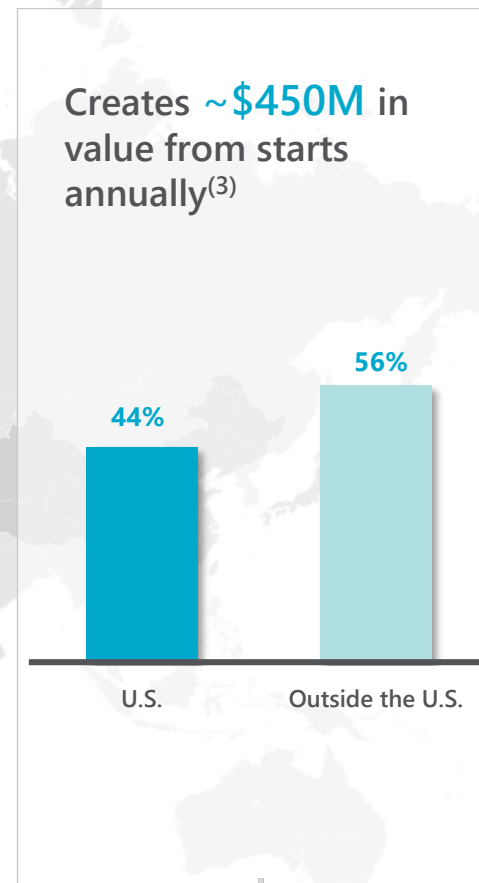
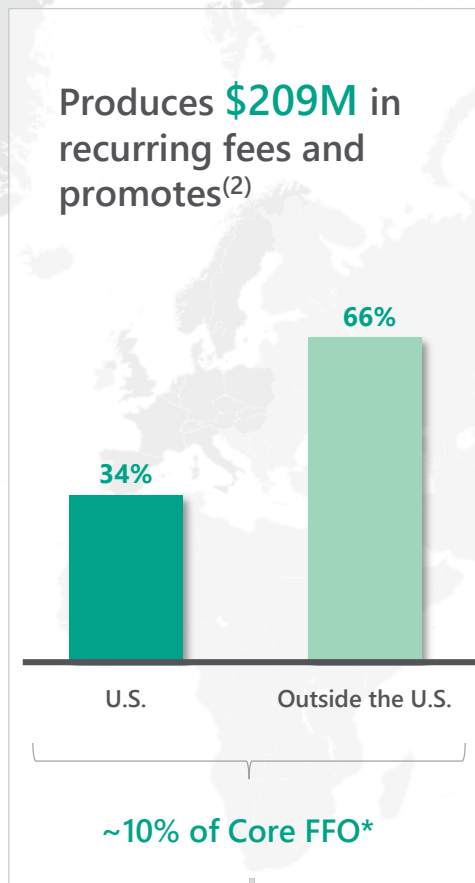
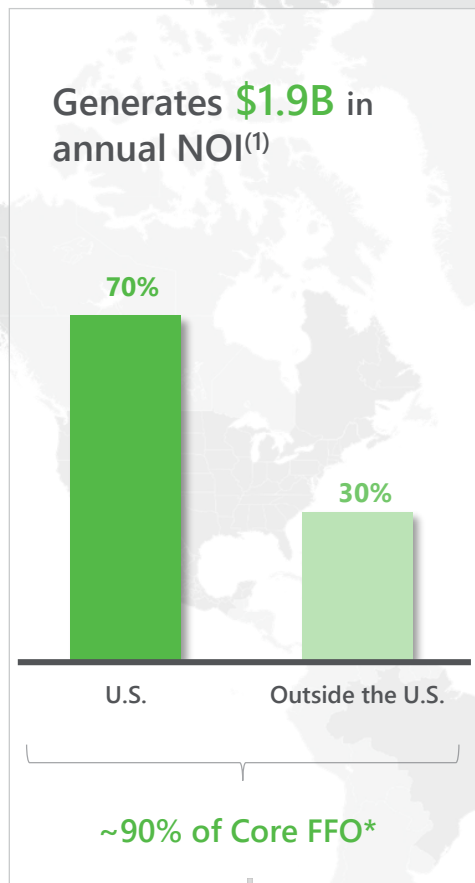
 Operations

