

COMPANY FACT SHEET

Consolidated Chassis Management was formed in 2005 by the Ocean Carrier Equipment Management Association to develop a more efficient model for operating intermodal chassis. Today, CCM manages six regional chassis pools based on a cooperative model that emphasizes low barriers to entry, service reliability, safety and cost effectiveness. As a result, CCM has become the leading cooperative chassis pool manager, managing the combined fleets of multiple contributors to provide maximum equipment availability and facilitate ease of participation to all involved in intermodal freight transport.

CCM’s reach spans the United States to include over 300 locations where we track and manage M&R services, equipment repositioning and inventory control for pool users and process millions of transactions per month. Consistent with our mission to operate the most efficient and collaborative chassis pools for stakeholders, we are committed to fairly balancing our diverse stakeholder needs. We have relationships with all Class I Railroads and numerous Ports and provide our services for ocean carriers, motor carriers, beneficial cargo owners, third party logistics providers, non-vessel owning common carriers (NVOCCs) and other industry participants. For over 10 years CCM Pools have operated on a “cost pass-through” basis that focuses on running pools at the lowest possible operating and administrative cost.

OUR MISSION

CCM's mission is to operate the most efficient and collaborative chassis pools for stakeholders. Its operating philosophy is defined by the following principles:

- **Availability & Quality** – CCM is dedicated to provide quality chassis that are available when and where needed by its user community.
- **Competition** – CCM will design its product to promote competition and support multiple contribution models.
- **Fairness** - CCM is committed to fairly balancing its diverse stakeholder needs.
- **Low-Cost** – CCM's focus will be to run its pools at the lowest possible operating and administrative cost.
- **Non-Profit** – CCM will operate on a "cost pass-through" basis.

President & COO: Jon Poelma

Web Site Address

CCM System Offerings

Headquarters

500 International Drive
Suite 130
Budd Lake, New Jersey 07828

ccmpool.com

Chassischoice.com
Chassismanagementsystem.com

Owned by: Ocean Carrier Equipment Management Association (OCEMA)

OCEMA is a U.S. based association of 12 major ocean carriers that provides a forum for its members to discuss equipment related operational, safety and related matters pertaining to the intermodal transportation of ocean freight within the U.S.

CCM MEMBERSHIP

Membership in CCM pools is available to a broad range of intermodal industry participants, including ocean carriers, shippers/consignees, equipment leasing companies, motor carriers, terminal operators, logistics companies and other entities. CCM Members are sometimes referred to as the Providers or Contributors of chassis, as they contribute chassis to a common pool and have access to pool chassis at all common locations within that pool.

<p>Chicago & Ohio Valley Consolidated COCP</p> <p>Direct Chassis Link Evergreen Flexi-Van Matson Navigation North American Chassis Pool Cooperative TRAC Intermodal</p>	<p>Gulf Consolidated - GCCP</p> <p>Direct Chassis Link Evergreen Flexi-Van Matson Navigation Mediterranean Shipping North American Chassis Pool Cooperative TRAC Intermodal</p>	<p>Midwest Consolidated - MWCP</p> <p>Direct Chassis Link Evergreen Flexi-Van Matson Navigation North American Chassis Pool Cooperative TRAC Intermodal</p>
<p>Denver Consolidated - DCCP</p> <p>Direct Chassis Link Evergreen Flexi-Van Matson Navigation TRAC Intermodal</p>	<p>Mid-South Consolidated - MCCP</p> <p>Direct Chassis Link Evergreen Flexi-Van Matson Navigation North American Chassis Pool Cooperative TRAC Intermodal</p>	<p>South Atlantic - SACP</p> <p>Direct Chassis Link Evergreen Flexi-Van Matson Navigation North American Chassis Pool Cooperative Trac Intermodal Turkon</p>

KEY CCM SERVICES

Cooperative Pool Management (Core Service)

Chassis are contributed to the "gray" pool which are used by all participants and can be picked up and returned to any common location within that pool. CCM is the back room operations, managing the data, logistics and M&R for each of the pools.

Private Pool Management

Entities operate using their own fleet while CCM manages M&R, Data, Equipment Tracking and Billing.

