



NORTH STATE BANCORP

2023 Annual Report



General Corporate Information

ANNUAL MEETING

The annual meeting of shareholders of North State Bancorp will be held on Thursday, June 6, 2024, at 4:00 p.m. at North State Bank, 6200 Falls of Neuse Road, Second Floor, Raleigh, North Carolina 27609. All shareholders are invited to attend and will be able to vote their shares in person, however we strongly encourage you to vote your shares prior to the meeting by sending your proxy card to us in the provided business reply envelope or by scanning and emailing the proxy card to us at ProxyVote@NorthStateBank.com.

MARKET FOR COMMON EQUITY AND RELATED SHAREHOLDER MATTERS

As of December 31, 2023, we had 6,544,438 shares of common stock outstanding, which were held by approximately 180 beneficial owners. North State Bancorp facilitates trading of shares of its common stock across the Company's desk and they are not available on any exchange.

INDEPENDENT AUDITORS

FORVIS, LLP
1410 Spring Hill Road
Suite 500
Tysons, VA 22102

REGULATORY AND SECURITIES COUNSEL

Wyrick Robbins Yates & Ponton LLP
4101 Lake Boone Trail, Suite 300
Raleigh, NC 27607

AUDITED CONSOLIDATED FINANCIAL STATEMENTS

A copy of North State Bancorp's Audited Consolidated Financial Statements as of and for the years ended December 31, 2023, and 2022 is available without charge to shareholders upon written request to Stacy R. Reedy, Executive Vice President and Chief Financial Officer, North State Bancorp, P.O. Box 18367, Raleigh, NC 27619, and is on our website at NorthStateBank.com.

This Annual Report and the above-referenced Audited Consolidated Financial Statements have not been reviewed or confirmed for accuracy or relevance by the FDIC or any other governmental agency.

Banking and Mortgage Offices

CORPORATE HEADQUARTERS & NORTH RALEIGH BANKING OFFICE

6204 Falls of Neuse Road
Raleigh, NC 27609
919.855.9925

OPERATIONS CENTER

6200 Falls of Neuse Road
Raleigh, NC 27609

DOWNTOWN RALEIGH

230 Fayetteville Street
Suite 100
Raleigh, NC 27601

GARNER

835 Highway 70 West
Garner, NC 27529

NORTH HILLS

4270 The Circle at North Hills
Raleigh, NC 27609

SOUTHEAST RALEIGH MORTGAGE

1708 Trawick Road
Suite 101
Raleigh, NC 27604

WAKE FOREST

14091 Falls of Neuse Road
Raleigh, NC 27614

WEST RALEIGH

2413 Blue Ridge Road
Raleigh, NC 27607

WILMINGTON

1411 Commonwealth Drive
Wilmington, NC 28403

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“Now, more than ever, America needs strong, independent banks like North State Bank.”

Larry D. Barbour, President and CEO

Cover Image:

We first opened an office in West Raleigh in 2004. Growth along the Blue Ridge Corridor has outpaced all expectations. North State Bank has expanded to serve this market, opening a new office at the same location in late 2023.

To our Shareholders, Customers, and Friends:

Once again, on behalf of everyone at North State Bank, I am pleased to report that the financial and overall health of our company continues to be strong. These are turbulent times and there have been turbulent times before and there will be more turbulent times, but our bank is in a profitable, sound condition.

Total assets, loans, and deposits for North State Bancorp as of December 31, 2023, were \$1.38 billion, \$1.15 billion, and \$1.15 billion, compared to totals as of December 31, 2022, of \$1.30 billion, \$1.04 billion, and \$1.19 billion, representing year-over-year changes of 5.6%, 9.8%, and -2.9% respectively.

I remember a song from my youth which says: *Count your blessings, name them one by one...* When I do this, I find I don't have the time, energy, or desire to complain. So, in spite of high inflation, crime, political turmoil, and excessive regulation, I will always count my blessings first. The first blessing I always count at North State Bank is our people. They are capable, passionate, and committed to adding value to themselves in order to add value to those we serve. What a blessing!

