

XPO

**Your sustainable
supply-chain partner**

EUROPE - 2023



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Introduction

Controlling your supply chain, a strategic lever for sustainable growth

Your challenges



Offer **differentiating and competitive solutions** in an increasingly competitive environment.



Make your **supply chain more agile** in the face of increasingly numerous and fast-moving disruptions.



Design and maintain a sustainable supply chain to meet the challenges of **decarbonizing your activities**.

Our vision

You are facing unprecedented issues when growing of your business: economic challenges and the increasing importance of **environmentally sound operations**.

But with our support, you can transition to a sustainable supply chain and meet the demands of decarbonization—and no need to sacrifice logistical integrity.

Our People

At the core of our vision is our people. Fueled by an unmatched commitment to delivering excellence, each and every member of our team is dedicated to ensuring your success.

Our goal? **Helping you succeed every step of the way.**

Sustainable logistics

Committed to carbon neutrality by 2050, we are pioneering innovative strategies for a sustainable supply chain, pushing for decarbonization, and implementing alternative transportation and energy solutions.

Together, **we can make a lasting positive impact.**

Technology Innovation

We continually invest in cutting-edge technologies to ensure the protection and visibility of your data. With us, you gain optimal management of your supply chain, ensuring both efficiency and safety.

We can reshape the future together.

Let's move the world forward

XPOLogistics



XPO

Our values



Safety is our priority

We take care of each other and are constantly looking for ways to improve safety in all our activities, whether in our trucks, on our docks, or in our warehouses and data centers.

We ask ourselves: "what if"?

We do not back away from change. That is how we provide innovative solutions to address challenges and create value for our customers and our customers' customers.



We listen

We listen to our employees, our partners and our customers. We combine our talents and perspectives to reinvent the way we do business. Respect for other peoples' opinions and differences is the driving force behind this collaboration.

We are curious

We push boundaries with innovative ideas - innovations in which no one else believes. We are committed to investing in ground-breaking technologies that will help our customers become leaders.



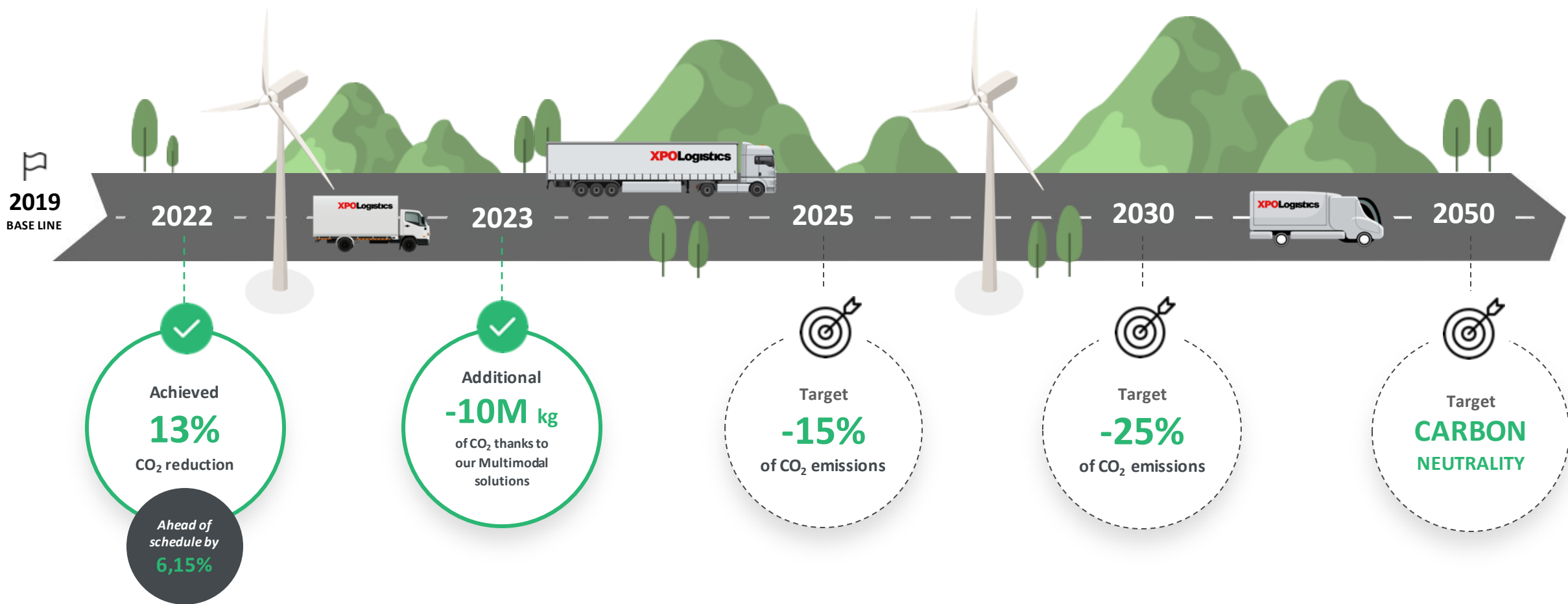
We celebrate every individual

We uphold integrity, celebrate individuality and know that we can always learn more from each other, our customers and the communities we serve.



XPO's sustainable journey

XPO places **operational excellence** and **protecting the planet** at the heart of everything we do in order to support our customers in this complex environment. Our focus is clear, in collaboration with our clients. **Our aim is to reach carbon neutrality across our distribution location and transport services by 2050.**



Why XPO ?

Our goal is to focus our offering on **your needs**, thanks to the strengths that make us unique on the market.



An end-to-end service

We support you at every stage of the supply chain, with a comprehensive range of services.



Customized solutions

We adapt solutions to your challenges and requirements, through a consulting approach to the creation of a tailor-made solution.



Teams of experts

Our teams of experts, who receive continuous training, are at your disposal to offer you the best service and deliver operational excellence every step of the way.



A pan european network

We operate as close as possible to our customers, through a local, regional, national and international network.



Available resources

We offer you flexible solutions supported by a large in-house fleet and a network of approved partners.



Multi-sector expertise

We offer a range of services for each market, enabling us to meet your specific needs.



CSR strategy

We are committed to working with you to make your supply chain sustainable.



Digital solutions

We guarantee total visibility and optimal management of your supply chain through our digital solutions.



Investment capacity

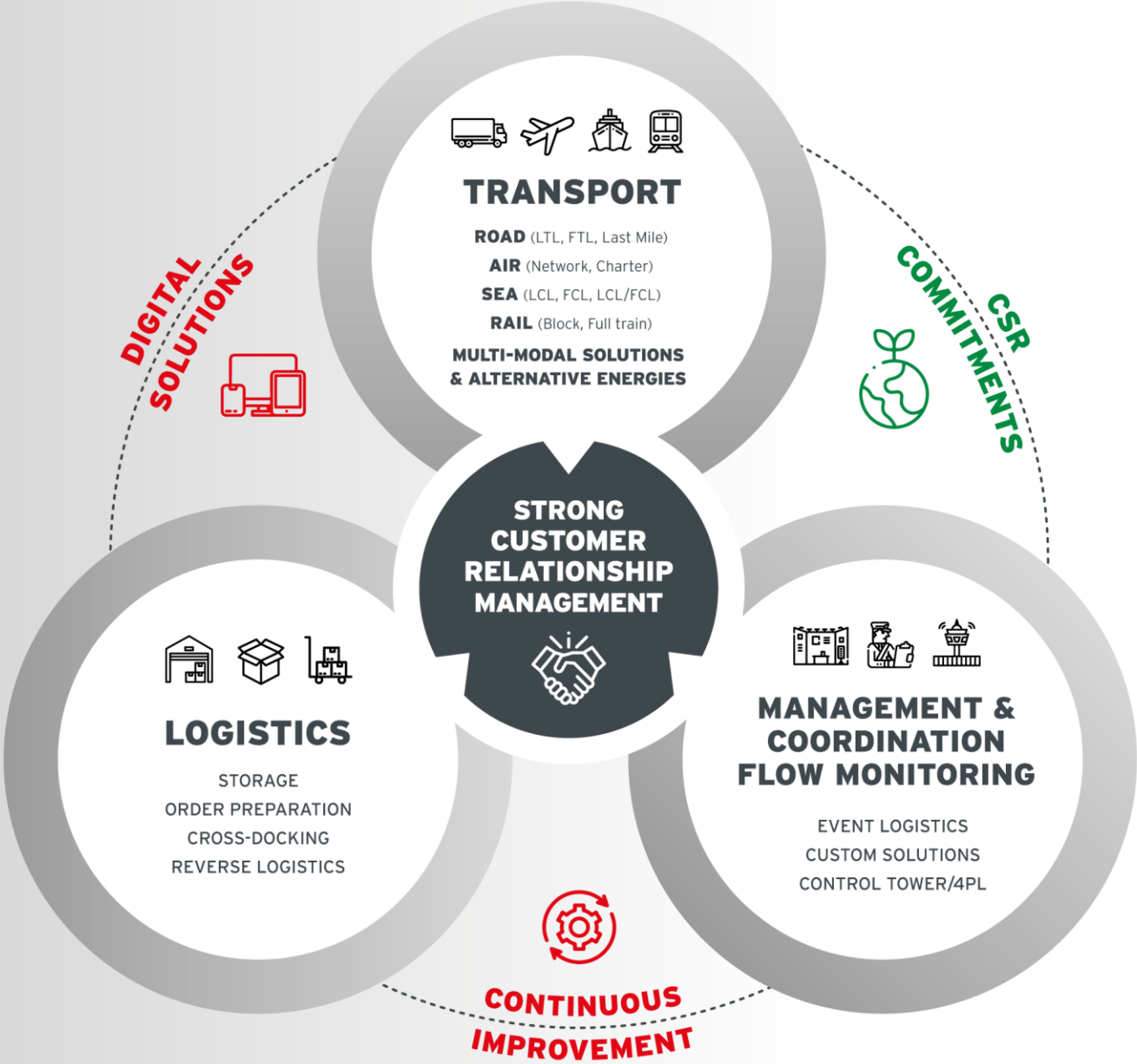
We have significant investment capacity (fleet renewal, investment in cutting-edge technological solutions, etc.).

