

Cambridge Biomedical Campus Phases 3 and 4

Direct Award Supporting Statement

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Executive Summary

Executive Summary

Prologis is a leading global property company with extensive experience in delivering complex life science, logistics and data-led developments. As the long-term custodial investor behind Phases 1 and 2 of Cambridge Biomedical Campus (CBC), with over two decades of continuous involvement and more than £850 million already invested, Prologis is uniquely positioned to deliver the next phase of the Campus's evolution. Our proposal commits up to £3 billion of investment into Phases 3 and 4, accelerating delivery, enhancing global competitiveness and maximising long-term value for Cambridgeshire County Council, local communities, businesses and key partners including the NHS and the University of Cambridge.

A step change in delivery

Earlier phases of the Campus were delivered by Liberty Property Trust, acquired by Prologis in 2020. The retained specialist expertise has been integrated into Prologis' global platform, combining deep site knowledge with financial strength, proven delivery capability, market-leading ESG (Environment, Social and Governance) performance and a long-term partnership approach. This continuity, coupled with enhanced capacity, enables future phases to be delivered at pace, with consistent quality and enduring social, economic and environmental value.

In 2022, Prologis unlocked speculative development at the Campus for the first time, helping establish a viable multi-let life science market and later validated by securing occupiers such as BioNTech and the NHS. This signified the start of Prologis' build-tohold model in the UK Life Science sector, under which assets are retained and managed long term, aligning delivery decisions with stewardship, resilience and public benefit rather than short-term returns.

Delivery will be supported by a strengthened governance framework, including a jointly led Growth Board with Cambridgeshire County Council and other key landholders, complemented by independent advisory input on Life Sciences and placemaking. This will provide clear strategic oversight, transparency and accountability throughout delivery.

Vision for the Campus

The vision is to take Cambridge Biomedical Campus beyond the ambitions of the 2050 Vision and cement it as one of the world's foremost centres for Life Sciences: a fully integrated campus where world-leading hospitals, researchers and companies collaborate to deliver better health outcomes, high-quality jobs and a net zero future.

This will be achieved through close partnership working, led in collaboration with Cambridgeshire County Council and alongside Cambridge University Hospitals NHS Foundation Trust, the University of Cambridge, the NHS and wider academic and research partners. The Council's strategic leadership and stewardship role will ensure growth is well

planned, coordinated and aligned with public value, while Phases 3 and 4 provide the enabling framework for partners to deliver their long-term strategies and investment plans. Phases 3 and 4 will:

- **Expand the Life Sciences ecosystem** with around 2.4 million sq. ft of flexible research, development and innovation space for occupiers, ranging from earlystage start-ups to global pharmaceutical and biomedical organisations.
- **Create a vibrant mixed-use campus** through an Innovation and Incubation Hub, central amenities, hotels, childcare, training and skills facilities and new public spaces that support activity throughout the day and evening.
- **Deliver a people-first public realm**, including a new central Plaza, green corridors and a substantial public park, promoting health, wellbeing, informal collaboration and at least 20% Biodiversity Net Gain.
- **Set a new benchmark for sustainability**, with all-electric, BREEAM Outstanding buildings, ambitious carbon reduction, best-practice water stewardship and integrated sustainable transport solutions that reduce reliance on car travel.

By deepening the clinical–academic–industry ‘triple helix’, the expanded Campus will also accelerate translational research, improve access to world-leading care and generate significant long-term economic and social value for communities across Cambridgeshire and the wider UK.

Integrated delivery and outcomes for Cambridgeshire

The expansion will be delivered through a coherent, outcomes-led approach that prioritises early delivery of infrastructure, public realm and community benefits alongside a steady, market-responsive pipeline of Life Science space. Aligning investment, infrastructure, governance and community engagement from the outset ensures that development translates directly into improved health outcomes, accessible employment opportunities and strong social value for Cambridgeshire residents.

Phases 3 and 4 will:

- **Expand the Life Science ecosystem** with around 2.4 million sq. ft of flexible research, development and innovation space for public and private occupiers – from incubator start-ups through to major global pharmaceutical and biomedical organisations.
- **Create a vibrant mixed-use Campus** with an Innovation & Incubation Hub, central amenities, hotels, childcare, training and skills facilities, and new public spaces that make the Campus an active, welcoming environment throughout the day and evening.
- **Deliver a people-first public realm** including a new central Plaza, green corridors and a substantial new public park, supporting health, wellbeing, informal collaboration and at least 20% Biodiversity Net Gain.
- **Set a new benchmark for sustainability**, with all-electric, BREEAM Outstanding buildings, ambitious carbon reduction, best-practice water stewardship and integrated sustainable transport solutions that reduce reliance on car travel.

Sequencing

Phases 3 and 4 will be delivered through an integrated masterplan aligned with the 2050 Vision and supported by a single, campus-wide Infrastructure Delivery Plan. Key stages include:

2026 – Getting the blueprint right

- Joint master-planning and refinement of the 2050 Vision with the Council and partners.
- Pre-planning work for Phases 3 and 4 and a structured community engagement programme across Cambridge and Cambridgeshire.
- Design work for the Southern Access Road (SAR) and wider transport network integration.

2028–2029 – Unlocking the Campus and delivering early benefits

- Outline planning consent for Phases 3 and 4, aligned with a campus-wide masterplan.
- Start on site for the **Southern Access Road**, providing a new gateway from Babraham Road, relieving congestion at Hills Road, improving blue-light access and unlocking the redevelopment of older NHS estate.
- Delivery of the **Confluence Plaza and key public realm** to create an attractive central meeting place at an early stage.
- Construction of the **Green & Gardens amenities hub** opposite Cambridge South Station, bringing forward food, beverage and community facilities that serve workers, patients, visitors and local residents.
- Launch of the £4 million **Community Action Fund** with the first £1 million seed payment in 2028 and a second £1 million in 2029, backed by an additional £2 million from Prologis to create the UK's first evergreen community-led investment fund of this scale.

From 2029 – Building the innovation engine and visitor infrastructure

- Early delivery of the **Innovation & Incubation Hub**, including co-working labs, event space and a dedicated training and skills centre, to support spin-outs, SMEs and local residents into Life Science and Campus jobs.
- Construction of a **business hotel with conferencing and wellness facilities** from 2030, followed by a more affordable hotel (currently programmed for 2034) to support patients, families and the campus workforce.

In parallel, Prologis will target delivery of approximately **150,000 sq. ft of commercial life science R&D space every 21 months**, with the flexibility to accommodate larger 'anchor' requirements of around 300,000 sq. ft where the market supports them. This phased pipeline, underpinned by Prologis' build-to-hold model, provides certainty of delivery, avoids speculative over-build and ensures infrastructure keeps pace with growth.

Delivery approach

Delivery will be overseen by a Cambridge Biomedical Campus Growth Board, jointly led by Prologis and Cambridgeshire County Council and involving all key landholders. This will be

supported by specialist Life Science and placemaking advisory input and coordinated through established Campus governance bodies.

Prologis will deploy a proven multi-disciplinary in-house and external delivery team that covers the full lifecycle of the Campus, including:

- **Executive leadership** providing strategic direction, senior oversight and integration across all workstreams.
- **Construction & Development** specialists responsible for infrastructure, commercial and amenity buildings, coherent design and master-planning, procurement and cost-efficient delivery.
- **Planning, Placemaking & Ecosystem Development** experts leading the holistic masterplan, securing timely planning approvals and curating a world-class Life Science ecosystem.
- **Leasing and market specialists** to curate a balanced occupier mix across start-ups, scale-ups and global anchors, and to secure and manage amenity operators.
- **Stakeholder Engagement & Communications** professionals managing structured engagement with residents, community organisations, NHS partners, academia and local authorities.
- **Estate & Property Management, Legal and Project Finance** teams providing long-term custodial services, robust legal and commercial frameworks, and disciplined financial management.

This integrated team, combined with Prologis' build-to-hold model and 170-year land and service agreements with key partners, ensures consistent quality, fast decision-making and a single point of accountability over the full 40-year option period and beyond.

Best consideration

Prologis' proposal secures best consideration for the Council through a combination of enhanced value, reduced risk and accelerated delivery. This includes full funding of planning and promotion costs, discounted and below-market developer margins, forward funding of key transport infrastructure including the Southern Access Road, and significant embedded social value commitments. As incumbent developer, Prologis brings cost certainty, established supply chains, optimised use of existing infrastructure and proven delivery capability, ensuring that the next phase of the Campus is delivered at pace and in the long-term interests of Cambridgeshire.

Company profile

Overview

Prologis, is a leading global property company that develops, owns, and manages exemplary Life Science, Industrial Logistics and Data Centre facilities in 20 countries across the globe and has been consistently named as one of the most admired global real estate companies in the Fortune 500 World's Most Admired Companies list.

Headquartered in the United States, Prologis is the 2nd largest Real Estate Investment Trust (REIT), with a market cap of \$118 billion (£88 billion), giving us unmatched scale, customer access, supply chain, and market intelligence. To put this in context, if Prologis was listed on the London Stock Exchange, at the time of writing, it would be the 8th largest company on the FTSE 100, sitting above Rolls Royce, Barclays and BP.

Globally, Prologis owns and manages 1.3 billion sq. ft of space and, according to a recent report by Oxford Economics, our commercial property portfolio supports 3.6 million jobs and contributes \$348 billion to the global economy. In 2024 alone, economic activity in Prologis buildings generated \$77 billion in global tax revenues. Around 3% of global GDP passes through Prologis buildings each year.

A catalyst for UK economic growth

Prologis has been investing in the UK for almost 30 years, working in partnership with customers, government and public and private landowners at a national, regional and local level to drive economic growth and provide the space required for businesses to expand and provide a diverse range of accessible, high-quality local jobs. Our investments continue to grow sustainable long-term benefits, critically supporting local economic benefit and national tax revenue. Over the past decade, we've invested \$7.4bn (£5.5bn) delivering critical infrastructure and buildings in key locations across the UK and have committed to invest a minimum of \$3bn (£2.5bn) over the next five years.

Our UK portfolio spans 35.6m sq. ft, is worth \$9.5 billion (£7.5 billion) and supports over 100,000 jobs. A recent report by Oxford Economics estimates that activity within Prologis buildings in the UK contribute around \$9.6 billion (£7.1 billion) to UK GDP, alongside \$2.8 billion (£2 billion) in tax revenues. Our investment to deliver a range of projects at Cambridge Biomedical Campus for Phases 1 and 2 alone will be in excess of \$1.0bn (£0.85bn).

Corporate structure

The ultimate parent company is Prologis Inc, a Real Estate Investment Trust quoted on the NYSE and a member of the Standard & Poor's 500. Prologis operates its UK business through its wholly owned subsidiary company, Prologis UK Limited. Prologis UK Limited was incorporated in 1993 and is headquartered in Solihull, West Midlands. From its offices in Solihull and London, Prologis employs a team of 70 people: this includes inhouse experts who are involved at every stage of the development and property management process, ensuring greater control and oversight of costs, delivery and ongoing customer and community relations.

Contracting party

The proposed contracting party for the Phase 3 and 4 expansion of Cambridge Biomedical Campus is Cambridge Medipark Limited (CML). This company is a UK registered company (company number 04620453) and a wholly owned subsidiary of Prologis Inc and is the entity through which we have undertaken all infrastructure delivery across the modern-day Phase 1 and 2 expansions of the biomedical campus.

Under the proposed new governance model, Cambridgeshire County Council will work alongside CML as partners for Phases 3 and 4, on a proposed 'Growth Board' and have joint oversight of strategic priorities, investment planning and delivery programmes. This structure ensures that Cambridgeshire County Council retains a decisive role in shaping the future of the Campus, with clear influence over all major strategic and infrastructure decisions, while benefiting from the delivery capability, financial strength and long-term commitment that CML brings as the Prologis dedicated development vehicle for CBC.

Absence of conflicts of interest

Prologis has no competing Life Science schemes within the Cambridge cluster or the wider East of England region. This means that our full focus, resources and strategic attention are concentrated on the successful delivery of the Cambridge Biomedical Campus, with no dilution of effort or internal competition for expertise, capital or management capacity.

In a market where several capable developers are progressing significant Life Science projects, including British Land, Mission Street, Pioneer Group, Kadans and BioMed Realty, their wider activity helps to strengthen the overall Cambridge life science ecosystem, but it also means their resources are spread across multiple schemes. In contrast, Prologis can dedicate our entire Life Sciences growth platform, team and investment capacity to this site alone, ensuring clarity of purpose, faster decisionmaking and fully aligned commercial and partnership objectives.

This singular commitment brings significant benefits for Cambridgeshire County Council: no competing priorities, no fragmentation of focus, and a development partner whose success is tied directly to the long-term performance of this Campus.

With more than two decades of embedded experience at Cambridge Biomedical Campus, we understand the dynamics, strengths and interdependencies of academia, clinical and commercial R&D that create the unique positioning of the Campus within the wider Cambridge life sciences ecosystem. Our long-term commitment will ensure that the Campus not only complements, but actively elevates, the collective regional offer. By fostering connections between leading institutions, innovators and investors across all life science locations, we will fulfil the desire to create a more integrated and collaborative network, one that accelerates discovery, amplifies shared opportunity, and strengthens Cambridgeshire's role as a globally competitive hub for life sciences.