Along those lines, one of our core beliefs is that environment sets up the best conditions for learning. Good and healthy environments contribute to the well-being of all of our people and help us to not only establish, but to preserve and strengthen our culture.

I recently read about the success that students achieved as adults simply by looking at who taught their kindergarten class. By age 25, students who happened to have had more experienced, caring, and nurturing kindergarten teachers were earning significantly more money than their peers.

The state of Tennessee launched a bold experiment in the late 1980's involving 11,000 students in different classrooms in kindergarten through 3rd grade. The original goal was to test whether smaller classes were better for learning. Later, a very influential and even famous economist, Raj Chetty, analyzed this data and was able to make the prediction which I just referenced.

While early math and reading skills were a part of success later in life, there were other more important qualities held by the teachers that made a more significant difference. These teachers taught the students how to be proactive. In other words, how to ask questions, volunteer answers, and seek information from books. They were also teaching the students how to be more social in order to get along and collaborate with others.

They also taught the children how to be more disciplined. In other words, to pay attention and resist the impulse to disrupt the classes they were in.

And finally, they taught the children how to be determined, to take on challenging problems, to do more than the assigned work and to persist in the face of adversity, obstacles, and simply having a bad day.

So, in other words, these teachers did teach math and reading skills at higher levels, but they were also nurturers. They nurtured these children and gave them the ability to become more self-aware in order to better understand themselves. I believe we can learn so much from the teaching profession. Outstanding teachers are strong and capable leaders who, in turn, create other leaders as this research reveals.

I now want to share a few thoughts about the banking industry, including the challenges it faces, and its importance to our overall economy.



President and CEO Larry D. Barbour

At North State Bank, we are measured, like all banks, with countless financial metrics. We know and understand these and, while some are more important than others, we watch and monitor them carefully. But we always look beyond these metrics and focus on knowing who we are as we improve at improving our bank.

First of all, the banking industry is fundamental to a strong and vibrant economy. In preparation for this letter, I recently read Jamie Dimon's annual letter to the shareholders of JP Morgan Chase, where he is the Chairman and CEO. He reminds us that the banking system as we know it is clearly shrinking. This is evident from the fact that, in 2023, there were 4,036 commercial banks insured by the FDIC compared to 7,077 in 2008. On the other hand, assets under management by private entities and FinTech companies are growing and becoming increasingly competitive. A recent article in the *Wall Street Journal* shows these changes since 2008, when banks and fund managers each held about \$11 trillion in total assets, to the present where private fund managers and hedge funds control about \$43.5 trillion in assets, which is nearly twice the \$23 trillion currently held by commercial banks like ours.

At North State Bank, we don't "chase" or gather deposits, we simply bank individuals, businesses, and others who trust us with their deposits. Our core deposit growth comes from this focus on mutually beneficial banking relationships.

Commercial banking and asset management are very different. This is important because banks lend to consumers and businesses throughout the economy. Asset managers invest in other companies while commercial banks use core deposits to loan to their customers. Private equity creates returns while loans create and grow businesses.

Another point about the banking industry is that confidence and trust are more important than FDIC insurance. Banks which acquire, nurture, and grow core deposits from which they make loans use this trust and confidence as one of the keys to operate a sound and profitable bank. So, even though our depositors are insured by the FDIC, our depositors are also



Executive Management Team (seated l to r): Corporate Secretary **Stacey Koble** and Chief Operations Officer **Jonathan Kriepps**. (standing l to r): Chief Credit Officer **Brian Hedges**, Chief Financial Officer **Stacy Reedy**, and Chief People Officer **Amanda Lloyd**

our borrowers, and our borrowers are also our depositors. We know each other.

While we respect bank regulations, I believe the banking industry is over regulated. Most of us are aware of the three bank failures in the spring of 2023, including Silicon Valley Bank in California. Certainly, bank oversight is necessary, but the American Bankers Association recently referred to a tsunami of new regulations upon banks which will certainly not prevent future bank difficulties like Silicon Valley Bank, but will probably only create more difficulties.

