XPO LOGISTICS EUROPE
A Limited Company (société anonyme) with an Executive Board and Supervisory Board
Share capital: €19,672,482
Registered Office: 192 avenue Thiers, 69006 Lyon, France

Trade and Companies Registry NO. 309 645 539

BRIEF OVERVIEW 2015

XPO Logistics Europe operates three business units: Supply Chain, Transport Solutions and Global Forwarding.

Supply Chain manages inventories of goods for customers, and also uses its resources to distribute and market products. Depending on the customer's needs, the services provided can include finishing and packaging products, and all services related to returning unsold or non-compliant products to recycling centers. Within the business unit, Supply Chain services are provided by two subset operations: Supply Chain Europe and Supply Chain US (formerly Jacobson).

Transport Solutions delivers goods for customers between a loading point (a factory, warehouse, etc.) and a delivery point (a different factory or warehouse, a store, etc.). The volumes carried vary based on customer requirements, and the goods come in different kinds of packaging.

Global Forwarding organizes the transport of goods between continents using all modes of transport by road, sea and air. Global Forwarding services also include handling all customs formalities related to the movement of these goods.

The Notes to the Consolidated Financial Statements (included in the Annual Financial Report 2015) provide a quantified assessment for each business unit, as well as a quantified assessment for each country, including France, the United Kingdom and other countries.

1. Supply Chain Business Unit: Europe

2015 revenue for the Supply Chain business unit in Europe was €2,452 million, compared with €2,226 million in 2014 and €1,950 million in 2013. 2015 EBIT was €67.9 million, compared with €85.5 million in 2014 and €82.4 million in 2013.

The Company believes that the customer base exhibits little concentration. In total, the top five, top 10 and top 100 customers account for 21.0%, 30.7% and 77.9% of 2015 consolidated annual revenues, respectively.

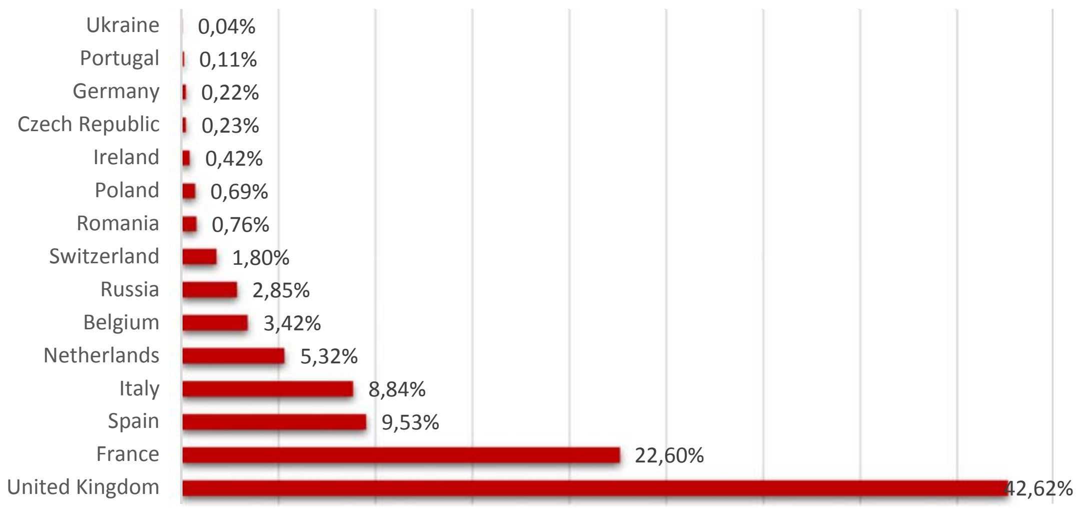
Supply Chain in Europe does business with virtually all its customers based on specific contracts. As of December 31, 2015, the duration of these contractual relationships is variable, with an average of 4.3 years. The negotiation of each logistics service contract is a long process, considering the operational and financial issues at stake.

