



RAILINC

annual report

2016



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Message from the President



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E. Allen West
President & CEO

Message from the President

To Our Rail Industry Partners,

Railinc is more than just a hub for freight rail industry data. Our people work closely with you every year to help address the industry's most pressing technology challenges. From reducing line-of-road failures to improving fluidity in the rail network to building innovative technology tools for managing gateway traffic, Railinc strives to deliver value around industry priorities of safety, asset utilization and velocity, and operational efficiency.

Like the rest of the industry, Railinc continues to feel the impact of the decrease in carload volume. We made adjustments in 2016 to our business operations to account for changes in customer demand and the current state of the industry. Still, we see great opportunity to help advance freight rail, and we remain focused on leveraging our data, our trusted position in the industry and our unique technology capabilities to serve you.

Railinc continues to work to identify opportunities to add value and make investments in areas that address significant industry needs. Our industry knowledge, existing systems, data availability, and systems integration and program management expertise enable us to create complex, centralized solutions quickly to solve a wide range of industry problems. Our collaboration with AAR committees keeps our work aligned with short- and long-term industry priorities such as asset productivity and utilization.



With committee guidance, we successfully delivered on 10 industry-sponsored projects in 2016. Our asset health work is delivering results in areas such as identifying problem assets across the industry and has positioned Railinc to create lasting value in inspection quality and derailment prevention. We also continue to work closely with our Chicago partners on leveraging our data to improve gateway operations. We are excited about the breadth of work planned for 2017 and the positive impact Railinc can have in areas ranging from equipment failure analysis to traffic management to emergency responder support.

No matter how innovative our technology work is, we know we cannot serve you with confidence if our systems and data are not secure. That's why we invest in enhancing our security stance year after year to mitigate risk and protect the assets that the industry entrusts with us. Thanks to our security systems and the vigilance of our people, Railinc experienced no attacks and no security control failures during the year that impacted systems or data integrity.

Underlying all of our work are a robust technology infrastructure and agile IT operations that enable Railinc to deliver value to you every day. We are constantly evaluating and leveraging new technologies to support reliable systems and operations in a cost-effective way. For example, in 2016 we completed production deployment of a new data warehouse platform that will enable us to make use of our large, diverse amounts of data to solve industry problems.

Railinc recognizes the challenges ahead and is uniquely positioned with our expertise, data, technology capabilities, and products and services to support our partners as the industry evolves.



We also laid the foundation for modernizing Railinc's data center and implemented a new technology framework that will support future changes in product and service delivery. We are planning additional data center modernization and data platform work in 2017, as well as IT operations improvements through growth of real-time monitoring, increased testing infrastructure and process improvements around product releases.

The operating environment is changing for the freight rail industry. Railinc recognizes the challenges ahead and is uniquely positioned with our expertise, data, technology capabilities, and products and services to support our partners as the industry evolves.

Thank you for the opportunity to serve you and to contribute to your success.

Sincerely,

E. Allen West
President & CEO

MISSION, VISION & VALUES

Railinc embraces three primary values:

1 Service

We serve the changing needs of our customers and our industry to enhance the value they bring to our community, the environment and our economy.

A blurred image of a freight train at night, with warm orange and yellow lights from the train illuminating the scene. The train is moving from left to right, creating a sense of motion. The background is dark, with some lights visible in the distance.

Railinc Mission

Our mission is to create valued solutions for rail industry problems using our people, processes and technologies.

Railinc Vision

Our vision is to become the rail industry's innovative, go-to resource for data and information systems.

Railinc Values

Values drive our actions. They identify the behaviors and ideals we believe are important to the success of our company.

2 Collaboration

We collaborate with our teams and our customers to get the job done, respecting individual ideas and contributions and moving forward in the pursuit of shared goals.

3 Results

We deliver on our promises to create value for the freight rail industry through talented people, good ideas, business leadership and great technology.



2016 Projects Review

In 2016, Railinc delivered 10 projects prioritized by the AAR's Railinc Project Support Working Committee (RPSWC). The majority of these projects were part of larger, multi-year programs aimed at tackling important industry challenges with the goal of delivering significant value from these investments through improved railroad operations. Here is a brief review of the projects:

ASSET INFORMATION REPOSITORY (AIR) VALUE EXPANSION

This Asset Health Strategic Initiative (AHSI) project built on Railinc's work to create a comprehensive, equipment-level view of asset health and characteristic data. It expanded the bad-actor identification capabilities and provided a mechanism for railroads to get information such as initial terminal and locomotive inspections, mechanical workflows and line-of-road failure bad-actor data. The AAR's Asset Health Strategy Committee guided this effort.

