



NOVEMBER 2021

Company Profile - Europe

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Why XPO

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

- Less-Than-Truckload
- Full Truckload
- Last Mile
- Managed Transportation/KeyPL®
- Global Forwarding
- Intermodal



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.

- **Largest truck broker in Western Europe** (#1 in France and Spain)
- **Leading LTL provider** in Western Europe (#1 LTL provider in France and Spain)
- One of the **fastest growing Last Mile provider** across Europe
- **Largest owned network** within Europe

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

Why XPO

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



Why XPO

We believe that our investment in technology has been among the highest in our industry for nearly a decade. **Technology is a high-ROI investment for us, and one that drives our competitive advantage.**



Business Profile

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



XPO in Europe

€2.334 Billion

EUROPE 2020 REVENUE

~13,500

team members

195

locations

7,300

trucks

14

countries



Brand



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

Brand

We are unified by a single, unwavering principle:

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

The logo for XPO Logistics, featuring the letters "XPO" in a bold, red, sans-serif font, followed by the word "Logistics" in a bold, black, sans-serif font.

Let's Move the World Forward.

Our Solutions



Less-Than-Truckload

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

Scale and experience

To deliver your pallets of all size, anywhere, anytime, thanks to our 100% integrated pallet network

- Over 100 LTL locations in Europe
- 60,000 pallets delivered daily within domestic networks
- 10,000 pallets delivered daily within European networks
- 500 linehauls to France and Europe every day
- 1,000 distribution rounds every day
- Bespoke deliveries : urban, difficult access, pallet stripping/unloading
- 100% ADR network
- Time control with personalized time frame maps, option premium (before 2 pm) or option target (target date)

★ INTERNATIONAL HUB XPO

★ INTERNATIONAL HUB PARTNER

● PLATFORM XPO

● PLATFORM PARTNER



Full Truckload

Massive capacity managed with cutting-edge technology



Scale

A recognized expertise in FTL for your packed, bulk, hazardous, ambient or temperature-controlled goods

- 250,000 full loads managed monthly (domestic or international flows)
- European owned fleet of over 7,500 vehicles
- Specific material adapted to your needs : semi-trailer, high volume, tanker...
- Leader in cross-channel expertise, with more than 105,000 crossings per year
- High safety and quality standards consistently maintained
- Management of additional stop points
- CO₂ emissions follow-up
- Proprietary IT solutions for track and trace, order integration and proof of delivery



