

Jack Cooper: Frequently Asked Questions

1. Why is this comprehensive restructuring a critical milestone for Jack Cooper?

Jack Cooper announced a comprehensive restructuring to help ensure the Company's financial viability. The restructuring would reduce the Company's debt by more than \$300 million and preserve jobs for nearly 2,000 union workers.

The actions Jack Cooper is taking would secure its long-term success and drive forward its 90-year legacy – for the benefit of its valued employees, customers, and suppliers.

2. Why has Jack Cooper filed for Chapter 11?

Jack Cooper has been focused for some time on identifying a sustainable path forward in the face of significant industry headwinds, substantial debt, and other financial obligations. Jack Cooper and certain of its subsidiaries and affiliates filed Chapter 11 in the U.S. Bankruptcy Court for the Northern District of Georgia to implement a comprehensive solution to the ongoing challenges it has been facing.

3. Can you explain the financial side of the restructuring?

The Company's largest lenders have agreed to cancel their debt as part of a transaction to purchase all or substantially all of the Company's assets. The purchase will be subject to a Court-approved competitive bidding process. The transaction will result in a significantly deleveraged company with new shareholders, who have committed to invest new capital in the restructured Company that will enable it to execute on its business plan.

4. Will the day-to-day operations of Jack Cooper be affected?

Jack Cooper will continue to operate its business in the ordinary course during the Chapter 11 proceedings.

The Company filed with the Court a series of customary motions seeking to continue operating as usual and uphold its commitments to its valued customers, employees, and other stakeholders during the process. These "first day" motions were approved by the Court, helping to facilitate a smooth transition into Chapter 11.

5. Does Jack Cooper have sufficient cash to continue operating while in Chapter 11?

Jack Cooper's lenders have also agreed to provide essential debtor-in-possession financing during the process, which will allow the Company to maintain normal operations and pay its employees and suppliers in the ordinary course of business.

6. Will the Company continue to pay employees and provide benefits during the Chapter 11 process?

Current employees will be paid their wages/salaries and receive their benefits in the ordinary course during the process.

7. How does the Chapter 11 filing impact customers of Jack Cooper?

During the process, Jack Cooper will remain focused on successfully serving customers. The Company's commitment to timely delivery, damage-free performance, and value will not change. In the end, Jack Cooper expects to complete a comprehensive restructuring of the business that will benefit its customers – including by allowing Jack Cooper to pursue a replacement and refurbishment of its truck fleet – and result in a stronger business going forward.

The Company filed and received approval by the Court of a motion requesting permission to maintain and honor customer obligations. These include (i) continuing to pay cargo damage claims and (ii) ensuring no interruption in the services procured for customers at terminals and lots (e.g., renting off-site yard space to accommodate overflow vehicles from Jack Cooper terminals; procuring security services; providing shuttle and driveaway services for off-site yard space).

8. Will suppliers be paid for goods delivered/services rendered to Jack Cooper *before* the filing date? What about *on* or *after* the filing date?

Under the Bankruptcy Code, which is U.S. federal law, Jack Cooper is prohibited from making any payments to suppliers for goods delivered or services rendered to filing entities *prior* to the Chapter 11 filing unless payment of specific prepetition claims is Court approved. Treatment of these “prepetition” obligations will generally be determined at the conclusion of the Chapter 11 case.

Jack Cooper can and will pay suppliers in the ordinary course of business for all authorized goods delivered and services rendered *on* or *after* the filing date. Payments for these “postpetition” obligations are generally given priority payment status in a Chapter 11 proceeding, providing additional protection to suppliers moving forward.

9. Are Jack Cooper's Canadian and Mexican operations part of the proceedings?

Jack Cooper has received recognition of the U.S. Chapter 11 proceedings under Part IV of the Companies' Creditors Arrangement Act in the Ontario Superior Court of Justice. The Company's operations in Mexico are not included in the proceedings.

10. What if I have more questions about the Chapter 11 filing?

For information about Jack Cooper's Chapter 11 proceedings, including access to Bankruptcy Court documents, please visit <http://cases.primeclerk.com/jackcooper>.