

06.05.2018

Prologis

NAREIT's REITWeek Investor Conference

New York, NY

Prologis iPort, Carteret, New Jersey

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 first 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⁾	7%	7%	8%
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 Mar. 31 2018; growth through YE 2017

1. Includes DCT, DRE, EGP, FR, LPT and STAG. Weighted on market cap as of YE 2017

2. Includes AVB, BXP, EQR, FRT, HST, PSA, and SPG. Weighted on market cap as of YE 2017

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

4. Source: SP500 per Factset

Industry-Leading Same Store and Earnings Guidance

2018 SAME STORE NOI* GROWTH

	Cash	Net Effective
PLD ⁽¹⁾	6.0%	4.6%
Other Logistics REITs ⁽²⁾	4.2%	3.3%

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

- +100 bps higher than the peer average

CORE FFO* PER SHARE GROWTH

	Prior 3-Year CAGR	2018 Guidance Midpoint
PLD (excluding promotes)	13%	8%
Other Logistics REITs ⁽²⁾	5%	4%
Blue Chips ⁽³⁾	7%	5%

Established the highest estimated Core FFO per share growth for 2018

- +300 bps higher than the peer average

*This is a non-GAAP financial measure

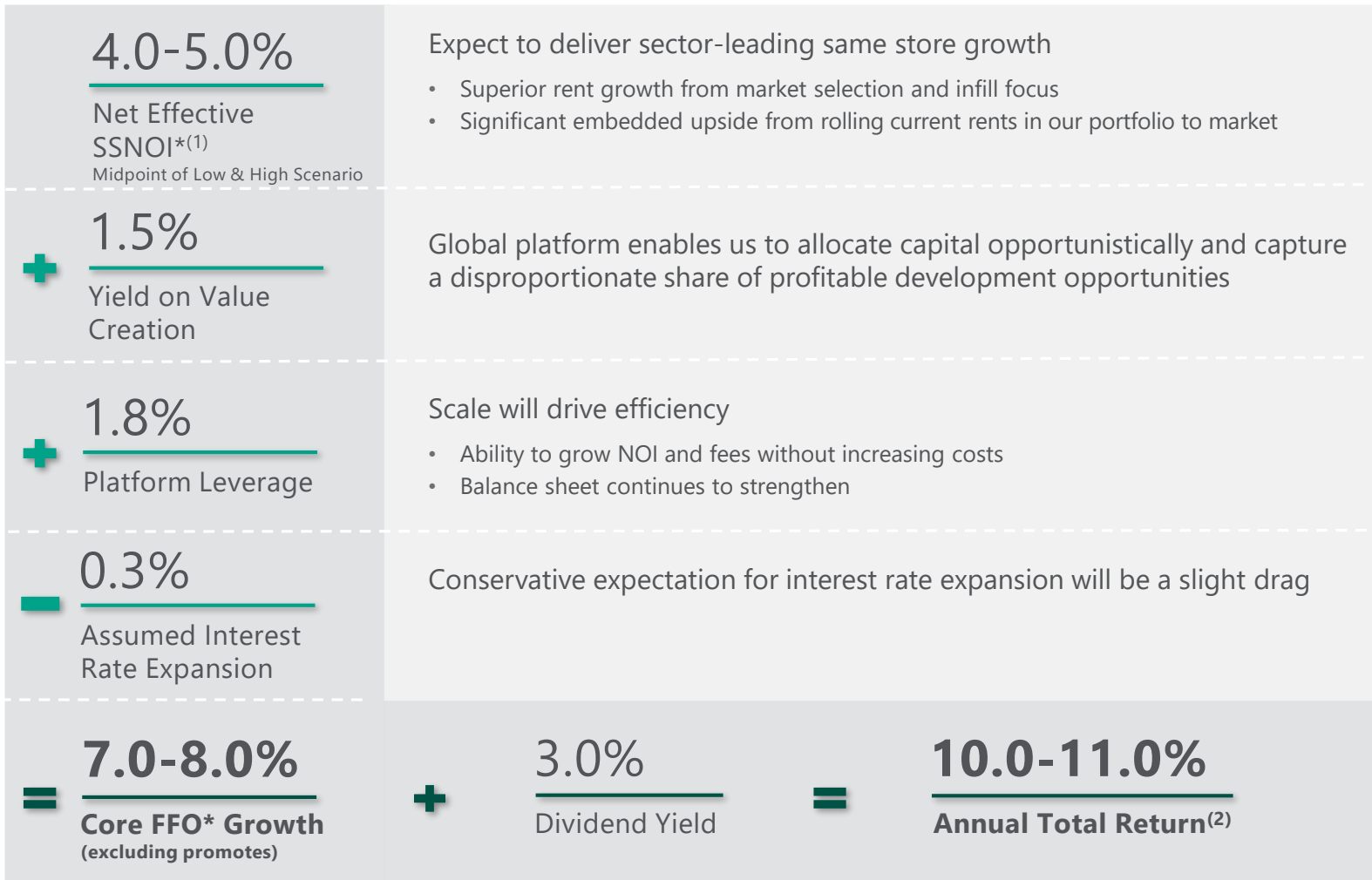
1. Midpoint of Prologis 2018 guidance for Net Effective SS NOI* growth of 4.25%-5.0% and Cash SS NOI* growth of 5.5%-6.5%

2. Includes midpoint of 2018 guidance for DCT, DRE, EGP, FR and LPT and consensus for STAG. Weighted on market cap

3. Includes midpoint of 2018 guidance for AVB, BXP, EQR, FRT, HST, and SPG and consensus for PSA. Weighted on market cap

Strong Three-Year Return Potential

Illustrative, as Presented at Prologis Investor Forum – November 2016



* This is a non-GAAP financial measure

1. Expect Cash SSNOI to be higher. Expectations remain consistent after aligning definitions across the Industrial REIT Group

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

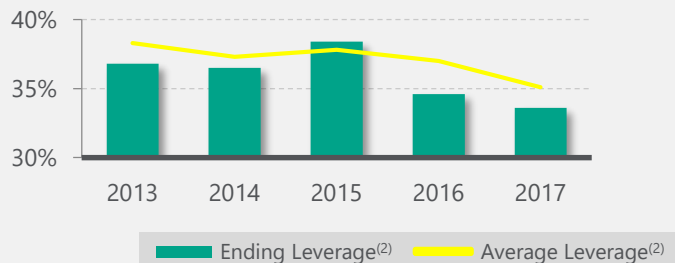
Core FFO* Growth (excluding promotes)

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%	7.9% ⁽¹⁾	7.0-8.0%	TBD	7.0-8.0%

Considerations:

