



Exceptional Value-add Investment or Owner-User Opportunity

5931 Priestly Drive, Carlsbad, California

- **Multi-tenant Industrial/R&D Building**
- **New spec creative office improvements underway**
- **Heavy power (4,000 amps 277/480v 3-phase)**
- **Major capital improvements completed**
- **Prestigious Carlsbad Research Center Location**

Offering Memorandum

Executive Summary

Discover Corporate Appeal in Carlsbad: JLL Presents Exclusive Opportunity for 5931 Priestly Drive Acquisition

JLL is pleased to present a rare opportunity to acquire fee simple interest in 5931 Priestly Drive, a ±52,777 square foot, freestanding Industrial/R&D asset located within the prestigious Carlsbad Research Center. Positioned on 2.83 acres and renovated in 2024, the Property blends modern functionality with flexible occupancy potential in one of San Diego's most established corporate environments.

Well suited for both investors and owner-users, the building offers flexible demising for up to three tenants, robust infrastructure including 4,000

amps of 277/480V 3-phase power, and four grade-level loading doors—ideal for R&D, light manufacturing, or specialized industrial operations. Its strategic location off Rutherford Road ensures excellent access to Interstate 5, Highway 78, and McClellan–Palomar Airport.

In addition to strong physical attributes and infrastructure, the Property benefits from immediate proximity to a wide array of nearby amenities, including retail, dining, and executive housing—enhancing day-to-day convenience for both tenants and ownership.



5931 Priestly Drive, Carlsbad, California

Investment highlights

Prime Multi-Tenant Industrial/R&D Opportunity in Carlsbad Research Center

Strategic Location and Specifications

5931 Priestly Drive provides ±52,777 SF of high-quality industrial/R&D space on 2.83 acres within the 560-acre Carlsbad Research Center. Key features include 4,000 amps of 277/480V 3-phase power, a 24' clear height, four grade-level loading doors, and a 3.41/1,000 RSF parking ratio. The property is conveniently located minutes from I-5, Highway 78, and McClellan–Palomar Airport, as well as nearby retail and executive housing.

Exceptional Owner-User Investment

With its demisable layout, 5931 Priestly offers users the flexibility to occupy the entire space or a portion, generating income by leasing the remaining balance. This presents an exceptional opportunity to own, rather than lease, given the limited supply of comparable buildings; allowing owner-users to benefit from rental income while securing long-term control over occupancy costs and potential equity growth. The building's adaptability also makes it ideal for growing businesses seeking to secure their long-term real estate needs, as it allows for future expansion.

Value-Add Potential

Recent substantial improvements provide a blank canvas, empowering both users and investors to optimize the space according to their distinct visions. The extensive base building infrastructure, already in place, allows for the efficient pursuit of strategic objectives while minimizing capital outlay.

Compelling Investment Opportunity

The flexible multi-tenant layout and recent capital improvements enable the Property to attract a diverse tenant base across R&D, technology, and light industrial sectors. North County's industrial market is strong, with leasing up 56% over the previous quarter to 2.7 million SF, just shy of the 2.9 million of pre-covid average. With a 3-5 year construction timeline limiting new supply, the value of existing properties is further underscored. This limited supply of comparable assets enhances its long-term investment potential.

Strong Market Fundamentals

Carlsbad continues to attract diverse tenants and capital, demonstrated by commitments from firms like Vuori and IDEC. Q1 2025 saw a 56% increase in leasing activity over the previous quarter, with 11 leases over 50k SF, reflecting strong space absorption and renewed user confidence. Investor and user demand remains focused on modern, functional assets with infrastructure supporting a wide array of uses.

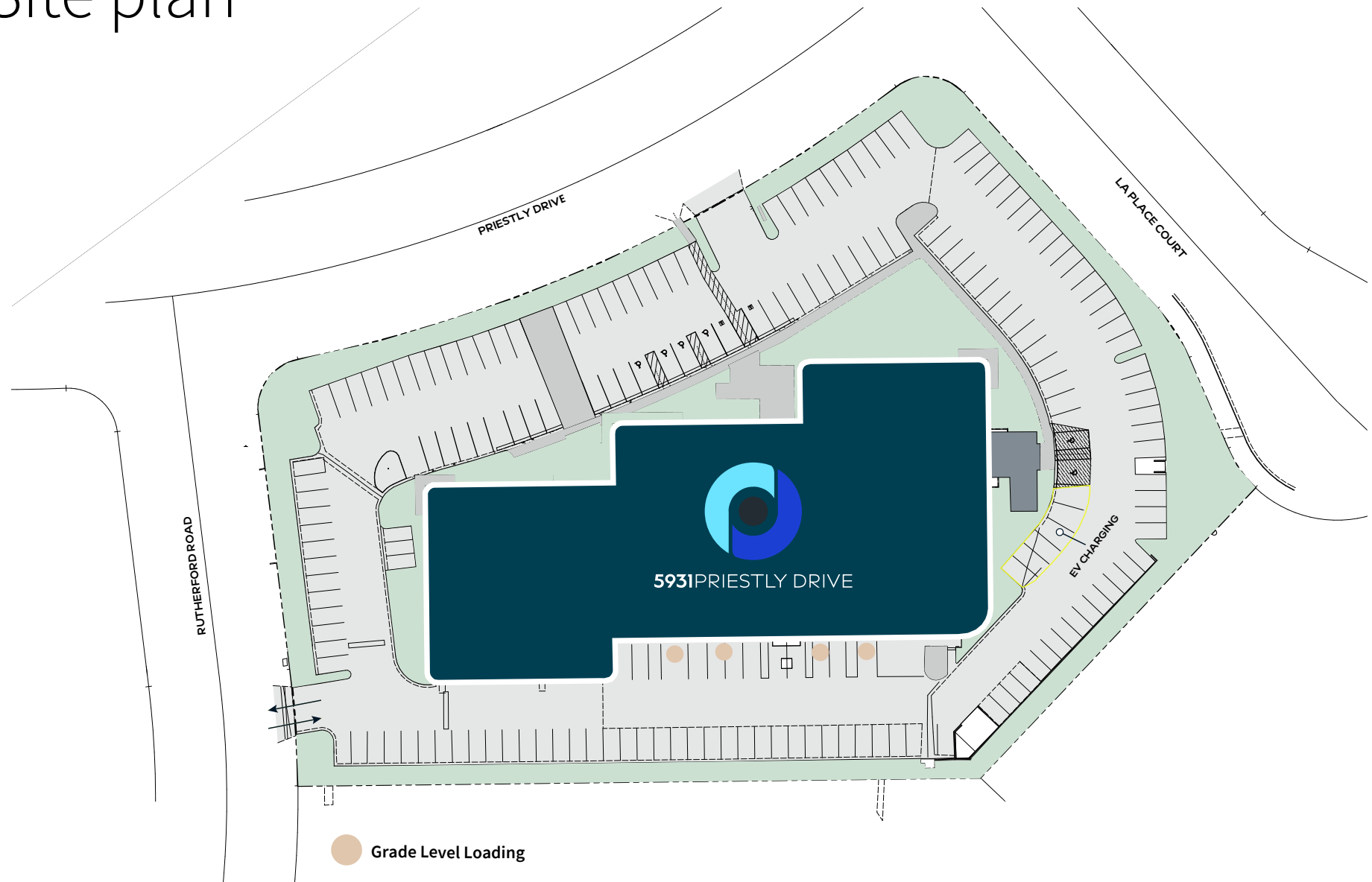
Project overview

Address	5931 Priestly Drive, Carlsbad, California
Building size	52,777 rsf
Site area	2.83 acres (±123,449 SF)
Year Built	1985
Renovated	2024
APN	212-062-07-00
Parking	3.41/1,000 RSF
Loading	Four (4) grade level loading doors
Elevator	Two(2) elevators
Power	4,000 Amps 277/480V 3-Phase
Clear Height	24'
Number of Tenants	Up to Three (3)
Zoning	C-M City of Carlsbad
Sales Price	Contact Broker