According to Mr. Dimon in his recent shareholder letter, these new rules do virtually nothing to fix what caused the failure of Silicon Valley Bank, First Republic Bank, and others. The real test of a bank is its liquidity. In other words, how much cash is kept on hand after responsibly converting core deposits into earning assets, primarily loans. Liquidity is the cornerstone of commercial banking. This is our top priority at North State Bank. Always has been and always will be. Being entrusted with deposits is almost a sacred responsibility.

One other reference to Mr. Dimon. In his letter, he makes it very clear that the heart of a leader is critical to operating and advancing a commercial bank. To me, it's inspirational that the CEO of a bank that has approximately \$4 trillion



Market Presidents (l to r) Sabrina Sells, Wilmington; Harryson Turner, West Raleigh; Sharon Moe, Downtown Raleigh; John Norwood, North Raleigh; Kevin Payne, Garner; June Sadowski, Wake Forest; and Bret Burgess, North Hills

in assets places such value on the importance of having a heart as a leader. In fact, Mr. Dimon says the “secret sauce” of leadership is having a heart. We agree with that at North State Bank, which is why the environment and culture we create strengthens the emotional and physical well-being of our people who add value to those we serve.

So, now that I have made a number of references about our industry, its challenges, and its opportunities, I want to make a few more remarks about the growth and development of our people as leaders.

Policies, bureaucracy, hierarchy, rules, and regulations are respected, but not very inspirational. Character directs all we do. Much has been written about character over the years, but I think it’s still misunderstood. Many psychologists and psychiatrists in the earlier days of our country felt character was set like plaster and could never change. That is so wrong. We’re born with personalities, which are more instinctive than learned and that’s important. Personalities are pre-dispositioned, and instinctiveness helps us to think, feel, and act. All good.

Character on the other hand is about our principles, values, and core beliefs which are learned. As such, character is when

we prioritize our values over our instincts. In other words, character is sometimes tested by whether we manage to stand by our values when the deck is stacked against us. If personality is how you respond on a typical day, character is how you show up on a hard day. So, personality is not our destiny, although it’s our tendency. But character skills enable us to transcend our personalities and be true to our principles, values, and core beliefs.

That’s why we strive to learn more about our character at North State Bank in order to help our people grow and develop themselves. So, if we invest in our character skills as much or more than other skills, we will think, decide, observe, and act more smartly and wisely. And yes, more profitably.

One truth about learning is that it’s often uncomfortable. We all like comfort. We all like to stick to our routines which often brings us comfort. But I’m learning and want to help others to learn that we must become comfortable with being uncomfortable. I grew up with a great deal of insecurity and was simply not comfortable reaching out to people who were more successful than myself. Thankfully, I was able to unlock my hidden potential by becoming a creature of discomfort when it came to reaching out to people.

I like the story about Steve Martin, the great actor and comedian. When he first embarked on his stand-up comedy routine, he fell flat. He was simply sharing jokes on-stage written by someone else. He finally figured out that he had to learn to write his own jokes. He hated to write, but he became comfortable enough becoming uncomfortable in writing that it finally took hold, and he was able to write great movies like *The Jerk* and others. So, as he was able to embrace the discomfort of writing, he was able to improve his ability to develop killer punchlines like this one: “I handed in a script last year and the studio didn’t change one word. The word they didn’t change was on page 87.” That’s good. Steve Martin learned to write even though he was uncomfortable writing, and it changed his life.

Once we see discomfort as a marker of growth, we can become committed to stretching beyond our comfort zones to grow and improve ourselves and find our hidden potential. In fact, finding the hidden potential of people is one of the great marks of any leader. It’s a top people priority at North State Bank. When I meet someone, I put a “10” on their forehead and I go from there. In other words, we look for the best in people as we help them to find their hidden potential which will also advance the potential of our company.

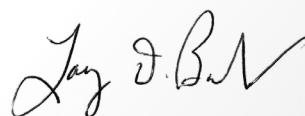
North State Bank continues to remain committed to a journey without a destination. A destination is a stopping point. We will never stop improving at improving.

