OLIVER FRYER PROJECTS

OFP RESEARCH NOTE | BI-WEEKLY INTELLIGENCE

INSTITUTIONAL INVESTMENT SIGNALS

Decision-grade institutional intelligence for U.S. commercial real estate, industrial and logistics, private equity, private credit and capital markets

REPORT DATE	October 2, 2026
NEW EVIDENCE	September 19 - October 2, 2026
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Prepared by Oliver Fryer Projects

Independent synthesis of publicly accessible institutional research

REPORT GUIDE

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Research method

New publications are limited to substantive public material dated September 19-October 2, 2026. Directional calls use a rolling six-month evidence window, distinguish publication dates from underlying events, and separate reported facts from OFP inference. Paywalled or client-only content is excluded unless a substantive official public summary is visible.

Citation standard

OFP conclusions and actions appear before the supporting source-document ledger. Linked source numbers point to the source-notes appendix; the ledger identifies the exact page, exhibit or webpage section used where available. Users should confirm live market, property, utility, credit and legal facts before acting.

IMPORTANT INFORMATION

Methodology, limitations and disclaimer

Methodology

OFP reviewed official institutional research pages, public filings, market reports, surveys, investor materials and government data. Inclusion requires substantive content accessible without a paid subscription or private-client login. The report emphasizes dated evidence, observable allocation or operating behavior, and explicit regional implications. Absence of a new public item does not imply that an institution changed or abandoned a view.

Limitations

Public sources can be delayed, revised, incomplete or based on different geographic boundaries and definitions. Announced investment, employment, construction and leasing figures may not become realized activity. Market-level conclusions may not apply to a particular property, tenant, loan or submarket. Forward-looking statements and OFP inferences are inherently uncertain.

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A NOTE FROM OLIVER

This report is designed to turn institutional signals into sharper property-level questions, better client conversations and more disciplined action.



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Institutional Investment Signals | October 2, 2026

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SECTION 01

What changed from last?

- Strengthened: industrial recovery. Q3 Baltimore, NoVA, Richmond and Norfolk operating data provide regional confirmation. Evidence [10], [11], [13]
- Refined: the Mid-Atlantic call. Baltimore/NoVA are tighter; PG County is absorbing space but still digesting vacant deliveries; Richmond is strong with a large forward pipeline. Evidence [9], [10], [11]
- Strengthened through behavior: infill/shallow-bay. Investcorp's Philadelphia acquisition is the first dated allocation action in the current evidence chain. Evidence [4]
- Evolved: AI/power. The theme is no longer only demand and scarcity; KKR elevates correlation, financing duration, off-taker, permitting and obsolescence risk. Evidence [7]
- Strengthened: higher-for-longer. BlackRock, Apollo and KKR now converge behind the post-Fed regime shift. Evidence [3], [7], [8]
- Added: private-credit mix signal. Volume is below 2025, unitranche yields have risen modestly, and LBO/add-on M&A has displaced refinancing share. Evidence [3]
- Added: input-cost pressure. ISM and regional Fed surveys show strong price pressure even as activity expands unevenly. Evidence [15]
- Unchanged: Trepp lease-before-maturity/FedEx surveillance. No new evidence broadened or resolved the risk. Evidence [20]
- Unchanged: Berkshire allocation signal. No new public disclosure; prior liquidity, freight, power and selective-deployment evidence remains the baseline. Evidence [22]
- Prior calls weakened or unsupported: none disproved. The earlier "small-bay/infill resilience" call needs one qualification: PG County's vacant deliveries show that format and location do not eliminate lease-up risk. Evidence [9]

OFP DECISION BRIEF

What matters now

The two-week evidence strengthens the industrial recovery call, but the opportunity is becoming more selective: functional infill, supplier ecosystems and documented power capacity matter more than broad market beta.

HIGH CONFIDENCE

Baltimore and Northern Virginia gain operating momentum

Baltimore posted nearly 1.1M sf of Q3 absorption; Northern Virginia remained tight at 3.9% vacancy. Prince George's County is absorbing, but vacant deliveries cap near-term rent leverage. Evidence [9], [10], [11]

HIGH CONFIDENCE

Philadelphia infill earns institutional validation

Investcorp's acquisition of 20 Philadelphia buildings provides observable buy-side support for diversified, shallow-bay and light-industrial sourcing. Evidence [4]

HIGH / MEDIUM

AI adjacency now carries correlated execution risk

Power, permits, off-taker quality, completion timing, financing duration and alternative use should determine value - not narrative proximity to a data-center cluster.

HIGH CONFIDENCE

Credit exists, but affordability is the constraint

Private-credit activity is recovering modestly while base rates and unitranche yields keep coverage pressure elevated. Structure around a defined lease, capex or maturity event. Evidence [3]

Priority actions

01 **Source Philadelphia infill portfolios**

Prioritize 20K-100K sf clusters with diversified tenancy, below-replacement rents and credible replacement demand.

02 **Pursue lease-up assignments**

Approach owners of new or vacant Prince George's and Northern Virginia deliveries with tenant-representation and leasing proposals. Evidence [9], [10]

03 **Reprice maturity exposure**

Stress every floating-rate and 2027-29 maturity at current cost, +50 bps and +100 bps, then overlay lease downtime.

04 **Build strategic-supplier prospect lists**

Map electrical, cooling/HVAC, defense, food/beverage, packaging and fabricated-metal demand to regional nodes.

SECTION 02

Executive signal summary

CONFIDENCE: HIGH

The industrial recovery broadened into the Baltimore-Virginia markets, but Prince George's supply is muting rent leverage.

OFP INSIGHT Q3 CBRE data show nearly 1.1M sf of Baltimore absorption, 266K sf in Northern Virginia and 668K sf in Richmond. Suburban Maryland absorbed 195K sf, but two vacant Prince George's deliveries held vacancy flat at 7.0%. This strengthens the recovery call while making submarket and lease-up risk more important. Evidence [9], [10], [11]

CONFIDENCE: HIGH

Modern infill light industrial now has observable institutional buy-side validation in Philadelphia.