E-TRAIN VALUE EXPANSION

This AHSI project enhanced the E-Train platform to enable handling and receiving railroads to evaluate equipment health and share inspection information in a more timely and effective way. The expansion included data availability around inspections and consist information, which will help to eliminate unnecessary inspections. The AAR's Asset Health Strategy Committee oversaw this work.

INSPECTION QUALITY VALUE EXPANSION

This AHSI project completed the AEI tag data summary that was piloted in 2015 and kicked off similar work for hot-wheel detector, wheel impact load detector (WILD), truck-hunting detector and hot bearing detector scenarios. It also included enhancements to the detector data platform that build additional data quality rules, improve railroad integration paths and create industry standards around sharing of detector data. The AAR's Asset Health Strategy Committee provided guidance for this project.

EQUIPMENT FAILURE ANALYSIS - PHASE 2

This AHSI project built on 2015 work to develop an industry capability to more quickly identify patterns of component and equipment failures. It extended and enhanced the methodology and analytical processes around identifying the causes of component failures and repeated component inspection, replacement or repair of components. It also created ways to share additional data to improve the timeliness and quality of information needed to address derailment prevention and bad-actor identification scenarios. The AAR's Asset Health Strategy Committee guided this effort.

LOCATION MANAGEMENT IMPLEMENTATION - PHASE 1

This foundational project was the first implementation in a multi-phase effort to establish industry standards for geospatial location data management. It included sustaining the initial deployment of the routable network for Chicago and related activities. This work, completed in conjunction with geographic information system and other location efforts across the industry, provides foundational support for AHSI and the Gateway Operations Services program. The AAR's GIS Committee provided guidance for this project.



CLEAR PATH™ - SCORECARD VALUE EXPANSION

This Gateway Operations Services project built on previous work to provide Chicago Terminal operations personnel with current metrics to drive decisions around operating conditions. Updated stopped train metrics are distributed hourly instead of twice daily and are integrated into the Chicago Integrated Rail Operations Center (CIROC) dashboard, which supports proactive decision making. The Chicago Planning Group guided this effort.

CLEAR PATH - ROBUST CHICAGO PLANNING TOOL LINE-UP DATA SOURCE

This Gateway Operations Services project gave Chicago operating officers a common, accurate, current and complete list of trains heading to, originating in and moving through the terminal. The lineup comes from automated carrier feeds and includes associated train consist information and arrival and interchange times that reflect carrier plans. The Chicago Planning Group guided this effort.

CLEAR PATH - TRAIN VIEWER—TRACKING AND VISIBILITY

This Gateway Operations Services project built on the Chicago Terminal Reference Map delivered in 2015 to provide key operating personnel at CIROC and the Chicago Transportation Coordination Office (CTCO) with the ability to monitor terminal operations in near real-time on a map-based display. The Chicago Planning Group provided guidance for this project.

ASKRAIL® - NEW VALUE EXPANSION

The AskRail® mobile application supports emergency responders at derailment sites when shipment documentation is not available from railroad personnel. This project added relevant data to the application and created a demo version of AskRail that allows for training. The AAR's Hazmat Committee provided guidance for this project.

FORWARD AND STORE 7030 EDI UPGRADE

When two or more railroads are involved in a shipment, timely notification of traffic on its way to the next railroad is critical to efficient handling at the interchange location as well as to accurate customer billing. This data quality compliance effort ensured that message types that contain waybill and trip plan information meet current EDI standards and do not lead to manual re-work. The AAR's EDI Committee oversaw this project.

2017 Industry Projects

2017 AAR PROGRAM PREVIEW

Railinc works closely with the AAR's Railinc Project Support Working Committee (RPSWC) to identify multi-year programs that will deliver the highest value from industry investments in 2017 and beyond. The following two programs and their RPSWC-approved projects hold promise to contribute significant value to the industry.

Asset Health Strategic Initiative (AHSI)

The multi-year, multi-phase AHSI program focuses on solving rail-network challenges related to asset health with the targets of reducing mechanical service interruptions, improving inspection quality, and increasing yard and shop efficiency. The following projects are aligned with the 10-year AHSI roadmap and come under the guidance of the AAR's Asset Health Strategy Committee.