Although short-term results are important and we certainly pay attention to them, we do not allow short-term results to impede our vision for the future. Our vision simply consists of our core values and beliefs, our purpose, and our mission to educate our present and future customers about the importance of “non-commoditized” banking, where people seek us for the value we bring which improves their lives and they’re willing to pay for it as we share long-term mutually beneficial and respectful relationships.

I hope some of what I’ve shared today will help you better understand North State Bank, as we continue to add value to those we serve and, in turn, receive value ourselves.

Now, more than ever, America needs strong, independent banks like North State Bank. May God continue to bless this bank as we serve Him by serving others soundly and profitably.

Cordially,



Larry D. Barbour
President and CEO



Division Presidents (l to r) Jonathan Hand, Specialized Lending Group;
Gary Woodlief, CommunityPLUS; and Marty Ferguson, Government Lending

Independent Auditors' Report

FORVIS

1410 Spring Hill Road, Suite 500 / Tysons, VA 22102
P 703.970.0400 / F 703.970.0401
forvis.com

To the Shareholders and the Board of Directors
North State Bancorp
Raleigh, North Carolina

Opinion

The accompanying condensed consolidated financial statements, which comprise the condensed consolidated balance sheets as of December 31, 2023 and 2022, and the related condensed consolidated statements of operations for each of the years then ended, are derived from the audited consolidated financial statements of North State Bancorp as of December 31, 2023 and 2022 and for each of the years then ended. We expressed an unmodified audit opinion on those audited consolidated financial statements in our report dated March 27, 2024.

In our opinion, the condensed consolidated financial statements referred to above of North State Bancorp as of December 31, 2023 and 2022 and for each of the years then ended are consistent, in all material respects, with the audited consolidated financial statements from which they have been derived.

Condensed Consolidated Statements

The condensed consolidated financial statements do not contain all the disclosures required by accounting principles generally accepted in the United States of America. Reading the condensed consolidated financial statements and this auditor's report on the statements referred to above, therefore, is not a substitute for reading the audited consolidated financial statements of North State Bancorp and the auditor's report on them.

Management's Responsibility for the Condensed Consolidated Financial Statements

Management is responsible for the preparation of the condensed consolidated financial statements in accordance with accounting principles generally accepted in the United States of America.

Auditor's Responsibility

Our responsibility is to express an opinion about whether the condensed consolidated financial statements are consistent, in all material respects, with the audited consolidated financial statements based on our procedures, which were conducted in accordance with auditing standards generally accepted in the United States of America. The procedures consisted principally of comparing the condensed consolidated financial statements with the related information in the audited consolidated financial statements from which the condensed consolidated financial statements have been derived, and evaluating whether the condensed consolidated financial statements are prepared in accordance with accounting principles generally accepted in the United States of America.

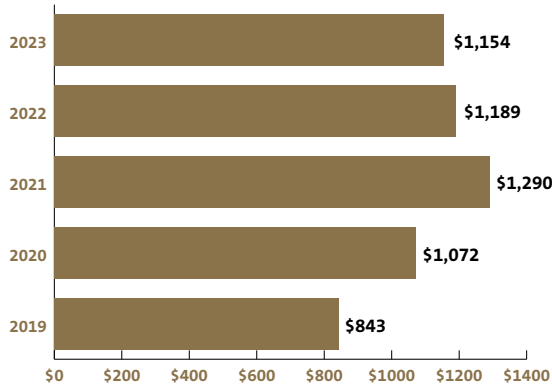
FORVIS, LLP

Tysons, VA
March 27, 2024

Key Financial Graphs

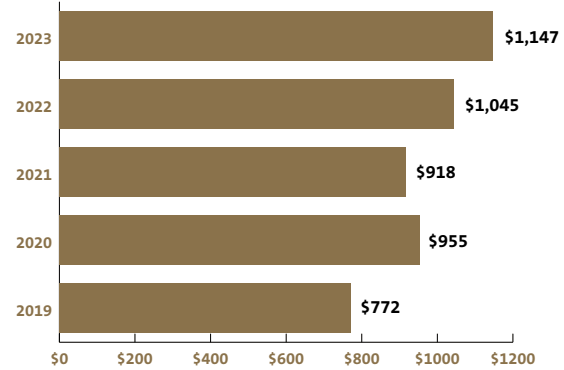
TOTAL DEPOSITS

(in millions)