5931 Priestly Drive, Carlsbad, California

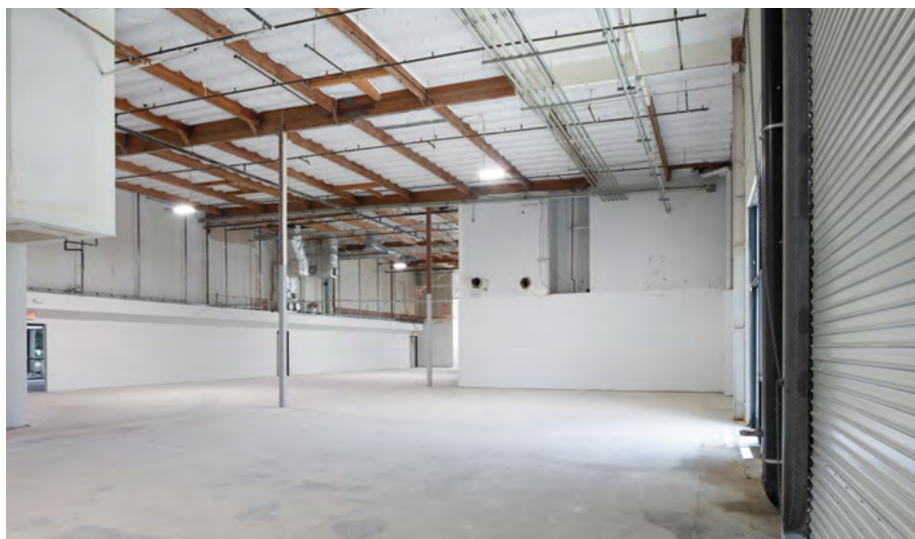
Site plan



Gallery

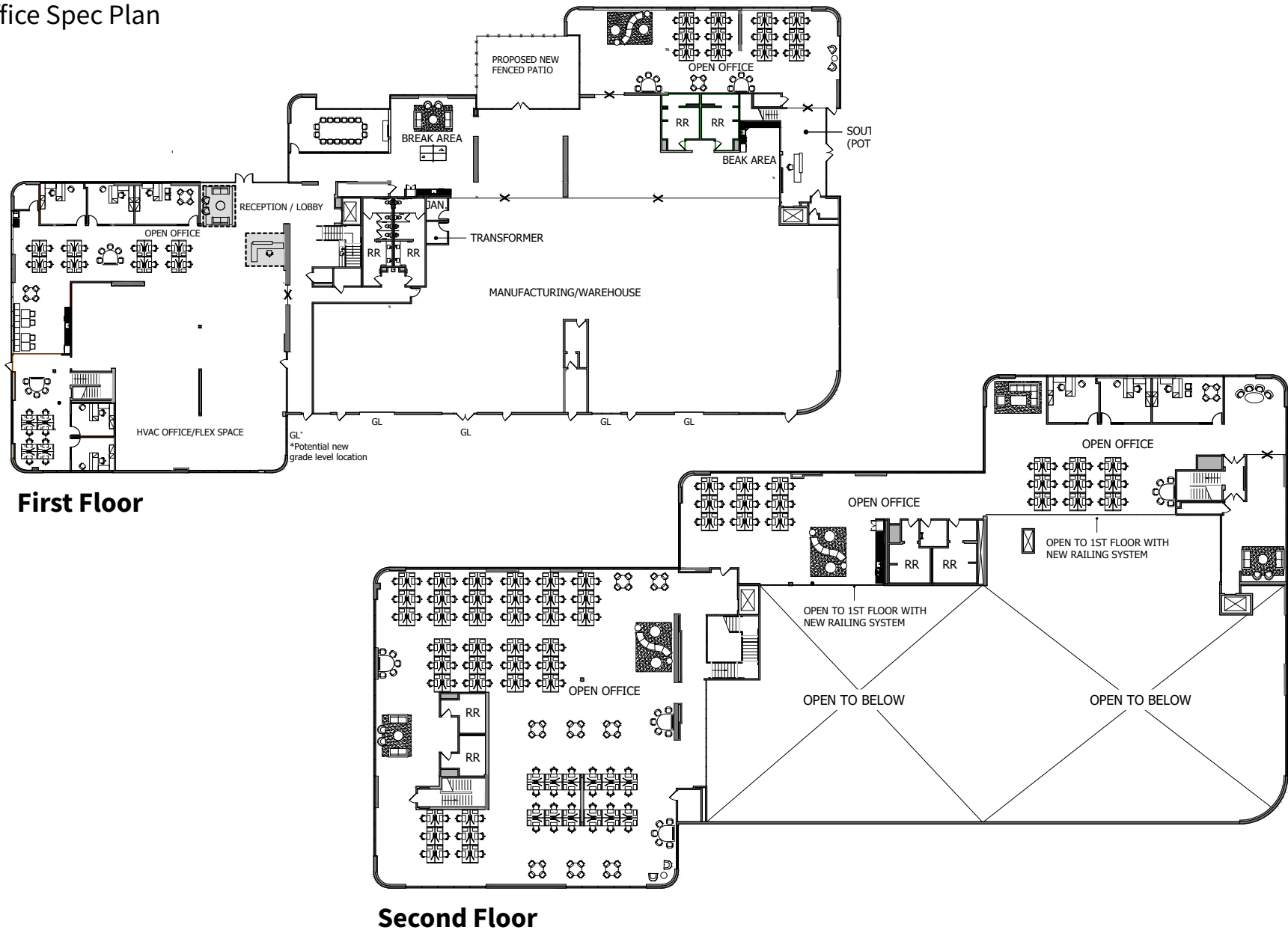


Gallery



Floor plan

New Office Spec Plan



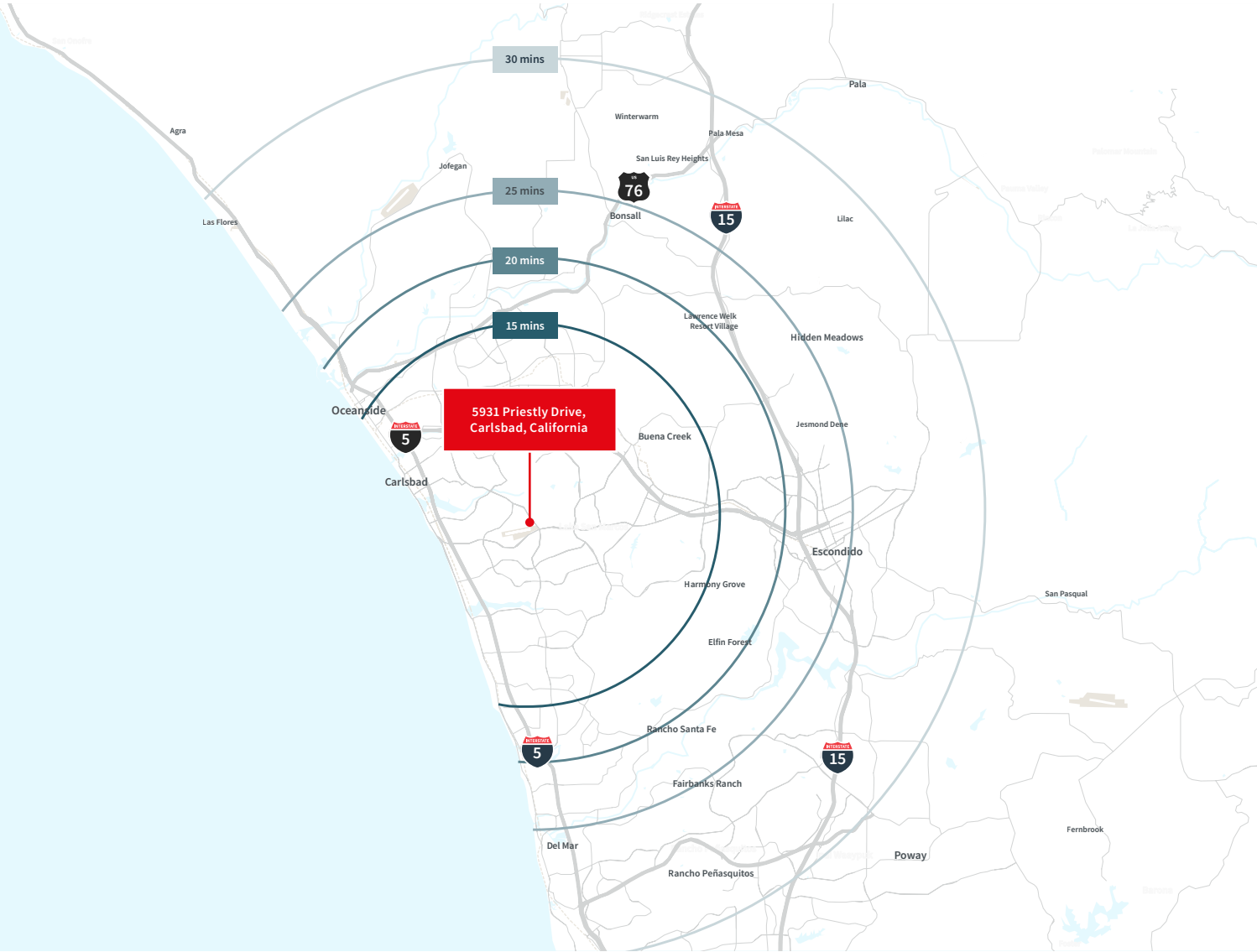
Conceptual Office Finishes



Location overview

Drive Time

- **15 Min.**
Oceanside
- **25 Min.**
Escondido
- **40 Min.**
Poway
- **43 Min.**
Miramar



Corporate neighbors



North County industrial overview

- Large block demand in the Carlsbad office market remains subdued in 2026, with vacancy rising and absorption turning negative, reversing the positive momentum seen throughout 2025.
- Leasing activity picked up mostly by smaller to mid-size tenants, as select tenants are expanding or renewing, reflecting a mix of cautious optimism and occupier preference for stability over relocation.
- With no new supply in the pipeline and rents gradually declining, market conditions are expected to remain tenant-favourable through the remainder of 2026.

Demand in the Carlsbad office market has softened through the first half of 2026, with negative absorption persisting across both quarters of the year. Total vacancy climbed to 17.4% in Q2 2026, up from 17.1% the prior quarter and above the 16.4% recorded at year-end 2025. The submarket’s total vacancy 5-year average stands at 16.9%, so current vacancy remains consistent with historical norms. Total available space reached 1.61 million s.f., representing a total availability rate of 25.5%, slightly below the peak of 26.3% seen in Q3 2024. There are currently five office spaces exceeding 50,000 s.f., all located in the eastern region away from the coast. Year-to-date net absorption reached –73,200 s.f., a notable reversal from the 51,200 s.f. of positive