

COMPANY PROFILE · 2026

Infrastructure for the flow of cargo.

Developer and asset manager of logistics infrastructure — cold storage, ports, depots, ICDs, energy tanks, smart parking — for capital owners, operated by CF Group companies.

MEMBER OF CF GROUP HOLDINGS

01 — ROLE

Between capital owners and operators.

Capital owners have money but no engineering team and no certain tenant. Operators need warehouses and ports built their way but do not want to borrow to build. CF Land does the part in between: develops the asset, signs long-term leases with both sides, and manages the asset once it is built.

01 · CAPITAL OWNER

Infrastructure funds, banks, landowners

Owns the SPV and the asset.
Receives long-term rent from an asset that already has a design, a tenant and a manager.

02 · CF LAND

Develop · lease back · manage

Finds land, designs, manages construction, sets up the SPV, leases from the capital owner and sub-lets to the operator on the same terms; puts in a small share of capital when needed.

03 · OPERATOR

Operating companies, customers, partners

CF LogX, Long River, CF Energy and outside customers and partners that need a specialised asset. They lease a warehouse or port built the way they need, on a long term at a clear price, and put money and people into operations instead of construction.

FOUR PRINCIPLES

01 No large asset ownership

The capital owner holds the asset. CF Land puts only a small share into the SPV, enough for a board seat and shared responsibility.

02 Strictly back-to-back

The lease from the capital owner and the sub-lease to the operator share the same term, pricing mechanism and termination terms. No asset sits empty.

03 Fees first, lease spread later

Development and management fees pay the team. The lease spread is the long-term profit, growing with the number of assets under management.

04 Engineering is the core capability

Design and project management are what CGD has done for 15 years. CF Land has work from year one, and capital owners have a reason to hand over a project instead of building their own team.

02 — FIVE ASSET CLASSES

Infrastructure for the CF Group ecosystem.

CF Land does not build generic warehouses. The five asset classes below are what CF Group companies need in order to operate: cold storage for CF LogX, ports and depots for Long River, gas tanks for CF Energy. The tenant comes first; the asset is built after.



Cold storage & distribution

Multi-temperature cold stores, bonded warehouses, urban distribution near ring roads.

Operator · CF LogX · lease-back ≥ 10 years



Ports, depots, ICDs

Bulk berths, container berths, ISO-tank depots, inland ports — developed and leased back complete with handling equipment.

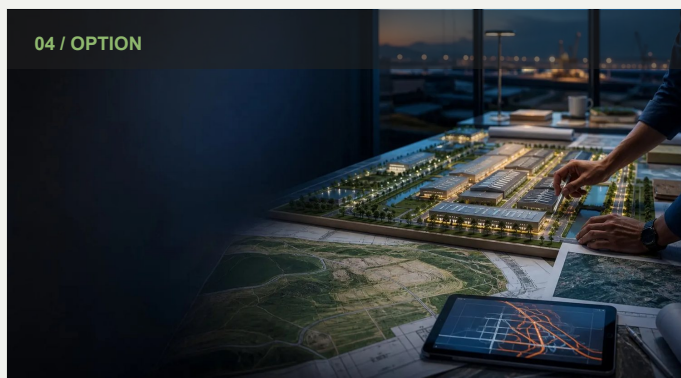
Operator · Long River · lease-back ≥ 20 years



Tanks, oil & gas, chemical, LNG

ISO-tank stations, satellite LNG storage, chemical tanks and industrial-gas distribution infrastructure.

Operator · CF Energy · lease-back ≥ 15 years



Vertiport UAV / eVTOL

Research, design and pilot-scheme applications for unmanned-aviation infrastructure as regulation allows.

Partner · under pilot scheme



Smart parking & TOD infrastructure

Automated multi-storey car parks, charging and interchange infrastructure around rail stations in major cities.

Operations · technology partner · Hanoi, HCMC

03 — SIX STEPS, ONE CONTRACT EACH

Tenant first. The capital owner signs once there is a tenant.

Every CF Land project follows this order. The operator confirms demand before there is land; the capital owner signs once there is a tenant; CF Land is paid against milestones and keeps managing after the asset changes hands.

