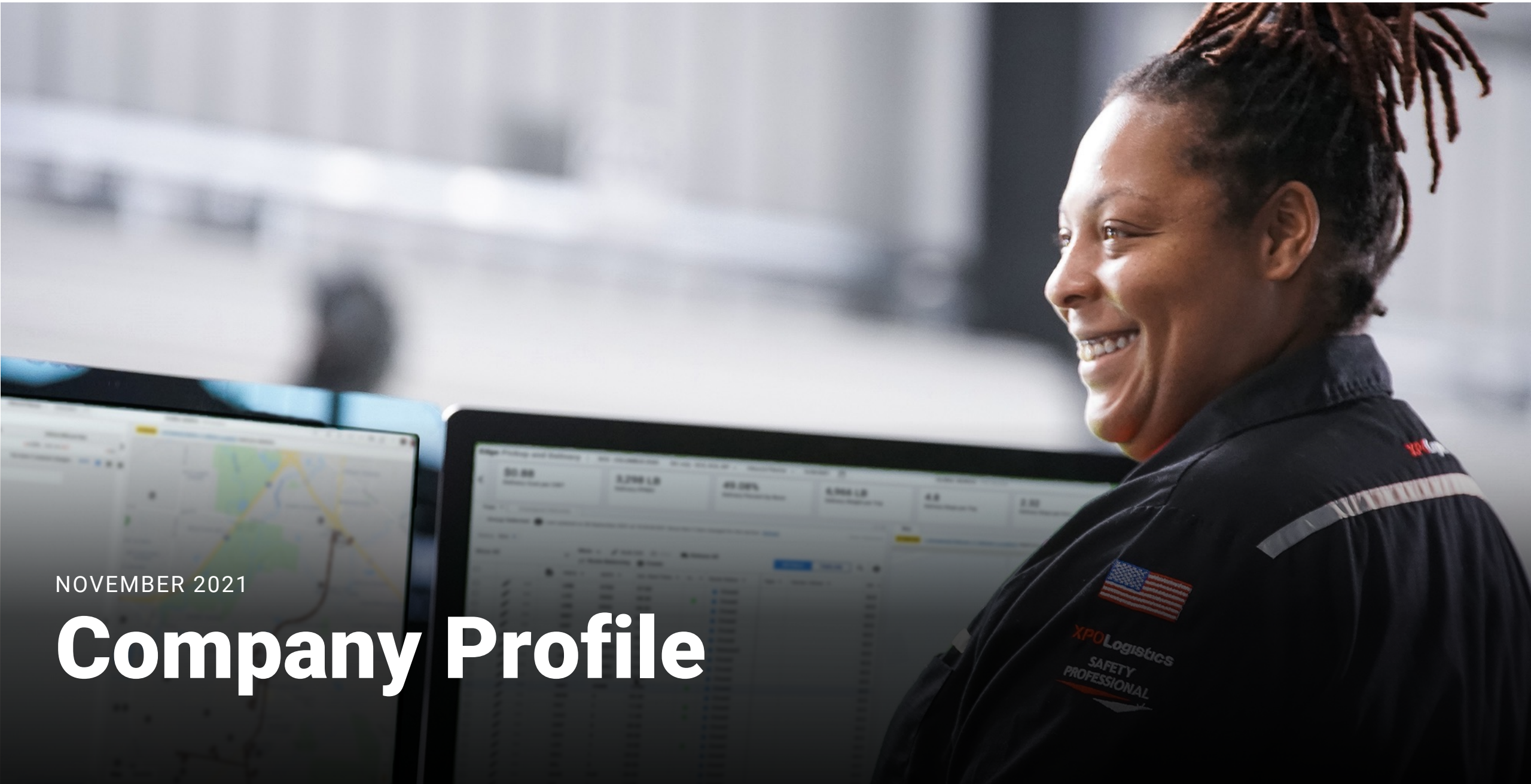
XPOLogistics



NOVEMBER 2021

Company Profile

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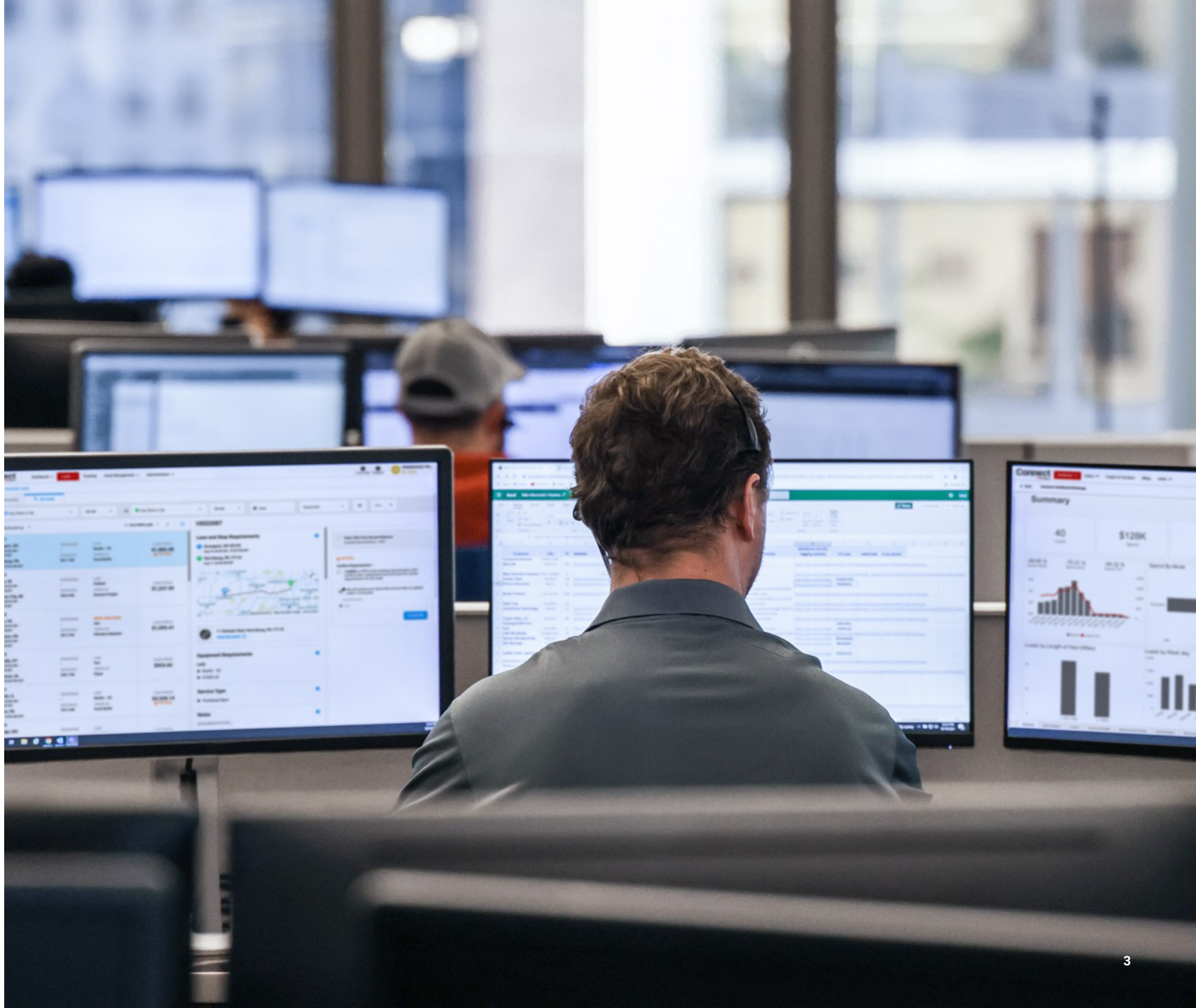
Why XPO