General overview

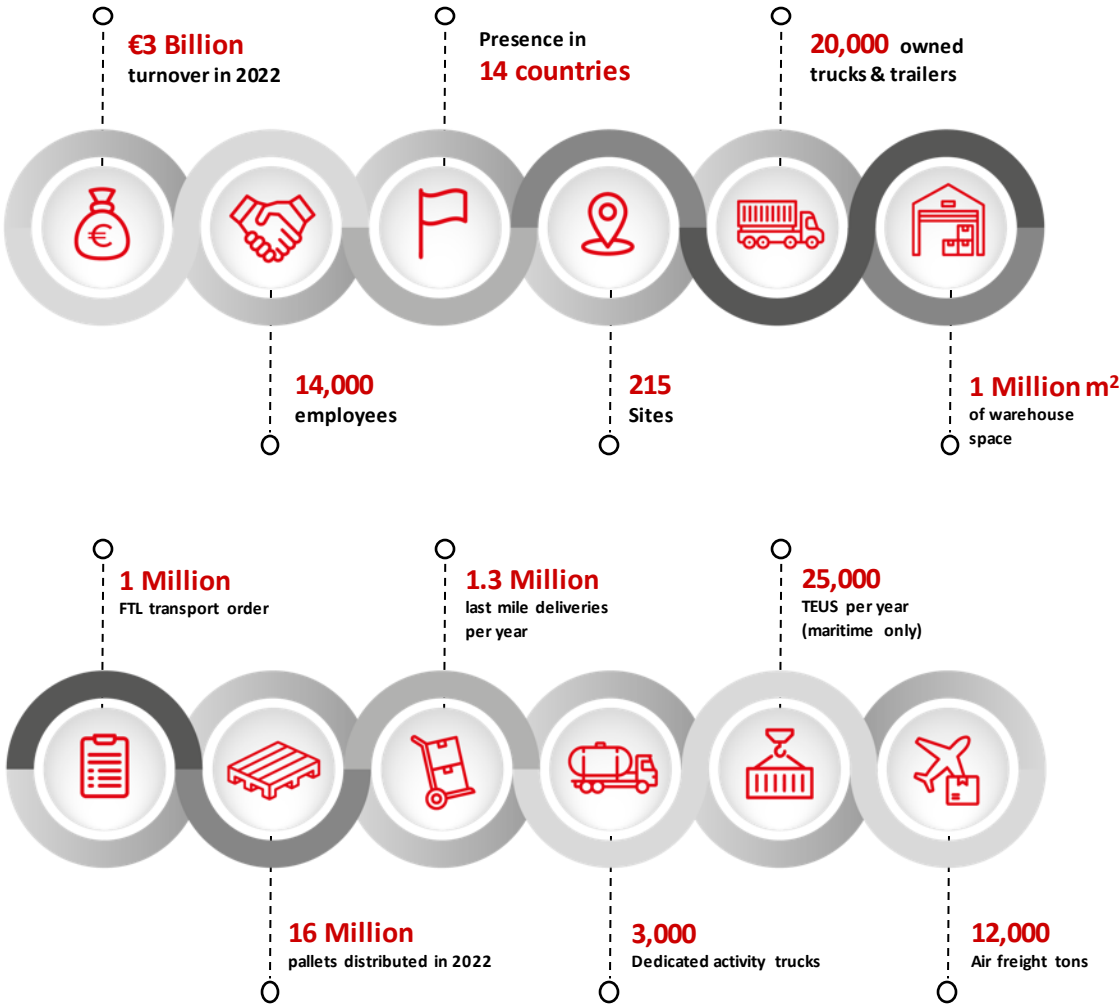
Europe

€3 Billion 2022 REVENUE

14 countries	215 locations	14,000 team members	20,000 trucks & trailers	1 million m² of warehouse space
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XPO Europe in figures





Our offering

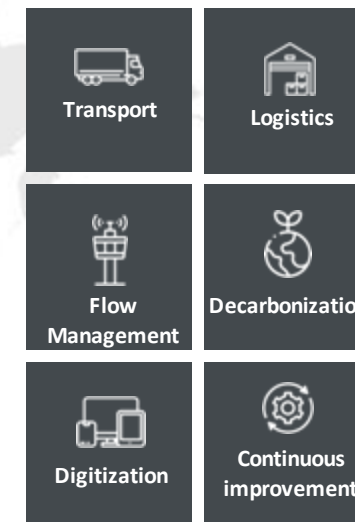
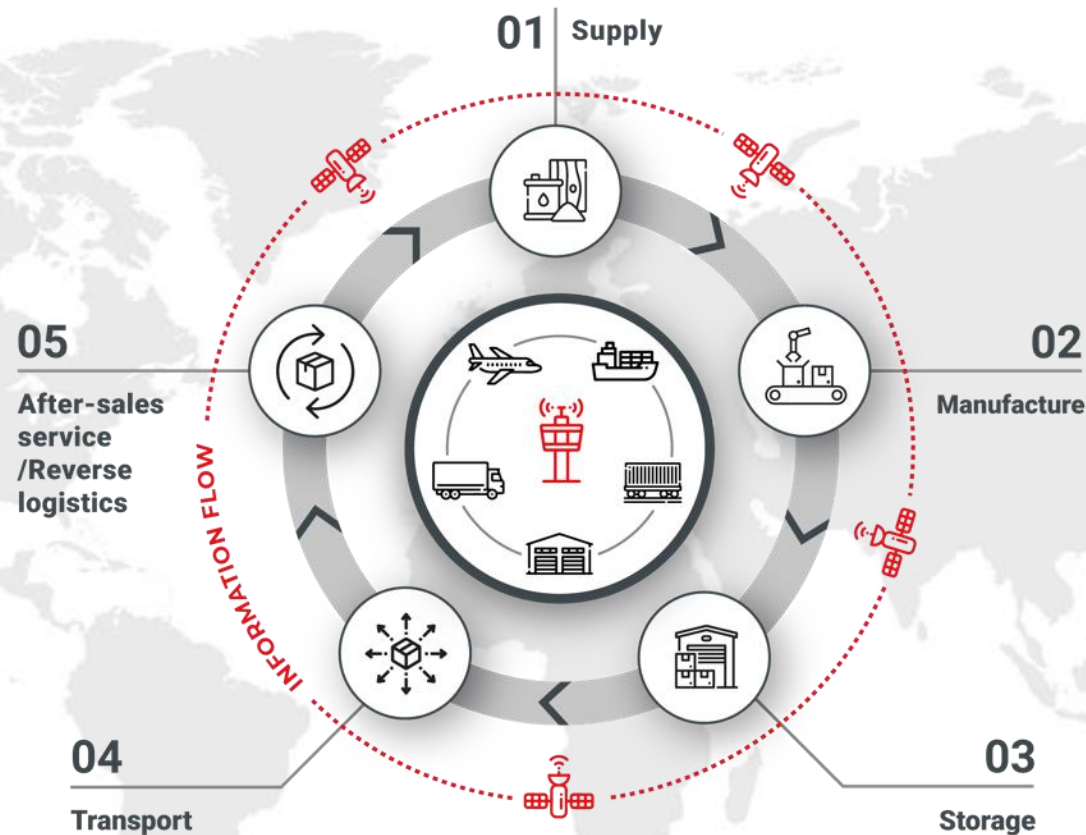
A global service

We provide **end-to-end transport and logistics solutions**, from procurement to final delivery, with 2, 3 and 4PL models.

