U.S. Department of Transportation
Federal Motor Carrier Safety Administration

1200 New Jersey Ave., S.E.
Washington, DC 20590

SERVICE DATE
July 12, 2012

CERTIFICATE
MC-791356-C
U.S. DOT No. 35328
NORTHERN IMPROVEMENT COMPANY
FARGO, ND

This Certificate is evidence of the carrier's authority to engage in transportation as a **common carrier of property (except household goods)** by motor vehicle in interstate or foreign commerce.

This authority will be effective as long as the carrier maintains compliance with the requirements pertaining to insurance coverage for the protection of the public (49 CFR 387) and the designation of agents upon whom process may be served (49 CFR 366). The carrier shall also render reasonably continuous and adequate service to the public. Failure to maintain compliance will constitute sufficient grounds for revocation of this authority.

Jeffrey L. Secrist, Chief
Information Technology Operations Division

NOTE: Willful and persistent noncompliance with applicable safety fitness regulations as evidenced by a DOT safety fitness rating of "Unsatisfactory" or by other indicators, could result in a proceeding requiring the holder of this certificate or permit to show cause why this authority should not be suspended or revoked.

CMO

FMCSA MC-RIS
1200 New Jersey Ave., S.E.
Washington, DC 20590

OFFICIAL BUSINESS
PENALTY FOR PRIVATE USE $300

MC-791356
NORTHERN IMPROVEMENT COMPANY
P O BOX 2846
FARGO, ND 58108-2846