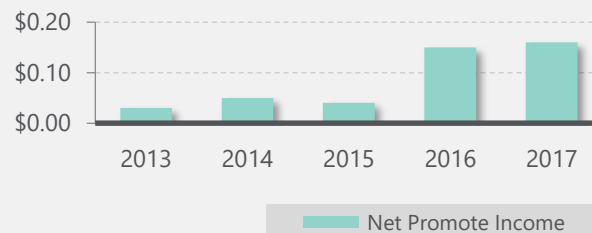
Leverage

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*



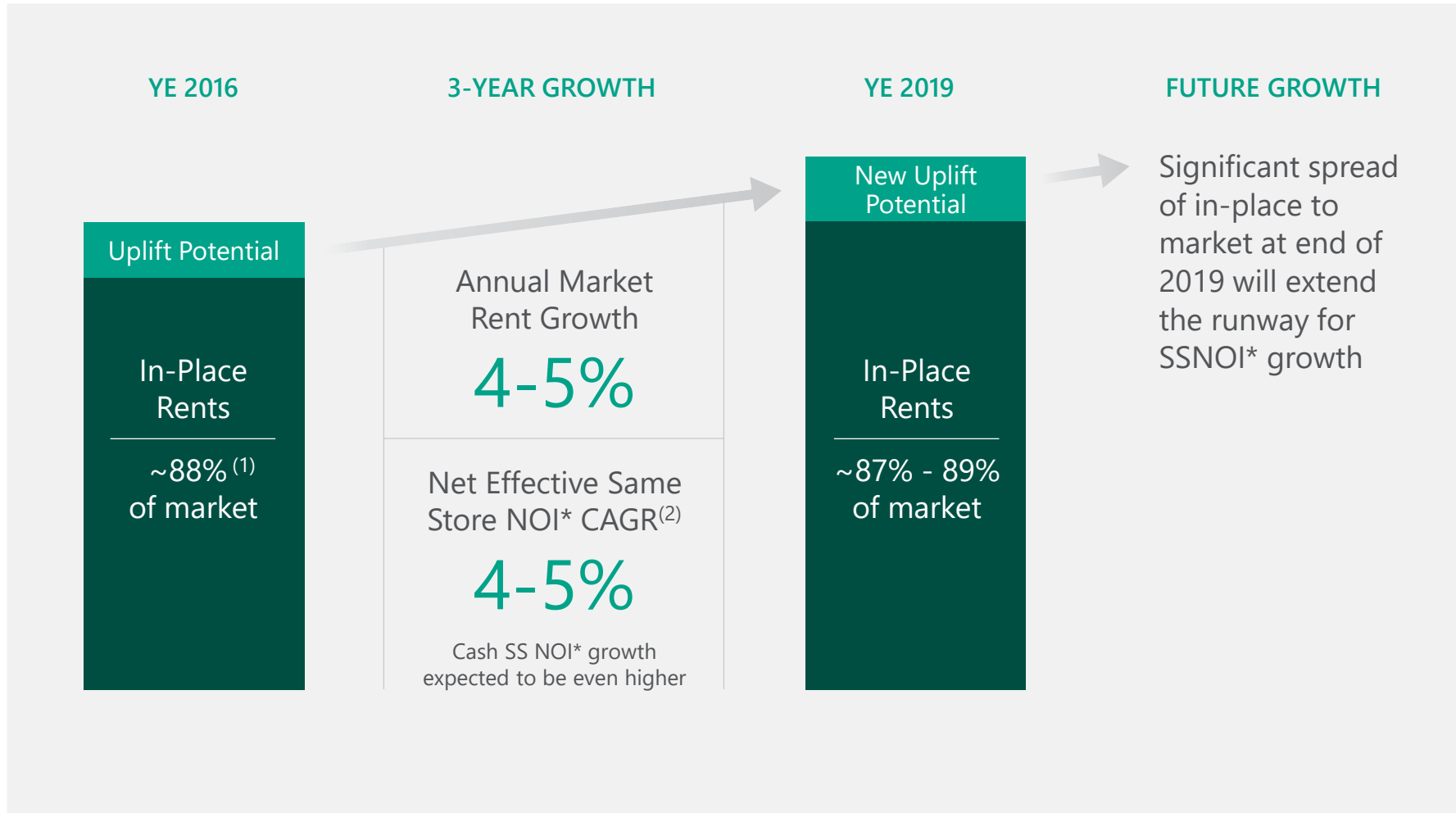
* This is a non-GAAP financial measure

1. Assuming the midpoint of 2018 Core FFO* guidance range of \$2.95-\$3.01 per share less net promote income guidance of \$0.11-\$0.13 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

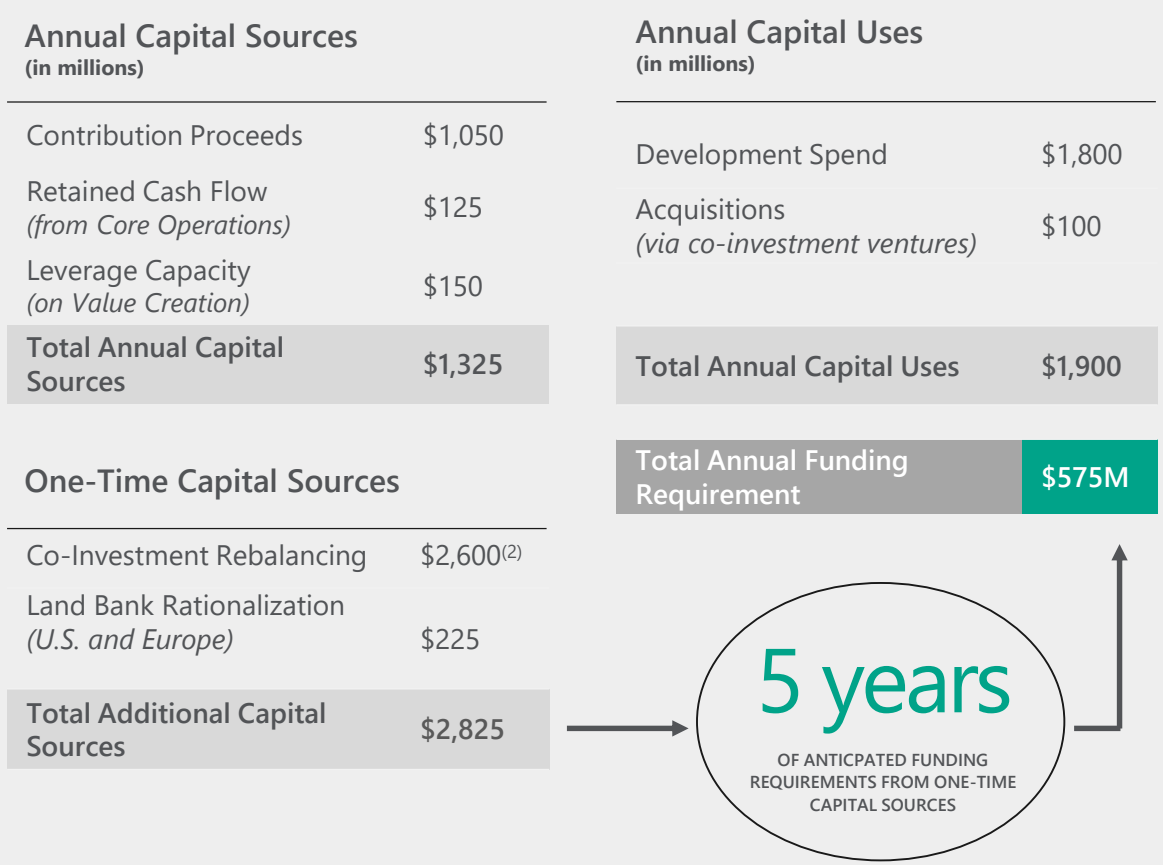


* This is a non-GAAP financial measure

1. In-place to market of 88% represents a 13.5% uplift from rolling in-place leases up to market

2. This illustration excludes other drivers of same store NOI growth, such as changes in occupancy

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



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



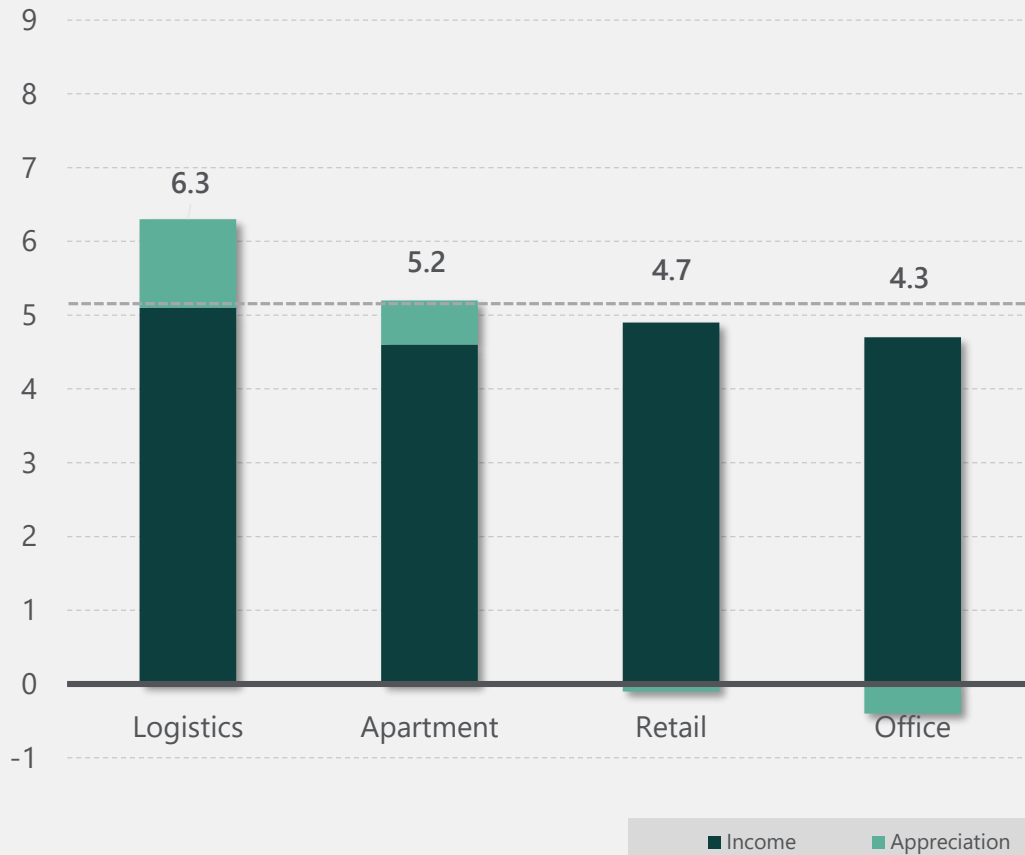
- World's leading owner, operator and developer of logistics real estate
- We build, lease and operate distribution space to facilitate the flow of goods around the world
- Our irreplaceable portfolio is concentrated in population centers where consumption and supply chain reconfiguration drive logistics 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