absorption recorded across all of 2025. Leasing volume rose, with 133,704 s.f. transacted in Q2 2026—the highest quarterly figure since Q2 2024 at 178,930 s.f.. The 5-year quarterly leasing volume average is 111,161 s.f. Leasing activity in Q2 2026 was anchored by Carlsmed, which expanded its footprint from 16,162 s.f. to 24,839 s.f. within Class A space in Carlsbad, signaling continued commitment from growth-oriented tenants in the life science-adjacent sector. RealManage and Robert Half International each renewed their existing positions, reflecting occupier preference for stability

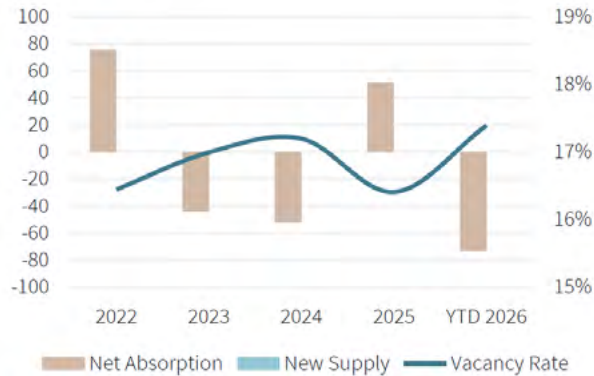
over relocation. Direct average asking rents edged down to \$2.76 per s.f., continuing a gradual decline from \$2.90 per s.f. in Q1 2024. Sales activity remains robust in 2026, totaling \$113 million, though at steeper discounts with an average price per s.f. of \$288. Notable year-to-date sales include Crossings Corporate Centre for \$23 million (\$321 per s.f.), The Quad trading for \$30 million (\$167 per s.f.), and Ventana selling at \$24.5 million (\$112 per s.f.).

OUTLOOK

We expect vacancy to continue rising and net absorption to remain negative in the near term, as the pipeline carries no buildings under development and concessions trend upward—conditions that give occupiers increased leverage in lease negotiations. Overall direct asking rents are forecast to drift lower, though Class A rents are expected to hold at \$3.06 per s.f., suggesting a degree of resilience in the top tier of the market. The absence of new supply provides some structural floor to availability growth, but without a meaningful uptick in leasing demand, the market is likely to remain tenant-favorable through the remainder of 2026.