ASSET INFORMATION REPOSITORY (AIR) VALUE EXPANSION 2017

This project will augment bad-actor equipment tracking to enhance the level of detail in the equipment scorecard, helping to increase the success rate for identifying equipment causing line-of-road failures. The project will also develop a dynamic subscription engine that will enable users to subscribe to specific data types, supporting more efficient data processing by railroads.

INSPECTION QUALITY VALUE EXPANSION 2017

This AHSI project will produce new data summaries for wheel profile detectors (WPD) and wheel impact load detectors (WILD), as well as WILD alerts and other data summaries to address line-of-road failures. These new capabilities will support integration and sharing of detector data in the Asset Health platform and support the move to condition-based inspections.

EQUIPMENT FAILURE ANALYSIS - PHASE 3

This project will focus on the reporting of railroad derailment and mechanical defect data from railroads to support analysis of equipment-failure causes across the industry. This project supports proactive monitoring of industry data, will result in faster identification of root causes for equipment issues, and will help to reduce mechanical service interruptions and derailments.

AUTOMATE MULTI-LEVEL POOL BILLING DATA EXCHANGE

Multi-level pool billing is currently a paper-based process that limits the ability to track equipment-level repairs and the visibility railroads and car owners have into these repairs. This project will convert the process to one modeled on the electronic AAR Car Repair Billing (CRB) system, standardizing how data are reported and edited and how billings are calculated among participants. It will support better understanding of asset health and will improve visibility into pool billing.

LOCOMOTIVE ASSET HEALTH PRIORITIES - PHASE 1

This project expands equipment health information in the Asset Health platform to support basic locomotive data requirements. It will focus on developing processes to capture and share enhanced locomotive inspection data to reduce inspection-related delays. The project also will include research around detector and sensor data sharing and component tracking to help railroads identify and communicate about issues with locomotives and components.



Gateway Operations Services

The Gateway Operations Services program aims to help operations personnel better manage traffic conditions at major rail gateways, with current emphasis on Chicago. The program focuses on enabling the exchange of timely, accurate and actionable information to support the Chicago Integrated Rail Operations Center (CIROC) and to facilitate proactive inter-carrier operations in the Chicago Terminal. Railinc will deliver the following projects in 2017 under the guidance of the AAR's Chicago Planning Group, the Chicago Transportation Coordination Office (CTCO) and CIROC:

CLEAR PATH™ - CHICAGO TERRITORY EXPANSION

This project will enhance visibility to trains headed to and from Chicago, helping to reduce the frequency of train stoppages and supporting improved management of terminal traffic flow. It will expand the feed of train dispatching data supporting the Clear Path suite of applications to include territory that is one crew change point outside the Chicago Terminal. The applications will be modified to accommodate the larger footprint and will display additional geographic information about the expanded territory and details about trains operating in the region.

CLEAR PATH - SCORECARD—HEADLIGHT METRICS

This project will develop metrics for daily use by terminal personnel on the count of all trains heading to and originating from the Chicago Terminal by hour, origin/destination and corridor. This will help to optimize resource allocation, improve train transit time and reduce conflicts with maintenance-of-way work in the terminal. The project will leverage data flows implemented in 2016 that improved visibility into ETAs and movement in yards and corridors and will increase the level of precision of Clear Path's Terminal Forecasts. Terminal officers also will be alerted to current and forecasted areas of corridor oversubscription.



In addition to the projects associated with multi-year programs, the RPSWC has also approved the following seven projects for 2017:

ASKRAIL® - INDUSTRY SOLUTION

This project incorporates additional high-value functionality to support incident response and management by emergency responders. It also will enhance security around the application's user management process. The AAR's Hazmat Committee is providing guidance for this project.

INDUSTRY USE OF EMERGENCY RESPONSE GUIDE INFORMATION

This project will update the monthly emergency response output file with information from the Emergency Response Guidebook (ERG), the Pipeline and Hazardous Materials Safety Administration's official guidebook for emergency responders. This project will support railroads by providing emergency responders with easy access to ERG information. The AAR's Hazmat Committee is providing oversight for this project.