The Future for Cambridge Biomedical Campus:

Proposal overview

Prologis has already invested \$1 billion (£850 million) to deliver the Phases 1 and 2 of Cambridge Biomedical Campus, helping establish it as a world-leading location for Life Sciences. Our early commitment to Phases 1 and 2 infrastructure ensured the UK's largest listed company, AstraZeneca, was able to commit its future growth to the UK in the face of a potential relocation to the US and/or Sweden. The deliverability and readiness for Cambridge Biomedical Campus to become home to AstraZeneca was key to ensuring this significant Life Science operator was not lost to the UK.

Building on this track record and two decades of partnership on Campus, we will invest a further \$4 billion (£3 billion) to deliver Phases 3 and 4, expanding Cambridge Biomedical Campus' global reach and maximising benefits for Cambridge, Cambridgeshire and the UK. We will go beyond the ambitions of the 2050 Vision, to further elevate the global status and local importance of the Campus, establishing it, and the wider Oxford-Cambridge Growth Corridor, as a centre of global excellence and innovation for life sciences

Prologis' vision centres on a holistic integrated approach to expanding the wider Campus. Guided by the new Supplementary Planning Document, Phases 3 and 4 will be delivered alongside Campus-wide improvements set out in an agreed Infrastructure Delivery Schedule and Plan, strengthening both the entire Campus environment and its connections to the surrounding area.

As [award-winning place-makers](#), we understand that how development is delivered is as important as what is delivered. To maximise the social, economic and environmental benefits of the Campus for Cambridgeshire and beyond, we will introduce Life Sciences and Placemaking Advisory Boards under a new governance model, supported by a more structured and inclusive approach to stakeholder engagement. This will help us ensure that the Campus continues to grow in global significance, whilst delivering social and economic benefits for the local community and wider Cambridgeshire area.

Phases 3 and 4 will deliver:

1. A World-Class Life Sciences environment

- Approximately 2.4m sq.ft (floor area) of flexible, high-quality Life Science research, development and innovation space, attracting global pharmaceutical and biomedical occupiers, including those occupiers looking for new HQ facilities akin to AstraZeneca.
- We will deliver at pace, targeting a construction rate of 150,000 sq. ft (NIA) of commercial Life Science R&D space every 21 months with allowances for normal market cycles.
- We will deliver a new market-leading Innovation and Incubation Hub with coworking labs, learning spaces and a dedicated training and skills centre will strengthen the local talent pipeline.
- 10,000+ new jobs will be created across science, healthcare, construction, hospitality and support services, with targeted programmes to improve access for disadvantaged communities in Cambridgeshire.

2. Connectivity and early delivery of transport infrastructure

- Early delivery of the Southern Access Road (connecting Babraham Road to the south to the campus), easing congestion, improving blue-light access, reducing travel times and, importantly, unlocking the redevelopment of the older Addenbrooke's Hospital estate.
- Up to £81m contribution to the Cambridge South-East Transport scheme (CSET) and its coordinated integration with the Cambridge South station and wider campus transport network.
- Expand sustainable mobility options through enhanced walking, cycling and wider public transport routes, and by growing the Green Travel Scheme, that includes

Liftshare, Zeelo's carbon-neutral bus service, the provision of Voi scooters, and future autonomous vehicle trials.

- Consolidated structured car parks to avoid surface car parks and the need to drive through the campus.
- Vehicular traffic controlled and monitored through an ambitious but credible "trip budget." (This is a planning assessment of whether a new development can handle the number of journeys people are likely to make, so the development works well for everyone.)

3. Long-term social and economic value

- Creation of Life Sciences and Placemaking Advisory Boards including the Council, Campus Stakeholders and the Community, to embed transparent, inclusive governance and ensure investment and decision making reflect local priorities and be informed by the best thought-leadership which will be harnessed for the benefit of the Campus and the wider county region.
- Launch of a £4m Community Action Fund, establishing the UK's first 'evergreen' community-directed investment pot that endures across the life of the development. The fund will bring County-wide opportunities to support communities and projects beyond the Campus, sharing in the benefits of a global campus.
- Targeting social value at 20% of the construction cost delivered through Prologis's supply chain. This includes 360 FTE local employment roles and 48 FTE roles for disabled, long term unemployed, NEETS and young offenders , 480 weeks of apprenticeships and work placements, £336m in local and SME spend, and 1,584 hours of volunteering. Additional social value activities will be delivered through ongoing management of the site.
- Expansion of education and career programmes across Cambridgeshire, strengthened by the new Innovation & Incubation Hub and training centre to improve access to the jobs and opportunities created by the Campus.

4. A vibrant and inclusive campus

- A new Amenities Hub offering cafe, community rooms, meeting, event spaces and possible educational space will provide a focal point for the Campus.
- A new nursery will support Campus workers and the wider community by providing easy access to childcare.
- Two new hotels, one of which will have conference and wellness facilities, will support employees, visitors, and NHS patients.
- A new central Plaza and enhanced public realm featuring social, cultural and wellbeing-focused spaces underpinned by a Campus-wide public art strategy.

5. Sustainable development and Net Zero delivery

- All buildings to target BREEAM Outstanding.
- Development of all-electric laboratories and offices, to include on-site renewables and high-efficiency systems.

- Best practice water stewardship, using rainwater harvesting, greywater reuse, permeable and nature-based drainage systems, and drought-resistant planting to achieve a 65% reduction in potable water use and meet local planning and BREEAM Wat01 standards.
- New public parkland, expanded green corridors, support for local wildlife initiatives (e.g., Swift Project and Happy Bee City), and a minimum 20% Biodiversity Net Gain.
- Continued carbon mitigation through partnerships with Planet Mark (an organisation who guide businesses in understanding their emissions, empower them to develop carbon reduction plans, and support them on their journey to net zero) and Cool Earth (an organisation who work to combat climate change by protecting rainforests through partnerships with local and Indigenous communities).
- Integrated sustainable transport methods including the promotion of cycling by providing innovative cycle parking solutions and foldable bike lockers, designated parking space for electric scooter and bikes. Alongside the integration of public transport initiatives including CSET and autonomous buses.

Delivering improved health outcomes

Cambridge Biomedical Campus is already delivering substantial and measurable health benefits for the region and the UK, demonstrating the power of co-locating world-class healthcare, research and innovation in a single integrated environment. The Campus brings together three NHS hospitals providing care for more than one million patients every year, combining specialist clinical expertise with leading-edge science and translational research. This unique ecosystem enables rapid adoption of new treatments, earlier diagnosis, and improved outcomes for patients.

This model is already saving lives. Compared with national averages, the Campus delivers significantly better clinical outcomes across major disease areas, including:

- Lower cancer mortality rates, saving an estimated 182 additional lives every year
- Lower cardiac mortality rates, saving an estimated 83 additional lives every year
- Lower respiratory mortality rates, saving an estimated 208 additional lives every year

These outcomes demonstrate how the Campus's integrated approach, bringing clinicians, researchers, industry and academia together, directly translates into improved patient care and population-level health benefits. The expansion of the Campus will build on this proven success, enabling even greater advances in clinical outcomes, innovation and public health for Cambridgeshire and the wider UK. **Community amenities**

The Campus has evolved incrementally over time, which means that some core shared amenities have yet to be delivered. Prologis plans to address this by delivering a highquality amenities hub on The Green and The Gardens, which is centrally located between AstraZeneca and Royal Papworth and opposite the entrance to the new Cambridge South train station.

This prominent building with excellent access links will attract visitors from across the Campus and the wider community. Being near the new station means it will benefit from a

high footfall, helping to sustain the businesses operating from the facility and creating a vibrant atmosphere.

The Hub will provide a focus point and be designed for the benefit of all, promoting social interaction, health and wellbeing, and a sense of community. The amenities will improve the attractiveness and market perception of the Campus, accelerating occupier demand.

Prologis will undertake extensive community engagement to ensure the amenity space meets the needs of people working at the Campus, visitors, patients, and the local community. A project with pupils from the Cambridge Academy for Science and Technology informed our outline concept for the facility, which includes food and beverage facilities, flexible rooms for community use and informal spaces for reflection, education and collaboration.

As Prologis controls this parcel of land, we are the only developer that can deliver this facility as part of a holistic campus-wide masterplan, delivering a 'quick win' for the local community and the businesses on campus. We are targeting a start on site date of 2028, aligned with other key infrastructure elements, following conclusion of the masterplanning, design phases and the granting of planning permission. **Childcare**

Prologis will deliver a new high-quality nursery that will serve both Campus employees and the wider community. This facility will help remove a barrier to employment by increasing access to local childcare. Cambridgeshire County Council's Early Years Team has confirmed that the projected growth in employment will create sufficient demand for additional nursery places, making this new facility essential. We will continue to work closely with the County Council to bring the nursery into operation and to ensure it complements and strengthens the existing early years offer in the area.

Hotels

Two new hotels will be delivered to provide much needed overnight accommodation for those visiting the Campus and local area for work, health, leisure or visiting family members in hospital. To cater for a wide audience, the hotels will be at different price points, and one will include conference facilities and a health and fitness suite. These offers will be open to hotel guests, Campus workers and the wider community.

The 'business' hotel has been prioritised in our delivery programme as it includes conferencing and fitness facilities that are beneficial to the Campus and local community in addition to the overnight accommodation. Construction of the business hotel is scheduled to begin in 2030, following completion of the confluence plaza and Southern Access Road. Until 2030, much of the area will be an active construction site and unlikely to be attractive to users, however, the hotel could be delivered earlier if a hotel provider were to express interest. The more affordable hotel will come later, currently identified for 2034, but the exact timing will depend on market demand.

Providing on-Campus accommodation will enhance the visitor experience, for people working at and visiting on-Campus businesses (and the wider Cambridgeshire area) and for NHS patients and their families attending the medical facilities on site. Enabling people to spend more time on Campus will help achieve the aim of creating a campus that is lively throughout the day and night.

The new facilities also will provide a range of hospitality and leisure jobs, create opportunities for local supply chains, and create tax revenue for Cambridgeshire County Council.

Enhanced public realm

In 2026 Prologis will commence consultation with the community and, in association with its newly formed Life Science and Placemaking Advisory Boards, to initiate the design of a Campus-wide, holistic, master-planned vision for the expansion. This approach will build on the 2050 Vision undertaken by master-planning architects, Hawkins Brown and Allies & Morrison. We will evolve a new blueprint masterplan that reflects the global status of the Campus. Prologis will take a people-first approach to our landscape designs, creating an integrated and inclusive campus environment that people enjoy being in, enhancing the existing development and connecting it seamlessly to the expansion areas, creating the much sort-after sense of place.

The public realm at the Campus, to date, is, in part (Phase 2) inspired by the Cambridge college 'courts', creating unique but interconnected spaces. A central Plaza for Phases 3 and 4 will provide additional space for informal social interaction, collaboration, and idea generation, as this is crucial for scientific innovation and discovery. The Plaza will include spaces for café overspill and events, gathering points and transition zones that connect different buildings and functions on Campus, creating a more vibrant and integrated environment.

Our future public realm designs will incorporate innovative lessons-learned from our existing development programme such as the unique semi-sunken CycleParc concept we have developed on Phase 2. This current CycleParc will provide secure parking for 450 bikes whilst simultaneously creating an attractive and valuable public space. The new topography creates visual interest, and the inclusion of amphitheatre style seating will encourage people to gather, socialise and enjoy the outdoor environment.

To foster community connection and create uplifting spaces, we will continue our successful public art strategy in collaboration with local stakeholders, commissioning artworks that reflect local identity and enhance the sense of place. These temporary and permanent installations will be designed to enrich the experience of the people who work at, visit and move through the Campus.

We have demonstrated the impact of this approach through our Poetry Project at 2000 Discovery Drive, where 29 metres of construction hoarding were transformed to poetry boards. The project prompted social media engagement, sparked conversations around mental health, and showcased how creative partnerships can build community connection and support positive wellbeing.

Integrated Transport Solutions: delivering sustainable movement for all

Prologis will connect people and places by enhancing the transport infrastructure at the Campus. Our interventions will champion sustainable travel and ensure different modes of travel are integrated to maximise accessibility. We aim to reduce reliance on cars and single occupancy car journeys, reduce emissions, improve air quality, ease local congestion,

shorten travel times, improve the visitor experience and make commuting more affordable and inclusive. **Transport vision**

The transport vision recognises the importance and necessity for both staff and visitors of the campus to be able to travel to, from and around the site with ease, whilst at the same time aims to ensure the local communities' transport infrastructure is also improved rather than hindered and burdened by the expansion.

There will be a new southern gateway that connects Babraham Road Park & Ride, Cambridge South Station, the Cambridge South East Transport (CSET) route, the Cambridge South West Travel Hub (CSWTH) and the Guided Busway, creating a fully integrated multimodal hub for the Campus and city. This reduces pressure on Hills Road, enabling its transformation into a more welcoming, less congested Campus entrance.