Data Management

Entities access customized reporting and tracking services through CCM's state of the art management systems.

Shipment Data for Chassis Provisioning

Transmits and interprets chassis provisioning terms between intermodal participants based on shipment data.

Chassis Billing System

A fully automated billing solution that eliminates the need for manual billing and processes shipment data that syncs with CCM managed pools as well as non CCM managed pools.

Choice of Chassis Provider Program

Chassis customers set their own terms and rates with the chassis provider of their choosing without having to lift the container onto a new chassis.

Chassis Booking System

Chassis customers seeking a release for a bare chassis submit their request through the Booking System for a quick and seamless booking of the co-op equipment.

Chassis Reservation System (for Premium equipment)

Premium chassis customers seeking a release for a Premium Unit within a Premium Chassis Pool submit their request through the Chassis Reservation System for a quick and seamless booking for premium equipment.

Management of M&R Services

M&R services are arranged by CCM via iAuditor, a digital inspection checklist app, allowing the quick and accurate transmittal of M&R inspection results ensuring repairs conform to CCM standards.

KEY RELATIONSHIPS

- Commercial Vehicle Safety Alliance (CVSA)
- Intermodal Association of North America (IANA)
 - *CCM has multiple employees involved with various IANA task forces including but not limited to LED Lights, DVIR and Mechanic Training Task forces.*
- JP Morgan
- Safety Culture

KEY PARTNERS

Advent Intermodal Solutions
American Traffic Solutions
Transtech Partners, LLC

OUR PORT PARTNERS



OUR RAIL PARTNERS



EXECUTIVE LEADERSHIP BIOS

JON POELMA

President & COO

jpoelma@ccmpool.com



Jon Poelma is currently President and Chief Operations Officer for Consolidated Chassis Management where he has responsibility for the logistics and maintenance operations in addition to IT, HR, Sales, and Finance. Prior to joining CCM in 2012, Jon was Director of Operations for Schneider National's Intermodal Division where he was responsible for the intermodal drayage, dispatch, and drivers on the East Coast. Jon spent over a decade with Maersk Line recruited directly from college into their Leadership Training Program. His years at Maersk took him around the world through expatriations to Singapore and the company's headquarters in Copenhagen, Denmark culminating in

the role of Senior Director of the Transpacific Trade based in Madison, NJ. Jon received his B.S. in Business Management and Economics from Cornell University, a Master's Degree In Intermodal Transportation from the University of Denver and an MBA from Cornell University's Johnson Graduate School of Business. Jon serves on the Boards of IANA and Cornell Club of Northern New Jersey. Jon and his wife Josephine reside in Morristown, NJ and enjoy travel in their spare time.

THOMAS D. MARTUCCI

Vice President, Management Information Systems

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Tom Martucci is currently Vice President of Management Information Systems where he is responsible for the identification of CCM's computing needs as well as designing and enhancing CCM's software suite to meet today's market needs. This includes day to day support for CCM's applications, IT infrastructure, end user support desk and management of 3rd party service providers. Tom leads the team of data analysts responsible for cleansing CCM's equipment tracking and a team responsible for developing CCM's business analytics applications. Tom has over 28 years of experience in the transportation industry with responsibilities ranging from technical development

of applications to developing IT strategies for several large corporations. Prior to CCM Tom was CIO for Interpool, Inc. where he managed two separate IT departments; one department servicing their leasing business and the other department where he was responsible for the design and development of Trac's Poolstat system. For several years Tom headed an IT consulting practice where he worked with firms to assess their IT capabilities and strategies for growing their computing platforms as well as designing their new systems. Tom attended IONA College where he received a Bachelor's of Business Administration with a major in Management and a minor in Computer Science. Recently Tom achieved a certificate in Executive Training for High Performance at University of Virginia's Darden School of Business.

