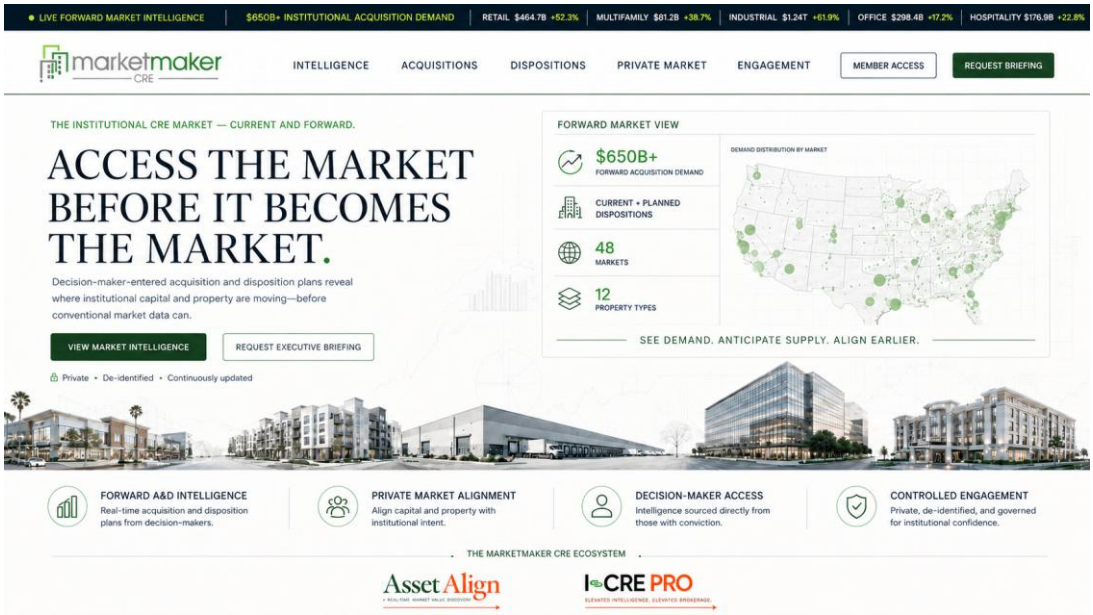
MarketMaker CRE

INDUSTRY WHITE PAPER

Forward capital intent and continuous supply alignment

A framework for connecting institutional demand with brokerage, institutional and private supply

This paper examines how forward acquisition and disposition intentions, private-owner engagement and supply intelligence can be brought into continuous alignment. It describes the role of ICRE Pro in validating opportunities and guiding qualified parties through a private transaction process.



MarketMaker CRE homepage design

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Executive Summary

Commercial real estate has always depended on demand. Its technology and transaction processes, however, have almost always begun with supply. A property becomes visible, a campaign begins, and only then does the market search for a buyer.

MarketMaker CRE reverses that sequence. It captures current and forward acquisition intent directly from qualified capital, structures that intent into actionable demand, and uses it to identify the properties, owners and transaction conditions most capable of satisfying what the market has already said it wants.

The platform is evolving into a continuous alignment system that brings together brokerage inventory, institutional current and future dispositions, and private properties that could become available at the right price and time. Demand and seller-propensity heat maps can be overlaid with property intelligence to identify where buyer requirements, owner willingness and timing intersect.

ICRE Pro sits at the human center of that intersection. Authorized professionals validate the intelligence, confirm the parties' requirements, improve the accuracy of the alignment and facilitate engagement through the two-sided Virtual Deal Room. Specialized professional alignment tools and execution workflows are restricted to ICRE Pro, while Asset Align gives owners and contributing brokers a private entry point.

FORWARD CAPITAL INTENT → DEMAND MAP → PROPERTY FIT → SELLER PROPENSITY → ICRE PRO → TRANSACTION

Private supply is central to this strategy. Many owners have a price in mind but no desire to announce a sale, speak with a prospecting broker or advertise the property. Asset Align is designed to let them explore real-time market value and, when an appropriate alignment exists, have a private conversation with a proven, capable, motivated buyer.

The Central Thesis

A property does not transact simply because it exists or is advertised. It transacts when its location, price, performance, structure and timing align with capable demand.

A MARKET BEGINS WHEN DEMAND BEGINS.