Responsive and flexible; our network is extensive, covering every link in the supply chain. Whatever the need, we have the expertise to help our customers accomplish their goals.

Our reputation is built on our **ability to support seamlessly, whilst connecting our clients with their customers**.

Our **cutting-edge digital solutions**, our **CSR commitments** and our **continuous improvement strategy** enhance our offer to optimize and decarbonize your supply chain.



Expertise in every market

Because your challenges and issues are specific, we build **transport and logistics solutions** adapted to the needs of your business sector.





Our transport solutions

Our road transport solutions

National and international expertise



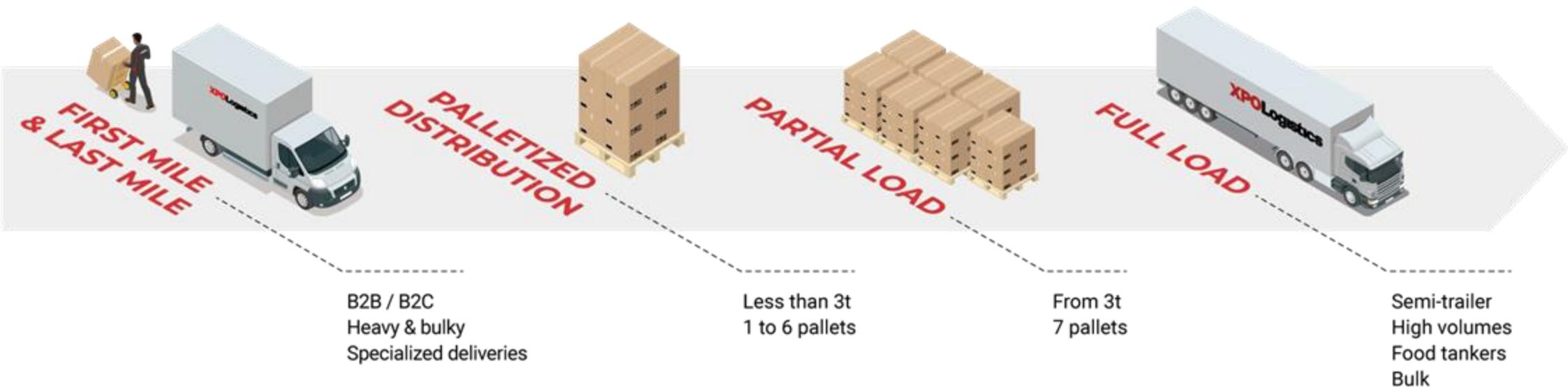
Value Added Solutions

- Transport & customs engineering
- **First & Last Mile logistics:** on-site, in-store, agility, hyper urban with light vehicles, delivery/pick-up parts, assembly, etc.
- Flow management & continuous improvement
- Outsourcing & fleet rental
- Reverse logistics
- Transportation (hazardous goods, temperature controlled, emergencies)



Customer Benefits

- **Single point of entry** for the management of your flows
- **Customized** solutions
- **Optimization** of your flows



Our overseas solutions

International expertise



Good Distribution Practices (GDP) for medicines



NVOCC license (sea freight)



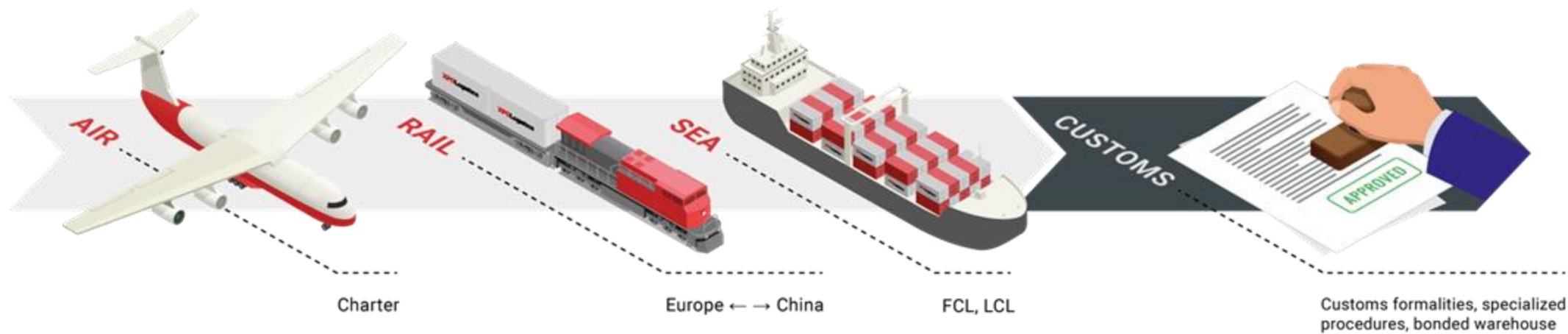
Value Added Solutions

- Transport & customs engineering
- AOG (Aircraft On Ground)
- Oversize transport & Industrial Projects (factory relocation, etc.)
- Transport of hazardous materials (IMDG & ADR), with Controlled Temperature
- Eastern Country Solutions

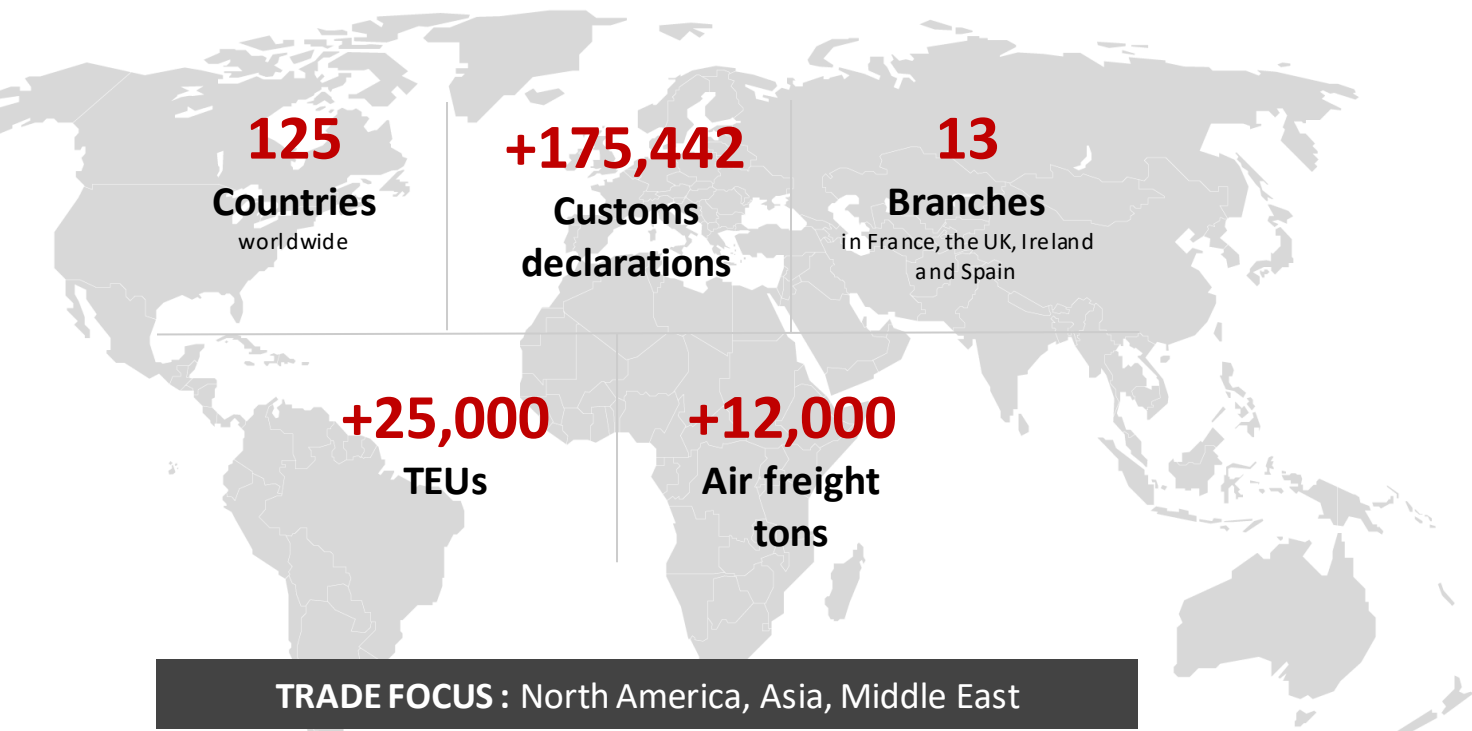


Customer Benefits

- **Global Network**
- **Integrated offering:** Road, Air, Sea, Logistics
- **Customized solutions**
- **Single point of entry** for the management of your flows