+

 Strategic Capital

+

 Development



*This is a non-GAAP measure

1. Pro rata share cash NOI, as described in our supplemental, annualized as of Dec. 31, 2017

2. Third-party asset management fees annualized plus trailing twelve month third-party transaction fees and normalized net promotes of \$25M as of Dec. 31, 2017

3. Estimated pro rata share of value creation from development starts on a trailing twelve month basis

Top-Rated Financial Position

Upgraded to A3/A- by Moody's/S&P in 2016⁽¹⁾

	Q4 2017
Debt as % of Gross Market Cap	23.7%
Debt / Adjusted-EBITDA	4.6x
Fixed Charge Coverage Ratio	6.7x
USD Net Equity Exposure	94%
Liquidity	~\$3.6B

Prologis manages its balance sheet to:

- High liquidity
- Low leverage
- Financial flexibility

Serving the World's Best Brands

amazon

DHL

Walmart



GEODIS



HITACHI



PEPSICO

DSV

日本通運
NIPPON EXPRESS



KUEHNE+NAGEL

XPO Logistics

APL
Logistics



Kimberly-Clark

DB SCHENKER

TESCO

Office
DEPOT

Schneider
Electric

FedEx

IN-GRAM



PANALPINA
on 6 continents



95%

Of our top 25
customers operate
globally

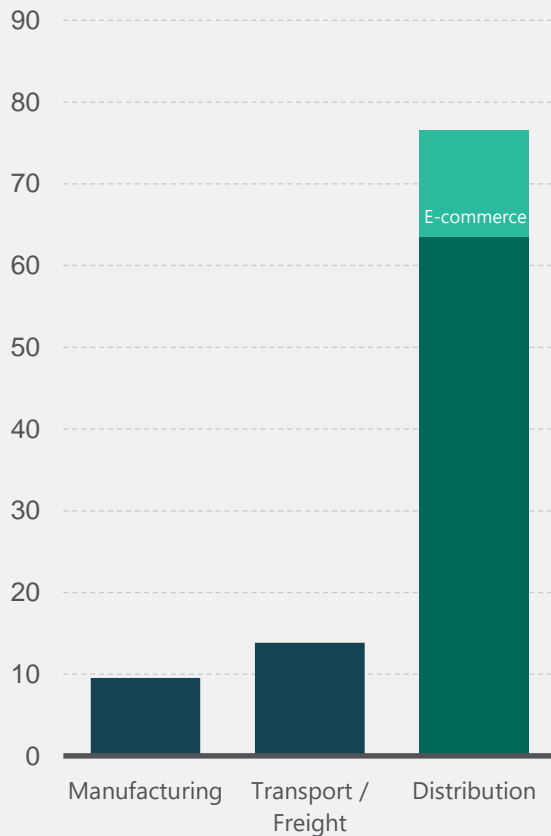
75%

lease from us on
multiple continents

Consumer-Driven Business: Diverse by Customer & Industry

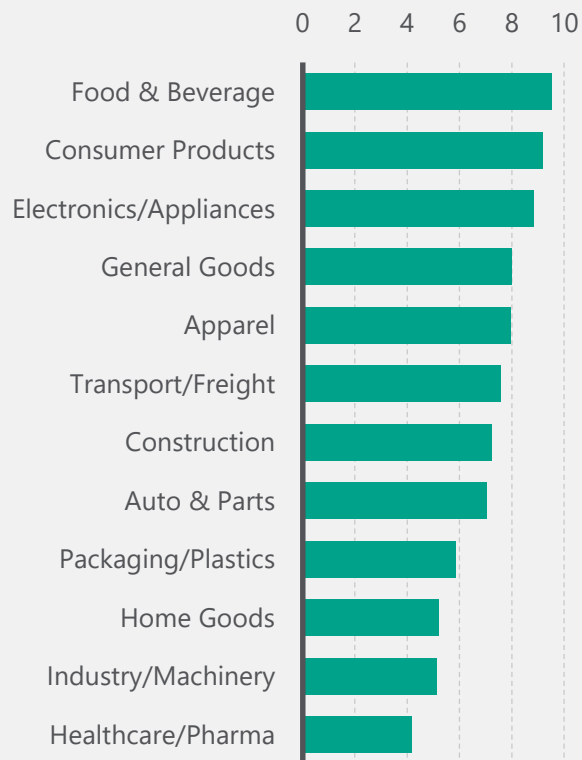
Customer Activity in Building

%, NRA basis



Type of Goods in Building

%, NRA basis



Our top 25 customers represent just
19%
of net effective rent

Source: Prologis Research

Note: Based upon internal Prologis data as of Dec 31, 2017. The Type of Goods in Building classifications do not sum to 100%. The balance, 13%, is attributable to units where 3PL customers have more than one industry type present

1. Based on economic value of goods

Prologis is a Critical Waypoint for the Global Economy

\$1.3 Trillion

is the economic value of goods flowing through
our distribution centers each year

REPRESENTING

2.4%

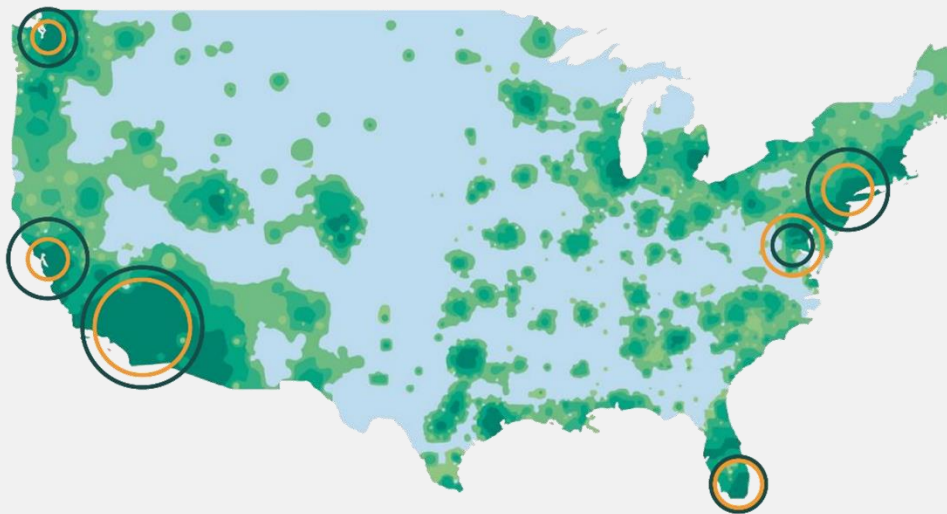
of GDP for the
19 countries where
we do business