A pedestrian and cycle-focused primary street network, aligned with wider Cambridge investments, will guide movement across the site and extend throughout the Campus. A north-south green corridor will link Phases 3 and 4 to the Campus heart, strengthening active travel and landscape connectivity.

Consolidated structured parking in Phases 3 and 4 will avoid through-traffic and surface parking and support for an east-west link between Hills Road, Cambridge South and the busway further enhances accessibility. All vehicular movement will be managed through a clear and credible 'trip budget' to ensure a sustainable, future-focused transport system.

Early delivery of the Southern Access Road

We are prioritising the delivery of a new Southern Access Road (SAR). This essential transport infrastructure will bring forward the following benefits:

- Relieve congestion at the Hills Road entrance to Addenbrooke's as vehicles approaching from the south of the city will be diverted off Babraham Road into Cambridge Biomedical Campus earlier and via the new southern access road.
- Enhanced patient access and a faster blue light route to the proposed acute hospital (on Dame Mary Archer Way) will deliver better health outcomes.
- Reduced travel times for people using these roads will improve their visitor experience when accessing the campus and wider benefits to communities around the campus into the long term. Complementing more sustainable travel planning
- Importantly, the new SAR is fundamental to unlocking the redevelopment of Cambridge University Hospitals NHS Foundation Trust (CUHT) owned Hills Road sites (currently used as bus station and car park). The conversion and intensification of these under-used assets for commercial development in the Life Science sector will grow the Campus and provide CUHT funding towards new hospital clinical developments.
- Improved integration and operational functionality of the Campus community by providing easy access between the new development and the existing services, businesses and infrastructure on the Campus. Reduced traffic on key routes will make cycleways and footpaths more attractive, promoting active travel and sustainable movement around Campus.

- Improve the market appeal of the Campus, aiding the growing occupational demand for future developments.
- A well-conceived Trip Budget to moderate car usage and encourage modal shift. Complimenting wider strategic transport planning and sustainable transport policies with the aim of reducing carbon impact.

Prologis is uniquely positioned to commence construction of the Southern Access Road in 2028 as we can provide legal access to existing Campus infrastructure and have already designed and secured planning consent for the two key junctions that will link the new road to the wider campus. The master planning activities we will undertake in 2026 will ensure the new road is part of an inclusive and integrated transport network.

Enhanced public transport and active travel

Phases 3 and 4 expansion will make an £81 million financial contribution to the CSET. This investment will support the delivery of a new busway, travel hub and active travel route that will connect communities along the corridor to Cambridge and the new Cambridge South Station, while also providing convenient access to key destinations including Cambridge Biomedical Campus, Granta Park and the Babraham Research Campus.

The proposed travel hub near the A11 and A1307 will be ideally located for people travelling into Cambridge from the east and south, offering a convenient interchange with public transport. Enhancing the wider connectivity of the campus and sustainable options to all users of the campus and neighbouring communities.

A dedicated path for walkers, cyclists and horse riders will run alongside the busway, linking to the wider Campus active travel network, including NCN11 and the Campus cycleway, to create safe, high-quality routes and strengthen connectivity for all users.

The development of Phases 3 & 4 will also provide a holistic campus and local community wide enhanced travel network. Examples include:

- Contributions to aid the implementation of resident parking zones in adjacent residential areas.
- Contribution to Sawston Greenway
- Granham's Road realignment to create a more efficient and active travel link between the Campus and Babraham Park and Ride
- Increased provision of Voi scooter and electric bike parking around Campus to enable short term connectivity improvements.

We will work closely with the Council to ensure the new infrastructure integrates seamlessly with transport routes across the Campus and beyond, encouraging its use by employees, visitors and the local community.

By enabling more people to travel by public transport and active modes, the scheme will help reduce car dependency, lower congestion and improve air quality.

Green Travel Scheme

The Prologis Green Travel Scheme, will help employees and visitors to plan sustainable journeys by identifying car share partners and optimal public transport, cycling and walking routes. Developed with customers and local transport providers, the scheme ensures travel options meet the needs of the Campus workforce.

A key element of the Green Travel Scheme is Prologis's flagship Liftshare Scheme, which connects commuters travelling in the same direction at the same time, enabling people from across Cambridgeshire to access training and jobs available on the Campus.

Prologis will centralise, formalise and scale up the Liftshare platform already used in part across the Campus. A comprehensive Campus-wide system, will provide a more effective tool for coordinating shared mobility, tracking travel patterns, and identifying opportunities to reduce single-occupancy vehicle trips.

Since Prologis launched the Liftshare Programme across its UK Parks in 2018, the initiative has attracted over 2,000 members, saved 1,456 tonnes of CO₂, and generated £1.6 million in commuting cost savings. Beyond its environmental benefits, the scheme improves access to employment, particularly for those without regular access to a car, and strengthens connections between colleagues and neighbouring businesses. One Prologis customer has seen a 500% increase in job applicants since introducing Liftshare.

Prologis also collaborates with the Zeelo Smart Bus Partnership, a 100% carbon-neutral commuter bus service, that was successfully piloted at Prologis RFI DIRFT in Northamptonshire and has now expanded to eight UK sites. We plan to roll out the service at Cambridge Biomedical Campus to deliver recruitment and retention benefits to employers and improve inclusivity by providing a means of travel for employees in Cambridgeshire without cars or on varied shift patterns. On similar schemes, services are partially subsidised by Prologis until passenger numbers grow and the scheme becomes self-funding. The schemes ensure fares are kept to minimal levels (normally between £2 and £3) to ensure sustainability for users. In our experience occupiers tend to opt to subsidise these fares further for employees.

Our commitment to innovation includes continued support for the Greater Cambridge Partnership's autonomous vehicle trials. We intend to encourage their expansion and transition into a permanent piece of transport infrastructure for Phases 3 and 4 of the Campus. Autonomous vehicles would offer a reliable, low-emission alternative to car travel, further reducing congestion and improving connectivity.

Complementing these initiatives, the innovative CycleParc, a semi-sunken, highcapacity cycle facility, will provide safe, dry and secure parking for 450 bicycles across 2000, 3000 and 4000 Discovery Drive, which will encourage commuting by bicycle. In addition to encouraging the take up of sustainable transport methods we have designed designated Voi electric scooter and cycle parking close to building entrances alongside foldable bike lockers in each building, acknowledging the modal shift likely to occur as a benefit of Cambridge South Station becoming operational.

Together, our comprehensive package of sustainable transport interventions will reduce dependence on car travel, improve accessibility, and support the long-term environmental ambitions of the Cambridge Biomedical Campus

Inclusive economic growth: Connecting people to opportunities

Boosting local employment

Cambridge Biomedical Campus is the largest employment site in Cambridge. 22,000 people currently work on the Campus; a figure which is nationally significant because every ten jobs on the Campus support a further nine jobs across the rest of the UK.

Phases 3 and 4 will generate a further 10,000 jobs on the Campus across a wide range of sectors including: Life Science and Healthcare, Construction and Property Management, Catering and Hospitality, Business Management, Transport and Logistics, and Childcare and Early Years Education.

Through the provision of a dedicated training and skills centre on Campus, we will work with occupiers and training providers to help local people, and those furthest from the job market, obtain the skills required to access the employment opportunities on site. To help remove barriers, enabling more people to engage with the training programmes on offer, the courses will be fully funded, delivered through a blended approach of in-person and digital teaching experiences. Our training programmes will also link trainees with potential employers on Campus, helping them secure employment upon completion of the course. As an example, our training hub at DIRFT, Northamptonshire, has trained over 1,000 people to date and some 340 of them went on to secure employment.

Furthermore, our Liftshare scheme and on-demand, subsidised, carbon-neutral commuter bus service will help Cambridgeshire residents overcome transport barriers to access employment at the Campus.

As part of our Social Value charter, we require our contractors and their supply chain to offer apprenticeships, educational visits or work experience for local people during the construction period. During the construction of 2000 Discovery Drive, for example, nine local apprentices have worked on the project, to date, in a diverse range of roles; from management trainees and trainee planners, right through to apprentice electricians, bricklayers and roofers.

Phases 3 and 4 are targeting 480 weeks of apprenticeships/work placements (£103,200 social value), 360 FTE local employment roles (£16.8m social value) and 48 FTE roles for disadvantaged individuals (£2.544m social value).

Prologis is committed to maximising opportunities for Cambridgeshire-based businesses and expects to deliver £336m in local spend across Phases 3 and 4. Examples to date include:

- Stir, a Cambridge café chain, operates the cafe at 1000 Discovery Drive.
- FoodPark, a collective of Cambridge based street food traders, provides weekly pop-up food trucks at The Green and Gardens.
- Local firms R.J. Farthings and Fordham Landscapes Ltd maintain the communal landscaping across the Campus.
- 2000 Discovery Drive is on track to generate £14m in local spend.

Innovation and Incubation Hub

Prologis will deliver a next-generation 'Incubation and Innovation Hub' to support the life science ecosystem and strengthen our skills and employment offer to the wider Cambridgeshire community. The hub will be developed as a multi-occupancy building, providing a flexible, curated environment designed to accommodate a blend of users whose combined uses creates both economic viability and long-term sustainability for the innovation offer.

At the heart of the Hub will be a lab-enabled fitted Innovation Centre, providing flexible laboratory and bench space for start-ups, early-growth innovators and university spinouts. These early-stage occupiers face significant barriers in Cambridge, where the scarcity of suitable space and the financial complexity of delivering smaller, flexible labs has created a well-recognised viability gap. Prologis solves this issue by incorporating complimentary profitable uses in the building to offset the cost of the Innovation Centre, meaning much less gap funding is required. For example, key-worker serviced apartments and office spaces for life science support companies.

The Government and Prologis have agreed to explore a partnership mechanism for the Hub, strengthening their shared commitment to develop an innovative delivery model early in the programme. This collaborative approach will help ensure the Hub becomes a viable and sustainable global asset that supports the campus's growth, enhances its international standing and reinforces its continued high-growth potential.

The Hub will be carefully curated to optimise the mix of compatible uses to enable viability. While the land will be transferred at nil value as infrastructure land, further reducing the funding required. Phases 3 and 4 has already committed £5 million in the draft IDS towards this model.

The Hub will be designed with maximum flexibility, ensuring space can adapt to changing occupier needs as the Campus evolves.

Facilities and function

- **Incubation and flexible co-working spaces for Life Science start-ups.** This will widen the Campus offer, promote innovation and feed 'grow on' space, creating a more vibrant Campus ecosystem. Not only will it generate success stories for the Campus, it will also establish a customer pipeline for future commercial opportunities and help keep thriving businesses, and their jobs, on site.
- **A café** will offer food and drinks to those using the building and wider community (with the aim of it being a community interest café) and incorporated into its design will be informal meeting and networking spaces. The new train station and proximity to London will make this space an attractive proposition for Venture Capital funders looking to engage with life science start-ups.
- **Event and seminar space** will promote learning and collaboration. Prologis plans to have an engaging events programme to attract people to the venue, primarily focused on life science but also supporting the other employment sectors active on the Campus.

- **A dedicated training and skills centre** will provide a wide range of training programmes and recruitment support tailored to the needs of Campus employers across all sectors. The centre will help local people from across Cambridgeshire access the wide range of job opportunities available at the Campus, as well as provide continuous learning opportunities to aid career progression and retain talent on Campus.

Prologis has already delivered a skills and training hub at Daventry International Rail Freight Terminal (DIRFT), where it provides fully funded training programmes to help employers on site find suitable candidates to fill the roles on offer. Aimed at those furthest from the job market, this programme is also providing a new inclusive apprenticeship and training programme for individuals with special educational needs and disabilities (SEND), offering them a new pathway to employment in the sector. To date, The Hub at DIRFT has trained 1,000 people and has an ambition to train 5,000 local people by 2026.

Our long-term relationships with employers provide us with the market intelligence to deliver high-quality training aligned to their needs with continuous feedback loops so programmes remain relevant and successfully support learners into employment.

The training centre at CBC could provide a central platform for delivering the Cambridgeshire and Peterborough Local Skills Improvement Plan actionable priorities for life sciences, benefiting the wider Cambridgeshire Life Science network. We have deliberately co-located training and incubation spaces to enable hands-on training in laboratories.

- **Residential rental units** designed to offer accommodation on Campus for visiting scientists and academics. The additional residential will also enliven the Campus offer.
- **Office accommodation** for supporting legal and financial and mentoring services for startups and spinout companies.

Shaping Tomorrow's Talent Today

Prologis will continue to partner with education providers across Cambridgeshire to inspire and equip young people to explore careers in science, technology, engineering and the built environment. Working with local schools and community organisations, we deliver hands-on learning experiences that connect industry expertise with the classroom, bringing sustainable development to life and helping students see how their skills can shape a greener future.

Through our partnership with The Eden Project and Planet Mark, we will support Cambridgeshire schools with curriculum-based sustainability programmes that help pupils understand environmental impact and lead carbon reduction initiatives. This initiative has already seen 78 students at Hatton Park Primary take part in three sustainability workshops and helped the school achieve Planet Mark certification.