Fundamentals		Forecast
YTD net absorption	-73,169 s.f.	↓
Total vacancy	17.4%	↑
Class A direct asking rent	\$3.06 p.s.f.	→
Overall direct asking rent	\$2.76 p.s.f.	↓
Concessions	Rising	↑
Under development	0 s.f.	↓
Preleased	--	→

Historical supply and demand trends
s.f. (thousands)



Carlsbad Office Submarket Overview

Quick stats

	Q2 2025 Carlsbad	Q2 2026 Carlsbad	Q2 2026 San Diego
Inventory (SF)	6,473,613	6,311,703	84,573,000
Total vacancy	16.7%	17.4%	13.9%
Direct vacancy	16.0%	16.5%	14.3%
YTD total net absorption (SF)	31,700	-73,169	72,855
Under construction (SF)	0	0	289,483
YTD completions (SF)	0	0	0
Overall average asking rent	\$2.81	\$2.76	\$3.41
Class A average asking rent	\$3.12	\$3.06	\$3.87
Class B average asking rent	\$2.59	\$2.51	\$3.01



Carlsbad sales activity
(YTD volume)
\$102M

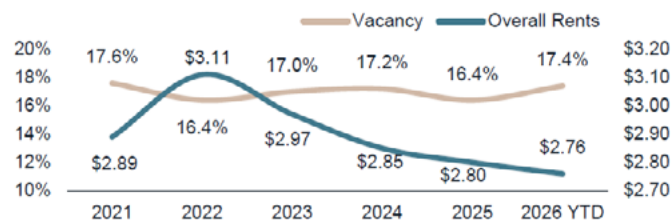


Carlsbad YTD
leasing activity
223k.SF



Sublease availability
rate 2026: 4.0%
2025: 4.6%

Total vacancy vs. rents



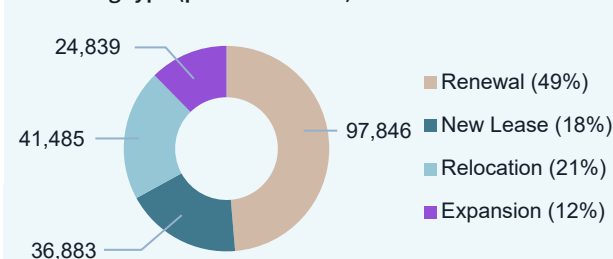
Tenant movement and spaces

Notable YTD leases	Address	Date	Size	Type
Carlsmed	1800 Aston Ave	Q2	24,839	Expansion
Kisco Senior Living	5790 Fleet St	Q2	21,388	Renewal
NeoGenomics Lab.	2173 Salk Ave	Q2	16,736	Renewal

Large block availability	Size	Timing	Owner
5919 Sea Otter Pl	88,858	30 days	Tritower Financial Group
2502 Gateway Rd	77,400	Vacant	Donald & Kimberly Poole
2508 Gateway Rd	65,700	Vacant	Donald & Kimberly Poole

Top move ins YTD	Tenant	Size	Top move outs YTD	Tenant	Size
5901 Priestly Dr	Fagen Friedman & Fulfroost	18,760	2200 Faraday Ave	Rubio's	-27,194
1800 Aston Ave	Carlsmed	17,530	1800 Aston Ave	Arrowhead General Insurance	-24,839
The Quad	The Dennis Group	12,881	1525 Faraday Ave	Briemor Property Group	-18,041

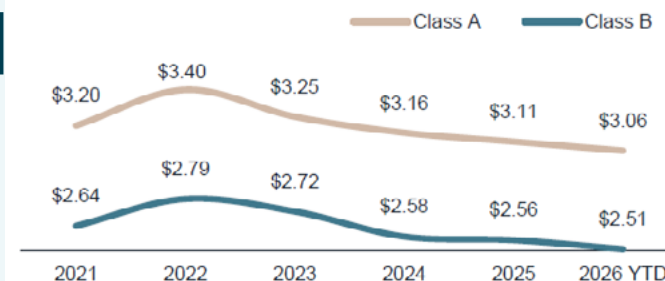
Leasing type (past 12-months)



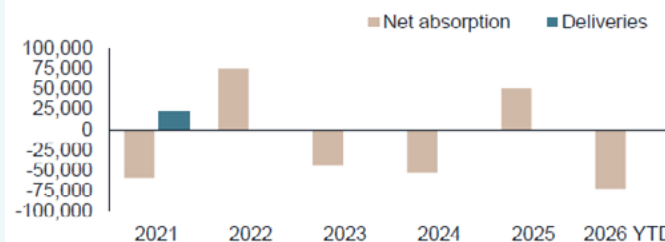
Carlsbad map



Asking rents by class (\$/SF)



Supply and demand (SF)



North County Industrial Overview Q2 2026

Low finish industrial stats

Warehouse/distribution and manufacturing

	Q2 2025 North County	Q2 2026 North County	Q2 2026 San Diego
Inventory (SF)	38,756,849	38,875,604	133,680,819
Total vacancy	6.0%	6.0%	6.8%
Total availability	9.8%	9.0%	10.2%
YTD net absorption (SF)	128,722	-27,881	552,659
Under construction (SF)	125,076	20,006	1,070,884
YTD completions (SF)	169,534	125,076	125,076
Avg asking rent (NNN)	\$1.27	\$1.27	\$1.24

Overview

- New leasing activity continues to support improving Low Finish fundamentals, bolstered by strength in the mid-sized blocks and the cluster's first large block lease in over a year following Nordic Naturals' 103k s.f. expansion in Vista. As a result, availability has fallen to 9.0%, its lowest level in 2-years, and the impact on vacancy should be felt in the back half of 2026 as tenants move in. Owner-users continue to be active in mid-sized blocks, with Swarco and Lumin Fabrics securing properties in Vista and Oceanside, respectively. New development is limited to a group of small blocks in Oceanside with nothing breaking ground on the immediate horizon. Average asking rents have held steady YoY at \$1.27 NNN.
- High Finish new leasing activity rebounded slightly in Q2, highlighted by a 57k s.f. lease by Tuv Sud, their first foray out of Central County. Regardless, vacancy sits near a 12-year high which continues to put downward pressure on asking rents, down 4% YoY to \$1.55 NNN.

High finish flex stats

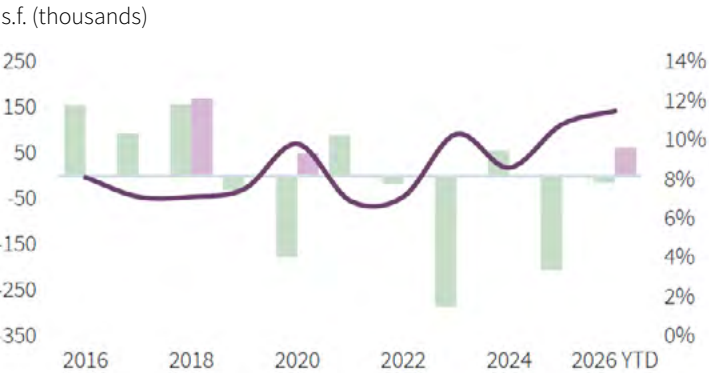
Flex/R&D

	Q2 2025 North County	Q2 2026 North County	Q2 2026 San Diego
Inventory (SF)	9,046,732	9,103,494	32,391,679
Total vacancy	10.1%	11.5%	7.4%
Total availability	17.4%	15.5%	12.6%
YTD net absorption (SF)	-138,907	-14,846	-10,930
Under construction (SF)	62,219	0	0
YTD completions (SF)	0	62,219	62,219
Avg asking rent (NNN)	\$1.62	\$1.55	\$1.68

Historical trends by year



Historical trends by year



North County Industrial Overview Q2 2026

Notable leases

Tenant	Submarket	Address	SF	Type
Nordic Naturals	Vista	2633 Progress St	103,000	New Lease
ShipLab	Carlsbad	3266 Lionshead Ave	76,000	Blend & Extend
Fluid Components	San Marcos	1755 La Costa MEadows Dr	66,976	Sale Leaseback

