

North Star Logistics Land

Start Here Memo

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1. What North Star is building

North Star is building a logistics-land platform focused on controlled truck-and-trailer parking, trailer staging, drop yards, fleet parking, contractor yards, equipment storage, and related industrial outdoor storage uses.

The program is simple:

Find low-basis logistics land near freight demand. Control it. Improve only what demand supports. Create income. Then hold, sell, lease, refinance, joint venture, or expand.

The first working example is Winnie, Texas, near I-10 and SH-73.

2. Why this market exists

Truck parking and trailer storage are not niche problems.

Truck parking is a national shortage issue. Drivers need safe places to park. Carriers need controlled places to stage equipment. Industrial and construction users need outdoor storage. Freight corridors need more secure, functional yard space.

Institutional capital is already moving into industrial outdoor storage, trailer yards, fleet yards, and logistics land. That does not prove any one site. But it does show that the use category is real.

The question for North Star is narrower:

Can we identify low-basis land where basic yard income clears a disciplined yield-on-cost test?

That is what iVerify and the deal papers are designed to answer.

3. Why low-basis land matters

Basic truck-and-trailer parking is a low-rent use. It cannot usually carry retail-frontage land prices.

That is the core land thesis.

A fully served frontage site may look better, but if the land costs \$3 million before a truck ever parks, the use may not support the basis. A lower-basis greenfield site may lack full utilities on day one, but the land savings can more than offset the added operating friction.

The test is not whether the site has every utility on day one.

The test is:

Land + yard construction + power + water + wastewater + security + cleaning + maintenance must still clear the 12% stabilized yield-on-cost floor.

For Winnie, the land-basis paper compares the same ten-acre yard:

| Scenario | Land | Yard / launch | Total basis | Required NOI at 12% |
|-----------------------|--------------|---------------|-------------|---------------------|
| Low-basis greenfield | ~\$300,000 | ~\$1.65M | ~\$1.95M | ~\$234,000 |
| Full-utility frontage | ~\$3,000,000 | ~\$1.65M | ~\$4.65M | ~\$558,000 |

The expensive site needs more than twice the NOI to support the same parking use.

That is why North Star targets low-basis logistics land.

4. Why Winnie is the example

Winnie is a useful first example because it sits on a freight corridor and has several traits North Star wants to test:

- I-10 access;
- SH-73 / SH-124 corridor activity;
- nearby industrial and port-related movement;
- truck and trailer demand indicators;
- low-basis land opportunities;
- possible greenfield yard sites;
- room for controlled-access parking or trailer staging;
- a clear way to compare land basis, build cost, operating cost, and yield.

The Winnie package is not saying every parcel works.

It is saying the corridor is worth testing, and the economics show what a workable site must do.

5. What the first deal looks like

The ten-acre Winnie proforma models a controlled truck-and-trailer yard:

- ten acres bought;
- ten acres built;
- fenced perimeter;
- controlled gate;
- lighting;
- cameras;
- assigned stalls;
- restroom solution;
- trash and grounds maintenance;
- operating rules;
- automated customer access and payment.

The model uses roughly:

| Item | Planning assumption |
|------------------------------|------------------------------|
| Combination spaces | ~180 |
| Monthly rate | ~\$200 |
| Occupancy | ~88% |
| Expense ratio target | 27% |
| Greenfield / base cases | higher expense ratios tested |
| Required yield-on-cost floor | 12% |

The current proforma shows the deal can clear the floor on paper. But the build is demand-gated. It does not proceed unless demand, rate, operating cost, and civil cost are confirmed.

6. Demand: what is already known and what still must be validated

The broad demand case is already real.

Truck parking is a national issue. Trailer storage and industrial outdoor storage are attracting institutional capital. Carriers, contractors, fleet operators, industrial users, and freight corridors all need controlled outdoor land.

That supports the program.

But the local Winnie deal still needs validation.

The remaining question is not:

"Is there any demand for truck parking in America?"

The remaining question is:

"Can this corridor absorb the specific yard configuration at the required rent, occupancy, and operating cost?"

For Winnie, that means validating:

- monthly rate for combination tractor-trailer parking;
- monthly rate for trailer-only storage;
- whether users want assigned stalls, unassigned spaces, or blocks of spaces;
- whether demand is daily, monthly, fleet, trailer staging, contractor yard, or mixed;
- whether 160 parked tractor-trailer combinations is realistic;
- whether trailer-only storage may be stronger because it uses the land more densely, even at a lower rate per unit;
- whether customers will pay for security, controlled access, lighting, cameras, and restroom access.

The demand calls are not theoretical research. They are the bridge from model to land-control decision.

7. Why trailer-only storage may improve the case

The current base case uses tractor-trailer combination parking because it is easy to understand and ties directly to truck-parking demand.

But trailer-only storage may be economically stronger in some locations.

Trailer-only storage typically commands a lower monthly rate per unit, but it can fit more units per acre. If the site can support more trailer spaces at a lower rate, the total revenue per acre may equal or exceed the combination-parking case.

The first demand calls should therefore test both configurations:

1. tractor with trailer attached;
2. trailer-only storage;
3. mixed configuration;
4. block lease to one or more carriers;
5. contractor or fleet yard use.

The best site plan may not be all tractor-trailer parking. It may be a mixed yard.

8. How North Star controls risk

North Star uses gates, not hope.

The main gates are:

| Gate | Question |
|----------------|--------------------------------------------------------------------------------|
| Demand gate | Will users pay for the yard at the needed scale? |
| Rate gate | Does the monthly rate support the 12% floor? |
| Civil gate | Can the site be surfaced and drained within budget? |
| Utility gate | Can power, water, and wastewater be solved without breaking the economics? |
| Legal-use gate | Can the yard operate legally at the site? |
| Operating gate | Can security, trash, restroom, cleaning, and maintenance fit the expense case? |
| Capital gate | Does the final deal still protect the investor and pay North Star fairly? |

A site that fails the gates is not built.

9. How North Star is paid

North Star is paid for work and paid for success in separate ways.

Pre-closing work is paid by a work authorization, monthly retainer, and approved expenses. That covers market intelligence, site screening, broker work, demand calls, civil coordination, deal structuring, and investor materials before a property closes.

If a property closes, North Star receives disclosed project fees, including origination / intelligence and developer compensation, as project costs.

North Star's promote is separate. It is earned only after investor capital and the preferred return hurdle are satisfied.

The principle is:

Fees pay for work. Promote pays for success.

10. What is being requested now

North Star is not asking the reader to accept the full deal as proven today.

The current request is to fund or support the next validation stage.

That stage should produce:

1. a local rate-comp table;
2. a carrier / user demand-call log;
3. a configuration recommendation: combination parking, trailer-only, or mixed;
4. a civil rough-order cost review;
5. a power / water / wastewater operating plan;

6. an updated proforma showing base, target, and stress cases;
7. a go / no-go recommendation for land control.

The next step is not construction.

The next step is proving whether the first Winnie yard clears the gates.

11. Bottom line

The national demand is real. Institutional interest in logistics land and industrial outdoor storage is real. The shortage of safe truck parking is real.

North Star's edge is not simply knowing that demand exists.

The edge is finding the low-basis sites where that demand can be converted into income at a price the use can actually support.

Winnie is the working example.

The package shows the thesis, the site logic, the cost logic, the operating logic, the investor structure, and the next validation steps. The remaining work is local rate and absorption evidence.

That work can be done before land capital is committed.

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