Experience

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



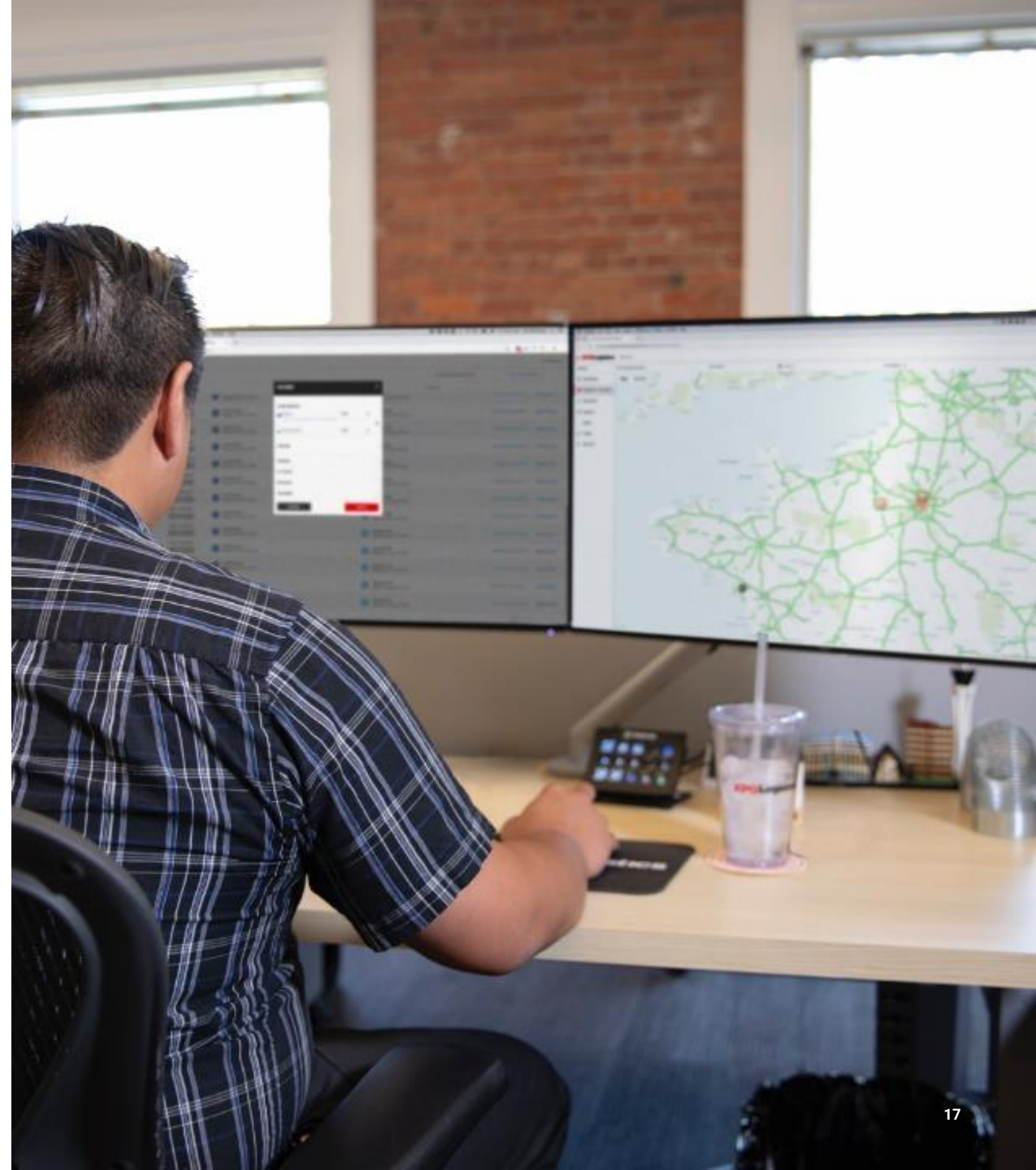
Technology

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.