Consequently, the Supply Chain business unit in Europe takes special care in negotiating clauses that limit risk relating to the operation of its contracts. In particular, the Company aims to secure contractual assurance from customers that the Company will be refunded for social costs arising from the termination and/or transfer of dedicated warehouses.

In order to limit risks arising from the non-renewal or termination of a contract, the Company:

- Invoices customers rapidly following services performed;
- Operates various types of warehouses (SEVESO warehouses, controlled temperature warehouses, unmarked warehouses, etc.) that can accommodate all types of products and therefore do not carry any risks relating to their specific nature;
- Endeavors to negotiate lease durations that mirror the durations of the contracts signed with customers. This policy allows the Group to minimize vacancies;
- Continues to implement its real estate strategy, which consists of leasing rather than owning logistics warehouses;
- Recognizes the items corresponding to these technical resources as assets, where these resources are dedicated to specific contracts, and amortizes them over a period that does not exceed the duration of the underlying contract. However, experience has shown that in the majority of cases, technical resources may subsequently be reused under new contracts;
- Records an accrual for the costs of dilapidation incurred prior to returning any discontinued logistics warehouses to their owners, taking into account the nature of the contractual tenant's repair commitments;
- Records an accrual for ancillary severance payments that may be incurred on expiry of logistics contracts, in accordance with IAS 37 and IAS 19 criteria, and endeavors to procure contractual guarantees relating to these costs.

BREAKDOWN OF REVENUE PER COUNTRY



a) Management structure

The Supply Chain business unit is organized by country. Each country, depending on its size, may be subdivided into management regions.

b) Regulatory environment

The regulatory environment applicable to logistics services essentially focuses on protecting people, warehoused goods and the environment. Regulatory provisions focus on the prevention of accidents and events that could affect human health, or jeopardize fauna, flora, air quality or other aspects of the environment. This focus is reflected in the setup of the logistics hubs, the installation and maintenance of safety equipment, and the use of specific operational and safety processes.

The regulatory environment is directly related to industrial risks stemming from logistics business activities. To assess and prevent these risks, the Company uses third party firms that specialize in risk surveys, and maintains significant oversights, including the rapid identification of emergency situations, preventive audit procedures, operational intervention plans, prevention plans with outside suppliers, safety and security protocols with carriers, and periodic testing of reflex forms. All buildings, equipment, materials and goods are covered by specific insurance (property, third-party liability, etc.).

Due to the scope of its operations, including the number of facilities operated, as well as its human and technical resources, the Group is able to relocate the operation of a site affected by a fire or other disaster within eight to 15 days, depending on the original location and the complexity of the logistics processes.

The Company has a substantial health and safety management program that is supported by preventive investments and curbs the consequences of incidents. Several sites are ISO 9001 or ISO 14001 certified, and implement a quality policy, an environmental policy, and a health and safety/security policy certified by audits carried out by the Customs Department.

A number of warehouses operated by the Company accommodate products classified as hazardous by administrative authorities (e.g., flammable liquids, aerosols, sanitary products, etc.). These warehouses are equipped with rigorous safety and security measures, including the partitioning of activities in small, fire-retardant cells, internal impoundment, remote impoundment, extinguisher systems, etc. In addition to these measures, a security management system, and internal and external audits, these sites are subject to in-depth reviews and reporting to Company management.

Safety is an agenda item of every regional management committee meeting and is also addressed at national management committee meetings. Lastly, the Company subscribes to, and regularly renews, environmental risk insurance policies, some aspects of which are adapted to the specific risks of sites storing hazardous materials (COMAH, SEVESO, etc.).

c) Logistics service offering

The Company provides a full range of logistics services for the ambient and temperature-controlled (chilled and frozen products) logistics markets, mainly:

Warehousing and inventory management: The Company has expertise in different warehousing techniques to suit various types of products, and uses information systems to constantly monitor the movement of goods and inventory levels with rigorous reliability.