OFP INSIGHT Investcorp bought 20 Philadelphia buildings-about 960K sf-within a 22-building, $225M portfolio averaging 94% occupancy and more than 60 tenants. That is behavior, not commentary, and directly supports diversified infill/light-industrial sourcing in southeastern PA. Evidence [4]

CONFIDENCE: MEDIUM-HIGH; ANNOUNCEMENTS CAN SLIP

Manufacturing demand is real, but increasingly concentrated in defense, AI and energy infrastructure.

OFP INSIGHT Savills reports 78,117 announced jobs and nearly $70B of announced capital investment over the trailing year, up 46.6% and 108.3%, respectively; defense plus AI/energy infrastructure account for 69% of jobs. Broad industrial beta is therefore a weaker strategy than mapping supplier ecosystems. Evidence [1]

CONFIDENCE: HIGH ON FINANCING GAP/RISK FRAMING; MEDIUM ON CAPEX ESTIMATE

AI/power moved from a demand theme to a concentration and financing-risk theme.

OFP INSIGHT KKR estimates roughly $7.6T-$8T of AI-infrastructure capex through 2030 and argues that public investment-grade capacity alone cannot fund it. It explicitly flags power, land, permitting, water, timing and technological obsolescence as underwriting variables. Treat "AI adjacency" as conditional on contracts, utility certainty and reuse value. Evidence [7]

CONFIDENCE: HIGH

Private-credit activity is recovering from Q2, but remains below 2025 and terms are not broadly lender-friendly.

OFP INSIGHT BlackRock reports $147B of direct-lending volume through August versus $165B a year earlier, a modest recent rebound, and unitranche yields rising from 8.9% in March to 9.3% in August. LBO/add-on M&A-not refinancing-now dominates the mix. Evidence [3]

CONFIDENCE: HIGH

Higher-for-longer is no longer merely a Fed scenario; managers are converging around it.

OFP INSIGHT BlackRock says the September hike raises floating-rate borrower costs; Apollo describes a dramatic reversal from expected cuts to market-priced additional hikes; KKR says the capex cycle is accelerating while duration and capital costs rise. CRE refinancing and exit-cap assumptions should remain stress-tested. Evidence [3], [7], [8]

CONFIDENCE: HIGH

Inflation and consumption are simultaneously firm-supportive for throughput, adverse for margins and rates.

OFP INSIGHT

August real PCE rose 0.6% month over month, while headline PCE inflation was 3.4% year over year and core 3.0%. September ISM manufacturing remained expansionary at 54.5, but its prices index jumped to 77.9 and no industry reported lower raw-material prices. Evidence [14], [15]

CONFIDENCE: HIGH

Mid-Atlantic manufacturing evidence is split, reinforcing a tenant-by-tenant strategy.

OFP INSIGHT

Philadelphia Fed firms remained strongly expansionary; 68% reported Q3 production gains, but 72% cited labor as at least a slight capacity constraint. Richmond Fed's Fifth District composite fell to -2 with new orders at -6. PA/NJ/DE supplier demand is firmer than the broader VA/WV/Carolinas survey footprint. Evidence [2]

CONFIDENCE: HIGH

Berkshire produced no new public operating or allocation disclosure.

OFP INSIGHT

The latest official update remains September 18 governance confirmation; Q2 operating and capital-allocation evidence is unchanged. Its large liquidity reserve, selective acquisitions, and BNSF/BHE capex remain a confirming baseline-not a new signal. Evidence [22]

Decision takeaway

The best risk-adjusted near-term hunt is functional, diversified infill and supplier-oriented industrial-not generic big-box beta. In the region, prioritize Baltimore, Northern Virginia supplier/service nodes and Philadelphia infill; approach Prince George's new supply with tenant-first underwriting; and require executed power, permits and credible off-take before paying an AI premium. For credit, favor structures that solve a defined lease, capex or maturity event and can survive another 100 bps of all-in cost. Evidence [9], [10], [11]

SECTION 03

Cross-source themes

A. Industrial recovery: strengthened, but increasingly local

The prior report established a national turn using Q2 data. Q3 Mid-Atlantic evidence now confirms that the recovery is not merely a national average:

- Baltimore posted nearly 1.1M sf of net absorption and vacancy fell 40 bps, despite two vacant Baltimore/Washington Corridor deliveries. Evidence [11]
- Northern Virginia recorded 266K sf of absorption and 3.9% vacancy, with asking rent at $18.10/sf. However, 61% of Q3 delivered space was still available. Evidence [10]
- Suburban Maryland recorded 195K sf of absorption, $14.53/sf asking rent (+3.6% year over year) and 707K sf under construction; vacant Prince George's deliveries kept vacancy at 7.0%. Evidence [9]
- Richmond absorbed 668K sf and vacancy fell to 5.2%, but 12.2M sf under construction creates forward supply risk. Evidence [12]
- Norfolk's vacancy fell 50 bps to 7.7% and absorption returned positive, while leasing volume decelerated. Evidence [13]

Inference: "Industrial recovery" is now high confidence; "landlord pricing power" is not. Baltimore and NoVA have stronger near-term operating leverage. Prince George's has absorption but needs active lease-up; Richmond has demand plus a large pipeline; Norfolk is an early stabilization trade. Evidence [9], [10], [11], [13]

B. Reindustrialization is narrowing toward strategic sectors

Savills' September pulse reports a sharp rebound in announced jobs and investment, but defense plus AI/energy infrastructure account for 69% of jobs. Apollo's September 15 baseline identifies energy, semiconductors, aerospace/defense, rare earths, pharmaceuticals and advanced-manufacturing enablers as priority sectors while warning about labor, power, costs and policy. The September ISM data show expansion in computer/electronics, transportation equipment, machinery, chemicals and food/beverage, while customer inventories remain "too low." Evidence [1], [8], [15]

Implication: target facilities and tenant lists around electrical equipment, HVAC/cooling, switchgear, fabricated metals, defense/aerospace, food/beverage and specialized 3PLs. Do not underwrite every "manufacturing" announcement as equivalent; confirm funding, permits, equipment orders and supplier contracts.