Our overseas network



Certified:



Our multimodal solutions

Expertise in alternative modes of transport



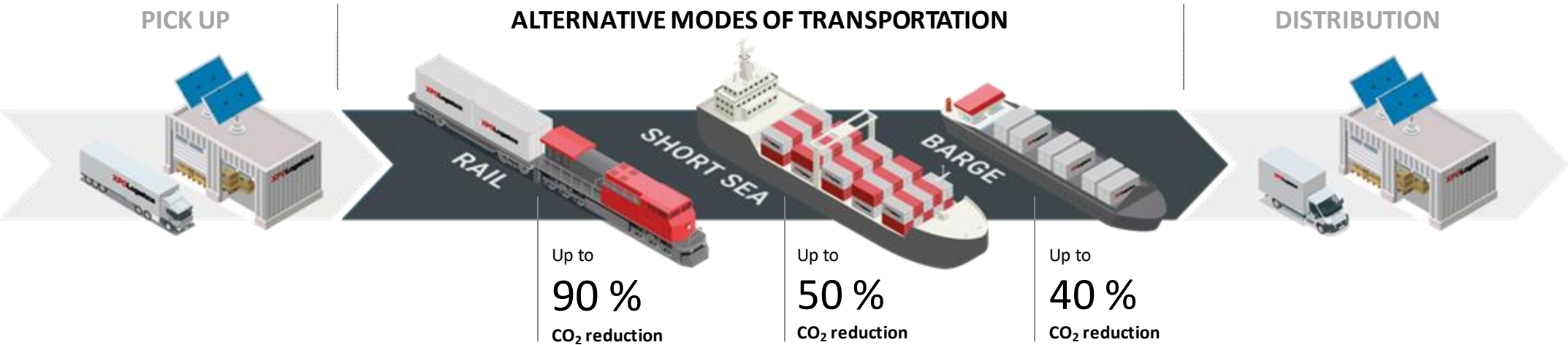
Value Added Solutions

- 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
- Transport & logistics engineering
- **Team dedicated** to creating customized solutions
- Volume pooling & counterflow identification

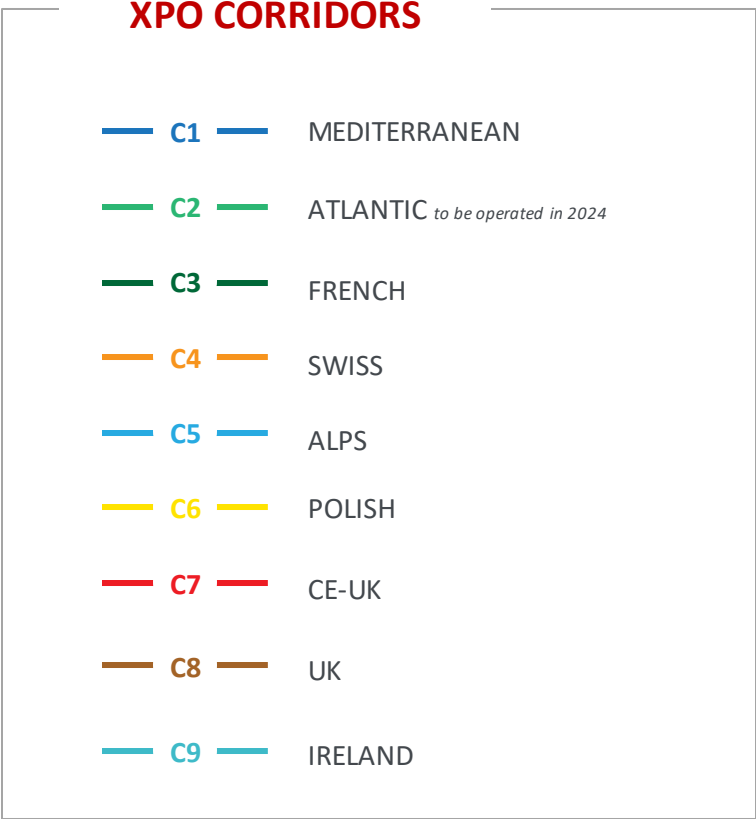


Customer Benefits

- **Emissions reduction**
- Additional **capacity**
- **Deadline** compliance
- **Contingency** planning
- **Cost optimization**

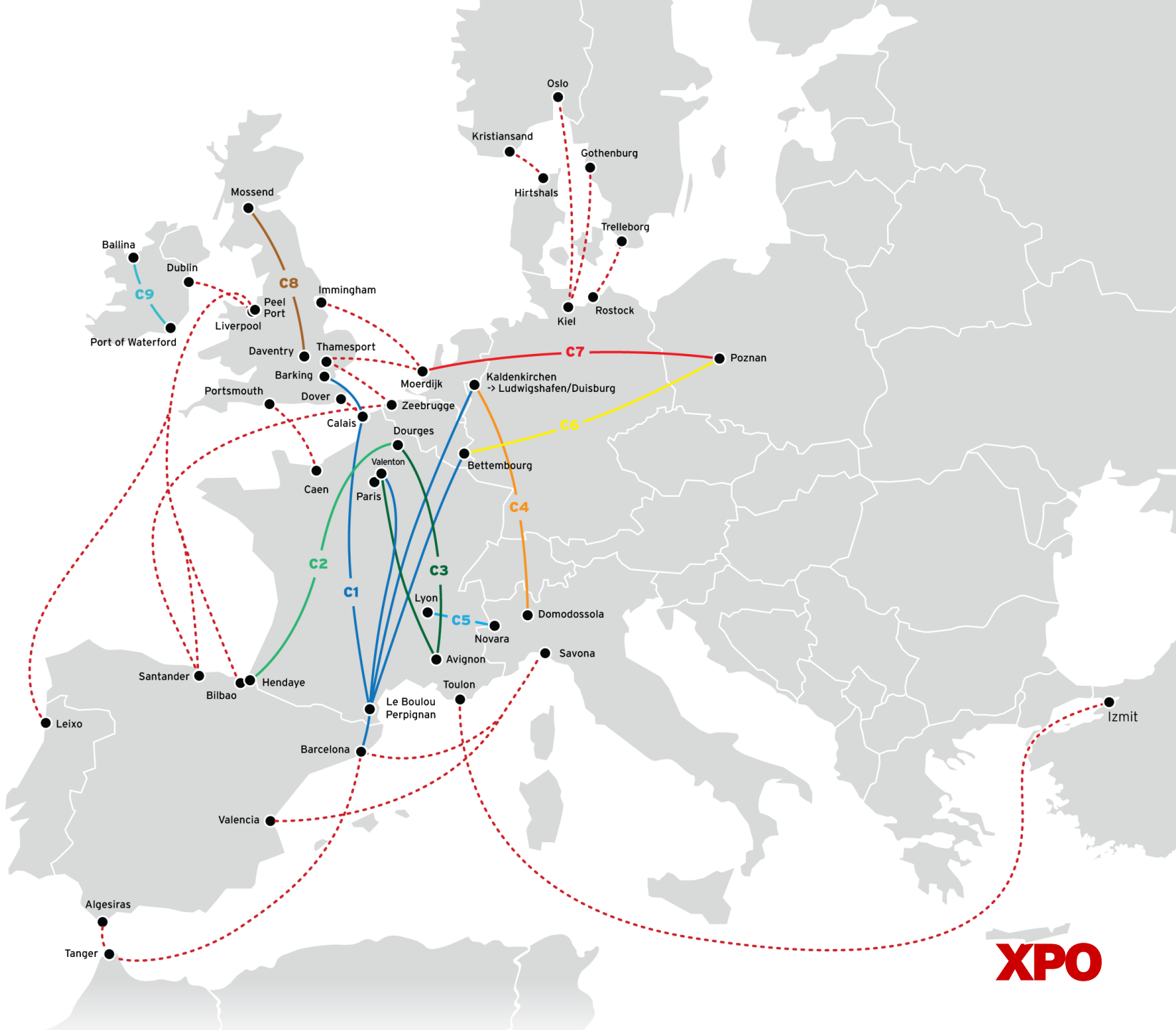


Our multimodal footprint



● RAIL TERMINAL

--- Short-sea



Our alternative solutions

A comprehensive offer to reduce your environmental footprint

OUR LESS SOLUTIONS

Dedicated to reducing carbon emissions in your transport operations





Customer benefits

- Price/carbon/time optimization scenario by our engineering teams
- Reduction of CO² and fine-particle emissions
- Access to Low Emissions Zone
- CO² savings certificates

