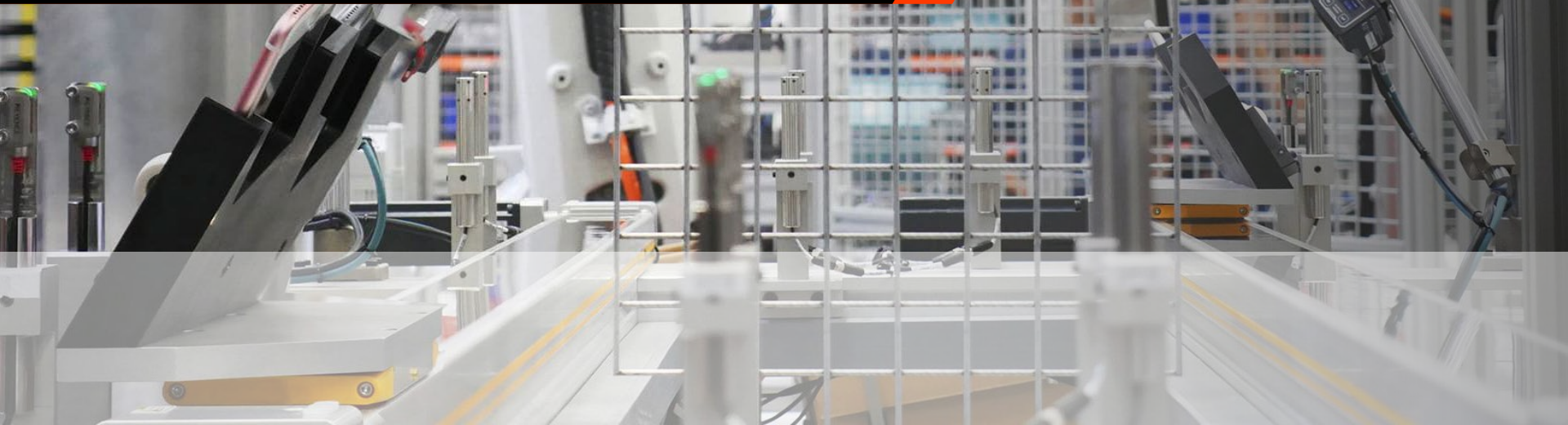




GXO

GAME-CHANGING OPPORTUNITIES

Investor Day | July 13, 2021



Disclaimer

Additional Information

References herein to "GXO" refer to GXO Logistics, Inc., a wholly owned subsidiary of XPO Logistics, Inc. ("XPO"). For additional information with respect to GXO and the proposed spin-off, please refer to the Form 10 Registration Statement, as it may be further amended, as filed by GXO with the U.S. Securities and Exchange Commission (the "Form 10"). The spin-off is subject to various conditions, and there can be no assurance that the spin-off will occur or, if it does occur, of its terms or timing. The financial information included in this presentation may not necessarily reflect GXO's financial position, results of operations and cash flows in the future or what GXO's financial position, results of operations and cash flows would have been had GXO been an independent, publicly traded company during the periods presented. This presentation shall not constitute an offer of any securities for sale, nor shall there be any offer, sale or distribution of securities in any jurisdiction in which such offer, sale or distribution would be unlawful prior to appropriate registration or qualification under the securities law of such jurisdiction.

Non-GAAP Financial Measures

Some of the information included in this presentation is derived in part from XPO's and GXO's consolidated financial information but is not presented in XPO's and GXO's financial statements prepared in accordance with accounting principles generally accepted in the United States of America ("GAAP"). Certain of these data are considered "non-GAAP financial measures" under Securities and Exchange Commission ("SEC") rules. As required by the SEC, reconciliations of the non-GAAP financial measures contained in this presentation to the most directly comparable measure under GAAP are provided and are set forth in the financial tables attached to the presentation.

This presentation contains the following non-GAAP financial measures: adjusted earnings before interest, taxes, depreciation and amortization ("adjusted EBITDA"), pro forma adjusted EBITDA less net capex, adjusted earnings before interest, taxes and amortization ("EBITA"), adjusted earnings before interest, taxes, depreciation, amortization and rent expense ("adjusted EBITDAR"), return on invested capital ("ROIC") and organic revenue.

The above adjusted financial measures facilitate analysis of GXO's business operations because they exclude items that may not be reflective of, or are unrelated to, GXO's core operating performance, and may assist investors with comparisons to prior periods and assessing trends in GXO's underlying businesses. Other companies may calculate these non-GAAP financial measures differently, and therefore GXO's measures may not be comparable to similarly titled measures of other companies. These non-GAAP financial measures should only be used as supplemental measures of GXO's operating performance.

Adjusted EBITDA, pro forma adjusted EBITDA less net capex and adjusted EBITA include adjustments for transaction and integration, as well as restructuring costs and other adjustments as set forth in the tables included in the accompanying presentation. Transaction and integration adjustments are generally incremental costs that result from an actual or planned acquisition, divestiture or spin-off and may include transaction costs, consulting fees, retention awards, and internal salaries and wages (to the extent the individuals are assigned full-time to integration and transformation activities) and certain costs related to integrating and converging IT systems. Restructuring costs primarily relate to severance costs associated with business optimization initiatives. Management uses these non-GAAP financial measures in making financial, operating and planning decisions and evaluating GXO's ongoing performance.

Adjusted EBITDAR excludes rent expense from adjusted EBITDA and is useful to management and investors in evaluating GXO's performance because adjusted EBITDAR considers the performance of GXO's operations, excluding decisions made with respect to capital investment, financing and other non-recurring charges. Adjusted EBITDAR is also a measure commonly used by management, research analysts and investors to value companies in the logistics industry. Since adjusted EBITDAR excludes interest expense and rent expense, it allows management, research analysts and investors to compare the value of different companies without regard to differences in capital structures and leasing arrangements.

We calculate Return on Invested Capital (ROIC) as net operating profit after tax divided by average invested capital. We believe ROIC provides investors with an important perspective on how effectively GXO deploys capital and use this metric internally as a high-level target to assess overall performance throughout the business cycle. We believe that presenting organic revenue improves the comparability of our operating results from period to period by excluding the impact of foreign currency exchange rate fluctuations. We believe comparability is improved because these items are not reflective of our normalized operating activities.

With respect to GXO's full year 2021 and full year 2022 financial targets for adjusted EBITDA, pro forma adjusted EBITDA less net capex, adjusted EBITDAR, ROIC and organic revenue a reconciliation of these non-GAAP measures to the corresponding GAAP measures is not available without unreasonable effort due to the variability and complexity of the reconciling items described above that GXO excludes from these non-GAAP target measures. The variability of these items may have a significant impact on GXO's future GAAP financial results and, as a result, GXO is unable to prepare the forward-looking statement of income and statement of cash flows prepared in accordance with GAAP that would be required to produce such a reconciliation.

Forward-looking Statements

This presentation includes forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. All statements other than statements of historical fact are, or may be deemed to be, forward-looking statements. In some cases, forward-looking statements can be identified by the use of forward-looking terms such as "anticipate," "estimate," "believe," "continue," "could," "intend," "may," "plan," "potential," "predict," "should," "will," "expect," "objective," "projection," "forecast," "goal," "guidance," "outlook," "effort," "target," "trajectory" or the negative of these terms or other comparable terms. However, the absence of these words does not mean that the statements are not forward-looking. These forward-looking statements are based on certain assumptions and analyses made by the company in light of its experience and its perception of historical trends, current conditions and expected future developments, as well as other factors it believes are appropriate in the circumstances.

These forward-looking statements are subject to known and unknown risks, uncertainties and assumptions that may cause actual results, levels of activity, performance or achievements to be materially different from any future results, levels of activity, performance or achievements expressed or implied by such forward-looking statements. Factors (including risks, uncertainties and assumptions) that might cause or contribute to a material difference include, but are not limited to: the severity, magnitude, duration and aftereffects of the COVID-19 pandemic and government responses to the COVID-19 pandemic; public health crises (including COVID-19); economic conditions generally; competition and pricing pressures; our ability to align our investments in capital assets, including equipment, service centers and warehouses, to our customers' demands; our ability to successfully integrate and realize anticipated synergies, cost savings and profit improvement opportunities with respect to acquired companies; our ability to develop and implement suitable information technology systems and prevent failures in or breaches of such systems; our ability to raise debt and equity capital; litigation; labor matters, including our ability to manage our temporary workers, and risks associated with labor disputes at our customers and efforts by labor organizations to organize our employees; risks associated with defined benefit plans for our current and former employees; fluctuations in currency exchange rates; fluctuations in and floating interest rates; issues related to our intellectual property rights; governmental regulation, including trade compliance laws, as well as changes in international trade policies and tax regimes; governmental or political actions, including the United Kingdom's exit from the European Union; natural disasters, terrorist attacks or similar incidents; political, economic, and regulatory risks relating to GXO's global operations, including compliance with U.S. and foreign trade and tax laws, sanctions, embargoes and other regulations; a material disruption of GXO's operations; the inability to achieve the level of revenue growth, cash generation, cost savings, improvement in profitability and margins, fiscal discipline, or strengthening of competitiveness and operations anticipated or targeted; the impact of potential cyber-attacks and information technology or data security breaches; the inability to implement technology initiatives successfully; the expected benefits and timing of the separation, and uncertainties regarding the planned separation, including the risk that conditions to the separation will not be satisfied and that it will not be completed pursuant to the targeted timing, asset perimeters, and other anticipated terms, if at all, and that the separation will not produce the desired benefits; a determination by the IRS that the distribution or certain related transactions should be treated as taxable transactions; the possibility that any consents or approvals required in connection with the separation will not be received or obtained within the expected time frame, on the expected terms or at all; expected financing transactions undertaken in connection with the separation and risks associated with additional indebtedness; the risk that dis-synergy costs, costs of restructuring transactions and other costs incurred in connection with the separation will exceed our estimates; and the impact of the separation on our businesses, our operations, our relationships with customers, suppliers, employees and other business counterparties, and the risk that the businesses will not be separated successfully or that such separation may be more difficult, time-consuming or costly than expected, which could result in additional demands on our resources, systems, procedures and controls, disruption of our ongoing business, and diversion of management's attention from other business concerns.

There can be no assurance that the separation, distribution or any other transaction described above will in fact be consummated in the manner described or at all. The above list of factors is not exhaustive or necessarily in order of importance. All forward-looking statements set forth in this presentation are qualified by these cautionary statements and there can be no assurance that the actual results or developments anticipated by us will be realized or, even if substantially realized, that they will have the expected consequences to or effects on us or our business or operations. Forward-looking statements set forth in this presentation speak only as of the date hereof, and we do not undertake any obligation to update forward-looking statements to reflect subsequent events or circumstances, changes in expectations or the occurrence of unanticipated events, except to the extent required by law.

Agenda

INTRODUCTION

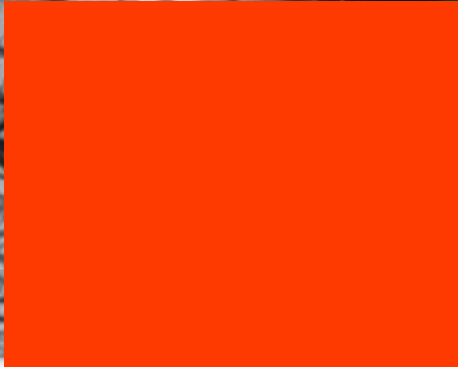
INVESTMENT HIGHLIGHTS

INDUSTRY OVERVIEW

A WINNING CULTURE

MARGIN-ENHANCING TECHNOLOGY

FINANCIAL OVERVIEW



Introduction

Today's presenters and contributors



Brad Jacobs
Chairman



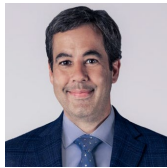
Malcolm Wilson
Chief Executive Officer



Baris Oran
Chief Financial Officer



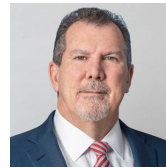
Mark Manduca
Chief Investment Officer



Eduardo Pelleissone
President – Americas and Asia Pacific



Richard Cawston
President – Europe



Bill Fraine
Chief Commercial Officer



Neil Shelton
Chief Strategy Officer



Karlis Kirsis
Chief Legal Officer



Sandeep Sakharkar
Chief Information Officer



Meagan Fitzsimmons
Chief Compliance and ESG Officer



Maryclaire Hammond
Chief Human Resources Officer

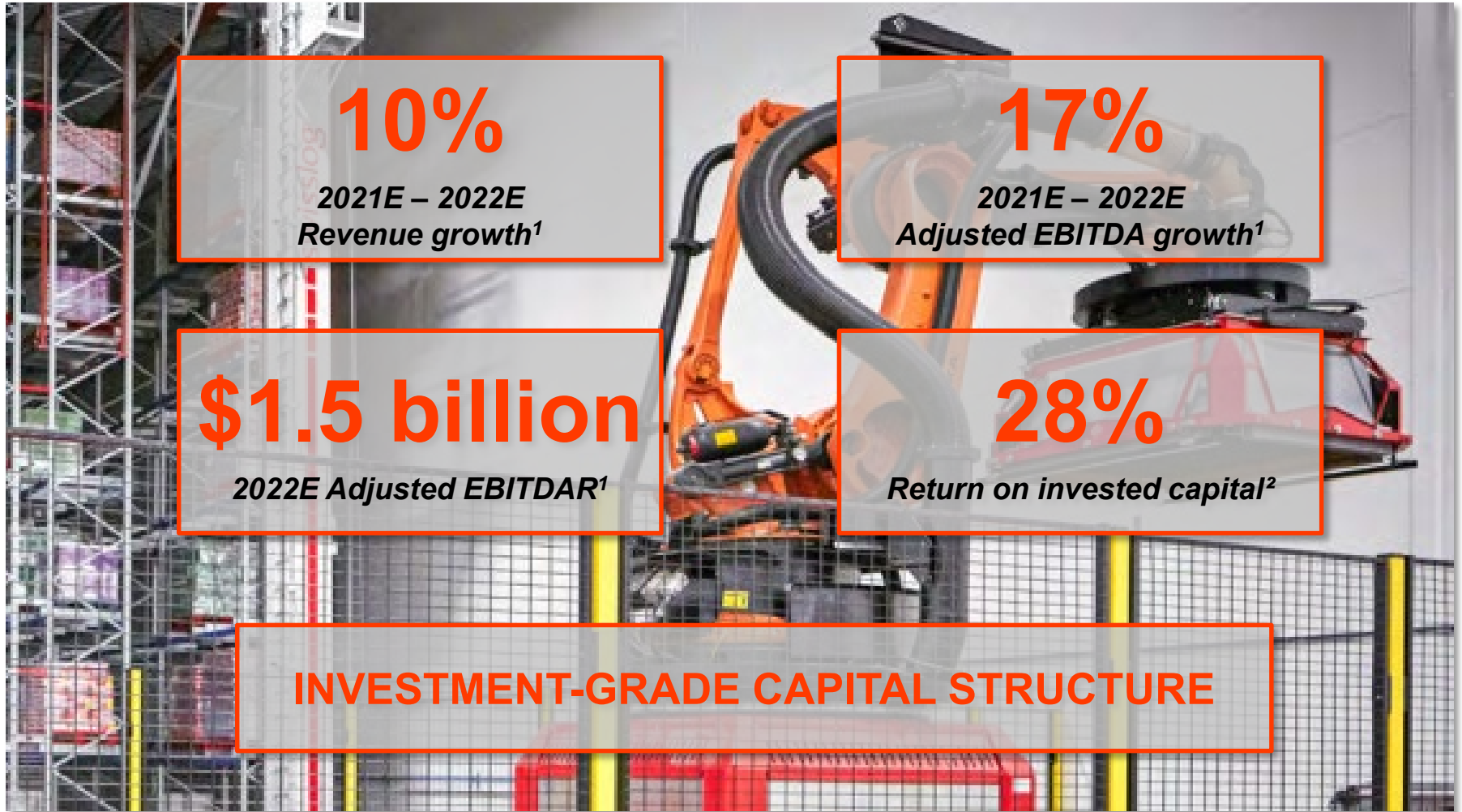


Gavin Williams
President – UK and Ireland



Angus Tweedie
Senior Vice President, Strategy

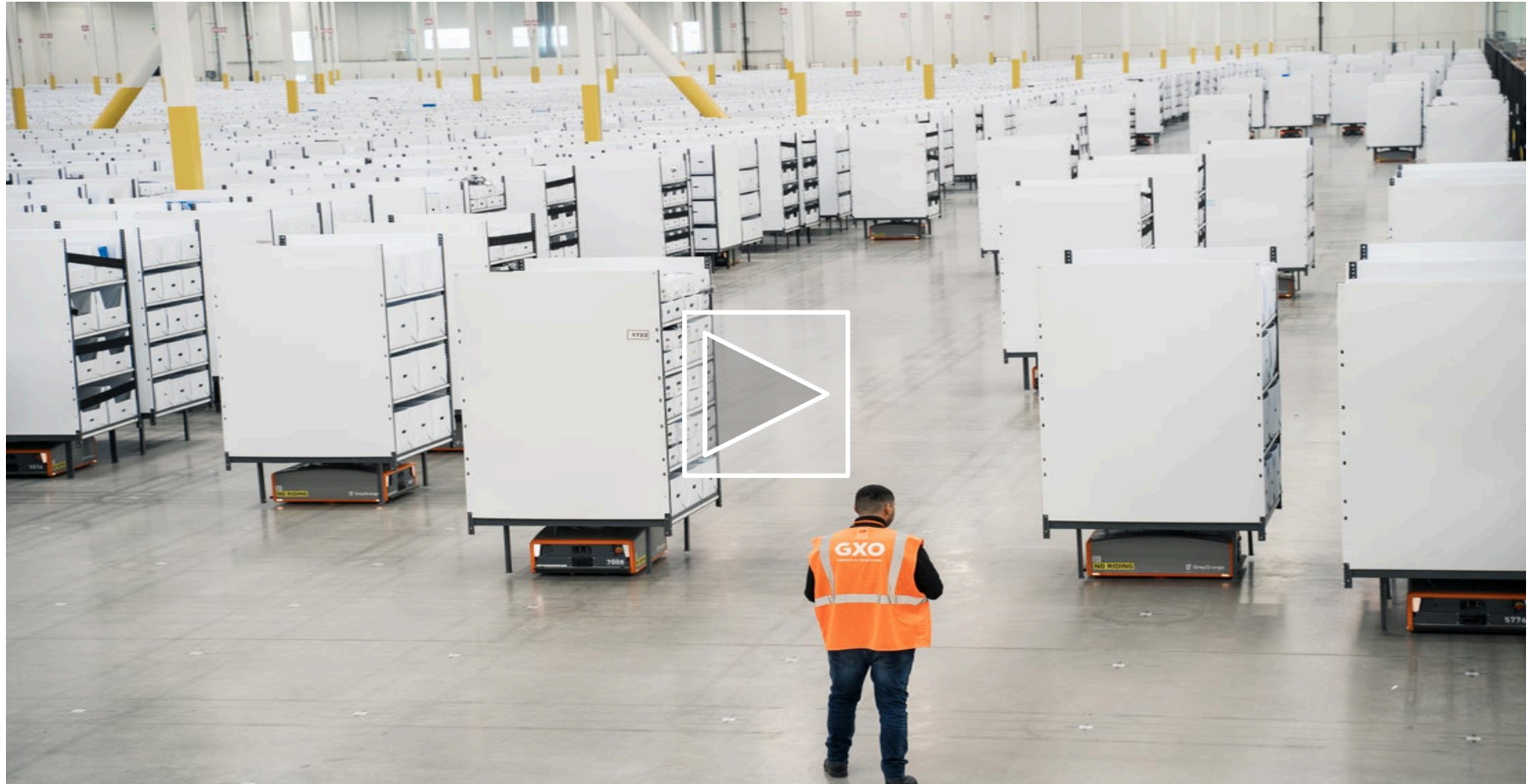
Global leader in supply chain management and warehouse automation



¹ Represents midpoint of 2022E guidance

² See ROIC reconciliation in appendix for calculation

Introducing GXO, logistics at full potential





Investment highlights

Key investment highlights

- 1 Massive secular tailwinds
- 2 Long-term relationships with blue-chip customers
- 3 Critical scale in a growing market
- 4 Revenue- and margin-enhancing technology
- 5 Attractive, resilient financial profile
- 6 World-class team

The GXO logo is displayed in a large, bold, orange font. It is positioned within a light gray rounded rectangular box that has a thin black border and a subtle drop shadow. A large, curved orange line arches over the box from the left side of the slide.