Our highly integrated network delivers customized transportation solutions to the most successful companies in the world using massive capacity and cutting-edge technology. We are focused on:

- Less-Than-Truckload
- Truck Brokerage



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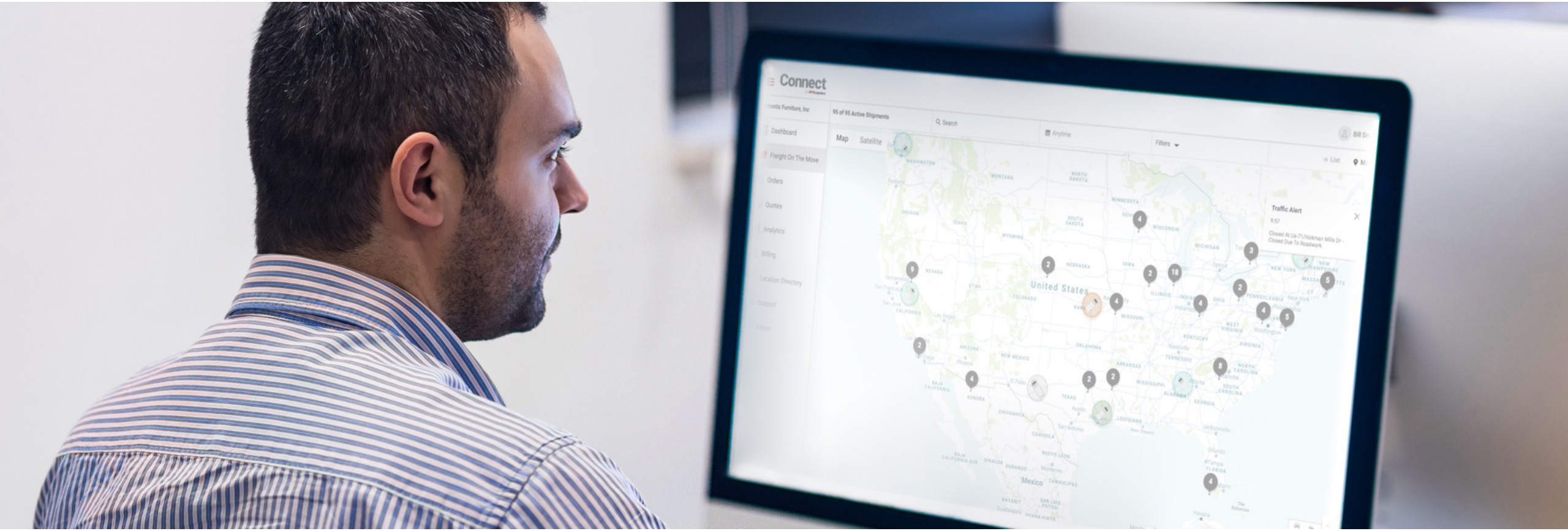
Why XPO



Companies choose XPO because **we have access to massive capacity and cutting-edge technology** to transport their goods anywhere in the world.

~42,000	756	20	50,000+
employees	locations	countries	customers

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Why XPO

Customers rely on XPO because of **our experience**.

As the innovation leader in truck brokerage and less-than-truckload freight transportation, we've proven that rich data and industry expertise give our customers a competitive advantage.

- **Second largest freight broker** worldwide with approximately 91,000 registered carriers globally and over 550,000 downloads of the DriveXPO app. We provided single-source efficiency and standout digital technology for access to over-the-road capacity across FTL, LTL and temperature controlled.
- **Top three LTL provider in North America with** approximately 7,900 tractors and 25,000 trailers and over 35 years of service. We are a leader in regional, national and cross-border freight services providing end-to-end digital visibility.

We use advanced technology to create capacity for shippers and to outperform for everyone.

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Why XPO

Technology is a high-ROI investment for us, and one that drives our competitive advantage

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.

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Why XPO

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

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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.

XPOLogistics

Let's Move the World Forward.

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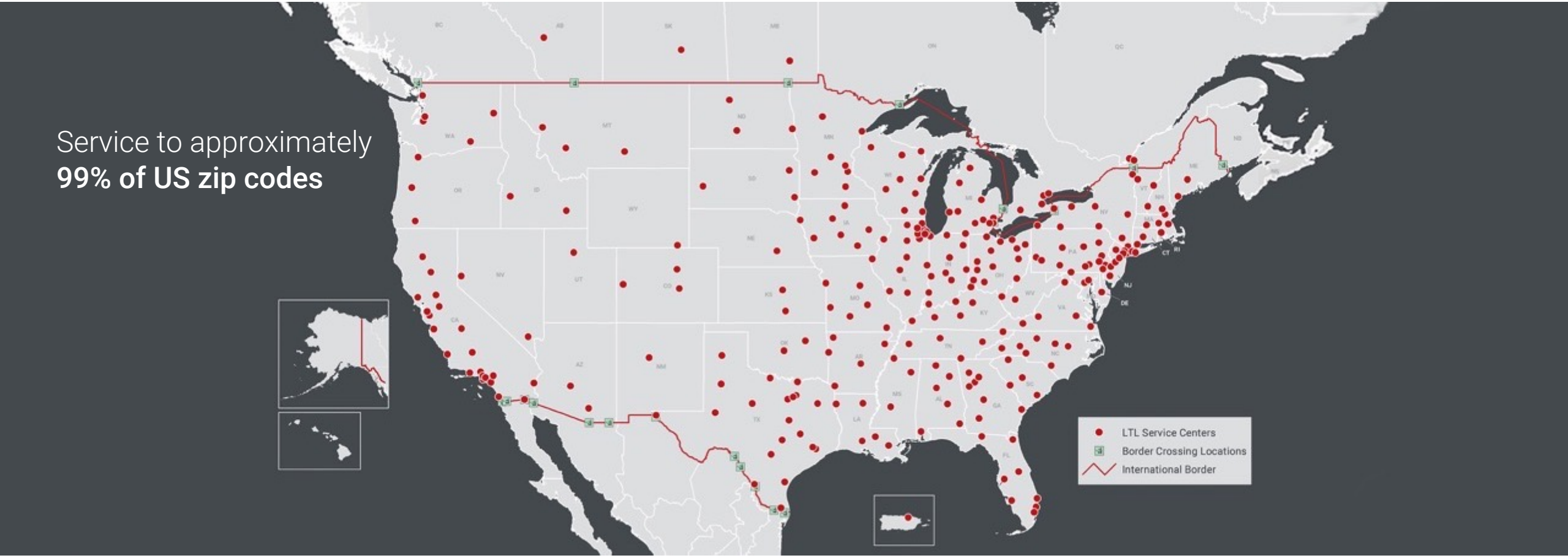
Less-Than-Truckload

