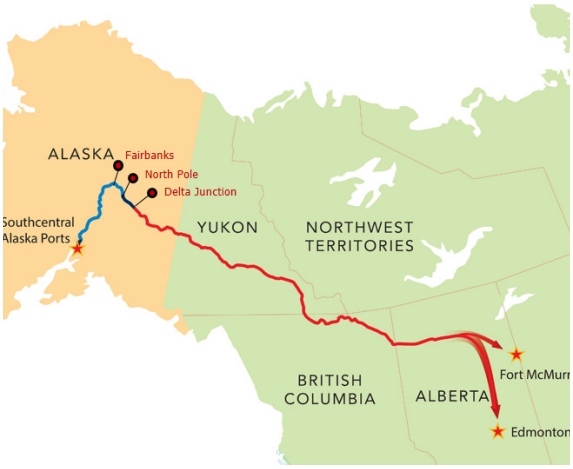
NORTHERN CONTINENTAL CORRIDOR

Executive Summary

The Northern Continental Corridor (NCC) rail project strengthens U.S. national security by improving strategic mobility, supply chain resilience, and Arctic access in direct support of Department of Defense missions. The corridor provides the first ever rail connection between Alaska and the continental United States, bridging a roughly 1200-mile gap in the North American Class I rail network. The project enables transportation of DoD equipment to Alaska by land and unlocks the natural resource potential of Alaska by providing economical export conveyance.

Strategic Mobility and Force Projection

- Provides an all-season, land-based logistics corridor supporting rapid movement of personnel, equipment, and material between Alaska and the Lower 48 states.
- Reduces dependence on maritime routes vulnerable to weather, port infrastructure decay, and adversarial interference.
- Enhances flexibility for contingency operations, training rotations, and surge capacity in the Arctic and Indo-Pacific theaters.



Resilient Logistics and Supply Chain Security

- Creates redundancy for critical military supply chains that currently rely on a limited number of ports and airfields.
- Enables ground transport of fuel, construction materials, and heavy equipment that are costly or impractical to move by air.
- Strengthens resilience against disruptions from extreme weather, seismic events, cyberattacks, or maritime threats.

CATEGORY	KEY FACT
Purpose	Connect Alaska Railroad to Canadian Class I system (CN/CPKC)
Route Length	930-1,240 miles (alignment dependent)
Primary Functions	Resource export, industrial logistics, Arctic defense mobility
Strategic Benefit	Secures U.S.–Canada Arctic supply chain & redundancy

Arctic and Homeland Defense Operations

- Directly supports U.S. Arctic defense priorities by improving access to northern operating environments.
- Enhances logistical support for homeland defense, missile warning, domain awareness, and Arctic training activities.
- Compliments existing investments by U.S. Northern Command and the U.S. Indo-Pacific Command area of responsibility overlap in Alaska.

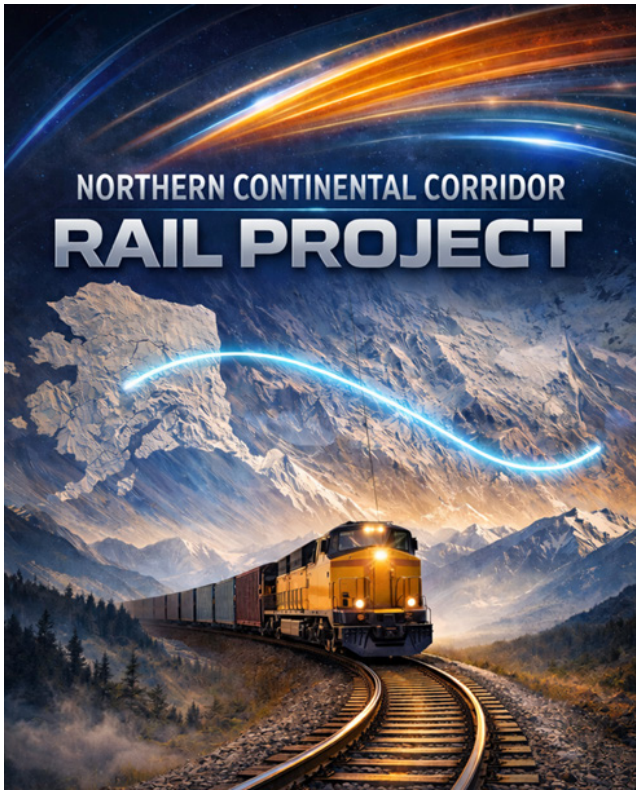
METRIC	VALUE
Annual Revenue at	$3.0–3.5B
EBITDA Margin	40–45%
Modeled IRR	6–8%
NPV Monte Carlo Results	Majority of scenarios land above breakeven

Reduced Strategic Risk in the Arctic

- Counters increasing Arctic activity by near-peer competitors through sustained U.S. infrastructure presence.
- Improves U.S. ability to operate independently of foreign-controlled or congested global supply routes.
- Demonstrates long-term U.S. commitment to Arctic security and sovereignty.

Dual-Use Infrastructure with Civil and Military Value

- The corridor supports both civilian commerce and military operations, reducing total lifecycle cost to the Federal government.
- Enhances disaster response, humanitarian assistance, and defense support to civil authorities.
- Aligns with DoD preference for dual-use investments that provide persistent value outside of crisis periods.



The Northern Continental Corridor rail project is not simply a transportation investment. It is a national security asset that strengthens U.S. logistics resilience, enhances Arctic defense and homeland security, reduces strategic vulnerabilities, supports DOD readiness, deterrence, and mission assurance.

Dewberry's Prime Contracting Vehicles Include:

- GSA OASIS+
- MDA SHIELD
- Navy Seaport NXG
- USACE (Baltimore, Huntsville, Mobile, New York, Savannah, St. Louis)
- FEMA LPCS
- NOAA Shoreline
- NOAA CGSC
- USGS GPSC-4

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