

Pandemic Plan

Overview

Lynden's transportation businesses by their nature are geographically distributed with a majority of the service centers in remote locations. Although Lynden's transportation businesses are multi-modal, at the core of these businesses is the competency of freight handling. This means that freight handling employees from various locations can be qualified to handle freight in other locations, subject to any required training or security clearances. Back office operations (customer service, billing, and accounting) also share common or similar processes that would allow employees to perform work at other locations. Lynden's technology platform allows for these back office operations to be performed independent of service centers or at any location that has an internet connection and a personal computer. Lynden's phone systems are also extendable to the home of employees or other locations allowing an employee to be productive if they are quarantined or at home taking care of a dependent that is ill. Lynden's transportation businesses serve markets that typically peak in the summer months with winter volumes reduced to as little as 50%-75% of peak. As a result, our workforce employs many seasonal and part-time employees who can be called upon when needed.

Core to Lynden's pandemic response plan is the flexibility of our workforce. In the case of a large scale unavailability of employees at one location due to pandemic, we have the ability to:

1. Move employees' intra-company from less affected areas to areas in need.
2. Subcontract services from one Lynden entity to another due to similarity of processes and employee skills.
3. Use technology to move work (phone/computer) to less affected areas or to employees working from home.
4. Draw on seasonal and part time labor resources as well as increasing work hours of individual employees.

Services such as customer service, information technology, tax and accounting activities are transportable using Lynden's technology. It is Lynden's plan to use our remote access technology to allow work to be moved from one location to another and to allow many employees who are contagious or caring for ill family members to work from home.

Skilled Labor

There are specialized areas of labor in each operation such as truck drivers, pilots, equipment operators, vessel operators and stevedoring operators.

Truck Operations: This is the largest group of mode-specific operators in the Lynden companies. With few exceptions all drivers are CDL qualified and Hazard Material qualified. A vast majority are qualified for hauling doubles. In the event of a pandemic the affected location will be able to

either shift drivers from other locations or to contract with other Lynden companies for drivers and power if needed. Lynden has used this procedure to meet unique periods of demand. Also because of the seasonality of the business the owner operators and subcontractors could be drawn upon to fill gaps. The nature of line driver work does not typically involve physical contact with others during work hours. Solo line drivers will have the least exposure to illness. Preventive steps, if followed, will result in few work-preventing illnesses. Team drivers will have a higher risk of illness and a pandemic plan should address a way to either shift to solo operations or to fill seats for the ill team driver. Local drivers will run the highest risk of illness because of the frequent contact with customers and fellow employees at the service centers. If we experience a shortage of Local drivers, it is possible to utilize our existing line haul drivers, or subcontract services either to another Lynden company or a third party. In addition, customers can be given the option of self-service pickup or delivery. Finally, Lynden maintains a management pool with CDLs that may fulfill short term continuity requirements.

Aircraft Crew: Lynden Air Cargo offers scheduled and charter services as a supplemental cargo airline. Crew often live and are based at remote locations, and respond to surges in our non-scheduled charter operations that arise during crises such as the October 2009 Tsunami/Earthquake relief efforts in Samoa and Sumatra. In the event a crew base was negatively impacted and significantly reduced by a pandemic, Lynden could assess reassigning crews to work assignments covering existing scheduled service routes, and ad hoc work can be scheduled around any staffing issues.

Vessel Operations: Lynden provides service using 3rd party vessel operators (e.g. TOTE, Matson), using owned vessels and operators, as well as providing service using contracted vessel operators. In tug and barge operations, Western Towboat and Dunlap Towing are contracted for a vast majority of line haul vessel operations. Like the Lynden family of companies, Western Towboat's and Dunlap's business is highly seasonal and during the winter several tugs and crews are not working. Even with 40% absenteeism of tug crew, Western Towboat and Dunlap Towing would still be able perform towing and stevedoring services for Lynden during the winter. Vessel crew typically work in close proximity, but isolated environments in a small complement. Lynden reviews subcontractor practices to support safe, reliable continuity of services. Lynden's Bering Marine operates shallow draft vessels and is highly seasonal; tug crew are available to work during the winter if a shortage were to occur. Bering Marine operates an integrated-tug-and-barge between Whittier and Cordova and if there were a 40% loss of crew, crew from alternative services areas are generally available to fill in.

Stevedoring Operations: Lynden's stevedoring operations are performed by a combination of Company employees and subcontractors, Western Towboat, Arrowhead Transfer and Alaska Railroad. The operations are generally similar and personnel could move from one location to another to load and off load. In addition, subcontracted services could be increased during a pandemic. Lynden's management ranks contain several qualified stevedoring operators that could be drawn upon to fill any voids and Lynden and its subcontractors have several highly skilled seasonal employees that can return to work in case of a shortage.

Planning

Generally each Lynden Company has a pandemic coordinator and will be responsible to develop more plan details for each company. The plan will contain prevention and operating sections with escalating levels that correspond to the risk at a location. The coordinator will be responsible to activate, manage and coordinate the plan within the operating company and coordinate efforts and resources between other Lynden companies outside contractors.