When meaningful demand exists, supply has a powerful tendency to move toward it. MarketMaker CRE was built on that common-sense principle: make qualified demand visible first, then bring the most relevant supply to it.

1. The Industry Begins at the Wrong End

The conventional commercial real estate process begins with a property. The asset is listed, photographed, described, priced and broadly distributed. The seller and broker then wait to discover which buyers will respond.

That process can work, but it begins after the market-forming question should have been asked: who actually wants this property, under what conditions, and within what timeframe?

Supply-first systems are effective at exposing visible inventory. Historical databases are effective at explaining prior ownership and prior transactions. Neither, by itself, reveals what qualified capital is planning to acquire in the next quarter or the quarter after that.

MarketMaker CRE adds the missing forward view. It organizes directly stated acquisition, disposition and replacement objectives so the market can begin with intention rather than inference.

Directly Stated Intent, Not Merely Inferred Interest

MarketMaker CRE intelligence begins with input from participating acquisition and disposition professionals at REITs, funds, family offices and other qualified commercial real estate organizations. These participants state what they intend to pursue and refresh that intent as plans change.

Historical ownership, search behavior and prior transactions can help estimate what a buyer may do. Direct input identifies what that buyer has stated it is preparing to do. The two forms of intelligence can complement one another, but they are not equivalent.

Inferred interest is a forecast. Forward capital intent is a declared itinerary.

The Practical Sequence Change

CONVENTIONAL: SUPPLY → EXPOSURE → SEARCH FOR DEMAND → RESPONSE

MarketMaker CRE: DEMAND → IDENTIFY SUPPLY → ALIGN → VALIDATE → TRANSACT

Changing the sequence changes what participants can see, when they can act, and how supply can be created. It moves the market from reacting to listings toward deliberately forming transactions around known requirements.

2. The Evolution of MarketMaker CRE

MarketMaker CRE has developed through a series of increasingly capable stages. Each stage preserves the demand-first principle while extending how that demand can influence the physical property market.

Stage One — Aggregate Qualified Demand

The first requirement was to bring fragmented acquisition objectives into one structured environment. Institutional demand that had previously lived inside individual relationships, spreadsheets, inboxes and

internal systems could be organized by geography, asset class, investment size, timing and performance criteria.

Stage Two — Add Forward Time

A market becomes more useful when it can see beyond today. Current- and future-quarter objectives provide controlled forward visibility into where capital intends to move before the resulting transactions appear in backward-looking market data.

Stage Three — Use Demand to Surface Supply

Once demand is known with sufficient specificity, the system is no longer limited to waiting for a compatible listing. It can test fresh and private opportunities, identify properties that fit active requirements, and give owners a reason to consider a transaction.

Stage Four — Convert Demand into a Geographic Signal

Demand criteria can be mapped. Capital concentration can be viewed nationally, regionally, within a metropolitan area and—when criteria are sufficiently precise—down to corridors, submarkets and individual properties. The demand map shows where capital is prepared to act and what it requires before it will do so.

Stage Five — Overlay Seller Propensity

Existing seller-propensity intelligence can identify ownership populations displaying characteristics associated with a greater likelihood of considering disposition. When these maps are overlaid with MarketMaker CRE demand maps, outreach can be prioritized toward owners whose properties fit actual requirements and whose ownership signals suggest that timing may be favorable.

Stage Six — Continuous Alignment

The next stage is a continuously operating alignment loop. Requirements change. Owners respond. Pricing moves. Transactions advance or fail. Each response improves the next ranking so the system can move from one alignment to the next without returning to the beginning of a broad marketing cycle.

3. What the Demand Map Actually Represents

A demand map is not a collection of generic buyer names. It is a geographic and criteria-driven representation of capital intent. Its usefulness depends on the depth, recency and specificity of the underlying requirements.

The Core Demand Dimensions

- Geography: country, state, metropolitan area, submarket, corridor or other defined location.
- Property type and subtype: the physical and operating characteristics the buyer is prepared to acquire.

- Investment range: minimum and maximum pricing, equity, capitalization and transaction-size parameters.
- Performance: occupancy, lease term, credit, yield, growth, redevelopment, replacement or other underwriting requirements.
- Timing: current-quarter and forward-quarter acquisition objectives, including expiration or refresh dates.
- Strategic conditions: portfolio fit, exchange requirements, risk tolerance, structure, control and other decision criteria.