MICHAEL R. MITCHELL

Vice President, Human Resources & Administration

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Mike Mitchell is currently Vice President of Human Resources & Administration for Consolidated Chassis Management. In this role Mike has responsibility for the Human Resources, Risk Management and Corporate Administration overseeing contracting, property management/office leasing and DOT/IEP registrations. Mike began his career in the United States Army as an Officer in the Infantry and Transportation Corps where he worked in human resources at the manager and director level. With over 27 years of experience in the transportation industry, Mike has worked with Matson Terminals, Sea-Land Service and CSX Lines in management and directing roles. As CCM's first employee, Mike directed business development efforts for expanding the chassis pools nationwide, opening operations in 34 cities over a 4.5-year period. Mike received his B.S. in Criminal Justice Administration and Military Science at Missouri Southern State University. He is a decorated military officer and recipient of the Bronze Star Medal.

LORRAINE SOOS

Vice President, Finance and Accounting

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Lorraine Soos is currently Consolidated Chassis Management's Vice President of Finance. Lorraine's responsibilities comprise all aspects of the financial reporting process including but not limited to financial compliance, financial statement preparation, cash management, invoicing, payables, budgeting and tax filings. She began her career as an auditor for a major CPA firm and then joined Kerr Steamship Company as their Accounting Manager, later becoming the Controller responsible for financial reporting process. Prior to joining CCM, Lorraine was the Vice President Controller of Maher Terminals LLC, a multi-user container terminal operator in the Port of New York. She brings

over thirty years of experience in the transportation industry to CCM.

KEN TOCK

Vice President, Product Development

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Ken Tock currently serves as Consolidated Chassis Management's Vice President of Product Development, with responsibility for Product Development, Customer Service and Marketing. Ken brings CCM over 39 years of experience in the transportation industry having worked in the ocean transportation side of the business with Cast and later CP Ships. Ken held Senior Level Positions in Customer Service while at Cast as well as serving in other Management Level positions in Operations, Customer Service and Vessel Operations in the US and Canada. Later Ken took over US Equipment Operations for CP

Ships before joining CCM in 2006, soon after its formation.

M&R EXPERT BIOS

MARTIN D. SUMMERS

Director of Maintenance and Repair

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Martin Summers has been in the transportation industry for 38 years. Summers graduated from Tidewater Community College with a BS in Business Management and Accounting. Before CCM Summers was with Atlantic Technical Services for 27 years where he started as a parts clerk and worked up to General Manager of Sale and Operations over the entire company. Summers oversaw 28 locations from Chicago to Laredo, New Jersey to Savannah and inland operations. At CCM Summers is responsible for negotiating parts and material pricing available to CCM through vendors. He oversees the tariff process and looks for ways to keep cost under control while having the safest equipment on the road. Summers also works with vendors on compliance issues and training, continuously looking for innovation to move the industry forward. Summers works to ensure CCM supplies guidance too all pools on maintenance issues and training on CCM's M&R System, I Auditor, FMCSA and other recommended repair practices.

CARL FRANCIS

Pool Manager

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Carl Francis has been with CCM for over 6 years where his current responsibilities include tariff modifications/updates, monitoring parts cost, managing FMCSA audits, conducting SWAT audits, cost savings initiatives, fleet safety and Inspector/M&R Manager training. Prior to CCM Francis was actively involved in commercial real-estate development, with the most recent project being Self Storage facilities in the Southeast, where he worked on the largest Climate Controlled Storage facility in the Southeast. His responsibilities there included site selection, building design, contractor selection, contract negotiations, sub-contractor management and obtaining permits and inspections. Francis graduated from Pellissippi State where he received his degree in Business Management with a minor in Project Management.

CHOICE OF CHASSIS PROVIDER

Choice of chassis provider has evolved over the years with several ocean carriers allowing for choice of chassis provider by their customers or motor carriers. This choice allows the customer or motor carrier the ability to negotiate chassis rental pricing and terms. In response to this evolution CCM Pools has developed a platform that facilitates the choice of chassis provider and is the only cooperative chassis pool in the U.S. to offer this product. As chassis customers are increasingly looking for solutions to ease chassis billing and reign in cost, CCM's Choice of Chassis Provider Program allows members and users to experience the flexibility essential for maneuvering throughout any chassis provisioning model. A growing amount of chassis customers have already begun choosing their chassis provider. However a majority of the motor carrier community remains reluctant to take advantage of this offering due to the potential of paying for the chassis where the shipping line should be paying for the chassis.