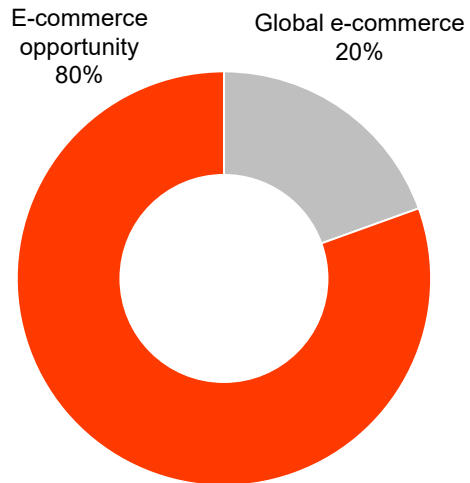
GXO

*Largest global
pure-play contract
logistics provider*

1 GXO's three major structural tailwinds

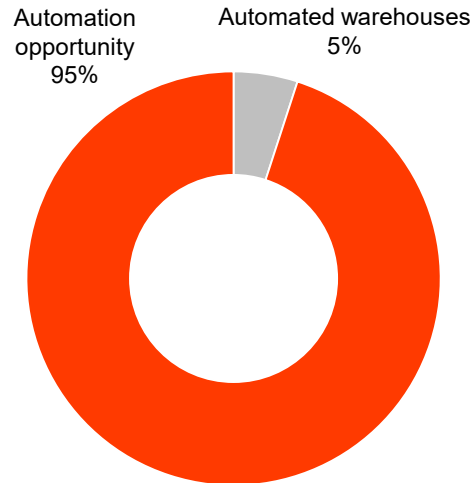
E-COMMERCE

E-commerce penetration¹



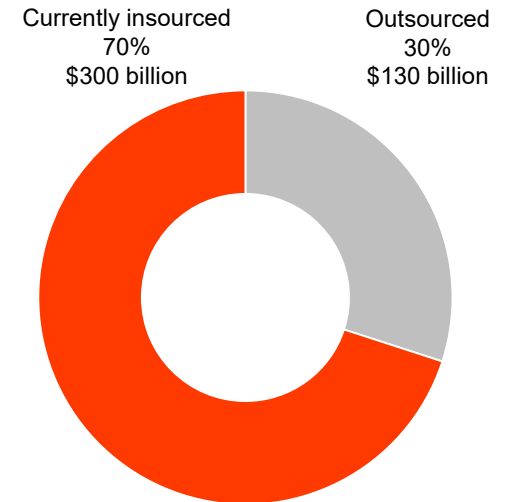
WAREHOUSE AUTOMATION

Warehouse automation penetration²



OUTSOURCING

% of logistics that is outsourced³



Megatrends at early stage with significant runway ahead

Sources: L.E.K. Consulting, other third-party research

¹ Represents global e-commerce market

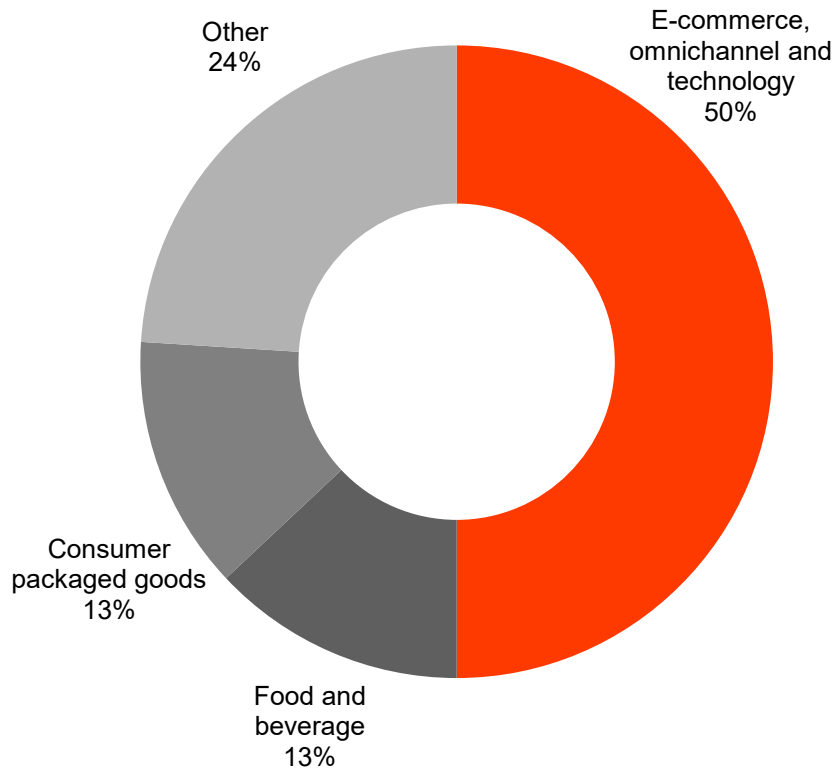
² Represents approximate penetration in U.S. and Europe

³ Represents North America and Europe

1 Balanced mix of high-growth and durable verticals

GXO'S VERTICAL MIX

% of 2020 revenue



KEY HIGHLIGHTS

11%

2021E – 2025E e-commerce industry CAGR¹

76%

GXO revenue coming from non-cyclical consumer end markets

Source: Third-party industry research
¹ CAGR for North America and Europe combined

2 Diversified blue-chip customer base with long tenure

END MARKETS

KEY CUSTOMERS

E-commerce, omnichannel and technology



Food and beverage



Consumer packaged goods



MULTI-YEAR CONTRACTS WITH

93%

AVERAGE HISTORICAL REVENUE RETENTION RATE

AVERAGE TENURE OF TOP 20 CUSTOMERS IS

15

YEARS

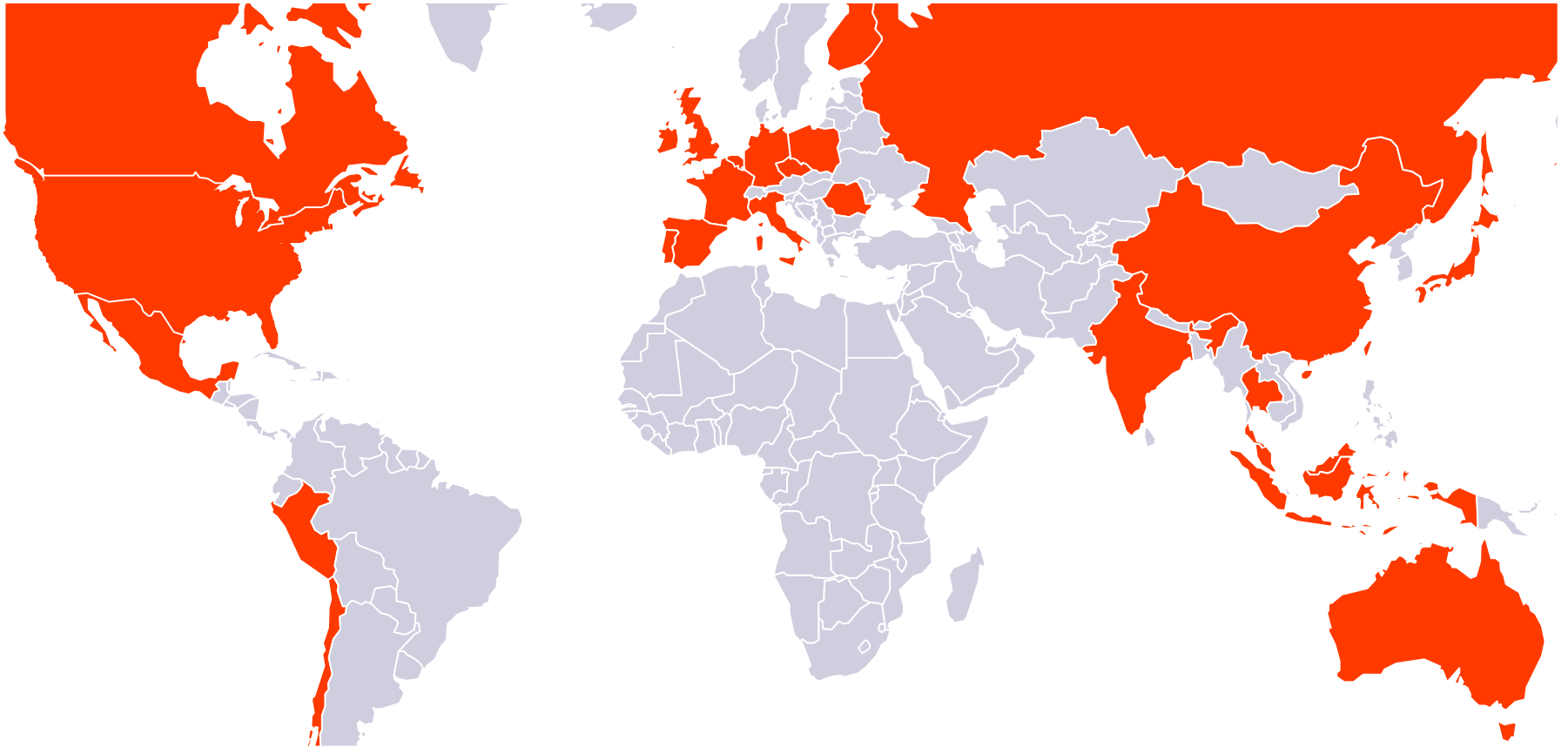
NO ONE CUSTOMER ACCOUNTS FOR MORE THAN

4%

OF TOTAL REVENUE¹

¹ Based on 2020 revenue

3 GXO's footprint and scale are major competitive advantages



885 locations, primarily in North America and Europe

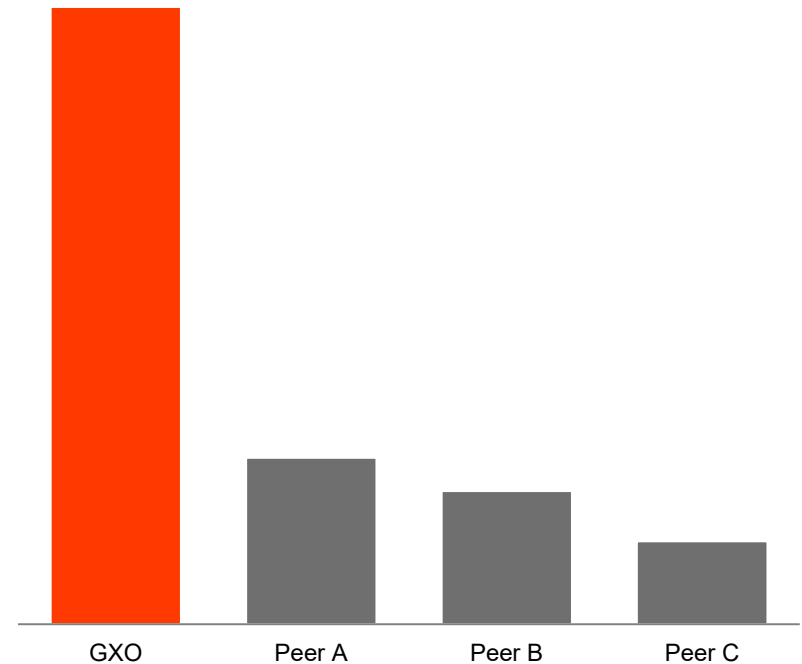
3 Largest global pure-play contract logistics provider

KEY METRICS¹

Countries of operation	27
Locations	885
Team members ²	~93,000
Total addressable opportunity ³	~\$430 billion
Total warehouse space	~210 million sq. ft.
Total customers	>1,000

2022E REVENUE VS. PURE-PLAY PEERS⁴

\$ in billions



Approximately 4x – 8x the size of nearest pure-play competitors

Note: Financials converted to USD using exchange rate as of July 2, 2021

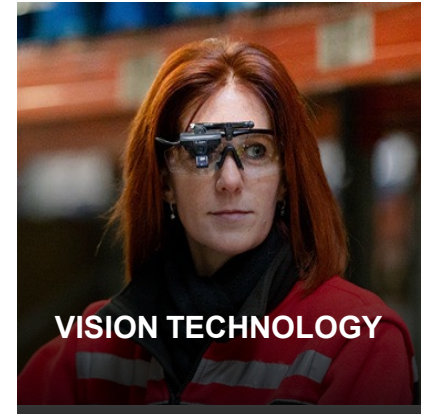
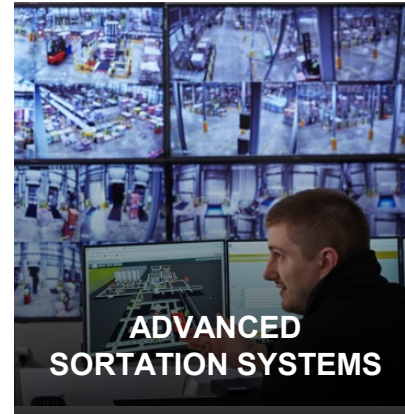
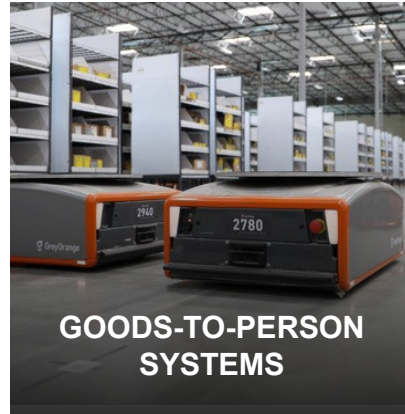
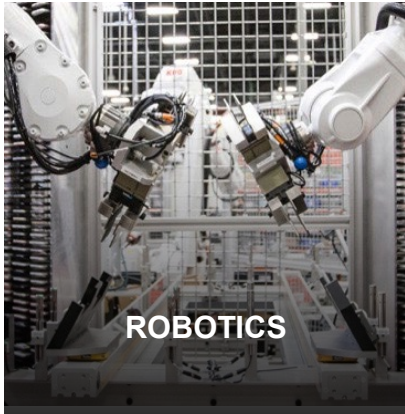
¹ As of March 31, 2021

² ~66,000 employees and ~27,000 temporary workers

³ Third-party industry research; total estimated logistics industry size in North America and Europe; ~\$130 billion opportunity currently outsourced

⁴ Peers include Clipper Logistics, ID Logistics, and Wincanton; figures reflect 2022E IBES consensus estimates as of July 2, 2021