In Autumn 2023, Prologis engaged 30 A-Level students from the Cambridge Academy for Science and Technology in a nine-day design-and-build challenge for the future Amenities Hub at the Campus. Students explored budget setting, sustainability, social value, materials

and planning to give them a taste for managing project constraints and opportunities whilst enabling them to practice important skills like collaboration, communication, and public presentation. Their ideas have directly informed the proposed scheme and Prologis will continue to engage with the school and the local community as the project progresses.

Prologis successfully runs careers fairs from its training facility, The Hub, at DIRFT in Northamptonshire and, from experience we know how invaluable and popular these events are for educating local people about the range of careers on offer, training opportunities and routes into employment. They are also a great way of educating local students and schoolchildren. At our last careers fair, we welcomed over 100 local schoolchildren to DIRFT.

We will partner with CBC Ltd to expand the current careers fair programme on Campus and ensure current activities, such as the Primary school safaris around Campus to introduce children to a variety of roles, continue. We will also promote our skills and training hub as a central focus point for any local people wanting to find out more about the type of careers available on Campus, providing a space where Campus employers can advertise roles, train potential candidates and hold interviews and workshops, where necessary.

In Phases 3 and 4 we would like to expand our reach through a digital offer to education providers and targeted activities for schools across Cambridgeshire and in partnership with Cambridgeshire County Council explore new opportunities to enhance employment and skills benefits underpinned by the growth offer of the campus beyond its current footprint.

Social Impact: Creating Value Beyond the Building

In 2018, Prologis was the first Property Company in the UK to sign up to a Social Value Charter. We intend to build on those strong foundations and will deliver a transformational social value programme for Phases 3 and 4, unmatched in scale, longevity and transparency and aligned with the County Council's vision for a *greener, fairer and more caring Cambridgeshire* and the CBC 2050 vision. With a global track record in delivering social, environmental and governance value, our expertise, scale, governance and long-term stewardship model will deliver significant, targeted, and measurable benefits that no other developer can match.

Through meaningful community engagement and our new governance model we will empower the diverse range of stakeholders from across the Campus and the wider Cambridgeshire communities to shape our interventions, maximise opportunities and ensure that investment is directed where it delivers the greatest social good.

We will combine community-led funding, local economic growth, targeted training, deep-rooted social partnerships and an embedded culture of giving back, to ensure that the expansion of Cambridge Biomedical Campus delivers lasting benefits for people across Cambridgeshire now and for decades to come.

A Social Value Programme of Unprecedented Scale for Cambridge

For Phases 3 & 4, Prologis will target 20% of construction value as direct social value, a level that significantly exceeds market norms and is backed by proven delivery on our Phase 2 project. Using industry benchmarks from 2000 Discovery Drive as a starting point, Phases 3 & 4 will deliver:

- 480 weeks of apprenticeships and work placements (£103,200 social value)

- 360 full-time equivalent (FTE) local jobs (£16.8 million social value)
- £336 million spent with local and SME businesses
- 1,584 volunteer hours (£26,400 social value)
- 48 FTE roles for disadvantaged people (£2.544 million social value)

A comprehensive and bespoke Social Value Plan will be co-created with local stakeholders, covering:

- Local jobs and skills
- Support for responsible local businesses
- Social wellbeing and community resilience
- Environmental sustainability
- Social innovation and new community-led initiatives

Our Social Value Plan will generate hundreds of millions of pounds in quantifiable social and economic value, ensuring Cambridgeshire residents and businesses benefit directly from the Campus's next phase of growth.

The Prologis Community Action Fund - first of its kind for the UK

Cambridgeshire will be the first place in the UK to benefit from the Prologis Community Action Fund, which will provide an initial £2 million in seed funding beginning at the start of the Phase 3 and 4 developments in 2028. Prologis will keep the fund evergreen by directly contributing a total of £4m (£2 million additional funding from the Prologis own balance sheet) meaning the action fund will grow throughout the life of the development.

Cambridgeshire County Council will be represented on the Community Action Fund Board. Local people will directly shape how the Fund is allocated, ensuring money reaches the priorities that matter most.

No other developer is offering long-term, self-renewing community funding of this scale.

Social Value Embedded in Design, Construction and Long-Term Management

Prologis was the first real estate company to have a Social Value Charter. We use this across all suppliers and contractors, ensuring that social value is delivered consistently throughout development, not as an afterthought. Since 2018, it has delivered £152 million of social value for communities close to our developments, including £1 million from 2000 Discovery Drive, clear evidence that Prologis not only sets ambitious expectations but delivers on them.

During Phases 3 & 4, every contractor will be required to commit to:

- local labour and procurement
- apprenticeships and school engagement
- volunteering and community improvements
- structured reporting against a local socio-economic plan co-designed with Cambridgeshire County Council

- support for mini-IMPACT Days during construction Examples already delivered at CBC include:
 - Apprenticeships, work placements and local employment generating £810,300 of social value at 2000 Discovery Drive
 - Donation of free meeting space at 1000 Discovery Drive to local charities (“Space for Good”)
 - Partnerships with Addenbrooke’s Charitable Trust. This Christmas we will be participating in the Christmas Sock Drive and donating craft activities for the children’s ward
 - Annual sponsorship of the campus Fun Run, since its inception in 2024 raising £32,000 for local charities including British Heart Foundation, Royal Papworth Charity and Addenbrookes Charitable Trust.
 - Sponsorship of the CBC choir
 - Contractor-led community improvements including SDC’s garden refurbishment at Warburton House
 - Community wellbeing initiatives for example the Poetry Project on the construction hoarding of 2000 Discovery Drive
 - Engagement with local schools (primary and secondary), for example our project with pupils from the Cambridge Academy for Science and Technology informed our outline concept for the Green and the Gardens amenity hub.

Volunteering and Community Capacity Building

Through our annual IMPACT Day, Prologis employees worldwide provide hands-on support to local schools, charities and community groups. In addition, we donate space to charities through our “Space for Good” programme, as demonstrated at 1000 Discovery Drive where charities can access free meeting space and in the West Midlands where space was donated to the Junk Food Project in response to a council request.

Contractors and supply chains will be required to run similar volunteer and learning activities, strengthening local community infrastructure during construction.

Community and Campus Engagement Approach

As a property company which retains ownership of its developments for the long-term, we seek to build trusted and long-lasting relationships with the local communities close to the spaces we create. Like the Council, we believe that involving local people early in the planning process and throughout the development process is essential and that listening, understanding and responding to local need is the best way to ensure that the spaces we create deliver genuine benefit for all.

Prologis will take a proactive, structured and inclusive approach to engaging the Campus community and the wider Cambridge community to ensure that the social, economic and health benefits of the Campus expansion are fully realised. Our engagement model is built on consistent listening, transparent communication and long-term partnership working with residents, institutions, local authorities, NHS partners, academia and the voluntary sector.

Our Engagement Model is based on three key pillars:

- Transparency:** to ensure our communications are clear, timely, transparent and avoid the use of industry jargon.
- Inclusivity:** to reach and seek out the opinions of all stakeholders. This includes under-represented groups such as black and ethnic minority communities, people with disabilities and young people.
- Engagement:** to engage in targeted, structured ongoing engagement with all stakeholders: listening, learning and understanding what is important to them and enabling them to influence the design and development of amenity space and where money is spent for social good.

As part of our ongoing engagement programme at CBC we will deliver:

- **A £4 million Community Action Fund** which is a structured, community-led funding platform that supports local initiatives and social impact projects. This mechanism will give community organisations a direct route to funding and allow residents to shape the priorities of the fund and decide where money is spent for social good.
- **An engagement programme** that extends beyond the Campus. Working with Conscious Communications, who are deeply embedded in the Cambridge community, Prologis will run an extensive outreach programme that includes one-to-one meetings with key influencers, stakeholder briefings, communityfacing events, and an ongoing, inclusive newsletter and digital update cycle. This ensures local people, community organisations and regional partners are informed, involved and able to influence decisions at every stage.
- **A dedicated wayfinding app** (which is being developed and piloted at 1000 Discovery Drive) to help both Campus employees and the local community find their way around the Campus amenity and green space, promoting food and beverage outlets, jobs, events, green travel routes and more.
- **New Governance Structures** for genuine co-production, including a Growth Board (bringing together key Campus partners), a Placemaking Advisory Board (to ensure the space created is community-focused) and a new Science Advisory Board (drawing on expertise from the University of Cambridge and the wider life sciences ecosystem). These bodies will provide a formal mechanism for ongoing dialogue, allowing Prologis to respond quickly to community priorities, emerging issues and opportunities identified by Campus users and local residents. Regular meetings, briefings and workshops will ensure all stakeholders have a voice in shaping the delivery of Phases 3 and 4 and the wider 2050 Vision.
- **Industry roundtables** connecting the local business and science community and helping Prologis better understand ongoing occupier need for space and employees in order to shape the offering on Campus. Prologis has also just become a sponsor for the 2026 CONEXEN Cambridge Ecosystem Events, which enables us to support multiple thought leadership and networking events for the life science community.

Prologis already plays an active role as a board members of the Oxford-Cambridge Supercluster Board, partnering the active promotion and shared drive for innovation, cross sector investment and leadership supporting the regions Science Superpower ambitions.

Through this integrated and collaborative engagement approach, Prologis will ensure that the benefits of the development are shared widely, shaped by the communities they serve, and aligned with the long-term ambitions of Cambridgeshire's life sciences ecosystem.

Environmental Leadership: Delivering the Net Zero ambitions of tomorrow, today.

A partnership with Prologis will establish the Campus as a flagship example of sustainable development excellence. We continually push boundaries to drive innovation and deliver meaningful outcomes. Prologis was the first property company to receive the Terra Carta Seal by HRH King Charles for our pioneering work around sustainability.

For five consecutive years we have ranked among the top 10% of companies worldwide for Environment Social and Governance (ESG) performance on the Dow Jones Sustainability World Index.

Enhancing the natural environment

At Cambridge Biomedical Campus, our shared landscape framework integrates green corridors, open spaces, and gardens to encourage physical activity, wellbeing and social interaction, providing employees with an environment where informal interactions spark research collaborations and helping patients and their families connect with nature.

Our landscape designs integrate Sustainable Drainage Systems (SuDS) to manage surface water and mitigating flood risk and enhance, rather than deplete, the natural environment through rewilding, green corridors and habitat creation.

We will engage with Cambridge Nature Network, a landscape scale biodiversity initiative, led by the Local Wildlife Trust and Cambridge Past Present and Future with support from the City Council and other key landowning partners to ensure the Campus plays a positive role in the Local Nature Recovery Strategy for Cambridgeshire.

On the Campus Phase 2 development we have achieved in excess of 20% Biodiversity Net Gain through native planting, habitat creation and green corridors and we aim to better this for Phase 3 and 4. We will deliver a species rich biodiverse natural planting pallet to support pollinators to support the Happy Bee City – Keep Cambridge Buzzing initiative.

We will continue to support local programmes, for example at 2000 Discovery Drive we installed 47 bird boxes for Swifts and Sparrows as part of the Cambridge Swift Project, and we plan to install further bird boxes in future developments as well as integrating bat boxes into building facades. We will also contribute to the City Council's Wild about Art project, that celebrates Cambridge's Biodiversity through artist endeavours that also create new habitats.

We are exploring opportunities for urban gardening and food growing within our landscape proposals, recognising their health and wellbeing benefits as well as their potential to

support Campus activities and events that bring the community together. The community orchards that Prologis delivered at Kings Hill, in Kent and Marston Gate, in Milton Keynes, have proved very popular.

In Phase 3 and 4 Prologis will transform previously inaccessible land into a new public park, with accessible footpaths which enable patients, their families, Campus employees and the local community to connect with nature. This valuable green space will also enhance biodiversity on Campus and provide wildlife corridors whilst serving as a defensible green belt boundary. We aim to incorporate community orchards and urban farming initiatives into the green infrastructure provision and our landscaped areas.

Sustainable buildings

Globally, Prologis has delivered over 460 million square feet of sustainably certified property. In the UK, we mitigate 100% of the embodied carbon in our buildings through our long-standing partnership with Cool Earth, protecting areas of rainforest in the Peruvian Amazon and Papua New Guinea, including 3,735 acres within the Queen's Commonwealth Canopy, this is larger than zone 1 of the London Underground. Through our partnership with Cool Earth, Prologis buildings in the UK are protecting over 18,000 acres of rainforest and over 8,000 of these acres are being protected by our buildings within the Oxford Cambridge Growth Corridor.

We pride ourselves on being market leaders in providing innovative sustainable initiatives within our buildings. One such example is our exemplary standard of water management, on Phase 2 of CBC, in line with BREEAM and the sustainability goals of Prologis.

Given the sensitive nature of water consumption and reuse in Cambridge in a changing climate, a considered attenuation and water harvesting strategy of all roof and surface water runoff has been continually adopted over the past 10 years throughout the development. Within each building a proportion of roof runoff is captured internally for greywater reuse within the building in line with local planning expectations and credits. Externally within the campus landscape, additional roof and all surface runoff is captured, filtered and attenuated through a series of sustainable green infrastructural measures prior to controlled discharge into the wider drainage network. The campus is subsequently rich in permeable paving, tree avenues, linear swales and lushly planted rain gardens that benefit from attenuated water uptake to self-irrigate the biodiverse planting and thus reduce water demand across the campus.

