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Why XPO

Our highly integrated network delivers customized supply chain solutions to the most successful companies in the world.

- Less-Than-Truckload
- Full-Truckload
- Intermodal and Drayage
- Expedite
- Global Forwarding
- Last Mile
- Managed Transportation
- Supply Chain Logistics
Companies choose XPO because **we have the global scale** to manage and transport their goods anywhere in the world.

- **97,000 employees**
- **1,499 locations**
- **30 countries**
- **50,000 customers**
Customers rely on XPO because of our experience.

With leadership positions across the supply chain, we’ve proven that rich data and industry expertise give our customers a competitive advantage.

- **Largest last mile** logistics provider of heavy goods in North America
- **Largest manager of expedited** shipments in North America
- **Second largest contract logistics** provider worldwide based on facility space, with the largest outsourced e-fulfillment platform in Europe
- **Top three LTL provider in North America**, and a leading LTL provider in Western Europe
- **Second largest freight broker** worldwide, with a leading road fleet in Europe
- **Third largest provider of intermodal** services in North America with a national drayage network
We invest approximately **$550 million** a year in technology.

Our customers continue to grow with us because of our technology. It fuels our network by creating efficiency and visibility, and optimizes our operations through automation and customization.
Why XPO

We are safe, respectful, entrepreneurial, innovative and inclusive. We are XPO. Together, let’s move the world forward. [Click to watch.]
Why XPO

We are unified by a single, unwavering principle:

Our tagline is intentionally inclusive and articulates the positive impact we have on the world.

Let’s Move the World Forward.
Less-Than-Truckload
Laser focused on on-time, damage-free performance
OVER 400 LTL LOCATIONS IN NORTH AMERICA

Service to approximately 99% of US zip codes
Experience

National capacity of drivers, tractors and trailers for reliable pallet pick-up and delivery, and line-haul.

- One of the most modern fleets in the industry delivering approximately 20 billion pounds of freight a year
- Business intelligence reporting and custom analytics drive continuous improvement
- A leader in Western Europe in LTL (palletized) service
- Over 30 years of experience

**MAJOR CAPACITY**
- Approximately 7,800 tractors and 25,000 trailers in North America
- Safe, modern line-haul fleet

**DAMAGE PREVENTION**
- Proprietary, heavy-duty decking system
- Safety-alert technology installed in fleet

**RELIABLE**
- 12,000 uniformed, professional drivers
- IT-enabled dock operations
- Customer Care team dedicated to your business
LTL.xpo.com is a personal suite of shipping management tools and resources.

- **Pre-populates** information and templates for frequently used items
- **Quotes rates** on demand based on your pricing agreement
- **Tracks intuitively** with predictive search capabilities
- **Reports** on the up-to-the-minute status of shipments and manifests
Full Truckload

Massive capacity managed with cutting-edge technology
Our robust capacity mix ensures **optimal equipment and price**.

- **Brokerage network of over 38,000 carriers** with more than a million trucks in North America
- **Dry vans, dropdecks** and refrigerated equipment; specialized and permitted flatbeds
- **Constant access to big data** on lanes, pricing, carrier ratings and market conditions
- **Fierce commitment** to execution and follow-through
- **Single point of accountability**
Experience

- Finished goods of all types
- Raw materials and parts
- Temperature-controlled
- High value and high security
- Heavy haul and oversized
- Single-source multinational
XPO Connect is our interactive digital freight marketplace that transforms visibility into multimodal business intelligence.

Our proprietary algorithms are turning masses of data into relevant information in split seconds, so that our customers can purchase transportation as efficiently as possible.

Shippers get insights into spot market rates, weather conditions, traffic and other factors that can help them make informed decisions.
Drive XPO is our mobile app that automates key functions for trucking carriers and interacts with our brokerage system.

