A square brass sign with four corner fasteners is placed on a set of railroad tracks. The tracks recede into the distance, creating a sense of perspective. The sign is the central focus, with the embossed text reading:

THE ROAD TO LONG-TERM
JOB CREATION
IS MORE THAN JUST A ROAD.



NORTH CAROLINA
RAILROAD
C O M P A N Y

**NCRR is helping build a strong economy
that benefits the people of North Carolina.**

We do this most visibly with steel and
wood.

Even more important, we do it through
careful management, effective
collaborations, strategic thinking, and a
clear plan for the future.

WHO WE ARE

Our Mission

To develop the unique NCRR assets for the good of the people of North Carolina, our single shareholder

Our Vision

To improve our state by enabling freight to grow business, expanding rail to move people, and investing in North Carolina



WHO WE ARE

We're devoted to developing and managing our 317-mile corridor in ways that:

- create jobs
- retain existing industry
- help grow the economy, and
- maximize its value to the people of North Carolina.

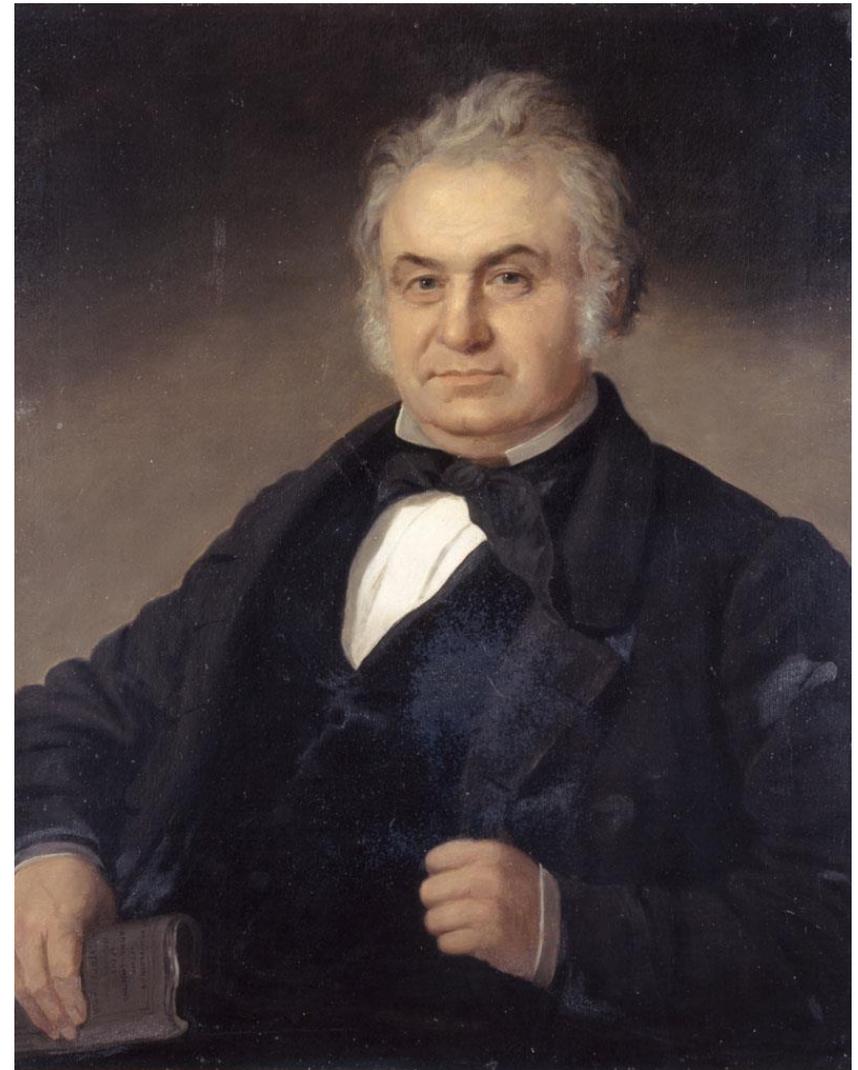


CHARTER
OF THE
NORTH CAROLINA RAIL ROAD COMPANY.

INDEX TO SECTIONS.