C. Inflation is supporting rents only where tenants retain margin

BEA reports August real PCE up 0.6% month over month, yet real disposable income was flat. Headline PCE inflation was 3.4% year over year and core 3.0%. ISM's prices index rose to 77.9; 58.6% reported higher input prices and no manufacturing industry reported lower raw-material prices. Philadelphia Fed's prices-paid index reached 48.6 and future prices paid 71.3. Evidence [14], [15]

This mix supports goods throughput but compresses transport, construction and small-manufacturer margins. Landlords should distinguish tenants able to pass through costs from thin-margin carriers, contractors and commodity manufacturers. Underwrite tenant credit and expense-recovery clauses alongside rent growth.

D. Debt availability and debt affordability are diverging

MBA's reported $42.9B Q2 increase in commercial/multifamily debt outstanding and Trepp's earlier industrial CMBS issuance data show capital remains available. BlackRock, however, shows base rates were 56% of new-issue leveraged-loan pricing in Q2; the September hike raises borrower cost even when spreads stay tight. Private-credit volume through August was below 2025, while unitranche yields rose 40 bps from March. Evidence [3]

Inference: lender capacity is not the main system-wide constraint; proceeds, debt-service capacity and structure are. The most attractive lender situations are defined refinancing or capex gaps with functional collateral-not indiscriminate rescue capital.

E. AI infrastructure has become a correlated-risk complex

KKR's new contribution is not another demand forecast. It argues that apparently different holdings-hyperscaler bonds, data-center debt, utilities, equipment suppliers, land and real estate-may depend on the same off-takers and buildout economics. KKR's six underwriting criteria are directly portable to CRE: off-taker quality; asset/project risk; structural protection; sponsor/operator quality; liquidity/capital structure; and relative value. Evidence [7]

CRE translation: a powered warehouse, supplier facility or data-center-adjacent parcel should be valued on enforceable utility service, permits, customer contracts, construction schedule, alternative use and financing duration-not narrative proximity.

SECTION 04

Industrial/logistics deep dive

Demand and tenants

National manufacturing remains expansionary: September new orders were 55.3, production 56.7 and backlogs 56.4. Customers' inventories at 41.6 indicate inventories are still viewed as too low, a potential support for replenishment and warehouse demand. Slower supplier deliveries at 59.0 can also cause buffer-stock demand. But the Richmond Fed's -2 composite and -6 new-orders reading show this is not geographically uniform. Evidence [2]

Tenant-representation priority groups:

1. electrical equipment, cooling/HVAC, switchgear and generator suppliers serving data centers;
2. defense/aerospace and advanced-manufacturing suppliers;
3. food/beverage and packaging users with resilient consumption;
4. 3PLs offering specialized handling rather than commodity overflow;
5. light-industrial service tenants needing 20K-150K sf in infill locations.

Supply and construction

The national pipeline is well below the 2022 peak, but local pipelines matter more. Suburban Maryland's 707K sf under construction is manageable but joins recently delivered vacant PG County space. Richmond's 12.2M sf is a clear watch item even with current 5.2% vacancy. NoVA has only one project under construction after Q3 deliveries, which supports scarcity once remaining new space leases. Evidence [9], [10]

Rents, vacancy and cap rates

Operating evidence favors NoVA scarcity and Baltimore momentum. Suburban Maryland rent growth is positive but insufficient by itself to establish landlord leverage. Philadelphia's institutional transaction evidence, diversified tenancy and exceptional five-year rent growth from the Q2 baseline support a durable infill thesis. No new public cap-rate series in the 14-day window was strong enough to revise the prior industrial pricing view; underwriting should therefore retain current exit caps rather than assume compression. Evidence [9], [10], [11]

Power, automation and obsolescence

Power availability is now both a value driver and a single-point-of-failure risk. KKR adds financing duration, off-taker concentration and technological obsolescence to the physical diligence already identified by Clarion and Savills. Score each asset for: Evidence [1], [7], [17]

- delivered and expandable power, not requested capacity;
- transformer/substation timing and utility dependencies;
- dock, clear height, slab, ESFR, truck court and automation compatibility;
- alternative tenant universe if the AI buildout slows;

- landlord capex and who owns installed equipment;
- lease term versus debt maturity and equipment life.

Favored and disfavored profiles

Favored: diversified infill light industrial; modern or modernizable 25K-200K sf; below-replacement rents; multi-interstate access; mission-critical supplier uses; enforceable power; staggered lease rolls.

Disfavored: speculative land without service agreements; single-purpose powered assets dependent on one development phase; older boxes priced off metro averages; thin-margin trucking tenants without fuel pass-through; single-tenant assets with lease expiry near loan maturity.