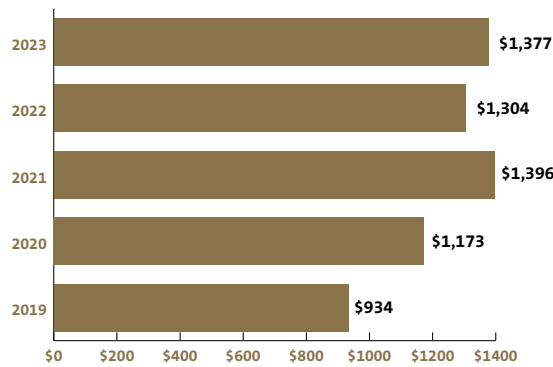
TOTAL LOANS

(in millions)



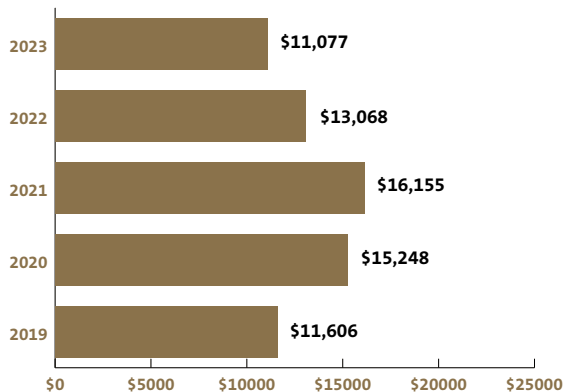
TOTAL ASSETS

(in millions)



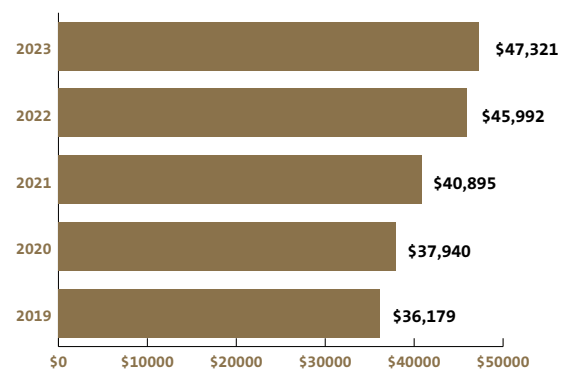
NET INCOME

(in thousands)



TOTAL NET INTEREST INCOME

(in thousands)