Massive capacity and cutting-edge technology deliver on-time, damage-free performance

XPOLogistics

Scale

Over 291 LTL locations in North America



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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 13 million shipments a year
- **Business intelligence reporting** and custom analytics drive continuous improvement
- **A leader in Western Europe** in LTL (palletized) service
- **More than 35 years of LTL expertise**

MAJOR CAPACITY

- Approximately 7,900 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

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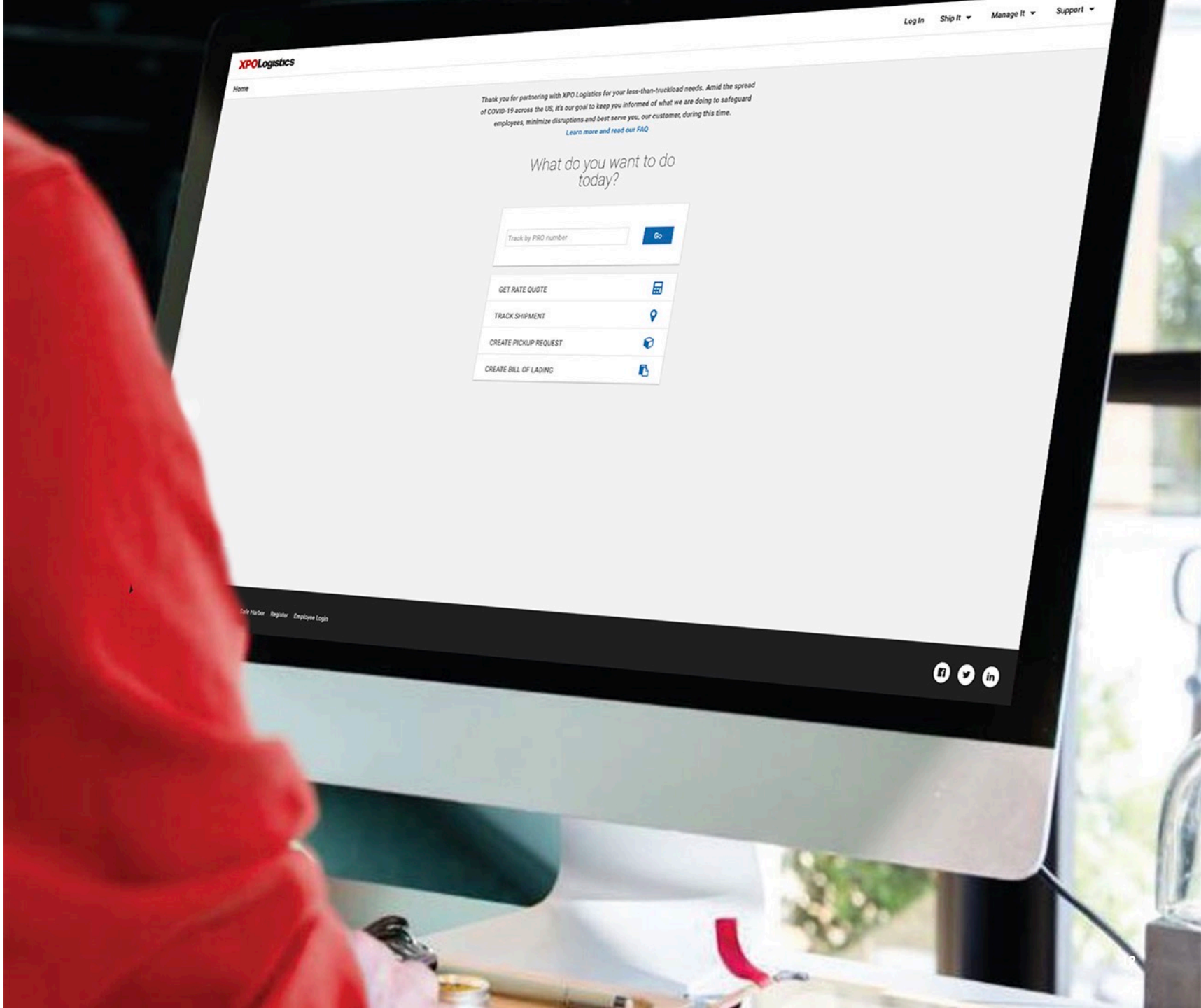
Technology

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



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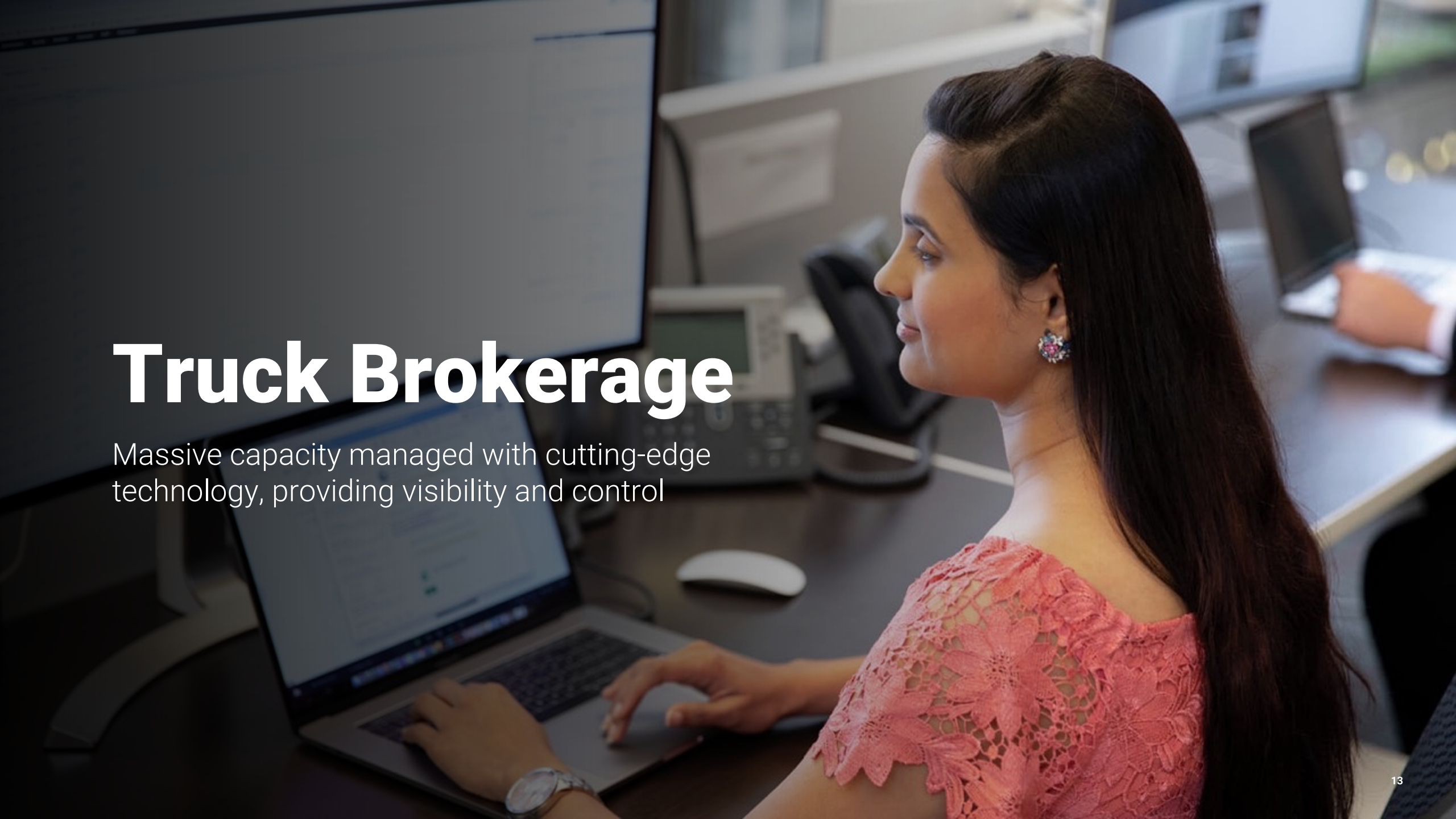