- **Integrates carrier operations** with a combination of procurement and productivity tools for drivers through a single interface
- **Bred from Freight Optimizer** and powered with XPO Connect’s connectivity and multimodal architecture
- **Displays load postings in real time** with details such as origin, destination, freight type, dates, special handling and shipper information
- **Reduces empty miles** for drivers, giving shippers access to more capacity
Intermodal and Drayage

Large, owned container capacity and national drayage network for seamless solutions
A **top three** intermodal provider in North America.

- **Approximately 10,000 53-ft. boxes and 5,000 chassis** exclusively controlled by XPO, and access to small box capacity
- **Leading US drayage capacity of 2,100** contracted independent owner-operators
- **HazMat or tank certifications** held by majority of contractors
- **Access to over 25,000** additional drayage trucks
- **Network of 37 terminals** serving every major US rail ramp and port
- **Large Mexico-based** chassis fleet and ramp personnel
- **Cross-docking and transloading** for efficiency and control
Experience

We analyze our customers’ shipping patterns and identify savings opportunities.

- National rail ramp drayage network
- TWIC-compliant port drayage
- Ocean drayage management services
- Certified HazMat handling of freight
- Safety-conscious contract carriers
- A focus on visibility, follow-through and communication
- Over 30 years of experience in Mexico
Technology

Proprietary Rail Optimizer intermodal management system is driving on-time performance.

- Tracks **door-to-door movements** of long haul freight with GPS on containers
- Manages **53-ft. owned containers**, small box and drayage capacities
- Communicates constantly with railroads to proactively identify any delays
- Fosters **driver communication** during drayage legs
- Keeps shippers informed through EDI integration and an online, self-service portal
Expedite

Time-critical deadlines met by ground, air and automated TMS
EXPEDITE

Scale

#1 manager of expedited shipments in North America.

GROUND TRANSPORTATION

- **Extensive North American** network of independent owner-operators with capacities from 1 to 44,000 lbs.
- **Optimal equipment**: cargo vans, sprinters, straight trucks, tractor-trailers, lift gate, temperature-controlled
- **Special handling** includes blankets, straps and pads, thermal mapping, debris removal and more

AIR CHARTER

- **Proprietary online bid system** collects competitive bids in a transparent manner
- **Immediate access** to quick-launch carriers, project cargo carriers and AN-124 operators
- **Air and ground combinations** for door-to-door service
- **Air freight** services available
EXPEDITE

Experience

OVER 30 YEARS OF EXPERIENCE

- **Rapid, reliable response** minimizes supply chain and production disruptions
- **Experienced owner-operators** understand the urgent nature of expedite
- **Disciplined processes** for high-value, high-security goods
- **Ability to pivot quickly** between modes as part of XPO’s integrated service range

CROSS-BORDER NETWORK

- **Expedited movements** in and out of Mexico and Canada
- **Urgent service** to eight Mexican airports and on to 18 cities
- **Intra-Mexico capabilities** and experienced on-the-ground team
- **Bilingual** cross-border specialists
EXPEDITE
Technology

XPO’s expedite capabilities include the largest web-based TMS for urgent load tendering in North America.

- Over 700 qualified carriers can potentially bid on your load
- Over 95% of shipments are sourced in 24 minutes or less
- Loads are self-posted via automated or manual order entry
- Requirements are broadcast to carriers within minutes of receipt
- Loads are assigned electronically based on competitive carrier bids
- Automated GPS as well as cellular track and trace, proof of delivery, invoicing and reporting
Global Forwarding

Shipments of any size, shape or weight, anywhere in the world
Scale and Experience

Our global footprint comes with local expertise in more than 15 countries.