Connect
by **XPO** Logistics



Digital Marketplace

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

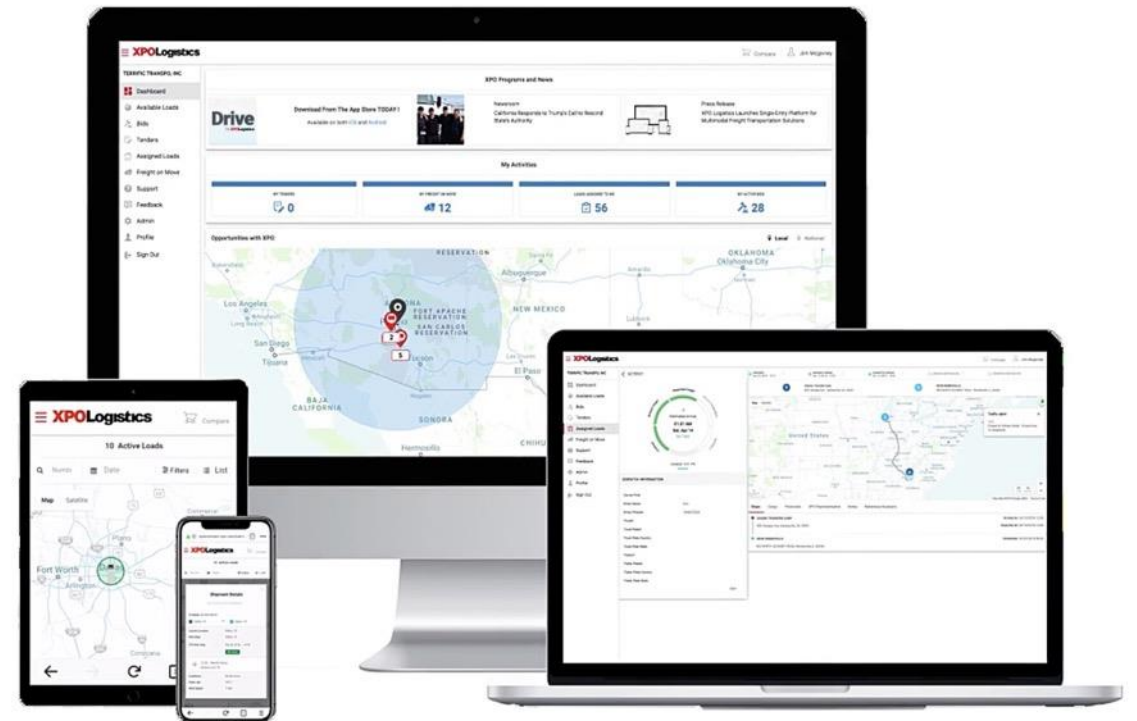
XPO's digital transportation platform provides **real-time visibility and interactivity for shippers, carriers and consumers**

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 30% over the
previous quarter



SHIPPER BENEFITS

INSTANT ACCESS TO CAPACITY

across Europe

REAL-TIME VISIBILITY

with notification management

ALL YOUR TRANSPORT MODES

in one place

360-DEGREE VIEW

order, POD, invoice
- you're in control

ADVANCED ANALYTICS

for better decision making

SIMPLE CONNECTIVITY

via API

Connect

by **XPO**Logistics



FreightOptimizer

Any TMS can connect

CARRIER BENEFITS

CONVENIENT ACCESS

- find, bid and secure load

ONE CLICK TO REVENUE

via XPO

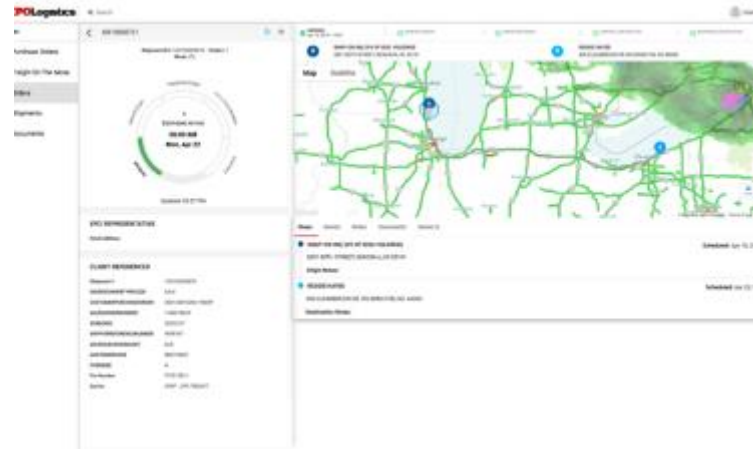
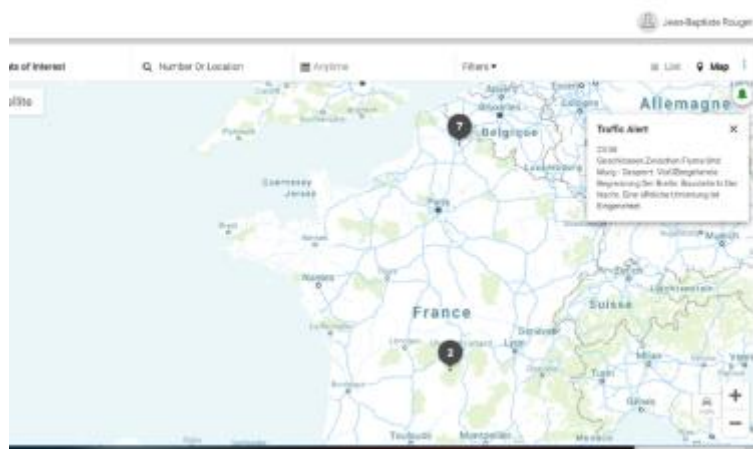
Dynamic, **FAIR
MARKET PRICING**