Truck Brokerage

Massive capacity managed with cutting-edge technology, providing visibility and control

Scale

Our robust capacity mix ensures **optimal equipment and price**.

- **Brokerage network of approximately 73,000 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**

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Experience

- Finished goods of all types
- Raw materials and parts
- Temperature-controlled
- High value and high security
- Heavy haul and oversized
- Single-source multinational

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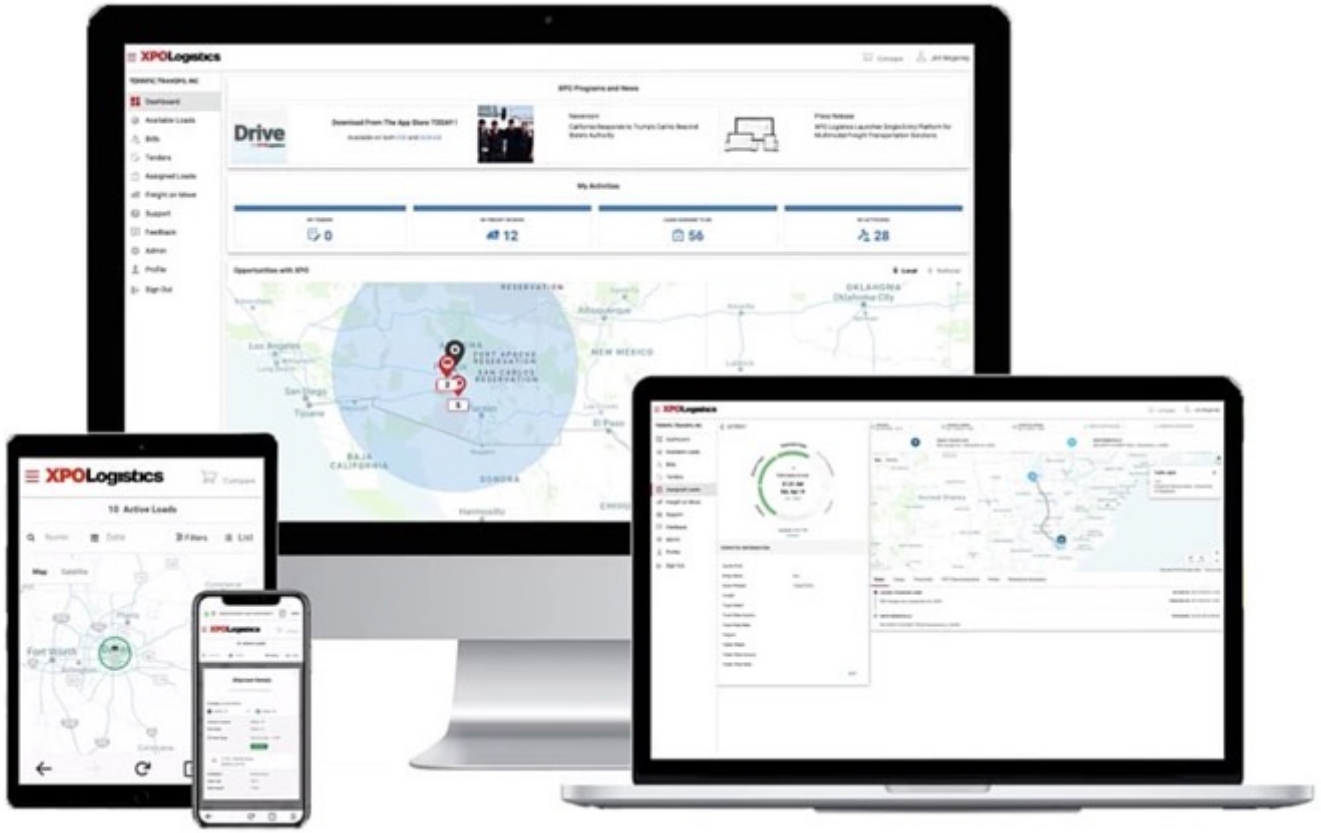
Technology

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.