- The experience to guide freight through regulatory processes at thousands of destinations in Asia, Europe and the United Kingdom
- Subsidiary registered as a Non-Vessel Operating Common Carrier (NVOCC)
- Licensed customs brokers in place to facilitate customs filings, ISF filings, bonds, duties and taxes
Our technology has eyes on the world, giving you shipper information, weight, tonnage, consignee, number of SKUs, transit time and real-time location status.
Last Mile
Consumer-facing service for superior brand protection
#1 last mile logistics provider for heavy goods in North America

- **85 market delivery centers** with service across the US
- **Over 500,000 installations** and assemblies a year
- **Professional deliveries** to homes, businesses and new construction sites
- **Pickup and delivery service** in over 500 markets in North America
- **European service** available in select countries
Experience

Industry-leading track record of consumer satisfaction with retail and e-commerce deliveries.

- Cutting-edge mobile technology ensures process consistency with contractor network
- Code compliances rigorously maintained and documented
- Online order entries, street-level geocoding and UPC label creation
- Pre-delivery inspection, with expert touch-up and repair as needed
- Shipment optimization, route-building and delivery scheduling
- Installer network includes licensed master plumbers
Our proprietary, customer-centric XPO Connect platform optimizes last mile logistics for heavy goods.

- XPO Connect gives last mile users the control they’ve always wanted with data to make informed decisions through real-time, up-to-the-minute tracking of delivery status and feedback from the consumer.

- Key features of the Connect last mile platform include:
  - Easy searches for current and historical orders
  - Easy access to signature, checklist responses and photos
  - Customized reports and analytics
  - Embedded help with step-by-step instructions for completing tasks

- Consumer web-based suite of tools include:
  - **Automated notifications** alerts for appointments and deliveries
  - **GPS tracking** provides live ETA updates and electronic PODs
  - **Voice integration technology** to manage their orders by using smart speakers with Amazon’s Alexa and Google Assistant
Managed Transportation

Customized, cost-effective multimodal solutions
Scale and Experience

Customers trust us to create solutions that leverage our technology, experience and buying power to manage their freight and drive value across the organization.

**SCALE**
Access to market intelligence and buying power regionally, nationally and globally

**OPTIMIZATION**
Proprietary technology integrates with thousands of carriers

**RELIABILITY**
24/7 mission-critical control tower and expertise
Fully customizable services that enhance flexibility and provide you with constant visibility and control.

- TMS data sharing
- Customized dashboards hone in on key information
- Secure online portals
- KPI performance scorecards
- Door-to-door online visibility
- Freight spend analysis
- Shipping pattern analysis
- Robust reporting, scheduled and on-demand
- ISO9001, ISO14001 and Lean-certified
Contract Logistics

Customized solutions designed to give customers a competitive advantage
$85 billion in goods distributed across a broad range of industries

200 million square feet of logistics facility space globally; 96 million in North America

Skilled workforce of approximately 58,000 globally; 21,000 in North America

Global footprint ensures consistent service for our multinational customers

Use of automation, robotics and other technical advances

Flexible solutions for seasonal volumes

Ability to add sites quickly in any market
We collaborate with industry-leading companies to create customized solutions that deliver results.

- Deep vertical expertise by industry
- Operational excellence
- Long-term relationships

**AEROSPACE AND GOVERNMENT**
- Highly engineered, critical supply chain solutions

**AGRIBUSINESS**
- Innovative storage, handling and distribution

**AUTOMOTIVE**
- Global best practices, cutting-edge technology

**CHEMICAL**
- Safe, secure processes, environmentally sound

**TECHNOLOGY**
- Precise fulfillment, easy returns and repairs

**CONSUMER PACKAGED GOODS**
- Turnkey solutions, integrated packaging

**FOOD AND BEVERAGE**
- High-value-add services, all temperature ranges

**HEALTHCARE**
- Time-critical agility, consistently responsive

**INDUSTRIAL**
- Reverse logistics management, flexible network distribution

**OMNICHANNEL AND E-COMMERCE**
- Retail and e-commerce solutions, brand protection

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Our proprietary, next generation software suite brings wireless connectivity to the logistics process. This virtual command center features:

- **Rapid deployment** using standard processes and controls
- **Mobile compatibility** keeps cutting-edge capabilities at hand
- **A cloud-based environment** to enable wireless warehouses
- **Role-based security**
- **A multilingual, global-ready solution**
Future-proof contract logistics, managed with a single, integrated solution for analytics, automation and intelligent machines.