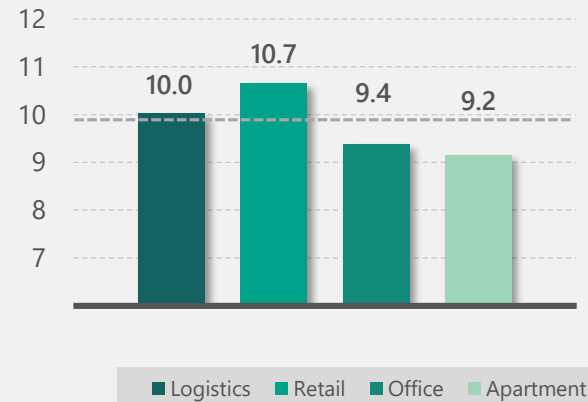
Total Returns Forecast, 2018-2022E

% , Unleveraged Pre-fee and Before Tax



1997-2017

%



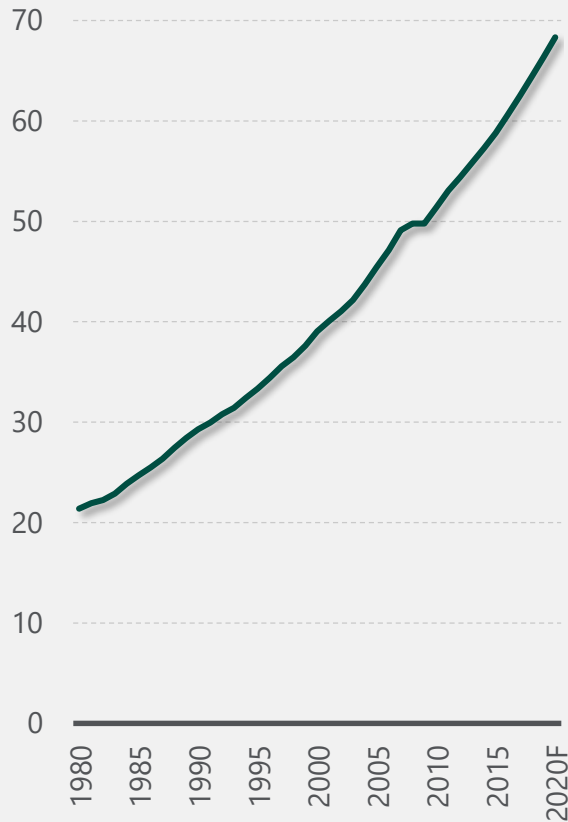
Logistics is projected to be the highest-performing property type through 2022

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

Logistics Real Estate is a Growth Industry

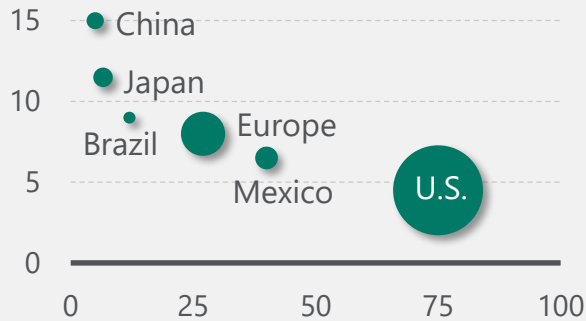
Consumption, Global

Inflation Adjusted 2015 Dollars, Trillions



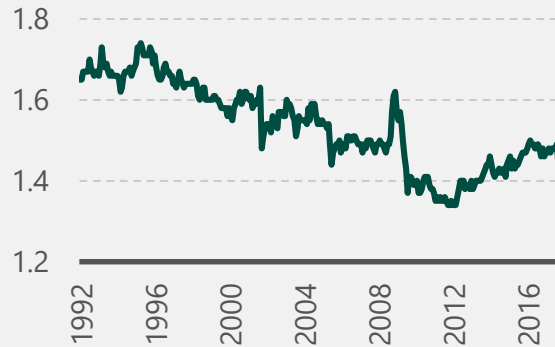
Supply Chain Reconfiguration

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

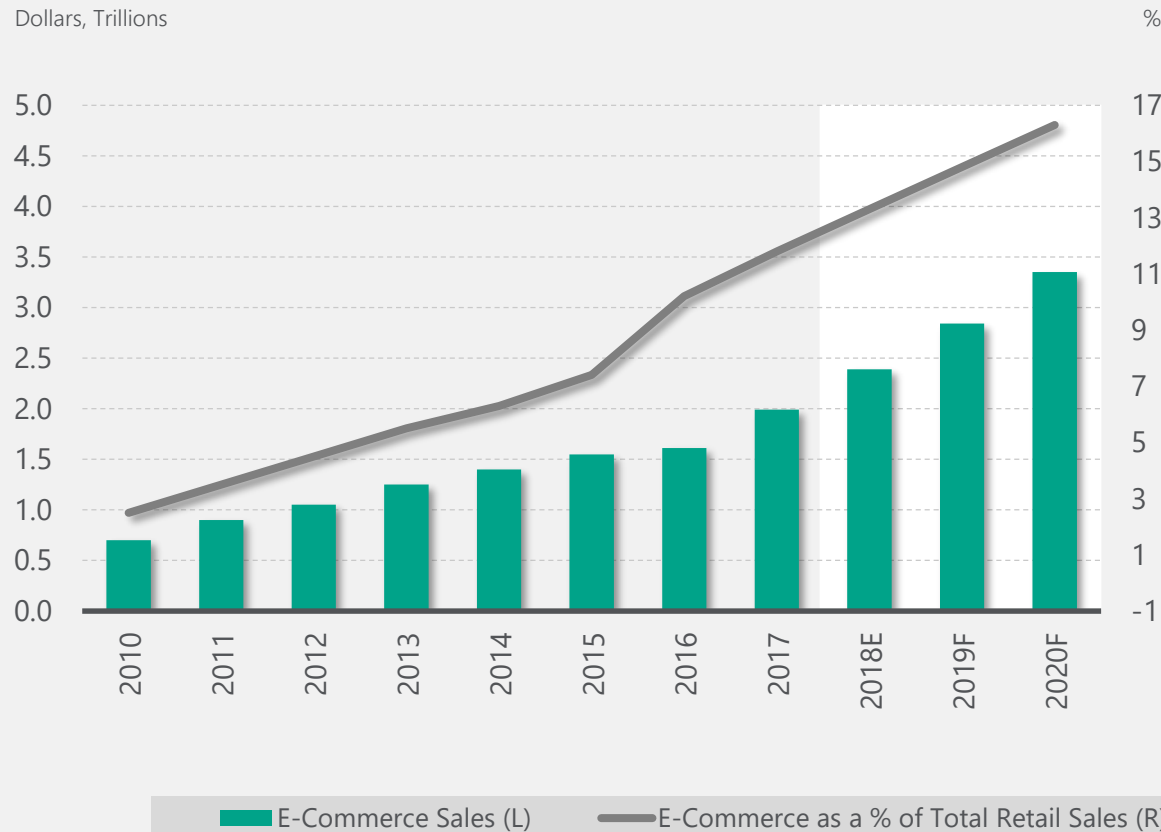
Supply chains are becoming mission critical, driving an increase in the demand for logistics space

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


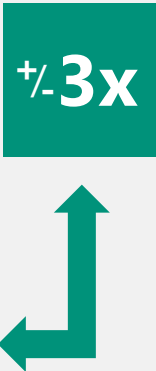



162%

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	
 <p>Online</p>	\$214B	302	\$710	1,409 KSF	
 <p>Brick & Mortar</p>	\$1,061B	493	\$2,152	465 KSF	

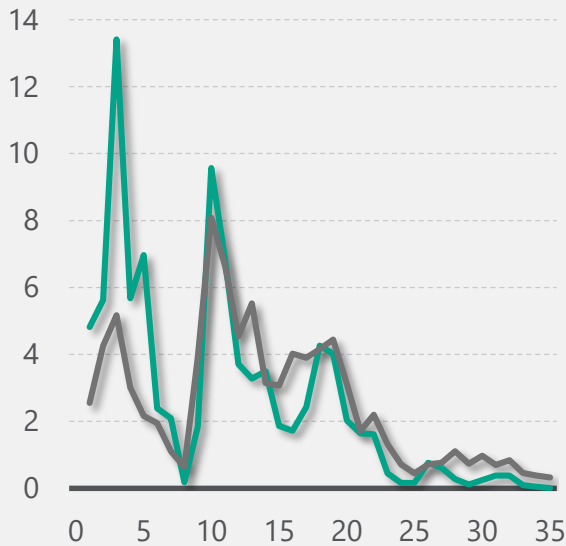
E-fulfillment requires 3x the logistics space used by brick-and-mortar retailers due to:

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

Not All E-Commerce Facilities Are New or Large

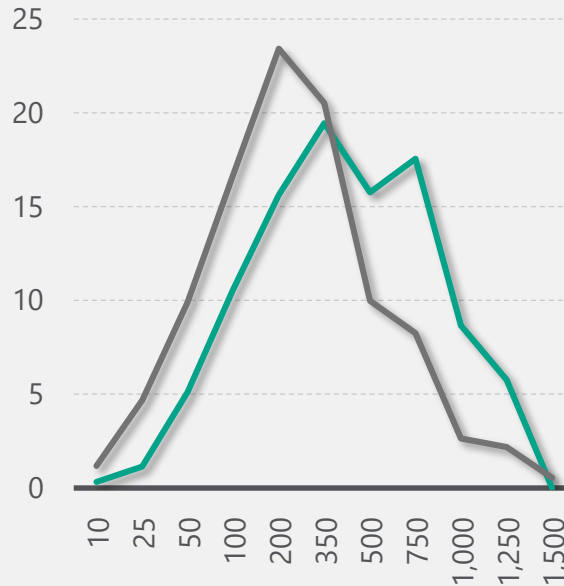
Distribution of Leases by Building Age

% 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

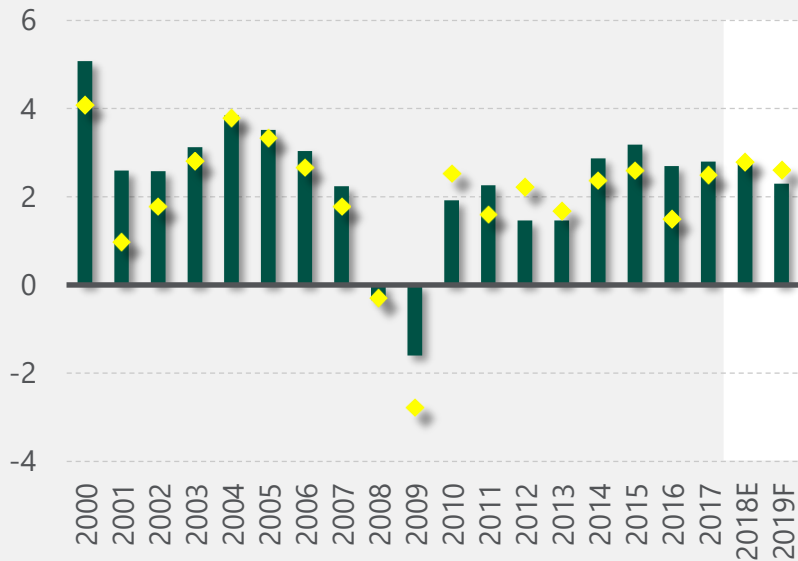
16 years

average building age for
e-commerce customers

Other Segments of the Economy Outperforming

Consumption vs. GDP, U.S.

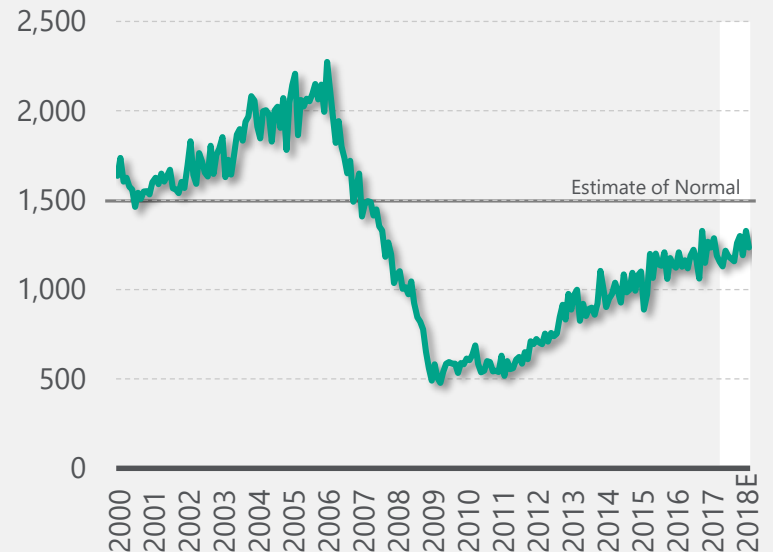
% ,y/y, Inflation Adjusted



■ Personal Consumption Expenditures ◆ GDP

Housing Starts, U.S.

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

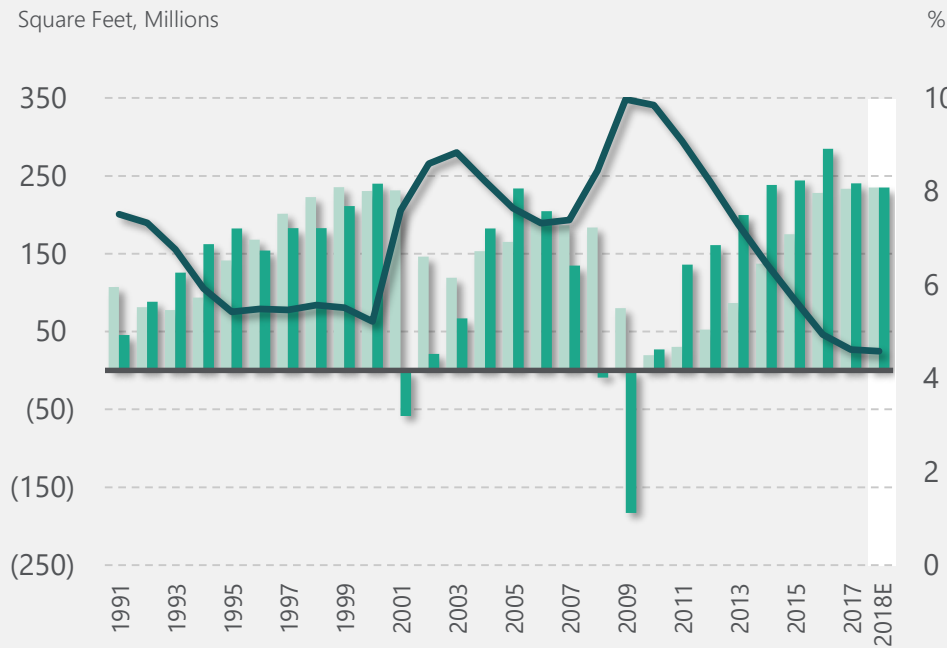


Estimate of Normal

Vacancies At or Near All-Time Lows

U.S.