01

Confirm demand

A CF Group operating company or third-party customer gives a conditional lease commitment.

LEASE COMMITMENT LETTER

02

Land · design · FS

CF Land's engineering team prepares the feasibility study and basic design.

FEASIBILITY + BASIC DESIGN

03

Structure the SPV

Capital owner holds the majority; CF Land takes a minority stake to align interests.

SPV CHARTER · SHAREHOLDER AGREEMENT

04

Development · EPCM

CF Land signs development and EPCM contracts with the SPV, earning fees by milestone.

DEVELOPMENT · EPCM CONTRACT

05

Master lease + sub-lease

The SPV leases to CF Land long term; CF Land sub-leases back-to-back to the operator.

MASTER LEASE · SUB-LEASE

06

Capital recycling

Once stabilised, the SPV can be sold to a fund or REIT; CF Land exits its minority stake and keeps the management contract.

SPV TRANSFER · MANAGEMENT CONTRACT CONTINUES

Develop – let until stable – sell to a fund and go again is the path Goodman, ESR and LOGOS took. CF Land follows the same path, in a narrower segment and with tenants already in-house.

04 — FIVE TEMPLATE DESIGNS

Fast, repeatable.

Each product comes with a template design, estimate and contract, already allowing for the technology of group companies. Exact size is fixed by the tenant and the plot.

P1 · MODULAR COLD STORE

Multi-temperature cold store

5 000 / 10 000 / 15 000 pallet

Natural refrigerants NH3/CO2, Aubot racking automation and AGVs, CF Energy SolarFlow™ rooftop solar.

TENANT · CF LOGX

P2 · MODULAR DEPOT – ICD

Depot & inland port

10 / 20 / 30 ha

MQ ICT yard management and automated gates; ISO-tank yard, cleaning and inspection shared with CF Energy.

TENANT · LONG RIVER

P3 · ISO STATION & SATELLITE LNG

Energy tanks

200 / 1 000 / 5 000 m3

Following CF Energy's ISO-tank LNG distribution model; liquefied-gas and dangerous-goods safety standards.

TENANT · CF ENERGY

P4 · BULK BERTH

Bulk berth

10 000 / 30 000 / 50 000 DWT

Long River – MQ ICT handling equipment and PortTwin™ platform; designed to the operator's real cargo flow.

TENANT · LONG RIVER

P5 · SMART PARKING

Automated multi-storey parking

Modules by bay count · charging · service floor

Multi-storey smart parking in the urban core and around rail stations; app booking; Aubot automation.

TENANT · URBAN OPERATING PARTNER

05 — SIX PRIORITY REGIONS

One corridor, North to South.

After the July 2025 provincial mergers, economic regions are larger and three free-trade zones are taking shape. CF Land picks locations by port cluster, by where the operator's cargo goes and by the plot — not by administrative boundaries.

NORTH

Hai Phong

Lach Huyen and the Hai Phong free-trade zone — ports/depots and cold storage; northern end of the coastal ISO-tank route.

CAPITAL

Hanoi

Urban distribution and cold storage near Ring Road 4; smart parking and TOD infrastructure around Ngoc Hoi hub.

CENTRAL

Nghe An – Ha Tinh

Vung Ang – Son Duong and Cua Lo port clusters, coastal economic zones and the corridor to Laos; Long River has operated port equipment at Son Duong since 2012.

CENTRAL

Da Nang

Including Quang Nam: Lien Chieu, the Da Nang free-trade zone, the East–West corridor.

SOUTH

Dong Nai

Long Thanh, Nhon Trach and industrial parks along the port corridor — cold storage and depots near consumption.

SOUTH

Ho Chi Minh City

Including Ba Ria – Vung Tau and Binh Duong: the Cai Mep – Thi Vai cluster and the Cai Mep Ha free-trade zone. Cold storage, ports/depots, energy tanks.

AHEAD OF TOD — NGOC HOI STATION, NORTH–SOUTH HIGH-SPEED RAIL, 2024 CAPITAL LAW

Land around hub stations will need car parks, interchanges and services before opening day. CF Land builds this layer the usual way: an operator in place, long-term contracts, the capital owner holding the asset.

06 — TECHNICAL ARM

CGD Vietnam — project development consultant to CF Land.