4 Intelligent warehouse automation generates measurable improvements



*Driving improved productivity,
revenue and margin growth*

Up to **6x** labor productivity improvement with automation

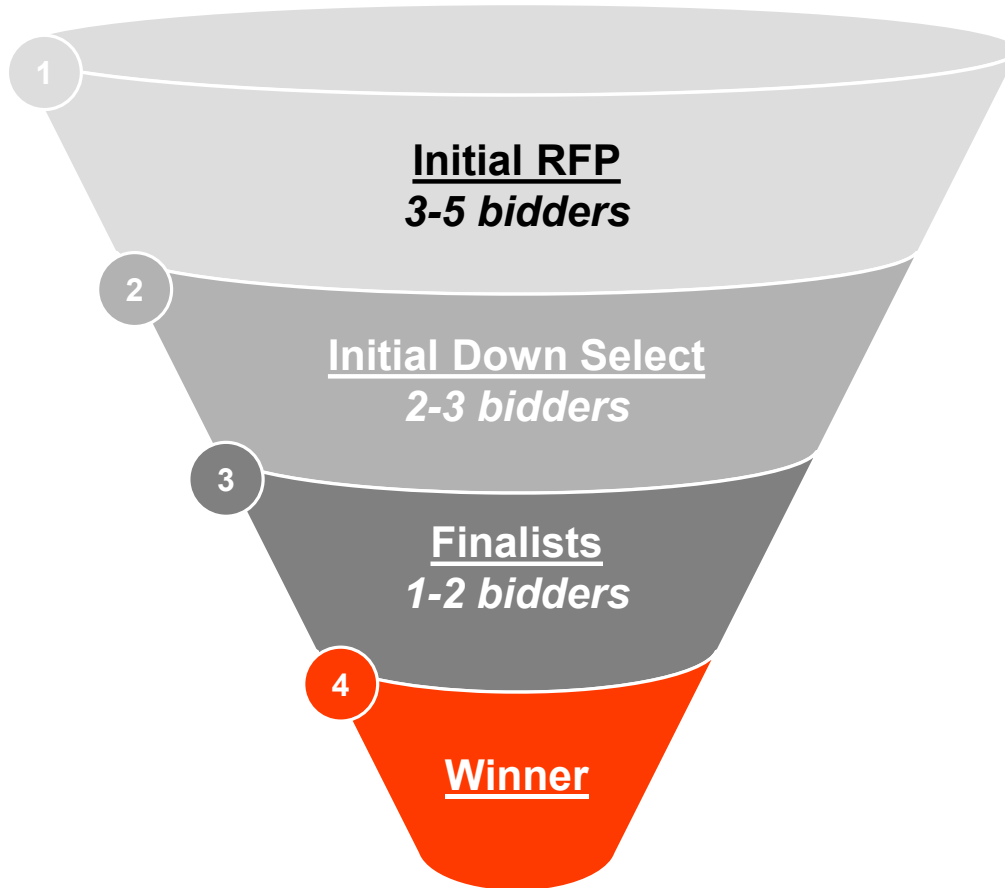
Faster, more consistent outcomes for customers

4 Sophisticated, technology-driven solutions

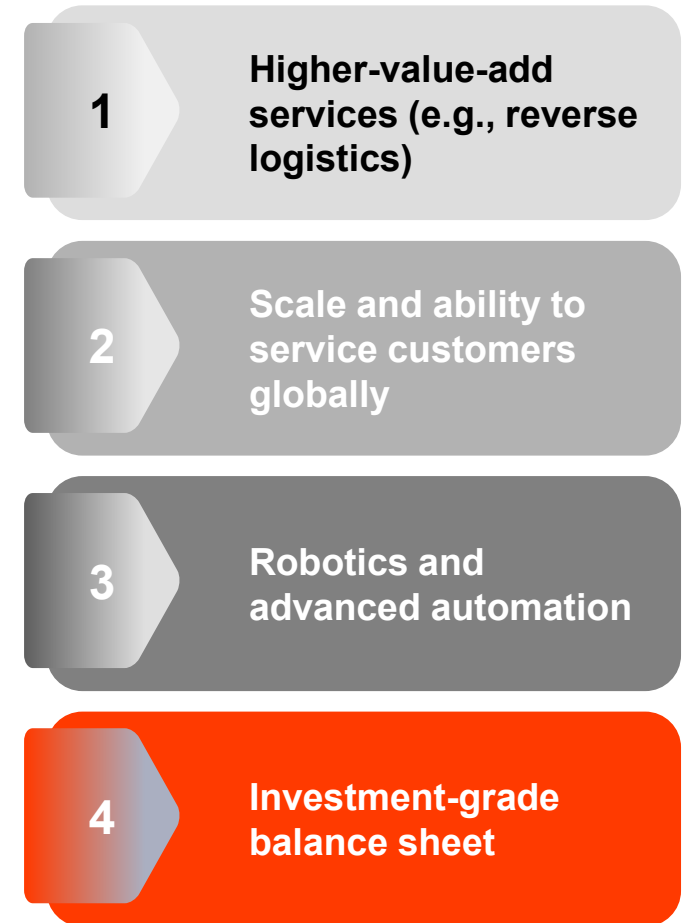


5 Typical contracting process

OUR STRENGTHS POSITION US TO WIN



KEY SELECTION CRITERIA



5 Anatomy of a target GXO contract

Customer typically covers most upfront costs

Variable rate; based on output

Leases are generally co-terminus with contracts

Protections against labor cost inflation

Long durations create durable partnerships

5 GXO has a balanced contract mix that passes through costs



HYBRID CONTRACTS INCLUDE ELEMENTS OF BOTH OPEN AND CLOSED BOOK STRUCTURES BASED ON:

Region

Vertical

Services

5 Customer contract profile

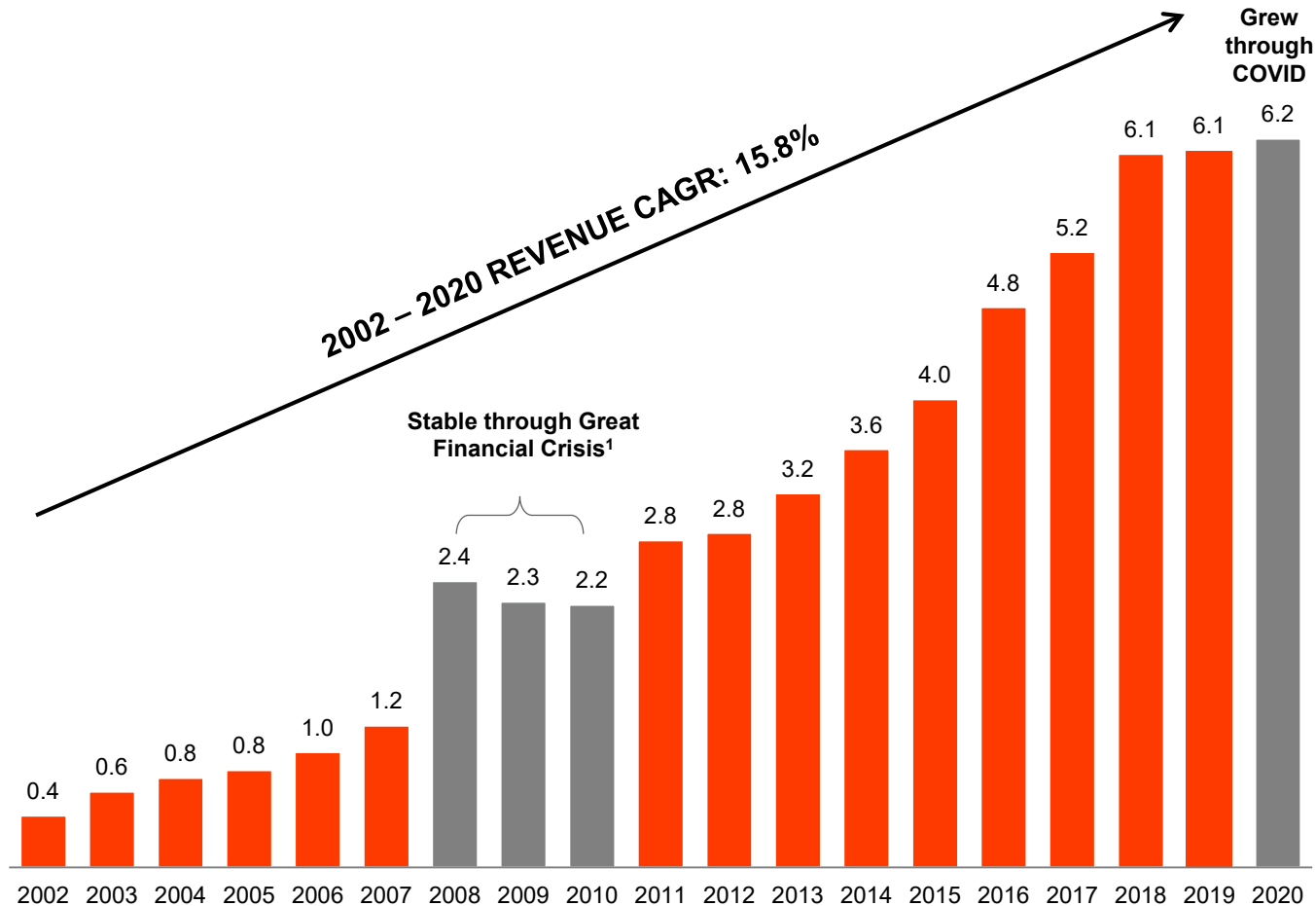


Long-duration contracts create visibility into future revenue

¹ See ROIC reconciliation in appendix for calculation

5 GXO has shown resilience through all cycles

\$ in billions



M&A MILESTONES

- **2008:** Acquisition of Salvesen Logistics
- **2011:** Acquisition of TDG (Laxey Logistics)
- **2015:** Full-year impact of New Breed Logistics, Jacobson, and Norbert Dentressangle acquisitions
- **2016:** Full-year impact of Menlo Logistics acquisition

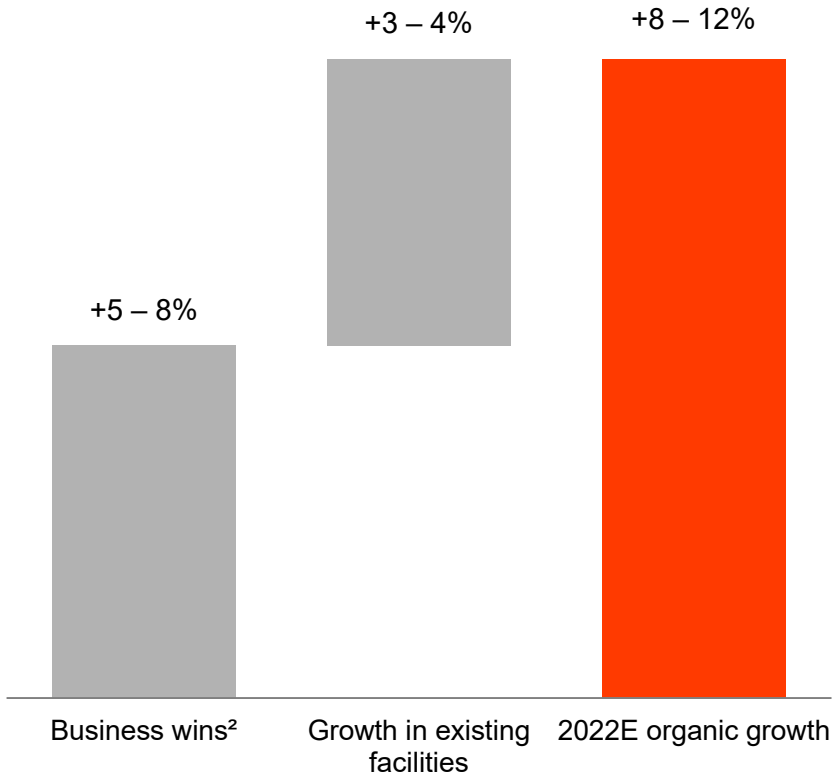
Nearly two decades of double-digit revenue CAGR

Sources: Management's pro forma financials: 2016-2017 revenue as reported for XPO's logistics segment; 2018-2020 as presented in GXO's audited combined financial statements

¹ EUR/USD annual depreciation of ~5%

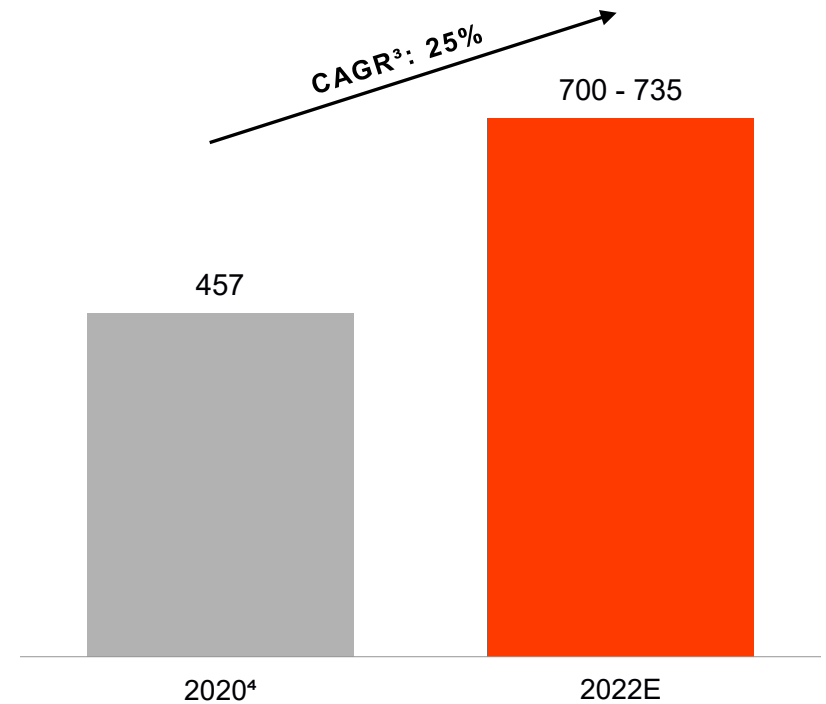
5 Best-in-class growth profile on track to deliver strong earnings in 2022E

2021E – 2022E ORGANIC REVENUE GROWTH¹



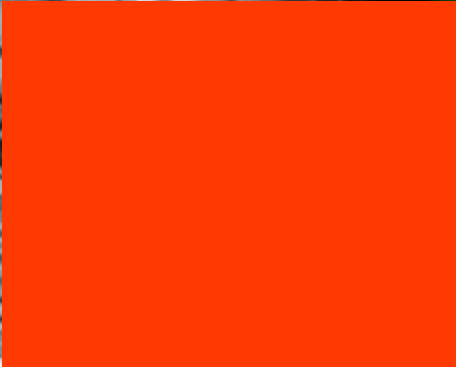
PRO FORMA ADJUSTED EBITDA¹

\$ in millions



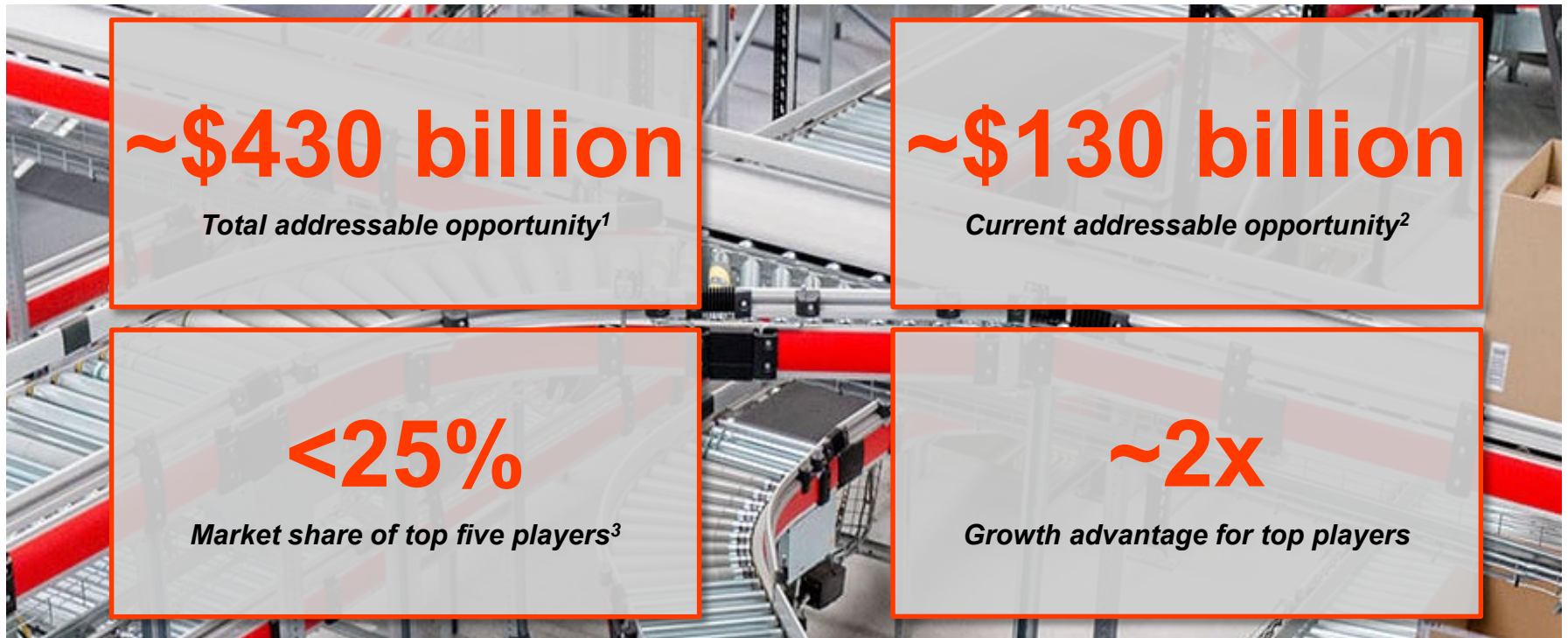
Growth propelled by a combination of new business wins and margin expansion

¹ Represents 2022E guidance ² Net of attrition ³ Calculated using the midpoint of 2022E guidance ⁴ Calculated using the midpoint of pro forma adjusted EBITDA guidance comparable to 2021 outlook (see reconciliations of GXO pro forma adjusted EBITDA in appendix)



Industry overview

Highly fragmented growth market



Source: third-party industry research

¹ Represents total addressable logistics market in North America and Europe, includes \$300 billion of currently insourced logistics in North America and Europe