OUR ENERGY MIX





Natural gas
Reduction of fine particles & CO₂ -
Less Noisy

Biofuel
CO₂ reduction and use on all types of
vehicles & all distances

Electric
Reduction of fine particles & CO₂ -
No noise

Hydrogen
Reduction of fine particles & CO₂ -
No noise
In development

OUR MODAL SHIFT EXPERTISE

Mode	CO ₂ Emission Reduction
RAIL	Reduce up to 90% of CO ₂ emissions
SHORT SEA	Reduce up to 50% of CO ₂ emissions
BARGE	Reduce up to 40% of CO ₂ emissions



Our logistics solutions

An end-to-end solution adapted to your needs

Logistics expertise



Value Added Solutions

- Logistics and customs engineering
- **Project management** from specification of requirements to implementation
- Continuous **improvement** program
- Solutions adapted to your industrial processes
- **Reverse logistics**, co-packing, picking, kitting, etc.



Customer Benefits

- **Single point of entry** for the management of your flows
- **Customized** solutions
- **Optimization** of your flows



Warehousing – European sites

An everchanging footprint aligned to your growth

67 active sites across Europe

France 22	Iberia 22	U.K. 17
Germany 3	Italy 1	Romania 2

+1 million m²

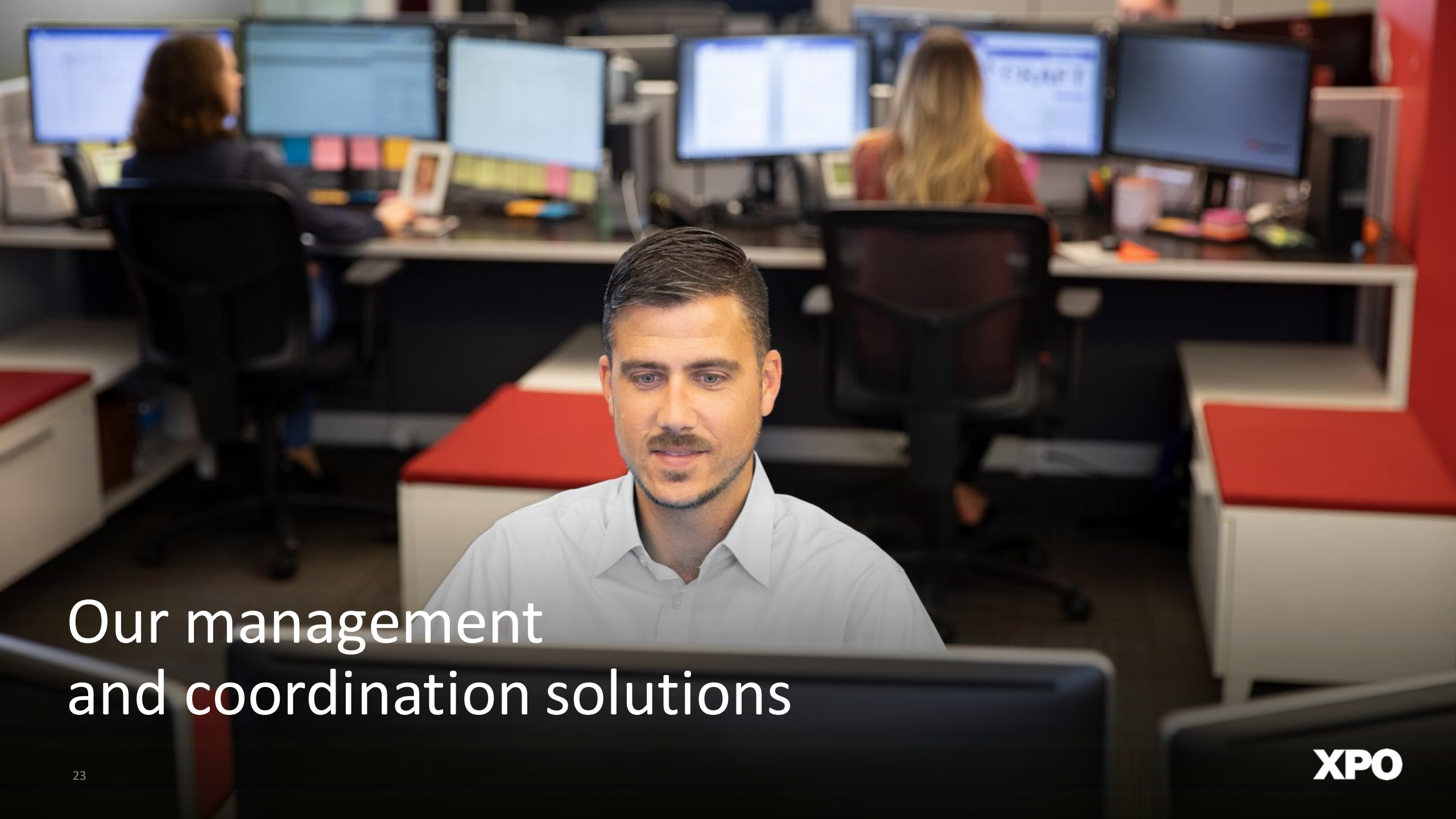
of warehousing space
(incl. ADR capabilities)

- Presence in most verticals accepting ambient temperature storage
- All sort of services from basic ones up to kitting
- From pallet handling to automotive spare parts and even EV batteries



In 2023 / 2024

New sites targeted in countries without footprint
such as Poland, Netherlands, Belgium and Slovakia.

A man with short dark hair and a light beard, wearing a white button-down shirt, is seated in the foreground, looking directly at the camera. He is in an office environment with several computer workstations in the background. Two women are visible at their desks, working on multiple monitors. The office has a modern feel with red and white cubicle dividers. The text "Our management and coordination solutions" is overlaid in the bottom left corner.

Our management
and coordination solutions

Our customs solutions

International expertise

175,442

Annual
declarations

53

Customs
points

66

Customs
experts

**European figures*



Value Added Solutions

- Customs engineering
- Control tower
- Bonded warehouse



Customer Benefits

- **Integrated offering:** Road, Air, Sea, Logistics
- **Customized solutions**
- **Single point of entry**



As a BREXIT specialist, we facilitate your connections to and from the United Kingdom.

Bonded warehouse
Inward/outward processing
Customs procedures (PDD/PDU)

Our event logistics solutions

National & international expertise



Official carrier
of the Tour de France
for the **43rd** year!



Value Added Solutions

- More than **40 years of expertise** in Transport and Event Logistics
- Dedicated event logistics team
- Tailor-made end-to-end solution for your events
- 24/7/365 assistance and support
- Full range of services: Road, Overseas, Storage, Oversize, Handling, Emergency



Customer Benefits

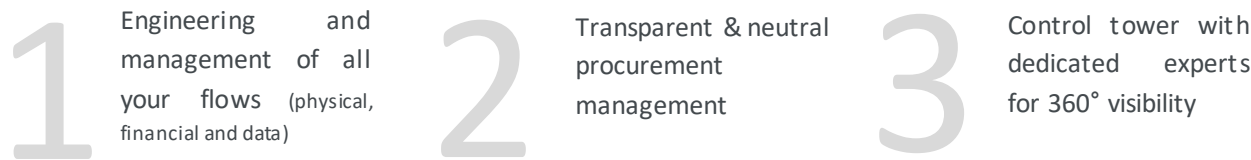
- **End-to-end service tracking**
- **Dedicated point of contact** to coordinate all operations
- **Guaranteed confidence and peace of mind** so you can concentrate on your events and their development



Our Key-PL solutions for comprehensive management of your Supply Chain

Management and control of your entire supply chain

Our Key-PL strategy is based on 3 key elements:



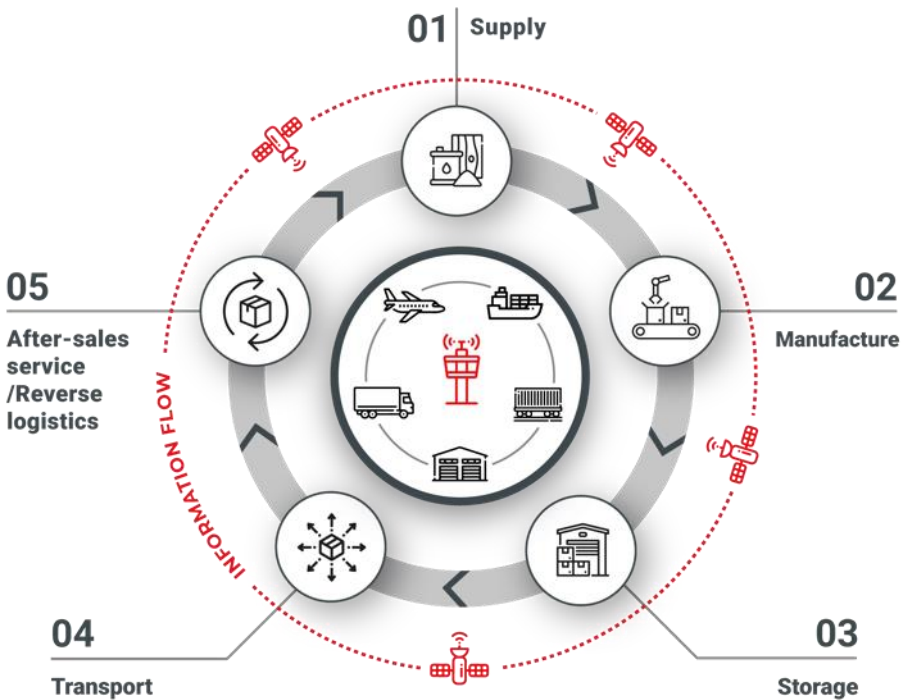
Our Key-PL experts manage your entire Supply Chain:

- **Selection and management of logistics service providers:** invitation to tender, service procurement, invoicing audit
- **Internal and external change management**
- **Operational management:** planning, transport orders, tracking, invoicing and performance management
- **Progress plans:** continuous improvement, optimization, productivity and cost reduction



Customer Benefits

- **Flow optimization/Cost savings/Productivity optimization**
- A fully **dedicated team** working closely with you
- Synergy creation through dedicated or shared solutions.
- A solution designed to increase the flexibility and productivity of your supply chain



Our Key-PL solutions for comprehensive management of your Supply Chain

Value Added Solutions

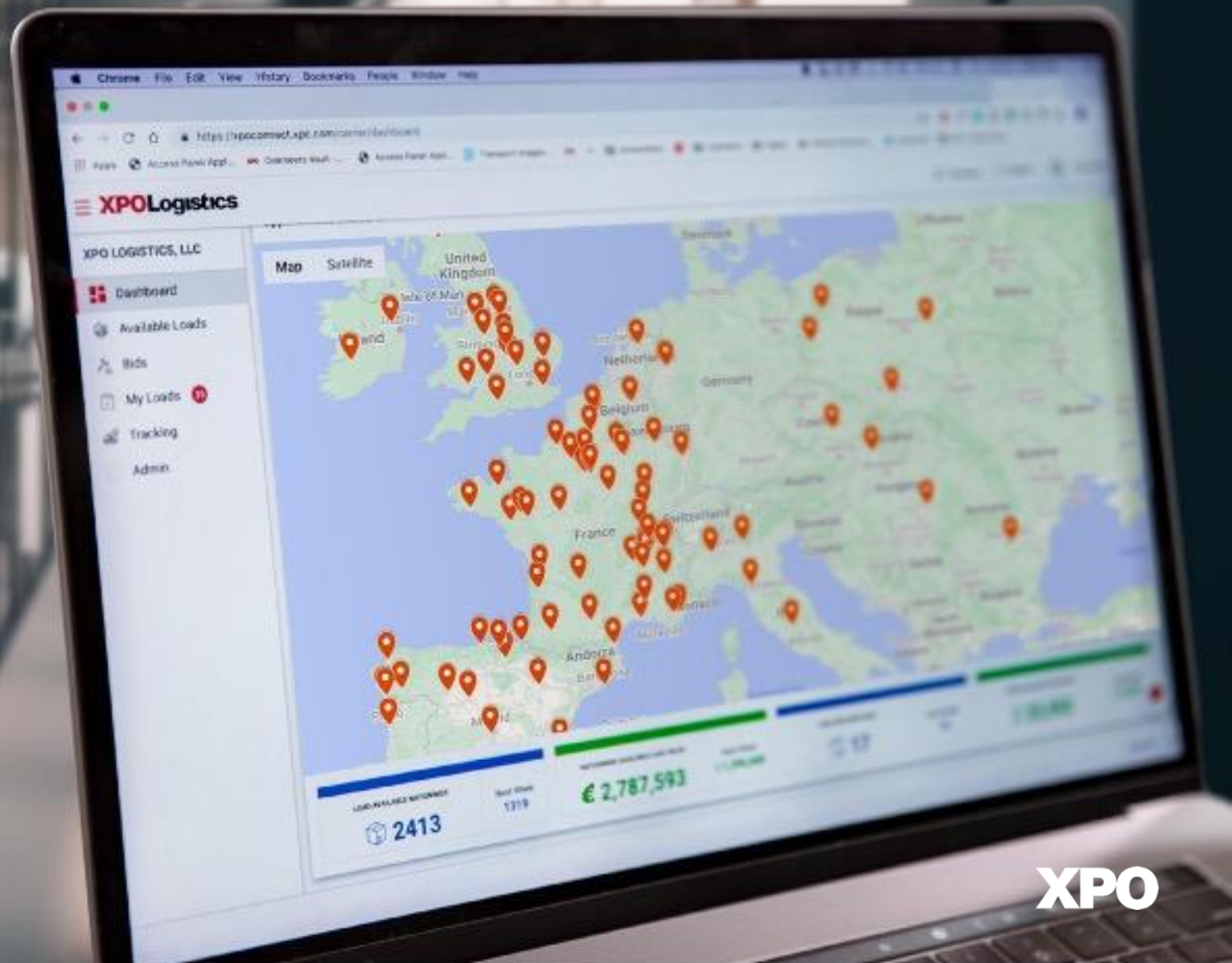
LOADING PROCESS OPTIMIZATION	SHIPMENT TRACKING	DOCUMENT MANAGEMENT/ ARCHIVING
PERFORMANCE MONITORING	COST CONTROL AND FREIGHT PAYMENT	SHIPMENT DISPATCH
CARRIER RESEARCH & MANAGEMENT	FORECASTING	TIME SLOT RESERVATION

Customer Benefits

- Visibility
- Single point of entry
- Impartiality
- Cost and service optimization
- Continuous improvement
- Carrier management
- Sustainable development
- Transport calls for tenders
- Change management
- Implementation