LOADING AUTHORITY (OT-5) ENHANCEMENTS

This project will enhance the Loading Authority (OT-5) application with data related to areas such as controlling entity and mechanical information. Its purpose is to reduce the time required to make important decisions about private freight cars submitted for approval for placement into use on a railroad. It will help to reduce the costs associated with researching and approving applications for both carriers and shippers. The project is overseen by the AAR's Equipment Assets Committee.



CAR HIRE RULE 22 SERVING AREA FILE

This project will provide the industry with a centralized reference location for serving area information that is critical to the Car Hire Rule 22 reclaim process. This work will help to prevent inaccurate reclaims and counter reclaims. The AAR's Equipment Assets Committee is providing guidance for this project.

AUTOMATE END-OF-TRAIN DEVICE SETTLEMENT

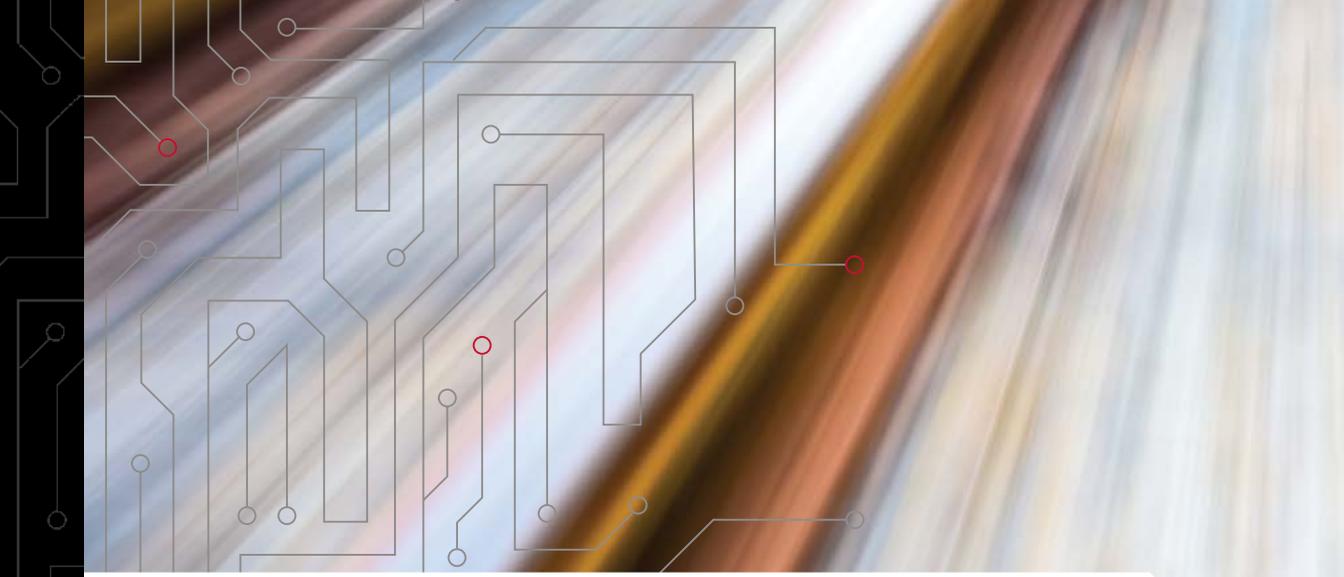
This project will automate business rules that are associated with the use and payment for end-of-train (EOT) devices. It will reduce the substantial manual effort now required to settle charges for EOT device use, enabling improved productivity and enhanced accuracy. The AAR's Equipment Assets Committee is providing guidance for this project.

INTERLINE OPERATIONS SAFETY DOCUMENTATION REPOSITORY AND EXCHANGE

Foreign carrier personnel must have with them a host railroad's most up-to-date safety rules when operating on the host railroad. This project will automate the exchange of these rules documents between interline partners, ensuring the information is shared automatically in a timely, reliable and accurate manner. The AAR's Operating Practices Committee is providing guidance for this project.

ISS 7030 EDI UPGRADE

Rail carriers use the Interline Settlement System[®] to settle millions of dollars in interline revenue each month. This project upgrades revenue waybill EDI 426 to version 7030, delivering business process improvements and ensuring that the revenue waybill exchange meets current EDI standards. The project is overseen by the AAR's Interline Revenue Committee.