For the next phase of the Cambridge Biomedical Campus development Prologis will deliver the following commitments:

- All buildings will rank in the top 10% of sustainable buildings in the UK, targeting a minimum standard of BREEAM Outstanding and an EPC A rating. 1000 Discovery Drive achieved BREEAM Excellent in 2024 and the target for 4000 Discovery Drive is BREEAM Outstanding.
- All-electric laboratories and offices, powered by on-site solar generation, air source heat pumps, and high-efficiency plant systems.

- All new facilities will achieve a 65% reduction in potable water use through best-practice water management and reuse systems. Rainwater harvesting, drought-resistant landscaping and efficient water systems were successfully incorporated into Phase 2 to achieve 5 BREEAM Wat01 Credits.
- Continued carbon mitigation and rainforest protection through our partnership with The Planet Mark and Cool Earth. Prologis was the first UK property company to measure, reduce and mitigate carbon emissions in the structure and fabric of our buildings. Through our partnership with Planet Mark and Cool Earth, 1000 Discovery Drive is protecting 93 acres of rainforest and 78 pupils at Hatton Park Primary School took part in 3 free workshops delivered by The Eden Project as part of our commitment to educating future generations about the importance of sustainability.
- Prologis' aims to achieve net zero in emissions, across Scopes 1,2 and 3 by 2040 as part of this we will target 20% reduction in carbon emissions compared to Part L Regulations, with ambitions to go further in the future.
- Maximised opportunities for on-site renewables and green roofs.
- The continuation of ensuring architectural excellence alongside highperformance façades balance glazing with solar shading to maximise the efficiency of ventilation and heat recovery.

What sets Prologis apart

Providing enduring commitment through a build-to-hold model

For Cambridgeshire County Council, Prologis offers the assurance of a stable, accountable, long-term partner committed to delivering lasting economic, health and social benefit for Cambridge Biomedical Campus and the wider communities it serves.

A 'build-to-hold' model that aligns interests

Prologis's standard approach is to develop, own and manage the assets we create, remaining responsible for their quality, performance and community impact throughout their life. As well as enabling our Environmental, Social and Governance (ESG) performance, this development model provides long-term, stable income, reduces risks associated with marking-timing, and enables us to more effectively deliver complex, multi-phase projects. Our approach ensures our interests are directly aligned with those of the Council, occupiers and local residents, fostering trust, stability and durable value creation.

We both own and develop assets directly on our balance sheet, and we have extensive experience establishing co-investment funds that bring in additional global capital while allowing Prologis to retain strategic control. Through this model, we continue to manage the assets ourselves, including those held within large co-investment funds that we operate on behalf of our investment partners such as ADIA, NBIM and many more. Unlike build-to-sell developers focused on short-term capital returns, our success depends on the enduring performance of the Campus. We have both the incentive and capability to reinvest continuously, maintain quality and respond to the evolving needs of the life sciences community and the communities within which the campus sits.

Long-Term place stewardship

Our model combines ownership, development and asset management, giving us complete control over the lifecycle of the Campus. This delivers a coherent, highperforming environment that supports job creation at all levels, inclusive growth, and an enhanced quality of life across Cambridgeshire.

As both place makers and long-term stewards, we create environments that are functional, resilient and community-enhancing. Our stewardship approach ensures the Campus enriches the economic and social fabric of Cambridge while providing a worldclass setting for innovation. Our quality of Stewardship has been credited by the Cambridgeshire Quality Panel at our presentations regarding the development of the Phase 2 buildings.

Through this long-term, custodial commitment, Prologis will ensure Cambridge Biomedical Campus continues to thrive as a world-class centre for life science innovation and a driver of improved health outcomes for the region and beyond.

Proven track record of public sector partnership

Prologis has a proven track record of long-term partnership with public sector bodies, including Birmingham City Council, Kent County Council, Dartford Borough Council, Northamptonshire local authorities and the West Midlands Combined Authority, delivering job growth, high-quality public realm and strategic infrastructure that support long-term regional prosperity. Please refer to the appendix for further case studies.

Enabling accelerated delivery

Prologis is uniquely positioned to accelerate delivery of Phases 3 and 4 of Cambridge Biomedical Campus in a way no new developer could match. Our long-standing agreements across earlier phases, technical preparedness, and deep relationships remove barriers, reduce risk, and allow immediate mobilisation.

As the incumbent partner, we can not only deliver the construction faster than another developer, but also offer unrivalled market readiness. We are actively engaged with prospective occupiers whose requirements and timings may be better suited to Phases 3 and 4, something which we actively promote and encourage.

Earlier delivery ensures that the tangible economic, social, and environmental benefits of the development are realised sooner for the region.

Unmatched legal access and land control

Prologis holds 170-year agreements with the Pemberton landowners and Cambridge University Hospitals NHS Foundation Trust, providing an established framework for legal access to land, roads, drainage and service corridors across the Campus. Building on this existing framework allows the expansion to move forward without additional land assembly or complex renegotiations, helping to minimise delay, manage cost and maintain continuity for all partners.

Immediate transition into delivery

As developer of Phases 1 and 2, Prologis can build on detailed technical knowledge, planning history, infrastructure integration, site understanding and long-standing partnerships to move

seamlessly into the next stage of delivery, while continuing to evolve and enhance the Campus offer. This continuity significantly shortens the typical period of due diligence, redesign, service validation, stakeholder engagement and approvals before construction, enabling an earlier start on site and supporting a more efficient, financeable development programme.

Expansion-ready shared core infrastructure

Prologis has already designed and delivered the core infrastructure, utilities, and service corridors that future phases will rely upon, with junctions, access points, and service connections future-proofed for Phases 3 and 4. As the owner and manager of this crucial infrastructure Prologis are the only developer that can quickly and cost effectively deliver the necessary modifications to enable Phases 3 and 4 to progress.

A new developer would need to undertake extensive due diligence, design work, and secure new approvals, adding significant time, cost and uncertainty.

Established delivery team

With live projects at Discovery Drive, Prologis has a fully mobilised team, contractor network and site infrastructure in place, providing continuity and uninterrupted progression into the delivery of Phases 3 and 4. For further details on our delivery team please see [‘Resources’](#) further in the document.

Our two decades of operational knowledge eliminate the need for repeat surveys, enabling works or technical investigations.

Proven Planning success and stakeholder trust

Prologis has worked with partners at Cambridge Biomedical Campus for more than two decades, securing major planning consents and delivering the Phases 1 and 2 built environment. Over this period, the team has developed a detailed understanding of local planning policy, site constraints, land ownership arrangements and the operational requirements of key occupiers. Existing legal agreements with Cambridge University Hospitals NHS Foundation Trust and the Pemberton Estate, together with control of core infrastructure, mean that planning and design work for Phases 3 and 4 can proceed without the need for lengthy preparatory legal positioning.

Longstanding relationships with Cambridge University Hospitals, the University of Cambridge, Cambridgeshire County Council, Greater Cambridge Shared Planning and the Pemberton Estate have been built through joint work on masterplanning, transport, sustainability and individual schemes. There is already a shared understanding of the Campus objectives, constraints and delivery requirements. The focus for the next phase is therefore on curating and strengthening these relationships—through the proposed Growth Board and advisory structures—rather than establishing them from scratch.

Within this context, Prologis will draw on a multidisciplinary planning, design and delivery team from its UK and global platform, including the specialist Life Science expertise developed at CBC and other complex campuses. This combination of established relationships, detailed site knowledge and experienced resource provides a practical basis for progressing a coherent campuswide masterplan and associated planning applications at pace, while maintaining the collaborative and evidenced approach expected by partners and the planning authority.

Our success is evidenced by our ability to consistently unlock complex planning issues on the Campus, including securing the exclusion of plant areas from GFA to enable specialist science buildings; delivering the CycleParc as landscape infrastructure to protect development land and enhance visual amenity; creating a bespoke sustainability framework for CBC; and securing agreement to a strategic shift toward pooled, structured parking to deliver a greener masterplan.

Financial certainty and rapid decision-making

As shown to date on Phase 2, Prologis has the capacity to fund Phases 3 and 4 on balance sheet, without reliance on third-party debt or equity. This independence provides financial certainty and enables swift, confident decision-making and accelerated delivery, free from external investment constraints and approval cycles. Early delivery of key infrastructure to enhance the Campus has already been agreed.

Although there are a small number of Life Science developers that develop on balance sheet, Prologis is unique in its scale, as the 2nd largest Real Estate Investment Trust globally.

Protecting the Campus' global reputation

Working with our Campus development partners Prologis has delivered the benchmarksetting facilities and attracted leading global life science organisations to establish Cambridge Biomedical Campus as a location of international significance and a recognised centre of life science innovation and excellence. As such we bring continuity that will facilitate stability and recognition of a site companies want to come to.

Proven Specialists in Complex Life Science Delivery

Prologis is uniquely positioned to lead the next phase of the Cambridge Biomedical Campus, bringing experience and expertise in designing and delivering complex, highperformance life science facilities.

With a track record of creating technically advanced, adaptable buildings for leading life science and deep-tech organisations, we combine design excellence, engineering innovation and operational reliability to support scientific discovery, clinical translation and commercialisation. Backed by deep sector knowledge and best-in-class technical delivery, we create flexible, future-ready environments that strengthen the Campus's position as a world-leading centre for life sciences while delivering lasting economic value for Cambridge and the UK.

A future-ready, highly adaptable design framework

Our design approach is built on decades of experience delivering complex life science and innovation facilities. It enables each building to evolve seamlessly with the occupier's scientific and operational needs, supporting the full spectrum of life science users, from early-stage ventures through to established R&D, and large pharmaceutical and biotechnology companies.

Key features include:

- Flexible lab-to-manufacturing conversion for smooth transition from early stage R&D to small scale production. This supports translational science from discovery through to early production without costly structural interventions.
- Use-agnostic floorplates and versatile building services allow occupiers to configure space between laboratory, write-up, office and light manufacturing functions as their requirements change.
- Future-proofed technical performance such as enhanced floor loading, robust vibration control, and generous service zones ensure buildings can accommodate high-specification equipment and enable future retrofit of containment or GMP environments. These features maintain operational, environmental and cost efficiency over the long term.
- Integrated sustainability and ESG performance. Energy-efficient systems, circular-economy materials and optimised building envelopes ensure exemplary environmental performance while maintaining maximum operational performance and flexibility for evolving needs.

Our global reach allows us to bring world-leading insight, technology and innovation to the Campus. Since 2018 Prologis has issued 29 green bonds worth \$9.9 billion to support green building design innovations and Prologis Ventures, our global innovation investment platform has over 50 active partnerships, including AI-driven energy management, advanced robotics, next-generation materials and real-time carbon analytics allowing us to bring cutting-edge technologies directly into the design and operation. This powerful feedback loop between innovation and delivery will help ensure the Campus remains globally competitive.

Delivering complex projects reliably and at scale

Prologis has mastered the complexity of operational delivery. Our global capability, supply chain strength and specialist design partnerships enable us to deliver technically demanding projects on time and with minimal disruption to ongoing operations.

Prologis Essentials, our turnkey operational platform, further simplifies delivery by providing:

- end-to-end support from operational audit to commissioning
- a dedicated point of contact
- access to over 200 vetted specialist suppliers

- continuity into post-handover estate management, facility operation and compliance

This comprehensive offer ensures a smooth and cost-effective journey from initial concept to full occupation.

At Prologis, we understand that we are stronger when we work together and this ethos runs through our development at Cambridge Biomedical Campus to date. Working collaboratively in partnership with multiple stakeholders from Cambridge University, the NHS Trusts, the local authorities and commercial R&D organisations we have collectively delivered a world-leading biomedical campus which is uniquely positioned to grow and be the centre piece for the government's industrial strategy.

Examples of high-specification Life Science facilities

Abcam Global Headquarters

A bespoke highly serviced and adaptable £83m, 100,000 sq. ft headquarters uniting 450 staff across R&D, production, logistics and corporate functions.

The project was delivered through two integrated contracts that comprised a £53 million base build and a £30 million complex CAT B fit-out, and the scheme incorporated:

- specialist environments for antibody and protein production
- controlled cold storage and logistics distribution
- a striking atrium that linked the laboratory and office spaces creating an environment that fosters collaboration while preserving strict environmental separation

Delivered on time despite high technical complexity, the building provides a flexible platform for Abcam's continued scientific innovation and global growth.

Histopathology Laboratory for Cambridge University Hospitals NHS Foundation Trust

A 23,000 sq ft state-of-the-art histopathology facility at 1000 Discovery Drive was delivered to support diagnostics for oncology, neurology, metabolic disorders and transplants.

Working closely with NHS teams, Prologis delivered a clinical-grade facility that included:

- the UK's first direct-feed "piped" formalin system with a dedicated ground-floor store, eliminated manual handling, reduced waste, and improved safety
- complex fit-out integrated wet- and dry-lab with digital pathology systems
- flexible development zones, including a 'dark zone' for testing emerging technologies and processes separate from the primary lab spaces
- Inclusive design with height-adjustable lab and work benches and hearing loops.