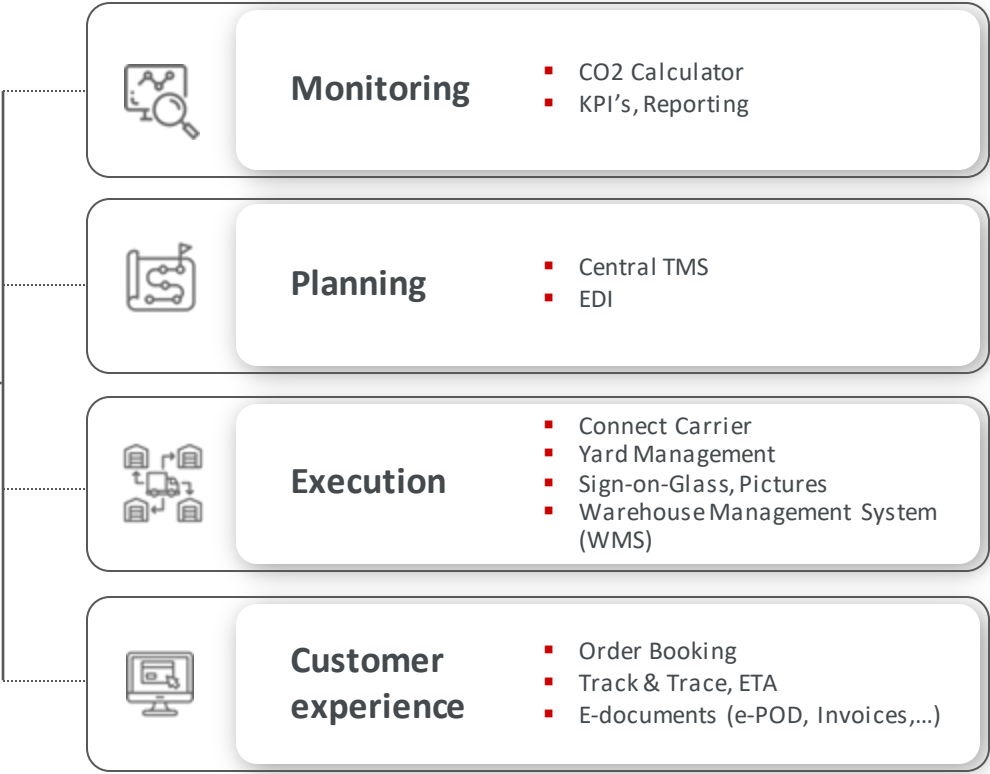
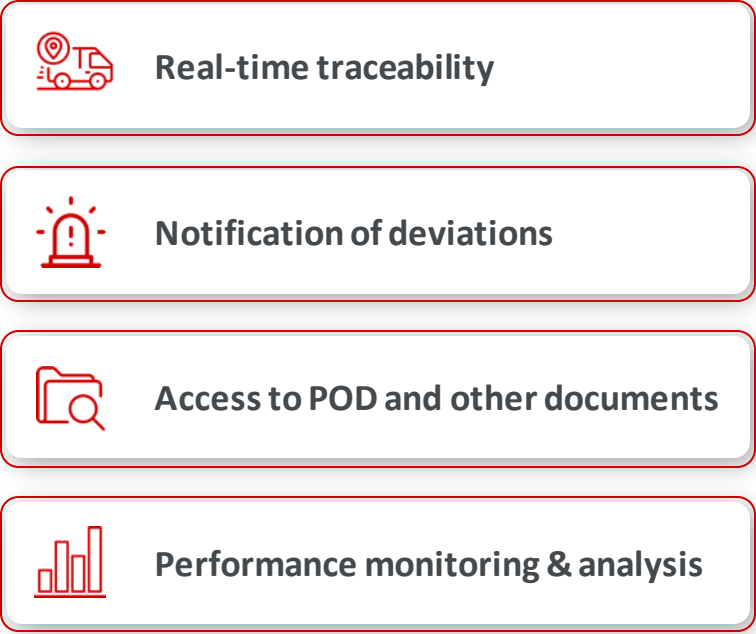
Our digital
solutions



Technology & data flow

Manage all your shipments with our **XPO CONNECT** portal, from order taking to final delivery, including planning, flow analysis and document management.

Your Needs



XPO InfoSec : a layered approach to cybersecurity

Risk & Compliance

- GDPR / Data privacy compliance program
- Training & awareness program (including innovative phishing campaign)
- Internal control SOX compliant
- Security policies & best practice aligned on ISO27K

Technologies

- Identity & access management tools
- Monitoring tools
- Enhanced email & web filtering tools
- Next generation endpoint protection tools
- Gartner leader in security solutions



Incident response

- Advanced incident response processes
- Automated threat detection & response
- Advanced analytics & forensics
- 24x7 global security operations center

Intelligence

- Application security testing
- Regular vulnerability scanning
- Identify and block threat actors
- Best in class threat intel partnerships
- Fast remediations and security enhancements



Our continuous
improvement strategy

A unique customer experience

At XPO, we provide support at every stage of your project, as part of a process of Continuous Improvement approach. You have a single point of entry from the analysis of your business and requirements until the daily monitoring of your flows, as well as experts intervening at each key stage.

A team of professionals



RESEARCH OFFICE

Analyzes your flows and designs adapted and optimized solutions



CUSTOMER SERVICE

Acts in close proximity and in conjunction with our operational teams for the daily management of your flows



CONTRACT MANAGEMENT

Works from the implementation stage to support operations and business to steer joint action plans



A unique customer experience

Our continuous improvement approach

We look for every opportunity to improve process efficiency and effectiveness throughout our relationships with customers. Based on the fundamental principles of Lean and Six Sigma, XPO's performance improvement program has the following objectives:

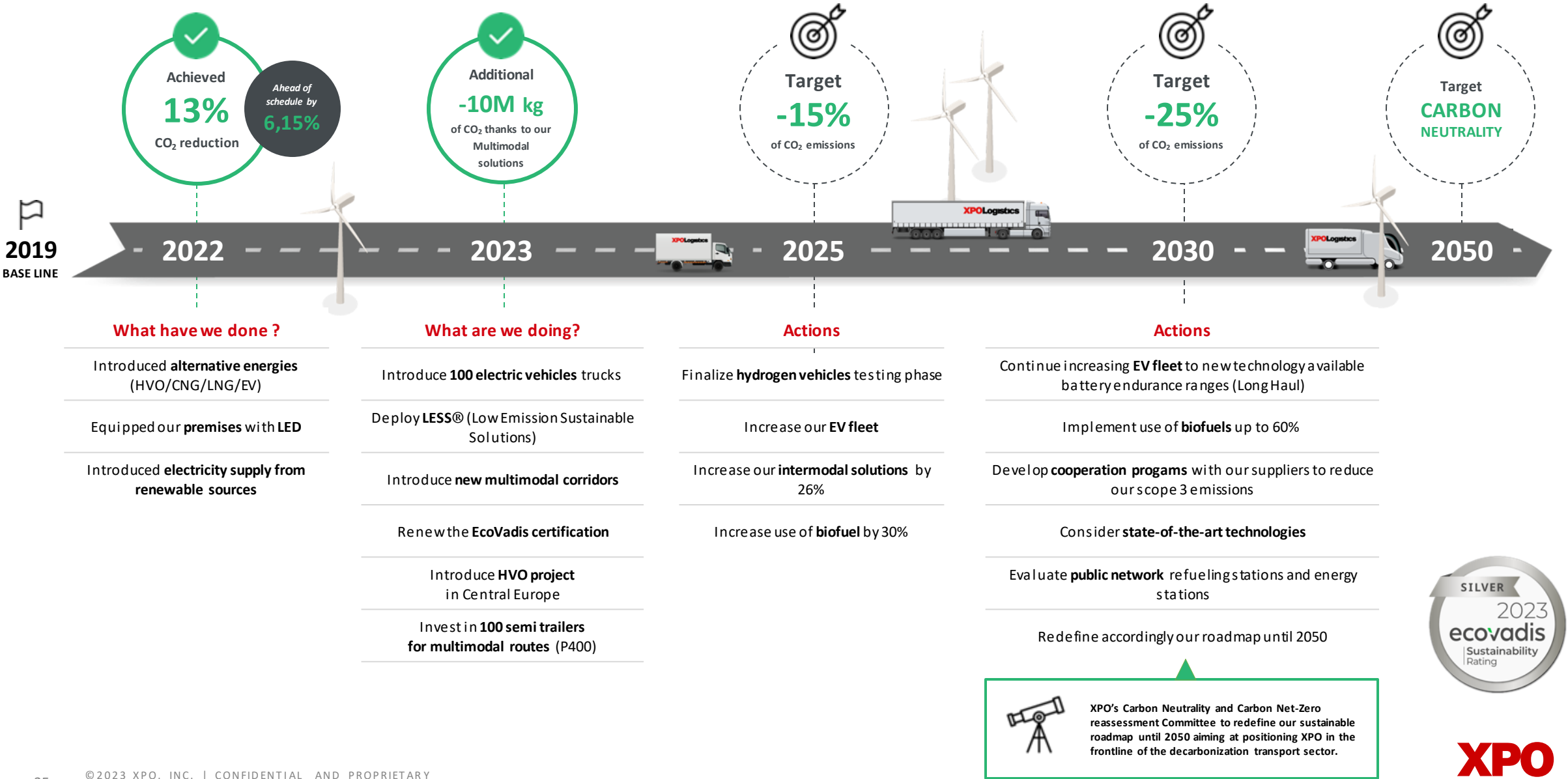
- Achieve zero failings
- Reduce waste
- Empower the workforce and implement a team-oriented approach with clear objectives
- Identify and share best practices across the company
- Use practical, statistics-based learning approaches to improve processes
- Implement visual control and visual display
- Achieve stable processes with predictable results





Our CSR strategy

XPO's sustainability roadmap



Our CSR policy

Our CSR (Corporate Social Responsibility) strategy is based on progress and innovation. We strive to create environmental, social and economic value through the decisions we make and the interactions we have with our colleagues, customers, suppliers and other stakeholders.

Our commitments:



We respect the environment

Offering more sustainable transportation is one of the major challenges of our sector. We are committed to sustainable logistics through investments in technology, fleet, facilities and employee training.



We provide a safe and engaging working environment

We have a responsibility to create a workplace that is rewarding, safe, welcoming and conducive to professional development. Aware that there is always more to do, we regularly consult our teams through surveys, round tables, virtual general meetings and site visits.