SECTION

- 1 Incorporates Company with capital of \$3,000,000.
- 2 Route of Road, from Wilmington Road to Charlotte.
- 3 Appoints Commissioners for creating Stock and opening Books of Subscription.
- 4 Books, when and how long to be kept open; amount of shares, five dollars of which to be paid down; to be paid over to General Commissioners.
- 5 Duty of General Commissioners in keeping open Books, and when \$1,000,000 shall be subscribed.
- 6 7 Corporate rights and powers.—Notice of process.
- 8 Provision for first and subsequent General Meetings, election of Directors, &c.
- 9 10, 11, 12, 13 Number of, and manner of voting for Directors, election of President, and quorum at General Meetings; Votes and Proxies.
- 14 Return to be made by General Commissioners, and penalty.
- 15 Vacancies in Board, to be filled by Directors.
- 16 Authentication of Contracts.
- 17 Construction and use of Road; when any section is completed.
- 18 Right and charges for transportation of goods or passengers.
- 19 Company may farm out right, and made common carrier.
- 20 Manner of Calling for and enforcing payments of Stock.
- 21 Debt of deceased Stockholders, equal dignity with judgments.
- 22 Certificates of Stock shall be issued, and how transferred.
- 23 Capital may be increased, and how.
- 24 Directors to make Annual Report, and may call Meetings.



Governor John Motley Morehead



SHARES \$100 EACH.



THE NORTH CAROLINA RAIL ROAD COMPANY.



SHARES

10

CAPITAL

\$3,000,000.

Be it known, that Robert G. Lindsay of Greensboro is entitled to ten shares in the North Carolina Rail Road Company, transferable by the said R. G. Lindsay either personally or by Attorney, only at the Office and on the Books of said Company.

Witness Mrs. M. Morehead President of the said North Carolina Rail Road Company, at Greensboro under the seal of the Corporation, this 15th day of Sept. A.D. 1854

M. Morehead President.

Dunford, Wright & Co. Printers & New York.



For value received I sell to John L. Morehead the Stock above mentioned, and authorize P. B. Ruffin my Attorney to transfer the same on the Books of the Company

In presence of *J. L. Morehead*

Witness my hand and seal this July 14th A.D. 1860 *R. G. Lindsay*

Seal.



NORTH CAROLINA RAILROAD COMPANY

WHO WE ARE

We've been an essential part of a comprehensive transportation system for 167 years

- Unique Private/Public Structure
 - Private corporation with stock owned by the state
- Trackage-Rights Agreement Results in Revenue-Generation for Economic Development Investments
 - Approximately \$14 million annually in infrastructure and economic development capital to NCRR
- Operates with Private, Non-Taxpayer Money
 - Receives no state appropriations
- Part of Tax Base
 - Generates nearly \$2 million in local property tax revenue annually
- Pays \$4 Million Annual Dividend to Support Rail Projects



Freight Routes

-  North Carolina Railroad Company
*operated by Norfolk Southern
-  Norfolk Southern
-  CSX Transportation
-  Various Shortlines

Intermodal Terminals

-  Norfolk Southern
Link to Norfolk Southern >
-  CSX Transportation
Link to CSX >

Logistical Centers

-  Military Bases
-  Seaports
-  Airports



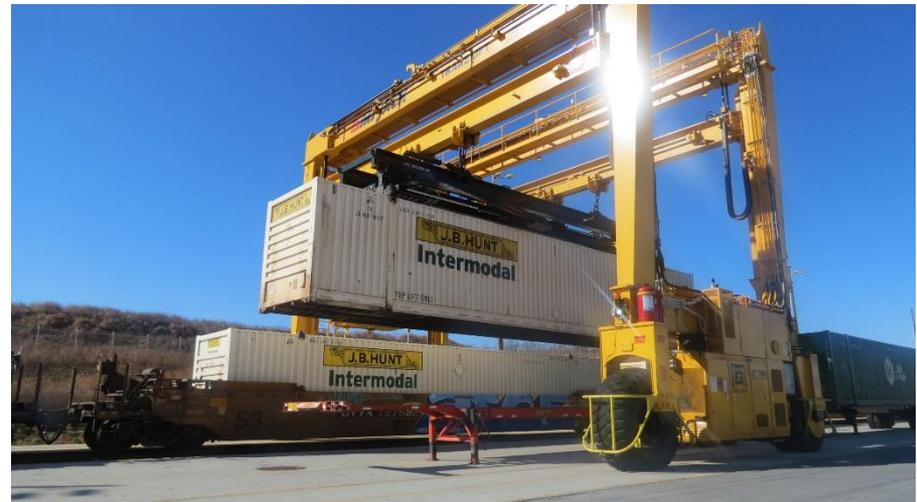
WHO WE ARE

- **Managing** 317-mile, 200-foot wide corridor from Charlotte to Morehead City – an irreplaceable asset for N.C.
- **Identifying** rail-served industrial sites **statewide** to increase N.C.'s competitive position with the goal of spurring economic development
- **Building** rail improvements, infrastructure, stations, and **investing** in properties. Since 2000, NCRR has invested more than \$80 million to improve the railroad.
- **Partnering** with transportation and economic development organizations in new ways to expand freight rail service in NC and create jobs



