

To the Greenbrier Family in the United States,

We find ourselves operating during a critical time in world history. I want to take a moment to share an update on COVID-19 conditions and how this effects our operations. **First, thanks to each of you, we are open for business.** Our operations are proceeding with adjustments that follow the guidance and recommendations from the Centers for Disease Control and Prevention (CDC) and local public health agencies. Please know that I, the Greenbrier Board and our entire leadership team holds your unwavering dedication and hard work through this period in the highest regard. The challenges that Greenbrier, and large and small businesses everywhere, will encounter in the weeks and months ahead are steep, to an extent still not yet fully known. Although this is a stressful time, our role in the transportation industry remains vital. The safe and efficient movement of goods is integral to communities and economies around the world. The transportation sector we support is critical to helping our communities regain health and our economies regain strength. Greenbrier will be at the forefront of the recovery to come.

Greenbrier is currently operating in a dual mode. First, we must ensure our workforce remains safe and healthy. At the same time, we must care for our enterprise during a period of extreme economic stress. Executing well on these two missions will ensure our success now and going forward.

The following includes more specifics about Greenbrier's COVID-19 U.S. response plan that I would appreciate you reading:

Working with local, state and federal authorities: A number of states and some local governments are taking additional steps to limit spread of the virus. Multiple states have all implemented "stay home" orders. Greenbrier's executive team is working closely with federal, state and local government officials. We are working to ensure that Greenbrier is defined as an essential business given our role in supporting critical supply infrastructure. The Department of Homeland Security (DHS) this week issued guidance on essential critical infrastructure workers, including workers supporting railroads among the covered groups. The guidance directs, "Promoting the ability of such workers to continue to work during periods of community restriction, access management, social distancing, or closure orders/directives is crucial to community resilience and continuity of essential functions". The states and municipalities that have acted so far have followed the DHS guidance. Orders continue to issue from various government entities. We will keep our teams informed on the impact of these orders on our operations as swiftly as possible. **In compliance with all issued orders, Greenbrier is fully operational at all locations in the United States and, at this point, around the world.** We are relying on U.S. Homeland Security exemptions and U.S. federal guidelines for critical manufacturing sectors, of which transportation is one. To that point, one of the largest challenges we will face in operating our facilities is transportation and supply chain reliability. We will be helping others stay supplied, so that their essential businesses can also continue to operate. This includes recovering communities and the medical industry, which is so vital today.

Things are fluid and we will keep you all informed.

Keeping Our Employees Safe: As you know, we have implemented additional safety precautions for employees in our offices and production facilities. We have offered enhanced sick leave for those

who need it and a telecommuting policy for those who can use it; see these policies at [at our COVID-19 resource page](#). Since the start of the outbreak Greenbrier has offered enhanced hygiene tools and guidance, increased frequency and scope of cleaning and implemented staggered work shifts. We are now screening workers at most manufacturing facilities for fevers and sending anyone home who presents with symptoms. This is a best practice which has been used successfully in Malaysia and other countries. We also implemented now familiar social distancing measures. Even with these actions, I want to reiterate the importance to all employees that if you are not feeling well, follow our COVID-19 guidelines – stay home and access the health care support services available to you. Staying home even if you feel only minor cold or flu symptoms protects the entire community. Consult the public health links we have sent you. If you have any questions, contact your HR representative and direct supervisor for additional guidance. Please e-mail CORONAVirus@gbrx.com if you have additional questions or comments about our response. Your health and safety are our top priorities as we meet these challenges together.

Our role in distributing critical items amid crisis: I want to specifically mention the dedication and resolve of our production employees who continue to keep our supply infrastructure stable. I visited Greenbrier Gunderson last week on Friday, March 20 and took the opportunity to thank our colleagues there on behalf of all of us. Others from our executive teams have recently been or are with our colleagues at GMO and GRS locations in other U.S. states and in Mexico.

Your work, and our work together, remains critical to maintain the delivery of vital goods such as food, medical supplies, fuel and much more. It is important work and we should be proud of it. The steady commitment of our non-manufacturing employees is also of the utmost importance, as their support services and critical roles help keep our businesses all running, including commercial, railcar management and leasing. All of us play a key role in one of the most important parts of our society – **the ability to maintain transport of critical items at an unprecedented moment in this century.**

I leave you with this: We are managing well in uncertain times. We must continue to work together to keep our workforce safe and healthy while maintaining business continuity. Finally, we must adapt to the new economic reality in which we find ourselves and make decisions that preserve Greenbrier for years to come.

Again, my deepest gratitude to each of you for your efforts. When we emerge from this crisis, and I am confident we will, I know it will be due to the courage, care and dedication each of you are demonstrating now.

Courage, and as one of our workers wrote to me just the other day: Endurance.

Bill