Required Versus Preferred Criteria

Not every criterion has equal force. Some are mandatory: if the property falls outside them, the buyer will not proceed. Others are preferences that can improve a ranking without disqualifying an otherwise viable opportunity. MarketMaker CRE separates required criteria from preferred criteria so apparent similarity does not masquerade as executable fit.

Depth Matters

The system should first prioritize demand records with the greatest number of completed, current decision fields. A broad statement such as “retail in the Southeast” is useful for market awareness but inadequate for precise owner targeting. A requirement defined by location, price range, subtype, tenancy, performance and timing can direct action.

The purpose is not to create the largest possible heat map. It is to create the most decision-useful map.

A Living View, Not a Static Database

Demand should decay when it is not refreshed. Expired or unconfirmed intent must not carry the same weight as a recently validated requirement. The map therefore represents a living view of planned capital activity rather than an accumulated list of historical buyers.

4. Expanding the Supply Universe

MarketMaker CRE is designed to funnel three broad sources of supply toward actual demand: brokerage supply, institutional current and future supply, and private-owner supply. Each source contains different stages of availability. Asset Align provides a private entry point within this broader system; existing listings, institutional plans, property intelligence and professional outreach also contribute supply.

Visible Supply

Properties already listed, marketed or otherwise known to be available. These opportunities can be aligned immediately against the full demand universe rather than sent through an undifferentiated distribution process.

Fresh Supply

New assignments, just-listed properties and assets being prepared for market form an early brokerage supply channel. Brokers can align an assignment with actual acquisition demand while preparing the marketing package, creating an opportunity to begin buyer conversations before the campaign is ready.

Private Supply

Private ownership represents by far the largest potential supply segment in the MarketMaker CRE strategy and the most difficult for brokers and members to reach. The obstacle is often the owner's desire for privacy. An owner may not want anyone to know that a sale is being considered, may specifically avoid discussing it with a broker, and may have no willingness to advertise the property. That does not mean the owner would refuse the right transaction.

Many of these owners have a price in mind and would consider selling if they could speak privately with a proven, capable, motivated buyer. Their willingness is conditional on the right counterparty, economics and timing. Conventional outreach often asks them to signal that they are selling before establishing that such a buyer exists.

Asset Align is designed around that distinction. An owner can explore a current, demand-informed indication of market value and determine whether a relevant buyer is present. If the fit merits discussion, the owner can pursue a private conversation with that buyer, with ICRE Pro facilitating the process. This allows previously inaccessible potential supply to enter the market without first requiring a public listing.

Privacy is therefore part of how supply is created. The owner's entry point is a question about value and the possibility of a suitable transaction. Identity, willingness and transaction details can be disclosed progressively as the parties choose to engage.

Conditional Supply

Assets not presently offered for sale but capable of moving if defined price, performance, replacement or timing conditions are satisfied. Conditional supply allows the market to record what would need to become true for a transaction to occur.

Predictive Supply

Predictive supply combines several kinds of forward evidence: institutional plans for future-quarter dispositions, owners' stated price and timing conditions, and third-party models of seller propensity. Directly stated intentions remain distinct from modeled likelihood. A forecast helps prioritize a conversation; only confirmation from an authorized owner or representative establishes willingness to engage.

Planned Institutional Supply

Participating institutions can contribute both current disposition opportunities and plans for future quarters, including replacement requirements. This gives the platform an internal source of forward supply alongside its forward acquisition demand. Where permission allows, compatible buyers can be identified before a conventional offering begins.

VISIBLE + FRESH + PRIVATE + CONDITIONAL + PREDICTIVE + PLANNED SUPPLY

The strategic advantage is not simply access to more properties. It is the ability to distinguish what kind of supply a property represents, what level of confidentiality it requires, and what professional action is appropriate next.

The first step for a broker

A broker may spend a couple of months developing a marketing package, assembling property information and preparing the campaign. Asset Align can work during that period. The broker aligns the assignment with actual buyer requirements at the outset and determines whether a qualified conversation can begin while the package is being prepared.

If that alignment produces a transaction, the broker can retain the full sell-side commission and may earn additional buy-side commission under the applicable transaction arrangement. That opportunity gives the broker an economic reason to begin with Asset Align, alongside the practical benefit of finding a likely buyer sooner.