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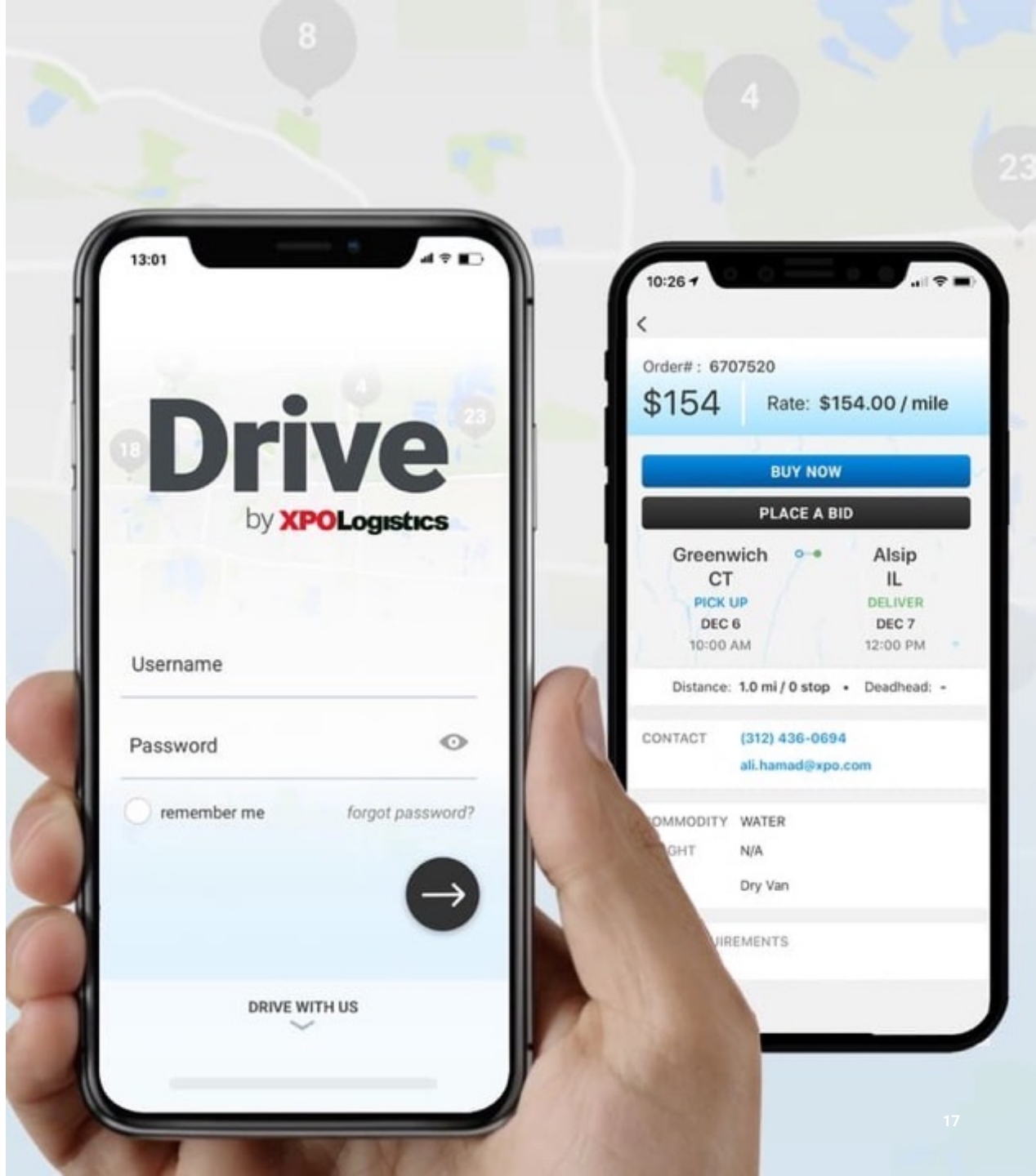
Technology

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



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XPOLogistics

Other Transportation Services

Intermodal and Drayage

Large, owned container capacity and national drayage network for seamless solutions

Scale

A **top three** intermodal provider in North America.

- **Approximately 11,000 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

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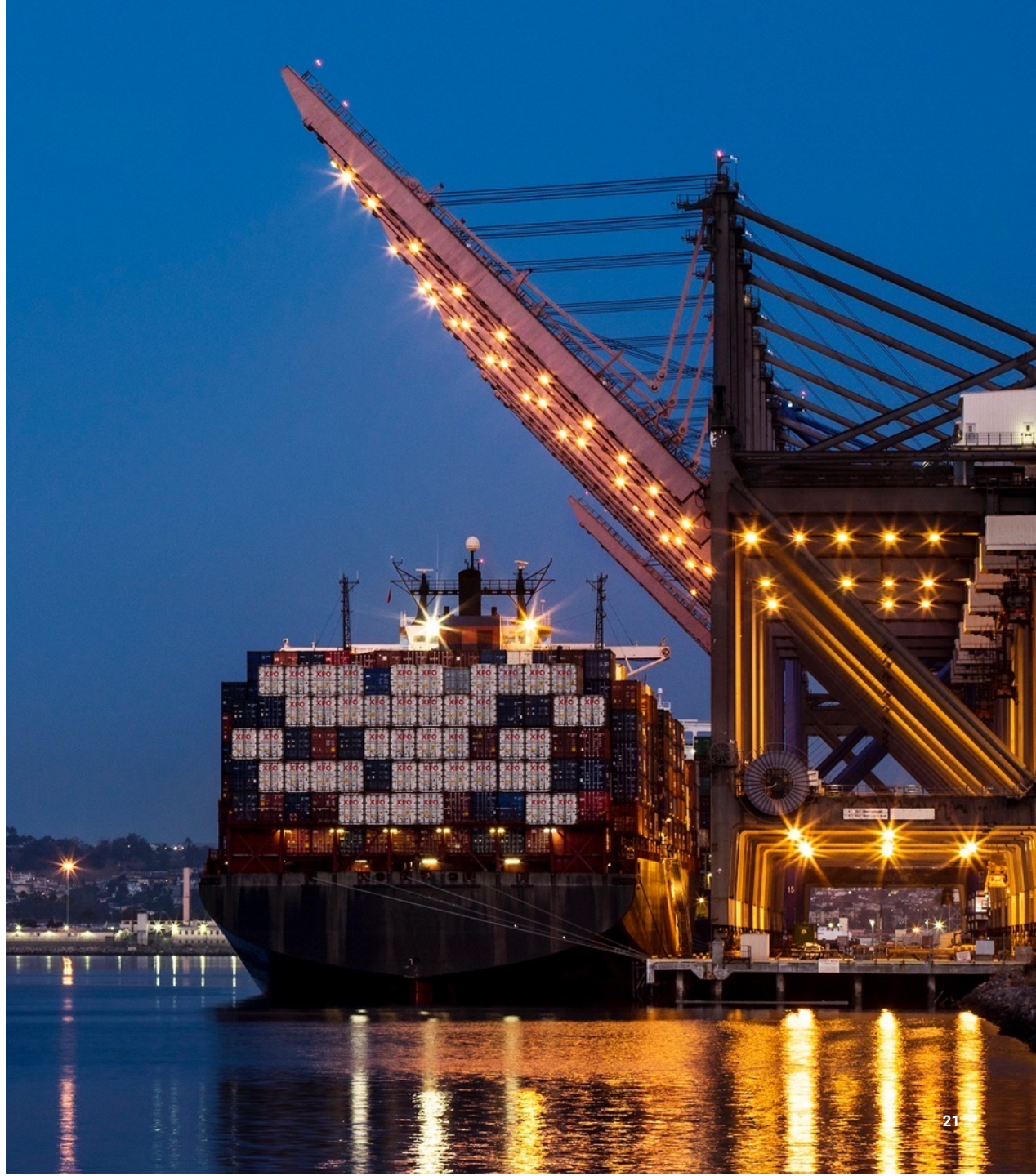
Experience

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



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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

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Last Mile

Consumer-facing service for superior brand protection

Scale

#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

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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