Flexible layout includes open-plan laboratories, administrative areas, quiet rooms and collaboration zones, all designed around staff wellbeing, accessibility, and energy efficiency.

-
- All-electric agile mini cargo vehicles provide dedicated just-in-time connection between campus operating theatres and histopathology services.

Delivered within an existing speculative lab structure, the facility demonstrates our ability to adapt speculative lab space for hospital-grade use while ensuring seamless integration with existing clinical and research operations across the campus.

We created a safer purpose-built environment for the histopathology department to work in, allowing them to modernise and accelerate their processes which had remained unchanged for 160 years. With an 80% seven-day turnaround target from sample receipt to diagnosis, the service will deliver faster treatment pathways and improved, life-saving outcomes for patients.

South San Francisco Life Science Campus

A 550,000 sq ft multi-building campus on a five-acre site in one of the world's leading advanced R&D clusters. The project includes two flexible laboratory and office buildings of eight and ten storeys, an 827-space parking structure and high-quality public realm.

Designed for adaptability and performance, the buildings incorporating dedicated service courts and flexible atria to support complex lab fit-outs. Sustainability is embedded through solar PV, passive solar control and naturally ventilated structures.

Cultivating a Thriving Life Science Community

Prologis has played a defining role in the evolution of Cambridge Biomedical Campus, combining long-term stewardship with global Life Science expertise to cultivate a highly connected research environment. Through deep partnerships across academia, healthcare, industry and philanthropy, and as the Campus's sole developer and asset manager, we apply an integrated, holistic approach to planning and delivery. This unified model enables consistent curation of the ecosystem, ensuring that every organisation benefits from a collaborative, well-orchestrated environment where scientific discovery accelerates and innovation-driven companies can thrive.

Deep Clinical–Academic–Industry Collaboration

Prologis actively cultivates the “triple-helix” model, bringing academia, healthcare and industry together to accelerate scientific progress and drive the success of worldleading biomedical clusters. Our approach includes:

- **Collaborative development with NHS and University partners** Building on the success of the Histopathology Lab, we continue to explore opportunities for additional clinical-grade laboratory facilities, shared diagnostics and translational research infrastructure. We also regularly undertake co-development workshops and shared infrastructure planning to ensure new buildings and services are integrated into the Campus and aligned with emerging clinical and research priorities.

- **Targeted industry engagement**
We convene research and industry roundtables across oncology, metabolic and infectious diseases, paediatrics, immunology, women's health and neurosciences, shaping research agendas and fostering linkages that enhance the Campus's global reputation. Prologis recently hosted a workshop on "The Power of Proximity" for campus stakeholders, exploring the benefits of colocation and collaboration. The insights and experiences shared are now helping to shape and inform the future development of the campus ecosystem.
- **Attraction and integration of global research and philanthropic partners** Prologis draws leading charities, research institutes and philanthropic organisations, including globally recognised institutions such as the Karolinska Institute, to Cambridge Biomedical Campus. By integrating these partners into the ecosystem, we broaden the Campus's scientific reach, strengthen crosssector collaboration and enhance its international impact.

Curating An Ecosystem

Prologis's adaptable, future-ready buildings provide the foundation for companies to start, grow and scale in one location, supporting incubation, translational science and the productive coexistence of diverse organisations within a strategically managed campus. However, a high-functioning research campus requires not only exceptional buildings but also a carefully orchestrated occupier mix and community infrastructure.

Prologis curates the ecosystem through:

- **Infrastructure that enables growth and translational science**
Highly adaptable buildings that are subdivisible and multi-let create the physical foundation of an effective innovation cluster providing the infrastructure for organisations to start, grow and scale in the same location. This design resilience supports incubation and scale-up activity, enables translational science and ensures that diverse scientific organisations can coexist productively within a single, strategically managed campus.
- **A balanced, synergistic occupier strategy**
We intentionally support the full range of Life Science companies to enable us to have a mix of occupiers on site. We intentionally balance space for incubatorstyle startups, mid-stage biotech's, and specialized dry-lab or pilot-plant operations, to create natural synergies between emerging science, scale-up activity, and advanced technology groups.
- **Innovation pathways and growth enablement**
Our 'one portfolio policy' is part of our flexible approach to estate management that enable occupiers to expand, adapt and relocate across the campus depending on their needs. This ensures continuity for high-potential companies, supports long-term relationships between tenants and strengthens the enduring capabilities of the cluster.

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- **Digital platforms and shared services**
A centralised booking system for equipment, campus-wide events and tenant introductions support collaboration and reduce operational friction.

Knowledge-sharing and community events

We provide collaboration opportunities between occupiers in the Campus and across the wider Cambridge Life Science Network, such as hosting thoughtleadership events, expert sessions, mentorship, networking breakfasts and technical seminars. A recent event “Breaking the Bottleneck: How Clinical Access Accelerates Drug Development,” was an exclusive roundtable involving 17 guests each from different companies around the Cambridge Life Science ecosystem.

- **Community-focused amenities and placemaking**
We maximise touchpoints for people to informally connect and collaborate using our design framework and operational activities. The new Amenities Hub on The Green and Gardens will add to this offer. Stir café at 1000 Discovery Drive, is open to all and starting a new delivery service to the Rosie Maternity Hospital, with plans to expand campus-wide, exemplifying our approach to cultivating a cohesive and integrated community. **Strategic Value to Cambridge and the County Council**

Prologis’s combined strengths in technical delivery, estate stewardship and ecosystem curation ensure that Cambridge Biomedical Campus remains globally competitive, community-focused and able to support long-term economic growth and scientific discovery. Our approach delivers:

- a resilient, future-ready research cluster
- high-quality employment opportunities
- efficient use of land through adaptable infrastructure
- internationally recognised scientific impact

Through sustained partnership and responsible Campus management, Prologis is committed to shaping the next chapter of CBC as a world-leading centre of biomedical innovation.

Strong strategic positioning

Prologis occupies a uniquely powerful position among developers because of our longterm Foreign Direct Investment presence, deep relationships across Central Government, and a proven ability to align national priorities with local delivery.

With over 25 years of sustained UK investment, we cultivated trusted relationships with both Local and National Government, enabling us to engage directly with senior decision-makers and shape discussions around national infrastructure needs to ensure local benefit. This high-level access allows Prologis to de-risk major projects, secure policy support, and unlock or accelerate critical infrastructure that benefits both national objectives and local partners and communities.

- Prologis' significant footprint in the Oxford-to-Cambridge Growth Corridor, where 44% of our UK portfolio is based, further strengthens our ties with regional government, including the Cambridgeshire & Peterborough Combined Authority and the Mayor's

Office. This dual connection, national and local, positions Prologis as a rare developer capable of bridging policy ambition with tangible on-the-ground delivery.

As a long-term owner rather than a build-and-exit developer, Prologis works collaboratively with public and private partners to identify needs, overcome barriers, and deliver infrastructure that drives growth. Recent direct engagement between Prologis global leadership and the Chancellor, including recognition of the company's investment in Cambridge Biomedical Campus, demonstrates the credibility and influence our business holds at the highest levels of government, and our ability to attract inward investment from global life sciences leaders such as Pfizer, Eli Lilly and AstraZeneca.

This combination of global investment power, national policy influence, and local partnership strength gives Prologis a unique strategic advantage over other developers: we can connect national ambition with local needs, secure government support or match-funding for infrastructure, accelerate delivery, and ensure long-term economic benefit for Cambridge and the wider region.

Proven results, independently validated

Prologis' performance is consistently verified through industry-leading certifications and independent awards. All our UK developments achieve BREEAM Excellent as standard and are delivered net-zero carbon in construction, supported by ISO 14001– certified environmental management systems. We also rank within the top 2% of real estate companies globally for ESG performance under the GRESB benchmark.

At project level, 1000 Discovery Drive received the RoSPA Gold Award (2025) for Building Health and Safety Management, recognising well developed health and safety management systems, exemplary safety culture and outstanding control of risk.

Our wider sustainability leadership is independently recognised through the Terra Carta Seal, Dow Jones Sustainability World Index, Corporate Knights Global 100, TIME's World's Most Sustainable Companies, and Fortune's Most Admired Companies (Real Estate #1), demonstrating credibility at both global and UK levels.

Our global expertise, local knowledge, and collaborative relationships with Cambridge University Hospitals, Abcam, Cambridgeshire County Council, and the landowner have already delivered a globally significant campus. Together, we have transformed the site into one of the world's leading environments for life science research, clinical practice and commercial innovation. The result is a campus that already hosts world-class facilities, enables translational research at pace, and provides a bedrock for future investment and development on Phases 3 and 4 that will ensure a collaborative ecosystem that attracts top-tier organisations and talent.

A cornerstone of this success is our ability to curate the "triple-helix" model, bringing academic research, clinical excellence, and industry innovation together in one highly connected place at Cambridge Biomedical Campus. By clustering these activities we encourage interaction and discovery and foster the conditions for a thriving innovation ecosystem. This approach is longstanding and was formally recognised by the Property Week Placemaking Award (2014).

The Campus was also identified as the premier research cluster in Cambridge by Creative Places, a leading life science consultant, after they objectively assessed the city's life science campuses against the criteria occupier's value most: proximity to research institutions, access via public and active transport, ecosystem maturity, amenity provision, and car parking. They noted that the site is highly accessible and one of the most integrated ecosystems in the city where the environment facilitates connections between public and private sector.

Our success as placemakers was also recognised at Kings Hill, Kent, where we transformed a former airfield into a vibrant community. One of Europe's largest and most successful mixed-use development.

Over a 30-year period, Prologis delivered a thriving place that is now home to nearly 10,000 residents and more than 200 companies, supported by schools, leisure and sports facilities, shops, supermarkets and restaurants. A comprehensive public art strategy and community engagement programme led to the commissioning of more than 20 major artworks, with residents actively involved in their creation.

Kings Hill successfully blends urban convenience with a village-style quality of life, earning recognition such as being voted the 9th Best Place to Live in the UK by the Telegraph. In 2016, the CPRE independently assessed leading UK developments and identified Kings Hill as the standout example of placemaking, highlighting Prologis' holistic approach, the civic pride it fostered and the long-term social cohesion it helped to build.

Investment

Financial capacity

Prologis's financial stability and global scale provide a robust foundation for delivering complex, high-value developments such as Cambridge Biomedical Campus. With over \$200 billion of assets under management and a debt-to-capital ratio of 0.36, we combine prudent financial management with exceptional liquidity, holding \$7.5 billion in available capital and \$108 billion in unencumbered assets.

To date Prologis has invested over \$1 billion (£850m) at Cambridge Biomedical Campus on balance sheet to deliver phases 1 and 2 Discovery Drive and wider enabling infrastructure. Proposals for Phases 3 and 4, include a further \$4 billion (£3 billion) investment and £215 million infrastructure delivery programme to support site expansion, utilities, sustainable transport, and public realm improvements.

At Prologis, we take a 'patient' investment approach, enabling strategic reinvestment and sustainable growth, without the pressure for short-term returns. Our vertically integrated business model, combining ownership, development, and asset management, ensures that every project is underpinned by long-term value creation.

Finance mechanism

Prologis has one of the strongest balance sheets in the global property sector, enabling us to take long term investment decisions and develop throughout property cycles. For Phases 3

and 4 we will use the same funding mechanism that was used for Phases 1 and 2 and develop on balance sheet.

UK Life Science Co-Investment Fund

Prologis has extensive experience in creating and managing substantial long-term property funds to provide avenues for capital to be recycled. To date we have built and delivered CBC using our balance sheet capital. Due to the scale and term of our partnership at Cambridgeshire Biomedical Campus, we will explore the creation of a UK Life Science Co-Investment Fund as a mechanism to increase our access to capital for reinvestment. This is a model which we have proven global success with and view as advantageous as it provides the ability for Prologis to take a long-term custodial approach. A Co-Investment Fund allows Prologis to maintain excellence in custodial management and stewardship of the development for the benefit of campus users and local communities due to being incentivised via the asset management fee earned.

Typically, we would consider this model for buildings that have been developed and fully leased. The aim is to attract like-minded institutional partners to recycle capital and expand our delivery capacity. Prologis would retain control over the assets and operational management, holding on average across our funds a 26% ownership stake.

Prologis has proven experience of creating successful specialist fund vehicles, for example through the Prologis European Logistics Fund (PELF) and Prologis European Logistics Partners (PELP), we have demonstrated the ability to mobilise institutional capital, maintain operational control, and deliver long-term, sustainable returns. This proven approach combines financial discipline with partnership alignment, supporting the continued expansion and resilience of our portfolio while generating lasting value for the communities we invest in.

Government support

The government explicitly welcomes the shared ambition for the Cambridge Biomedical Campus to make a greater contribution to scientific discovery, innovation, and the UK economy, and supports Prologis's leadership in delivering the expansion.