CCM has updated its platform to begin receiving shipment data from ocean carriers, in effect identifying whether the shipping line is paying for the chassis or not and eliminating the roadblock for motor carriers wishing to enact choice. Motor carriers may declare that only shipments they are going to be invoiced for be switched to their chosen provider, saving them valuable time and money. The Choice of Chassis Provider Program and shipment data receipt coupled together adds another dimension to chassis provisioning, allowing the party paying for the chassis a simplified process in which to declare their chosen provider. CCM promotes acceptance and use of shipment data as a means to further facilitate choice of chassis provider and looks to expand the program to all ocean carriers in 2018 as we take advantage of new technologies becoming available that can increase efficiencies in the choice of provider market.

ROADWORTHY EQUIPMENT

Under current guidelines there are chassis that are acceptable for entry into the pools and restrictions against certain types of equipment or parts on chassis. As chassis age the need for maintenance and the overall cost increases, but CCM manages the process to ensure there is roadworthy equipment available at all locations.

Maintenance and repair is a key cost driver and is managed closely. Safety of equipment is the number one priority and CCM strives to ensure that chassis on the road are in safe running condition. At the same time we are continuously analyzing data to determine root causes of our maintenance spend. Through data we identify areas that require attention and discuss with our M&R vendor partners, Contributors, and other key stakeholders.

CCM Pools are beginning to see an increase in newly contributed chassis having radial tires, LED lights and in some cases tire airing systems. The short term M&R spend on these chassis justifies their induction as costs in the first several years have been shown to be more effective than maintaining an older asset. Bias tires, both new and recapped, have always met the needs of the chassis' intended use. These types of tires with multi-part rims were the most cost effective option at the time the chassis were built. With increasing weights being handled and more daily use on each chassis, it is becoming more cost effective to consider upgrading the tires and rims to radials. Considering the investment, whether or not to upgrade a chassis' tires is left at the discretion of the contributor of the chassis.

CCM supports and is engaged on the task force that has launched the DVIR implementation. CCM systems are geared to receive DVIR data; if the chassis pool manager is not notified through the DVIR process that a chassis needs to be fixed the chassis will not be identified as requiring repair upon in gate at the next facility. It is not always the case the motor carrier will be billed for damage they report on a DVIR and it is important to note that it is not only legally required to fill out but an important part in ensuring roadworthy equipment availability.

There are systems available now that make it easier than ever to communicate this information. Recently CCM implemented I-auditor across all pools to ensure equipment is being repaired properly. I-auditor is an inspection checklist app that can be accessed from any iOS, Android or Windows smartphone or tablet. Through the increased analytics and functionality it provides, CCM gains the ability to recognize high performing vendors and identify the areas where improvement is needed. With this increased transparency to the quality of M&R repairs, industry stakeholders will benefit from the streamlined flow of communication and access to information. The analytics gathered by I-auditor is shared with vendors and can be used for further education and to train inspectors and vendors alike.

DIGITIZATION AND DATA

Access to data is important but what you do with that information is even more important. CCM uses its data to identify cost discrepancies, cost variances, cost overruns and help forecast and predict future volumes and chassis demand. Through the use of Qlikview as a tool, CCM ensures the decision makers are aware of what is going on in their market and can make well informed decisions.

CHASSIS TRANSITION

CCM is a cooperative pool manager and as such we have had to reconcile and handle balancing the interest of industry stakeholder's interests. From the beginning when CCM was formed, we have been open to all types of contributors from leasing company to motor carrier. From an operational perspective the transition has been seamless and today is largely done. Although with very few ocean carriers left it remains essential to reconcile and handle the various strategies various members and stakeholders have.

THE ENVIRONMENT AND GOING GREEN

CCM holds its vendors and partners to high standards to ensure an operation that is as "Green" as possible. In addition to the motor carrier community spending less time idling, and therefore minimizing fuel consumption and emissions, the marine and rail terminals have found that the use of a gray chassis pool promotes a more efficient operation. Confusion around which chassis and ocean container is eliminated and multiple trips of yard hostlers to position the correct chassis are reduced. This added terminal efficiency again leads to fewer emissions.