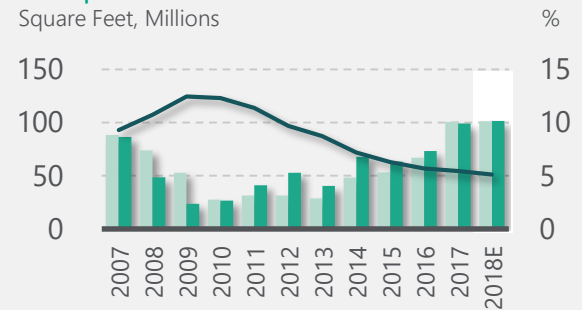
Square Feet, Millions



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

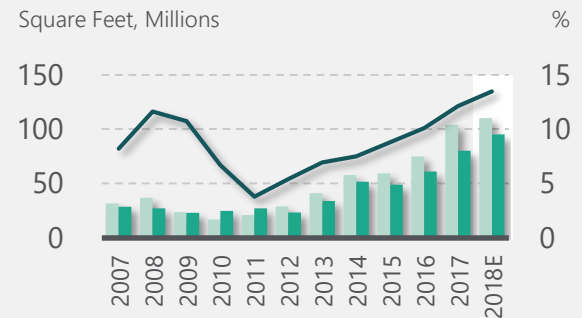
Europe

Square Feet, Millions



Asia

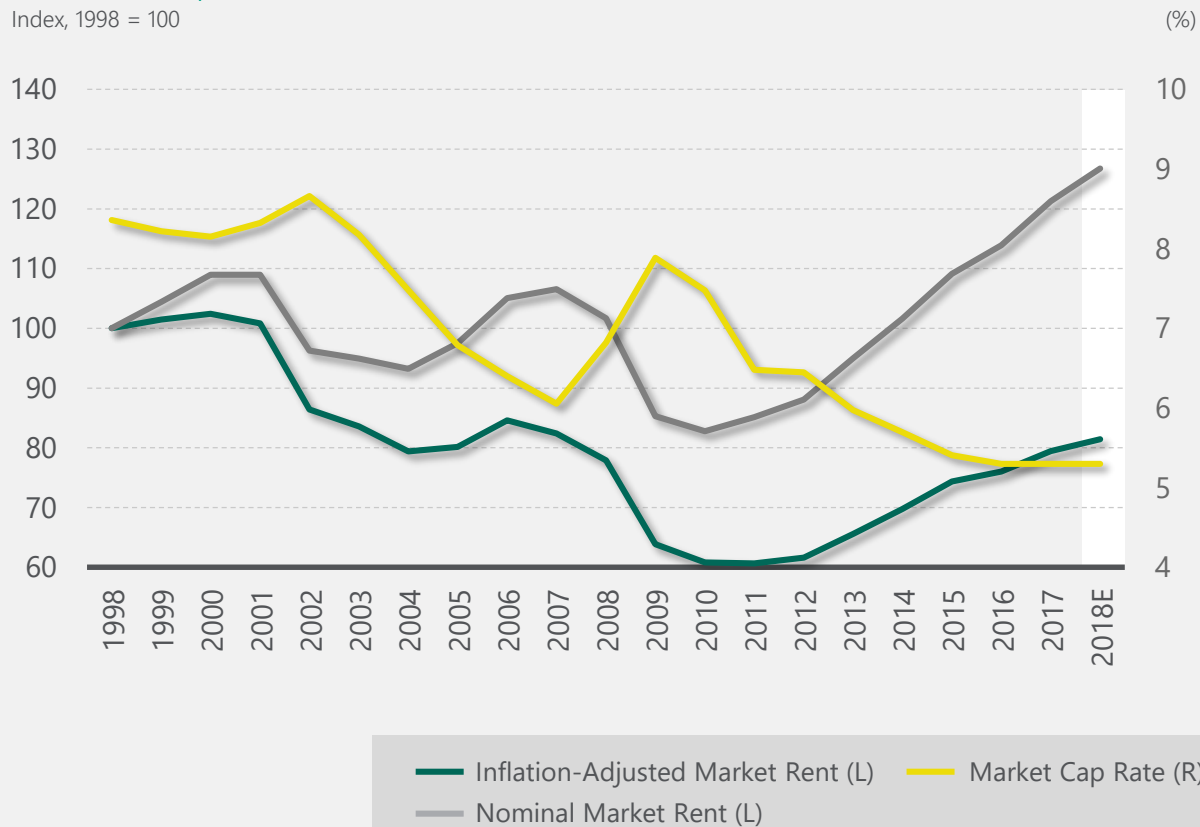
Square Feet, Millions



Logistics Rental Rate History

Market Rents, Global

Index, 1998 = 100



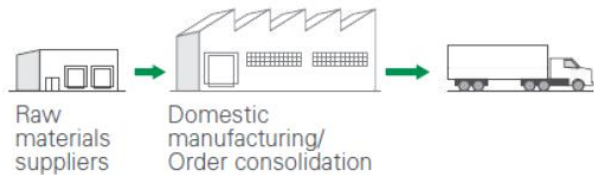
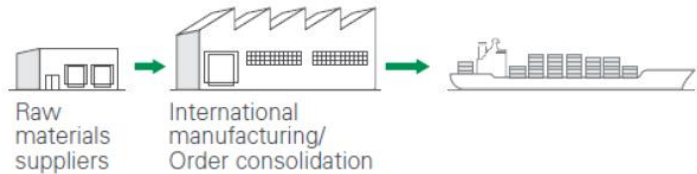
The structural decline of cap rates mitigated rent growth

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

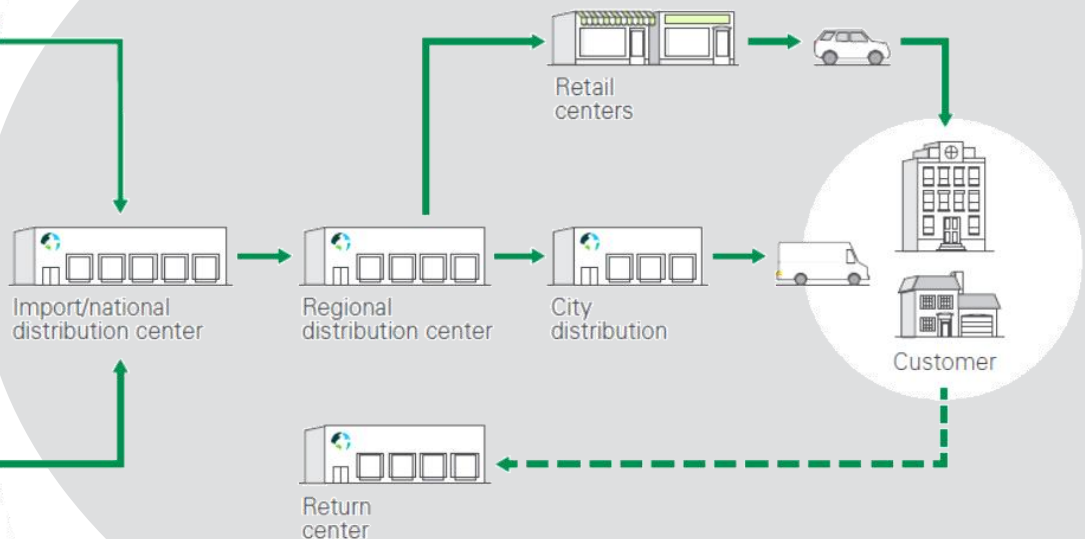
Note: Global based upon Prologis share of NOI by geography, specifically 78% Americas, 18% Europe, 3% Japan and 1% China. Estimates of inflation-adjusted market rents based on IMF historical inflation data and Prologis Research estimates of historical Prologis share of NOI by geography
 Source: CBRE, JLL, DTZ, Prologis Research