The intended adoption pattern is straightforward: before paying to market a property, first align it with demand. If useful buyer interest emerges, pursue it; if it does not, the planned marketing effort can continue. Repeated use can make Asset Align a natural first step in the listing process and create a recurring source of brokerage supply for MarketMaker CRE.

5. Two Maps Become One Opportunity Map

Future supply and future demand come into view together. ICRE Pro validates where they intersect and facilitates the path to a transaction. Conceptual illustration.

The proposed overlay brings together demand-propensity and seller-propensity heat maps. The demand side is anchored in directly stated acquisition plans; the supply side combines stated disposition intentions and owner conditions with third-party predictive modeling. Their geographic overlap becomes useful only when the underlying property, economics and timing also fit.

The Demand Map

Shows where qualified capital intends to acquire, with its required property characteristics, price, performance and quarter of execution. Demand propensity describes the relative strength and readiness of that demand; modeled interpretation must remain distinguishable from the buyer's actual stated plan.

The Seller-Propensity Map

Shows where owners may be receptive to a sale, incorporating future-quarter institutional dispositions, private owners' stated price and timing thresholds, and permitted third-party predictive signals. Confirmed intentions and inferred probabilities must remain separately identifiable.

The Property-Fit Layer

Filters the ownership universe to the properties physically and economically capable of satisfying active demand. A willing owner does not create alignment if the property does not fit; a perfectly fitting property does not create supply if the owner has no interest in engaging.

The Opportunity Map

Where the two heat maps overlap and the property satisfies the buyer's requirements, the system can prioritize an opportunity for ICRE Pro review. The professional confirms whether the apparent alignment is real, corrects the data and helps the parties determine whether a private conversation should become a transaction process.

The strongest opportunity combines current demand, property fit, owner receptivity and compatible timing. Their overlap directs professional attention; it does not establish a transaction.

From National View to Building Level

The map should allow the user to begin with the national demand base and progressively narrow the view as required criteria are applied. The objective is to move from hundreds of billions of dollars of capital intent to the specific buildings and owners most likely to satisfy a defined requirement.

What the Map Does Not Claim

A seller-propensity score is not owner consent. A demand match is not a commitment to acquire. A map is not an appraisal, broker opinion of value, diligence conclusion or transaction guarantee. It is a prioritization system that directs qualified professionals toward the intersections most deserving of validation.

6. The Continuous Alignment Engine

A static match is useful. A continuous alignment process is more valuable because markets do not remain still. Buyer criteria change, owners reconsider, financing conditions move and transaction facts emerge during diligence.

1. Capture and refresh current and forward acquisition requirements from participating capital.
2. Normalize required and preferred criteria into the MarketMaker CRE demand grid.
3. Map demand concentration by geography, property type, value range, performance and timing.
4. Identify visible and private properties that fit the active requirement.
5. Overlay existing seller-propensity intelligence across the broader compatible property universe.
6. Rank properties and ownership targets by demand fit, propensity, recency, confidence and likely executability.
7. Route prioritized opportunities to authorized ICRE Pro professionals for validation, correction of underlying data and engagement.
8. Use Asset Align when an owner or broker elects to test the property privately against known demand.

9. Test every qualified property against the broader MarketMaker CRE demand universe through Agent Align.
10. Advance selected counterparties through controlled engagement, confidentiality, diligence and the two-sided Virtual Deal Room.
11. If the first alignment fails, move to the next-best buyer, property or owner without restarting the entire process.
12. Feed buyer response, owner response, pricing, diligence and closing outcomes back into future rankings.

The feedback loop depends on ICRE Pro's work. A corrected owner record, a clarified acquisition requirement, a revised price expectation or a confirmed future selling quarter changes the quality of the next recommendation. Human participation is an operating input to accuracy, as well as the means of executing the transaction.

ALIGN → VALIDATE → ENGAGE → TRANSACT → LEARN → REALIGN

This loop is the transition from episodic matching to market infrastructure. The system continually compares what capital wants with what the property market may be prepared to supply.

7. The MarketMaker CRE Ecosystem

The ecosystem assigns a distinct job to each platform. The value comes from the handoff between them.

MarketMaker CRE — Forward Intelligence and Alignment

MarketMaker CRE captures current and forward acquisition, disposition and replacement intentions; organizes them into actionable demand; maps where capital is concentrated; and aligns those requirements with visible, private, conditional, predictive and planned supply.