Pre-sale product preparation: of the Company provides quality control and co-packing services intended to finalize a product and adapt it to the local market, as well as sales promotion activities.

Order preparation: The Company's engineering services provide order preparation solutions, including cross-docking and successive sorting, and may utilize state-of-the-art technologies such as voice picking, which enables paper-free operations.

Downstream distribution from logistics warehouses: The Company arranges the transport of goods from its logistics facilities to stores and other destinations, either by using its own vehicles or by subcontracting the transport. The Company frequently provides a shared logistics solution to customers and their suppliers. This enables multiple customers and suppliers to share the same logistics and transport resources, so that goods can be co-delivered at the same time using the same trucks.

Reverse logistics: The Company provides logistics and transport operations that facilitate the recycling or destruction of goods, in line with applicable regulations.

E-commerce: In 2015, e-commerce-related business accounted for more than 11% of the Supply Chain revenues in Europe. The Company offers specialized logistics services that cover the entire scope of e-commerce needs, from receipt of the online order to the customization and preparation of the order, home delivery and management of returns.

The Company identifies its e-commerce services under the brand Red Online. Red Online services are technology-enabled through operational, warehouse management, transport management, co-packing management and digital data exchange software. These applications initiate with software producers chosen by the Company and are upgraded with specific developments by in-house IT staff. The Company is capable of providing customers various IT system configurations and customizations based on their logistics requirements. All IT systems operate within an infrastructure that ensures reliable data backup and continuity for customers.

The Company believes that the Supply Chain business unit in Europe is not dependent on its suppliers. Given that there is a large number of suppliers, and that their goods and services are very similar, the business unit would be able to change suppliers without difficulty.

2. Supply Chain Business Unit: United States

2015 revenue for the Supply Chain business unit in the United States was €681.7 million. 2015 EBIT was €24.5 million.

The Company acquired the Jacobson Companies (referred to hereinafter in this as "Supply Chain US"" in September 2014 as its foundation for expansion in the United States in contract logistics and transportation services. Supply Chain US is a leading provider of warehousing, distribution and contract packaging services in the Unites States market.

Supply Chain US pro   vides its services through two business segments: Contract Logistics Services ("CLS") and Transportation Logistics Services ("TLS").

a) CLS segment

CLS segment (72% of 2015 revenue) includes:

Warehousing and distribution: Supply Chain US is one of the nation's largest warehousing providers with a network of approximately 155 dedicated and multi-client warehousing facilities, covering over 40 million square feet of space. Supply Chain US either leases its warehouses or they are owned or leased by the customer. The lease duration terms on dedicated facilities largely match the underlying customer contracts. Supply Chain US' warehousing operations consist of a wide range of value-added services, including warehousing and order fulfillment, sub-assembly and product inspection, cross-docking and rail service, returns management process and bar coding, and reverse logistics.
Supply Chain US' strong end-market expertise and long-standing relationships with many of its customers allow it to provide industry-leading service quality, quick system start-up and implementation, and value-added industry-targeted expertise. Combined, this has resulted in high customer retention levels.

Contract packaging and manufacturing services: Supply Chain US has a broad base of contract packaging services that can be customized to meet product-specific needs. These services are closely linked to warehousing and transportation, which enables accelerated customer turnaround time. Supply Chain US' ability to serve as a single source for line layout and engineering solutions, along with materials sourcing, packaging, storage, distribution and other contract manufacturing services, differentiates Supply Chain US from competing providers.
Packaging services include customized project management, fulfillment and order processing, consignment services, print registered film bundling, light to medium industrial assembly, blister packaging, literature

assembly, multi-packs, shrink-wrapping, shrink-banding, over-wrapping, labeling, high-speed bagging, bar-coding, pre-packs, custom filling, kitting and retail displays, as well as a full suite of contract manufacturing processes. Supply Chain US is EPA, USDA, Kosher, AIB, Passover and FDA compliant on federal, state and municipal levels.

b) TLS segment

TLS segment (28% of 2015 revenue) includes:

Contractual Business Services: Contractual Business Services addresses customers' specific logistics and transportation needs and consists of two sub-segments, Freight Management ("FM") and Dedicated Contract Carriage ("DCC").