² Represents currently outsourced addressable market

³ Represents each of North American and European markets

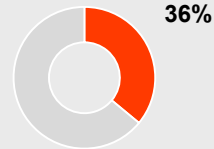
Regionally diverse revenue base

KEY REGIONS

% OF 2020 REVENUE

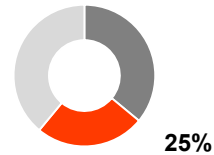
GXO'S COUNTRY POSITION

United States



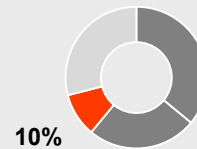
#2

United Kingdom



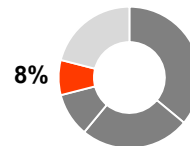
#2

France



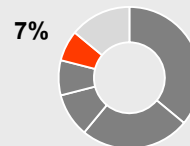
#4

The Netherlands



#2

Spain



#2

GXO is a top logistics provider in all of its key geographies

Decades of expertise in high-growth verticals

TOP VERTICALS

% OF 2020 REVENUE

STRONG VALUE PROPOSITION

E-commerce, omnichannel and technology

50%



- Comprehensive B2C services, including sophisticated supply chain management facilitated by advanced automation and data science
- High-value-add services include order personalization, reverse logistics, peak labor management, complex inventory management and forecasting
- Characterized by dual channels: retail and direct-to-consumer fulfillment
- Consumer tech logistics for manufacturers and telecom providers includes high-volume returns management, repair and refurbishment of consumer electronics

Food and beverage

13%



- Frozen, refrigerated and dry storage, with stringent regulatory compliance and code tracking
- Fulfillment for retail, hospitality and direct-to-consumer supply chains
- Recalls management

Consumer packaged goods

13%

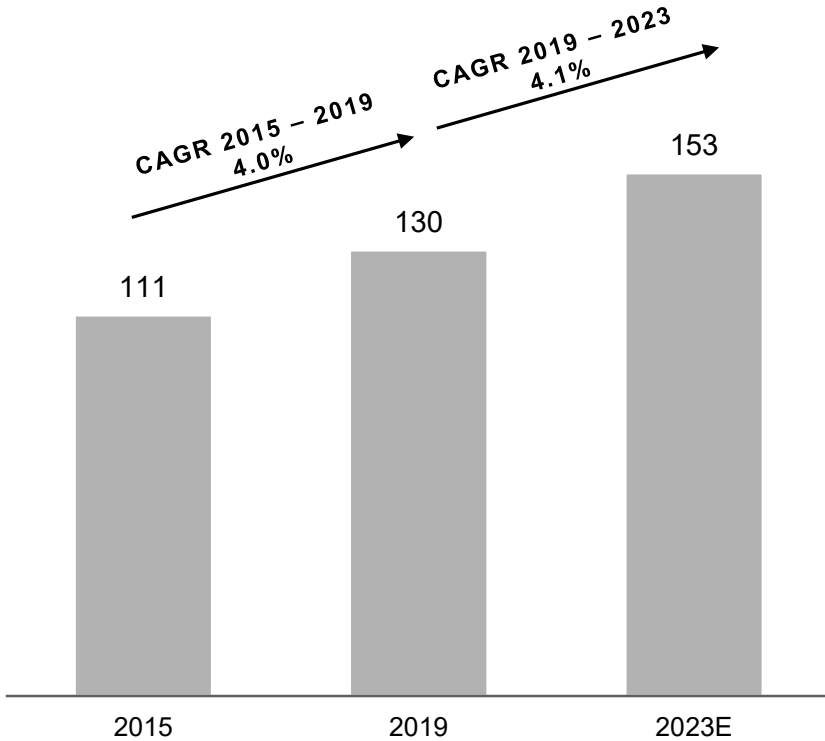


- Replicable solutions for consistent results across national and multinational consumer markets
- Consumer purchase behavior driving demand for e-commerce and omnichannel fulfillment

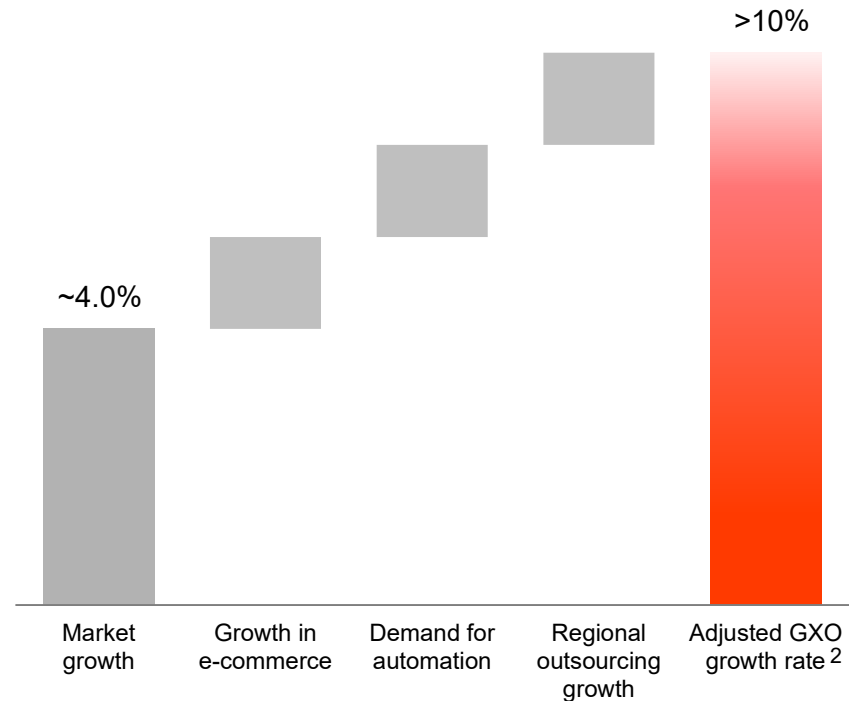
Mix, automation and scale expected to drive GXO revenue outperformance

CONTRACT LOGISTICS INDUSTRY GROWTH¹

\$ in billions



PRIMARY GROWTH DRIVERS FOR TOP PLAYERS



GXO's favorable geographic and vertical mix coupled with technology leadership are driving even greater levels of growth

Sources: Management estimates and third-party research

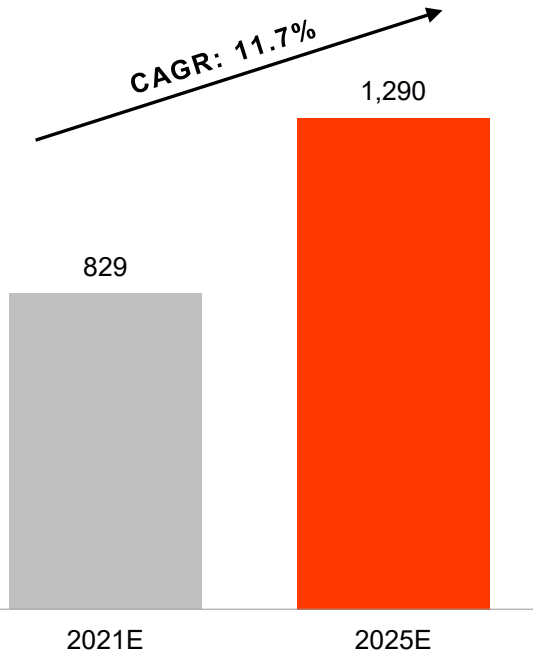
¹ Assumes EUR to USD exchange rate of 1.1

² Represents 2022E guidance

E-commerce exposure and growth rates by region

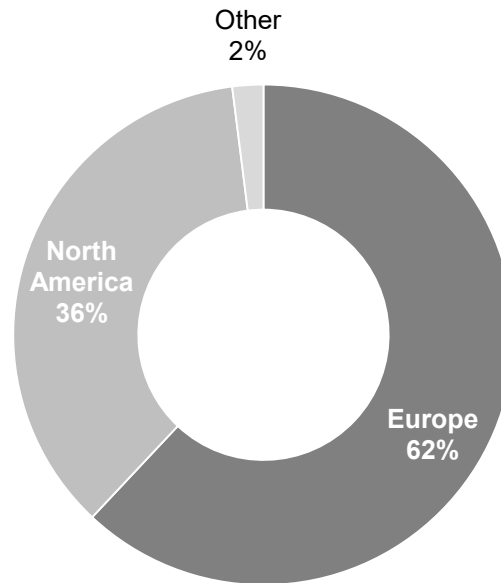
NORTH AMERICAN E-COMMERCE INDUSTRY GROWTH

\$ in billions



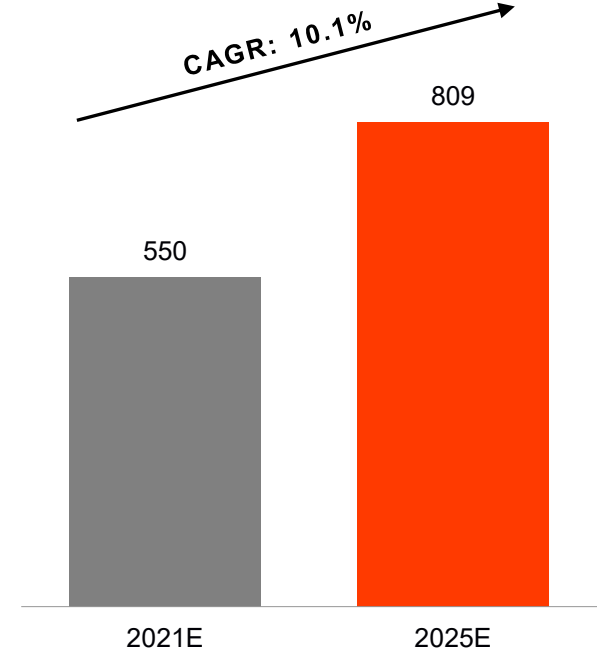
GXO'S GEOGRAPHIC MIX

2020 revenue mix



EUROPEAN E-COMMERCE INDUSTRY GROWTH

\$ in billions



E-commerce industry growing at ~11% across GXO's key geographies

Product returns increase demand for e-commerce logistics

E-COMMERCE DRIVES HIGHER WAREHOUSE DEMAND

3x – 10x

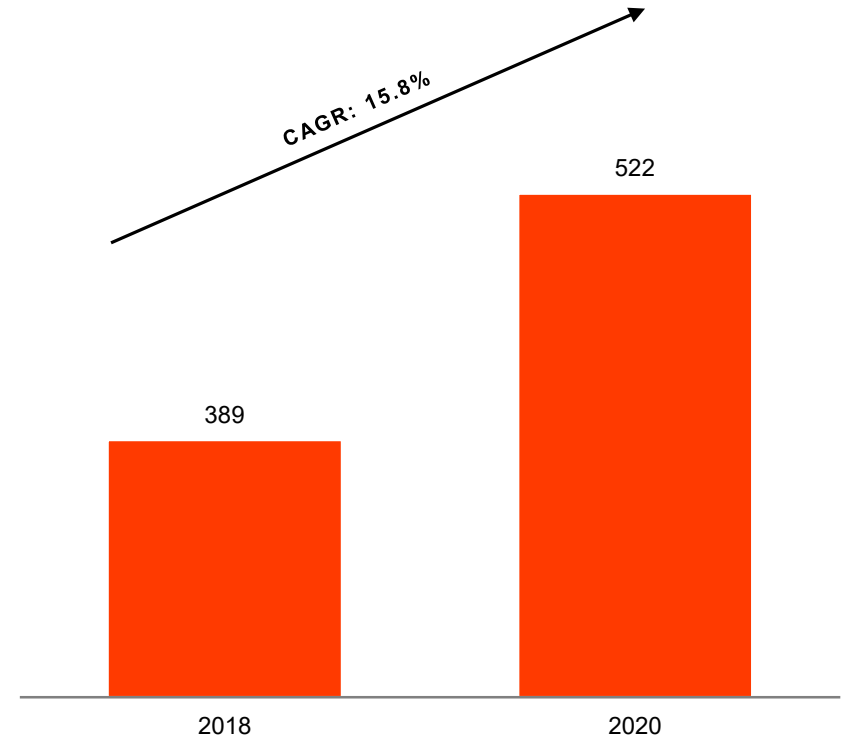
Revenue uplift when a customer switches to e-commerce

2x – 5x

Revenue uplift from reverse logistics vs. outbound parcel

GXO REVERSE LOGISTICS REVENUE TREND

\$ in millions



GXO plays a pivotal role in the circular economy

Increasing complexity drives outsourcing trend

CUSTOMER NEEDS BECOMING MORE COMPLEX¹

43%

Expected annual growth in same-day deliveries

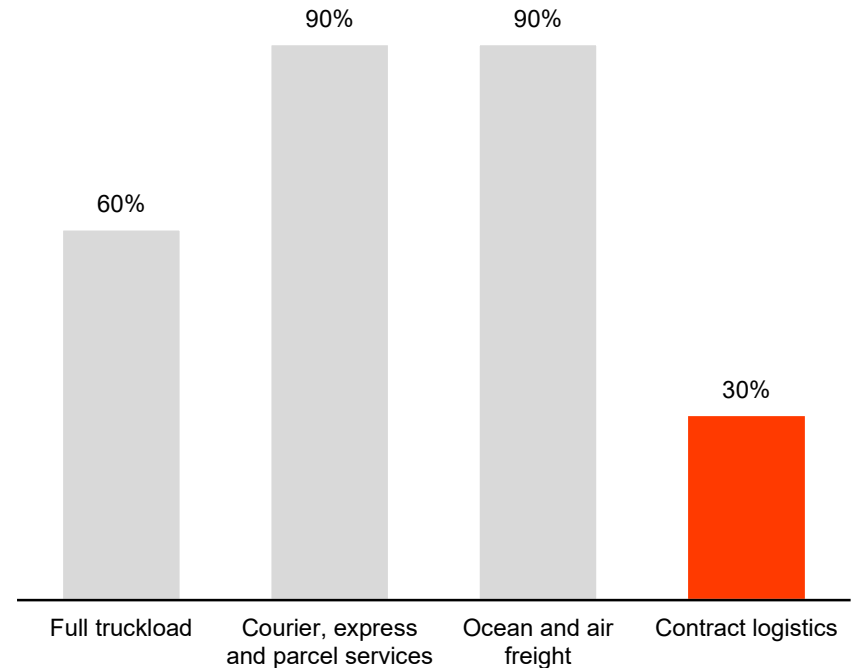
1 in 3

E-commerce products are returned

60%

Retail apparel purchases are omnichannel or online

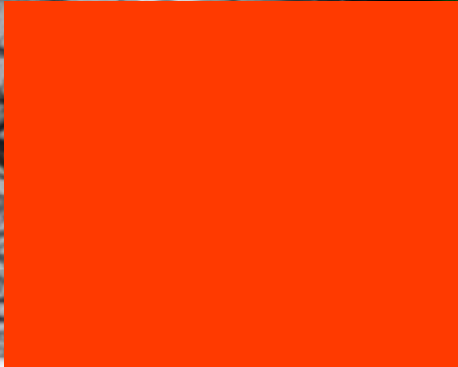
OUTSOURCED SHARE OF SUPPLY CHAIN ACTIVITY



GXO is well-positioned to capitalize on shift to outsourcing

Source: Third-party industry research

¹ North American market data



A winning culture



We solve complex supply chain problems



GXO's winning culture



Global scale

As much as 8x larger than other pure-play logistics providers¹



Deep expertise

Two decades of experience implementing high-value-added services to 1,000+ customers



Trusted partner

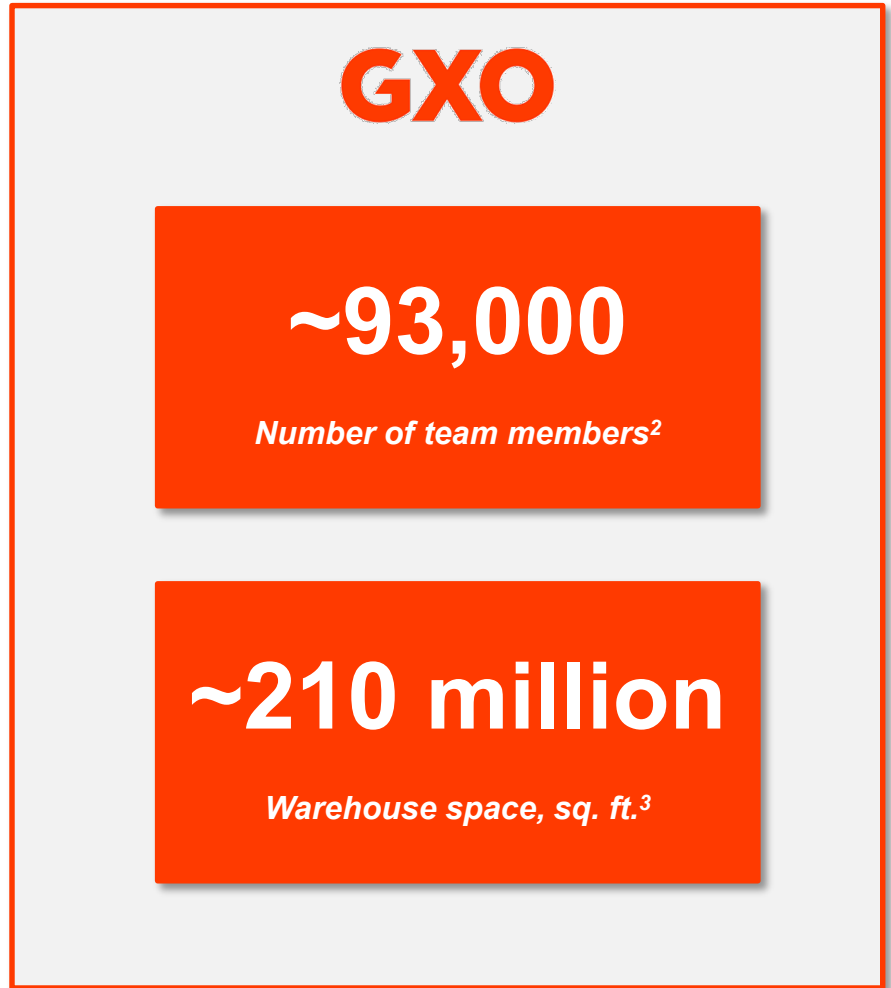
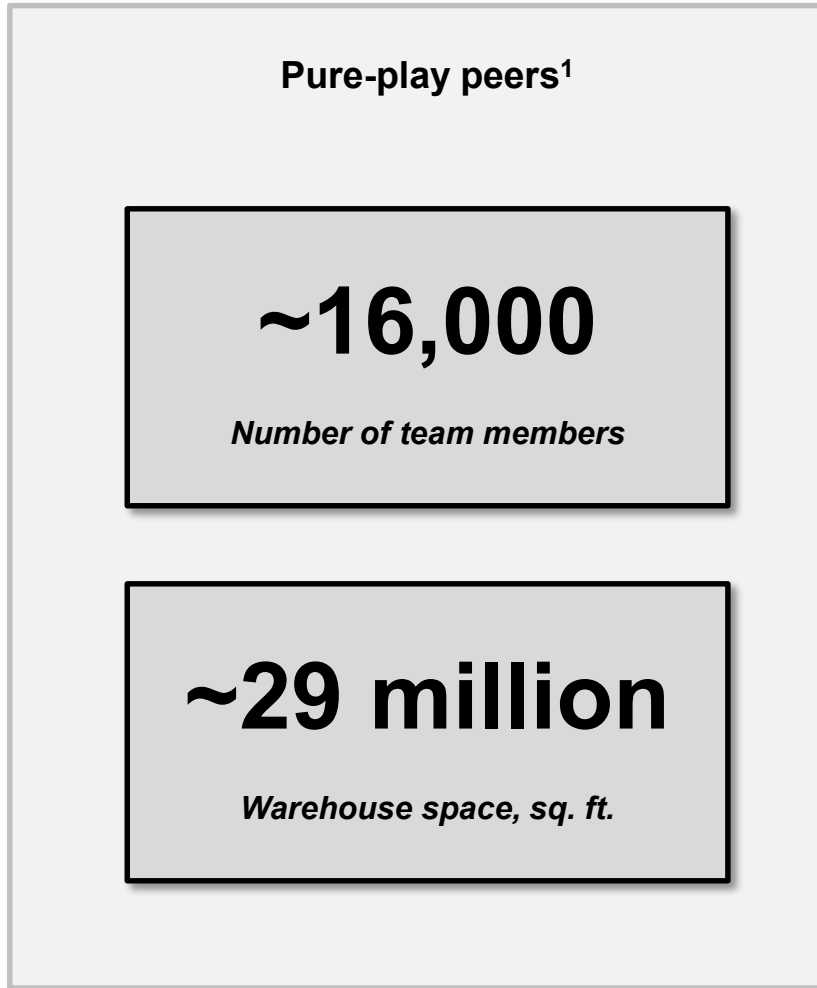
Top 20 customers have been with GXO for 15 years on average