Logistics Real Estate Requirements Have Evolved

Production

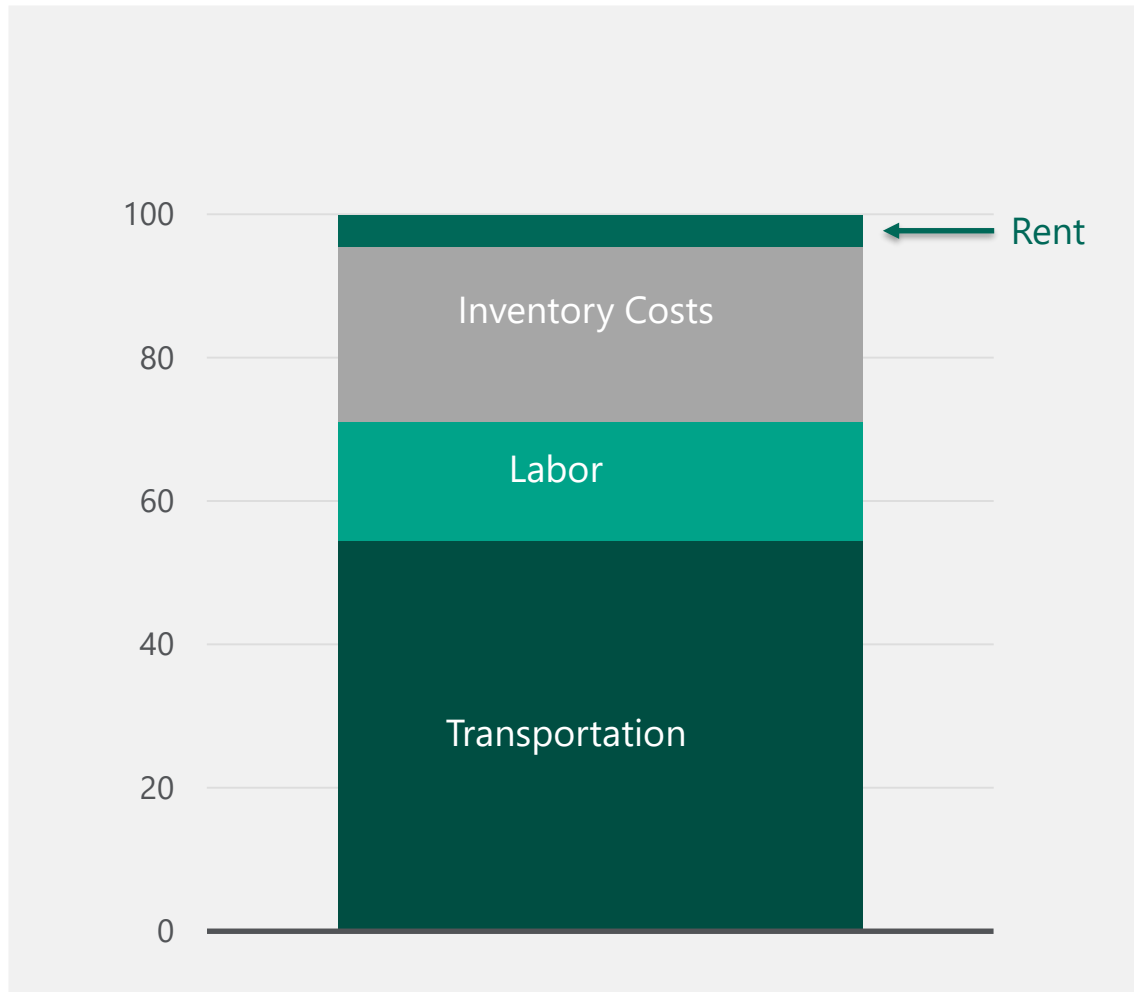


Consumption



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

\$81B

GLOBAL

100

MOST SUSTAINABLE CORPORATIONS

683 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

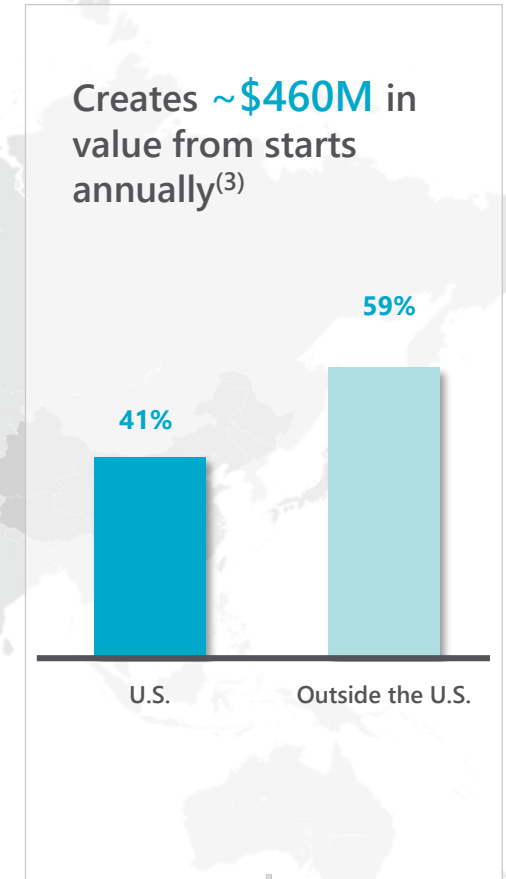
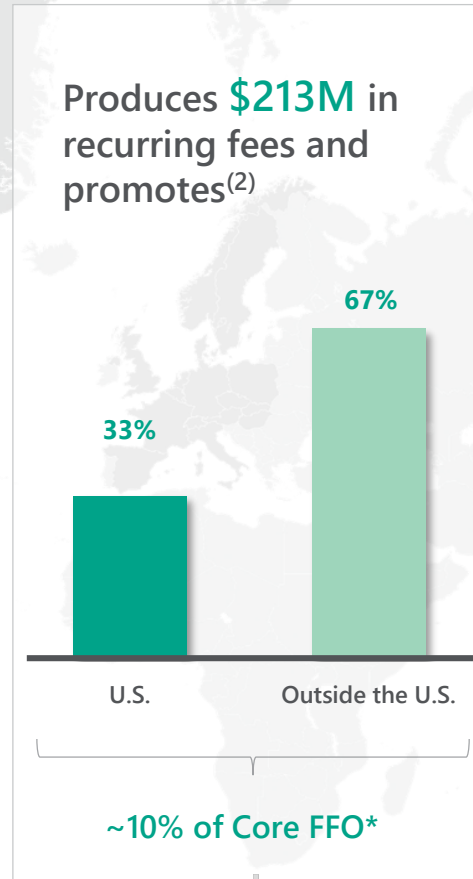
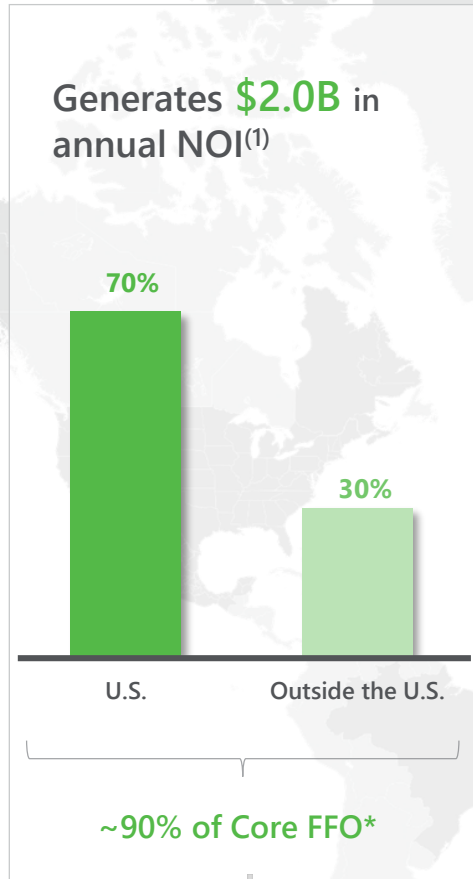
Operations

+

Strategic Capital

+

Development



*This is a non-GAAP measure

1. Pro rata share cash NOI, as described in our supplemental, annualized as of Mar. 31, 2018

2. Third-party asset management fees annualized plus trailing twelve month third-party transaction fees and normalized net promotes of \$25M as of Mar. 31, 2018

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

Serving the World's Best Brands



95%

Of our top 25 customers operate globally

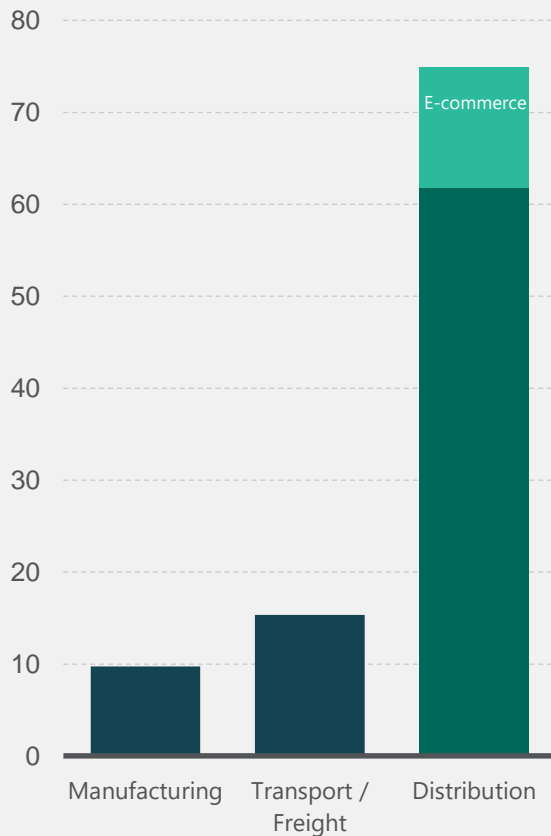
75%

lease from us on multiple continents

Consumer-Driven Business: Diverse by Customer & Industry

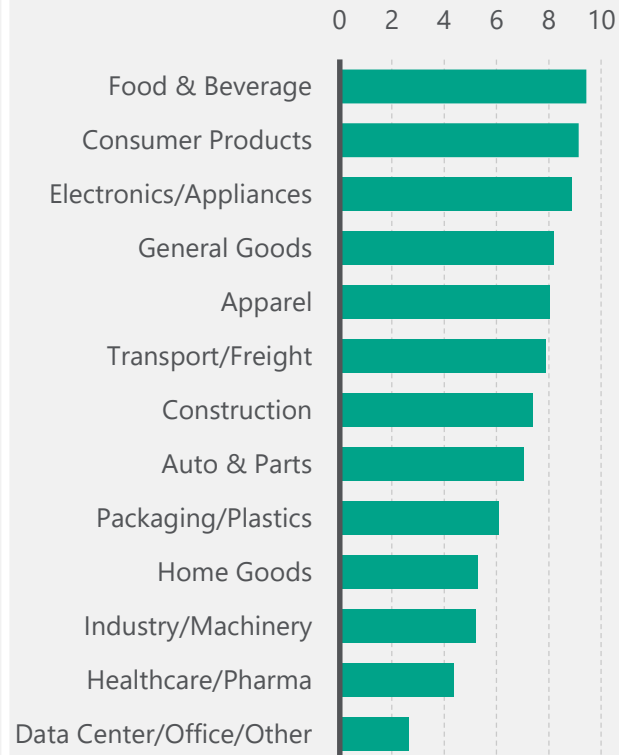
Customer Activity in Building

%, NRA basis



Type of Goods in Building

%, NRA basis



Our top 25 customers represent just

19%

of net effective rent

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%

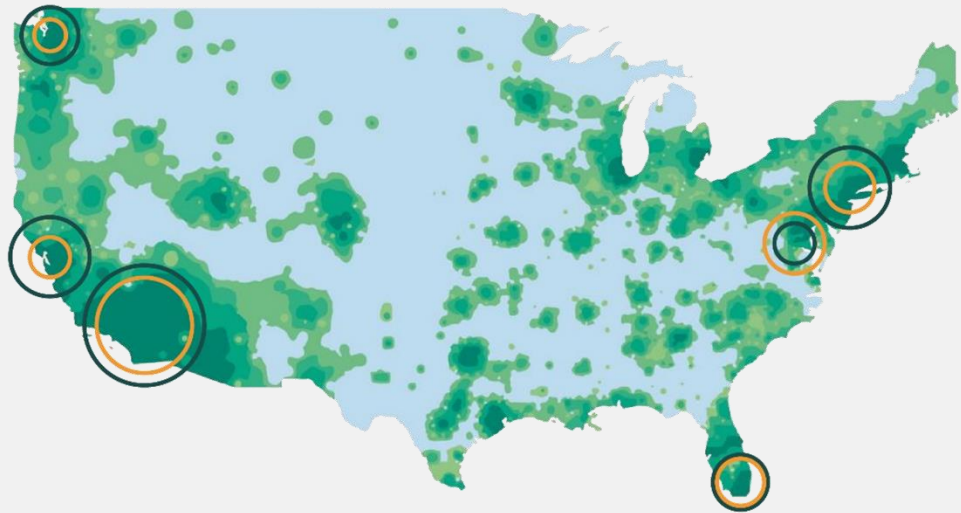
of GDP for the
19 countries where
we do business