Notable sales

Address	Submarket	Buyer	Seller	SF	\$/SF
2365 Oak Ridge Way	Vista	Swarco	Private Individual	70,253	\$309
6212 Corte del Abeto	Carlsbad	Staley Point Capital	Elion Partners	70,224	\$228
1755 La Costa Meadows Dr	Carlsbad	Buskett Development	Fluid Components	66,976	\$217

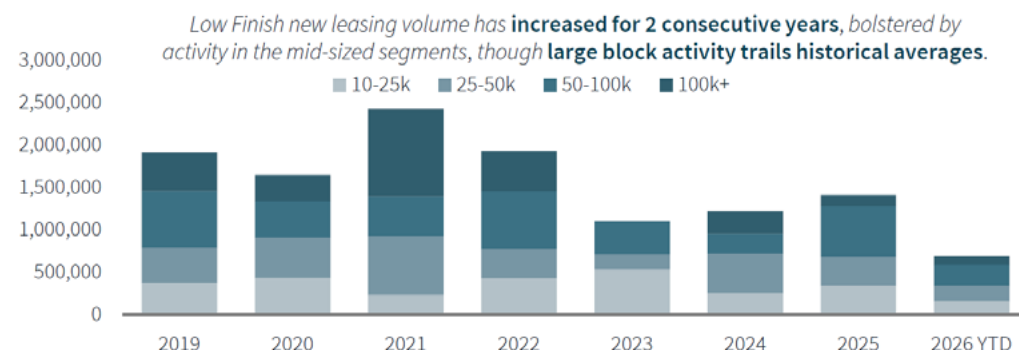
Large block availability

Address	Submarket	Owner	SF	Timing	Asking rent
1365 Park Center Dr	Vista	Winners Only, Inc	204,776	30 days	Withheld
2620 Commerce Way	Vista	KKR	198,921	Vacant	Withheld
1205-11 Park Center Dr	Vista	BGO	147,200	Vacant	Withheld

Under construction

Address	Submarket	Owner	SF	Property	Type
525-555 Airport Rd	Oceanside	Confidential	20,006	Under Construction	Spec
1851 Ord Way	Oceanside	BGO/IDS	123,705	Proposed	BTS

New Leasing volume



Submarket stats

Industrial & Flex/R&D

Submarket/Cluster	Supply (SF)	Industrial Rent (NNN)	Flex/R&D Rent (NNN)	Total Vacancy	YTD Net Absorption (SF)	Under Construction (SF)
Carlsbad	13,318,747	\$1.40	\$1.60	10.1%	-81,219	0
Escondido	6,162,229	\$1.36	\$1.36	3.9%	18,026	0
Oceanside	8,532,053	\$1.20	\$1.55	1.7%	152,103	20,006
San Marcos	7,139,980	\$1.34	\$1.43	7.0%	37,807	0
Vista	12,826,089	\$1.21	\$1.35	9.1%	-169,444	0
North County	47,979,098	\$1.31	\$1.55	7.1%	-42,727	20,006

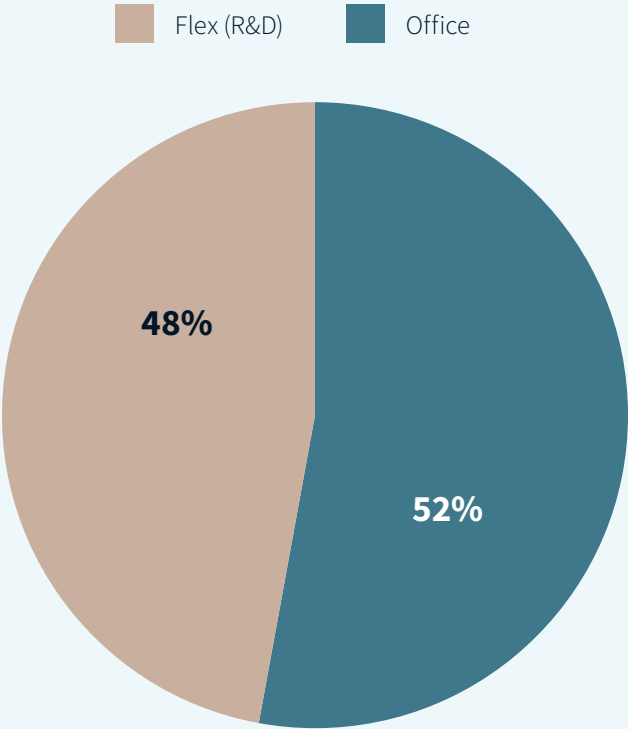
Carlsbad Office/Flex Highlights

Carlsbad has developed into a premier innovation center on Southern California's coast, featuring 12.1 million square feet of integrated office and R&D space across 327 buildings. The area uniquely blends traditional corporate facilities with research spaces, attracting both established Fortune 500 companies and life science startups. Corporate campuses typically house executive offices alongside laboratories in adaptable concrete tilt flex buildings. Recently, the area has transformed industrial properties into creative workspaces characterized by high ceilings, exposed materials, and glass rollup doors that create inspiring environments reflecting the innovative culture of resident companies.

Market inventory	Buildings	Vacancy	Absorption YTD
12,138,107 SF	327	16.5%	-39,390 SF



Inventory breakdown
Carlsbad office and R&D



6,311,703 SF
Office inventory

5,826,404 SF
R&D inventory

* 7,493,288 of industrial inventory

* 2,150,869 of Lab inventory

* Not Included in this Market Overview

Carlsbad has largest cluster of R&D product in North County

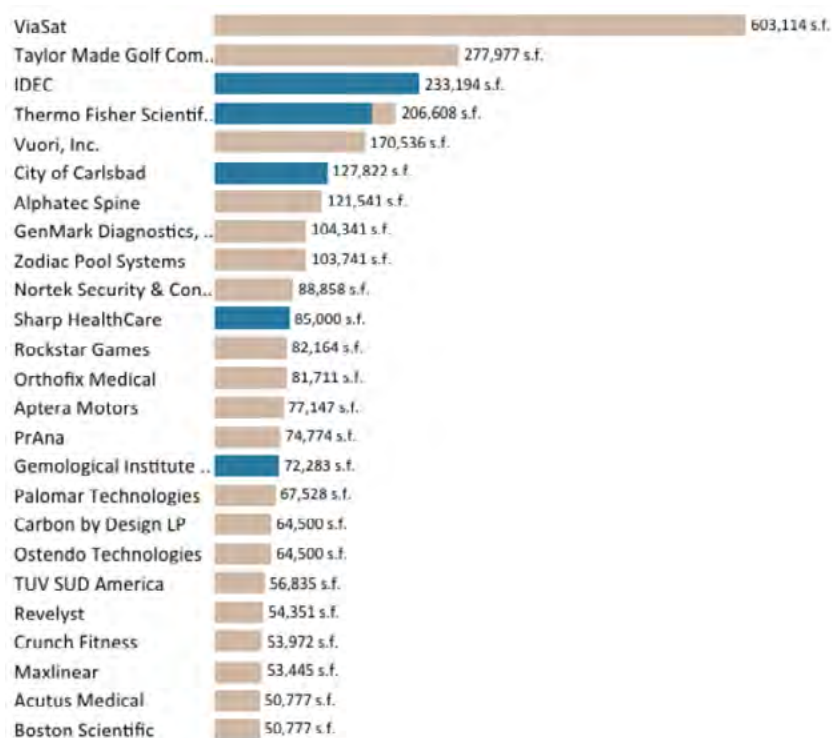
Total SF owned
1,133,526 SF

Total SF leased
5,187,900 SF

Total properties owned
26

Total active leases
252

Total SF occupied owned/leased (Top 25)