Customers choose GXO for its unrivaled capabilities

¹ Includes only publicly listed peers

GXO possesses significant scale advantage over pure-play peers



Source: Public filings

¹ Figures represent median of selected peers (CLG, WIN, IDL) as of latest filings

² As of March 31, 2021; ~66,000 employees and ~27,000 temporary workers

³ As of March 31, 2021

GXO has the expertise to run the industry's most complex supply chains

CUSTOMER PROBLEM

“We need a comprehensive e-commerce supply chain solution”

“We need a single provider to manage our multinational supply chain”

“Our warehouse rents are too high”

GXO SOLUTION

Full-service offerings for entire e-commerce supply chain

Unified offering across global footprint

Strong real estate negotiating power as a top five global industrial tenant

GXO's ability to replicate outcomes across markets is a key differentiator

Customer case study – Walt Disney Parks and Resorts



The Disney MagicBand is an all-in-one, personalized wristband technology that gives a guest access to the Park, unlocks the Disney hotel room and is used to buy food and merchandise

CUSTOMER NEED

- In 2013, Disney sought a partner to collaborate in creating a supply chain for the new MagicBand product
- Disney required a customized logistics process for engraving and fulfilment that would ensure accuracy and delight their guests

GXO SOLUTION

- GXO developed a custom software-hardware solution, working with Disney, the MagicBand manufacturer and laser manufacturer
- GXO had previously invested in RFID, the technology used to read the MagicBand
- GXO's packaging engineers helped create a solution that satisfies production and shipping objectives, while providing guests with an attractive keepsake at the lowest possible cost

KEY RESULTS

- Rigorous controls built into GXO's solution ensure that the right name is engraved on each band prior to shipping
- Engineered packaging enhances the out-of-box experience for recipients in keeping with the Disney brand, without adding unnecessary cost

SUPERIOR VALUE

- GXO has helped transform how guests enjoy Disney Parks and resorts through a personalized experience



Tenure

- ✓ Personalized fulfillment: 8 years

GXO's capabilities cover the full spectrum of warehousing needs

CUSTOMER PROBLEM

"1 in 3 pairs of shoes we sell are being returned and it's causing significant disruption"

"We're sending customers the wrong products at a high rate"

"Labor availability has become less predictable during Covid"

GXO SOLUTION

Reverse logistics

**Advanced automation
and robotics**

**GXO Smart™
labor management tools**

Digital capabilities create value for the company and its customers

Customer case study – Nike



Nike is one of the world's most recognizable brands for athletic footwear, apparel, equipment and accessories

CUSTOMER NEED

- In 2017, Nike sought a logistics partner to manage product returns
- An increase in returns was adversely impacting Nike's bottom line

GXO SOLUTION

- GXO facilitated the set-up of over 1 million sq. ft. of reverse logistics space and accelerated the processing of inbound returns
- Deployed advanced planning to predict and prioritize high-value products in the reverse logistics process, reducing unnecessary inspections and the remerchandising of low-value products

KEY RESULTS

- Increased margin through improved velocity, advanced planning and analytics at a state-of-the-art facility, with engaged employees
- Eliminated backlog of more than 1,000 trailers, with remaining trailers processing packages within 48 hours
- Continue to provide support for 4,000,000 SKUs

SUPERIOR VALUE

- GXO dramatically reduced overall cycle time for Nike returns by integrating cutting-edge technology and reverse practices to achieve hyper-fast velocity



Tenure

- ✓ Reverse logistics: 4 years

Customer case study – Nike Rebound: Hyper-fast returns



GXO builds long-term partnerships with customers

CUSTOMER PROBLEM

“We need a trusted 3PL partner without channel conflict”

“We’re selling a high-profile new product and need to ensure a smooth rollout”

“We need to reduce the carbon footprint in our supply chain”

GXO SOLUTION

Largest global pure-play contract logistics provider

Long-tenured track record of superior execution

Expertise building environmentally friendly warehouses

Customers trust GXO with their most important asset – their reputation

Continuous improvement positions GXO as a trusted partner

Focus on continuous improvement (“CI”) drives best-in-class solutions and outcomes

- Identifies best CI tools available and shares universal best practices across footprint
- Identifies best vertical-specific practices, clearly differentiating GXO to customers and market
- Annual efficiency gains of 1% to 2% of sales, realized through CI initiatives

CONTINUOUS IMPROVEMENT LEVERS

Management performance

Levers:

- SMART (productivity)
- IN SITE (daily P&L)
- SID (CI plans data base)
- ABC (slotting optimization)

Logistics processes

Levers:

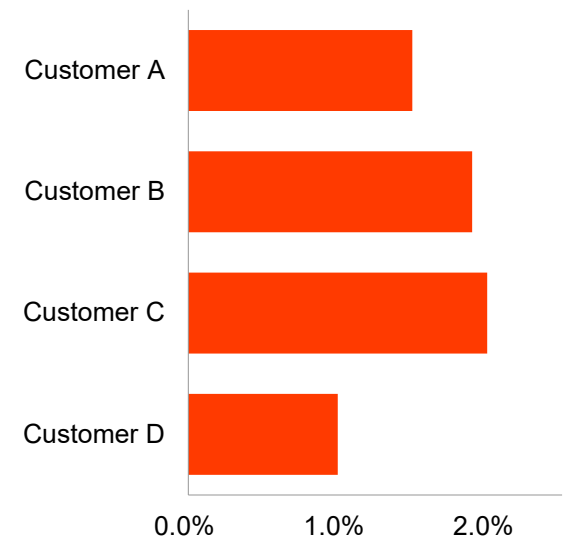
- Playbook per vertical
- Maturity assessment (360° audit)
- Productivity benchmarks
- TIME PRO (video tool)

Business retention

Levers:

- IN SITE (tariff profitability analysis)
- Dedicated CI programs
- Renewal support

CONTINUOUS IMPROVEMENT EFFICIENCY GAINS AS % OF REVENUE



GXO Direct: an innovative, shared-space distribution solution for customers

National distribution solution that gives customers fluid fulfillment with more flexibility than traditional distribution models, and at lower cost

ADVANTAGES FOR CUSTOMERS

- Maintain independent brand identity and value chain
- Access to logistics scale, expertise and technology without adding high-fixed-cost distribution centers
- Predictive analytics help plan inventory flows
- Reposition inventory within one and two-day ground delivery range of ~99% of the US population – increasing customer revenue growth by ~20% on average
- Service agility enhances brands
- Unrivaled speed to market

ADVANTAGES FOR GXO

- Differentiates GXO from other logistics providers
- Shared warehouse model increases utilization of existing warehouses and other resources
 - Over 1.7 million square feet of warehouse space converted into GXO Direct across 20 locations
- Enables commercial relationships with emerging super-growth firms that are too small to support a dedicated logistics facility

GXO DIRECT INTEGRATES THIRD PARTY E-COMMERCE PLATFORMS AND OMNICHANNEL RETAILERS



**>\$100 million of 2021E GXO Direct revenue,
with 30% YoY growth in 2021E**

Committed to achieving bold environmental targets

30%

*Greenhouse gas
emission reduction by
2030 vs. 2019*

100%

*Carbon neutral
by 2040*

50%

*Renewable global
electricity by 2030*

80%

*Global operations using
LED lighting by 2025*

80%

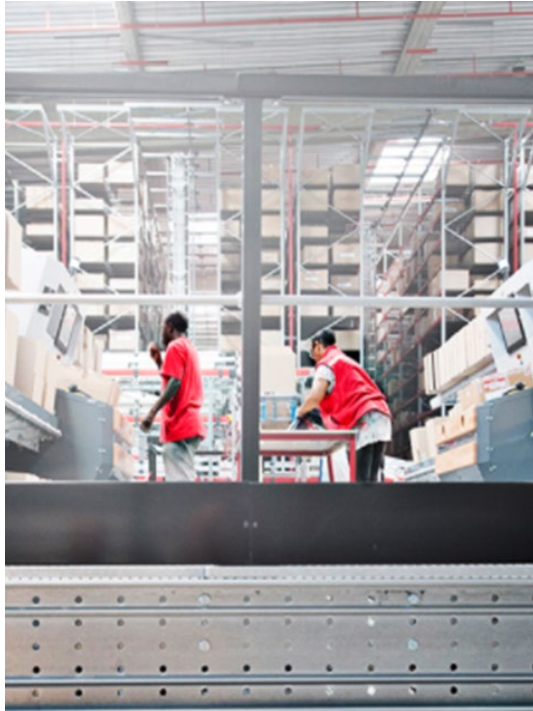
*Global landfill
conversion rate by 2025*

GXO is focused on attaining its own ESG targets and helping customers attain their targets

Customer case study – Kering Group, the carbon negative warehouse



Kering is a global luxury group with an ensemble of renowned labels in fashion, leather goods, jewelry and watches



CUSTOMER NEED

- Kering sought an experienced contract logistics provider to help ship its luxury goods under various brands on a global scale
- The solution must include value-added services, including drop shipments and reverse logistics

GXO SOLUTION

- GXO's comprehensive solution includes multi-shuttle technology, line-hanging solutions, conveyors, mobile racking and shelving, and packing stations supported by automation
- GXO began operating the first warehouse in 2020 and the second in 2021; the operations are designed to reduce environmental impact and are certified to ensure sustainability

KEY RESULTS

- GXO's sophisticated logistics solution has led to extremely short lead times for B2B fulfillment, comparable to the speed of e-commerce operations
- Shipments are customized based on final destination, close to the time of distribution

SUPERIOR VALUE

- A new, GXO-managed logistics complex of 150,000 sq. m. (~1,615,000 sq. ft.) is in the start-up phase in Trecate, Italy
- The Trecate plant will have one of Europe's largest rooftop solar systems, saving an estimated 7,500 tons CO2 a year
- The site will also be the first industrial complex in Italy to produce more energy than it consumes

Tenure

✓ 20 years

Dedicated to fostering a culture of safety, diversity, inclusion and development

Favorable mix of employees and agency labor

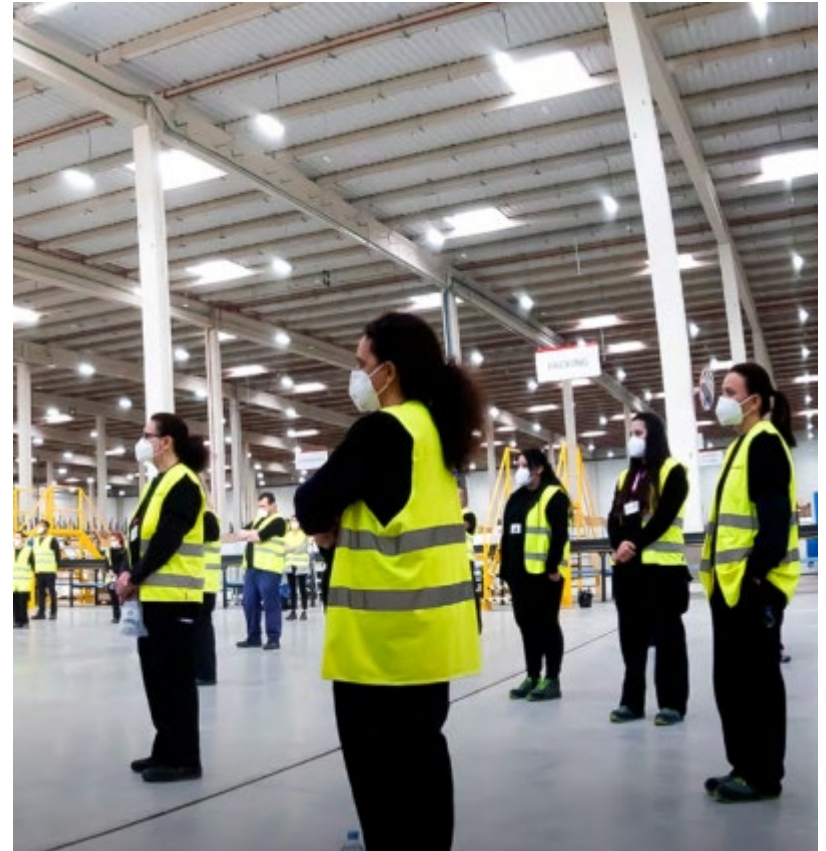
Best-in-class safety record

Diversity, inclusion and belonging steering committee

High level of employee engagement

Ongoing employee education to raise awareness about inclusion

Numerous community outreach programs



78% of 2020 US hires were diverse¹

¹ Defined as a person of color, military veteran, LGBTQ+, or a person with a disability

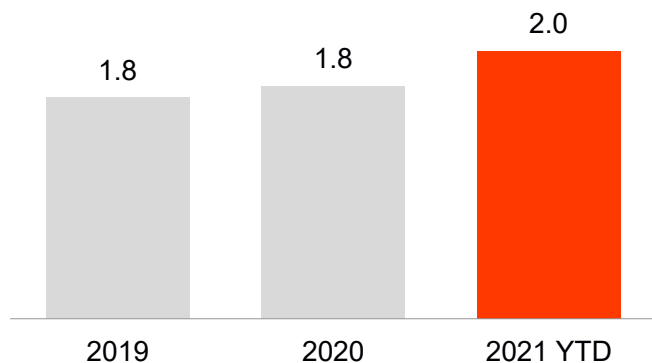
GXO's culture of safety and diversity



\$2 billion pipeline focused on e-commerce

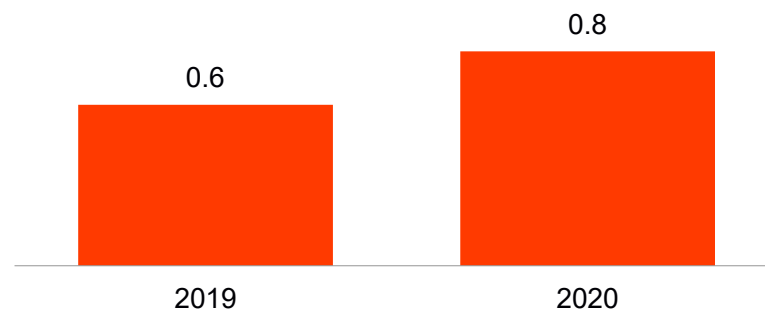
PIPELINE NEAR ALL-TIME HIGHS¹

\$ in billions



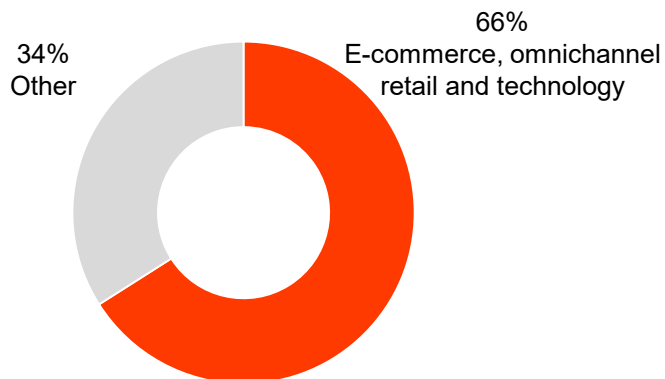
DRIVING SUBSTANTIAL NEW BUSINESS

Annualized revenue from new business won
\$ in billions

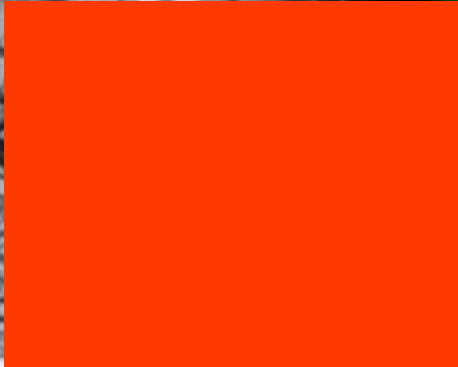


OUTSIZED EXPOSURE TO FAST GROWING E-COMMERCE VERTICAL¹

% of current pipeline



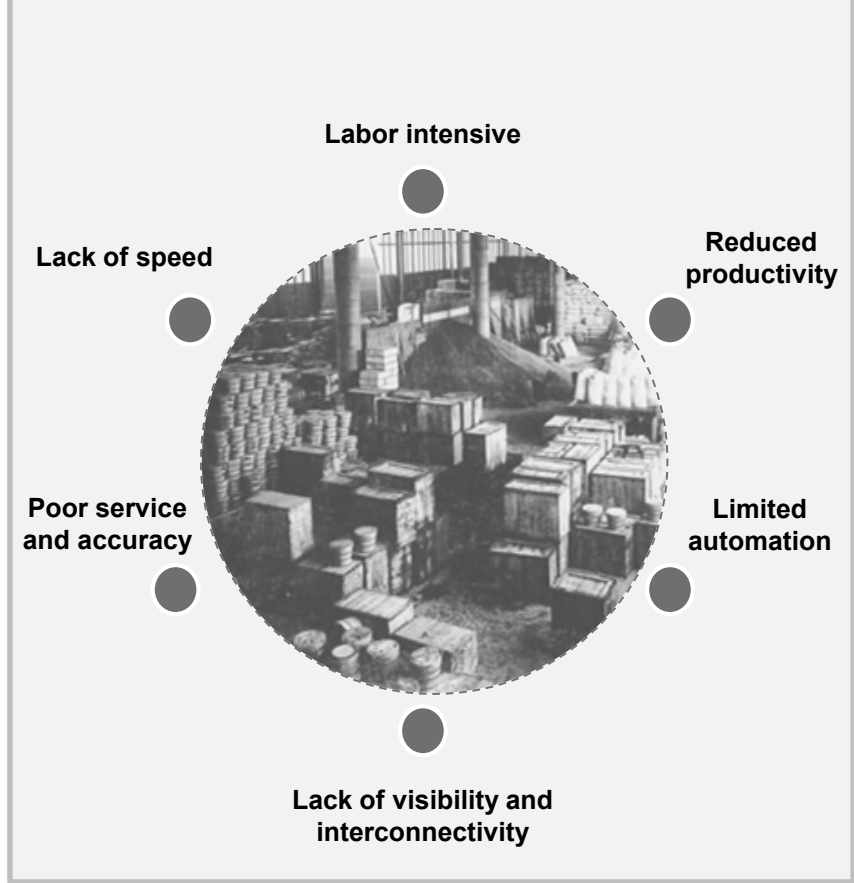
¹ Represents total pipeline as of June 2021