As a Foreign Direct Investor, we hold strong relationships across government and longstanding engagement with key departments. We significantly contribute to policy and investment conversation and can bring a unique strategic advantage to the development partnership by connecting national ambition with local delivery. We expect to advance our discussions with Central Government to secure an element of funding for infrastructure that will sit alongside our investment. The company's credibility and engagement across government, strengthens investor confidence and enhances Prologis' ability to channel major inward investment into the Campus.

Prologis has been in detailed discussions with the Government about delivery of the Campus expansion and we are working on a 7-year forward loan from Government for the Southern Access Road, with repayment via development triggers and a partnership mechanism to deliver the Innovation Hub. Prologis is also seeking Government assurance on utility capacity,

especially foul water treatment and confirmation of the CSET, Cambridge South, and East-West Rail delivery timescales.

Achieving best consideration for Cambridgeshire County Council

Prologis's established landholdings, partnership with the Pemberton Estate and Cambridge University Hospitals NHS Foundation Trust (CUHT) and role as incumbent developer place us in a uniquely strong position to maximise value for Cambridgeshire County Council.

1. Discounted service and access agreement

Access from Phases 3 and 4 to the existing Campus (Phases 0, 1 and 2) must be provided across land controlled by Prologis and the Pemberton Estate. In recognition of the importance of unlocking the Council's land, Prologis adopted a collaborative approach. This collaborative approach, including Prologis working with the Council to help secure the associated arrangements with the Pemberton Trustees, reflects a focus on the long term success of the Campus rather than maximising short term value for Prologis. It also provides a clearer and more efficient route to securing access, avoiding the delay, cost and uncertainty that can arise from protracted third party negotiations or compulsory purchase processes.

2. Below-market developers' discount

Prologis has agreed to apply a developers' discount of just 5% to the land drawdown, which is at least 50% lower than the market-standard discount typically expected in comparable schemes. This represents a significantly reduced return for Prologis and demonstrates exceptional value for Cambridge County Council. For comparison, the developers' discount applied to Phase 2 was 10%, meaning Prologis is now accepting a significantly lower margin to support the Council's objectives and enable the delivery of the next phase of the Cambridge Biomedical Campus. Refer to the full statement in the appendix for further details.

3. Exceptional community benefits commitment

Prologis is offering a community benefits package that significantly exceeds market standards. Central to this is the UK's first ever evergreen £4 million Community Action Fund (of which Prologis will directly fund £2 million); a long-term, community-led investment pot that empowers local people to decide how funding is used and ensures support endures throughout the life of the development.

In addition, Prologis will deliver social value equivalent to 20% of construction costs, including hundreds of apprenticeships and work placements, substantial local and SME procurement, targeted roles for disadvantaged individuals, extensive volunteering, and long-term programmes focused on education, skills and wellbeing.

As long-term stewards of the Campus, Prologis will continue to generate social benefit through ongoing management of the estate, maximising opportunities for local organisations,

removing barriers to employment so Cambridgeshire residents can access the full range of Campus opportunities, and delivering a diverse programme of events and training to ensure the Campus is enjoyed and valued by the wider community.

4. Planning and promotion of Phases 3 & 4

To provide immediate positive cashflow and remove any upfront financial risk for Cambridgeshire County Council, Prologis will, upon signing the land option agreement, fully fund the planning and promotion costs for the Campus expansion. This includes all costs associated with preparing the outline planning application for the Phases 3 and 4 land, as well as reimbursing the Council for all justifiable expenditure already incurred on these phases.

5. Delivery of a holistic campus masterplan

Only Prologis has the ownership, experience and integration capability required to deliver a unified, future-proofed masterplan for the entire campus.

Prologis' ownership of the existing Phase 1 and 2 infrastructure enables us to deliver a truly holistic, Campus-wide masterplan for Cambridge Biomedical Campus. Because we control the key access, utilities and public-realm infrastructure, we can integrate the expansion with the existing campus in a way no third-party developer could match.

As the incumbent landowner and long-term steward of the campus, Prologis can also deliver essential enabling works, such as the new access road ahead of Phases 3 and 4, early innovation space, and coordinated improvements to signage and access, quickly, cost-effectively and in the right sequence.

Through a single blueprint masterplan supported by strategic and independent advisory boards, Prologis can ensure one coherent vision for the campus, maintaining its global leadership while delivering local benefits through high-quality, accessible places and spaces.

6. Integrated infrastructure strategy

As the incumbent developer Prologis is uniquely positioned to develop and deliver an integrated infrastructure strategy for the Campus. Phase 2 works will be optimised and "up-sized" to serve Phase 3, reducing duplication, lowering delivery costs, and enabling higher development density and revenue potential on the county's land. A third-party developer would be unable to realise these efficiencies, directly, thereby reducing the county's net land receipts.

7. Partnership with Central Government

As a major Foreign Direct Investor with long-standing relationships across central Government, Prologis has already secured direct Government support to move the Campus expansion forward at pace. This includes agreement in principle to work with Prologis through a partnership mechanism to accelerate delivery of the Innovation and Incubation Hub, and a seven-year forward loan to enable early construction of the Southern Access Road. No other developer could unlock this level of national backing, policy alignment

or early-stage intervention. Prologis' government access and credibility therefore directly reduce risk, bring forward essential infrastructure, and ensure the Council benefits from a delivery model that is faster, better supported and more financially secure than any market alternative.

8. Centrally located community infrastructure

High-quality community amenities will be delivered on centrally located land that is controlled by Prologis, The Green and The Gardens. Without Prologis, new amenities would likely have to be placed within the Phase 3 & 4 development areas, reducing the land available for commercially higher value uses and weakening the overall masterplan.

Locating the amenities on The Green and The Gardens, directly opposite the new Cambridge South Station, ensures they are easily accessible for local residents and visitors, providing a convenient place to meet, shop and spend time before and after commuting. This central, station-side location maximises community benefit and supports a more vibrant, inclusive and well-connected campus.

9. Expansion at pace

As the incumbent partner, we can not only deliver the construction faster than another developer, Prologis also offers unrivalled market readiness. We are actively engaged with prospective occupiers whose requirements and timings may be better suited to Phases 3 & 4, something which we actively promote and encourage.

Delivery

Proposed Governance Approach

A Strengthened, Partnership-Led Model Ensuring Strategic Control, Delivery Excellence and Long-Term Stewardship

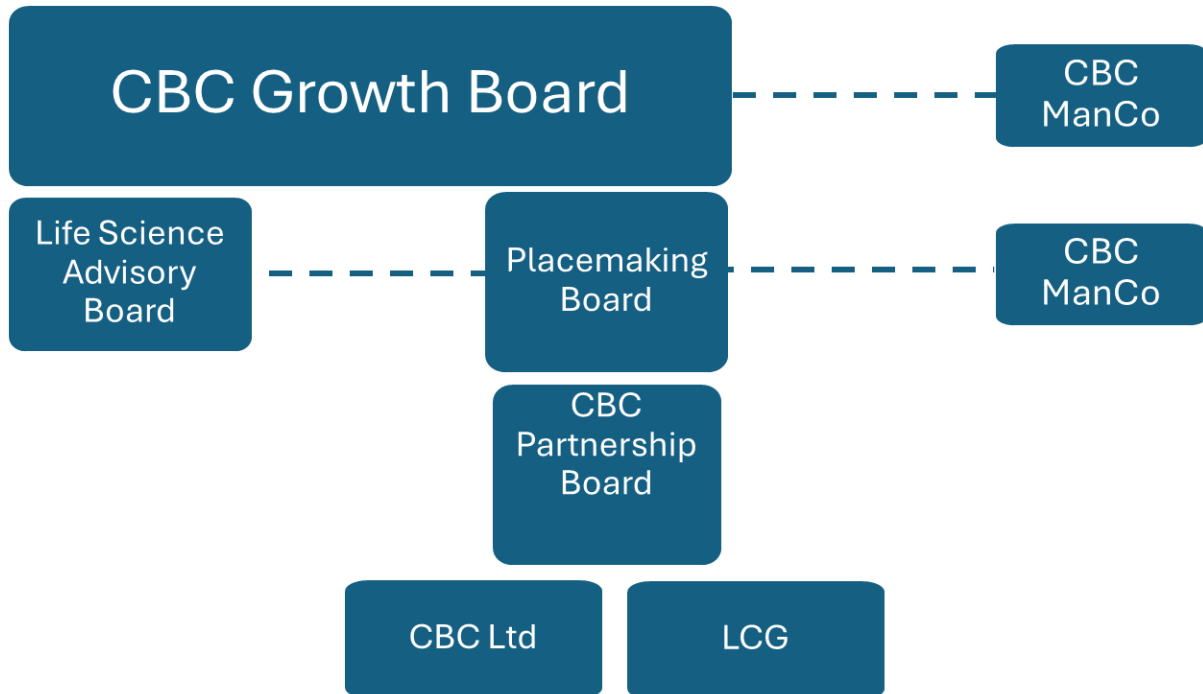
To deliver the next stage of growth at Cambridge Biomedical Campus (CBC), Prologis proposes a re-structured and modernised governance model that builds on the legacy arrangements but evolves them to ensure clarity of control, streamlined delivery, and a governance hierarchy that reflects the scale, complexity, and national significance of Campus including the development of Phases 3 and 4.

This approach aligns with Prologis's position as a global leader in governance, recognised for 21 consecutive years as a top-rated REIT for governance standards (Green Street). Prologis's governance approach follows the Task Force on Climate-related Financial Disclosures and supports UN Sustainable Development Goals, bringing transparency, accountability, and world-class management discipline to the campus's long-term stewardship

The new model ensures that strategic control sits clearly with a "Growth Board," jointly led by Prologis and Cambridgeshire County Council (CCC) which will draw key stakeholders, partners and campus partners together within one strategic delivery board, while embedding specialist scientific and placemaking expertise through dedicated advisory boards. New governance will

play to existing stakeholders' strengths and ensure clarity of responsibility across partners allowing the expansion of the campus to be delivered cohesively.

Effective control and clear accountability



The governance changes introduce:

1. The Cambridgeshire Biomedical Campus Growth Board to serve as the principal strategic decision-making body for the Campus.

Prologis and Cambridgeshire County Council will direct and provide core leadership, investment planning and oversight, ensuring clarity of direction, certainty for investors and the ability to deliver at pace. Other board members, including CGC, CBC Ltd, and asset holders, will contribute specialist insight as consultees enabling broad engagement while maintaining a streamlined and efficient decision-making process.

The core functions of the Growth Board include: setting and overseeing the Campus Growth Strategy for Phases 3 and 4; directing strategic programmes defined by the primary development partner and county landowner; ensuring integration across research, healthcare, commercial growth and infrastructure; and providing strategic oversight of investment, phasing and delivery frameworks. Ensure a strategic oversight of a Campus wide approach to sustainable growth of the campus to ensure it remains at the forefront of global leadership.

The Board will receive advice from the specialist advisory boards without being bound by them and will coordinate engagement with external partners, including the Greater Cambridge Shared Planning service (GCSP), of future statutory body, to ensure alignment with wider policy frameworks.

- 2. Advisory boards led by best-in-class life science and place consultants** The Life Science and Place Advisory Boards will be led by recognised experts in their respective fields, providing high-quality specialist insight that strengthens the strategic direction of the Cambridge Biomedical Campus.

The Life Science Advisory Board will contribute thought-leadership and expertise in biomedical and clinical research, innovation ecosystems, industrial strategy, translational infrastructure, inward investment and the global positioning of the Campus.

The Place Advisory Board will bring thought-leadership and specialist knowledge in placemaking, design quality, sustainability, active travel, environmental leadership and community integration. Together their work will include developing a blueprint masterplan for the Campus, informing development masterplanning, and producing advisory outputs that maintain alignment with the 2050 Vision and wider stakeholder priorities.

While they hold no executive authority, these boards play an essential role in enhancing decision-making for the Growth Board by contributing evidence-based expertise, broad stakeholder engagement and sector-leading thinking, without introducing additional complexity to the governance structure.

3. A revised operational tier with clear boundaries

The CBC Partnership Board will act as the central interface between the Growth Board and delivery partners. They are responsible for aligning planning, technical and delivery programmes with Growth Board direction and for escalating issues and reporting progress.

CBC Ltd's role will continue to build on campus services, occupier liaison, public realm services coordination, and hosting community-facing activities. CBC Ltd will be key in developing a roster of "Campus Champions" whose expertise will help leverage the scientific appeal of co-location on the biomedical campus.

The Landowner Collaboration Board will coordinate landowners (University, Prologis, Pemberton's CUHT and County), technical groups, and planning interfaces.

The Estate Management Company must retain its legal independence but will create a forum for regular stakeholder dialogue.

