



## FINDING OPPORTUNITY. CREATING LASTING VALUE.

We acquire, operate, and transform rail and rail-served industrial assets across North America — working as principal investors and operators, and as strategic advisors, across rail transportation, value-added rail services, and industrial development.

### PRINCIPAL CAPITAL · OWN · OPERATE · DEVELOP

## INVESTMENT

We deploy patient, long-term capital to acquire, own, operate, and transform rail and rail-served industrial assets.

- ◆ **Acquire & operate railroads** — shortline and regional railroads run with hands-on management to lift safety, service, and profitability.
- ◆ **Patient, long-term capital** — owner-operators who hold and build for the long term, not flip-and-exit investors.
- ◆ **Terminals & transload facilities** — built and operated to connect customers to the national rail network.
- ◆ **Site redevelopment** — dormant, brownfield, and greenfield rail-served sites returned to productive use.
- ◆ **Industrial parks & real estate** — rail-served sites developed for lasting owner and community value.
- ◆ **Value-added rail services** — railcar storage, cleaning, repair & maintenance, and transloading at owned facilities.

### COUNSEL · TRANSACTIONS · FUNDING

## ADVISORY

We advise asset owners and serve rail customers with hands-on expertise across the entire rail value chain.

- ◆ **Management & operational oversight** — leadership and day-to-day execution for rail operations and assets.
- ◆ **M&A advisory** — buy-side and sell-side transaction guidance from operators who know rail.
- ◆ **Capital raising & recapitalizations** — sourcing and structuring investment for rail and industrial assets.
- ◆ **Strategic partnerships & JVs** — aligning operators, owners, and capital around shared goals.
- ◆ **Rail customer advocacy** — freight rate negotiation and supply-chain optimization for shippers.
- ◆ **Grants & infrastructure funding** — securing federal and state funding for rail and site projects.

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SHORTLINES ACQUIRED  
OVER LAST 25 YEARS

40+

RAIL TERMINALS BUILT  
AND OPERATED

6

RAIL INDUSTRIAL  
PARKS DEVELOPED

100+

YEARS COMBINED RAIL  
INDUSTRY EXPERIENCE

\$7B+

GLOBAL  
INFRASTRUCTURE  
PLATFORM EXPERIENCE

### OUR EDGE

Investment and advisory reinforce one another. Because we own and operate rail and industrial assets ourselves, our advice is grounded in real operating experience — one integrated platform that compounds value for customers, communities, and asset owners.

**Let's discuss your rail, rail service, or industrial rail opportunity.**

EVERY OPPORTUNITY IS REVIEWED CONFIDENTIALLY