The Company's decisions involving persons who have a communicable disease will be based on current medical judgments and expert advice concerning the disease, the risks of transmitting the illness to others, the symptoms and special circumstances of each individual who has a communicable disease, and a careful weighing of the identified risks and the available alternatives for responding to an employee with a communicable disease. The Company will not discriminate against any job applicant or employee based on the individual having a communicable disease. The Company reserves the right to exclude a person with a communicable disease from the workplace facilities, programs and functions if the organization finds that, based on a medical determination such restriction is necessary for the welfare of the person who has the communicable disease and/or the welfare of others within the workplace, or if the person poses a direct threat to others (a significant risk of substantial harm to the health or safety of the individual or others that cannot be eliminated or reduced by reasonable accommodation).

The Company will comply with all applicable statues and regulations that protect the privacy of employees who share medical information with the Company.

Communicable Disease Defined

Communicable diseases include, but are not limited to, measles, influenza, viral hepatitis-A (infectious hepatitis), viral hepatitis-B (serum hepatitis), human immunodeficiency virus (HIV infection, AIDS, AIDS-Related Complex (ARC), leprosy, Severe Acute Respiratory Syndrome (SARS), tuberculosis, Ebola and, more recently, 2019-nCoV (COVID-19). The Company may choose to broaden this definition within its best interest and in accordance with information received through the Centers for Disease Control and Prevention (CDC).

According to the federal Centers for Disease Control, much is unknown about how 2019-nCoV, a new coronavirus, spreads. Current knowledge is largely based on what is known about similar coronaviruses. Coronaviruses are a large family of viruses that are common in many different species of animals, including camels, cattle, cats, and bats. Rarely, animal coronaviruses can infect people and then spread between people such as with MERS, SARS, and now with 2019-nCoV.

Most often, coronaviruses spread from person-to-person happens among close contact (3 feet or closer by World Health Organization standards, and 6 feet or closer by CDC standards). Person-to-person spread is thought to occur mainly via respiratory droplets produced when an infected person coughs or sneezes, similar to how influenza and other respiratory pathogens spread. These droplets can land in the mouths or noses of people who are nearby or possibly be inhaled into the lungs. It's currently unclear if a person can get 2019-nCoV by touching a surface or object that has the virus on it and then touching their own mouth, nose, or possibly their eyes.

Typically, with most respiratory viruses, people are thought to be most contagious when they are most symptomatic (the sickest). 2019-nCoV, however, has spread from an infected patient with no symptoms to a close contact.

It's important to note that how easily a virus spreads person-to-person can vary. Some viruses are highly contagious (like measles), while other viruses are less so. There is much more to learn about the transmissibility, severity, and other features associated with 2019-nCoV and investigations are ongoing.

Infection-Control Measures

Lynden Companies will take a number of steps to minimize to the extent practicable exposure to and spread of infection in the workplace.

The Company expects employees who contract the flu or other easy-to-pass illnesses or have been exposed to infected family members or others, to stay home and seek medical attention as necessary and appropriate. The Company expects such workers to notify their supervisors of absence, exposure or illness as soon as possible.

The Company may require employees who are infected or who have been exposed to infected persons, to stay away from the work site until symptom-free. Employees may be required to present a medical certification that they are symptom-free before being allowed to return to work.

Employee Leave

A Comprehensive description of employee leave rights are contained in the Employee Handbook or Management Guide. Employees with certain illnesses may need to request accommodations, including leave of absence and may require input from the employee's healthcare provider. The employee has an obligation to cooperate with the Company in this process, which may include authorizing the Company to communicate with the employee's healthcare provider concerning the employee's condition, limitations, and possible accommodations. The Company may mandate that employees take leave during a pandemic influenza to control infection.

Business Travel

Generally, in the event of a pandemic, business-related air travel on the Company's behalf is discretionary and may be suspended, depending on expert advice.

Special Needs and Accommodations

The Company is required by law to notify first-responders about employees with medical conditions that could be compromised due to certain illnesses. The Company urges such employees to confidentially self-identify to HR so that supervisors are aware of and can prepare for such employees to receive any special medical expertise that might be required if an employee becomes severely ill on the job. HR maintains the confidentiality of medical information provided,



making it available solely on a need-to-know basis and only when needed by emergency-responders.

Work from Home

Employees, depending on the nature of the job and needed equipment, may work from home to (1) avoid getting other employees ill (2) to avoid the broad spread of a virus and (3) to ensure the Company can continue to meet customer needs during a pandemic.

Employee Assistance Program (EAP) Services

The Company's EAP services remain available to all employees during a pandemic or lesser outbreak. The Company has contracted with our EAP provider to make available to you a team of crisis-management specialists and provide psychological and emotional support at any time. Contact information for our EAP is maintained on our intranet site (LShare), published on posters throughout the workplace and included in benefits information packets provided.

Teladoc

Teladoc is a provider of telehealth medical consultations in the United States, giving members anytime, anywhere access to quality medical care through telephone consultations, which can include video calls. U.S. board certified doctors are available to resolve many of your medical issues through phone consultations. You can also use Teladoc to get treated by a doctor throughout the United States. If you are enrolled on the Aetna medical plan there is no cost to you for a consultation. Contact information can be found on our intranet site (LShare) in your Benefits Summary and at <http://lshare/prepared>.