Railinc Focuses on Security, Technology, Process Improvements

Throughout 2016, Railinc employees worked to strengthen the company's ability to deliver value to the freight rail industry in a challenging economic environment. From implementation of new technologies to enhancement of security and disaster recovery capabilities to speeding application development and maintenance, Railinc strived to improve its performance and lower its costs. Here's a closer look at some of Railinc's 2016 achievements.

Employees, Railinc Recognized for Excellence

When Jerry Vaughn started at Railinc as a business analyst in 2009, he couldn't tell the difference between the "A" end and the "B" end of a railcar. Everyone in the company and the freight rail industry welcomed him and shared their knowledge.

Since then, he has grown as a leader at Railinc and in the industry. Now director of interline product management, he was recognized by *Progressive Railroading* magazine as one of its 2016 Rising Star award winners. The award honors 20 people under the age of 40 who are making a positive difference in the North American railroad industry.

"You could never learn everything about railroading," Vaughn said. "But my experience at Railinc has helped me understand the complexities and challenges our customers face every day."

Vaughn has overseen nearly all of Railinc's AAR industry products during his tenure. Today, in addition to guiding Railinc's interline products, he provides valuable leadership for the Asset Health Strategic Initiative and the company's Rules and Process Management (RPM) program.

The work of our AskRail and Gateway Operations teams, pictured here, helped Railinc win the N.C. Technology Association's 2016 Industry-Driven Company of the Year award.



Railinc CIO Jerry Traynham also was honored in 2016 with a *Triangle Business Journal* CIO Award, which recognizes individuals who are changing the business community in North Carolina's Triangle region through information technology.

Traynham, who became CIO in 2014, manages Railinc's complex technology environment, providing vision and leadership for the company's data, product development and information systems platforms. He joined Railinc in 2005 and has led a number of significant technology projects, including the technical re-engineering of the Umler® system.

"I've always liked creating products that provide value and solve important problems," Traynham said. "That was my attraction to Railinc."

Vaughn and Traynham are just two of the talented Railinc employees who are dedicated to serving the freight rail industry every day. Together through their work, Railinc employees helped the company earn recognition in 2016 for its technology leadership and its support of the industry.

In November, the North Carolina Technology Association honored Railinc with its 2016 Industry-Driven Company of the Year award at the NC Tech Awards, considered the largest and most prestigious statewide technology awards program. The honor recognizes a company that has provided a product or service to a specific industry and that has made a notable impact to the betterment of that industry. Railinc's nomination highlighted the company's work on the AskRail mobile application and its work to support gateway operations.



For the first time, Railinc was named one of *SupplyChainBrain* magazine's Great Supply Chain Partners. The award goes to a select group of companies whose customers have nominated them for providing outstanding solutions and services that made a significant impact on their supply chain performance.

And for the fifth time in six years, *Inbound Logistics* magazine named Railinc as one of its Top Logistics IT Providers. The honor recognizes logistics IT companies that support and enable logistics excellence.



Railinc Strengthens Security Position

Cybersecurity threats take many forms today. A simple phishing email mishandled by an employee could expose a company to cyberattacks that compromise sensitive data or cripple technology infrastructure.

Railinc takes all potential threats and the risks they pose seriously. The company is constantly working to strengthen its security position, training employees and adopting the most advanced security tools, practices and policies. Railinc's 2016 security work reflected a resolute commitment to protect against cyberattacks that grow in scope, sophistication and number each year.

These security projects focused on a variety of areas, from data and mobile device encryption to cybersecurity incident management planning to network security improvements and the enhancement of Railinc's secure software development lifecycle. Railinc also continued intensive security scanning, penetration testing and social engineering testing.

Strong security controls like these are essential to Railinc's operations and ability to serve customers. Thanks to the company's vigilance, Railinc experienced no attacks or security failures in 2016 that affected service-level agreements or the integrity of customer data.

But no security tool is 100 percent effective. Security measures are only as strong as the people who work behind them.

That's why Railinc continues to make security a key component of company culture, requiring security training for all employees to ensure they have the knowledge and good judgment to recognize and prevent attacks and to keep data and systems secure. In 2016, Railinc completed multiple rounds of security training for all employees, successfully completed an annual social engineering assessment and offered specialized security training to IT personnel on topics including secure coding practices.

Security will stay a top priority in 2017. Railinc will continue its robust training program for employees and its implementation of the highest level of security standards and practices to protect its network and the industry assets entrusted with the company.