Freight Management: FM provides customers with a single point-of-contact to service all aspects of their transport logistics needs, including parcel, less-than-truckload, full-truckload, intermodal and expedited freight management. Services include third-party carrier management and capacity procurement, daily shipment management, creation and compliance measuring of routing guides, ongoing reporting and analytics for continuous network optimization, freight bill audit and payment, vendor management and cargo claims management.

Dedicated Contract Carriage: DCC includes customized services designed to meet unique, service sensitive, supply chain requirements. Services include dedicated truck capacity, customer specific routing and delivery network solutions, on-board vehicle and driver management systems, a state-of-the-art transportation management system, and driver recruiting, training and safety processes. Dedicated contracts utilize Company-owned or leased equipment to guarantee truck capacity and are typically coterminous with equipment leases to minimize lease exposure.

Transactional business services: The Company provides brokered and "for hire" truckload transportation services by utilizing state-of-the-art technology, experienced industry professionals, a network of committed carriers, and owner-operators. Brokerage services focuses on establishing relationships with third-party carriers, including private fleets, and developing stabilized rates in lanes where these carriers have unused capacity. "For hire" services are for customers with stringent delivery requirement and routine capacity needs and utilizes a small and stable "asset light" fleet of owner-operators.

3. Transport Solutions Business Unit

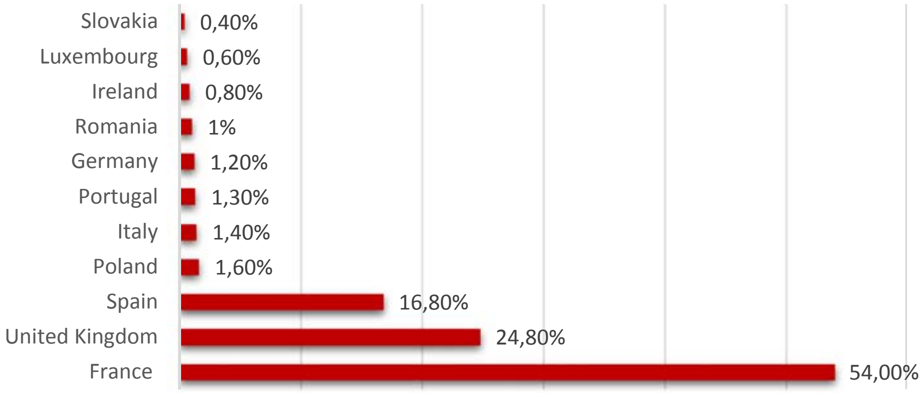
2015 revenue for the Transport Solutions business unit was €2,178 million compared with €2,122 million, in 2014 and €2,014 million in 2013. Operating income (EBIT) was €26.8 million in 2015, compared with €57.9 million in 2014 and €51.3 million in 2013.

The Company takes the view that the Transport Solutions business unit's customer base does not exhibit significant concentration. In total, the top five, top 10 and top 100 customers account for 14%, 19% and 50% of 2015 consolidated annual revenues, respectively.

The Company's customer transactions for Transport Solutions services are partly based on specific contracts and partly on the Company's contractual standard terms and conditions. Furthermore, these transactions are often governed by statutory or regulatory provisions that are in effect in countries where the services are provided. There is a common purpose to these regulations across various countries, in terms of protecting transport industry operators (e.g., terms, payment guarantee, limitation of liability, etc.).

The average duration of customer contracts entered into by the Transport Solutions business unit ranges from one to three years, depending on the types of transport services provided.