**DIGITAL AUTOMATED
TRACKING** - no need to call

ADVANCED ANALYTICS
to better manage your capacity

IMMEDIATE VISIBILITY
to identify backloads
- reduce empty running

XPO's All In One Digital Freight Marketplace



Invoice Number	Shipment Number	Start Date	Original Amount	Payment Adjustment	Balance	Balance Due	Due Date
000001	000001	01/01/2018	\$10.00	\$0.00	\$10.00	\$10.00	01/01/2018
000002	000002	01/01/2018	\$20.00	\$0.00	\$20.00	\$20.00	01/01/2018
000003	000003	01/01/2018	\$30.00	\$0.00	\$30.00	\$30.00	01/01/2018
000004	000004	01/01/2018	\$40.00	\$0.00	\$40.00	\$40.00	01/01/2018
000005	000005	01/01/2018	\$50.00	\$0.00	\$50.00	\$50.00	01/01/2018
000006	000006	01/01/2018	\$60.00	\$0.00	\$60.00	\$60.00	01/01/2018
000007	000007	01/01/2018	\$70.00	\$0.00	\$70.00	\$70.00	01/01/2018
000008	000008	01/01/2018	\$80.00	\$0.00	\$80.00	\$80.00	01/01/2018
000009	000009	01/01/2018	\$90.00	\$0.00	\$90.00	\$90.00	01/01/2018
000010	000010	01/01/2018	\$100.00	\$0.00	\$100.00	\$100.00	01/01/2018
000011	000011	01/01/2018	\$110.00	\$0.00	\$110.00	\$110.00	01/01/2018
000012	000012	01/01/2018	\$120.00	\$0.00	\$120.00	\$120.00	01/01/2018
000013	000013	01/01/2018	\$130.00	\$0.00	\$130.00	\$130.00	01/01/2018
000014	000014	01/01/2018	\$140.00	\$0.00	\$140.00	\$140.00	01/01/2018
000015	000015	01/01/2018	\$150.00	\$0.00	\$150.00	\$150.00	01/01/2018
000016	000016	01/01/2018	\$160.00	\$0.00	\$160.00	\$160.00	01/01/2018
000017	000017	01/01/2018	\$170.00	\$0.00	\$170.00	\$170.00	01/01/2018
000018	000018	01/01/2018	\$180.00	\$0.00	\$180.00	\$180.00	01/01/2018
000019	000019	01/01/2018	\$190.00	\$0.00	\$190.00	\$190.00	01/01/2018
000020	000020	01/01/2018	\$200.00	\$0.00	\$200.00	\$200.00	01/01/2018

WATCH ROUTES IN REAL TIME

Track shipment status in real time and view up-to-date weather and traffic alerts for all your orders

UPDATES ON THE GO

Set up customized notifications on any device and receive shipment status updates wherever you are

DOCUMENTS ON DEMAND

Track invoices and all the important documents you need without having to sift through emails and stacks of paper

A delivery person wearing a high-visibility yellow vest with "ATOLASSICS" on the back is using a handheld device to interact with a smiling woman in a maroon sweater at a doorway. Another person in a similar vest is partially visible in the foreground on the right.