AskRail® Mobile App Upgrades Enhance Security, Improve UX

The AskRail® mobile application puts critical rail data in the hands of emergency responders so they have the information they need when they arrive at the scene of a rail emergency. Using data sourced from Class I railroads, the app provides access to accurate, timely information about railcars carrying hazardous materials.

Railinc, with industry guidance, made changes in 2016 to the way users download the application to their devices. Beginning in September, users could download the app from Google Play or Apple's App Store.

Moving the app to the two largest mobile app stores enabled a number of benefits, including streamlining the delivery of application enhancements by pushing automatic updates to users. It also allowed new users to request permission to access AskRail data from the app itself and enhanced security around the application and the data it delivers to first responders. Combined, these enhancements enable a more secure app and an improved experience for users who need easy, fast access to critical, current data when responding to a rail emergency.

AskRail has proved to be a valuable resource for emergency responders and Class I railroads. More than 10,000 emergency responders from across North America already have the app on their devices, and hundreds more download it each month.

Technology Upgrades Provide Flexibility to Innovate, Adapt

One of Railinc's top priorities each year is managing technology refresh. The company's people work hard to stay in front of technology changes that can deliver cost savings and productivity improvements while meeting the evolving needs of customers.

In 2016, Railinc completed production deployment of a new data platform that supports key technology capabilities in a cost-effective way, including real-time data integration, complex batch processing and self-service analytics. The new data platform positions Railinc to support the forecasted increase in rail data volume and the application and systems enhancements needed to handle growth in processing requirements.

Railinc also introduced a new technology framework—AngularJS—that will speed application development and updates, lower the cost to serve customers and support future changes in how users access the company's products and services, including through mobile devices. The result: richer applications and a better user experience.



Railinc Continues to Refine Disaster Recovery Practices

Railinc applications and systems play a critical role in railroad operations. If they aren't available, the impact would ripple across the industry.

To mitigate the risk of service interruptions, Railinc has focused on developing strong disaster recovery (DR) capabilities. This work has helped employees maintain a preparedness stance and has ensured that Railinc has in place processes, technologies and infrastructure to support uninterrupted business operations in the case of an event that disables the company's primary data center.

Railinc completed regular DR exercises in 2016 to test its processes, people and technologies. The company tested all Tier 1 and Tier 2 applications, including the Umler system, the Damaged and Defective Car Tracking system, Early Warning and Component Tracking, and tested 27 Tier 3 and Tier 4 applications.

Railinc also held four internal, company-wide technology exercises during the year and exceeded recovery time objectives for each. Seven customers partnered with Railinc for the customer testing segment of the company's annual DR exercise.

Railinc will hold regular exercises and drills in 2017 to ensure its employees and technologies can respond quickly and effectively to an event that compromises the company's ability to serve customers.

Railinc applications and systems play a critical role in railroad operations. If they aren't available, the impact would ripple across the industry.



Railinc Rules, Process Program Increasing Agility, Enabling Knowledge Transfer

The Rules and Process Management (RPM) program, which completed its third year in 2016, continues to advance the way Railinc manages business rules and processes in rail industry applications. The program supports increased agility that enables seamless knowledge transfer among developers, business analysts and customers. The more that Railinc employees can understand about these rules and processes, the better the company can serve its customers.

For example, as part of the RPM program, the Car Repair Billing (CRB) application went from about 1,100 rules in implementation to fewer than 475 in 2016. Thanks to the reduced complexity, one Railinc business analyst was able to identify the root cause of a CRB production issue in less than an hour. Before the RPM program, it might have taken as long as two weeks to dig through the code and discover the error in the rules.

The RPM program continued its ongoing focus on processes, technology and people in 2016. Railinc modernized five applications including the Component Registry, CRB and Inspection Quality and completed technical assessments of 11 applications. Railinc also created business vocabulary concept models in five product groups, laying the foundation for RPM adoption across more applications. Product teams also worked with Railinc's RPM experts to harvest rules, business terminology and decision tables from applications.

Remaking how Railinc business analysts, developers and others approach their work requires significant employee training on new technologies and concepts. In 2016, more than 100 employees received training in their areas of specialization, including architecture, business analysis and product management. And more than a dozen Railinc business analysts participated in an intensive, hands-on "learn-by-doing" training program that paired them with outside business rules experts.