1.7%

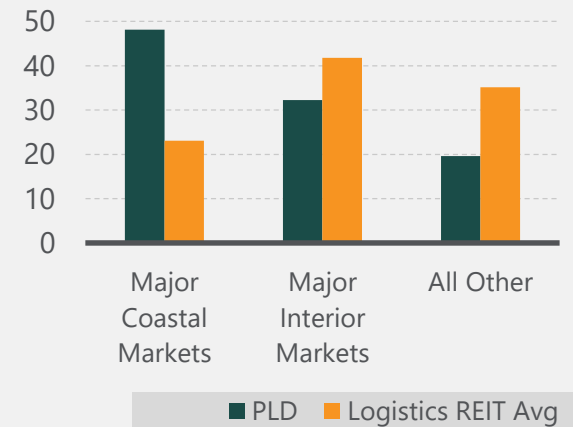
of the
World's GDP

Prologis Portfolio is Located Near Consumers

Portfolio Size by NRA, Prologis vs Sum of Logistics REITs
Major Coastal Markets



Market Share of U.S. Operating Portfolio
% of NRA



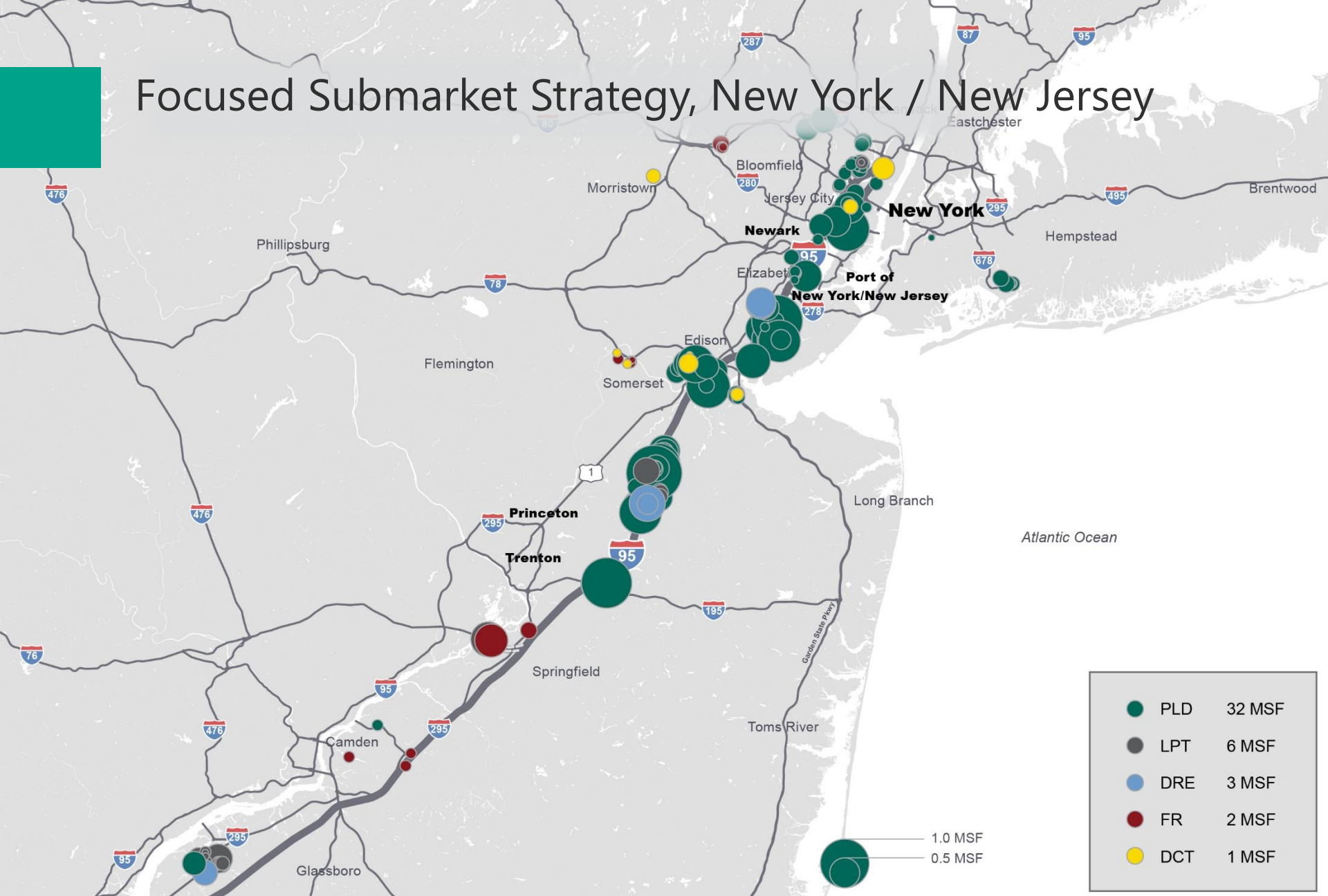
Nearly **50%** of our portfolio is located in the major coastal markets, compared to <25% for other logistics REITs based on NRA