Asset Align — Private Supply Activation

Asset Align is designed to help private owners see a real-time indication of market value grounded in relevant demand and connect directly with an aligned, capable buyer for a private conversation. It also gives brokers a natural first step when a listing assignment begins: align the property with known demand while the conventional marketing package is being developed.

ICRE Pro — Restricted Professional Execution

ICRE Pro is the human center of the system. Its specialized professional tools support validation of property and ownership intelligence, interpretation of local conditions, confirmation of buyer readiness and seller willingness, and the facilitation of direct conversations. Professional corrections and transaction outcomes improve the quality of later rankings. Owner access through Asset Align and broker supply submissions support this professional workflow.

Agent Align and the two-sided Virtual Deal Room

Agent Align evaluates a qualified property against the broader demand universe and ranks potential counterparties. The CRM preserves attribution, follow-up, transaction responsibilities and accountability. The two-sided Virtual Deal Room supports buyer and seller privacy, controlled disclosure, engagement, diligence and progress toward closing. ICRE Pro facilitates the parties through this process and helps resolve the issues that data alone cannot settle.

MarketMaker CRE KNOWS → ASSETALIGN ACTIVATES → ICRE PRO VALIDATES AND TRANSACTS

8. Why ICRE Pro Remains Essential

More intelligence does not eliminate the need for the broker. It raises the standard of brokerage. Property-level data can identify a possibility, but only an experienced professional can determine whether the possibility is real, timely, ethical and executable.

The Professional Functions Technology Cannot Assume

- Confirm whether ownership data, contact data and property characteristics are accurate.
- Determine whether an owner is genuinely willing to discuss a transaction.
- Interpret local pricing, competition, tenancy, risk and transaction structure.
- Distinguish a real alignment from a false positive or a theoretically compatible but impractical match.
- Advise the buyer and seller within the professional and fiduciary obligations applicable to the engagement.
- Protect identity, strategy and relationships until disclosure is appropriate.
- Negotiate economics, timing, access, diligence and closing conditions.
- Return structured market feedback that improves the next alignment.

The ICRE Pro does not merely receive a lead. The professional commands a broader view of forward demand and potential supply, then uses judgment to create the transaction responsibly.

EQUAL-CALIBER PROFESSIONAL. AN UNEQUALLED TOOLBAG.

Elevating and Protecting Brokerage

Technology has made information more available while often reducing differentiation among brokers. MarketMaker CRE takes the opposite direction: it gives qualified professionals access to intelligence, reach and transaction infrastructure that make their judgment more valuable. The broker moves from waiting for assignments and inquiries toward helping determine where the next transaction can be formed.

9. Controlled Forward Visibility

The demand-driven market changes where transactions begin. Controlled forward visibility changes how early—and how intelligently—participants can act.

Visibility Without Unnecessary Exposure

A more connected market does not require every identity, property or strategic plan to become public. MarketMaker CRE is designed to reveal the performance and alignment criteria required for discovery while withholding sensitive identifying information until the parties choose to advance.

The Market Before It Becomes the Market

- Forward demand reveals where capital intends to move, not merely where it moved previously.
- Forward supply allows planned dispositions to be considered before a conventional offering begins.
- Conditional supply records the circumstances under which an otherwise unavailable asset could move.
- Fresh and private supply can be tested against demand before broad exposure.
- Predictive supply focuses professional attention on owners whose timing may be more favorable.

The objective is not maximum exposure. It is earlier evidence, better alignment and a more controlled path to execution.

Greater Certainty of Outcome

Earlier alignment gives the parties more time to identify pricing, financing, diligence, replacement, confidentiality and closing risks. It does not eliminate transaction risk, but it exposes important issues while participants may still have flexibility to solve them or move to a better alignment.

10. A More Current View of Value and Direction

Markets ordinarily reveal value slowly through listings, bids, negotiations and completed transactions. A forward-looking demand system adds a more immediate view of what qualified participants are prepared to pursue.

Demand-Informed Value Discovery

Value is shaped by the depth, quality and urgency of demand for a property's characteristics at a particular time. When current market interest is visible and comparable requirements can be tested, owners, buyers and brokers can develop a more current indication of market appetite and execution potential.

This does not replace formal appraisal, underwriting, diligence or broker judgment. It strengthens those processes with live evidence of relevant demand.