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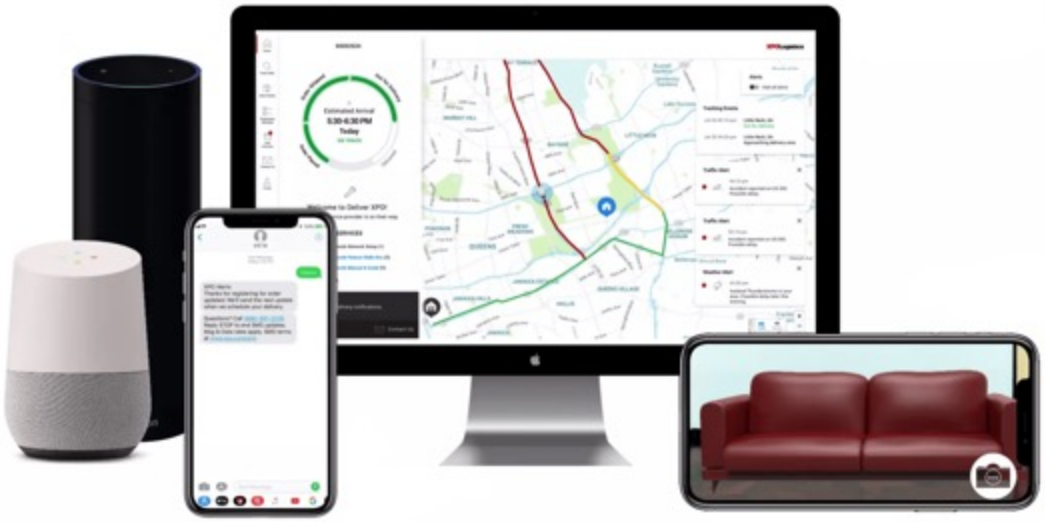
Technology

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



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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

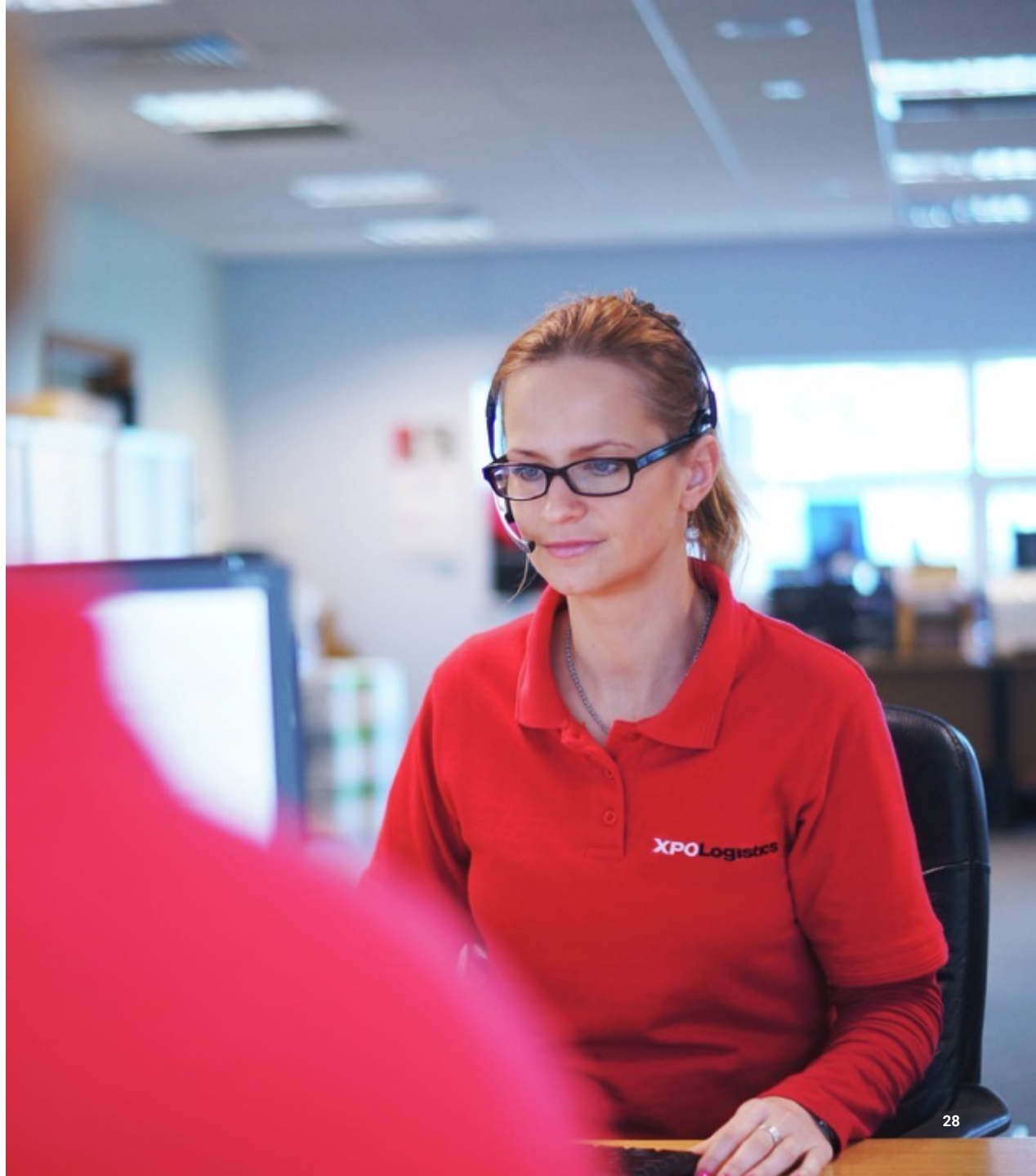
Access to market intelligence and buying power regionally, nationally and globally