- **Real-time visibility** of transactions, order status, and inventory
- **Single integration** of all supply chain solutions, including warehousing and transportation
- **Dynamic functionality**, adaptable to robotics and automated solutions
- **Predictive analytics**
- **Data extraction** and download
- **User-configurable dashboards** and reporting
- **Distributed order management** to support multi-site and multi-channel environments
**CONTRACT LOGISTICS**

**Scale and Technology**

**XPO Direct** is a shared network of strategically placed stockholding sites, cross-docks and last mile hubs.

- **Flexible, variable-cost** model solves seasonal peaks
- **Manages B2C and B2B** fulfillment without the capital investment
- **Positions goods** within one-day or two-day delivery of 90% of the US population
- **Shortens time** for retail store replenishments
- **Predictive algorithms** forecast optimal stock positioning
- **Supported as needed** with last mile, contract logistics, and brokered, owned and contracted transportation capacity
Appendices
XPO is a top 10 global provider of supply chain services. We use our highly integrated network of people, technology and assets to help customers manage their goods most efficiently throughout their supply chains.

TRANSPORTATION
64% OF REVENUE
Move all types of freight using optimal mode or combination of modes
- Full truckload via brokered, contracted and owned truck capacity
- Less-than-truckload
- Last mile delivery, assembly and installation of heavy goods via contracted capacity
- Intermodal rail

LOGISTICS
36% OF REVENUE
Solve complex supply chain requirements for all types of goods
- High-value-add warehousing, fulfillment, distribution and inventory management
- Innovative solutions using advanced automation, proprietary analytics and other XPO technology
- E-Commerce and omnichannel specialization
- Returns management (reverse logistics)

FULL-YEAR 2019 HIGHLIGHTS
- $16.65 billion of gross revenue
- $379 million of net income attributable to common shareholders
- $791 million of cash flow from operations
Recognized for Excellence

AWARDS AND RECOGNITION

- **Fortune** Most Admired Company for two straight years
- **Fortune 500** #1 in transportation and logistics for 4th consecutive year
- **Ford** World Excellence Award
- **Gartner** Magic Quadrant for 4th consecutive year
- Winning “W” Company for **Gender Diversity** of our board of directors
- **GM** Supplier of the Year Award 2nd consecutive year
- **Green 75** Supply Chain Partner 5th consecutive year
- A Best Company to Work For in Spain by **Forbes**
- In UK, **Glassdoor** ranked us #3 best place to work
- **Inbound Logistics Top 100** 3PL Provider for seven straight years
- **Raytheon** EPIC Supplier Excellence Award
- **Supply & Demand** Chain Executive (SDCE) 100 Award for Innovation
- **Whirlpool Corp.’s** Intermodal Carrier of the Year
- Recipient of **Maytag’s** Dependability Award
- **Owens Corning** Supplier of the Year award
- Top 100 Trucker & 3PL by **Inbound Logistics**
Our values drive our people. Our people drive our business.

As a global leader in our industry, we have a responsibility to set an example that is beyond reproach. Our XPO values are the heart of our culture.
APPENDIX

Culture

XPO is committed to safe practices throughout our global operations.

The disciplines, certifications and insurances we have in place are the framework of our comprehensive safety infrastructure.

- A culture that engages our employees in proactive safety awareness as a way of doing business
- Proprietary management software and rigorous disciplines for health and safety functions and regulatory compliance
- Automated monitoring of carrier safety ratings, insurance qualifications and operating authorities in real-time
- Corporate and local safety professionals stationed in all of our operating regions to encourage a zero-incident mindset
- Company programs that reduce cargo damage, improve cargo security and enhance worker safety
- Customizable theft mitigation programs and root cause of damage analyses
- Professional training for customer dock workers, drivers and our owner-operators
SUSAN G. KOMEN FOUNDATION

XPO is the official 2021 transportation partner for the Susan G. Komen Foundation, the nonprofit that helped ignite the fight against breast cancer.