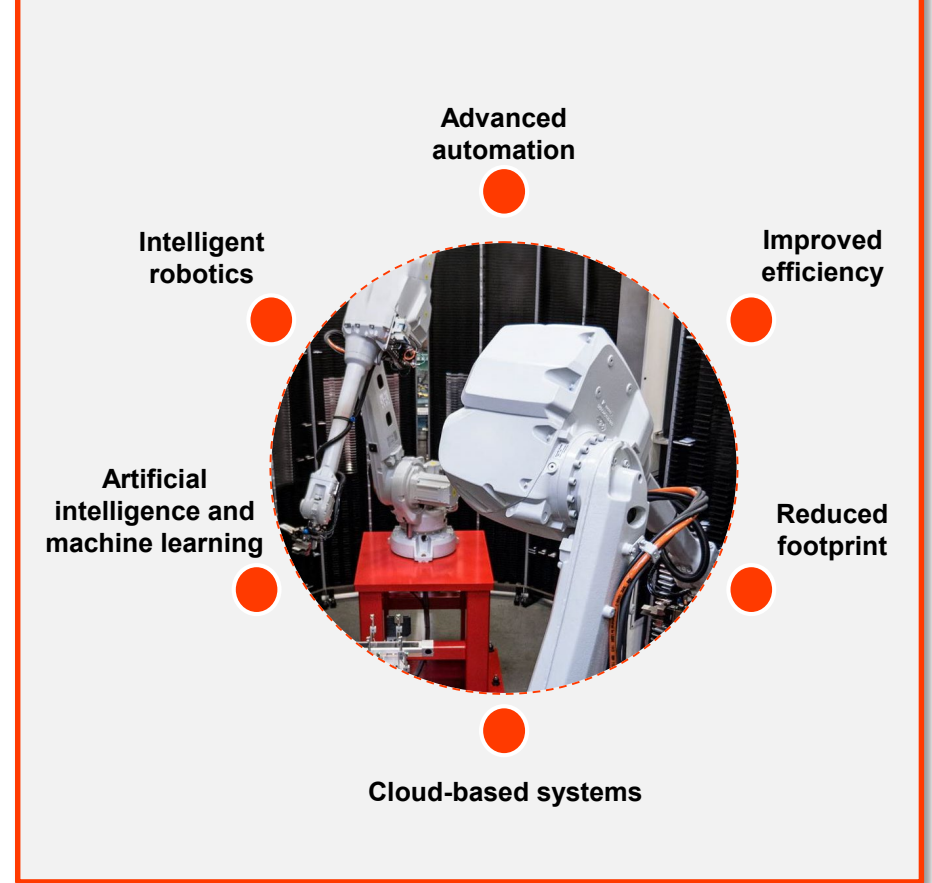
**Margin-enhancing
technology**

GXO is already building the warehouses of the future

Warehouse of the past



Warehouse of the future



Logistics is 3% of customer's overall cost base and has a massive impact on consumer experience

Technology enables better outcomes for GXO and its customers

Revenue Growth

Automated customer solutions have higher revenue growth than GXO's average

Margin Expansion

Automation drives improved productivity and higher margins

Scale and Retention

Automated customers are bigger and stay with GXO longer

Pipeline and Implementation

Higher win percentage of automated vs. non-automated opportunities

Efficiency and Sustainability

Enhanced safety, visibility, management of resources, and ESG credentials

Customer Service

Greater speed, accuracy and predictability; lower cost

Hardware: GXO's automation implementations deliver operational benefits ...

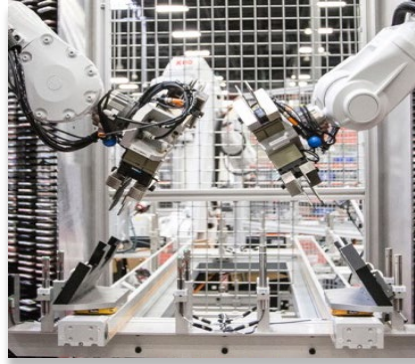
Provides superior visibility and control

Increases fulfillment speed and accuracy

Eliminates data silos

Overcomes space and labor constraints

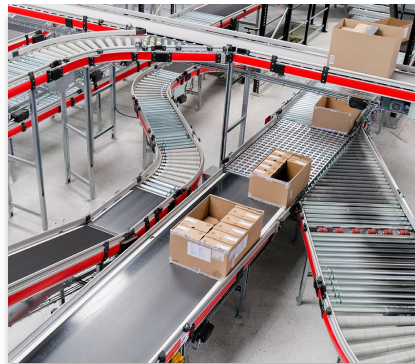
Mitigates safety risks



ROBOTICS



AUTOMATED GUIDED VEHICLES



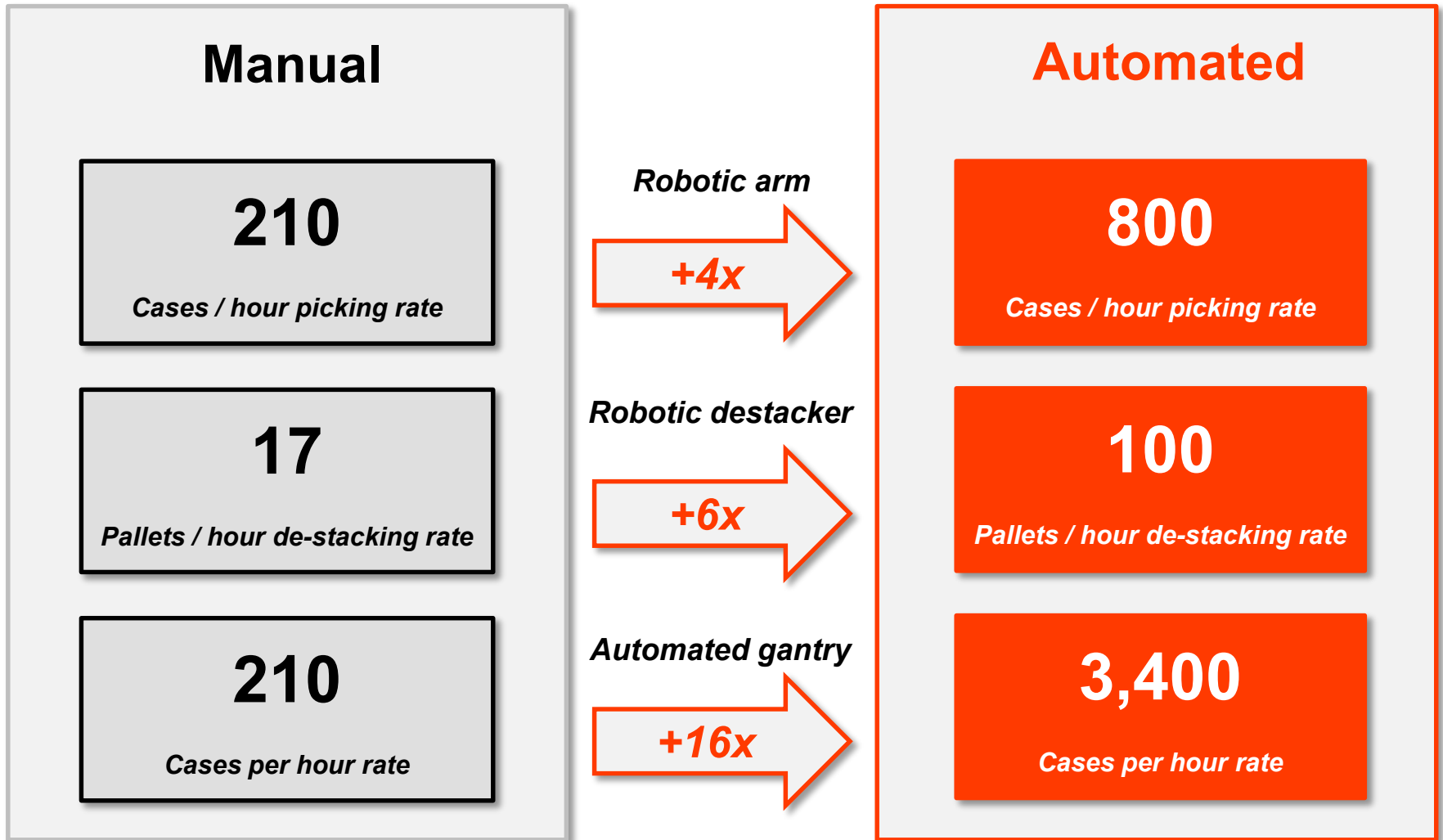
ADVANCED SORTATION SYSTEMS



VISION TECHNOLOGY

3,100+ robots and automation systems in place by YE 2021

And generate dramatic productivity gains ...

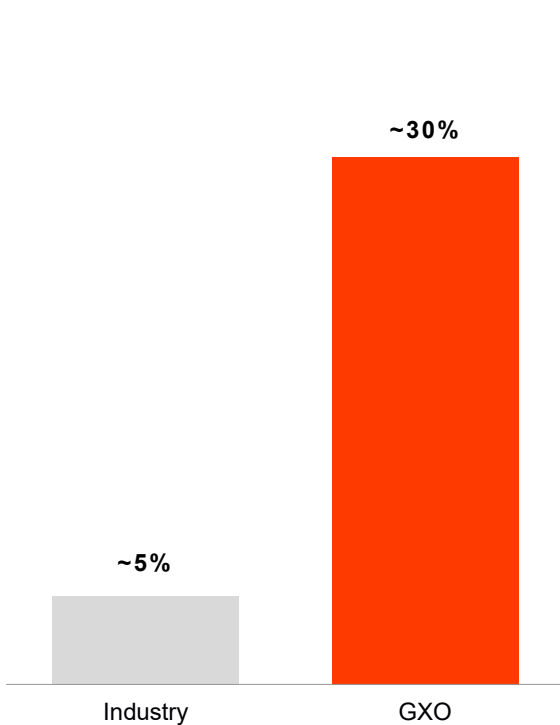


Note: Data represents recent GXO deployments

Leading to higher growth and expanding margins

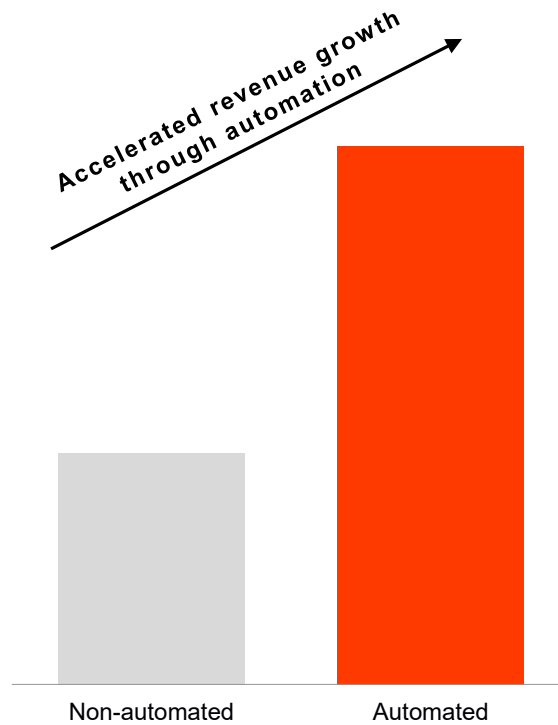
GREATER AUTOMATION EXPOSURE

Automation revenue as a % of total revenue



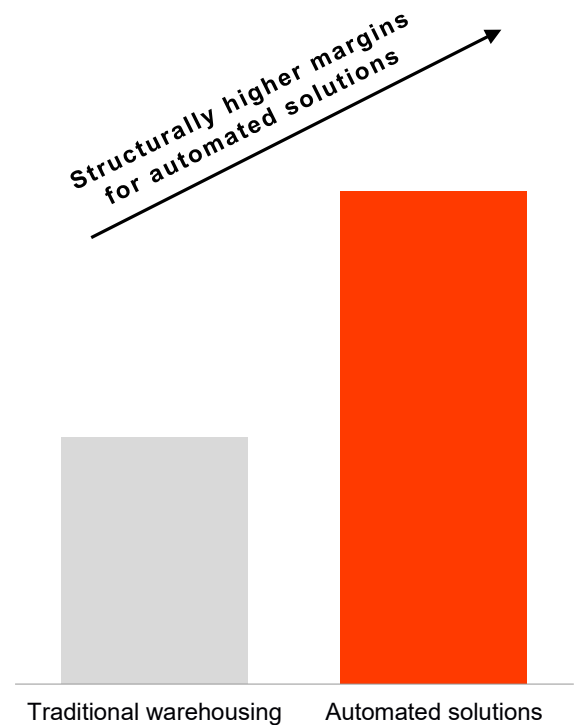
FASTER REVENUE GROWTH

% revenue growth from customers using automation



HIGHER AUTOMATED MARGINS

EBITA margins for customers using automation



Software: GXO's proprietary digital ecosystem enhances visibility and control

- Enables sophisticated integration of advanced automation
- Facilitates collaboration with world-class manufacturers to engineer customized solutions
- Provides in-house control of intelligent solutions, including robotics and goods-to-person systems
- Speeds startup of customer projects
- Supports management decision-making with data-driven insights

GXO Smart™

Labor management

WMx

Warehouse management

OMx

Order management

CMx

***Connection
management***

WCx

Warehouse controls

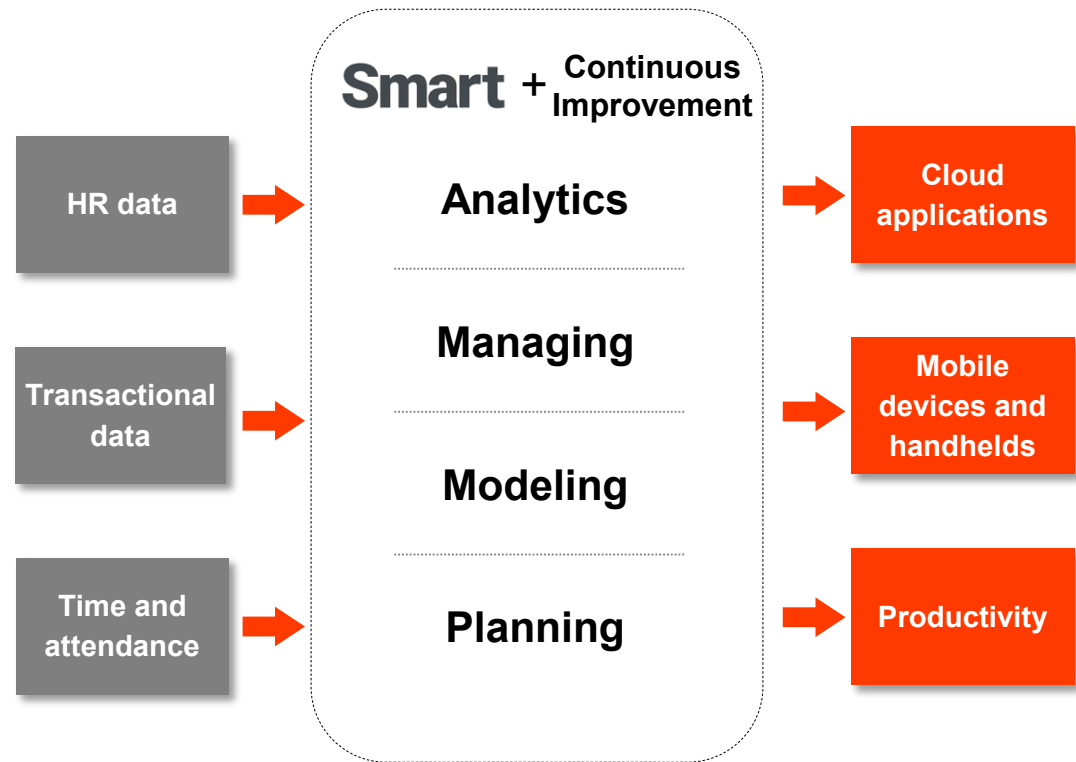
BAx

Business analytics

Software: GXO Smart™ technology delivers productivity improvements of 5% to 7%

Proprietary suite of intelligent productivity tools that optimize labor cost

- Machine learning drives productivity and operational effectiveness
- Optimizes labor force through peaks and troughs
- Site-specific modeling helps managers optimize decision-making
- Delivering tangible EBITDA improvement in 2021
- Smart™ currently deployed in ~60% of GXO sites



**“You have done an outstanding job...our productivity is through the roof.”
– Large European omnichannel retailer**

GXO Smart™ productivity management



Customer case study – Nestlé



“I'd like to offer a huge thank you to the many people at Nestlé and [GXO] who have worked so hard to bring our vision to life in this magnificent facility. Our digital distribution warehouse is an important step forward for our business and our customers.”