OPTIMIZATION

Proprietary technology integrates with thousands of carriers

RELIABILITY

24/7 mission-critical control tower and expertise



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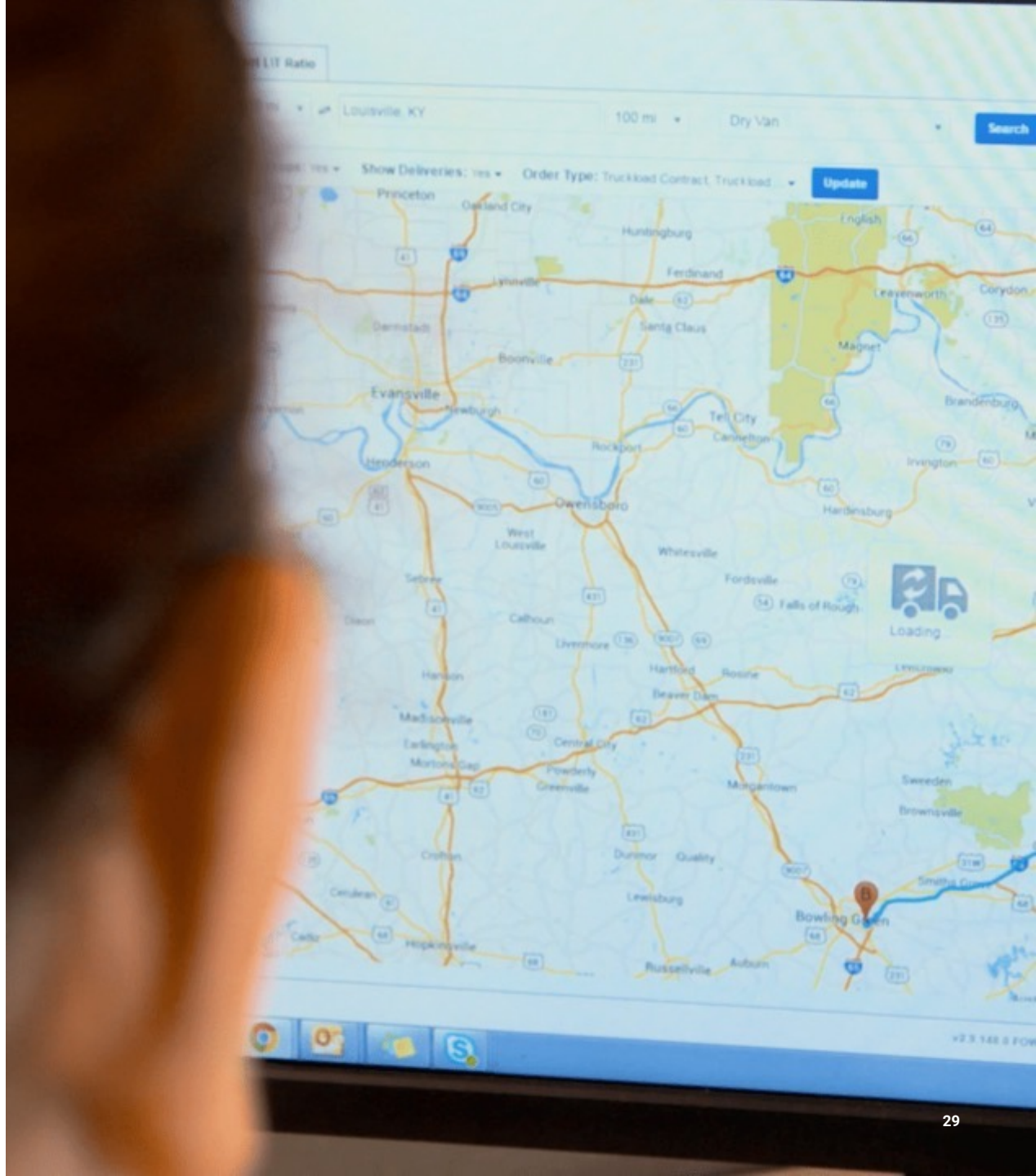
Technology

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



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Global Forwarding

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

GLOBAL FORWARDING

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

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GLOBAL FORWARDING

Technology

Our technology has eyes on the world, giving you shipper information, weight, tonnage, consignee, number of SKUs, transit time and real-time location status.

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Expedite

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

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

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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

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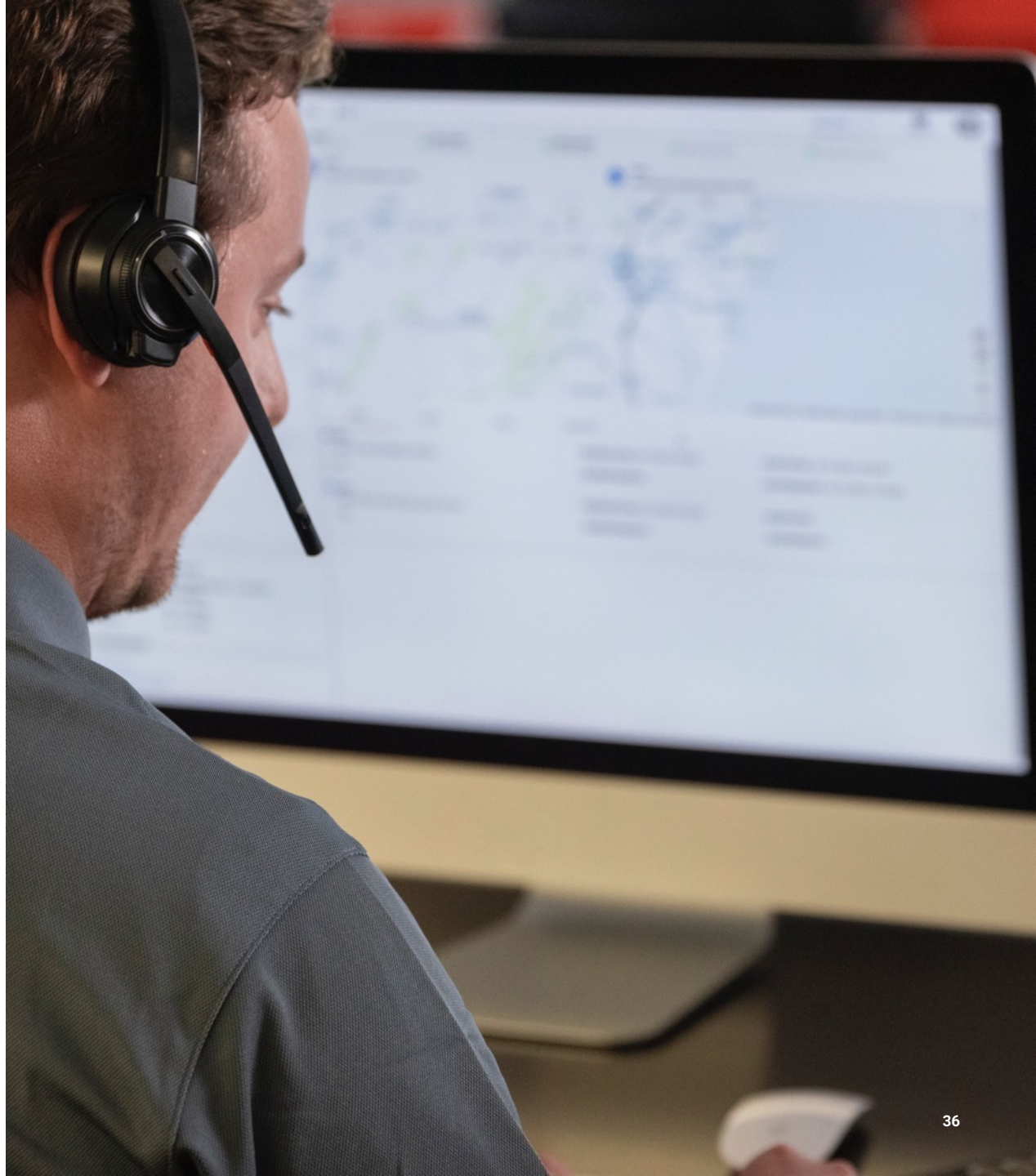
Technology

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



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Appendices

APPENDIX

2021 Business Profile

XPO is a **a leading provider** of freight transportation services.

We use our highly integrated network of people, technology and assets to help customers manage their goods most efficiently throughout their supply chains.

