



Montana Rail Link, Inc.

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January 10, 2022

Dear MRL Employees:

I have some important news to share, and we want to make sure you hear it directly from us before it becomes public. After careful consideration, we have decided to conclude our long-term lease with BNSF Railway. BNSF will resume operations and maintenance of MRL which will provide long-term sustainability, predictability and opportunity for you and our Montana customers.

This decision was made after a great deal of thought including securing BNSF's commitment to continue employment for all MRL employees. MRL employees will have the ability to stay and work in their current location under the MRL labor agreements once an implementing agreement is negotiated. Under that scenario, BNSF will also preserve payments to employees that match MRL's historical annual profit-sharing payouts going forward.

When MRL was created in 1987, our vision was to become a safe, reliable regional railroad in partnership with BNSF, then Burlington Northern, to provide customers with competitive, consistent service and employees with good, stable jobs. Thanks to you, we have achieved that vision together and answered the call since the day we began operating trains.

The freight environment has evolved, however, and over 90% of the volume moving on MRL is on BNSF trains. We are a critical link in BNSF's northern transcontinental network, delivering grain, consumer and industrial products to the West Coast. BNSF operating the line as part of their network will ensure competitive access to global markets while continuing to provide the consistent and reliable service for our customers. This will create a more seamless supply chain and will position MRL employees and customers for future success.

As we contemplated the best course of action for the future, it was of the utmost importance to the Board and the owners that MRL transition to an organization that shares our values and ensures that MRL's employees will remain employed. The Washington Companies have earned a reputation for fair treatment and this transition is consistent with that commitment. We are thrilled that BNSF has committed to retaining MRL's entire workforce. They also share our commitment to maintaining the high level of service that our customers have come to expect.

MRL and BNSF will be in touch with union leadership immediately to start negotiations regarding implementing agreements with MRL's labor unions. There will be no change in the status quo as those negotiations are ongoing. It is our hope that union leadership will take full stock of the seniority and experience offered by our workforce and will come to terms allowing our employees to work their same jobs under the same or similar circumstances as they enjoy today. I know this is a lot of news to digest, and I'm sure many of you have questions. We have posted a Frequently Asked Questions section on the MRL intranet at www.montanarail.com/info or you can send your question to info@montanarail.com and we will answer it as quickly as possible. I can assure you that we are committed to clear and transparent communication going forward. For now, it is important that we all stay focused on safely performing our daily tasks.

Sincerely,

A handwritten signature in blue ink that reads 'D. Ollmann'.

Derek Ollmann