BREAKDOWN OF REVENUE PER COUNTRY



a) Management structure

As of December 31, 2015, the Transport Solutions business unit was organized into eight subsets that report directly to Transport Solutions' management based on the nature of the service, the type of vehicles operated, and/or the operating procedures.

The eight Transport Solutions subsets are:

Solutions Transport France, which focuses on full truckloads of packed goods in France;

Volume, which focuses on transporting high cube products such as goods with a weight/volume ratio below 1.0 (e.g., insulation, hygiene products or car body parts);

Bulk, which focuses on transporting bulk liquid or powder products in tankers, tippers and containers;

Distribution and Groupage, which focuses on pallet distribution services and groupage of partial loads in France via a network of interconnected platforms;

Central and Eastern Europe, which focuses on international transport of packed goods and domestic transport with Poland, Romania, Slovakia and Germany;

Transport and Distribution UK, which focuses on transport and pallet distribution services in the United Kingdom and in Ireland;

Transport and Distribution Iberia, which focuses on transport and pallet distribution services in Spain, Portugal and Morocco; and

KeyPL®, which focuses on transport organization (4PL).

b) Regulatory environment

The regulatory environment applicable to Transport Solutions is relatively complex given that the countries where the business unit operates have developed regulations aimed at protecting people, goods, the environment and, in some countries, transport operators. Strong regulations protecting transport operators are most commonly found in countries with economies that rely heavily on imports and exports. Taken in total, the regulatory environment within which Transport Solutions operates is subject to frequent changes.

c) Transport service offering

Contract distribution: The Company provides its customer with exclusive use of a fleet of vehicles and drivers under a minimum one-year contract. The Company defines its contract distribution offering by the Red Inside brand.

International groupage and pallet distribution: With a minimum quantity of one pallet, the Company will pick up and deliver a customer shipment anywhere in Europe using international transport. The Company defines its International groupage and pallet distribution offering by the Red Europe brand.

Domestic pallet distribution: With a minimum quantity of one pallet, the Company will pick up and deliver a customer shipment using domestic transport throughout France, Great Britain and Spain.

Domestic transport of full loads: The Company offers domestic transport services for any quantity of goods that requires the full capacity of a truck and does not exceed 28 tons in volume or weight.

International transport of full loads: The Company offers international transport services for any quantity of goods that requires the full capacity of a truck and does not exceed 28 tons in volume or weight.

Transport organization: The Company has the ability to create a customized transport solution for a customer and meet key performance indicators. Under this arrangement, the Company, by contract, becomes the customer's exclusive provider for managing all transport. The Company defines its transport organization offering by the KeyPL® brand.

The Transport Solutions business unit offers various service packages that are enabled by the Company's transport management systems technology. The technology utilizes rigorous backup controls and data protections to ensure continuity of customer business operations.

The Company believes that the Transport Solutions business unit is not dependent on its suppliers – in particular, with respect to truck and trailer manufacturers – for two reasons. First, the Transport Solutions business unit, and the Company in general, purchase supplies from a number of different manufacturers; and second, the technical features of the trucks are not specific, which makes it possible to source equivalent assets elsewhere if a relationship with one manufacturer is terminated. As of December 31, 2015, the Company purchases approximately 55% of its truck fleet from Renault Trucks®.