Selected Financial Highlights

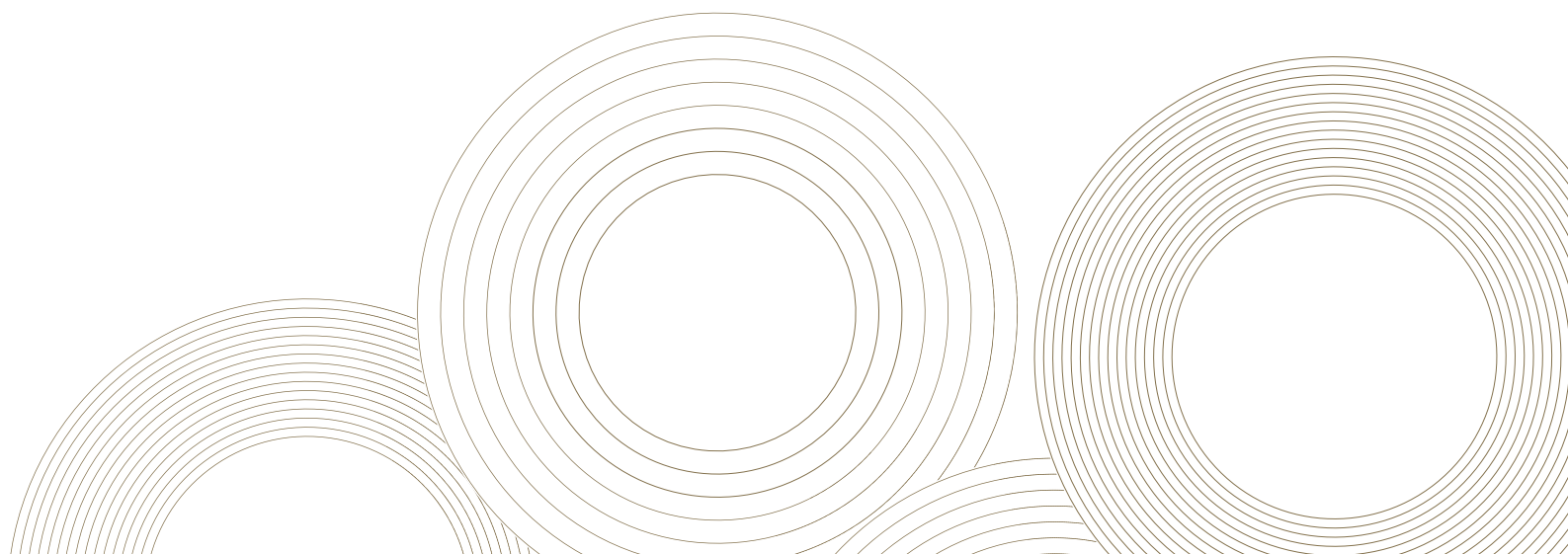
	As of or for the Year Ended December 31,				
	2023	2022	2021	2020	2019
	(Dollars in thousands, except per share data)				
Operating Data:					
Total interest income	\$ 62,688	\$ 49,780	\$ 44,307	\$ 42,783	\$ 40,527
Total interest expense	15,367	3,788	3,412	4,843	4,348
Net interest income	47,321	45,992	40,895	37,940	36,179
(Recovery of) Provision for credit losses	(586)	665	-	5,040	680
Net interest income after provision for credit losses	47,907	45,327	40,895	32,900	35,499
Non-interest income	8,653	11,335	17,539	24,942	12,387
Non-interest expense	45,483	43,594	42,279	42,594	36,280
Net income	<u>\$ 11,077</u>	<u>\$ 13,068</u>	<u>\$ 16,155</u>	<u>\$ 15,248</u>	<u>\$ 11,606</u>
Per Share Data:					
Earnings per share - basic	\$ 1.71	\$ 2.08	\$ 2.64	\$ 2.53	\$ 1.95
Tangible book value*	\$ 11.37	\$ 10.80	\$ 10.21	\$ 9.38	\$ 8.16
Weighted average shares outstanding:					
Basic	6,472,706	6,268,942	6,126,429	6,035,568	5,945,338
Selected Year-End Balance Sheet Data:					
Total assets	\$ 1,377,310	\$ 1,304,356	\$ 1,395,855	\$ 1,172,743	\$ 934,278
Loans - held for sale, at fair value	5,240	4,797	7,218	27,500	16,480
Loans - held for investment	1,146,810	1,044,841	917,982	954,864	771,662
Allowance for credit losses	6,962	7,543	6,742	6,518	4,931
Deposits	1,154,413	1,188,841	1,290,338	1,072,343	842,711
Borrowings	134,208	34,415	33,812	33,875	34,230
Shareholders' equity	76,330	70,875	65,157	59,260	50,973
Selected Average Balances:					
Total assets	\$ 1,343,062	\$ 1,425,021	\$ 1,305,156	\$ 1,150,534	\$ 939,150
Loans - held for sale, at fair value	6,210	7,696	21,893	28,883	16,056
Loans - held for investment	1,104,043	988,195	916,551	889,168	756,228
Total interest-earning assets	1,266,674	1,356,401	1,251,576	1,098,267	886,246
Deposits	1,204,732	1,313,399	1,200,348	998,062	847,993
Borrowings	51,450	34,210	33,886	88,337	34,141
Total interest-bearing liabilities	760,605	791,463	731,360	663,659	536,764
Shareholders' equity	73,400	67,011	62,904	55,038	49,595

* Non-GAAP financial measure.