Last Mile

Consumer-facing service for
superior brand protection

Scale

We design and implement **B2C and B2B last mile solutions for retailers and manufacturers** across Europe

- **850,000** annual B2C home deliveries in Europe and **560,000** annual B2B deliveries in Europe
- **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 the UK, France and Iberia



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





Managed Transportation / KeyPL®

Customized, cost-effective multimodal solutions

Scale and Experience

Customers trust us with approximately \$2.7 billion of freight under management. Leverage our technology, expertise and buying power to manage your freight

SCALE

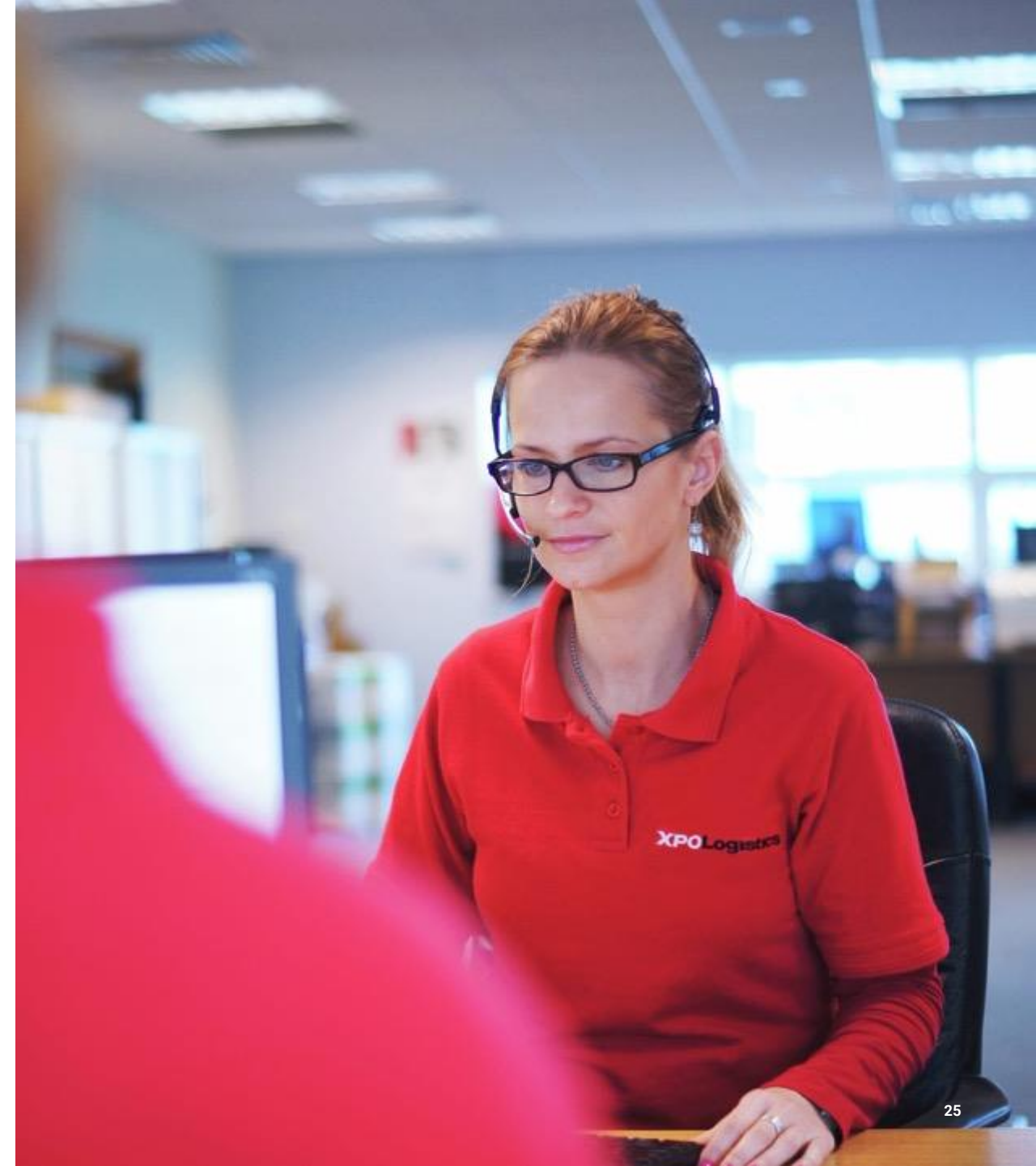
Access to market intelligence and buying power regionally, nationally and globally