ECONOMIC IMPACT

- More than 100 customers utilize freight rail on the NCRR line
- 19% of freight car loads begin or end on NCRR line
- 11.4 million tons of freight originates or terminates on NCRR line



PICTURED: Top, Piedmont-Triad Intermodal Terminal; Bottom, Charlotte Intermodal Terminal (photo, WFAE-FM)





Norfolk Southern Linwood Yard

- Access to North American Market through Class I freight railroads
- Port and Intermodal access
- Regional railroad connections to Class I railroads

ECONOMIC DEVELOPMENT



Cambro – Alamance County

- 100 jobs

Asbury Carbons – Robeson County

- 25 jobs



ECONOMIC DEVELOPMENT



NCRR
INVESTS

We will evaluate requests for NCRR investments in, *but not limited to:*

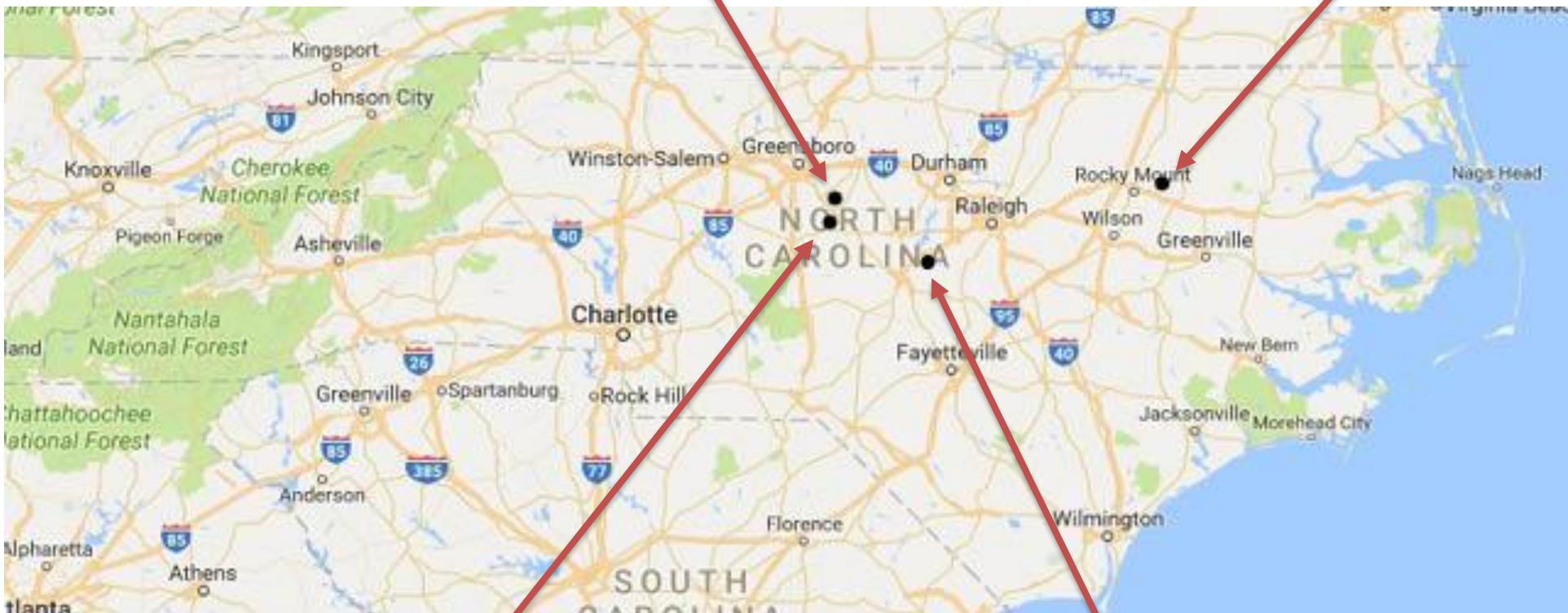
- **Engineering & design costs**
- **Lead, siding and other tracks**
- **Site Grading & Drainage**
- **Rail Roadbed Construction**
- **Railroad Signals**
- **Rail loading facilities** (transload, team track, etc.)
- **Rights-of-way identification**