Focused Submarket Strategy, Southern California

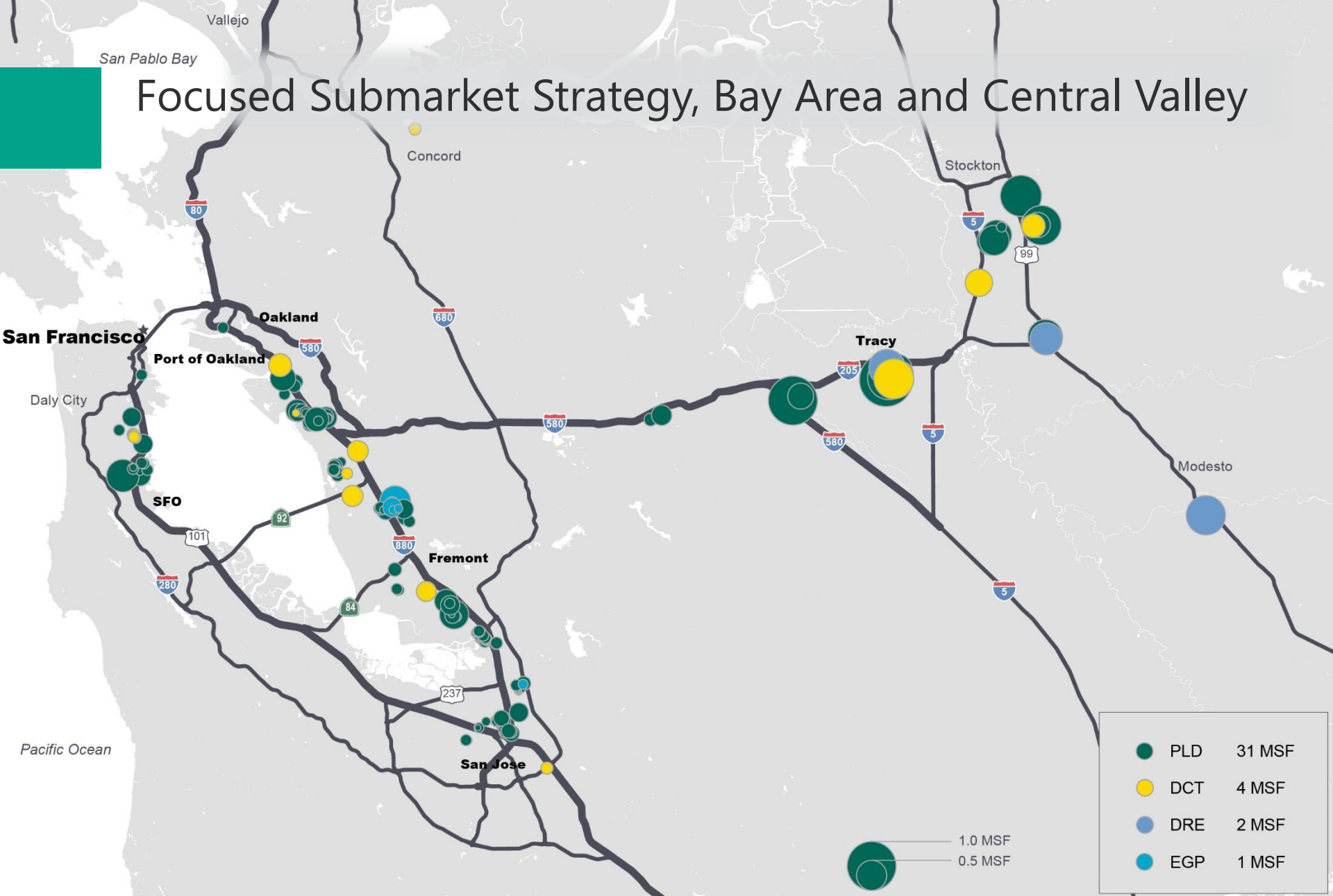


Source: Company filings as of Sept. 30, 2017, Prologis Research. Prologis reflects Owned & Managed portfolio. JV development data unavailable for certain companies, therefore information with respect to those companies includes CBRE and CoStar data.
Note: For all companies, properties in San Diego not shown on map