SECTION 05

Private equity and private credit

Private equity

Investcorp provides the most decision-useful new behavioral evidence. It simultaneously acquired a diversified Philadelphia/Nashville infill portfolio and completed a $550M liquidation across Chicago, Dallas and Charlotte. This is not a blanket "buy industrial" signal; it shows portfolio rotation, active exits and preference for functional, multi-tenant infill. In Philadelphia, 20 buildings and roughly 960K sf imply an average building size near 48K sf-squarely within the shallow-bay/light-industrial universe prioritized in the prior action board. Evidence [4]

BlackRock's direct-lending data show LBO and add-on M&A accounted for 68% of private-credit volume through August, versus a 50% average in 2024-25, while refinancing fell to 23% from a 37% average. That implies sponsor-led acquisition finance is driving incremental demand more than broad refinance normalization. Evidence [3]

Private credit

- Deployment: $147B through August, below $165B in the comparable 2025 period, with a modest recent rebound after Q2 volume fell to roughly half Q1.
- Pricing: three-month rolling unitranche yields rose from 8.9% in March to 9.3% in August. Returns improved, but competitive terms persist. Evidence [3]
- Credit selection: software's share fell; HVAC and other AI-construction adjacencies are drawing PE activity. This broadens the borrower set but can create hidden AI concentration.
- Floating rate: the September hike increases investor income and borrower interest burden. Covenant headroom and cash interest coverage matter more than quoted spread.
- CRE structure: pair senior debt with springing cash management, leasing reserves and maturity-extension tests. Use preferred equity/mezz only where a defined capex or lease plan creates value at today's rents.
- Avoid: capital that merely carries an obsolete asset or preserves a 2021 valuation. Require milestone-based draws, control rights and an alternative-use downside.

No substantive new public evidence justified changing the prior view on continuation vehicles or NAV finance. Those remain monitor items. KKR's AI analysis, however, strengthens the case for asset-based finance and structured solutions where collateral and cash-flow priority are explicit. Evidence [7]

SECTION 06

Berkshire Hathaway signals

New information

No qualifying Berkshire publication, filing, release or senior-management remark was identified between September 19 and October 2. Berkshire's official site remained updated through September 18 for news and August 8 for interim reports. Evidence [22]

Continuing observable baseline

- approximately $35.1B of Insurance & Other cash plus $324.9B of T-bills at June 30;
- about $4.8B of H1 repurchases;
- OxyChem and Taylor Morrison acquisitions, indicating selective long-duration deployment;
- BNSF Q2 unit growth led by intermodal, plus industrial-product strength in steel, aggregates and cement; Evidence [22]
- roughly $8.6B of planned H2 BNSF/BHE capex; Evidence [22]
- mixed consumer/distribution evidence despite freight strength.

Interpretation

Nothing in the current window overturns the prior inference: Berkshire is maintaining exceptional optionality while deploying into chemicals, housing, freight and power infrastructure where it can own operating control. That still confirms physical-economy and infrastructure themes, but it does not validate broad leverage, aggressive CRE pricing or a generalized consumer boom. Absence of new action is analytically neutral over two weeks. Evidence [22]

SECTION 07

Six-month trend matrix

DIRECTION: STRENGTHENING AND BROADENING

Industrial demand recovery

FIRST OBSERVED	Clarion, Jun. 11: restrained supply and big-box lead Evidence [17]
ADOPTION CHAIN	CBRE Jul. 27/29; Savills Aug. 5; forecast Sep. 3; CBRE Mid-Atlantic Sep. 30 Evidence [1]
EVIDENCE	High; Richmond manufacturing survey is a demand caution
SINCE PRIOR	Upgraded: Q3 regional operating proof

DIRECTION: STRENGTHENING

Modern/obsolete bifurcation

FIRST OBSERVED	Clarion, Jun. 11 Evidence [17]
ADOPTION CHAIN	CBRE/Savills Q2; Trepp Sep. 15-17; Investcorp Sep. 28 behavior Evidence [1], [4]
EVIDENCE	High; no material dissent
SINCE PRIOR	Multi-tenant infill now has acquisition validation

DIRECTION: STABLE-POSITIVE

Infill/shallow-bay resilience

FIRST OBSERVED	CBRE, Mar. 24 baseline
ADOPTION CHAIN	Cleveland/DC evidence; Investcorp Philadelphia Sep. 28 Evidence [4]
EVIDENCE	Medium-high; Suburban MD vacancy limits blanket claim
SINCE PRIOR	Strengthened in Philadelphia; mixed in PG County Evidence [9]

DIRECTION: ACCELERATING BUT CONCENTRATING

Reindustrialization / supplier ecosystems

FIRST OBSERVED	CBRE Apr. 6 occupier behavior
ADOPTION CHAIN	Clarion Jun.; Apollo Sep. 15; Savills Sep. 22; ISM Oct. 1 Evidence [1], [8], [15], [17]
EVIDENCE	High on strategic sectors; Richmond Fed dissents on breadth Evidence [2]
SINCE PRIOR	Narrowed to defense, AI/energy, electronics, food and machinery

DIRECTION: ACCELERATING; RISK RISING

Power / AI infrastructure

FIRST OBSERVED	Nuveen May 14 Evidence [18]
ADOPTION CHAIN	Savills Aug. 5/Sep. 14; BlackRock Sep. 24; KKR Sep. 30 Evidence [1], [3], [7]
EVIDENCE	High on capital need; medium on ultimate demand/capex
SINCE PRIOR	Shifted from opportunity-only to concentration/execution risk

DIRECTION: STABLE, SELECTIVE

Capital-markets reopening

FIRST OBSERVED	Nuveen May 14 Evidence [18]
ADOPTION CHAIN	CBRE Jul.; Trepp Sep. 16; MBA Sep. 29 Evidence [5]
EVIDENCE	High; affordability remains countervailing
SINCE PRIOR	Debt stock grew, but no broad easing signal

DIRECTION: STABLE-POSITIVE, HIGHLY SELECTIVE

New-vintage credit opportunity

FIRST OBSERVED	PIMCO Jun. 8
ADOPTION CHAIN	Nuveen Sep. 1; Trepp Sep. 15; BlackRock Sep. 24 Evidence [3], [18]
EVIDENCE	Medium-high; competitive terms and higher base rates
SINCE PRIOR	Direct-lending volume still below 2025; yields modestly improved Evidence [3]