4. Global Forwarding Business Unit

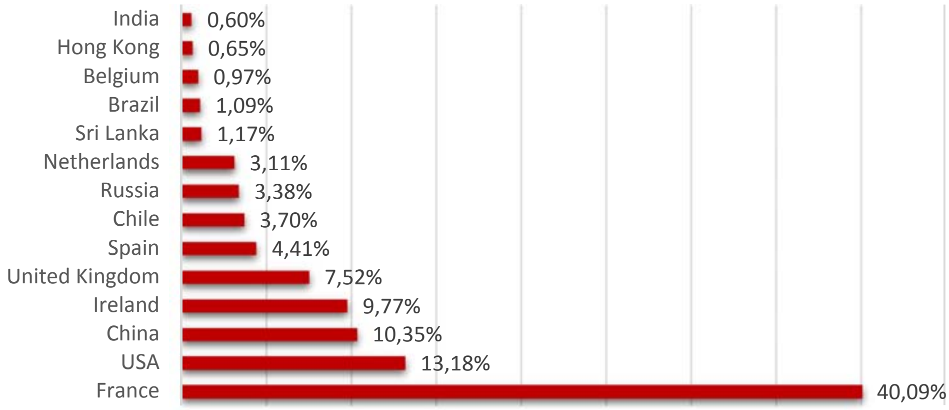
2015 revenue for the Global Forwarding business unit was €202 million, compared with €206 million in 2014 and €145 million in 2013. The operating loss (EBIT) in 2015 was €15.9 million, reflecting significant impairment of goodwill, compared with operating income of €3 million in 2014 and €1.4 million in 2013.

The Company believes that the Global Forwarding customer base exhibits little concentration given that, in total, the top five, top 10 and top 20 customers account for 12%, 21% and 30% of 2015 consolidated annual revenues, respectively.

The great majority of the Global Forwarding customer relationships are based on standard terms and conditions of sale. Furthermore, customer relationships are, in most cases, governed by statutory or regulatory provisions arising from domestic regulations specifically applicable to freight forwarding agents and/or customs brokers. The maximum contractual term is one year.

Global Forwarding operations are performed in collaboration with local service providers and agents. The Company is a member of the WACO network for general cargo operations. Whenever possible, the Company seeks to establish local offices in countries deemed to be of key importance to freight movements. The strategic location of these offices, and the careful selection of agents, continue to be a focus of the business unit going forward.

BREAKDOWN OF REVENUE PER COUNTRY



a) Management structure

The Global Forwarding business unit is structured by country. Each country has its own operating entity that reports to the business unit's parent company. France has two operating entities: one for chemical operations, and the other for general cargo operations.

b) Regulatory environment

The regulatory environment applicable to Global Forwarding services essentially focuses on regulated access (through licenses) as designated by national legislation. In addition, there are security and safety requirements related to the tracing of shipments and the responsibility to keep customers informed. In contrast with the Company's other business units, the regulatory environment does not include any specific provisions for the protection of persons, goods or the environment. Global forwarders are required to be licensed and/or approved based on criteria relating to professional qualifications, solvency and the implementation of operational processes that allow for statutory safety and security obligations.

c) Global Forwarding service offering

Import/export air freight: The Company organizes the carriage of goods by air worldwide through an integrated network of nearly 50 offices in Europe, the United States, South America and Asia, supported by approximately 100 local agents worldwide and by arrangements with major airlines. Customers can trace the flow of their goods by using the Company's technology.

Import/export sea freight: The Company organizes the carriage of goods by sea worldwide through a combination of owned offices and local agents, supported by arrangements with major maritime carriers. Customers can trace the flow of their goods by using the Company's technology.

In addition to air and sea freight operations, the Global Forwarding business unit also organizes road transportation.

Customs: The Global Forwarding business unit typically handles all necessary administrative and customs formalities on the customer's behalf. The Company has been granted the Approved Economic Operator License for France and Spain, which confirms its operational and regulatory knowledge.

The Global Forwarding business unit endeavors to ensure a seamless customs experience for its customers and mitigate risks. Currently, the business unit utilizes different information systems depending on the geographic location of the services provided. Recently, the Company has begun deployment of a single management system that will bring more cohesion to its global forwarding operations.

The Global Forwarding business unit is not dependent on its suppliers, which are essentially maritime companies and airlines. Given that there are a large number of suppliers, and that their services are very similar, the Company would be able to change suppliers without any difficulty.