LARGE-SCALE SITES

GREENSBORO-RANDOLPH MEGASITE

KINGSBORO MEGASITE



CHATHAM-SILER CITY MEGASITE

MONCURE-MERRY OAKS MEGASITE



CAPITAL INVESTMENT

NCDOT PIEDMONT IMPROVEMENT PROGRAM

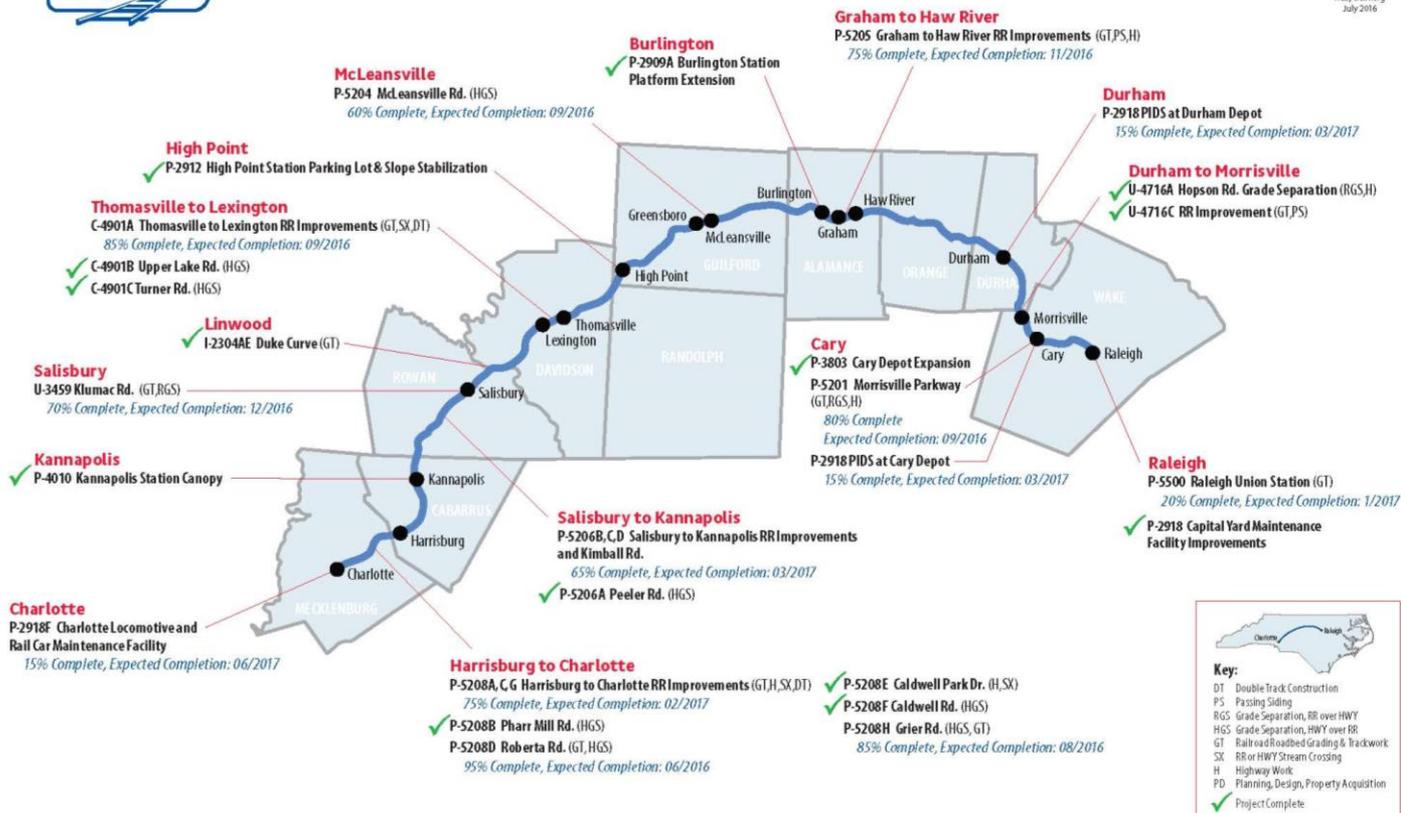
- \$520M in ARRA Funds
- \$31M investment by NCRR
- Projects stretching from Raleigh to Charlotte



Piedmont Improvement Program



ncdot.gov/projects/PIP
ncdpsrail.org
July 2016



Key:

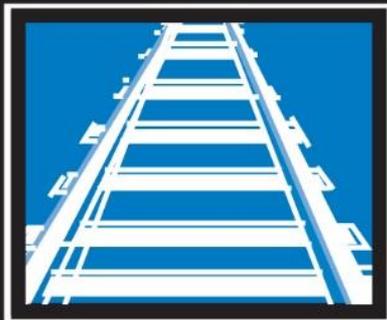
- DT Double Track Construction
- PS Passing Siding
- RGS Grade Separation, RR over HWY
- HGS Grade Separation, HWY over RR
- GT Railroad Roadbed Grading & Trackwork
- SX RR or HWY Stream Crossing
- H Highway Work
- PD Planning, Design, Property Acquisition
- ✓ Project Complete



The North Carolina Railroad Company:

**Connecting North Carolina's Past
to its Future.**





NORTH CAROLINA
RAILROAD
C O M P A N Y

www.ncrr.com

 @NCRailroad