DIRECTION: STABLE, UNRESOLVED

Lease-before-maturity risk

FIRST OBSERVED	Trepp Sep. 15
ADOPTION CHAIN	Trepp Sep. 17 FedEx concentration Evidence [20]
EVIDENCE	High on exposure; no new follower/property outcome
SINCE PRIOR	No broadening evidence in current window

DIRECTION: STRENGTHENING CONSENSUS

Higher-for-longer

FIRST OBSERVED	Fed Sep. 16 action
ADOPTION CHAIN	BlackRock Sep. 24; KKR and Apollo Sep. 30 Evidence [3], [7], [8]
EVIDENCE	High; strong consumption supports it
SINCE PRIOR	Manager convergence after Fed action

DIRECTION: ACCELERATING

Input-cost / transport pressure

FIRST OBSERVED	Beige Book Sep. 2
ADOPTION CHAIN	Philly/Richmond Fed Sep. 22; BEA Sep. 30; ISM Oct. 1 Evidence [2], [14], [15]
EVIDENCE	High
SINCE PRIOR	New: no ISM industry reported lower raw-material prices Evidence [15]

SECTION 08

Leader / follower analysis

- Industrial recovery measurement: CBRE and Savills were early measurement leaders in July/August; Clarion led the restrained-supply and obsolescence framing in June. CBRE's September 30 regional releases are followers/confirmers, not new thought leadership. Evidence [1], [17]
- Infill/light-industrial action: Investcorp is the first clear behavioral leader in this rolling public record for Philadelphia, acting September 28 with a 20-building acquisition. Prior sources framed the thesis but did not show regional allocation behavior. Evidence [4]
- AI/power credit risk: Nuveen led the capital-need theme in May; Savills documented industrial spillover in August/September; BlackRock quantified new credit supply on September 24; KKR on September 30 leads the concentration/financing-structure framing. These are different layers, not a single ranking. Evidence [1], [3], [7], [18]
- Higher-for-longer: the Fed led through policy action September 16. BlackRock followed with borrower-pricing implications September 24; Apollo and KKR reinforced the regime view September 30. Manager commentary follows policy evidence here. Evidence [3], [7], [8]
- Private-credit mix: BlackRock is the current public-data leader, quantifying slower volume, higher LBO/add-on share and 9.3% unitranche yields. KKR follows with a broader warning about correlated AI exposures, not competing transaction-volume data. Evidence [3], [7]
- Reindustrialization: Apollo's September 15 sector map and Savills' September 22 announcement tracker are complementary. Apollo leads thematic sector selection; Savills leads current measurement. ISM follows with operating-survey confirmation October 1. Evidence [1], [8], [15]
- Lease/maturity surveillance: Trepp remains the sole clear leader from September 15-17. No new source in this window independently quantified the same risk, so no follower ranking is warranted.

SECTION 09

Regional translation

Market / corridor	Evidence and implication	Decision use
Washington, DC core	No new industrial-specific Q3 release. NoVA tightness does not automatically transfer to DC; federal exposure and limited industrial depth remain differentiators.	Favor mission-critical service/contractor demand; do not use NoVA rents as an unadjusted comp. Evidence [10]
Prince George's County	Two vacant Q3 deliveries kept Suburban Maryland vacancy at 7.0% despite 195K sf of absorption.	Tenant-first approach on new product; seek concession capture and owner outreach on lease-up pressure. Evidence [9]
Anne Arundel / Odenton	Baltimore absorption and NoVA scarcity support the midpoint corridor; no separate public Q3 metric was released.	Target functional 25K-150K sf for defense, infrastructure and regional distribution; validate replacement rents and I-95/BWI access. Evidence [10], [11]
Baltimore County East / port	Baltimore absorbed nearly 1.1M sf and vacancy fell 40 bps; 11 leases exceeded 100K sf.	Accelerate owner outreach and tenant requirements; favor divisible assets and port/rail optionality over importer concentration. Evidence [11]
Hagerstown / I-81	National replenishment and manufacturing orders help; Richmond/Fifth District softness cautions against extrapolating.	Monitor starts, concessions and I-81 tenant tours; pursue modern boxes only with competitive delivered basis. Evidence [2]
Cumberland / Western MD	No new direct market evidence. Strategic manufacturing can create episodic demand, but depth remains limited.	User-led development or acquisition only; require a named occupier, freight advantage or public funding catalyst.
Northern Virginia	3.9% vacancy, $18.10 asking rent and positive absorption; 61% of Q3 deliveries still available, with only one project left under construction.	Near-term tenant negotiation opportunity in newly delivered space; longer-term scarcity supports supplier/service assets. Verify power separately. Evidence [10]
Richmond / I-95 Virginia	5.2% vacancy and 11.6% annual rent growth, but 12.2M sf under construction.	Strong tenant-rep and development-services market; hedge ownership underwriting with phased supply and concession scenarios.
Norfolk / Hampton Roads	Vacancy improved to 7.7% and absorption turned positive; gross leasing slowed.	Early stabilization, suitable for port/defense-linked users; wait for consecutive leasing improvement before aggressive rent growth. Evidence [13]
Morgantown	Fifth District manufacturing softened and WV real GDP fell 2.3% annualized in Q2, according to BEA's state release summary.	Favor healthcare/university/service industrial and small bays; require conservative exit liquidity. Evidence [2], [14]
Wheeling / Ohio Valley	Same WV macro caution, offset by strategic metals/defense and Ohio manufacturing networks.	Target contracted maintenance, fabricated-metal and energy suppliers; avoid speculative scale and perform environmental diligence.
Philadelphia / southeastern PA	Investcorp acquired roughly 960K sf across 20 buildings; DrinkPAK's 1.4M-sf build-to-suit is progressing; Philadelphia Fed activity remains strong.	Highest-conviction regional sourcing upgrade: diversified infill, food/beverage, packaging and advanced-manufacturing supplier space. Evidence [4], [6]
I-78 / I-81 PA	Philadelphia Fed firms expect growth but report labor and energy constraints; national customer inventories remain too low.	Seek replenishment and supplier users, but screen labor radius, wage escalation and utility deliverability before buying big box. Evidence [15]
Pittsburgh	No qualifying new brokerage market release. Reindustrialization themes fit robotics, energy and defense, but evidence is thematic rather than Q3 transactional.	Build tenant lists around advanced manufacturing and grid/energy; avoid claiming metro-wide rent acceleration without Q3 data.
Cleveland / Akron / Canton	No new Q3 brokerage report; September metalforming outlook softened nationally while shipments held steady.	Maintain the small functional infill thesis, but intensify tenant-credit work for fabricated-metal and auto suppliers.
Columbus	No qualifying Q3 public brokerage release. AI/power financing risk raises the bar for data-center-adjacent land and supplier buildings.	Require utility service agreements and alternative-use demand; map HVAC/electrical suppliers rather than buying on adjacency alone.
Groveport	No new property-specific evidence on the previously identified FedEx lease/loan calendar.	Continue direct surveillance; do not infer closure or renewal from silence. Evidence [20]