*Andrew Shaw
Supply Chain Director,
Nestlé UK and Ireland*

Tenure

- ✓ CPG logistics: 21 years
- ✓ Warehouse of the future: 1 year



Nestlé is the world's largest food and beverage company

CUSTOMER NEED

- Nestlé sought to build a state-of-the-art digital warehouse and innovation center in the UK for global product distribution

GXO SOLUTION

- GXO helped design and develop a ~638,000 sq. ft. facility that launched in 2020 with the ability to dispatch 1 million pallets per year – the highest throughput of any site in Nestlé's global logistics network

KEY RESULTS

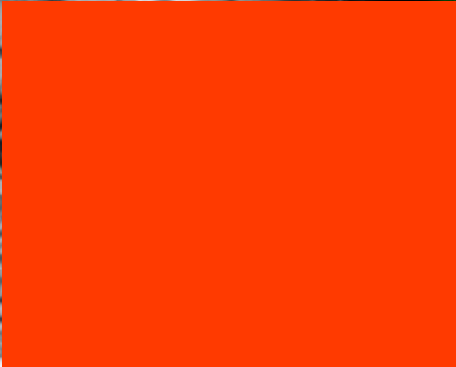
- The state-of-the-art digital warehouse of the future gives consumers faster, more efficient access to the iconic brands of the global food and beverage leader
- GXO and Nestlé are continuously improving responsiveness to channel customers by innovating fulfillment

SUPERIOR VALUE

- GXO strengthened its relationship with this world-class company through an innovative collaboration, and Nestlé continues to trust GXO with critical logistics needs

Customer case study – Nestlé digital warehouse of the future





Financial overview

Expected timeline of the spin-off

Key events

Timing

Public announcement of separation

December 2, 2020

Public Form 10 filing

June 9, 2021

Completed debt financing

July 2, 2021

Investor day presentation

July 13, 2021

Start of regular way trading

August 2, 2021

Note: There can be no assurance that the spin-off will occur or, if it does occur, of its terms or timing

Financial performance highlights

Best-in-class top-line growth

8% to 12% 2022E YoY revenue growth, underpinned by \$2 billion pipeline

Attractive returns profile

28% 2021E ROIC¹

Robust free cash flow generation

Maintenance capex of ~1% of revenue

Strong balance sheet

Investment-grade capital structure

Note: Figures represent 2022E guidance unless stated otherwise

¹ See ROIC reconciliation in appendix for calculation

Capital allocation priorities

Organic growth

- Prioritizing above-market growth

Productivity and technology

- Ongoing investment in productivity and automation

Balancing acquisitions and capital return

- Disciplined approach to acquisitions
- Return of capital to shareholders

Near-term investment-grade profile

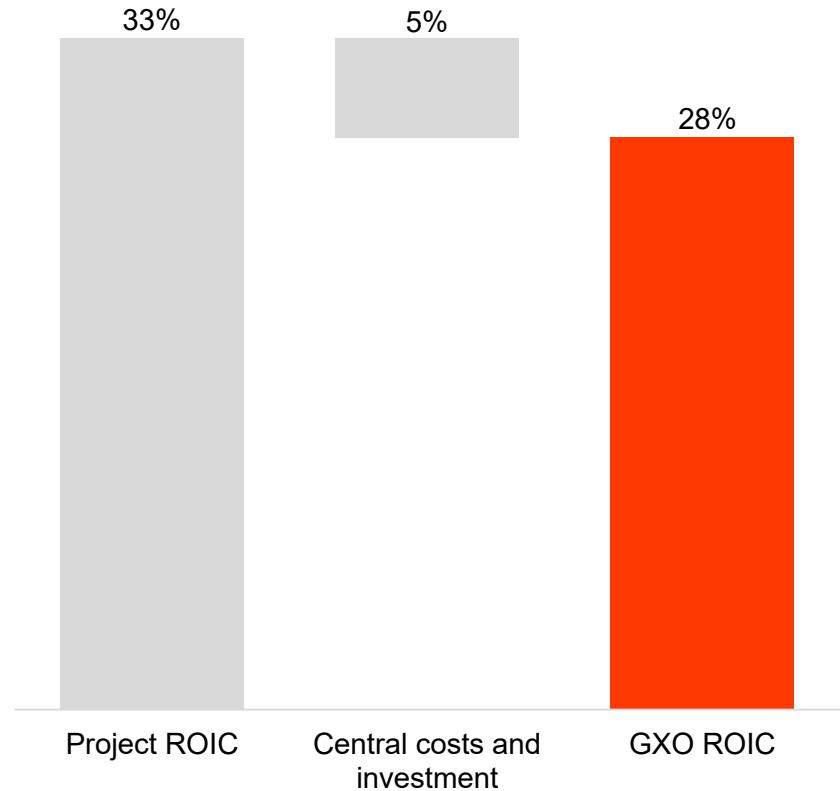
- Committed to remaining investment-grade

Key investment criteria



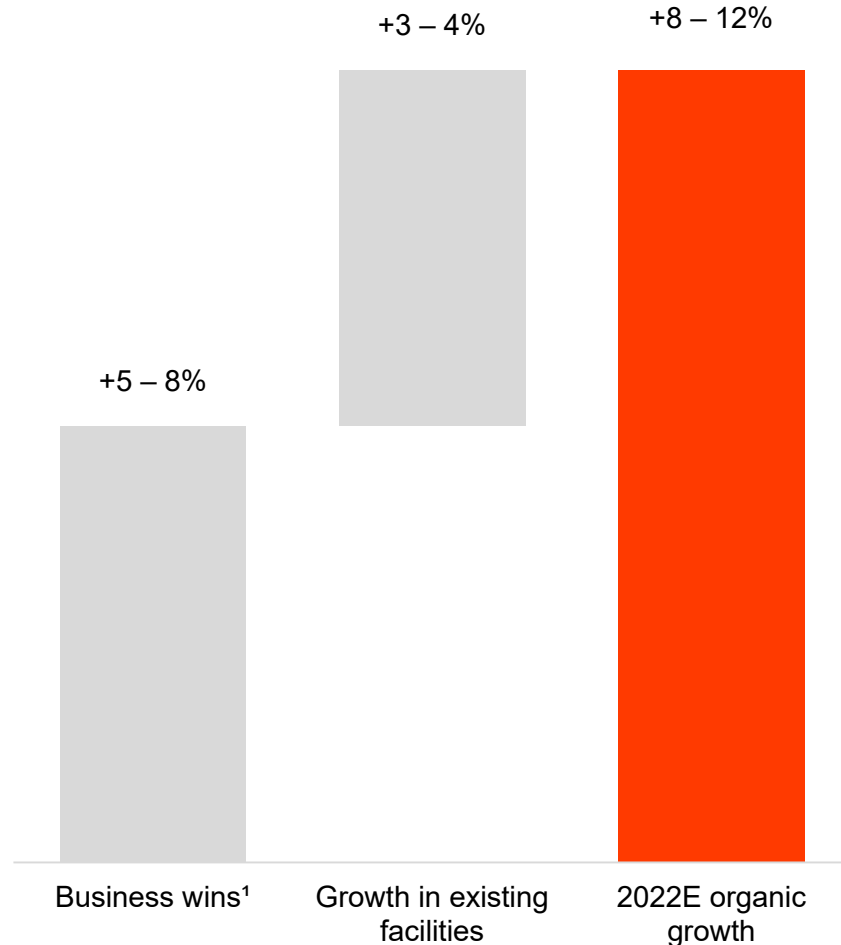
- ROIC target: 28%+
- Maintain investment-grade rating
- Target project payback period: ~3 years
- Aligned to ESG goals

2021E ROIC BRIDGE



~68% of GXO's 2021E capex relates to growth projects

2021E – 2022E organic revenue growth bridge



¹ Net of attrition

COMMENTARY

- **Organic revenue growth of 8% – 12%** for FY 2022E, above pro forma 2021E
- **Growth of 5% – 8%** from business wins
 - Record sales pipeline of ~\$2 billion and growing
 - High-quality opportunities converted to GXO wins
- **Growth of 3% – 4%** in revenue from existing customers
 - Long-cycle contracts
 - Increase in volume and prices

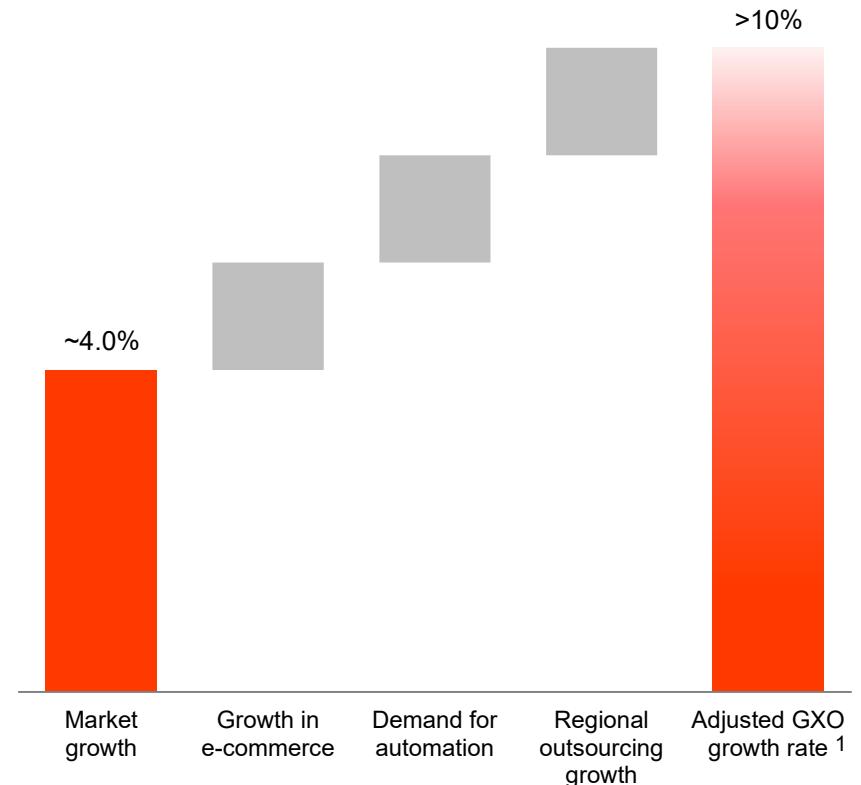
More than a decade of above-market growth remains

MEGATRENDS DRIVING TOPLINE GROWTH

- **E-commerce adoption** is accelerating coming out of COVID
 - ~11% e-commerce CAGR over next 5 years
- Customers are demanding increased **automation capabilities**
 - GXO is a leader in automation, where there is only currently ~5% penetration
- Increased complexity of supply chains will drive further trend towards **outsourcing**
 - Only 30% of contract logistics is currently outsourced

GXO'S TAILWINDS DRIVE ABOVE-MARKET GROWTH

2019–2023 industry CAGR



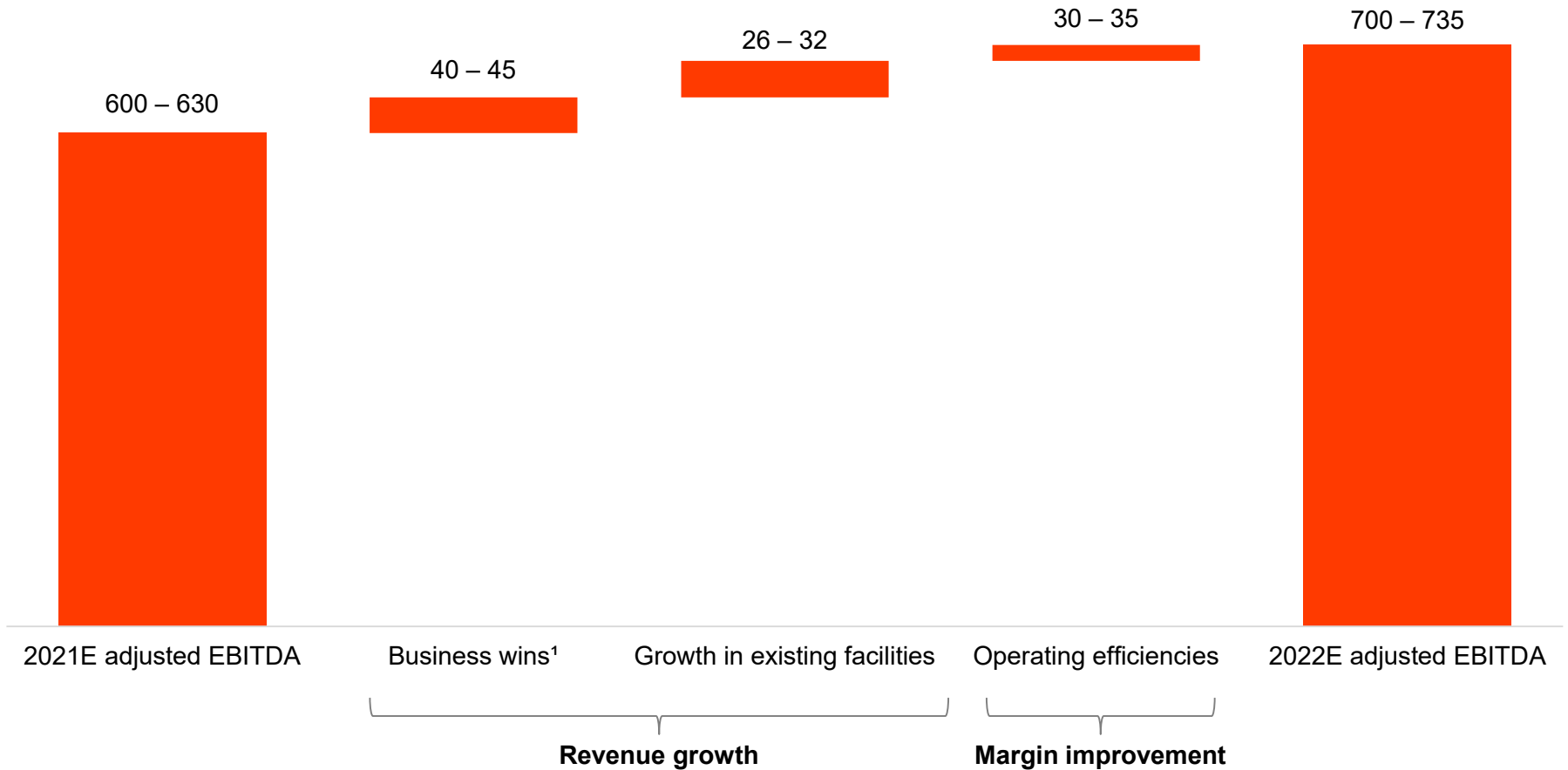
Secular megatrends will contribute to expected double-digit revenue growth

Sources: Management estimates and third-party research

¹ Represents 2022E guidance

2021E – 2022E adjusted EBITDA bridge

\$ in millions



Note: 2021E adjusted EBITDA is shown on a pro forma basis

¹ Net of attrition

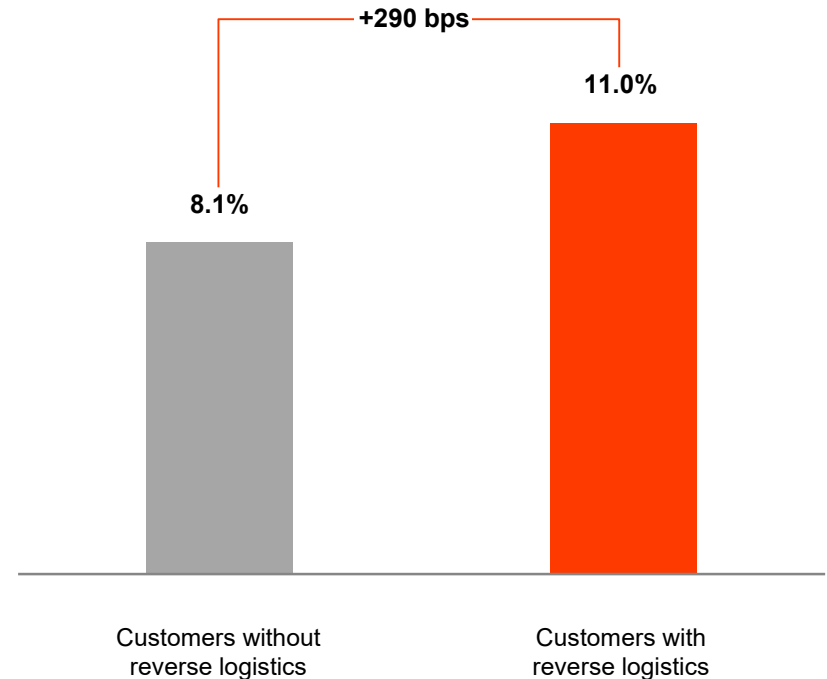
Drivers of long-term margin expansion

MARGIN EXPANSION LEVERS

- Drive further implementation of **GXO Smart™** and other proprietary software tools
 - GXO Smart™ implemented in ~60% of sites
- Grow base of **multinational**, high-margin contracts
- Expand **high-value-added services** (e.g. reverse logistics)
 - Reverse logistics only being used by ~30% of customers
- Mobilize **strategic account management** teams solely focused on landing the largest, most profitable accounts