OPTIMIZATION

Proprietary technology integrates with thousands of carriers

RELIABILITY

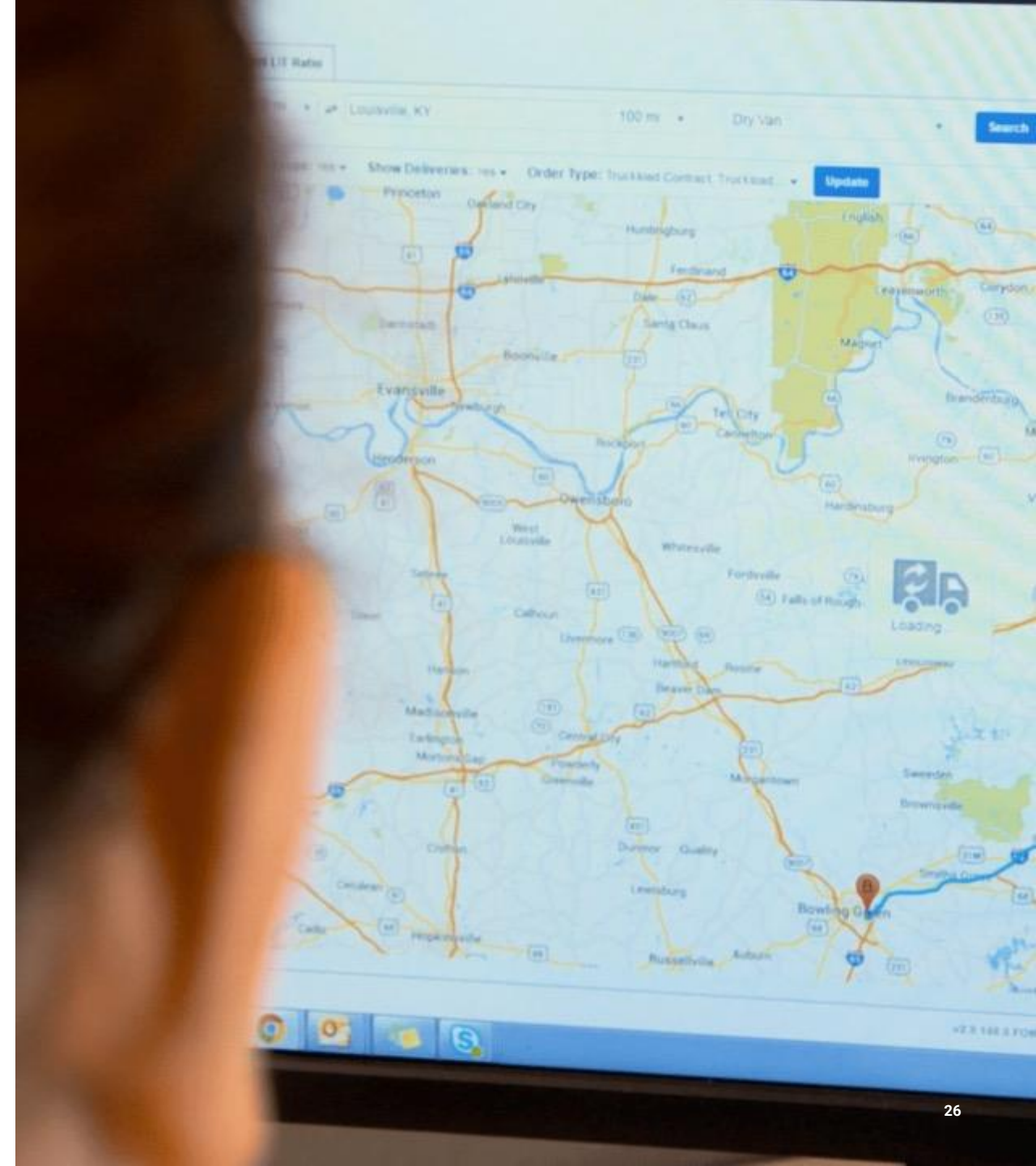
24/7 mission-critical control tower and expertise



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



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.