As part of our relationship, XPO will support all 3-day walks. Previously, XPO added Komen’s iconic pink running ribbon logo to hundreds of our trucks to raise awareness of Komen’s mission.
MIT

XPO is the first global logistics company to join the MIT ILP, which pairs world class research with industry leading corporations to tackle the biggest business challenges.

Sharing insights with MIT on developing technologies is another way we’re driving productivity and innovation for our customers.
For 40 consecutive years, XPO has been the official transport partner of the Tour de France, supporting all 21 stages of the renowned cycling event. In 2019, we extended the “Move the Tour” partnership through 2025.
**APPENDIX**

**Digital Marketplace**

**XPO Connect** Received Supply & Demand Chain Executive 100 Award for Innovation

XPO’s digital transportation platform provides **real-time visibility** and interactivity for shippers, carriers and consumers.

- **2018** US Launch
- **2019** Europe launch
- 2,400 customers
  - 18,000 customer users
  - 60,500+ carriers
- **150,000** driver downloads
- **~20%** per month adoption rate growth

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XPO surveyed 2,000 consumers — 1,000 each from the US and the UK — to see if buying behaviors had changed during the pandemic. We found some interesting new trends and some expected ones.

Read the full report at www.xpo.com/consumertrends

Consumers in the US were more likely to buy groceries (53%), apparel (49%) and cleaning supplies (41%) online during the pandemic. In the UK, consumers were more likely to buy groceries (65%) online, followed by cleaning supplies (47%) and beauty products (46%). Interestingly, consumers age 55+ bought much more apparel online than did their younger counterparts, age 18-34.
COVID-19 Response

Free Whitepaper
Learn how to protect essential workers during extraordinary times.

To obtain a copy of this whitepaper and see how we've managed to keep our employees' rate of exposure to COVID-19 well below that of the general public, contact your XPO Representative or click here to download.
Our approach to sustainability – and all areas of our business – is one of **purpose-driven progress rooted in innovation**.

Visit sustainability.xpo.com to read about our efforts and track our progress.

- 86% of materials used when XPO constructs a new 28-ft, double-walled trailer is recycled
- 25% of XPO’s global workforce is women, which is higher than the industry average
- 78% of waste was recycled by XPO operations in Europe in 2018
- 1.7 million training hours devoted to learning and development in 2018 for XPO employees in Europe and North America
- $90 million was invested in 2018 to purchase nearly 800 tractors, all of which meet GHG regulations
- 79% of material handling devices, such as forklifts, used at XPO supply chain sites are battery-powered
- 36,000 employees were hired by XPO in 2018, all of whom received XPO’s Code of Business Ethics and Ethics Policies
Diversity and Inclusion

XPO NAMES LAQUENTA JACOBS, CHIEF DIVERSITY OFFICER

XPO appointed LaQuenta Jacobs to the role of Chief Diversity Officer. LaQuenta Jacobs provides leadership and advocacy for diversity, equity and inclusion in the cultural development of XPO’s workplace.

XPO CREATES COMMITTEE TO ADVANCE DIVERSITY AND INCLUSION

- XPO formed a Diversity, Inclusion and Belonging Steering Committee to move its ambitious diversity and inclusion agenda forward
- The Committee is focused on identifying the diversity and inclusion needs of the business and developing strategies to foster a culture in which every employee feels valued and experiences a true sense of belonging. Its formal mission statement gets right to the point:
  “Our mission is to promote diversity, inclusion and respect across our organization, serving as role models and leaders while being a collective catalyst for understanding and valuing the uniqueness of all XPO employees.”
- Learn more at https://belong.xpo.com/
Let’s Move the World Forward.