SECTION 10

Action board

Act now

INVESTCORP ACTION + PHILLY MANUFACTURING STRENGTH; 0-6 MONTHS

Launch Philadelphia diversified-infill owner campaign, prioritizing 20K-100K sf clusters near labor and interstates.

UPSIDE	Sale, recap, leasing and portfolio-assembly mandates
PRINCIPAL RISK	Chasing pricing after institutional validation
NEXT EVIDENCE	Rent roll, rollover, capex, environmental and replacement-rent screen

Q3 DIVERGENCE; IMMEDIATE

Separate Baltimore, NoVA and PG County underwriting; stop using a single Baltimore-Washington vacancy assumption.

UPSIDE	Better pricing and leasing assumptions
PRINCIPAL RISK	Local datasets use different boundaries
NEXT EVIDENCE	Property-level comps, concessions, active requirements, delivery lease-up

VISIBLE AVAILABILITY; 0-6 MONTHS

Approach owners of new/vacant PG County deliveries and 61%-available NoVA Q3 deliveries with tenant-rep and lease-up proposals.

UPSIDE	Concession capture and early occupancy mandates
PRINCIPAL RISK	Space may already be under negotiation
NEXT EVIDENCE	Suite/building availability, deal pipeline, TI/free-rent packages

FED HIKE + BLACKROCK PRICING EVIDENCE; IMMEDIATE

Reprice every floating-rate and 2027-29 maturity at current base rate, +50 bps and +100 bps; overlay lease downtime.

UPSIDE	Identifies recapitalization gaps before distress
PRINCIPAL RISK	Sponsor optimism / incomplete lease data Evidence [15]
NEXT EVIDENCE	Lender quote, caps/swaps, extension tests, lease abstract

SAVILLS + ISM + PHILLY FED; 0-9 MONTHS

Build supplier-prospect lists for electrical equipment, cooling/HVAC, food/beverage, defense and fabricated metals.

UPSIDE	Durable tenant leads tied to capex
PRINCIPAL RISK	Announcement cancellation or supplier concentration
NEXT EVIDENCE	Awarded contracts, permits, equipment orders, hiring and utility requests

Investigate

9.3% UNITRANCHE YIELDS AND REFINANCING GAP; 3-12 MONTHS

Finance modern industrial with preferred equity or mezz tied to a defined lease/capex milestone.

UPSIDE	Current return, control rights, basis protection
PRINCIPAL RISK	Higher base rates erode coverage
NEXT EVIDENCE	Cash-pay DSCR, draw milestones, sponsor equity, stabilized debt yield

12.2M SF UNDER CONSTRUCTION; 0-6 MONTHS

Screen Richmond pipeline by prelease, delivery quarter, size and submarket.

UPSIDE	Distinguishes growth from coming concession pressure
PRINCIPAL RISK	Incomplete prelease data
NEXT EVIDENCE	Each project's status, tenant, delivery, lender and competing blocks

FINANCING/CONCENTRATION RISK; IMMEDIATE

Underwrite AI-adjacent assets with KKR's six-factor credit test plus alternative-use value.

UPSIDE	Captures real supplier demand without narrative overpayment
PRINCIPAL RISK	Off-taker or technology shift
NEXT EVIDENCE	Utility agreement, customer contract, completion guarantee, reuse plan

Monitor

REGIONAL DIVERGENCE; MONTHLY

Philly Fed versus Richmond Fed manufacturing split monthly.

UPSIDE	Early signal for PA/MD vs VA/WV tenant demand
PRINCIPAL RISK	Survey volatility
NEXT EVIDENCE	New orders, shipments, capex, hiring and prices for 3 months

REPLENISHMENT SUPPORT VS MARGIN COMPRESSION; MONTHLY

ISM customer inventories, supplier deliveries and prices.

UPSIDE	Times warehouse demand and tenant stress
PRINCIPAL RISK	Bullwhip / temporary inventory response
NEXT EVIDENCE	Three-month trend plus freight and port volumes

NEXT OPERATING CONFIRMATION; NEXT FILING

Berkshire Q3 report for BNSF volumes, BHE/BNSF capex, cash and acquisitions.

UPSIDE	Independent freight, power and cycle signal
PRINCIPAL RISK	One quarter's noise
NEXT EVIDENCE	Intermodal/industrial units, capex guidance, liquidity and buybacks

Avoid / hedge

KKR CONCENTRATION WARNING; IMMEDIATE

Uncontracted "powered" land and single-purpose supplier buildings priced on AI scarcity.

UPSIDE	Avoids stranded carry and technological obsolescence
PRINCIPAL RISK	Missing a genuine early mover
NEXT EVIDENCE	Executed power, permitting, off-take, sponsor guarantees, reuse value

ISM PRICES 77.9; 0-12 MONTHS

Thin-margin transport/manufacturing tenants without fuel/input pass-through.