Number of owned properties

Properties	
2	5th Axis CNC
2	Depsey Construction, Inc
1	IDEC
1	Thermo Fisher Scientific
1	City of Carlsbad
1	Sharp Healthcare
1	Gemological Institute of America
1	Scripps Health
1	Total Source Manufacturing
1	Kinovate Life Science
1	DPR Construction
1	Releco LLC
1	Chelsea Investment Corporation
1	NATMI LPF Core LLC
1	CLIA Waived
1	Marivel Gomez; Gregorio Gomez
1	Conjupro Biotherapeutics
1	Carlsbetter Property LLC
1	California Firefighters Apprenticeship Training
1	Core Contracting Inc.
1	The Caine Group
1	HNW Individual
1	Otpm LLC
1	Teranuvo LLC

Number of active leases

Properties	
5	ViaSat
3	Taylor Made Golf Company, Inc.
3	GenMark Diagnostics, Inc.
3	Regus
2	NeoGenomics Laboratories
2	Advanced Diabetes Supply
2	Carlsmed
2	Rubio's Coastal Grill
2	Design Therapeutics
2	Airspace Technologies
2	TailoredSpace
2	WB Games
2	Thermo Fisher Scientific
2	Bermuda Club
2	Small Office For Rent
2	Robert Half International
1	Vuori, Inc.
1	Alphatec Spine
1	Zodiac Pool Systems
1	Nortek Security & Control
1	Rockstar Games
1	Orthofix Medical
1	Aptera Motors
1	PrAna

IONIS
463,704 SF

Viasat
463,370 SF

taylorMade
278,268 SF

EDEC, Inc.
Electrical Design Engineering Company
233,194 SF

Life Technologies
Your Molecular & Cell Technology Partner
179,721 SF

Carlsbad notable leasing last 5 years (Office, lab and flex)



Tenant	Submarket
Taylor Made Golf Company, Inc.	203,349
Ionis Pharmaceuticals	176,000
Ionis Pharmaceuticals	165,000
MilliporeSigma	146,108
Vuori, Inc.	142,662
Quidel Corporation	128,745
Rockstar Games	82,164
Orthofix Medical	81,711
Thermo Fisher Scientific	80,781
Aptera Motors	77,147
PrAna	74,774
GenMark Diagnostics, Inc.	73,057
Ionis Pharmaceuticals	69,000
Maxlinear	68,639
Medtronic	65,764
Taylor Made Golf Company, Inc.	64,948
Carbon by Design LP	64,500
Pharmaron	63,900
Thermo Fisher Scientific	61,618
ViaSat	60,000
Crunch Fitness	53,972
Maxlinear	53,445
Sound United	49,639
Rampart BioScience, Inc.	49,130
Activision Blizzard	47,940
Bolt Medical	47,075

IONIS
176,000 SF

taylorMade
203,349 SF

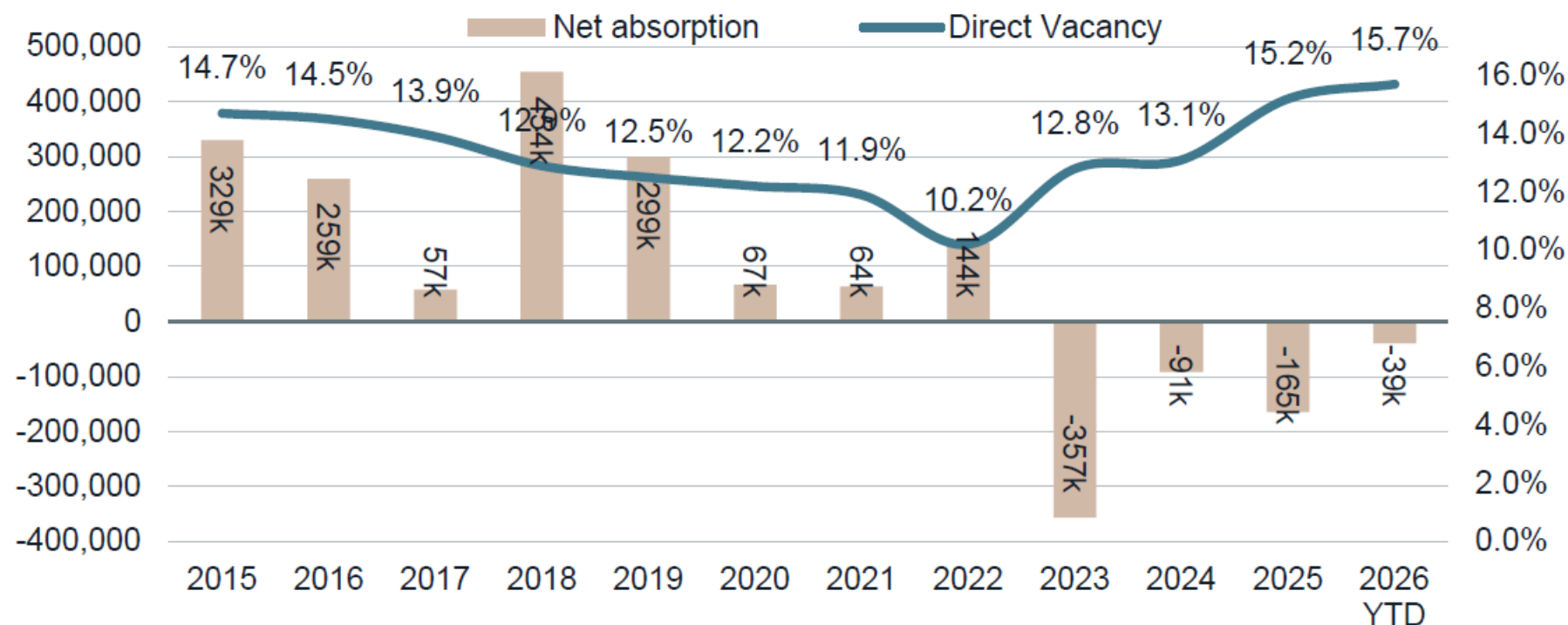
**Millipore
SIGMA**
146,108SF

vuori
142,662 SF

QuidelOrtho™
128,745SF

Carlsbad seeing positive momentum again

Annual net absorption vs. direct vacancy
Carlsbad Office and R&D



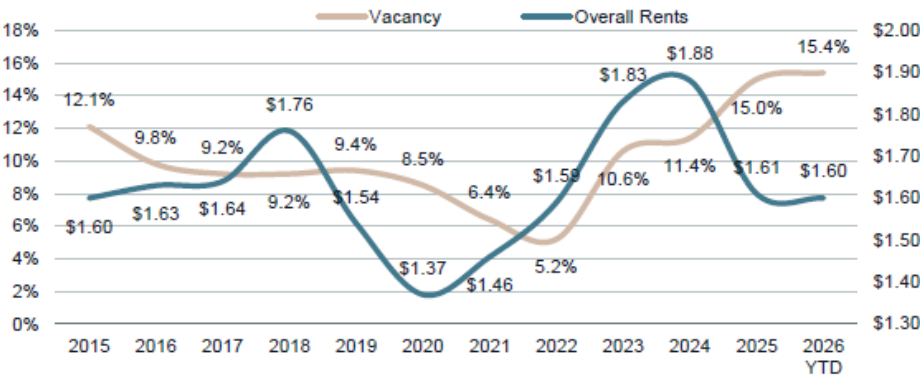
10 years of positive absorption totalling 1.2 million SF