As of or for the Year Ended December 31,

(Dollars in thousands, except per share data)

	2023	2022	2021	2020	2019
Selected Performance Ratios:					
Return on average assets	0.82%	0.92%	1.24%	1.33%	1.24%
Return on average equity	15.09%	19.50%	25.68%	27.70%	23.40%
Net interest spread	2.92%	3.19%	3.07%	3.16%	3.76%
Net interest margin	3.73%	3.39%	3.26%	3.45%	4.08%
Non-interest income to total revenue	12.13%	18.55%	28.36%	36.83%	25.51%
Non-interest income to average assets	0.64%	0.80%	1.34%	2.17%	1.32%
Non-interest expense to average assets	3.39%	3.06%	3.24%	3.70%	3.86%
Efficiency ratio	81.26%	76.04%	72.35%	67.74%	74.70%
Asset Quality Ratios:					
Nonperforming loans to period-end loans	0.17%	0.57%	0.24%	0.38%	0.14%
Allowance for credit losses on loans to period-end loans	0.61%	0.72%	0.73%	0.68%	0.64%
Ratio of allowance for credit losses on loans to nonperforming loans	3.68x	1.26x	3.03x	1.80x	4.59x
Nonperforming assets to total assets	0.14%	0.46%	0.16%	0.31%	0.11%
Net charge-offs (recoveries) to average loans	(0.04%)	(0.01%)	(0.02%)	0.39%	(0.01%)
Capital Ratios (Bank Only):					
Total risk-based capital	11.08%	11.60%	11.83%	11.60%	11.69%
Tier 1 risk-based capital	10.38%	10.81%	11.05%	10.82%	11.04%
CET 1 risk-based capital	10.38%	10.81%	11.05%	10.82%	11.04%
Leverage	7.87%	7.73%	7.08%	7.71%	8.91%
Equity to assets	5.54%	5.43%	4.67%	5.05%	5.46%
Average equity to average assets	5.47%	4.70%	4.82%	4.78%	5.28%
Other Data:					
Number of banking offices	7	7	7	7	7
Number of full time equivalent employees	205	189	206	196	177



North State Bancorp

Condensed Consolidated Balance Sheets

As of December 31, 2023 and 2022

	2023	2022
	(Dollars in thousands)	
ASSETS		
Cash and due from banks	\$ 11,536	\$ 11,912
Interest-earning deposits with banks	76,104	122,816
CDs with banks	101	101
Investment securities available for sale, at fair value	5,760	3,221
Investment securities held to maturity, net of allowance for credit losses of \$55 in 2023 and \$0 in 2022	53,203	53,050
Loans held for sale, at fair value	5,240	4,797
Loans held for investment	1,146,810	1,044,841
Less allowance for credit losses	6,962	7,543
Net loans	1,139,848	1,037,298
Accrued interest receivable	5,095	3,683
Federal Home Loan Bank and Federal Reserve stock, at cost	6,831	1,785
Premises and equipment, net	32,900	28,029
Bank owned life insurance	22,181	22,064
Other assets	18,511	15,600
TOTAL ASSETS	\$ 1,377,310	\$ 1,304,356
LIABILITIES AND SHAREHOLDERS' EQUITY		
Deposits		
Demand	\$ 427,377	\$ 505,069
Savings, money market and NOW	678,489	637,943
Time	48,547	45,829
Total Deposits	1,154,413	1,188,841
Accrued interest payable	1,830	423
Short-term borrowings	188	264
Long-term borrowings, net	134,020	34,151
Accrued expenses and other liabilities	10,529	9,802
TOTAL LIABILITIES	1,300,980	1,233,481
Commitments	—	—
Shareholders' equity		
Preferred stock, no par value, 1,000,000 shares authorized, none issued	—	—
Common stock, no par value, 8,136,382 shares authorized, 6,544,438 and 6,361,718 shares issued and outstanding, December 31, 2023 and 2022, respectively	17,227	14,214
Retained earnings	59,730	57,344
Accumulated other comprehensive loss	(627)	(683)
TOTAL SHAREHOLDERS' EQUITY	76,330	70,875
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	\$ 1,377,310	\$ 1,304,356