For the private owner, the design purpose is to make real-time market value understandable through actual relevant demand and buyer conversations. An initial value indication remains subject to the quality of the property information and buyer review. A buyer's willingness to engage provides more concrete evidence than a broad estimate alone.

Earlier Trend Recognition

Historical data often reflects transactions conceived and negotiated months earlier. Changes in forward demand can reveal capital rotation closer to the moment it begins—by geography, property type, price range, risk profile or investment strategy.

The Significance of the Overlay

The demand map indicates where capital wants to go. The seller-propensity map indicates where ownership may be more receptive. The property-fit layer ensures that neither signal is considered without the underlying real estate. Their intersection creates a more consequential view than any one dataset can provide alone.

11. Value to Each Market Participant

Acquisition Teams

A clearer, earlier view of properties capable of satisfying active requirements—including opportunities that are not yet broadly marketed. Better alignment can improve pipeline quality, reduce irrelevant review and support more deliberate capital deployment.

Owners and Disposition Teams

A discreet way to explore real-time market value and whether a proven, capable, motivated buyer may meet the owner's expectations. Owners can consider price and timing without publicly announcing availability. Institutional disposition teams can align current and future-quarter plans with known acquisition requirements.

ICRE Pro Professionals

A differentiated combination of forward demand, property-level targeting, seller-propensity prioritization, private supply activation, controlled engagement and transaction infrastructure. The result is a stronger ability to originate, advise and execute rather than simply market visible inventory.

Contributing brokers

An early route to relevant buyers while retaining the full sell-side commission and potentially participating in additional buy-side commission. Asset Align can turn listing preparation time into an opportunity for a qualified buyer conversation, encouraging brokers to contribute fresh supply repeatedly.

The Market

Less attention wasted on weak fit, more direct movement toward compatible counterparties, and a transaction process that can reach latent supply without requiring every potential opportunity to become a public listing.

The Governing Advantage

The visible market tells participants what is already for sale. A demand-driven market helps determine what could become available—and positions qualified professionals to see it earlier and often first.

12. Current Scale and Practical Validation

Management reports approximately $650 billion in stated forward acquisition demand across hundreds of participating commercial real estate organizations. ICRE Pro professionals receive exclusive access to the specialized demand and alignment toolset. The demand figure describes member acquisition intentions across their stated periods; it is not committed purchasing volume or guaranteed transaction revenue.

Management's previously reported beta test illustrated the mechanism: four properties were introduced to institutional acquisition demand maintained within the platform; three generated engagement within minutes, and one proceeded to closing within the initial 21-day engagement period.

More recent transaction activity has further demonstrated that known demand can move newly introduced supply into qualified underwriting rapidly. These outcomes do not guarantee that every alignment will transact. They show that when relevant demand has already been identified, compatible supply can enter a materially different starting position.

What Scale Changes

As demand records become deeper, more current and more geographically distributed, each new property can be tested against a broader universe. As owner responses and transaction outcomes return to the platform, targeting can become more precise. Scale therefore increases not only reach, but learning.

The Network Effect Is an Intelligence Effect

More demand improves the ability to identify supply. More supply improves the ability to satisfy demand. More professional validation improves the quality of both. More transactions produce better evidence about pricing, responsiveness, timing and executability. The resulting advantage compounds when the system preserves and applies what it learns.

13. Governance, Discipline and Trust

A market built on forward intent, private supply and ownership prioritization must be governed carefully. The intelligence is valuable precisely because much of it is sensitive, time-dependent and incomplete without context.

Core Operating Principles

- Consent and authorized use: information should be used only within the permissions and purposes under which it was provided.
- De-identification: reveal enough criteria to test alignment without exposing identity or strategic intent prematurely.

- Recency: refresh demand and disposition objectives; reduce the weight of expired or unconfirmed records.
- Confidence: distinguish verified facts from estimates, inferences and propensity scores.
- Professional validation: require ICRE Pro review before treating a machine-ranked possibility as a live opportunity.
- Attribution and accountability: preserve who introduced the demand, supply and relationship, and document the workflow.
- Security: control access to confidential requirements, ownership information, communications and deal-room materials.
- Fair dealing: use intelligence to improve relevance and execution, not to bypass lawful representation or professional obligations.

A Propensity Score Is a Question, Not an Answer

Seller propensity should initiate informed inquiry: “Is this owner, property and moment worth validating?” It should never be treated as a declaration that an owner is selling. The distinction protects credibility, relationships and the integrity of the system.