Carlsbad office asking rents

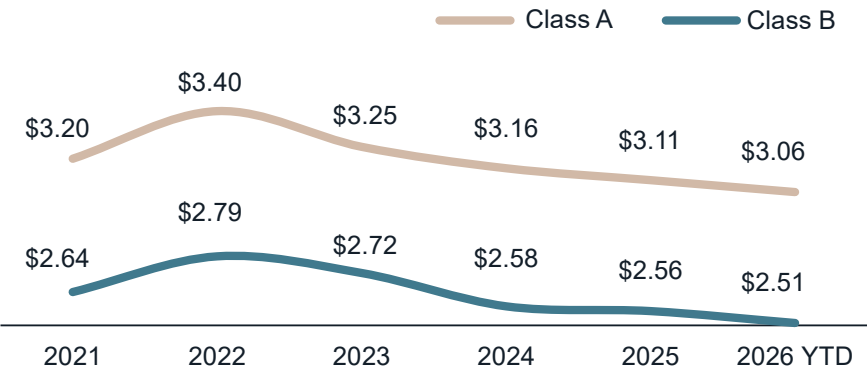
Asking rents

Carlsbad has established itself as Southern California’s premier hub for corporate headquarters and innovation, demonstrating remarkable resilience through more than ten years of positive absorption and declining vacancy rates despite economic challenges. Despite recent negative net tenant occupancy the market experienced exceptional growth prior to 2023, primarily fueled by aggressive expansion in the technology sector, reinforcing Carlsbad’s transformation into a critical center for both corporate operations and innovation advancement.

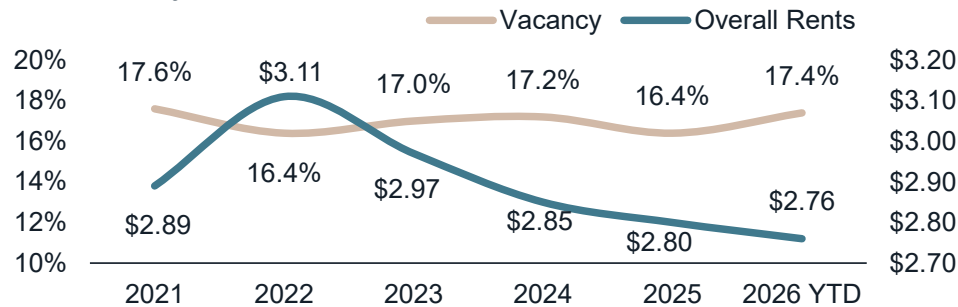
Carlsbad flex asking rents



Asking rents by class (\$/s.f.)

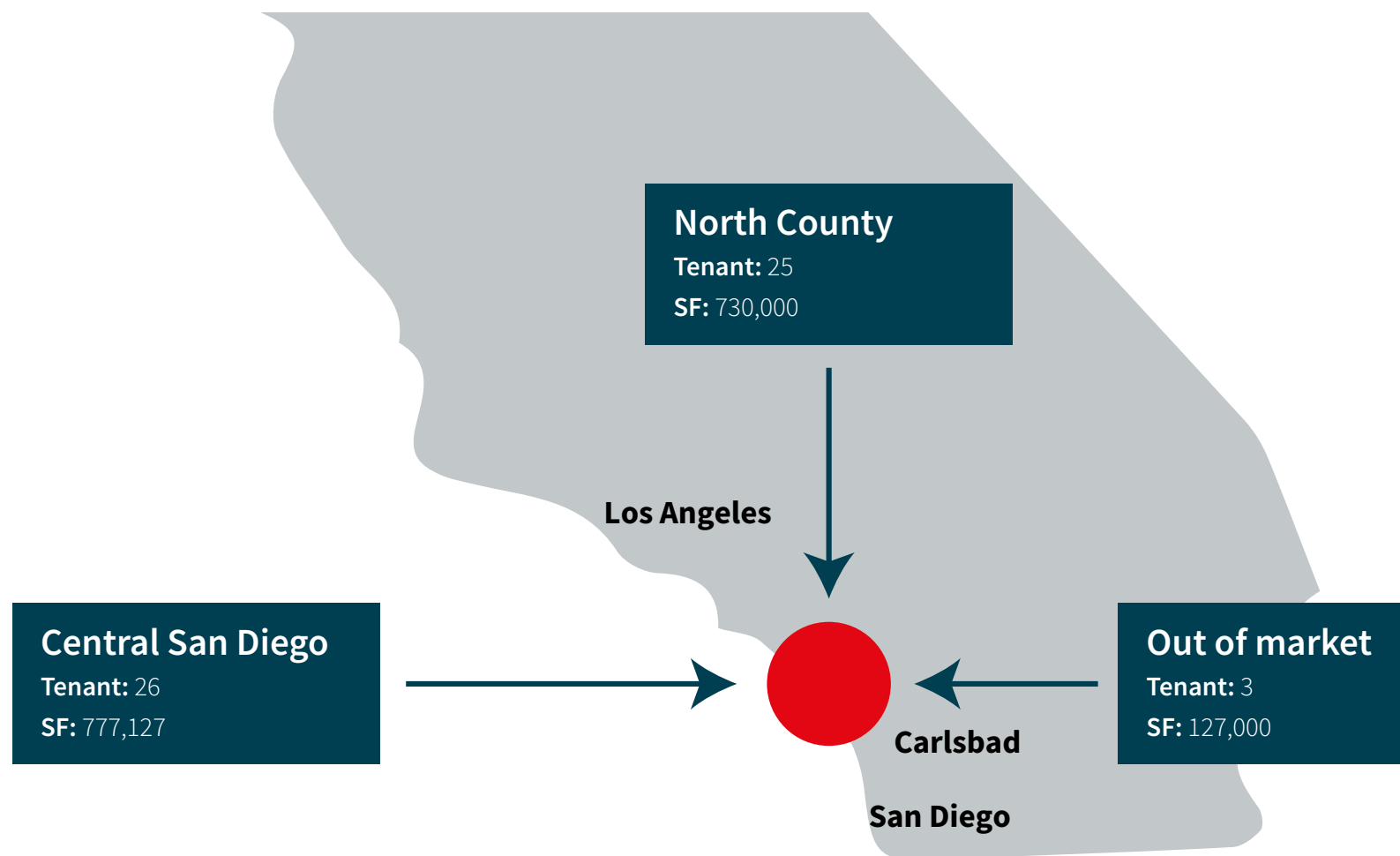


Total vacancy vs. rents



Market positioning

Office and R&D tenant migration



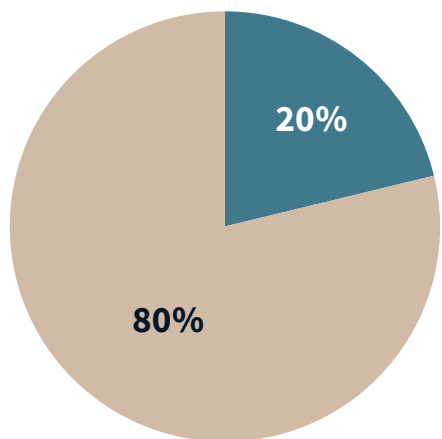
Carlsbad net new leasing for creative and R&D spaces