- Main trade lanes: Europe / Americas / Asia / Russia – CEI and Central Asia
- Over 86,000 customs entries per year
- Over 220,000 shipments worldwide per year
- Certification: “Secure Cargo Agent”
- Over 157,000 TEUs of ocean freight per year
- Full container load FCL and Less than container LCL
- Door-to-door, APT / APT - DDPS
- Consolidation Export and Import



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.



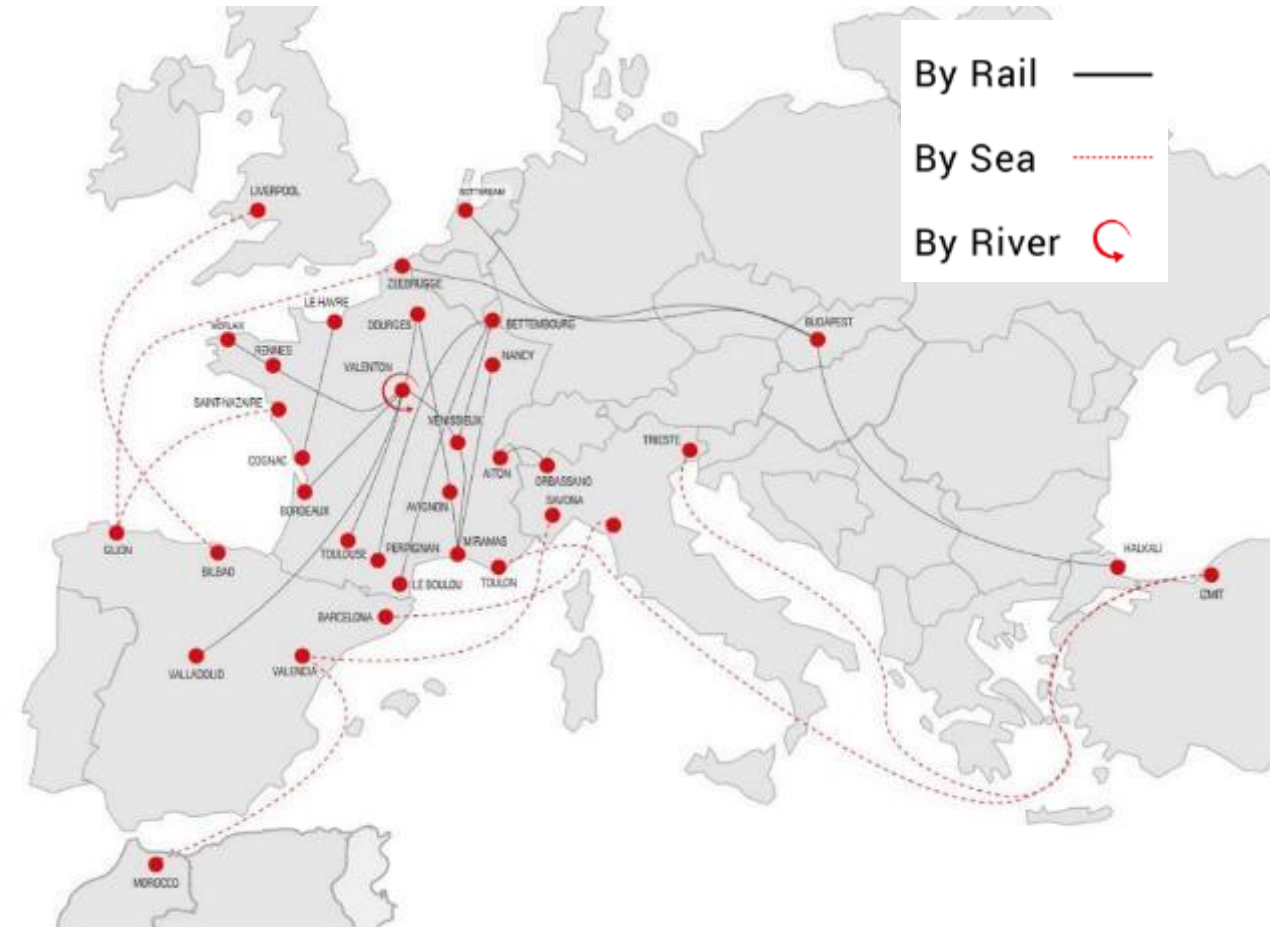
Intermodal



Scale and experience

Door-to-door combinations of rail, river, sea and road transport across Europe

- Design of a tailored, door-to-door solution that combines rail, river, sea and road transport across Europe, to help lower your costs, deliver times and carbon footprint
- Specific expertise in planning solutions that comply with environmental restrictions for urban areas
- Transport of ambient and temperature-controlled goods
- A single service provider to manage your end-to-end Supply Chain
- A complete solution with a single management of the performance
- An increase of the payload carried, depending on the national regulatory requirements
- Securing your goods at every stage of their transportation



Event Logistics



Scale and expertise

- More than **40 years of expertise** in Transport and Event Logistics
- Specialised in **professional** (exhibitions, fairs and shows), **sports** or **sociocultural events**
- On-site coordination team
- **24/7 assistance**
- **Complete and tailor-made solutions** to the specific logistical and security challenges of major events in Europe



Appendices



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.

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

Statement on the COVID-19 Pandemic

XPO is widely considered to be an essential business with a responsibility to keep goods moving through supply chains. Our company and most of our facilities remain open as we continue to serve our customers.

The special measures we've taken in response to COVID-19 are designed to ensure the well-being of our employees:

- Globally, our people are working remotely if able to do so.