4. GCSP as an external, non-controlling alignment body

GCSP, a shared local planning service, run jointly by Cambridge City Council and South Cambridgeshire District Council, will act as an external stakeholder who will enforce compliance with local, regional and national planning policy. This role may evolve with future devo/LGR//DevCo structures. **Delivering better outcomes**

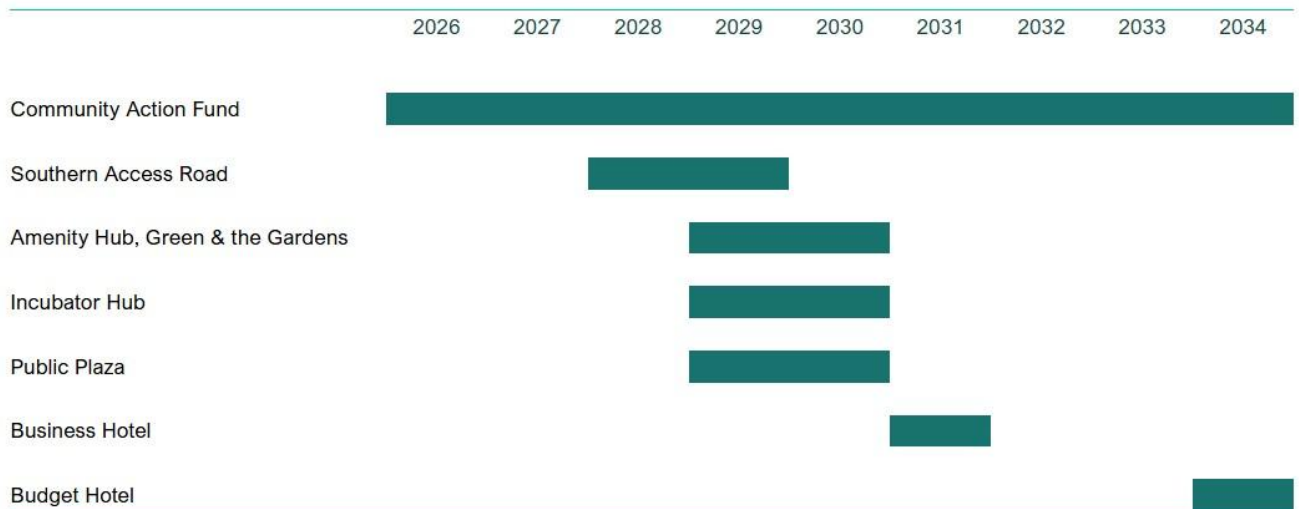
- Clearer hierarchy and control: The Growth Board holds final authority, with Prologis and CCC retaining control, ensuring strategic certainty and removing historic ambiguities.
- Integrated specialist advice without operational interference: Advisory boards strengthen strategy while preserving a clean separation of duties.

- A realistic and future-proofed role for CBC Ltd: CBC Ltd becomes an occupier coordination body, allowing it to provide vital support to the campus, developing Campus Champions.
- Stronger regional alignment: GCSP remains influential but not directive, aligning external policy without operational overlap.
- Streamlined delivery and reduced risk: Clear boundaries eliminate duplication, conflicting roles, or delivery bottlenecks.
- Evolution, not revolution: The model builds on existing governance enabling the campus to scale effectively in Phases 3 and 4 whilst enhancing the overarching campus functionality and global status.

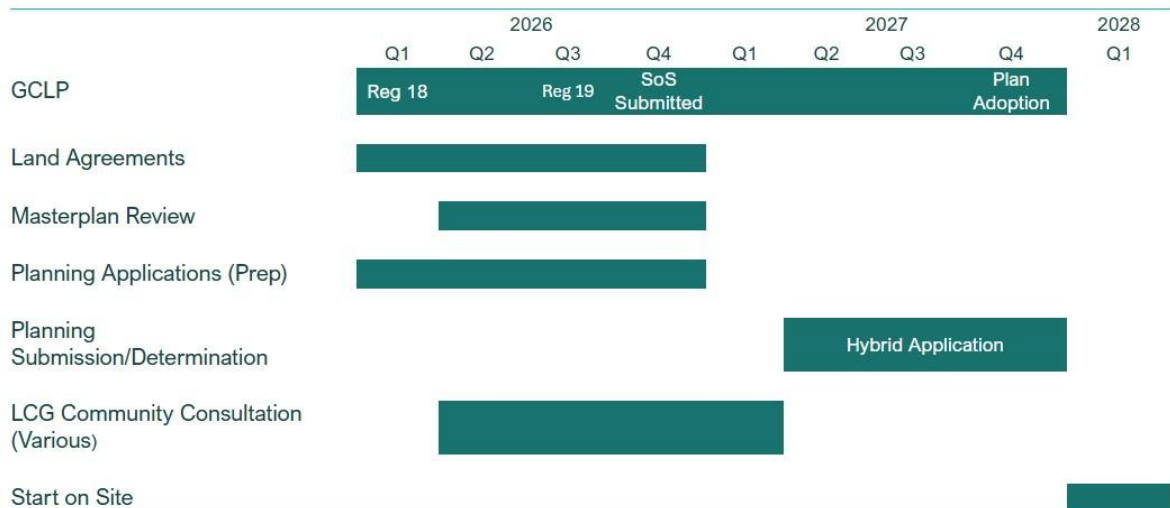
Timescales

We forecast to deliver 150,000 sq. ft of commercial R&D space every 21 months with two potential fallow years in 2031 and 2037 to allow for market cycles. In addition, we envisage two windfall deals of 300,000 sq. ft, happening in 2028 and 2031. These timings are indicative and will be dependent on market dynamics. Prologis also has contractually committed to delivering 500,000 sq ft NIA of commercial Life Science / R&D space in each 10 year period of their 40 year Option Agreement.

The diagram below shows the delivery timescales for the amenity and infrastructure elements of Phases 3 & 4



The programme below details out the planned workstreams for the next two years to ensure at start on site in 2028 with delivery at pace.



We have broken the key workstreams and milestones highlighted in the above into further detail below:

Workstream	Start date	Description
Planning and Promotion	2026	Prologis will continue to work collaboratively with the County on planning and promotion of the site, this work has already begun and will increase in intensity as we progress through the Local Plan process and as designs progress on the masterplan.
Masterplanning / 2050 vision	2026	Prologis will start, in 2026, working with our consultant team and external placemaking advisors to refine the existing masterplan and 2050 vision to ensure it is ready for the submission of an outline planning application.
Community engagement	2026	In order to ensure the masterplan is fit for purpose will develop a community engagement strategy which will be delivered from 2026 onwards.
Southern Access Road (SAR)	Design: 2026 Construction: 2028	Design will start in 2026 with the aim of starting on site in 2028. The construction period is estimated at 12-18 months. The road will be delivered in its entirety, providing connectivity from Babraham Road into the Campus via the existing Phase 2 land. It is important for this to be delivered at the start of the development to open up the site and provide a new means of access to the Campus relieving congestion along Babraham Road/Hills Road.
Community Action Fund	2028	The first of the two £1million seed payments will be paid in 2028 in line with construction start on site. The second of these payments will be due in 2029. Prologis will keep the fund evergreen via directly contributing a further £2m.

Green and the Gardens amenity building	2028	In line with the holistic whole campus approach we will deliver the amenity building on the Green and the Gardens (Phase 1 of the existing campus) in 2028. We have to date commissioned initial design work of this, which will be revisited prior to 2028 to ensure a planning application can be submitted in time. We will also engage with existing campus users to establish the best make up of uses for this building. This can be delivered early due to the land being controlled already by Prologis.
Innovation and Incubation Hub	2029	Delivery of the incubator early is critical to enable the science ecosystem on the campus to continue to grow and expand, whilst also providing us with a potential pipeline of future occupiers for the future development.
Confluence public realm / plaza	2028	This will provide landscape amenity and space for users to interact. It also provides space to host open air events to allow local communities to benefit from the campus expansion at an early stage of its development.
Business hotel and conferencing	2030	Construction will start in 2030, this delay on site is to allow the confluence plaza to become established and the SAR to be in place. Prior to this the area will largely be a construction site and thus unattractive to users. If a hotel user was to express interest prior this could be delivered earlier. This facility will house the independent fitness offer which will be open to the public (campus users and noncampus residents) and conferencing facilities.
Budget friendly hotel	2034	A cheaper more affordable hotel will come later in the delivery schedule. Aim is to provide affordable accommodation for workers and those visiting family members in the campus hospitals. We have prioritised the business hotel due to its ability to also provide a conferencing centre and fitness facilities to the campus.
CSET	S106 repayment	CSET funding contributions are planned to be repaid in line with the delivery of space on campus via a S106 mechanism.

Resources

Unlike many other property companies, Prologis employs a dedicated team of in-house specialists who support every stage of our developments and manage our spaces for the long term. From negotiations with local landowners and planning authorities to the ongoing stewardship of completed buildings by our award-winning property management and estates teams, we ensure stakeholders get the very best from the buildings, green spaces and local amenities we provide. This continuity means they work with familiar faces they can trust and build lasting relationships with.

Our in-house expertise is complemented by a highly credentialed external design and technical team who ensure our specifications and product remain at the forefront of the industry. These carefully selected consultants bring the specialist knowledge required to deliver a high-quality, sustainable scheme in the fast-evolving life sciences sector.

Our global footprint allows us to draw upon a wealth of talent and expertise, applying lessons learned and best practice from international projects to benefit every site we deliver.

Below is a breakdown of the team that will deliver Phases 3 and 4:

 Executive Leadership	Regional Head of UK (In House)	Head of Sustainable Investment & Partnerships (In House)	Head of Development Management (In House)	Head of Asset Management UK (In House)
	Head of Legal (In House)	Head of Life Sciences (In House)	Head of Planning (In House)	
 Planning, Placemaking & Ecosystem Development	Head of Life Sciences (In House)	Placemaking Advisor (External)	Science Advisor (External)	Planning Consultant (External)
	Head of Planning (In House)	Project Director: Landscape Architect (External)	Cambridgeshire based PR company (External)	
 Construction & Development/Deployment	Head of Life Sciences (In House)	Development Director (In House)	Head of Development Management (In House)	Vertical Build Development Manager (In House)
	Infrastructure Development Manager (In House)	Project Director: Project Management (External)	Project Director: Structural Engineering (External)	Project Director: Cost Consultant (External)
	Team Assistant (In House)	Project Director: Architecture (External)	Project Director: Mechanical & Electrical Engineering (External)	
 Legal	Head of Legal (In House)	Director, Legal Counsel (In House)	Legal Advisor (External)	
 Stakeholder Engagement & Communications	Head of Sustainable Investment & Partnerships (In House)	Public Relations Manager (In House)	Community Benefit Manager (In House/ External)	Public Affairs Consultant (External)
		Marketing Director (In House)		
 Leasing	Head of Life Sciences (In House)	Team Assistant (In House)	Marketing (In House)	Leasing Agents (External)
	Development Director (In House)	Leasing Director (In House)	Marketing and Brand Consultants (External)	
 Estate & Property Management	Head of Asset Management (In House)	Asset Manager (In House)	Building Manager(s) (External)	Estate Manager (External)
	ParkLife Manager (In House/ External)			
 Project Finance	Finance Business Partner (In House)	Finance Assistant (In House)		

This table summarises the roles and key activities of each resource group:

Resource	Role	Key activities
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Executive Leadership	To ensure senior oversight and the delivery of an	<ul style="list-style-type: none"> • Provide strategic direction and decision making • Strategic positioning amongst
	experienced project team	<p>stakeholders</p> <ul style="list-style-type: none"> • Ensure collaboration and integration across sub-teams
Construction & Development / Deployment	To ensure successful delivery and build-out of the campus	<ul style="list-style-type: none"> • Ensure successful construction of infrastructure projects • Ensure successful construction of commercial and amenity buildings • Ensure coherent design and masterplanning • Ensure on-time and cost-efficient delivery • Ensure best-in-class procurement of the delivery team • Ensure building specifications remain world-leading
Leasing	To ensure a diverse mix of life science businesses operate on the campus	<ul style="list-style-type: none"> • Negotiate leases with commercial life science occupiers • Curate a diverse mix of occupiers • Monitor competing life science schemes and feed specification insights to development teams • Negotiate leases for campus amenities
Planning, Placemaking & Ecosystem Development	To maintain CBC's reputation as a worldleading biomedical campus	<ul style="list-style-type: none"> • Develop a holistic masterplan • Ensure community benefit through planning initiatives (e.g., S106) • Create and support an active science ecosystem • Secure timely planning approvals

Stakeholder Engagement & Communications	To ensure proactive, meaningful engagement and communication	<ul style="list-style-type: none"> • Identify and map stakeholder groups • Develop stakeholder engagement plans • Lead engagement events and respond to feedback • Progress co-creation opportunities • Provide regular updates on activities, progress and
		<ul style="list-style-type: none"> opportunities • Maintain transparent, collaborative relationships • Coordinate workforce training initiatives
Legal	To provide legal support to development, leasing and asset management	<ul style="list-style-type: none"> • Negotiate construction contracts • Negotiate utilities contracts • Negotiate lease agreements • Manage licenses and agreements to protect campus interests
Estate & Property Management	To provide long-term custodial services ensuring high-quality public realm, facilities and operations	<ul style="list-style-type: none"> • Coordinate landscape maintenance • Coordinate and deliver building services • Provide campus services, including apps and digital tools • Lead campus activation activities • Coordinate active transport initiatives (e.g., Liftshare)
Project Finance	To provide accounting and financial administrative support	<ul style="list-style-type: none"> • Ensure accurate bookkeeping • Provide accurate forecasts and escrow reconciliations • Ensure timely payment of invoices