E-COMMERCE DRIVES MARGIN EXPANSION

2020 adjusted EBITDA margin % before overhead allocation



Clearly defined initiatives underway for long-term margin expansion

Attractive capital structure to fuel future growth

EXPECTED CAPITAL STRUCTURE AT SPIN-OFF		COMMENTARY
Cash	\$100 million	<ul style="list-style-type: none"> ▪ Balance sheet right-sized for optimal cost of capital ▪ No maturities due before 2026 ▪ Expect minimum total liquidity of \$900 million <ul style="list-style-type: none"> – Minimum cash balance of \$100 million – Five-year revolving credit facility with \$800 million capacity ▪ Capabilities to invest in growth; investment-grade balance sheet ▪ Maintain leverage in target range of 1.0x – 1.5x ▪ Fully funded pension position; no cash contribution required ▪ Dividend policy to be determined by Board
Debt	\$800 million	
Average cost of debt	2.15%	
Net debt ¹ / 2021E pro forma adjusted EBITDA ²	1.1x	

¹ Calculated as total debt of \$800 million less cash and cash equivalents of \$100 million

² Reflects 2021 guidance; leverage is not inclusive of finance leases

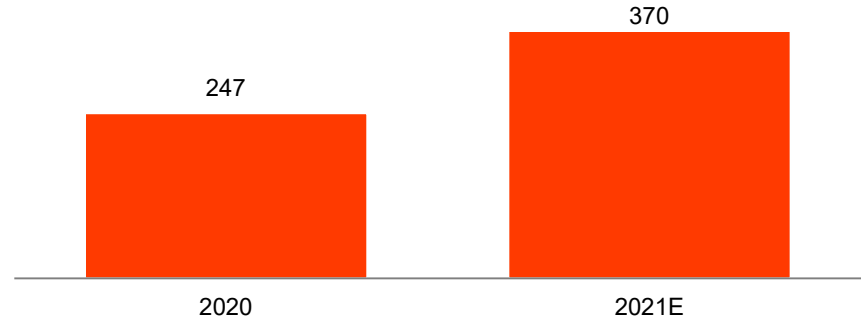
Refer to the “Non-GAAP Financial Measures” section on page 2 of this document

Significant runway for free cash flow generation

- Track record of significant cash generation whilst delivering best-in-class revenue growth
- Two-thirds of capex relates to growth
 - Maintenance capex on a favorable trend due to operational efficiencies
 - Maintenance capex currently ~1% of revenue

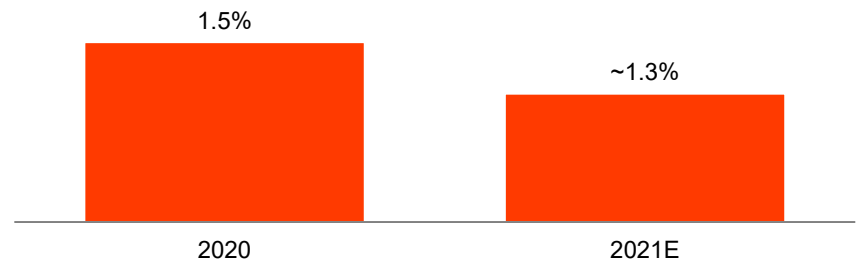
SIGNIFICANT LEVERS TO EXPAND EARNINGS ACROSS CYCLES

Pro forma adjusted EBITDA less net capex¹
\$ in millions



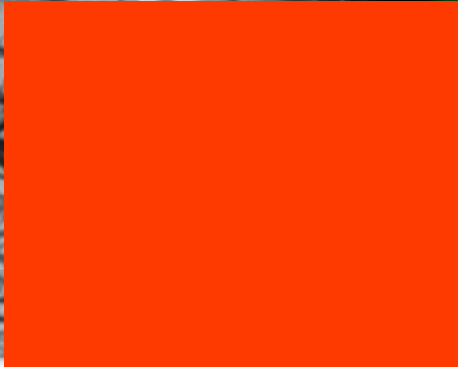
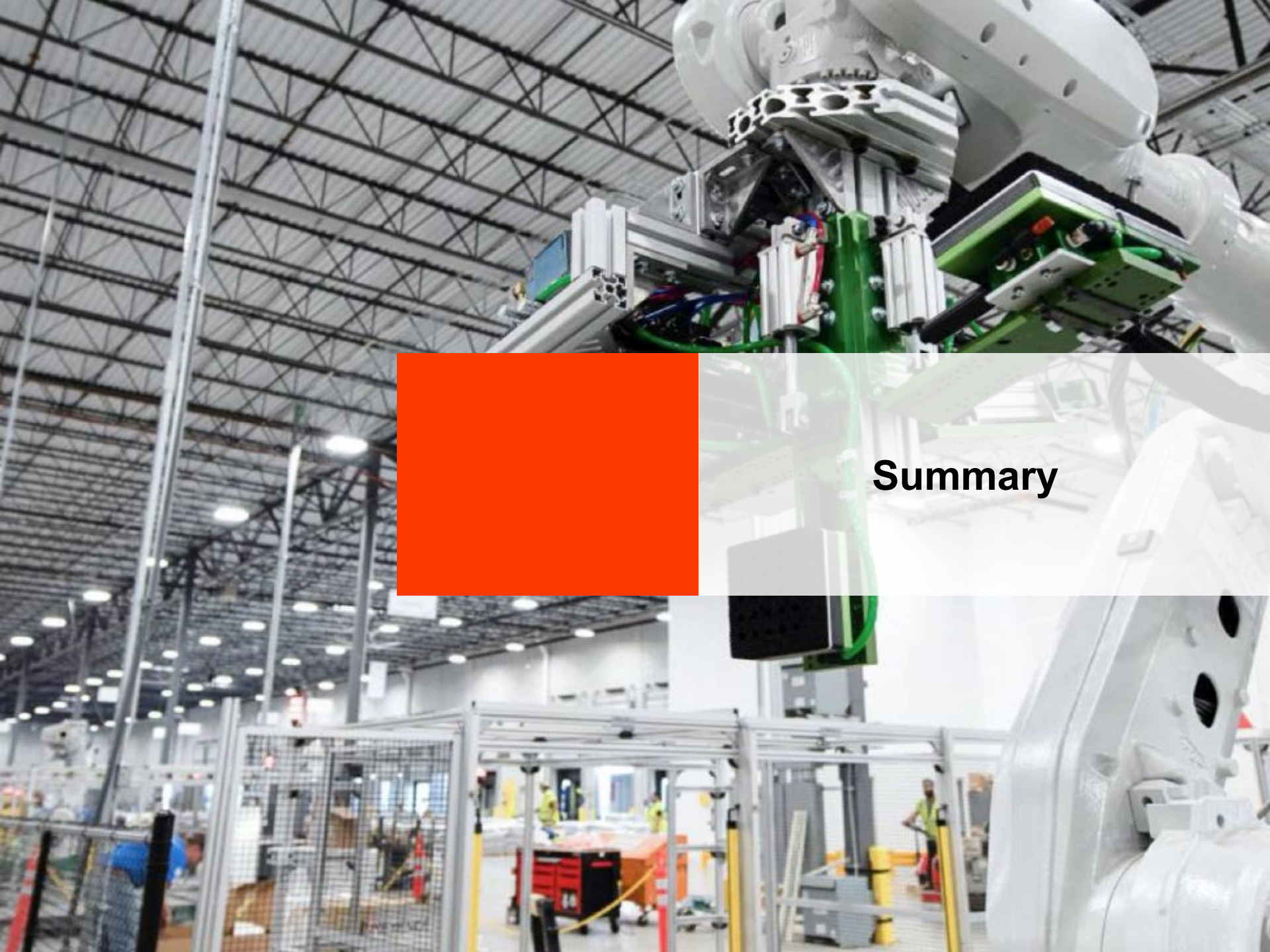
MODEST CAPEX REQUIREMENTS

Maintenance capex as % of revenue



Low maintenance capital requirements drive future free cash flow expansion

¹ See adjusted EBITDA less net capex reconciliation in appendix



Summary

Reasons to invest in GXO

MASSIVE SECULAR TAILWINDS

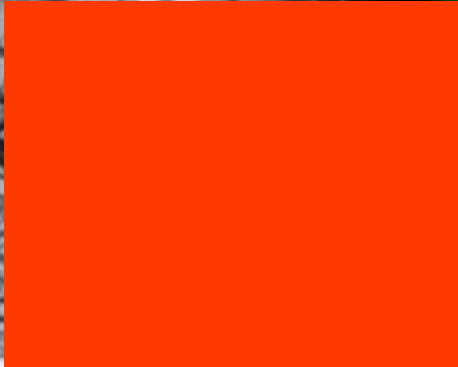
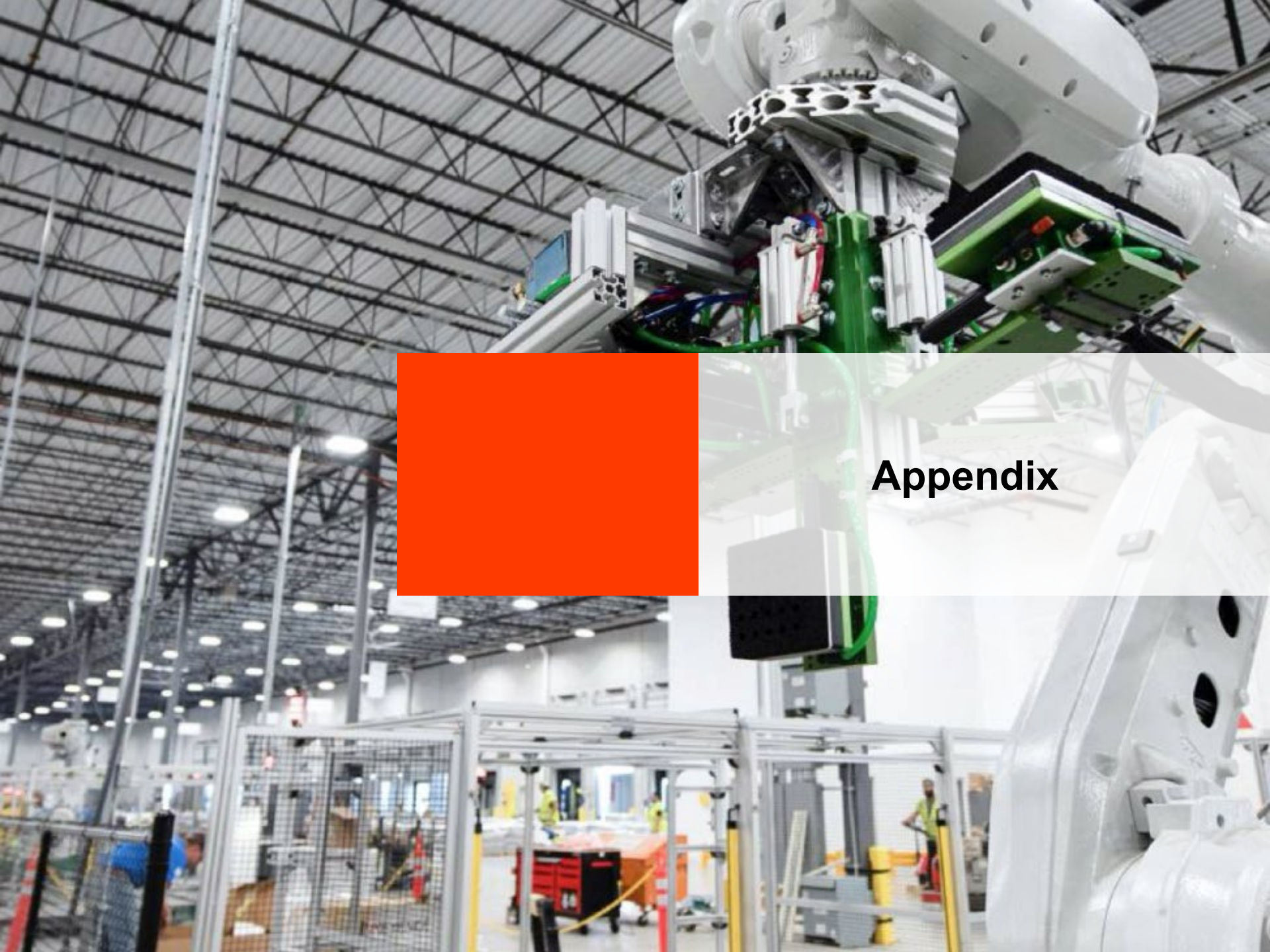
CRITICAL SCALE IN A GROWING MARKET

LONG-TERM, CONTRACTED AND DIVERSE BLUE-CHIP CUSTOMERS

PROPRIETARY TECHNOLOGY IMPROVING CUSTOMER OUTCOMES

FAST-GROWING AND HIGH-RETURN FINANCIAL PROFILE

**Largest global pure-play contract logistics provider,
led by a world-class team**



Appendix

GXO Investor Day presenters

Brad Jacobs
Chairman

- Over 40-year career, has started five companies from scratch and led each to become a billion dollar or multi-billion dollar enterprise
- Includes XPO Logistics (NYSE: XPO) and United Rentals (NYSE: URI), both among the 20 best-performing stocks of the last decade
- Serves as Chairman and CEO of XPO



Malcolm Wilson
Chief Executive Officer

- Three decades of executive experience managing multinational supply chain operations
- CEO of XPO's European business since 2017
- Head of logistics division for Norbert Dentressangle; grew the division to global scale in 15 countries as ND's largest revenue-producing unit



Baris Oran
Chief Financial Officer

- Over 20-year track record in capital markets and omnichannel retail, with a strong background in international finance
- Former CFO of the Sabanci Group, one of Turkey's largest publicly traded companies



Mark Manduca
Chief Investment Officer

- Over 15-year track record in equity research covering transportation and logistics, with distinction as the #1 European transport research analyst for eight consecutive years
- Former Managing Director at Citigroup leading transportation research activities
- Spent eight years at Bank of America leading business services, leisure, and transport research teams



Bill Fraine
Chief Commercial Officer

- Over 30 years in logistics, including 10 with XPO
- Former Division President, Sales and Operations, of XPO's logistics business in the Americas and Asia Pacific
- Previously, spent more than 20 years at FedEx in various positions



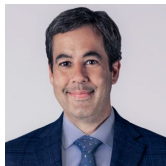
Richard Cawston
President – Europe

- 20-year career in logistics, including deep expertise in the e-commerce sector
- Former President of XPO's logistics business in Europe
- Joined XPO from Norbert Dentressangle with a strong track record of customer expansion



Eduardo Pelleissone
President – Americas and Asia Pacific

- Over 15-year track record in logistics and operations
- Former Chief Transformation Officer for XPO, responsible for the company's business transformation initiatives
- Former COO and executive vice president of global operations for Kraft Heinz



Gavin Williams
President – UK and Ireland

- Over 25-year track record in logistics and operations, including 7 with XPO
- Former Managing Director for the United Kingdom and Ireland for XPO
- Previously, spent 18 years with Wincanton in a breadth of senior roles



Reconciliations of GXO pro forma adjusted EBITDA

GXO ADJUSTED EBITDA RECONCILED TO OUTLOOK

\$ in millions

2020 GXO pro forma adjusted EBITDA (as presented in Form 10)	442
Adjusted for expected corporate cost run rate	10 – 20
2020 GXO pro forma adjusted EBITDA (comparable to 2021 outlook)	452 – 462
2021 underlying EBITDA growth	148 – 168
2021 GXO pro forma adjusted EBITDA outlook	600 – 630

Reconciliations of GXO pro forma adjusted EBITDA (cont.)

NET LOSS ATTRIBUTABLE TO GXO RECONCILED TO ADJUSTED EBITDA FOR 2020

\$ in millions

Net loss attributable to GXO	(14)
Net income attributable to noncontrolling interest	(9)
Net loss	(5)
Interest expense	31
Income tax provision	15
Depreciation and amortization expense	325
Transaction and integration costs	47
Restructuring costs	29
GXO pro forma adjusted EBITDA (as presented in Form 10)	442

Estimated impact of a January 1 spin-off on full-year financial targets

SPIN-OFF IMPACT ON SELECT 2021 FINANCIAL TARGETS

\$ in millions

	GXO Post-Spin-Off
Depreciation and amortization¹	240 – 250
Interest expense²	20 – 25
Income tax rate	26% – 28%
Net capital expenditures	240 – 250
Cash interest	20 – 25
Cash taxes	80 – 90

¹ Excludes acquisition-related amortization expense of \$55 million

² Assumes GXO issues \$800 million of notes at an average interest rate of ~2%

ROIC reconciliation

SELECT FINANCIALS AND GUIDANCE

\$ in millions

Select income statement items	2021E Guidance
Adjusted EBITDA	600 – 630
(-) Depreciation and amortization ¹	240 – 250
Adjusted EBITA	360 – 380
(-) Income tax rate @ 26% – 28%	94 – 106
NOPAT	266 – 274

Select balance sheet items ²	GXO pro forma
Equity	2,451
(+) Debt	800
(+) Finance leases	161
(-) Cash	100
(-) Goodwill	2,048
(-) Intangibles	307
Invested capital	957

¹ Excludes acquisition-related amortization expense of \$55 million

² Per the GXO Form 10

Adjusted EBITDA less net capex reconciliation

SELECT FINANCIALS AND GUIDANCE

\$ in millions

	2020	2021E ³
Adjusted EBITDA	457 ¹	615
(-) Net capital expenditures	210 ²	245
Adjusted EBITDA less net capex	247	370

¹ Midpoint of 2020 GXO pro forma adjusted EBITDA comparable to 2021 outlook (see reconciliations of GXO pro forma adjusted EBITDA in appendix)

² Calculated as \$222 million gross capital expenditures and \$12 million gross proceeds per GXO Form 10

³ Reflects midpoint of 2021E guidance