CF Land does not draw its own plans. Every planning, project, design, review and project-management file is produced by CGD Vietnam — a logistics-infrastructure consultancy of 15 years, specialising in inland ports, river ports, air-cargo terminals, warehousing and industrial parks.



100+

logistics infrastructure projects advised across 21 provinces and one in Australia

Class 1

Construction capability certificate issued by the Ministry of Construction — design and review with no scale limit

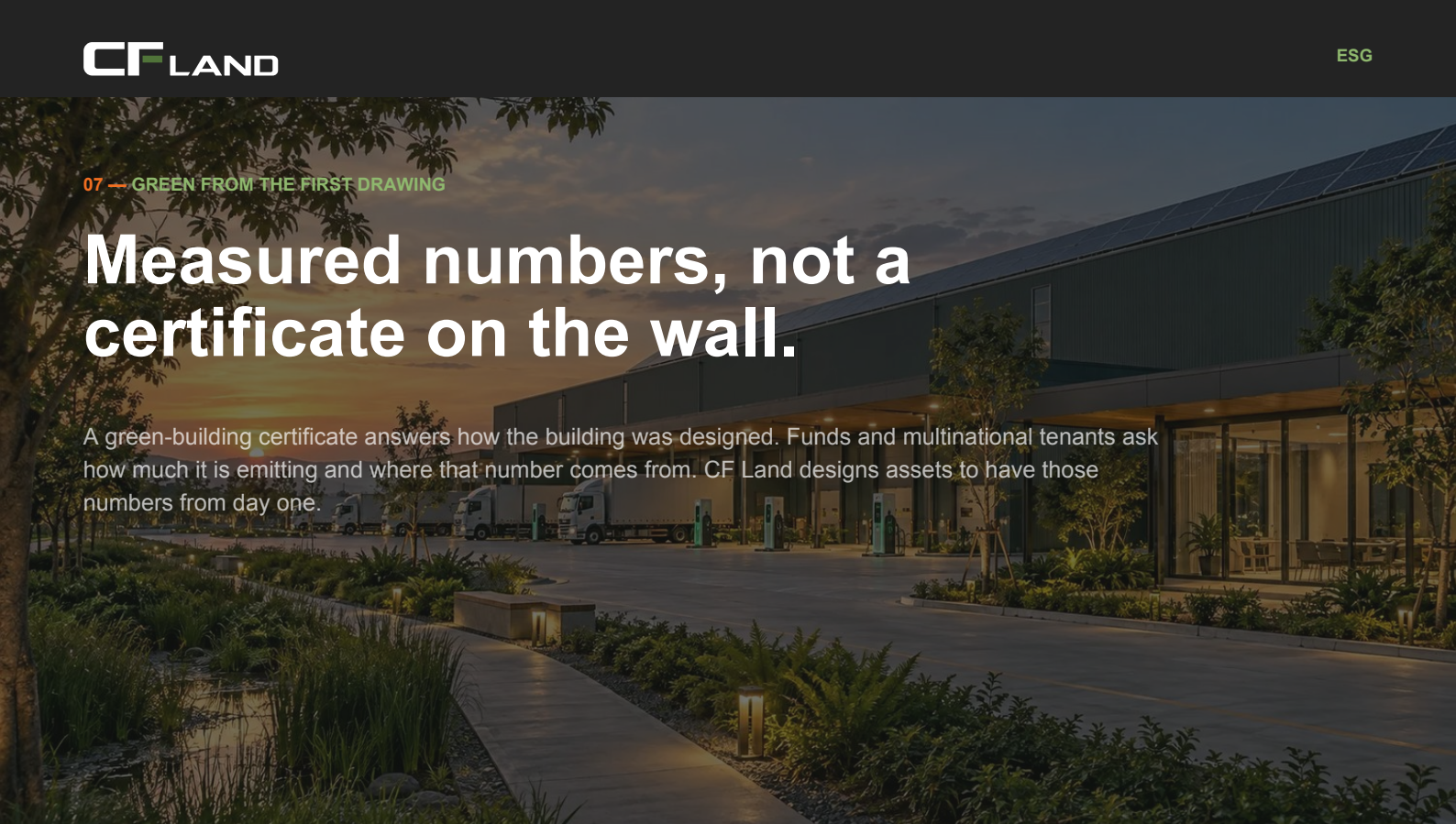
15 years

of planning, project formulation, design, review, supervision and project management