2020 to present above 15k sf - 2.0 million s.f. of net new leasing

The flex trend

Carlsbad tenants are increasingly gravitating toward Flex Creative spaces. Mirroring trends in major markets nationwide, businesses seek enhanced amenities, collaborative open layouts, and relaxed professional settings. This shift has prompted many conventional office occupants in Carlsbad to relocate operations to flexible facilities featuring elevated ceilings and roll-up doors. These adaptable spaces accommodate warehousing and production elements, enabling businesses to consolidate various operational divisions within a single location.

Leasing activity 15k SF plus



Flex (R&D) and Creative Traditional Office

Flex R&D and Creative

Tenant	Lease size	Sign date	Transaction type
Ionis Pharmaceuticals	165,000	11/17/2022	New Lease
MilliporeSigma	146,108	3/5/2020	New Lease
Vuori, Inc.	142,662	3/6/2023	Relocation
Quidel Corporation	128,745	4/1/2021	New Lease
Aptera Motors	77,147	10/1/2021	New Lease
GenMark Diagnostics, Inc.	73,057	6/8/2020	Expansion
Maxlinear	68,639	4/13/2022	Expansion
Carbon by Design LP	64,500	1/7/2025	Relocation
Pharmaron	63,900	12/1/2021	New Lease
Thermo Fisher Scientific	61,618	3/24/2022	New Lease
Rampart BioScience, Inc.	49,130	12/15/2021	New Lease
Activision Blizzard	47,940	11/22/2023	Expansion
Bolt Medical	47,075	2/15/2023	Relocation
Argonaut Manufacturing	47,056	3/12/2021	Relocation
Bolt Medical	46,353	4/2/2025	New Lease
Copan Diagnostics Inc	38,800	5/17/2020	New Lease
Reef Brazil	37,328	3/10/2022	Relocation
Diagnostic Consulting Network, LLC	34,531	2/17/2021	Relocation
Aqua Lung International	33,200	12/15/2021	Relocation
Prosperity Alliance	30,890	7/17/2024	New Lease
Exagen Diagnostics	28,904	8/27/2021	New Lease
Jlab Audio	24,279	9/8/2021	New Lease
Tau Systems	22,519	6/21/2023	New Lease
Nalu Medical, Inc.	22,375	4/10/2024	Expansion
True Diagnostics Inc	21,436	1/3/2022	Relocation
Synaptic Medical	21,415	5/1/2021	New Lease
ClearPoint Neuro	19,462	11/9/2022	Relocation
Thermo Fisher Scientific	17,587	6/22/2021	Expansion
Firewire Surfboards, Inc.	17,451	2/26/2025	Relocation
ZMI Pharma	17,288	7/17/2024	New Lease
Jam City	17,242	1/1/2020	New to Market
AEM Americas	17,204	4/8/2025	Relocation
COOLA	17,150	4/27/2021	New Lease
GenMark Diagnostics, Inc.	17,086	1/1/2025	Relocation
Carlsmed	16,162	3/2/2021	New Lease
Ricardo Engineering	15,385	4/8/2022	New Lease
Galderma Inc	15,109	2/15/2024	New to Market
CB Therapeutics Inc.	15,040	7/28/2021	Expansion
Total	1,746,773		

Traditional office

Tenant	Lease size	Sign date	Transaction type
Rockstar Games	82,164	9/20/2021	Relocation
Sound United	49,639	2/13/2020	Relocation
Arlo Technologies	36,650	5/28/2024	Relocation
Trump Card Inc	34,423	7/1/2023	New Lease
SIS Wholesale Insurance	28,903	4/22/2020	Relocation
NeoGenomics Laboratories	28,388	11/4/2021	Relocation
Havas Edge	24,331	5/10/2022	Relocation
Ultima Genomics	24,278	6/6/2022	Relocation
BREG Inc.	22,830	8/31/2022	Relocation
Dalimonte Rueb Stoller	22,030	3/12/2024	Relocation
UST Corporation	18,201	10/4/2021	New to Market
Design Therapeutics	17,270	5/1/2020	New Lease
RGN - Holdings, LLC	16,998	7/3/2023	Relocation
SimplerSpace	16,729	8/1/2023	New Lease
Pacific Western Bank	16,698	11/2/2020	Relocation
MiQ Partners	15,560	2/15/2021	Expansion
Regus	15,000	7/19/2023	New Lease
Total	470,092		

San Diego's largest submarkets clusters

Office submarkets

Submarket	Inventory (SF)
Downtown (CBD)	11,920,737
Kearny Mesa	8,782,171
Sorrento Mesa	7,536,616
Rancho Bernardo	6,829,554
Mission Valley	6,814,912
Carlsbad	6,311,703
UTC	4,868,396
Del Mar Heights	4,662,892
Eastgate	3,097,256
North Beach Cities	2,277,209



Carlsbad **#1** R&D submarket
in San Diego

R&D submarkets

Submarket	Inventory (SF)
Carlsbad	5,825,459
Kearny Mesa	4,773,465
Sorrento Mesa	3,965,005
Rancho Bernardo	3,570,209
Miramar	2,938,057
Chula Vista	1,498,442
Poway	1,350,950
Sorrento Valley	1,239,207
San Marcos	1,202,522
Vista	1,105,586



#6 Office market



Demographic report for Carlsbad, California



Population

- Total population: Approximately 115,000 residents



Household characteristics

- Total households: Approximately 46,000
- Average household size: 2.5 persons
- Median household income: \$161,000 (compared to \$105,000 state average)



Educational attainment

- Bachelor's degree or higher: 65%



Housing

- Median home value: Approximately \$1.3 million



Employment

- Labor force participation rate: 70%
- Major industries: Technology, tourism, life sciences



5931 Priestly Drive, Carlsbad, California

Key observations: Carlsbad

Key observations:

1. Affluence: Carlsbad is a notably affluent community, with a median household income over \$161,000, well above county, state, and national benchmarks. The area attracts high-earning residents and supports strong consumer spending.
2. Educational Attainment: Nearly two-thirds of adult residents hold a four-year degree or higher, with a significant share holding graduate or professional credentials. The result is a deep, highly skilled local labor pool that has historically attracted life science, tech, and advanced manufacturing tenants
3. Household profile: A smaller average household size is consistent with a mature, professional demographic that tends to support stable, long-term community investment.
4. Housing Market: Home values averaging nearly \$1.3 million reflect the desirability of the market and point to strong long-term demand fundamentals for the submarket.
5. Employment base: Life sciences, technology, and advanced manufacturing are well-established in Carlsbad, with over 80,000 local jobs supporting a deep pool of occupiers with ongoing demand for functional industrial and R&D space.



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