UPSIDE	Reduces default and concession risk
PRINCIPAL RISK	Strong demand may offset cost
NEXT EVIDENCE	Tenant margins, covenants, pass-through clauses, receivables

EVIDENCE APPENDIX

Source document ledger

Supporting source documents follow the OFP summary and thematic analysis. Only substantive material visible without a paid subscription or private-client login is included.

SAVILLS | SEP. 22 | RESEARCH WEBPAGE; FULL PUBLIC HIGHLIGHTS

Manufacturing Pulse - September 2026[1]

LOCATE "Manufacturing momentum accelerates..." / "Recent activity includes"

WHY IT MATTERS Quantifies announced manufacturing jobs/capex and their concentration in defense and AI/energy.

FEDERAL RESERVE BANK OF RICHMOND | SEP. 22 | SURVEY; FULL PUBLIC WEBPAGE

Manufacturing Survey[2]

LOCATE September 22, 2026 summary, lines for composite, shipments, orders and prices

WHY IT MATTERS Shows Fifth District activity turning slightly negative despite positive expectations. Evidence [2]

BLACKROCK | SEP. 24 | INSTITUTIONAL RESEARCH PDF; PUBLICLY RETRIEVABLE

Credit supply: Beneath the headline volumes[3]

LOCATE PDF pp. 1, 5-8; Executive summary; "Private credit deal activity remains uneven"; Exhibits 9-13

WHY IT MATTERS Separates resilient headline issuance from slower direct lending, a changing deal mix and modestly higher yields. Evidence [3]

INVESTCORP | SEP. 28 | INVESTMENT ACTION / PRESS RELEASE; FULL PUBLIC WEBPAGE

Investcorp Announces $800 Million of U.S. Industrial Real Estate Transactions[4]

LOCATE "Acquisition furthers..." and "Liquidation marks exit..."

WHY IT MATTERS Observable acquisition and exit behavior validates diversified infill light industrial, especially Philadelphia.

MORTGAGE BANKERS ASSOCIATION | SEP. 29 | PUBLIC NEWSROOM SUMMARY

Commercial and Multifamily Mortgage Debt Outstanding Increased by $42.9 Billion in Q2[5]

LOCATE Headline and release summary

WHY IT MATTERS Total debt stock is still expanding; refinancing opportunity should not be confused with system-wide deleveraging.

PENNSYLVANIA DCED | SEP. 29 | PUBLIC PROJECT UPDATE

DrinkPAK's Flagship East Coast Manufacturing Facility[6]

LOCATE Project summary; Bellwether District / PA Fast Track paragraphs

WHY IT MATTERS Confirms construction progress on a 1.4M-sf build-to-suit and a tangible advanced-manufacturing anchor in Philadelphia.

KKR | SEP. 30 | CREDIT INVESTOR LETTER; FULL PUBLIC PDF

Let There Be Compute![7]

LOCATE Printed pp. 4-9 and 14-15; "The Rush," "The Field," six underwriting criteria, "A Second Look" Evidence [7]

WHY IT MATTERS Reframes AI infrastructure as a financing-capacity, concentration and execution-risk problem.

APOLLO | SEP. 30 | PUBLIC PODCAST SUMMARY

Torsten Slok's Macro Update: Higher for Longer and the Road to 2027[8]

LOCATE "As 2026 enters…" and quoted market-pricing passage

WHY IT MATTERS Confirms institutional convergence toward higher-for-longer after the September Fed hike. Evidence [21]

CBRE | SEP. 30 | MARKET FIGURES; FULL PUBLIC WEBPAGE

Suburban Maryland Industrial Figures Q3 2026[9]

LOCATE Report body after "Looking for a PDF…"

WHY IT MATTERS Positive absorption and rent growth coexist with 7.0% vacancy and vacant PG County deliveries. Evidence [9]

CBRE | SEP. 30 | MARKET FIGURES; FULL PUBLIC WEBPAGE

Northern Virginia Industrial Figures Q3 2026[10]

LOCATE Report body after "Looking for a PDF…"

WHY IT MATTERS Tight 3.9% vacancy and $18.10 asking rent confirm scarcity, though 61% of new deliveries remained available.

CBRE | SEP. 30 | MARKET FIGURES; FULL PUBLIC WEBPAGE

Baltimore Industrial Figures Q3 2026[11]

LOCATE Report body after "Looking for a PDF…"

WHY IT MATTERS Nearly 1.1M sf of absorption and 40-bp vacancy compression strengthen the Baltimore recovery signal. Evidence [11]

CBRE | SEP. 30 | MARKET FIGURES; FULL PUBLIC WEBPAGE

Richmond Industrial Figures Q3 2026[12]

LOCATE Report body after "Looking for a PDF…"

WHY IT MATTERS Strong leasing and 11.6% annual asking-rent growth contrast with an unusually large 12.2M-sf pipeline.

CBRE | SEP. 30 | MARKET FIGURES; FULL PUBLIC WEBPAGE

Norfolk Industrial Figures Q3 2026[13]

LOCATE Report body after "Looking for a PDF…"

WHY IT MATTERS Vacancy improved to 7.7% and absorption turned positive, but gross leasing slowed.

U.S. BUREAU OF ECONOMIC ANALYSIS | SEP. 30 | GOVERNMENT STATISTICAL RELEASE; FULL PUBLIC WEBPAGE

Personal Income and Outlays, August 2026[14]

LOCATE Release summary and "Technical Notes"

WHY IT MATTERS Strong real consumption coexists with above-target inflation and a 4.1% saving rate.