2017 →

holding the My Dinh ICD project-management contract through several planning revisions

Construction engineering consulting: planning · project preparation · design · design review · supervision · project management · investment appraisal · surveys. Selected projects: Tay Ninh Logistics Centre and General Port (265 ha) · Hoanh Bo industrial park and seaport (389 ha) · Moc Bai border-gate logistics (131 ha) · Van Lam inland port (124 ha). Figures per cgd.vn.



07 → GREEN FROM THE FIRST DRAWING

Measured numbers, not a certificate on the wall.

A green-building certificate answers how the building was designed. Funds and multinational tenants ask how much it is emitting and where that number comes from. CF Land designs assets to have those numbers from day one.

Green from the first drawing

- Every new asset to EDGE, LEED or LOTUS green-building standards
- CF Energy SolarFlow™ rooftop solar on warehouses and depots
- Natural refrigerants NH3/CO2 for cold storage
- Electrified yard equipment at depots and ports
- Operating and emissions data reported to capital owners

Why capital owners care

- Access to green financing from development institutions and domestic banks
- ESG-compliant assets are easier to transfer to funds at recycling
- Multinational tenants with emissions targets choose assets with measured data
- One ESG file reused for every project

08 — CF GROUP ECOSYSTEM · SINCE 2011

Tenants in-house. Technology too.

CF Group was founded on 12 October 2011 in Hanoi as a holdings group with the mission "Transform the way cargo flows". Four pillars: Ports & Logistics · Technology · Energy · Infrastructure. CF Land is the member company in charge of the Infrastructure pillar.

Long River

PORT SERVICES

Operating and maintaining handling equipment at Son Duong port since 2012; over 25 million tonnes of bulk cargo; over 400 staff.

→ Tenant for ports, depots, ICDs

longriver.com.vn

CF Energy

GAS LOGISTICS · ENERGY

LNG, LPG and CNG in ISO tanks; SolarFlow™ rooftop solar; SteamFlow™ industrial steam.

→ Tenant for tanks and ISO stations

cfenergy.vn

CF LogX

AUTOMATED WAREHOUSING · COLD CHAIN

CF Cold (−22 °C) and CF Clean (18–20 °C) automated warehouses, AS/RS 15,000–30,000 pallets; cold-chain 3PL.

→ Tenant for cold storage and distribution

cfg.vn

MQ ICT Solutions

AI · IOT · MONITORING

Real-time monitoring with AI and IoT; 500+ projects, 62 customers in 8 countries, 2 patents.

→ Yard management, automated gates, PortTwin™

cfg.vn

Aubot

IN-HOUSE AUTOMATION

AGVs, AMRs, autonomous forklifts, AS/RS and control platforms; exported to Japan, Cambodia and the Philippines.

→ Racking automation and movement inside cold stores

aubot.vn

CGD Việt Nam

LOGISTICS INFRASTRUCTURE CONSULTING

Planning, project preparation, design, review, supervision, project management; over 100 projects, Class 1 certificate.

→ All technical files for CF Land projects

cgd.vn

Member figures per cfg.vn and the CF Group 2025 profile. Contracts between member companies are at market prices and independently audited.

START A PROJECT

Land, capital, or a need to lease?

Just a few initial details. CF Land will reply on the suitable asset type, how to structure it and what to do next.

OFFICES

Hanoi	119–121 Dai Tu, Hoang Mai
Ho Chi Minh City	53 Dong Khoi, District 1
Phu My (Cai Mep)	My Xuan A port, My Xuan A industrial park, My Xuan ward
Hai Phong	Room 618, Thanh Dat 1 building, 3 Le Thanh Tong, Ngo Quyen ward
Ha Tinh	Ky Anh town, serving the Son Duong – Vung Ang port cluster

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cfg.vn · CF Land JSC — member of CF Group Holdings

General introduction, not an offer or investment commitment. Structure, scale and timing of each project are assessed separately.