1.7%

of the
World's GDP

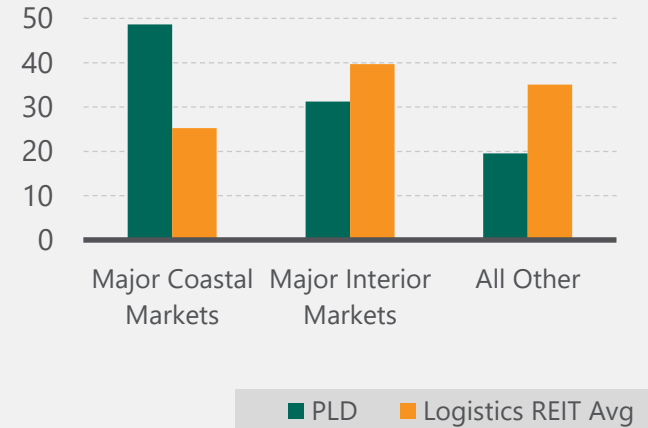
Prologis Portfolio is Located Near Consumers

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



○ PLD ○ Other Logistics REITs

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

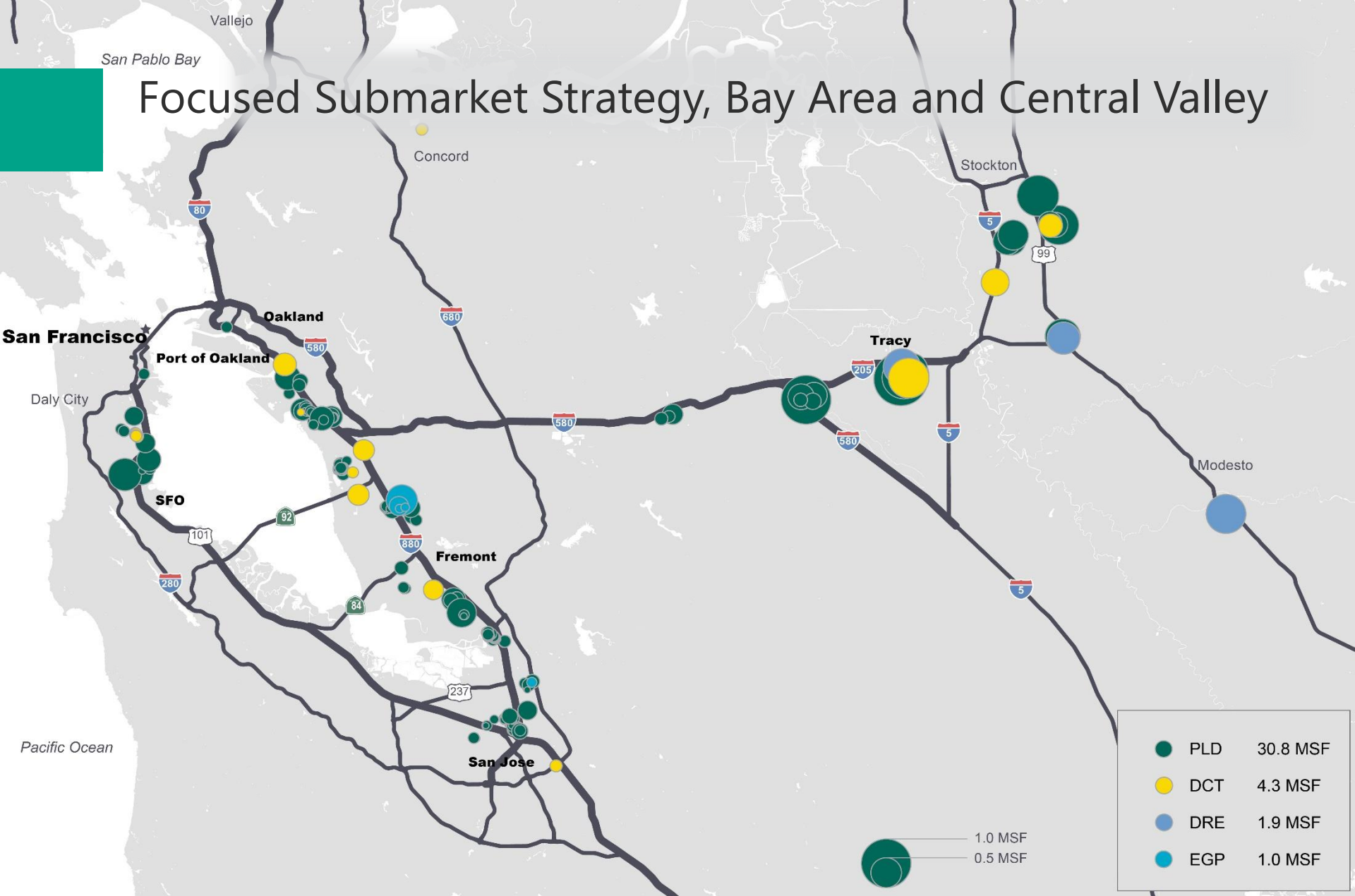


Nearly **50%** of our portfolio is located in the major coastal markets, compared to <25% for other logistics REITs

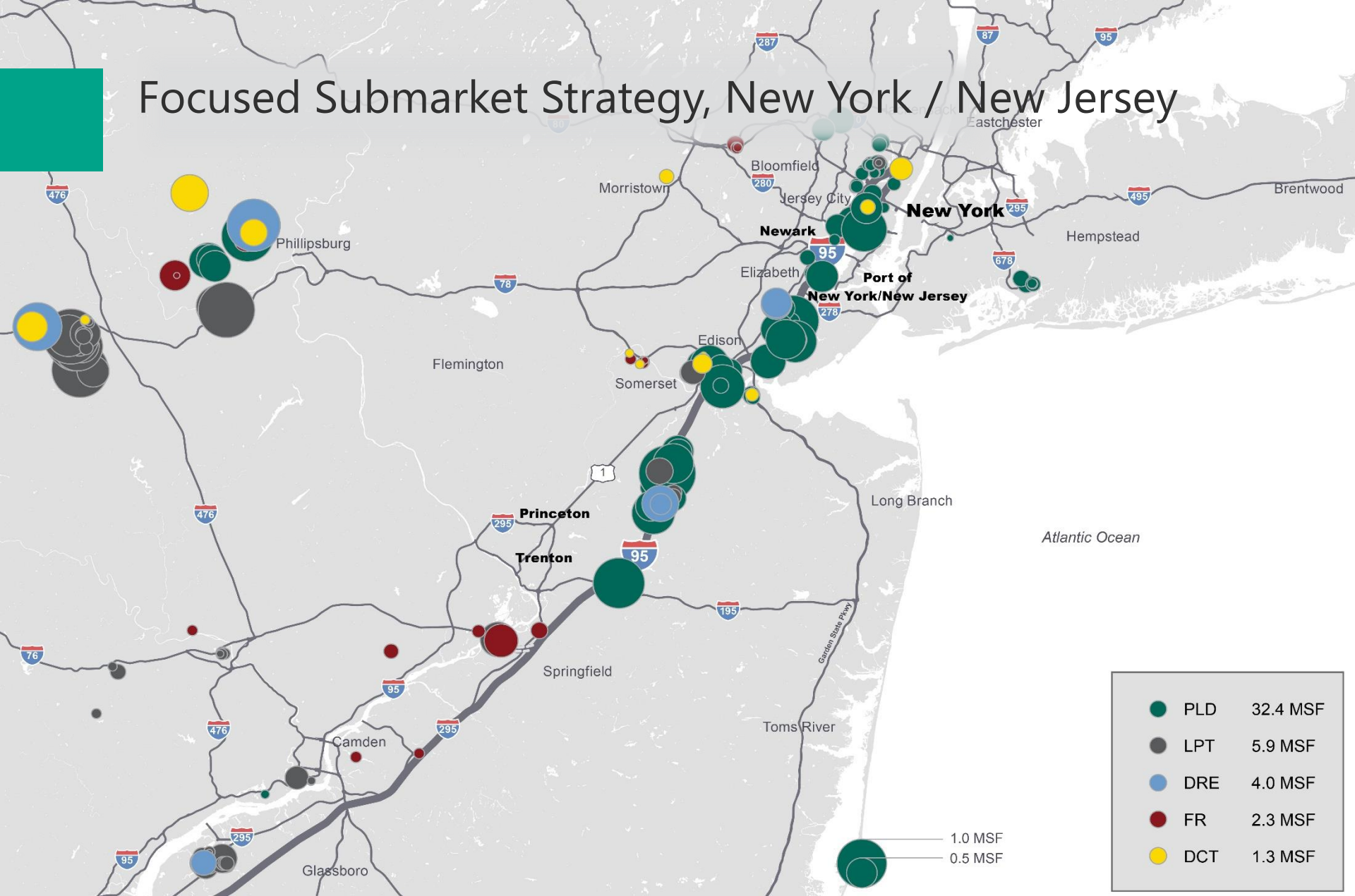
Focused Submarket Strategy, Southern California