Top-three in key geographics

- Third largest provider of less-than-truckload (LTL) transportation in North America
- Second largest truck broker worldwide
- More than 90% of operating income derived from LTL and truck brokerage business
- Leading positions in Europe: France, the United Kingdom, Spain and Portugal

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

TTM revenue September 30, 2021

- **$12.4 billion**

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Recognized for Excellence

AWARDS AND RECOGNITION

- Named one of the World's Most Admired Companies by Fortune, 2018, 2019, 2020, 2021
- Ranked #1 in the Fortune 500 category of Transportation and Logistics, 2017, 2018, 2019, 2020
- Named a Top Company for Women to Work for in Transportation by the Women in Trucking Association, 2021
- Named one of Spain's Best Companies to Work For by Forbes, 2019, 2020
- Named a Leader in the Magic Quadrant for 3PL Providers by Gartner, 2018, 2019, 2020 (worldwide)
- Received Intel's Supplier Achievement Award for COVID response
- Recognized by General Motors with Supplier of the Year Award for aftermarket distribution 2019, managed transportation 2020, 2021
- Received Ulta Beauty's "Improve Always" Award, 2021
- Named a Top 100 3PL by Inbound Logistics, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021
- Named one of Best Leadership Teams and Best CEOs for diversity by Comparable, 2021
- Winner of Dow Chemical's Sustainability Award for road transportation, 2021
- Named LTL Collaborator of the Year by GlobalTranz, 2021
- Named a Top 100 Trucker by Inbound Logistics, 2016, 2017, 2018, 2019, 2020, 2021
- Recognized as one of the Most Socially Responsible Companies in France by Statista, 2020

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Recognized for Excellence

AWARDS AND RECOGNITION

- Honored with Whirlpool Corporation Intermodal Carrier of the Year Award and Maytag Dependability Award, 2020
- Ranked #7 of the Top 20 UK Companies for Quality of Workplace Culture by the Chartered Management Institute, 2020
- Ranked in top three of the Top 100 Transport Companies in France by l'Officiel des Transporteurs, 2019, 2020
- Recognized by Ford Motor Company with World Excellence Awards, 2019, 2020, 2021
- Recognized by Owens Corning as Supplier of the Year Award, 2020
- Recognized by Raytheon Company with EPIC Supplier Excellence Award for on-time delivery, 2019
- Named a European Diversity Leader by the Financial Times, 2019
- XPO Connect™ received SDCE 100 Award for Innovation from Supply & Demand Chain Executive, 2020
- Partnering with MIT as the first global logistics company to join the Industrial Liaison Program, 2019, 2020
- Ranked in top 100 of America's Most Responsible Companies by Newsweek, 2019
- Named a Winning "W" Company by 2020 Women on Boards for gender diversity of the board of directors, 2019
- Named a Disruptive Technology Leader on the Freight.Tech 25 by FreightWaves, 2018, 2019, 2020
- Recognized by Nissan Manufacturing UK for excellence at Operational Logistics Awards, 2014, 2015, 2016, 2017, 2018, 2019
- Awarded Best Employer Practice Award for partnership with DS Workfit by British Association for Supported Employment, 2019
- CEO Jacobs ranked #10 on Barron's readers list of World's Best CEOs, 2018
- Named to the Fortune Future 50 list of US companies best positioned for breakout growth, 2018

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Culture

Safe

Respectful

Entrepreneurial

Innovative

Inclusive

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.

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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

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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/

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Partnerships

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.

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Partnerships

TOUR DE FRANCE

For 41 consecutives 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 though 2025.

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Digital Marketplace

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

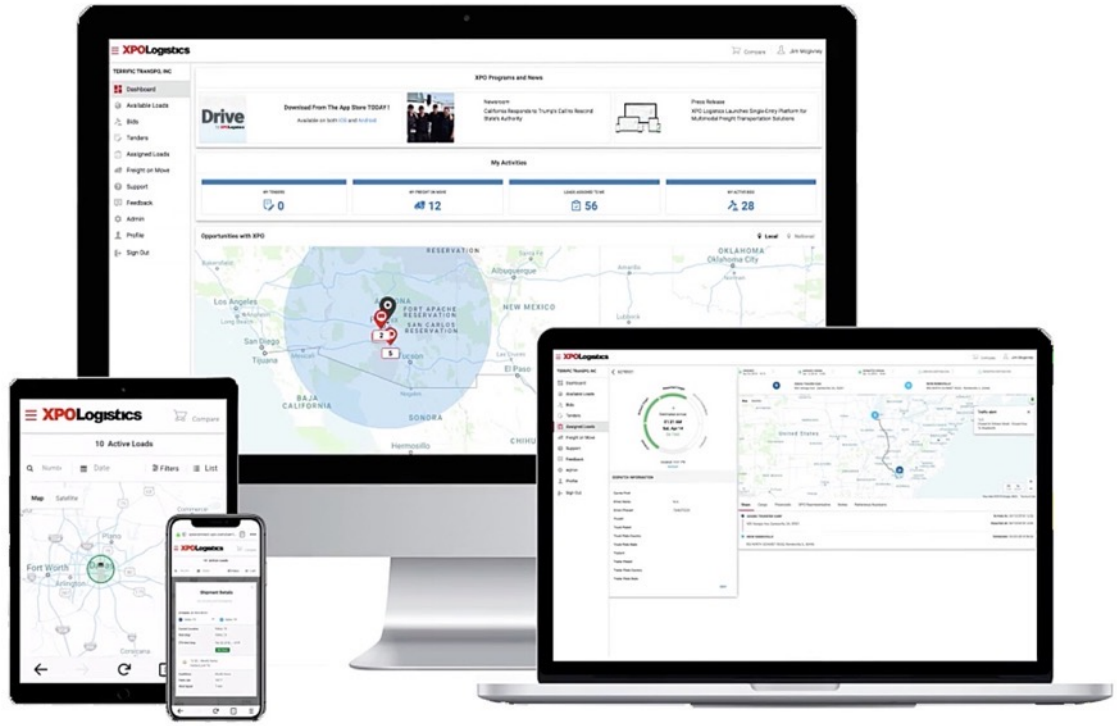
XPO's digital transportation platform provides **real-time visibility and interactivity for shippers, carriers and consumers**

2018 US Launch
2019 Europe launch

18,000 customers
42,000 customer users
≈ 91,000 carriers

550,000 +
Cumulative driver downloads

Q3 2021 downloads increased by 32% Q3 2020



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Sustainability

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.

- **Reduced greenhouse gas emissions by more than 525,000 metric tons** by moving 210,000 shipments via US rail
- **38%** of XPO's global promotions in 2020 were earned by women
- **Recycled approximately 200,000 metric tons of waste** across our global operations
- Completion of **more than 1.9 million training hours** in 2020 by North American employees
- Created a Diversity, Equity and Inclusion office, led by XPO's **first Chief Diversity Officer,** and **launched eight Employee Resource Groups**
- **100% of electricity used to support our operations in Spain is renewable**
- **Nearly 32,000** employees were hired by XPO in 2020, all of whom received XPO's Code of Business Ethics and Ethics Policies

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XPO Logistics

Let's Move the World Forward.