- For employees who need to work on site, we follow the guidance of the World Health Organization, the US Centers for Disease Control, local regulators, and our own health and safety protocols.
- Social distancing and PPE guidelines are in effect at all XPO workplaces.
- Our facilities worldwide engage in ongoing cleaning of high-touch areas, as well as deep cleaning of any facility likely to have been exposed to COVID-19.
- We continue to provide alternate work arrangements for employees when medically advisable.
- We expanded access to mental health counseling services.

Whether COVID-19 is driving permanent changes in behavior, or will prove more temporary, XPO will be even more tightly bonded by this experience. We're ready to serve our customers through the fits and starts of the recovery, however long that takes, and help move the world forward.

May 4, 2020

Corporate Social Responsibility

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.

- **82%** of waste was recycled by XPO operations in Europe in 2019
- **98%** of our fleet in Europe is compliant with the most demanding emissions standards
- **10,150 hours** of environmental protection training were received by employees in Europe in 2019
- **Reduced greenhouse gas emissions by more than 525,000 metric tons** by moving 210,000 shipments via US rail
- 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**
- **95% of XPO distribution centers have energy reduction programs**
- **Nearly 32,000** employees were hired by XPO in 2020, 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/>



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



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



Partnerships

TOUR DE FRANCE

For more than 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 “XPO Moves the Tour” partnership through 2025.



Partnerships

SUSAN G. KOMEN FOUNDATION

XPO is a partner with the Susan G. Komen Foundation, the nonprofit that helped ignite the fight against breast cancer.

As part of our relationship, XPO added Komen's iconic pink running ribbon logo to hundreds of our trucks to raise awareness of Komen's mission.



XPOLogistics

Let's Move the World Forward.