We conduct our operations in the best possible way

We place great importance on serving our customers in an ethical, sustainable and reliable manner. The selection and management of our subcontractors is a major focus for our company.



We respect the environment

Offering more sustainable transportation is one of the major challenges of our sector. We are committed to sustainable logistics through investments in technology, fleet, facilities and employee training.

Our Initiatives

- Signatory of **Lean & Green Charter**, a CO₂ reduction programme for the logistics
- Transport & Logistics sector Signatory of the CO₂ charter, an initiative led by **ADEME**, since 2008
- **LESS® (Low Emission Sustainable Solutions)** launched for our clients in 2023 to reduce CO₂ emissions
- **65%** of all our square meters sites equipped with LEDs
- XPO honors **254 truck drivers for reaching 1 million km accident-free**
- In 2023, **100 electric vehicles (EV)** will be added to our fleet

Our awards

- **CSR performance certified Silver by EcoVadis** and new improved rating coming up
- **Named the most socially responsible company** for the second year in a row in 2022 (Statista/Le Point)
- Named by **FORBES as best company to work** for the fifth year in a row 2023
- XPO named **Less-Than-Truckload carrier of the year** by MODE Global

Our investments

- **Over 90% of the fleet complies with Euro VI standards.**
- **250 liquefied natural gas (LNG) vehicles**
- **Electric vehicles** for delivery in urban areas
- **Vehicles running on HVO**
- **Bio-LNG trucks**
- 25 double trailers trucks deployed in Spain

Our technology

- Use of **XPO Connect** to **reduce fuel consumption** by optimizing trips.
- Investment in on-board fleet management to **improve driver safety**



We provide a safe and engaging working environment

Our mission is to create a safe and welcoming workplace, rewarding and conducive to professional development.

Fully engaged in risk prevention

Offering a safe workplace is at the heart of our company values. Our **“Road to Zero”** proactive training program addresses drivers’ safety, road-incident prevention, as well as safety at our docks, warehouses and offices.

Committed to diversity and inclusion

The **European Executives** personally contribute to promoting all forms of diversities and instill an equitable culture through daily decisions and actions. **We do not tolerate discrimination.**

*In 2022 we increased our **female driver’s** population by close to **20%**.*

*In 2022 we **increased by 155%** the number of **internships and apprenticeships**.*

We promote an open two-way communication

We regularly **survey** our employees and are attentive to their feedback and well-being. We organize **round tables** and regular **town halls**.

We strive for excellence and offer career opportunities

We foster entrepreneurial behaviors and innovative spirit, recognize our employees for their achievements and provide them with training, developmental and career opportunities.

We offer free access to a library of over **300 on-line tailor-made courses** and **train all employees yearly** on our **Code of Business Ethics** to ensure the highest standards are maintained.

We nurture talent from the start through our **Driver Academy, Apprenticeships & Graduate Programme**.

*In 2022 over **50% of our vacancies** have been filled through internal promotions due to our internal successful career plan.*



XPO

We conduct our operations in the best possible way

At XPO, we place great importance on serving our customers in an **ethical, sustainable and reliable manner**. The selection and management of our subcontractors is a major focus for our company.

We ensure that each subcontractor complies with our code of business conduct and local regulations.

Our XPO Supplier Code of Conduct strengthens the way we work together in the areas of business ethics, human rights and working conditions, health and safety, and the environment.

All new XPO Transport subcontractors must sign the Subcontracting Charter and meet the requirements of the XPO Logistics general terms and conditions,

which defines the Quality and Safety commitments that must be met by any carrier hired by the company

We conduct compliance checks and audits of our approved subcontractors to ensure that commitments are respected, and operational excellence is maintained.





Appendix

Our certifications and standards



Quality management

- Customer focus
- Management commitment and motivation
- Process-based approach and continuous improvement
- **123 Branches** certified (100% of the Group's branches)



Environmental management

- Improved environmental performance
- Fulfillment of regulatory compliance obligations
- Achievement of environmental objectives



Food safety management

- Identification and control of food safety hazards
- Food safety and traceability
- Compliance with good hygiene practices



Occupational health and safety management

- Continuous improvement of OHS performance
- Compliance with legal and other requirements
- Achievement of OHS objectives



Energy management system

- Focus on energy use improvement and efficiency
- 1 site in Germany



Security management system of the supply chain

- Focuses in security management for the supply chains
- 10 sites (UK, FR, ESP, POL, POR)



Customs process simplification - Safety/Security

- Trusted relationship between the customs administration and the company
- Certification recognized at European and international level
- Competitive advantage in business relationships



Simplification of commercial relationships between airlines

- Securing passengers and air freight
- Standardization and sharing of best practices in terms of handling, processing or transport



Corporate Social Responsibility (CSR)

- XPO awarded Silver status for ESG performance by EcoVadis in Europe



Road Safety - Safe Driving Plan

- Driver recruitment
- Driver integration
- Driver continuous training
- **All XPO branches** are Road to Zero certified



Charter membership renewed in June 2022

- **Commitment:** reduce CO2 emissions by 2024 in France.
- 12 initiatives in 4 areas. Vehicles/Fuels/Drivers/Flows.



ANSM authorization

- Authorized warehouse-keeper (storage of pharmaceutical products and medical devices)
- Picking
 - Export of distributed products
 - Risk assessment related to medicinal products for human use

Our certifications and standards



Quality, safety, security, environment and CSR management

- Mandatory standards in the chemicals/petrochemicals sector
- Commitment of the company's management
- Skills and professional qualifications
- Preparation and organization of work



Safety management

- Commitment of the company's management
- Skills and professional qualifications
- Preparation and organization of work



Quality Standards –management CSR

- Ethics, Human rights, labor focus
- Compliance on standards of labour, health and safety, environmental performance, and ethics
- 2 site (ESP & FR)



Environmental management and Sustainability

- Specific safety and environment in chemical industry
- 21 sites (GER, ESP, UK, FR)



Feed Transport safety management

- Focused on hygiene standards for animal feed products, storage and distribution
- 2 French sites



Safety management Food storage and Distribution

- Hygiene standards management for food products storage and distribution
- 2 sites



Good distribution practice for medicinal products

- Focused on hygiene standards for medicine products, storage and distribution
- 2 sites



Lean & Green Award

- Approved and audited plan and strategy to decrease CO2 emissions and environment topics
- Spain XPO



Fleet operator recognition scheme accreditation : safety & environment

- Focus on security and environment protection within the logistics sector
- About 10 sites in the UK



Food contact and packaging management standards

- Focus on hygiene packaging standards
- About 1 site in FR



Management of food safety standards

- Focused on hygiene standards and the analysis and control of biochemical, physical and biological hazards
- 2 sites



Good distribution practices

- Compliance with the fundamental principles of wholesale distribution of pharmaceutical products

Data protection

Companies face an increasing risk of financial loss and/or reputational damage due to an Information Security incident.

XPO understands this and has been investing in the development of a world-class Information Security function to protect our company and our customers.



Protecting the network and systems

- The latest anti-malware and anti-virus technologies are installed on all our servers, desktops and laptops.
- Intrusion prevention systems (IPS) are installed on our main sites.
- Firewall management and automation systems are implemented.



Protecting business tools

- Email and web traffic filtering for malicious content and activity is implemented.
- An approval is required from Information Security teams when designing and purchasing business tools.
- A global security awareness program with periodic communication and compliance monitoring has been deployed.
- Multi-factor authentication is required to log into our key business applications.



GDPR Policy

- Definition of security standards including data privacy management.
- Technical and organizational measures to prevent, detect and manage data breaches (incl. laptop encryption).
- Training to every employee (rights and duties under GDPR regulation).
- Definition of Data Processing Agreement (internally and externally).
- Involvement on customer bids (meet GDPR requirements and leverage the program as a competitive advantage).



Managing risks and vulnerabilities

- Infrastructure and server components are regularly scanned for vulnerabilities.
- A robust mitigation program has been rolled-out
- A Red Team has been created with increased internal penetration testing capabilities.
- A third-party penetration testing takes place annually.



Protecting our applications

- Code analysis tools have been deployed worldwide for applications developed in-house.
- Application scanning systems have been deployed and remediation expectations have been defined.
- Thanks to the training campaign for developers & all the improvements in the development planned in 2021 allowed us to improve our security in the development cycle.



Monitoring and dealing with threats

- Our Security Operations Center (SOC) operates non-stop.
- Industry-leading incident response technology has been deployed on all terminals.
- A global Security Information and Event Management (SIEM) system has been implemented.
- A dedicated research team supports the overall activity.

XPO