A gray chassis pool can also reduce the amount of land required to operate a terminal as fewer chassis are now required since they are interchangeable between the various customers. Fewer chassis on terminals require less land for storage, freeing up valuable real estate and slowing the need to expand the terminal's footprint.

CURRENT PRESS RELEASES

New Toll Program: <http://ccmpool.com/Media/Toll-Program.aspx>

CCM Partners with TSE Brakes: <http://ccmpool.com/Media/CCM-Partners-with-TSE-Brakes.aspx>

New Booking System: <http://ccmpool.com/Media/Chassis-Booking-System.aspx>

New Wellness Program: <http://ccmpool.com/Media/New-Wellness-Program.aspx>

New Premium Reservation System: <http://ccmpool.com/Media/Reservation-System.aspx>

New Banking Partners: <http://ccmpool.com/Media/New-Banking-Partner.aspx>

New Build Chassis Deployment: <http://ccmpool.com/Media/New-Build-Chassis-Deployment.aspx>

PAST PRESS COVERAGE

- Intermodal Insights, M&R Safety Enhancements: January/February 2017
- Intermodal Insights, New Approaches Can Deliver Chassis Lighting Enhancements: January / February 2017
- Intermodal Insights, Chassis Transition Has Moved Forward, More Changes Ahead: March/April 2017
- Transportation and Logistics International, Truck and Freightling: Moving Forward, Spring 2017

QUOTES

- "A chassis pool manager should always be looking for ways to minimize administrative burden on members and eliminate preventable expenses," says Jon Poelma. "CCM operates on a cost pass-through basis while managing the assets from several contributors that are then used by those same contributors. Facilitating processes within the pool environment that allows all participants involved to experience enhanced efficiency and savings is key to keeping the industry progressing towards a complete solution."
- "Equipment maintenance is a cost driver in the chassis pool. Through continuously analyzing data to determine the root causes of maintenance spend, new and innovative designs can be appropriately deployed in areas industry participants will realize the biggest cost savings and value," says Jon Poelma. "CCM recently collaborated with TSE Brakes after identifying bent push rods as one of those root causes. As a result we have developed a game changing design that is showing favorable results that will continue increasing well into the coming years."
- "The shipping landscape is rapidly evolving as trade drives into the digital era. Companies are finding savings and efficiency through the use of new technologies in their supply chain. An effective chassis pool manager will identify cost savings opportunities and leverage the latest offerings in technology," said Jon Poelma, President and COO.
- "There is a demand within the market for motor carriers moving in closed loops, often at long distances, to have easier access to newer premium units. Since the beginning we have seen the motor carrier utilize the premium unit to the fullest extent, often keeping hooked up to the chassis for weeks," said Jon Poelma.

How are pool locations determined?

Locations are selected based on the efficiencies the pool participants receive by serving a location. Generally, common locations, e.g. rails or ocean terminals, are where multiple members are present and bare chassis are made available to any participant in the pool. Non-common locations, e.g. container yards, are member selected and typically where there is little or no efficiency of exchange of chassis between participants.

Why are there six pools?

The Pools were developed large enough to try and encompass enough geography to encircle the migration of chassis between locations. Costs vary by region of the country, so the Pools' geography was also considered to be small enough to help differentiate regional costs.

Will CCM be expanding to more regions?

CCM is always open to new opportunities to leverage its cooperative pool management competencies to deliver improved efficiencies.

Who is responsible for M&R on the chassis?

The Pool is the Intermodal Equipment Provider of record responsible for the condition of the chassis in the fleet.

Why do most chassis operate with bias tires instead of radial tires?

Bias tires, both new and recapped, have always met the needs of the chassis' intended use. These types of tires with multi-part rims were the most cost effective option at the time the chassis were built. With increasing weights being handled and more daily use on each chassis, it is becoming more cost effective to consider upgrading the tires and rims to radials. Considering the investment, whether or not to upgrade a chassis' tires is left at the discretion of the contributor of the chassis.