Railinc Company Overview

Railinc is an innovative and reliable resource to the rail industry for rail data, IT and information services. We support business processes and provide business intelligence that help railroads, rail equipment owners, their customers and business partners increase productivity, achieve operational efficiencies and keep their assets moving. Railinc is the industry's largest source for accurate real-time interline rail data. Railinc Corp. is a wholly-owned subsidiary of the Association of American Railroads.



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Vice President, Business Operations

Jerry Traynham

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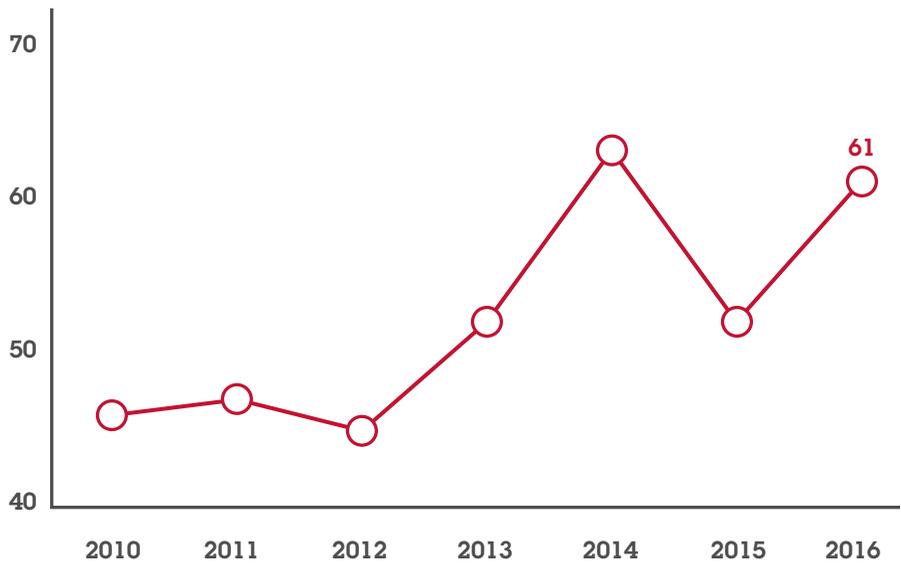
Chief of Staff



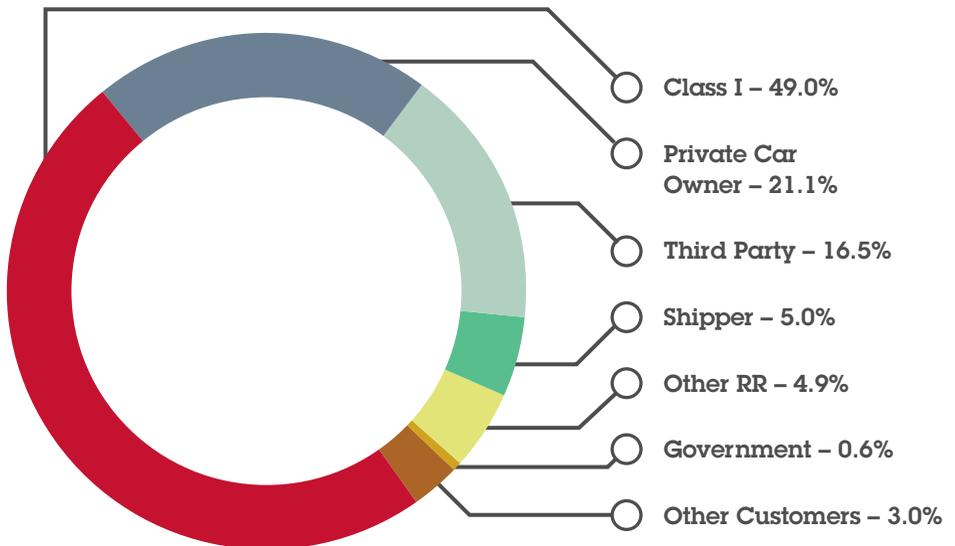
Railinc Business Overview

The NPS® gauges customer satisfaction with an organization by asking the question, “How likely would you be to recommend Railinc to a colleague?” Railinc’s score typically rivals those of some of the world’s leading software and technology companies.

RAILINC NET PROMOTER SCORE



RAILINC 2016 CUSTOMER MIX BY TYPE



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