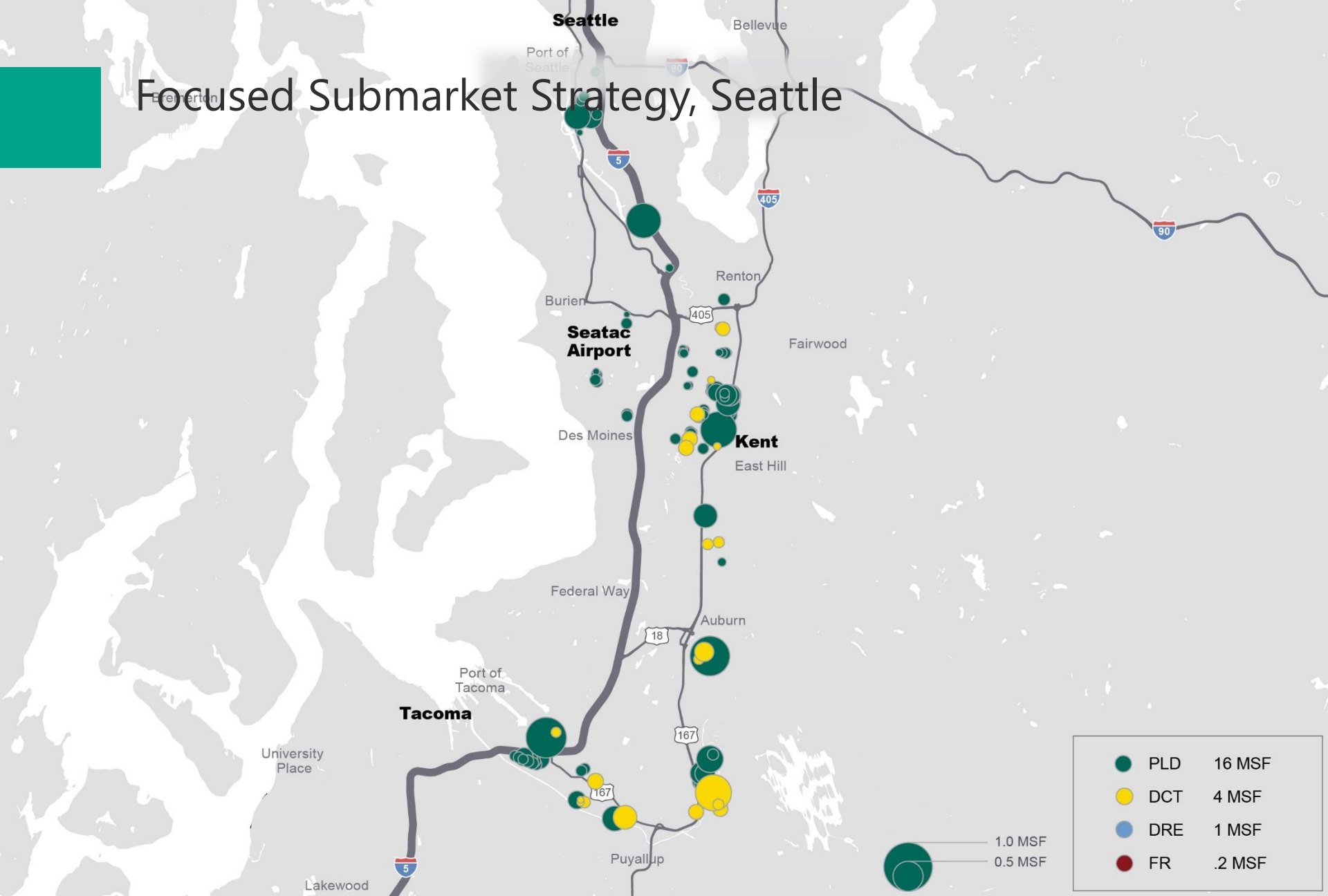
Focused Submarket Strategy, New York / New Jersey



Focused Submarket Strategy, Bay Area and Central Valley



Focused Submarket Strategy, Seattle



Seattle Multi-Story Case Study



● Prologis assets

Benefits of a Focused Strategy

Average Prologis U.S. Markets v. Other Logistics REITs

RENT GROWTH

+105 bps

Annual Difference

2012-2017. Average annual market rental growth for Prologis U.S. markets vs. average of other logistics REITs⁽¹⁾

CAP RATE

-27 bps

Difference

CoStar logistics market cap rate. Differential between Prologis market exposure vs. average of other logistics REITs at YE 2017⁽¹⁾

Prologis LAX Cargo Center, Los Angeles, California

Location and Quality Matters

Going forward it's all about Same Store NOI growth and value creation

Prologis has superior organic and external growth potential