Focused Submarket Strategy, Bay Area and Central Valley



Focused Submarket Strategy, New York / New Jersey



Value-Add Investments

Bronx, NY Case Study

BEFORE



AFTER

Date Acquired: 2017

Size: 205K SF

Location Advantage: Strategic infill an hour drive to ~7M consumers

Occupancy: 100% to leading e-commerce provider for 5 years⁽¹⁾

Purchase Price: \$38M plus \$15M of additional improvements:

- installation of parking ramp
- conversion of lower roof to car parking
- significant upgrades to electrical and HVAC systems
- installation of ESFR system

Est. Value Creation Margin: 17%

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

Top-Rated Financial Position

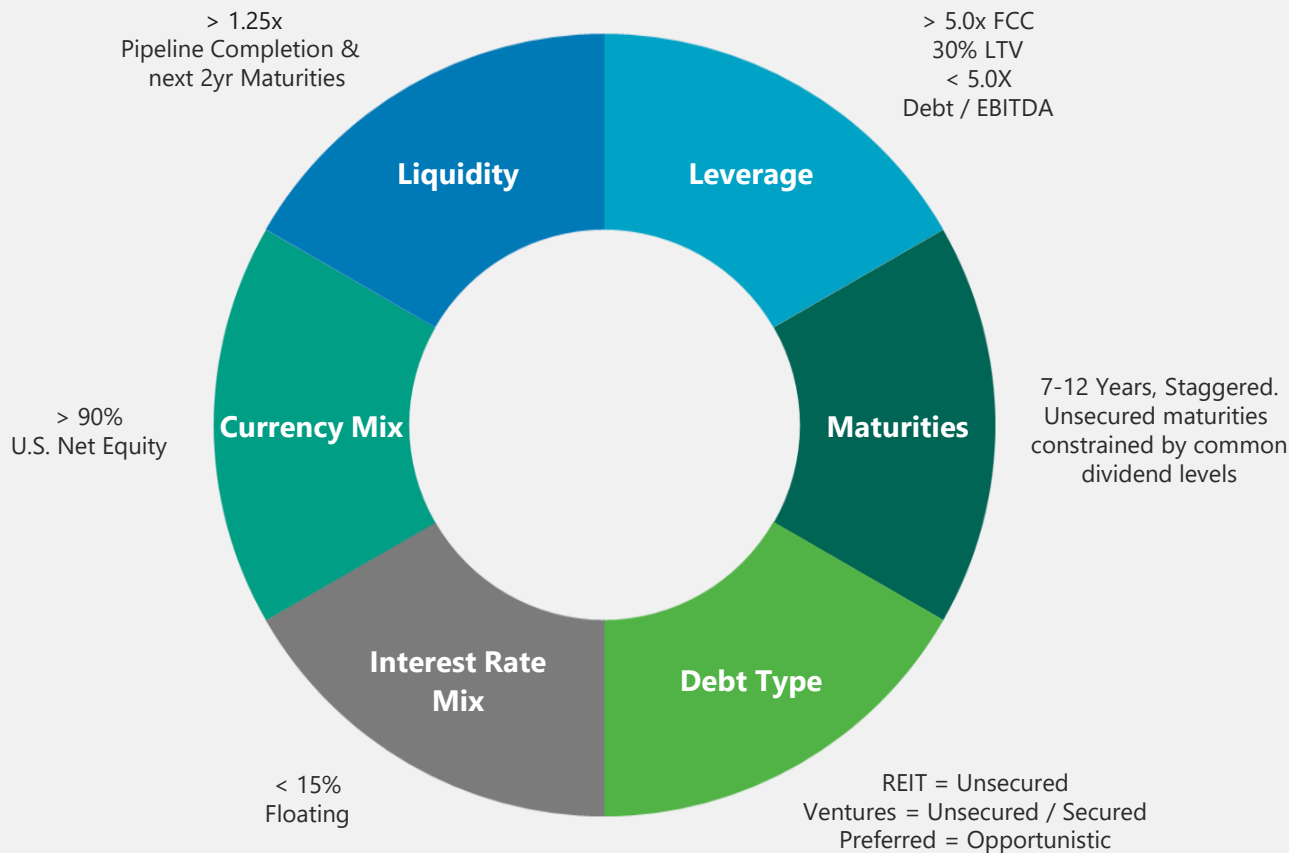
Upgraded to A3/A- by Moody's/S&P in 2016⁽¹⁾

	Q1 2018
Debt as % of Gross Market Cap	24.1%
Debt / Adjusted-EBITDA	4.2x
Fixed Charge Coverage Ratio	7.7x
USD Net Equity Exposure	96%
Liquidity	~\$3.6B

Prologis manages its balance sheet to:

- Low leverage
- High liquidity
- Low near-term maturities

Capital Structure – Financial Policy Overview



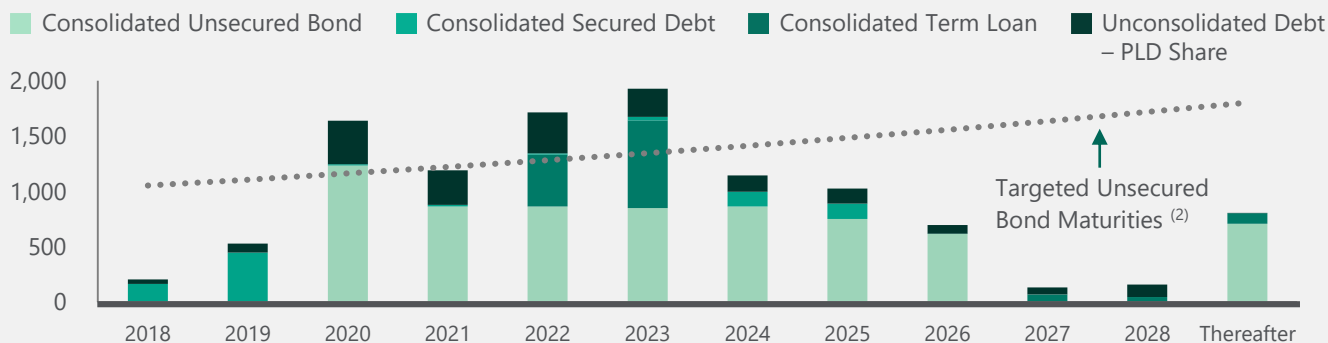
Balance Sheet Strategy:

- Committed to building one of the top balance sheets in the REIT industry
- Capital structure to support U.S. dollar net equity of at least 90%
- Staggered unsecured bond maturities which could be repaid with forecasted dividend levels
- Emphasis on liquidity, addressing maturities early and holding significant capacity on credit facilities

Superior Liquidity Profile

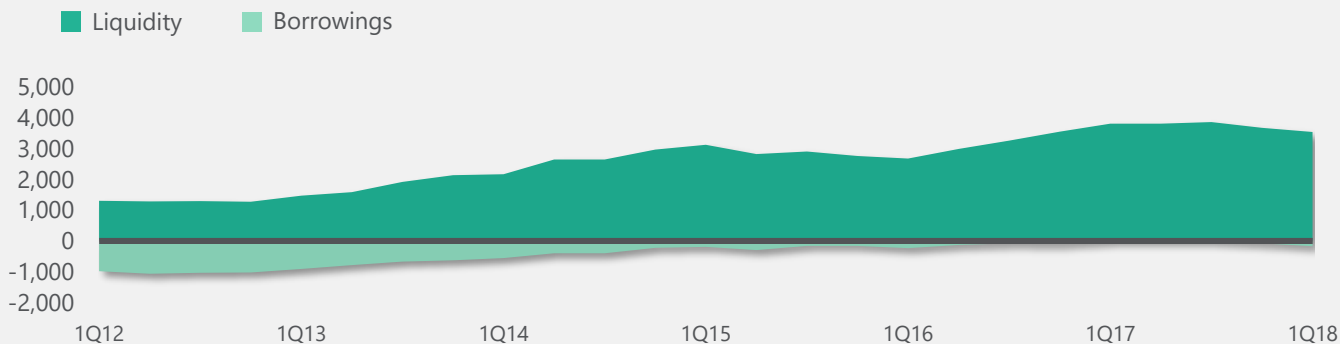
Staggered Maturities Governed by Free Cash Flow ⁽¹⁾

(\$, in millions)



PLD's Growing Credit Line Capacity ⁽¹⁾⁽³⁾

(\$, in millions)



Guiding Principles:

- A-rated credit metrics to always be upheld, but special attention placed in liquidity
- Maximize line capacities and structure capital recycling to keep lines largely undrawn
- Early refinancing or retirement of debt maturities (target 2yr window)
- Limit unsecured bond maturities to anticipated cash dividend level

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