14. What Must Be Proven as the System Evolves

The opportunity is significant, but the next stage should be measured rigorously. A persuasive map is not sufficient; the system must demonstrate that its rankings improve professional productivity and transaction outcomes.

The Essential Measures

- Demand freshness: percentage of requirements confirmed within the required refresh period.
- Criteria completeness: depth of required and preferred fields supporting each ranked match.
- Property-fit precision: percentage of targeted properties that satisfy non-negotiable buyer criteria.
- Owner-data accuracy: validity of ownership, contact and property information at the time of outreach.
- Propensity lift: improvement in meaningful owner response compared with an appropriate control population.
- Alignment conversion: movement from ranked match to validated interest, engagement, diligence, contract and close.
- Time to qualified response: speed from requirement activation to buyer or owner validation.
- Next-best recovery: percentage of failed initial alignments that advance through another qualified counterparty.
- Professional productivity: qualified opportunities created per ICRE Pro hour, contact and engagement.
- Outcome quality: transaction certainty, cycle time, confidentiality, economics and participant satisfaction.

Known Risks

Incomplete demand criteria can produce false alignment. Stale intent can overstate available capital. Inaccurate ownership data can waste professional time. Propensity models can amplify hidden bias or correlate with activity that does not translate into willingness to sell. Excessive outreach can damage trust. These are operating risks to be controlled, not reasons to abandon the model.

The Standard

The system should be judged by whether it helps ICRE Pros locate and validate executable transactions more accurately, more privately and more efficiently than conventional broad prospecting alone.

15. The IFO development outlook

Over the next year, MarketMaker CRE anticipates further development of IFO as a potential additional route for suitable properties. The concept is intended to allow fractional ownership structures that could make an owner's sale more profitable than a conventional whole-asset sale, where the property, investor demand and transaction structure support that result.

This could expand conditional supply by giving an owner another economic reason to consider a transaction. The current strategy remains grounded in aligning qualified buyers and sellers; IFO represents a development opportunity whose timing, implementation and realized economics remain to be established. The public white paper describes that direction without disclosing proprietary structuring methods.

16. Proprietary advantage and patent protection

MarketMaker CRE's strategic advantage combines directly stated capital intent, increasingly detailed supply intelligence, professional relationships and the operating feedback created by real transactions. The ability to obtain current intentions and continually improve their alignment is central to that advantage.

Any patent-based exclusivity would depend on patents being granted and on the scope of the claims actually granted. The strategy does not assume that the broader idea of matching supply and demand is itself exclusively protected. Public materials can explain the commercial purpose and operating flow while keeping proprietary methods reserved for confidential development and counsel review.

17. The market MarketMaker CRE is building

MarketMaker CRE began by asking a simple question: what changes when the market begins with demand? The answer has grown from a better way to match buyers and properties into a broader transaction architecture.

The system brings brokerage inventory, institutional current and future dispositions, and private-owner supply toward directly stated demand. Asset Align gives owners a reason to explore a sale privately and gives brokers a useful first action on a new listing. Overlapping demand and seller-propensity heat maps

guide attention. ICRE Pro validates the intelligence, improves the alignment and facilitates qualified parties through the two-sided Virtual Deal Room.

This is the progression from visibility to intelligence, from intelligence to prioritization, from prioritization to professional action, and from isolated transactions to continuous alignment.

CONTROL DEMAND → CREATE SUPPLY → ALIGN CONTINUOUSLY → ELEVATE THE BROKER

A Better Starting Point

Commercial real estate does not suffer from a lack of listings, databases or marketing channels. It suffers from fragmented intent, disconnected intelligence and a process that often identifies relevant demand too late.

MarketMaker CRE changes the starting point. It begins with what qualified capital is preparing to buy and creates a discreet route for owners who would sell under the right conditions. The strategic objective is a continuous flow of better-qualified supply and demand, supported by professional judgment from initial alignment through closing.

THE VISIBLE MARKET SHOWS WHAT IS FOR SALE.
THE DEMAND-DRIVEN MARKET HELPS REVEAL WHAT COULD BECOME AVAILABLE.

MarketMaker CRE knows what the market wants.

Asset Align helps bring the right supply forward.

ICRE Pro validates, protects and transacts it.

Jeff Smith | Founder & CEO, MarketMaker CRE

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