North State Bancorp

Condensed Consolidated Statements of Operations

Years Ended December 31, 2023 and 2022

	December 31,	
	2023	2022
	<i>(Dollars in thousands, except per share data)</i>	
INTEREST INCOME		
Loans	\$ 56,159	\$ 44,344
Loans held for sale	364	263
Investments	1,209	962
Dividends and interest-earning deposits	4,956	4,211
Total interest income	62,688	49,780
INTEREST EXPENSE		
Savings, money market and NOW	11,456	1,915
Time deposits	992	408
Short-term borrowings	3	2
Long-term borrowings	2,916	1,463
Total interest expense	15,367	3,788
Net interest income	47,321	45,992
(RECOVERY OF) PROVISION FOR CREDIT LOSSES	(586)	665
NET INTEREST INCOME AFTER PROVISION FOR CREDIT LOSSES	47,907	45,327
NON-INTEREST INCOME		
Fees from mortgage operations	3,096	4,403
Fees and gains on sales from SBA operations	2,109	3,573
Other	3,448	3,359
Total non-interest income	8,653	11,335
NON-INTEREST EXPENSE		
Salaries and employee benefits	24,850	24,665
Occupancy and equipment	3,609	3,621
Data processing and other outsourced services	8,255	7,339
Net cost of foreclosed assets	12	1
Other	8,757	7,968
Total non-interest expense	45,483	43,594
NET INCOME	\$ 11,077	\$ 13,068
NET INCOME PER COMMON SHARE		
Basic	\$ 1.71	\$ 2.08
WEIGHTED AVERAGE COMMON SHARES OUTSTANDING		
Basic	6,472,706	6,268,942

Corporate Board of Directors



*Seated l to r: Burley Mitchell, Leslie Bristow, Leigh Ann Rotz, and Jule Smith
Standing l to r: Charles Francis, Forrest Ball, Fred Smith, Larry Barbour, Hal Perry, Reid Smith, and Jim Branch*

Forrest H. Ball

*President
Hartwell Realty, Inc.
Garner, NC*

Larry D. Barbour

*President and CEO
North State Bancorp
and North State Bank
Raleigh, NC*

James C. Branch

*Retired
Personal Investments
Raleigh, NC*

Leslie B. Bristow

*Co-Owner
Bristow Landscaping, LLC
Wake Forest, NC*

Charles T. Francis

*Attorney and Managing
Member
The Francis Law Firm, PLLC
Raleigh, NC*

The Honorable Burley B.

Mitchell Jr.
*Retired Chief Justice
North Carolina Supreme Court
Raleigh, NC*

W. Harold (Hal) Perry

*Vice Chairman of the Board
North State Bancorp
Chief Executive Officer
Real Estate Marketing &
Consulting, Inc.
Raleigh, NC*

Leigh Ann P. Rotz

*Executive Vice President of
Operations
Real Estate Marketing &
Consulting, Inc.
Raleigh, NC*

Fred J. Smith Jr.

*Chairman of the Board
North State Bancorp
Chief Executive Officer
Fred Smith Company
Clayton, NC*

Fred J. “Jule” Smith III

*Chief Executive Officer
Construction Partners, Inc.
Raleigh, NC*

Reid M. Smith

*Founder and CEO
RiverWild
Clayton, NC*

Local Advisory Boards

DOWNTOWN RALEIGH

David R. Crabtree
Chief Executive Officer
PBS North Carolina
Raleigh, NC

Rufus Edmisten
Partner
Rufus L. Edmisten Law
Raleigh, NC

Robin M. Hammond
Retired Attorney
Raleigh, NC

Hans H. Huang
General Counsel
Rivercrest Realty Investors
Raleigh, NC

John Latteri
Director of Development
Campbell University
Norman Adrian Wiggins
School of Law
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