INSTITUTE FOR SUPPLY MANAGEMENT | OCT. 1 | INDUSTRY SURVEY; FULL PUBLIC WEBPAGE

September 2026 Manufacturing PMI[15]

LOCATE New Orders, Production, Employment, Supplier Deliveries, Inventories, Prices, Backlog

WHY IT MATTERS Manufacturing expands, customer inventories remain too low, delivery times lengthen and input inflation accelerates. Evidence [15]

SECTION 12

Coverage note

Qualifying public material came from BlackRock, KKR, Apollo, Investcorp, Savills, CBRE, MBA, BEA, ISM, the Philadelphia Fed, the Richmond Fed and Pennsylvania DCED. CBRE's Q3 releases were especially useful for MD/VA corridor differentiation. Evidence [1], [2], [3], [4], [6], [7], [8], [14], [15]

No analytically meaningful public update in the window was found from Berkshire Hathaway; Blackstone; Ares; Brookfield; Carlyle; Oaktree; PGIM; Nuveen; PIMCO; Invesco; GSAM; JPMAM; Morgan Stanley IM; Lazard; JLL; Cushman & Wakefield; Newmark; Colliers; Marcus & Millichap; Eastdil; Prologis; or the monitored pension allocators. CalSTRS held a September 22 meeting with closed-session real-estate/private-equity reviews, but no public detail sufficient to infer allocation or pacing changes was available. Inaccessible and client-only reports were omitted. Evidence [18], [22]

Key continuing baseline sources

- CBRE Q2 2026 U.S. Industrial & Logistics[16], July 29: Occupier Demand, Big-Box Leasing, Space Under Construction.
- Clarion Partners, Building into the Future[17], June 11: Executive Summary, Figures 1-5.
- Nuveen, Why the case for debt and equity is strengthening together[18], September 1: Key takeaways, Quantifying default risk.
- Trepp, $12.73B anchor lease before maturity[19], September 15: Nearly 30%, Bottom Line.
- Trepp, Amazon & FedEx industrial CMBS exposure[20], September 17: The Concentration, FedEx Is Consolidating, Bottom Line.
- Federal Reserve, September 16 FOMC statement and projections[21]: Table 1, Figures 2 and 4.C.
- Berkshire Hathaway Q2 10-Q[22]: PDF pp. 3, 7-9, 40, 43-50.

SOURCE NOTES

Sources and attribution

All sources below were publicly accessible when the report was prepared. Numbered references in the report are clickable. For evidentiary location, use the exact page, exhibit or named webpage section in the new-publication ledger and continuing-baseline list.

[1] Manufacturing Pulse - September 2026

savills.us | https://www.savills.us/research_articles/256536/394672-0

[2] Manufacturing Survey

richmondfed.org | https://www.richmondfed.org/region_communities/regional_data_analysis/business_surveys/manufacturing

[3] Credit supply: Beneath the headline volumes

blackrock.com | https://www.blackrock.com/gls-download/literature/market-commentary/credit-currents-9-24-2026-stamped.pdf

[4] Investcorp Announces $800 Million of U.S. Industrial Real Estate Transactions

investcorp.com | https://www.investcorp.com/investcorp-announces-800-million-of-u-s-industrial-real-estate-transactions/

[5] Commercial and Multifamily Mortgage Debt Outstanding Increased by $42.9 Billion in Q2

mba.org | https://www.mba.org/news-and-research/newsroom/news/2026/09/29/commercial-and-multifamily-mortgage-debt-outstanding-increased-by--42.9-billion-in-second-quarter-2026

[6] DrinkPAK's Flagship East Coast Manufacturing Facility

dced.pa.gov | https://dced.pa.gov/newsroom/shapiro-administration-celebrates-progress-of-drinkpaks-flagship-east-coast-manufacturing-facility-in-philadelphia/

[7] Let There Be Compute!

kkr.com | https://www.kkr.com/content/dam/kkr/insights/pdf/let-there-be-compute.pdf

[8] Torsten Slok's Macro Update: Higher for Longer and the Road to 2027

apollo.com | https://www.apollo.com/insights-news/insights/podcast/the-allocation/2026/09/torsten-slok-macro-update-higher-for-longer-and-the-road-to-2027

[9] Suburban Maryland Industrial Figures Q3 2026

cbre.com | https://www.cbre.com/insights/figures/suburban-maryland-industrial-figures-q3-2026

[10] Northern Virginia Industrial Figures Q3 2026

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[11] Baltimore Industrial Figures Q3 2026

cbre.com | https://www.cbre.com/insights/figures/baltimore-industrial-figures-q3-2026

[12] Richmond Industrial Figures Q3 2026

cbre.com | https://www.cbre.com/insights/figures/richmond-industrial-figures-q3-2026

[13] Norfolk Industrial Figures Q3 2026

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[14] Personal Income and Outlays, August 2026

bea.gov | https://bea.gov/index.php/news/2026/personal-income-and-outlays-august-2026

[15] September 2026 Manufacturing PMI

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[16] CBRE Q2 2026 U.S. Industrial & Logistics

cbre.com | https://www.cbre.com/insights/figures/q2-2026-us-industrial-and-logistics-market-report

[17] Clarion Partners, Building into the Future

clarionpartners.com | https://www.clarionpartners.com/insights/us-industrial-development

[18] Nuveen, Why the case for debt and equity is strengthening together

nuveen.com | https://www.nuveen.com/global/insights/real-estate/the-real-advantage-series/why-the-case-for-debt-and-equity-is-strengthening-together

[19] Trepp, $12.73B anchor lease before maturity

trepp.com | https://www.trepp.com/trepptalk/industrial-cmbs-loans-anchor-lease-expiring

[20] Trepp, Amazon & FedEx industrial CMBS exposure

trepp.com | https://www.trepp.com/trepptalk/amazon-fedex-industrial-cmbs-exposure

[21] Federal Reserve, September 16 FOMC statement and projections

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[22] Berkshire Hathaway Q2 10-Q

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